



Making a difference...together

SALT SPRING ISLAND PARKS AND RECREATION COMMISSION
Notice of Meeting on **Monday, February 4, 2019 at 11 AM**
Creekside Meeting Room, 108 121 McPhillips Ave, Salt Spring Island, BC

Director Holman
Gregg Dow

Brian Webster
Sonja Collombin

Jacky Cooper
Darlene Steele (r)

John Gauld

(R) = Regrets

AGENDA

- 1. Approval of Agenda**
- 2. Director and Chair Reports**
- 3. Outstanding Business**
 - 3.1 PARC Strategic Planning**
- 4. New Business**
 - 4.1**
- 5. Next Meeting: Tuesday February 19, 2019 at 4pm in the Portlock Portable**
- 6. Adjournment**

To ensure quorum, advise Tracey Shaver 250 537 4448 if you cannot attend.

DRAFT AMENDMENT TO PARC STRATEGIC PLANS AND ACTIONS

STRATEGY	ACTIONS	REVISED ACTION	
OUR PLAN FOR RECREATION			
Provide a diverse range of indoor recreation facilities	1. Undertake a master planning for the Rainbow Pool site (e.g. meeting, gathering place, studio space, gymnasium) to evaluate the feasibility for expanding the facility to include a multi-purpose programmable space and leisure therapy pool. Ensure the plans integrate barrier free design guidelines.	Develop a Rainbow Road indoor community recreation centre and site master plan based on current and future capacity to meet community needs and suitability for renovation and/or expansion.	
	2. Upgrade existing indoor facilities, as feasible to meet current barrier free design guidelines	REMOVE – the pool and Portlock portable are fully accessible -recommend this strategy be added to the strategy for the Portlock Park and Rainbow Road master plans. The Centennial park washrooms are being upgraded with a barrier free design.	
	3. Work with School District 64 to upgrade existing playing fields and develop a new joint use agreement that includes booking procedures for these outdoor playing fields.	REMOVE - Already listed under 36 REWORD - Work with School District 64 to update the existing joint use agreement for school district facilities	
Provide engaging recreation programs	4. Conduct an aquatic needs assessment to assess service levels in lessons, lane usage, aquatic fitness and programming registration information and determine if additional aquatic programs can be supported	REMOVE – currently underway	2019 operating
	5. Expand program supply for youth and teens	COMBINE - Continue to expand recreation program opportunities with a focus on senior and teen programming as well as marine recreation	
	6. Increase program supply for seniors		
	7. Increase spontaneous opportunities for all cohorts in both indoor and outdoor programming		
8. Work with partners to evaluate the feasibility of providing outdoor / nature education programming. If feasible, prepare and implement the programs			

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STRATEGY	ACTIONS	REVISED ACTION	
OUR PLAN FOR RESOURCING, CAPACITY AND COMMUNICATIONS			
Invest in our capacity to deliver excellent service	9. Construct or build a park maintenance facility to provide improved working conditions for staff and better equipment storage	COMBINE items 9, 10, 11, 12, and 19	
	10. Prepare a business case to acquire the necessary parks and recreation management equipment	COMBINE items 9, 10, 11, 12, and 19	2019 Capital Plan
	11. Review the current maintenance delivery approach and develop standards to find efficiencies	Review current maintenance service levels and assess the need for equipment, facilities and resource capacity to deliver a sustainable level of excellent service.	
	12. Evaluate current staffing levels and training gaps that need to be addressed in order to deliver a sustainable level of excellent service		
	13. Review current operating and management model of the Saturday Market	Review the current operating and management of the Saturday market with a goal to improve service delivery and allocation of resources.	
Communicate with our residents	14. Expand social media and digital strategies to engage and communicate with our residents	Monitor our presence within the community and broaden our communication strategies and mediums to engage with residents and users	
	15. Update and expand the trails and water accesses guide	REMOVE – this is done annually or upon acquisition of new assets.	
	16. Work with partners to create and administer a resident survey every few years to gauge our progress. Share the results with the residents through a state of parks and recreation report.	Conduct a survey to gauge our progress and ensure our offerings are meeting community needs and expectations	
Minimize barriers to participation through leisure education	17. Work with partners in the education, health, justice, social services, and others to develop and implement a comprehensive leisure education strategy to address the barriers to participation.	<i>The current LEAP program addresses some of this strategy.</i> Work with public agencies to develop a comprehensive leisure education strategy to address barriers to participation	

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OUR PLAN FOR PARKS, WATER ACCESS AND TRAILS			
Create, enhance and maintain our community parks	18. Implement the Centennial Park Master Plan phases 2–5	Implement the Centennial Park Master Plan through a phased approach to replace failing infrastructure	2019/2023 Capital Plan
	19. Develop and implement a park infrastructure and maintenance program to ensure that our community parks are regularly inspected and actively maintained to establishing guidelines and that the life expectancy of infrastructure and equipment is expanded and risks to visitors are managed	REMOVE AND COMBINE WITH items 10, 11, and 12	
	20. Develop a preliminary design and cost estimates to continue enhancing the Ganges Harbour Walk	- Subject to agency land approvals develop a preliminary design and cost estimates to continue enhancing the Ganges Harbour Walk	2020 Capital Plan
	21. Develop and implement a master plan for Mouat Park	KEEP	
	22. Initiate a process to review existing parkland supply to determine which parcels do not meet the needs of the community and should be disposed of or repurposed	KEEP	
	23. Develop clear criteria to help staff determine when parkland should be acquired through the subdivision process rather than accepting cash in lieu and the characteristics of the land that would need to be met if accepted	REMOVE – CRD follows the “Parkland Acquisitions – Best Practices Guide” published by the province in 2006. “The best practices were established to provide a consistent policy approach for local government Parkland Acquisition. Municipalities across the province were surveyed regarding parkland acquisition practices. Based on the results of the survey and the....discussions the Parkland Acquisition Best Practices were prepared.”	

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	24. Support partners to increase community gardens space to allow for residents to interact and create a sustainable food source	KEEP	
	25. Work with regional invasive species initiative to support the expansion of the Invasive Weed Program in community parks	KEEP	
Plan and develop an interconnected network of exceptional trails across the island	26. Support the CRD Regional Trail Plan, work with partners to create a network of quality off-road trails that connect the three ferry terminals with major destinations and attractions on the island. Ensure a diversity of trail experiences (e.g. backcountry, easy strolls, mountain biking) are available to residents and visitors.	Support Regional Parks in the development of the Gulf Islands Regional Trail plan to connect Fulford and Vesuvius ferry terminals with a goal to connect into existing trail networks across the island including the BC marine trail.	
	27. Using the detailed trail inventory and condition assessment which includes the creation of trail classifications, develop a design, construction, and maintenance manual. Prioritize existing trail maintenance, re-route and upgrade the existing trails to meet the direction in the trail manual.	Using the detailed trail inventory and condition assessment which includes the creation of trail classifications, develop a design, construction and maintenance manual. Prioritize existing trail maintenance, re-route and upgrade the existing trails to meet the direction in the maintenance manual.	
	28. Create wayfinding and interpretive signage standards to improve wayfinding, identify trail locations, and enhance the user experience. When the standards are completed, upgrade the signage throughout the network of trails.	Develop wayfinding and interpretive signage standards and implementation program.	
Provide a diverse mix of outdoor and athletic facilities	29. Undertake a master planning exercise to guide the redevelopment of Portlock Park	Develop a Portlock Park site master plan and designs for replacement of failing infrastructure	2019 Capital Plan
	30. Identify and secure land for the development of a new athletic park (3 junior ball fields and two senior ball diamonds)	KEEP	
	31. Support the disc golf users in locating a second disc golf course on the island	Combine with 34 Support community groups with outdoor recreation pursuits such as disc golf and equestrian clubs.	

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STRATEGY	ACTIONS	REVISED ACTION	
	32. Through the Portlock Park master planning process, replace the tennis courts with the same number of lighted multi-sport racket courts to improve accessibility for both tennis and pickleball users.	REMOVE – would fall under the Portlock Park master plan the master plan would review existing site facilities and address relocation or rebuild	
	33. Develop and implement a maintenance and asset management plan for sports fields, diamonds and courts	REMOVE AND COMBINED WITH items 10, 11, 12 and 19	
	34. Support partners to undertake a feasibility study for equestrian centre	Combine with 31	
	35. Through the Portlock Park master planning process, plan for the replacement of the current multi-sport court with a new lighted multi-sport court including basketball, volleyball, ball hockey and other spontaneous recreation activities.	REMOVE – would fall under the Portlock Park master plan	
	36. Partner with our users groups and School District 64 to create a capital improvement plan for sport fields on School District 64 lands and equitable access field use agreements.	Change to – Partner with School District 64 to upgrade and utilize existing school fields	
Create more and enhance existing access to our lakes and the ocean	37. Develop a level of design and service guidelines for water accesses	COMBINE - Develop a level of design and service guidelines for water accesses to upgrade existing water access points and work with partners to develop new access to conform with design guidelines.	
	38. Upgrade existing water access points to conform with the design guidelines		
	39. Continue working with our partners to develop new water accesses		

FUNDING THE STRATEGIC PLAN

It is important to understand the funding sources for Park and Recreation. There are several funding sources for operations, maintenance, acquisition, and development. This lists the potential funding sources for operations and capital projects with a brief summary of each source. These sources are limited in scope and can only be used to fund specific types of operations or projects. Due to these limitations the Parks and Recreation Commission will have to carefully consider all funding options to determine the best strategy for implement system improvements and capital projects, in particular the increases required for annual maintenance or operations funding.

OPERATING BUDGET

Operating costs pay for the daily operating needs of parks and recreation. This portion of the budget pays for the labour costs, supplies, programs, services and repayment of debt for major projects.

Funding Sources

Tax requisition: To fund operations a tax requisition is collected for each parks and recreation service to fund the cost differences not covered by other revenue sources.

Other revenue sources may include:

- *Fees and Charges:* There are several fees and charges that may be used to fund park maintenance and operations
 - *Facility rental:* Charges generate revenue by charging for the use of park facilities (shelters, meeting rooms, etc.) These charges may recover direct costs generated by facility use, such as cleaning and garbage removal. Rates may also be set to include maintenance and long term impacts of facility use.
 - *Park Use Permits:* Permits are required for field use, filming and special events. There is currently no charge for non-profits such as sports groups to book playing fields.
 - *Program fees:* Registration fees are collected from participants to offset the majority of program costs.
 - *Admission fees:* drop in or membership fees are collected for use of the aquatic facility.
- *Grants:* federal, provincial, local government, community endowment.
- *Donations:* private donors, clubs, societies, businesses
- *Volunteers:* individual or group providing their efforts for no financial gain to benefit the parks and recreation service.

Revenue from fees and charges make up nearly 14.5% of the parks and recreation operating revenue; while the requisition makes up approximately 69.9%. The balance is funded from a variety of other sources including grants.

CAPITAL BUDGET

Capital investments are included in the annual parks and recreation budget to sustain and enhance infrastructure. This includes acquisition of parks, construction of trails, build and upgrade facilities and other assets.

Funding Sources

Reserves: Six reserve funds have been established for parks and recreation assets which encompass a pool, parks, park structures and various vehicles and equipment to support service delivery. The total historical value as of Dec 31, 2017 for all assets was \$12,678,554M with an estimated replacement value of \$11,276,900M for the pool and park structures.

- *Parkland Acquisition:* Parkland cash-in-lieu fees are collected from subdivision for the purpose of acquiring necessary parkland.
- *Pool:* For improvements, additions, replacement and capital repairs of Rainbow Road Aquatic Centre
- *Centennial Park:* For improvements, additions, replacement and capital repairs to Centennial Park
- *Boardwalk/Waterfront Access:* For improvements, additions, replacement and capital repairs to waterfront accesses and the Ganges Boardwalk.
- *Tennis:* For improvements, additions, replacement and capital repairs to sport courts
- *General:* For improvements, additions, replacement and capital repairs to parks and recreation equipment and facilities.

Transfers to *reserves* make up 8.6% of the operating budget

Debt: Debt servicing is available but requires a referendum showing community support to fund the project. Debt servicing charges for the pool will total \$190,580 in 2019, \$171,210 in 2020 with the remaining balance of \$26,980 being paid off in 2021. There is no benefit to paying this debt early as the stated refinancing date (every 5 years) has passed requiring us to pay principal plus the value of the interest owed to the payout date.

Debt servicing costs are 7% of operating budget.