Making a difference...together

SALT SPRING ISLAND PARKS AND RECREATION COMMISSION
Notice of Special Meeting on **Tuesday, June 4, 2019 at 4:00 PM**
Creekside Meeting Room, 108 121 McPhillips Ave, Salt Spring Island, BC

Gary Holman	Brian Webster	Jacky Cooper	John Gauld (R)
Gregg Dow	Sonja Collombin	Darlene Steele	

(R) = Regrets

AGENDA

1. **Approval of Agenda**

2. **Director and Chair Reports**

3. **Outstanding Business**

   3.1 Salt Spring Island Parks and Recreation Strategic Plan

   That the Salt Spring Island Parks and Recreation Commisson approve the Strategic Plan Update as amended.

4. **New Business**

   4.1

5. **Next Meeting: June 17, 2019 Portlock Park Portable at 4:15 PM**

6. **Adjournment**

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

parks and recreation

CRD

SALT SPRING ISLAND PARKS AND RECREATION

STRATEGIC PLAN

October 9, 2018

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EXECUTIVE SUMMARY

PURPOSE OF THE PLAN

Working collaboratively with our residents, volunteers, and partners, this strategic plan will provide long-term direction to guide future operations managment and capital investment deisions in our parks and recreation services for the next ten years. This plan represents our commitment to the future of parks and recreation on the Island and reaffirms the role the CRD will play in providing and facilitating parks and recreation services for our residents and visitors.

This plan focuses on:

- **Parks**—the provision and management of a parks, trails, and water access system that meets the current and future needs of our residents while helping to protect our environmentally sensitive areas.
- **Recreation**—the provision of a system of recreation facilities and programs that meet the current and future recreation needs of our residents and visitors through direct, collaborative, and/or partnered services.
- **Service Delivery**—the creation of a clear leisure (parks and recreation) service framework that articulates the CRD's role and priorities in the delivery of parks and recreation services.

METHODOLOGY

Co-created with residents and stakeholders, preparation of this strategic plan has been no small undertaking. The planning process, initiated in the Fall of 2017, transitioned through four distinct stages

figure 1 - 4 phases of the planning process

as depicted in figure 1:

PARKS AND RECREATION COMMISSION (PARC)

The purpose of the Parks and Recreation Commission (PARC) is to advise the Capital Region District (CRD) on the planning of a broad range of parks and recreation services and programs within the electoral area of Salt Spring Island and to recommend a specific budget for operation of community-based parks and

recreation services for the residents on the island.

STRATEGIC DIRECTION

Provide access to quality, safe, diverse, year-round, and inclusive parks, recreation and sport facilities, trails and water access, and to deliver recreational programs that enhance quality of life, promote healthy lifestyles, strengthen the sense of community, and connect all residents and visitors with nature, while following environmental best practices.

Mission

The mission of the Salt Spring Island Parks and Recreation Commission is to:

Desired Outcomes

Simply providing a better recreation and parks system is not the objective. We believe parks and recreation are a means to an end. They are purposeful tools used to address a variety of individual, social, ecological, and economic issues. By providing a quality parks and recreation system, we will work to achieve the following outcomes:

- Healthy active lifestyle for all
- Attract and retain families, skilled workers, and employers
- Strengthen relationships between family, friends, and the community
- Increase partnerships and volunteerism

MOVING FORWARD: THE FUTURE OF PARKS AND RECREATION

Many ideas, suggestions and demands were raised through the strategic planning process. With limited resource and capacity, we have prioritized our focus for the future by identifying our top three priorities:

1. 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. Develop a Portlock Park site master plan and designs to enhance community use, develop additional ball fields and replace aging infrastructure in current or new locations
3. Review current maintenance service levels and assess the need for equipment, facilities and resource capacity to deliver a sustainable level of excellent service.

In line with the decision support framework included in this plan, CRD staff and PARC will complete an annual review and focus on implementing the following strategies and actions.

Our Plan for Parks, Water Access and Trails

Strategy	Actions	Priority
Provide a diverse mix of outdoor athletic facilities	Develop a Portlock Park site master plan and designs to enhance community use, develop additional ball fields and and replace aging infrastructure in current or new locations.	Priority 1
	Identify and secure land for the development of three junior ball fields and two senior ball diamonds	Priority 1
	Use the decision making framework to support community groups with outdoor recreation pursuits such as disc golf and equestrian clubs.	Priority 3
	Partner with School District 64 to upgrade and utilize existing play fields and to develop additional sports fields.	Priority 1
Create more and enhance existing access to our lakes and the ocean	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.	Priority 3
Create, enhance and maintain our community parks	Implement the Centennial Park Master Plan through a phased approach to replace aging infrastructure and improve the parks visibility, safety and aesthetics for all park users.	Priority 2
	Subject to agency approvals and project partnerships, design, cost and build the Ganges Harbour Walk and connect adjacent community parks.	Priority 2
	Develop and implement a Master Plan for Mouat Park.	Priority 3
	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.	Priority 3
	Support partners to increase community gardens space to allow for residents to interact and create a sustainable food source.	Priority 3
	Work with the regional invasive species initiative to support the expansion of the Invasive Weed Program in community parks.	Priority 3
Plan and develop an interconnected network of exceptional trails across the Island	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 trial networks across the island including the BC marine trail.	Priority 2
	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.	Priority 3
	Develop wayfinding and interpretive signage standards and implementation program.	Priority 3

Our Plan for Recreation

Strategy	Actions	Priority
Provide a diverse range of indoor recreation facilities	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.	Priority 1
Provide engaging recreation programs	Continue to expand recreation program opportunities with a focus on senior and teen programming as well as marine recreation	Priority 2

Our Plan for Resourcing, Capacity & Communications

Strategy	Actions	Priority
Invest in our capacity to deliver excellent service	Review current maintenance service levels and assess the need for equipment, facilities and resource capacity to deliver a sustainable level of excellent service.	Priority 1
	Review the current operating and management of the Saturday market with a goal to improve service delivery and allocation of resources.	Priority 2
	Evaluate staffing levels and training gaps that need to be addressed in order to deliber a sustainable level of excellent service.	Priority 3
Communicate with our residents	Monitor our presence within the community and broaden our communication strategies and mediums to engage with residents and users.	Priority 3
Minimize barriers to participation through leisure education	Work with public agencies to develop a comprehensive strategy to address barriers to participation in recreation.	Priority 3

MEASURING OUR PROGRESS

Measuring progress based on the outcomes outlined in this strategic plan is critical to ensure we are open and transparent, providing quality services and embracing continual improvement. The following table provides a framework upon which we will monitor our progress made.

Outcomes	What success looks like	Indicators or measures
Healthy active lifestyle for all	Our residents are experiencing improved health and well-being	• Resident survey increased participation rates
Promote positive social behaviours	Our residents are more engaged with our community	• Lower crime rates • Less reports of isolated populations
Attract and retain families, skilled workers and employers	Younger families are moving to the community	• Increase in population in family ages • Increased recreation opportunities
Strengthen relationships between family, friends, and the community	Our community will be more connected with each other and involved in community pursuits	• Resident survey • Attendance at community events
Increase partnerships and volunteerism	Volunteering and strengthened partnerships with user groups	• Increased volunteer rates • Adopt a trail or park
Strengthen and promote environmental stewardship	Our residents will be environmental stewards and using active transportation to reduce their carbon footprint	• Increased amount of adopted trail and parks • Resident survey
Diversify and strengthen our economy through community-based tourism	Partnerships are implemented, to increase tourism capacity and visitor ship	• Increase in community-based tourism and visitor ship
Affordable yet viable parks and recreation services	Providing a service level that balances both the user needs and the available financial resources	• Resident survey

1.0 INTRODUCTION

1.1. PURPOSE OF THE PLAN

Parks and recreation are one of the foundations for our resident's quality of life. These services enable and support healthy lifestyles and help to protect our environmentally significant areas. Working collaboratively with residents, volunteers and partners, this strategic plan provides long-term direction to our parks and recreation services for the next ten years. This plan represents our commitment to the future of parks and recreation on the Island and reaffirms the role the CRD will play in providing and facilitating parks and recreation services for residents and visitors.

This plan focuses on:

- **Parks**—the provision and management of a parks, trails and water access system that meets the current and future needs of residents while helping to protect our environmentally sensitive areas
- **Recreation**—the provision of a system of recreation facilities and programs that meet the current and future recreation needs of residents and visitors through direct, collaborative, and/or partnered services
- **Service Delivery**—the creation of a clear leisure (parks and recreation) service framework that articulates the CRD's role and priorities in the delivery of parks and recreation services

The Parks and Recreation Strategic Plan is a 10-year roadmap to enhance the quality of life and strengthening the sense of community for all residents and visitors. The strategic plan is comprised of the following key elements:

- **Mission** expresses the organization's purpose.
- **Outcomes** are the end results that will be achieved by the organization through implementation of the plan.
- **Strategies** are what the organization will do to achieve the outcomes.
- **Actions** are the measurable tasks that will be undertaken to complete the strategies.

figure 2 - strategic plan

1.2. PLANNING PROCESS

Co-created with residents and stakeholders, preparation of this strategic plan was no small undertaking. The planning process, initiated in the Fall of 2017, transitioned through four distinct stages (see Figure 3. Planning Process).

figure 3. Planning Process

Stage 1: Background Review

In the data collection and inventory stage, all relevant policy, legislation, and studies were reviewed and synthesized. Parks and recreation facility inventories, program inventories, and facility conditions assessment were completed.

Stage 2: Staff & Stakeholder Consultation

During the public engagement stage; staff, commission, residents, and stakeholders were asked to help the planning team understand what was completed from the original plan, what wasn't completed but is still relevant today and ideas about how parks and recreation on the Island could be improved. As part of this stage, the draft mission, outcomes, strategies, and actions were reviewed, and the funding realities and level of service were determined.

Stage 3: Draft Plan & Consultation (Community Survey & Open House)

In the draft plan stage, all collected data, including the community engagement feedback, was examined in detail. Additional public engagement was completed through an online survey, and the draft plan and order of magnitude capital and operational cost estimates were prepared.

Stage 4: Final Plan

During the final stage, the draft plan was reviewed by CRD staff and the public through an open house, opportunities to improve the plan were identified, and the final plan, implementation strategy, and cost estimates were prepared and presented to the CRD, PARC, and the community.

1.3. PLANNING PRINCIPLES

To guide our planning process, we developed and followed a series of planning principles. The principles were used as a touchstone to ensure the planning process, the resulting plan and strategies for moving forward were appropriate, comprehensive, and effective. The principles will also be used to guide decisions that are not covered in this plan. The planning principles include:

- **Outcomes Focused** — all strategies and actions identified in the plan will enable the Island to achieve the desired outcomes that have been established for recreation at the local, provincial, and national levels
- **Need versus Demand** — the planning process worked to determine the Island's true needs rather than solely responding to expressed demands
- **Evidence-Based** — the plan utilized the best available data, research, and evidence to justify the identified strategies and actions
- **Meaningful Engagement** — the Island's residents and recreation stakeholders were meaningfully involved in co-creating the plan
- **Future Oriented & Responsive to Trends** — the strategies and actions are responsive to current pressures but focused on the needs of the future and trends in the recreation sector
- **Aligned** — the strategies and actions align with and contribute to the priorities identified in relevant national, regional and local policies
- **Achievable & Implementable** — strategies and actions are clear, financially feasable, implementable, and achievable
- **Environmental Sustainability** — the strategies and actions will avoid or minimize environmental impacts

1.4. POTENTIAL BENEFITS OF PARKS AND RECREATION

Parks and recreation are a means to an end. The Parks and Recreation facilities and programs delivered by the CRD and its partners are purposeful tools used to address many challenges facing our island such as:

PERSONAL:

- Growing levels of sedentary behaviors and declining health
- Growing mental illness

COMMUNITY:

- Creating strong and productive youth
- Declining social capital and connectedness
- Reduced family time and cohesion
- Rising crime and anti-social behaviors

ENVIRONMENT

- The attraction and retention of residents and skilled labour
- Businesses and economic diversification

ECONOMY

- Habitat fragmentation, biodiversity loss, and degradation of ecosystem functions

We know that the delivery of parks and recreation services can lead to many positive personal, community, environmental, and economic benefits. In general, these benefits can include:

PERSONAL:

Parks and recreation can…

- Enhance the quality of life, wellbeing and extend individual life expectancy
- Lower levels of obesity and chronic disease, decrease stress levels, and decrease levels of mental health problems
- Restore physical and mental health
- Strengthen the growth, self-esteem, self-image, creativity, and productivity of children and youth
- Enhance the productivity, self-esteem, and self-image of adults

COMMUNITY:

Parks and recreation can…

- Strengthen family connectedness
- Help residents (family, friends, acquaintances, and strangers) connect with one another, leading to more cohesive and engaged communities
- Build a sense of place and community pride
- Enhance understanding and appreciation of cultural differences
- Reduce anti-social behaviours, crime, and associated justice costs

ENVIRONMENT

Parks and recreation can…

- Enhance residents' understanding of and connect residents with nature
- Grow the next culture of conservation through environmental awareness and stewardship
- Protect sensitive habitats and biodiversity through education and best practices
- Enable the flow of ecosystem services to continue
- Improve air and water quality
- Reduced carbon footprint through active transportation

ECONOMY

Parks and recreation can…

- Attract and retain skilled labour and business investment
- Diversify and strengthen local economies through tourism
- Create and sustain local employment opportunities through creative industries, entrepreneurs, tourism and local market spaces
- Enhance land and home values near parks and recreation opportunities
- Protect green infrastructure which reduces the costs to develop and maintain district infrastructure such as water filtration and storm water retention and mitigates against natural disasters such as floods

1.5. TRENDS

Planning today for the needs of tomorrow is a challenging exercise. Though Salt Spring Island is a unique community, it is important that decisions made today understand and consider the broader trends occurring in the parks and recreation sector.

GENERAL TRENDS IN THE LEISURE SYSTEM

- Income can be a significant barrier to participation in leisure pursuits if costs to participate are high – as such, a person's ability to pay needs to be considered when delivering leisure services.
- Demand for unorganized and drop-in activities is on the rise, at the expense of most organized and structured programs, which are inflexible to people with limited free time.
- Communities are often entering partnerships with special interest and private-sector organizations to maximize efficiencies associated with capital and operational costs, so long as the municipality and the community benefit.
- Volunteerism is declining across the country; therefore, supporting local volunteers is critical to ensuring that these dedicated individuals continue to participate in civic life and that new volunteers can be recruited.

KEY TRENDS IN SPORTS AND RECREATION

- Adults and older adults are embracing the "active living" or "wellness" philosophy. Thus, communities are orienting their programming to respond to these demands.
- Trails (both natural and paved) continue to be one of the most demanded "facilities", as walking or cycling are popular forms of leisure and active transportation activities.
- Fewer children and youth are participating in organized sports in favour of casual activities that fit into their schedule.
- Sport and nature-based tourism represent a growing market, thus necessitating a focus on family recreation and "destination" facilities, as well as passive outdoor sports and activities such as golf, hiking, bird watching, marine and waterfront activities, etc.

KEY TRENDS IN THE PARKS SYSTEM

- People want to live near parks and open spaces, as they are associated with a higher quality of life.
- Parks are increasingly viewed as an opportunity for non-programmed recreation and cultural activities and can accommodate amenities targeted for all ages.
- Demands have been observed for gathering areas such as public picnicking areas, outdoor barbeques, etc., particularly in communities with diverse ethnic populations.
- As people become increasingly aware of benefits related to environmental protection, the integration of environmental features into active parks is becoming more apparent. Education and public awareness of environmental and park-specific issues are components of resource management strategies.

KEY RECREATION FACILITY TRENDS

- Recreation infrastructure across Canada is ageing and ending its overall lifecycle at a faster pace than

TREND...

An observable pattern in which something is developing or changing. They impact the way we design and deliver parks, recreation and culture facilities, programs, and services.

it is being replaced. If the current reinvestment levels are maintained, there will be a decline in the overall condition of recreation facilities in the coming years.

- The emphasis for facilities is moving towards inclusion and access for all members of the population. Within our public facilities, there should be no physical barriers that prevent participation to any members of our population.
- There have been moves by governmental bodies across the country to move to gender-neutral washrooms that are equally inviting for all people, regardless of their gender identification. People should feel welcome and able to enjoy facilities without fear of discrimination.
- Housing a range of facilities under one roof creates a natural gathering space for the community that can function as a neighbourhood hub. Operating recreation facilities as hubs, rather than solely as sports centres, helps with social cohesion and well-being of the community.
- Flexible and adaptable spaces should suit a variety of uses and demands requested by unstructured activities.
- Movements toward sustainable design and ethical sourcing of materials are being reflected in recreation facilities. New facilities are being manufactured to meet environmental standards such as LEED (Leadership in Energy and Environmental Design), while older facilities are being retrofitted to introduce less energy-intensive systems. Facilities that can attain net-zero carbon emissions, for example, are often showcased as best practice and leaders in facility design.

KEY LIFESTYLE TRENDS

- High levels of physical inactivity and obesity are observed across the country, largely due to a lack of time and participation in sedentary forms of leisure (i.e. watching television, online activities, etc.).
- To facilitate healthy lifestyles, all levels of government are examining ways to increase physical activity and participation levels through the introduction of programs, funding, and other initiatives.

1.6. DECISION MAKING

Difficult decisions need to be made about the type of parks and recreation facilities and programs that will be provided to our residents and visitors. In keeping with the Pathways to Wellbeing: A Framework for Recreation in Canada, we are working to make decisions that are outcomes-focused and data-supported. In making decisions – whether it be the allocation of a field time, the hiring of staff, or capital investment in new facilities – it is important that we can differentiate the long list "demands" from actual community "needs."

As a public recreation and parks provider, we need to ensure resources and capacity are allocated in a manner that attains the greatest public good for residents. The greatest public good is achieved when an investment will provide a direct or indirect benefit to all residents on the Island, regardless of whether they utilize parks and recreation or not.

To help prioritize, and to improve our ability to be outcomes-focused and data-supported, we developed a clear and transparent decision support framework (see fig.4). The framework ensures we comprehensively evaluate each option proposed by the community and staff against transparent and objective criteria. In addition to serving as an evaluation framework, it is also intended to serve as a tool to "trigger" the review and evaluation of a parks and recreation facility or program.

The decision support framework is applied to evaluate the parks and recreation recommendations in this plan and will be used by the CRD and PARC to evaluate any future facility and programming proposals that may arise outside of the strategies in this plan. The criteria provided here will be integrated into all decision making and application processes and used to help consistently evaluate ideas, applications and proposals.

Starting with staff, new opportunities are considered against the outcomes. Weighting factors can be applied to each outcome and staff, followed by PARC and the CRD Board can complete the assessment. Individually the results from each group can be considered to determine alignment. Collectively the results will demonstrate a priority for action that can be used for implementation.

figure 4 - decision support framework

The criteria include and are defined as follows:

Outcomes Alignment – The proposed initiative will support the CRD in achieving the outcomes identified in this plan and is part of the core parks and recreation service functions of the CRD as contained within the broader strategic planning.

Public Benefit – All residents on the Island will benefit directly or indirectly by implementing the proposed initiative, regardless of whether they participate directly in the initiative.

Demographic Trends – Population trends and growth areas on the Island support a need for the proposed initiative.

Recreation Behavior Trends – Parks and recreation trends support the proposed initiative.

Community Support– Parks and recreation stakeholders and the community at large identified and supported the proposed initiative during engagements.

Capacity – Analysis of parks and recreation capacity and utilization on the Island supports the proposed initiative (75-100% primetime utilization).

Conditions & Functionality – Existing facility or facility spaces have less than 25% remaining in their lifecycle (as determined by ongoing lifecycle planning) and investment in the proposed initiative would create extend or replace the necessary capacity.

Innovation & Risk Management – The proposed initiative demonstrates innovation in some form – design, operations, efficiencies, etc. and the potential risks associated with the initiative are minimal or can be reasonably mitigated.

Environmental Impacts – The environmental impacts from implementing the proposed initiative will be identified and evaluated in relation to the benefit of the proposed initiative.

Financial Viability – The proposed initiative has an ability to generate sufficient cost recovery to meet operating and maintaining service levels.

2.0 PLANNING FOUNDATIONS

2.1. OUR COMMUNITY

Salt Spring Island is the largest (180 square kilometres) and most populated of the Southern Gulf Islands. It is located east of Vancouver Island and has three ferry terminals to access the Island. The Island contains four villages; Ganges, Fulford, Vesuvius Bay, and Fernwood. According to Salt Spring Tourism, the Island is home to artists, farmers, chefs, mechanics, romantics, writers, retirees, and dreamers and has been recognized as one of the best places to visit, work, and play. Salt Sring's ever popular Saturday Market draws visitors from around the world as one of Canada's most loved outdoor markets.

2.2. POPULATION AND DEMOGRAPHICS

The Island has a growing population of 10,557 and is growing at a rate of 2.8% per year. Residents average 50.1 years of age, with the largest segment of the population between the ages of 60-79. Employment is made up of the sales and service industry (19.9%) and secondly by trades, transportation, and equipment operators (13.7%). The community has a visible minority of 4.7%; however can speak over 40 languages.

Year	Population	Five Year Rate Change (%)	Average Change per Year (%)
1991	7,865		
1996	9,250	15.0%	2.99%
2001	9,385	1.4%	0.29%
2006	9,780	4.0%	0.81%
2011	10,325	5.3%	1.06%
2016	10,557	2.8%	0.56%

figure 5- population & demographs

Our residents live in approximately 5,871 different dwellings. The population grew by 2.8% from 2011 to 2016, which is lower than both the national (5.0%) and provincial (5.6%) growth rates. It is important to consider how the population might change over the next twenty years. Based on the 2015 Housing Needs Assessment, Salt Spring Island could grow from 10,325 to 12,236 people by 2036. This represents a total increase of 19.6% or 0.8% per a year. The chart below describes different population growth patterns.

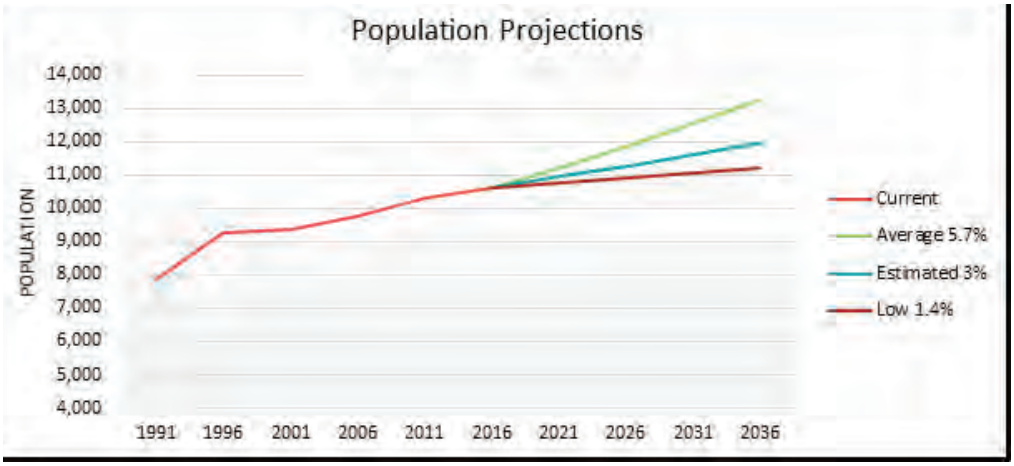


figure 6 - population projections

2.2.1. DEMOGRAPHIC PROFILE

The population distribution shows growth in the age cohorts of 5-14, and 65-75. These age groups have come to represent some of our target markets for recreation. Providing recreation options for children and older adults is a priority

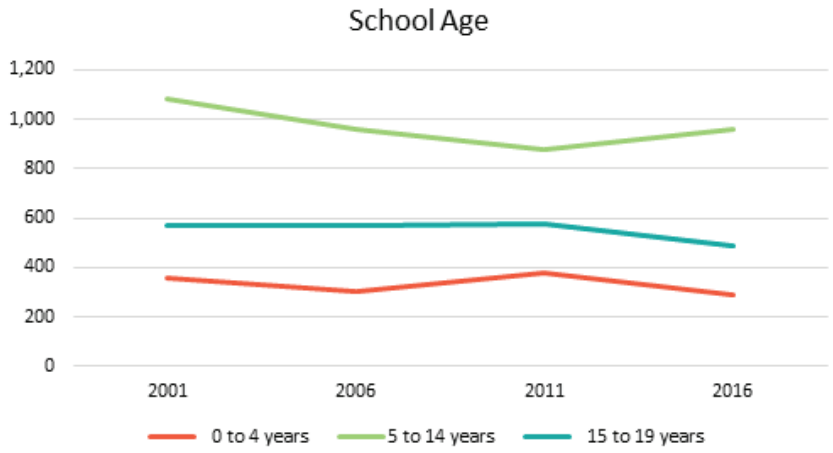


figure 7 - school age

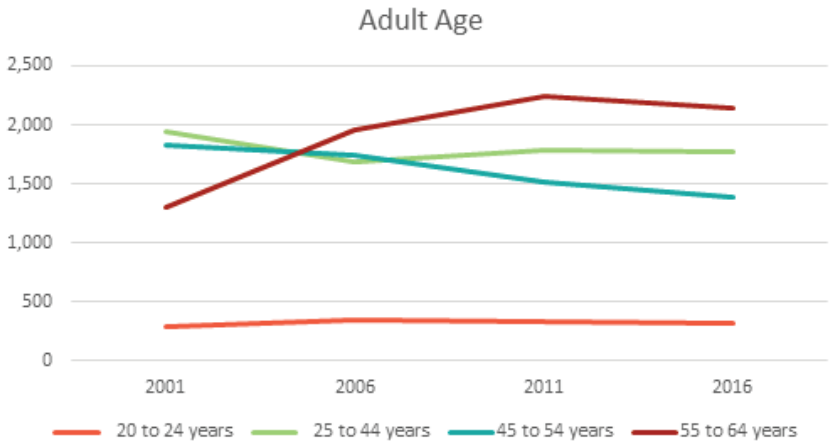


figure 8 - adult age

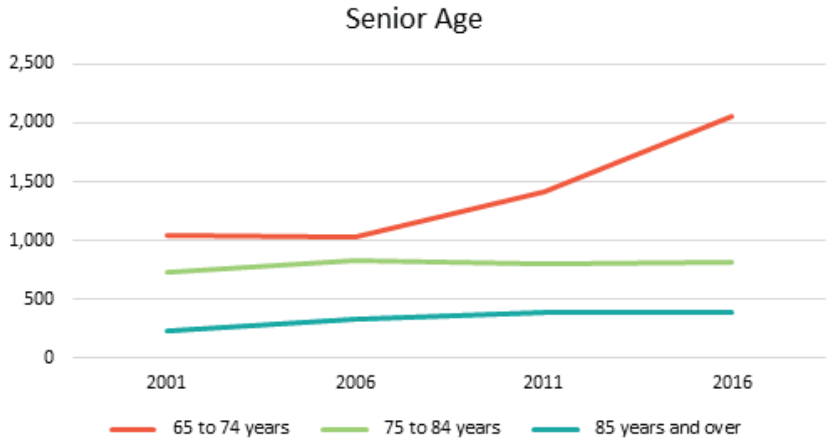


figure 9 - senior age

These demographic trends indicate what is required in programming and facilities for the future of the island. The type of activities chosen and the frequency with which they take part and even the time of day they can participate may vary with age. We have a large amount of baby boomers and they will continue to be active and place a high demand on services. Their preferences, however, will shift to less strenuous physical activities as they age.

A Framework for Recreation in Canada 2015

Pathways to Wellbeing

Goal 1: Active Living

Foster active living through recreation

- Promote active and healthy community
- Increase public health through recreation
- Provide opportunities for all demographics to get active

Goal 2: Inclusion and Access

Increase inclusion and access to recreation for populations that face constraints to participation

- Require all recreation facilities to be universally accessible
- Promote accessible and affordable parks and recreation services
- Clear role and enhanced focus on leisure education

Goal 3: Connecting People to Nature

Help people connect to nature through recreation

- Create opportunities for people to enjoy the outdoors close to home
- Provide parks and recreation opportunities that allow and promote environmental stewardship
- Increase awareness and appreciation of local ecology

Goal 4: Supportive Environments

Ensure the provision of supportive physical and social environments that encourage participation in recreation and build strong, caring communities

- Use parks and recreation facilities as community hubs and gathering points
- Utilize parks and recreation facilities and programs to foster environments that encourage participation in recreation

Goal 5: Recreation Capacity

Ensure the continued growth and sustainability of the recreation field

- Encourage community programs
- Ensure that parks and recreation facilities meet the current and future demands
- As tourism is promoted, ensure there is enough capacity to meet the needs of both residents and visitors

figure 10 - Pathways to Wellbeing: A Framework for Recreation in Canada 2015

2.3. POLICY, PLANS, AND STRATEGIES

There are numerous documents that provide important policy direction and context for this strategic plan. The background documents provide information on parks and recreation, and others are the leading policy documents from which all other planning documents stem. This section summarizes some of the key documents and the direction from those documents that were considered in this plan.

National	National Recreation Framework	Long Term Athlete Development Framework 2.1 Canadian Sports Policy
Provincial	BC Physical Activity Strategy	
Regional	Official Community Plan Bylaw No. 434	Capital Regional District Strategic Plan (2016-2019)
Local	Sport Field Acquisition	Salt Spring Island Parks System Master Plan

2.3.1. NATIONAL RECREATION FRAMEWORK (2015)

Pathways to Wellbeing: A Framework for Recreation in Canada 2015 was jointly developed by the Canadian Parks and Recreation Association and the Interprovincial Sport and Recreation Council. The document is seen by recreation professionals as the leading recreation document in Canada. It was developed through a series of forums with recreation professionals between 2011 and 2014, collaboration with provincial governments, and consultations across the nation. The results are five main priority areas, which have been shaped by research and trends in the recreation field. The information presented in the Framework also helps shape and rationalize many of the best practices utilized by the profession.

Presented within the document is a renewed definition and vision for recreation. Together, the vision and definition promote values of inclusion, wellbeing, and respect for the environment.

A Vision for Recreation in Canada:

“We envision a Canada in which everyone is engaged in meaningful, accessible recreation experiences that foster:

- Individual wellbeing
- Community wellbeing
- The wellbeing of our natural and built environments.”

Highlighted below are the five goal areas of the Framework for recreation and their corresponding influences on the Strategic Plan.

2.3.2. CANADIAN SPORT FOR LIFE-LONG TERM ATHLETE DEVELOPMENT FRAMEWORK 2.1 (2016)

Canadian Sport for Life (CS4L) is a movement, led by the Sport for Life Society, which comprises of experts from sport, health, recreation, and academia. The movement introduces the Long-Term Athlete Development Framework, which is a seven-stage training, competition, and recovery pathway guiding an individual's experience in sport and physical activity from infancy through all phases of adulthood.

The Canadian Sport for Life model recognizes the seven stages of Long Term Athlete Development (LTAD) Framework as a progressive pathway to build athletic ability and improve our sport programs. The LTAD framework is built around seven stages:

Stage 1: Active Start (0 – 6 years)

- Fundamental movement skills
- Unstructured play
- Builds confidence, social skills, emotional control, and imagination while reducing stress and improving sleep

Stage 2: FUNdamentals (girls 6 – 8, boys 6 – 9)

- Focus on Agility, Balance, and Coordination
- Challenging multi-sport experience
- Minimal focus on competition

Stage 3: Learn to Train (girls 8 – 11, boys 9 – 12)

- More formal training
- Multi-sport skills
- Still more training than competition

Stage 4: Train to Train (girls 11 – 15, boys 12 – 16)

- Sport-specific skill development
- Major fitness development stage: aerobic, speed, and strength
- Sport-specific training six – nine times per week

Stage 5: Train to Compete (girls 15 – 21, boys 16 – 23)

- Sport-, event-, position-specific physical conditioning
- Specialization
- Sport-specific technical, tactical, and fitness training 9-12 times per week

Stage 6: Train to Win (girls 18+, boys 19+)

- Further development of technical, tactical and playing skills
- Performance on demand
- Sport-specific technical, tactical, and fitness training 9-15 times per week

Stage 7: Active for Life (any age participant)

Competitive for Life – embodies all sport that functions under a set of rules, with the exception of the podium pathway, which is defined by Train to Train, Train to Compete, and Train to Win

- Minimum of 60 minutes moderate daily activity or 30 minutes of intense activity for adults
- Transfer from one sport to another
- Embrace an active lifestyle by participating in organized sport that may be unfamiliar

Fit for Life – includes all physical activity such as hiking, gardening, yoga, aerobics, skiing, and walking, as well as non-organized sport (self-determined rules), such as pick-up games in the schoolyard or park

- Minimum of 60 minutes moderate daily activity or 30 minutes of intense activity for adults
- Move from competitive sport to recreational activities
- Move to sport careers or volunteering

Sport and Physical Activity Leaders – includes those individuals who contribute in ways other than being an athlete or participant in the sport or activity itself. This group encompasses coaches and instructors, officials, administrators in either a volunteer or professional capacity, and those involved in sport science and medicine. It is possible that these individuals take part in the Competitive for Life and/or Fit for Life pathways

- Upon retiring from competitive sport, move to sport-related careers such as coaching, officiating, sport administration, small business enterprises, or media
- Use experience, whether from previous involvement or education, to help ensure a positive environment for participants

2.3.3. CANADIAN SPORTS POLICY 2012

This policy sets the direction for governments, institutions, and organizations that are committed to realizing the positive impacts of sport on individuals and communities. The Policy vision is to have "a dynamic and innovative culture that promotes and celebrates participation and excellence in sport" by 2022. Policy goals seek to help Canadians to:

- Develop skills, knowledge, and to participate in sport
- Have the opportunity to participate in sport for fun, health, social interaction, and relaxation
- Achieving world-class results at the highest levels of competition
- Using sport as a tool for social and economic development

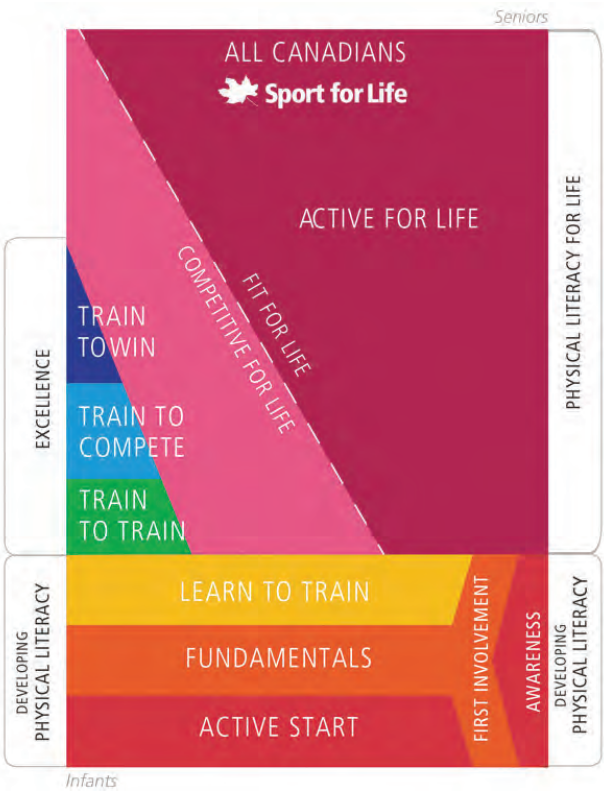


figure 11 - Long-term Athlete Development Model (Sport for Life)

2.3.4. BC PHYSICAL ACTIVITY STRATEGY (2015)

The BC Physical Activity Strategy, published in 2015, identified a number of participation indicators that reveal both encouraging and troubling physical activity trends. Summarized below are key findings outlined in the Strategy.

- British Columbia is the most active province in Canada. Almost 64% of British Columbians (age 12 and over) are active in their leisure time, highest among all provinces in Canada. However, about 1.5 million British Columbians are classified as inactive, and many of those who report being active do not do enough activity to achieve health benefits.
- Physical activity levels among children and youth are concerning. While 88% of students in Grades 3 and 4 report they get physical activity at school, only 44% report doing at least 30 minutes of moderate or vigorous activity each day.

2.3.5. OFFICIAL COMMUNITY PLAN BYLAW NO. 434, 2008

The Salt Spring Island Official Community Plan (OCP) was adopted in 2008 with a vision that set community objectives focused on sustainability, limits to growth, our sense of community, community health and safety, and Island livelihoods and economies . The plan highlights the following:

- To preserve and protect the natural environment of the Island's public recreational lands and park land while providing for local and regional recreational needs.
- To encourage a broad range of recreational opportunities, with an emphasis on those which do not consume resources and that benefit the health and safety of residents.
- The Ministry of Transportation and Infrastructure is encouraged to approve applications by the Salt Spring Island Parks and Recreation Commission for the development of recreational water accesses. The Ministry is also urged to install road signs next to public recreation areas to improve public safety.
- The Local Trust Committee will support continued development of the Ganges Public Pathway System and proposed pathways and trails in the Urban Trails Task Force Report for Ganges Village.
- The Local Trust Committee will continue to cooperate and consult with the Salt Spring Island Parks and Recreation Commission about park land acquisition, pathways, and trails, as outlined in its agreements with the Commission.

2.3.6. 2011 SALT SPRING ISLAND PARKS SYSTEM MASTER PLAN

The purpose of the 2011 Salt Spring Island Parks System Master Plan was to consolidate information on existing parks, trails, and water accesses for the Island. The plan had seven key directions:

1. To ensure that, where possible, the community's recreation needs are met
2. To continue to support conservation efforts for sensitive ecosystems preservation, habitat, riparian areas, and wildlife corridors
3. To facilitate collaboration between provincial agencies and local community groups with regards to implementation of the plan
4. To identify gaps in the existing parks and trails system
5. To propose methods and means of filling those gaps
6. To categorize types of parks and their function
7. To provide a more comprehensive plan for Rainbow Road Park

2.3.7. SPORTSFIELD ACQUISITION

In 2015, CRD put forward an application to change a 15-acre parcel from Agricultural Zone to an active park site. The proposed site would allow for baseball facilities to be constructed. This need is important for the growth and development of both soccer and baseball, as there is a lack of outdoor sports fields. However, after community consultation, environmental reviews, and other studies, the Agriculture land Commission chose to deny the CRD's non-farm use application.

2.4. A LOOK BACK AT 2009

In 2009, the CRD and PARC developed a recreation and parks strategic plan. The plan was not adopted by PARC or the CRD Board. Recognizing that a robust analysis was undertaken at that time, it made sense that development of the 2018 plan began with a reflection on what was or was not implemented from the 2009 plan and what, from that plan, is still relevant today.

As illustrated below, many of the recommendations were completed, while other recommendations were considered as incomplete or no longer applicable, for a variety of reasons. Through this planning process, we reviewed and revised the 2009 recommendations to suit the modern needs of island residents and the most recent trends in the parks and recreation sector. The table below summarizes the strategies, recommendations, and the current status of each recommendation. A recommendation can have one of four statuses: complete, incomplete, in-progress and no longer applicable.

- Complete- recommendation was completed
- Incomplete- recommendation will be reviewed and tested in the updated plan
- In-progress- recommendation is being implemented
- No longer applicable- recommendation may be no longer applicable due to changes in policy or direction of the CRD

Strategy	Recommendation	Status
To restate the mandate and re-establish the role and image of the Commission in the community	That the Commission adopt a revised set of service objectives and set of roles related to each one.	Complete
To build a framework for effective partnering with other community organizations	That the Commission develop a standardized approach, in terms of agreed policies, to be used as the basis for developing effective partnering with other community organizations.	Incomplete
	That when the Commission enters into an agreement to support the delivery of programs by an outside organization, any formal agreements ensure commitment by the organization to support and follow agreed Commission policies.	Complete
	That a set of criteria be established to guide the Commission when requested to provide capital funds to support community recreation and park-related projects.	In progress
To build relationships with partners based on a clear understanding of the Commission's roles and objectives	That the Commission move forward with building relationships and agreements with the many other agencies that deliver recreation and park opportunities on Salt Spring Island	Complete
To create better information-dissemination vehicles for both promoting and advertising recreation opportunities, and promoting the key role of the Commission as the centre of the web of recreation delivery agencies on Salt Spring Island	That the Commission work with other agencies to develop a guide to recreation opportunities and publish it as a paper-based and web-based document.	Complete
	That the Commission develop a promotional program to strengthen the image of the Commission in the community.	No Longer Applicable
To continue moving forward with trail planning with the development of the backcountry trail network, a biking and walking trail system, and by the completion of the Ganges linear park/ boardwalk.	That the Commission continue to work with other partners to update the plan for a backcountry trail network, and to put in place the necessary financial and other resources required to implement it so that it links the three ferry terminals with Ganges, generally using the major blocks of passive parkland and being suitable primarily for backpackers, mountain biking, and equestrian use.	In progress
	That the Commission continue to work with other partners to update the plan for an off-road biking and walking trail network and to put in place the necessary financial and other resources required to implement it so that it links the communities of Ganges, Fulford, and Vesuvius and provides access to schools.	In progress
	That the Commission continue to work with other partners to update the plan for the Ganges linear park/boardwalk, and to put in place the necessary financial and other resources required to complete it.	In progress

Strategy	Recommendation	Status
To focus on ocean and lake access as the key element within the Commission's expansion of the 'passive' park system on Salt Spring Island Recommendation: that the Commission evaluate the existing ocean accesses on the Island and develop a costed plan for improving existing and developing additional accesses over the next five years.	That the Commission continue to work with other parties on the expansion of other passive parkland on the Island, recognizing the lead on this is primarily a regional and provincial matter.	Incomplete
	That the Commission address lake access opportunities on an emergent basis.	Incomplete
To create an overall parks plan focused on the development of additional capacity for sports and other active recreation pursuits.	That the Commission work with School District 64 to assess how the high school and elementary school playfields can accommodate additional use.	In progress
	That the Commission develop a proposal for discussion with the Islands Trust and the Agricultural Land Commission and its Agricultural Committee that would outline future options for the development and possible expansion of Portlock Park.	Incomplete
	That efforts continue to find a long-term sports field location in the south end of the Island.	No longer applicable
	That discussion be held with interested community members, within a parks planning process, concerning the following: an additional disc golf course, tennis courts, off-leash areas for dogs, community gardens. * With the exception of disc golf	Complete
To develop the Rainbow Road Pool and property to maximize recreation opportunities and minimize operating costs.	That a business case be prepared for phase 2 of the Rainbow Road Pool which would include adding a leisure/therapeutic component and a fitness facility. * Phase 1 Multi-use space budget for 2019	In progress
	That an ice arena not be considered for the Rainbow Road site.	No Longer Applicable
To establish a budget that is at a sustainable level for both the short and long-term.	Recommendation: That the operating budget be increased to $2.1m for 2010 and $2.25m for 2011 to start the process of delivering sustainable recreation and park programs for the community, and the tax requisitions be increased, as necessary, to accommodate this increase.	Amended

Providing the parks and recreation opportunities residents and visitors need, and desire, is a team effort. The approach is to move forward together with the help of residents, stakeholders, staff, and the commission.

To complete this, we went to the community to promote awareness of the update process and to provide residents and stakeholders with balanced and objective information that would help them understand the need for a plan update. Input was gathered on what staff and stakeholders saw as updates required and to identify opportunities to strengthen the delivery of service and efficiency for recreation and parks on the Island. Public engagement provided insight into the needs and wants of the community at large, which included stakeholder groups, staff, commission, and the public.

The engagement strategy used the following tools:

1. Two staff and commission surveys
2. Two staff and commission workshops
3. Two stakeholder workshops
4. Public online survey
5. Open house

Method	Representation
Staff and commission Survey Responses	12
Staff and commission workshop participants	12
Stakeholder workshop participants	38
Staff and commission Survey Responses	12
Staff and commission workshop participants	12
Stakeholder workshop participants	30
Public online survey responses	530 Households
Open house participants	35-40 and 22 exit surveys

figure 12 - engagement participation

3.0 ENGAGING OUR RESIDENTS AND STAKEHOLDERS

3.1 WHAT WE HEARD - STAGE 1

The input from residents, stakeholders, staff, and commission identified several clear priorities for improvement. The key themes that emerged included:

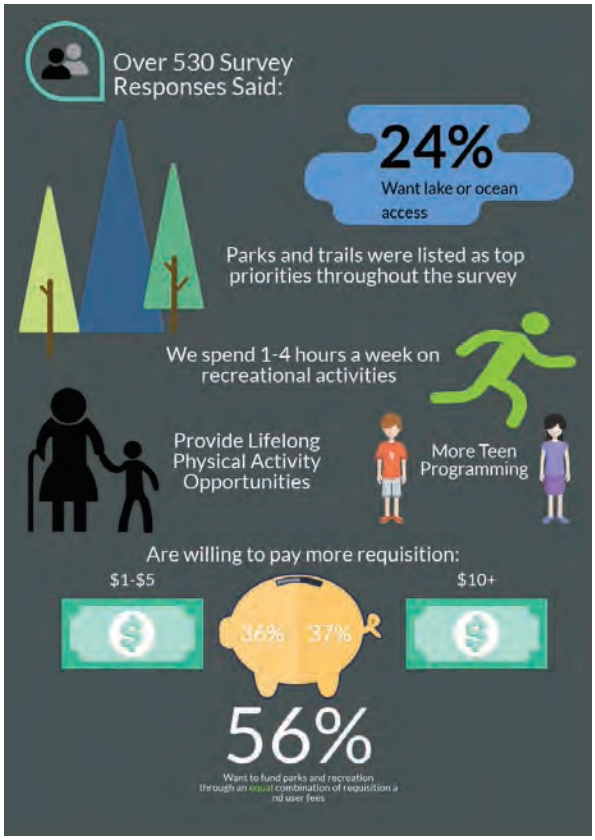
Barriers to Participation	Parks & Outdoor Activities:	Recreation
• Need for indoor and outdoor facilities • Cost to participate • Not in my back yard (Nimby) • Promotion of activities • Transportation/ Lack of User groups	• Develop an interconnected network for nonmotorized trails • Develop more parks • Enhance the quality, capacity and diversity of outdoor sport fields and ball diamonds • Enhance signage and amenities (garbage, site furnishing) in parks and along trails • Enhance water-based access to our lakes and ocean • Develop an outdoor multisport court	• Provide more equitable access to recreation facilities • Creation of a multipurpose indoor facility • Ensure equitable access to recreation opportunities regardless of age, mobility, or income • Develop a user fee and pricing policy that ensures programs and services are sustainable

Comments from residents and stakeholders point to a general lack of recreation facilities, a need to balance trail development with other priorities, and community shared indoor and outdoor facilities are important.

3.2 WHAT WE HEARD - STAGE 2

Recognizing the importance of incorporating local knowledge and community values in the planning of parks and recreation on the island, we reached out to the public for further input after completing the draft plan. Stage 2 of public engagement collected input through an online survey, targeting stakeholders and the community at large. Through the survey, we wanted to better understand how the community felt about key components of the plan, how they would prioritize or focus elements of plan implementation, thoughts about PARC programming, and general user preferences.

The survey garnered 531 responses, the largest of any prior engagements in the community. Those respondents represent households totalling 1,049 residents. Generally, the results of the survey provide support for the plan and added some prioritization to help plan for implementation. This representative sampling of Salt Spring Island residents helped inform the Capital Regional District, Parks and Recreation Commission and staff on what they wanted as the focus for the future.



WHAT WE LEARNED

Through the survey, we heard feedback from a diverse range of perspectives. We learned that island residents spend a broad range of time, from none to more than ten hours a week, participating in recreation opportunities during their leisure time. On average, over half of island residents participate in recreation four hours per week or less, with nearly 9% of participants indicated that they don't participate at all in recreation. These participation rates indicate that more can be done to get island residents active. With a focus on providing a lifelong physical activity orientation the numbers are sure to increase in the future.

The survey inquired about what the focus of parks and recreation facilities should be in terms of facility level ranging from beginner to elite. We learned that island residents feel very strongly that parks and recreation facilities should target intermediate athletes, with 66% of participants indicating an approach that targets someone who is neither a beginner athlete, nor an elite athlete but is in the middle of the spectrum. This outlook supports a wide range of parks and recreation users and is reflected in the overall direction of the plan.

Building on the understanding about participation rates and facility needs, we also inquired about how the community feels regarding programming targeted to different age cohorts. The results indicated that participants feel programming is generally balanced for most cohorts with the exception for teens and school-age children. Participants felt particularly strongly that teens are lacking programs specific to their age group. Addressing needs for specific cohorts and providing additional opportunities for these groups will increase participation rates and contribute to improved wellness.

Input from stage one engagement identified a list of categories for identified growth and improvement over the next 10 years. This list included:

- **Parks and water access:** providing a mix of outdoor facilities which are safe and well maintained. Enhancing existing and creating more water access to lakes and oceans.
- **Trails:** creating trails which are well maintained and safe that connect the island.
- **Recreation:** providing a mix of indoor facilities and offering diverse programs for all.
- **Resources and capacity**: invest in the current system to continue to offer sustainable parks and recreation. Ensure staff are equipped with adequate resources to deliver quality parks and recreation services.
- **Support our volunteers:** Enable our volunteers and organizations to assist in the delivery of parks, recreation and trails programs and facilities.

Understanding which of these categories the community feels is most important to focus on helps to prioritize aspects of the plan and its implementation. The survey probed participants to indicate how important they felt each category is to them. While all categories garnered results indicating that they are important to consider for growth and improvement, parks and water access was ranked the highest with 90% of participants indicating that it was important or very important. It was followed closely by trails with 86% of participants indicating it as important or very important. Resources and capacity, and support for volunteers were ranked third and fourth, both garnering similar levels of importance (81% and 79% respectively). Although recreation was ranked last out of the categories, participants still felt it was significant with 72% of participants indicating it too was important or very important.

When asked about what amenities should be given priorities over the next 5 – 10 years, it was clear from respondents that ocean access, lake access, and trails are the highest priorities for most

35+
number of open house participants

22
number of exit surveys

15
number of comments

72%
of exit survey respondents agreed with the overall direction of the draft plan.

residents. Community parks, docks and boardwalks and community centre/multipurpose space received sufficient support to be carried forward as secondary priorities.

We also learned that new and innovative programs will always be supported by residents. When asked about what specific programs participants would like to see delivered by CRD, we received hundreds of suggestions. Some of the most popular ideas submitted with multiple mentions include:

- Enhanced mountain bike trails
- Pickle ball for 55 plus
- Disc golf
- A seasonal ice rink
- Equestrian facility
- Teen activities
- Family programs
- Daily exercise classes
- Arts and culture
- Gardening for all age groups

The survey also endeavored to understand how much residents are willing to pay for parks and recreation on Salt Spring Island. We shared with participants information about the typical rate of requisition (property tax), stating that an average household on Salt Spring Island pay approximately $170 per year for parks and recreation services. We asked participants several questions relating to financing structure and funding sources and learned that residents feel funding for parks and recreation requires a balance of requisition and user fees. Affordability and accessibility are two key considerations for the creation of a good funding model.

Strong support for additional requisition funds was demonstrated too, although there were many requests from residents they recognized that funding must keep pace with services provided. Only 9.53% of respondents indicated no support for additional requisition funds with nearly 37% of respondents indicating they would be willing to pay an extra $10 per year for enhanced parks and recreation services.

3.3 ENGAGEMENT SUMMARY – STAGE 3

With the plan drafted, we returned to the community for one last round of engagement. The purpose of Stage 3 engagement was to present the major findings from the community survey and receive final input on the major components of the plan including the mission, outcomes, strategies and actions. The open house, held on June 19 at the Rainbow Road Pool, was attended by over 35 community members. Participants were able to interact with the planning team as they reviewed the various panels. Participants provided suggestions and ideas about gaps and opportunities to further improve the plan via an open-ended comment board and through an exit survey. In total, 22 exit surveys were submitted and 14 comments on the comment board. From the input received, we learned:

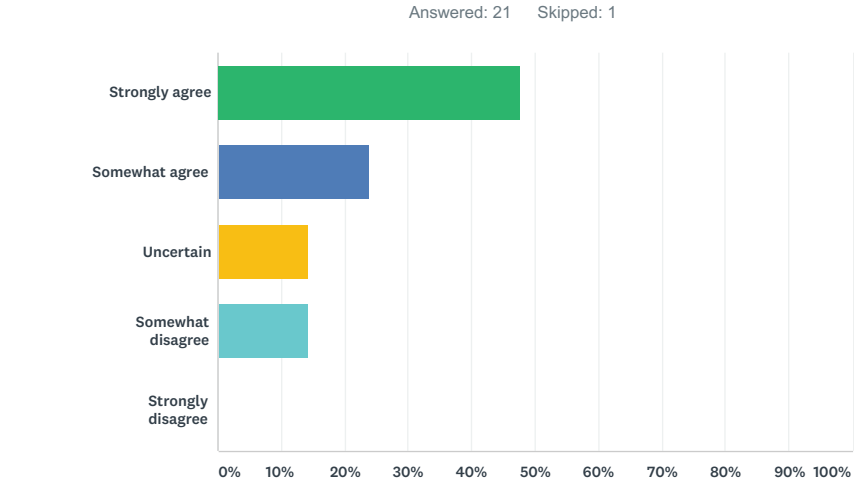
- Most participants were supportive of the revised parks and recreation program mission statement and proposed outcomes.
- Sixteen of the 22 survey participants strongly (n = 8) or somewhat (n = 8) agreed with the proposed strategies and actions for parks, water access and trails. Three respondents somewhat (n = 2) or strongly (n = 1) disagreed with the direction. The remaining 3 participants were uncertain if they agreed or disagreed with the direction.
- Fifteen or the 22 survey participants strongly (n = 8) or somewhat (n=7) agreed with the proposed strategies and actions for recreation. One participant somewhat disagreed with the direction and the remaining 5 participants were uncertain of the direction.
- 74% of participants strongly (n = 6) or somewhat (n = 8) agreed with the proposed strategies and action regarding resourcing and capacity for the parks and recreation program. Two participants

somewhat disagreed with the direction while the remaining 3 participants were uncertain of the direction.

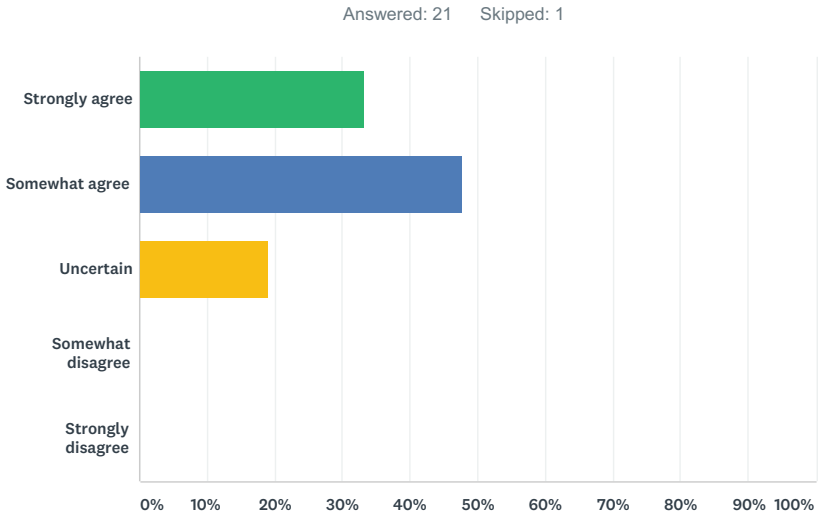
In general, the majority (72%) of open house attendees who completed the exit survey strongly (48%) or somewhat (24%) agreed with the overall direction of the plan.

See the appendix for the detailed input received through the comment boards and the exit survey.

Q1 To what extent do you agree with the general direction of the plan?



Q2 To what extent do you agree with the revised PARC mission statement?



FOR DETAILED ENGAGEMENT INPUTS, PLEASE SEE THE APPENDIX.

4.0 PARKS & RECREATION TODAY

Before beginning to identify a new future direction for parks and recreation, we needed to understand our current supply of parks and recreation and how well our current system is serving the needs of our residents.

To determine priority areas for park and recreation infrastructure, we built a Geographic Information System (GIS) analysis tool that took into account the following science-based criteria:

- Private lots
- Parks, playgrounds, trails, outdoor and indoor recreation facilities
- Walkability buffer (850m)
- Cycling buffer (3300m)

Representing a measure of walkability, a buffer of 850m was placed around each playground to identify which private lots are within walking access to a playground, shown in figure below.

4.1. PARKS

Salt Spring island residents have access to over 50 parks which are maintained by CRD staff. These parks include pocket parks, neighborhood parks, community parks, athletic and special use parks, open and natural space parks, and linear parks. The parks range from less than 0.6 ha to over 40 ha.

4.1.1. PARKLAND SUPPLY

In 2010, the Islands Trust Fund calculated the total protected area of Salt Spring to be 3,330 hectares, or almost 17% of the Island. Protected areas consist of parks, park reserves, nature reserves, nature sanctuaries, ecological reserves, and areas with conservation covenants. On Salt Spring Island, conservation lands are typically restricted from public access. The table below describes the parkland standards defined in the 2011 Salt Spring Island Parks System Master Plan and the current inventory of parks.

Category	Size	Purpose	Servicing	Existing
Pocket Park	<0.6 ha	Providing green space or aesthetic appeal, sometimes with a place to sit or a children's playground	0-3000	3
Neighborhood Parks	0.8 ha - 10 ha	Passive Recreation Purpose	N/A	4
Community Park	0.25 ha -2 ha	Active Recreation for all	N/A	4
Athletic and Special -Use Parks	N/A	Intense Recreational Activity	N/A	6
Open/Natural Space Parks	1-40 ha	Absence of development	N/A	22
Linear Parks	N/A	Linear in nature and provides opportunities for Active Transportation	N/A	21
Total				**60**

figure 14 - 2011 Salt Spring Island Parks System Master Plan

NOTE:

Refer to the 2011 Parks Master Plan for additional information and recommendations for park development

figure 15 - Access to Parks & Trails

4.1.2 ACCESS AND PARKLAND QUALITY

Proximity to, and quality of parks, are determinants of use. As such, we worked to identify what proportion of private lots (a proxy for residents' homes) are within a short walking or cycling distance to parks. We used 850m as a typical walking distance and a 3300m for cycling for our analysis.

As shown in the table below , 72% of private lots are within 850m of a park; meaning 28% are not.

Walking Distance To	Number of Private Lots within a 850m distance	Percentage
Recreation Facilities	744	12%
Community Parks	4432	72%
All Park Spaces	4893	80%

figure 16 - access and parkland quality

4.1.3 PROTECTION OF ENVIRONMENTALLY SIGNIFICANT AREAS

Biodiversity and the supply of ecosystem services are declining rapidly across British Columbia. In accordance with Target 11 of the 2010 Convention on Biological Diversity, Canada and British Columbia have committed to protecting 17% of our terrestrial lands and 10% of marine areas through a network of protected areas and other effective area-based conservation measures by 2020. Salt Spring Island through the aid of the Local Trust Area has already protected 20.03% of the island or a total area of 3941.40 ha. Though we are exceeding the national target, we know there are still opportunities to conserve threatened natural areas, species at risk habitat and other local environmentally significant areas.

Section 510 of the Local Government Act outlines the requirements for the provision of parkland or payment for parks purposes giving PARC the ability to accept parkland donations at the time of subdivision. During this land use process, PARC reviews each property for environmentally significant areas, recreational opportunities and ways to purposefully connect these areas together in a functioning network of community trails, provincial parks, protected areas and environmental reserve lands.

We recognize our opportunity to ensure that Salt Spring Island, BC remains a leader in the conservation of biodiversity and will continue to encourage physical connectivity across the island.

4.1.4. PLAYGROUNDS

Quality, interesting and appropriately designed playgrounds need to be located near our children. There is a total of eight playgrounds on the Island, three of which are CRD owned or maintained. Figure 18 identifies the location of playgrounds. Analysis (Figure 18) shows that many of our residents are within relatively close proximity to a playground. However, we recognize that many of those playgrounds are owned by other recreation providers such as SD64 Gulf Islands School District. We also know that playgrounds on the Island continue to age and may not maximize play value or provide universal access. Though distribution of playgrounds is reasonable now, it is essential that we ensure our supply of playgrounds continue to be of the type and condition that appeal to children, provide the best play value (e.g. natural playgrounds) and are located close to where our children live. We will continue to monitor changes in playground supply and population distribution to ensure our children have convenient access to playgrounds while working with partners to identify opportunities to upgrade playgrounds to contemporary designs.

CRD Owned	Partner Owned
Centennial Park	Fernwood Elementary
Portlock Park	Fulford Elementary
Drummond Park (maintained)	Salt Spring Elementary
	Phoenix School
	Salt Spring Centre School

figure 17 - playgrounds

1. Centennial Park
2. Portlock Park
3. Drummond Park
4. Fernwood Elementary
5. Fulford Elementary
6. Salt Spring Elementary
7. Phoenix School
8. Salt Spring Centre School

NOTE:

Refer to the 2011 Parks Master Plan for additional information and recommendations for park development

figure 18 - Access to Playgrounds

4.1.5 OUTDOOR SPORT FACILITIES

Outdoor recreation facilities are provided to residents through a variety of ways. Some facilities are directly owned solely by the CRD (e.g. Portlock Park), leased (e.g. Fulford Ballpark), and other facilities are offered through joint-use arrangements set in place with the school district or not for profit groups (e.g. Golf Club). Recognizing the diverse ownership structures and approaches to providing recreation facilities, our current supply includes: (See figure below)

Facility Type	CRD Owned	Quantity	Partner owned	Quantity
Golf Course			Salt Spring Island Golf & Country Club	1
Outdoor Tennis Courts	Fulford Tennis Courts Portlock Park	1 4		
Pickle Ball Courts	Fulford Tennis Courts Portlock Park	2 4		
Ball Diamonds	Portlock Park Fulford Ball Fields	3	Schools	4
Rectangular Fields (soccer)	Portlock Park	3	Schools	4
Outdoor Sport Court	Portlock Park	1	Schools	2 (GISS and SIMS both have fenced court areas)
Adventure Parks	Kanaka Road - Skateboard Park	1		
	Mouat Park-Disc Golf	1		
	Lions Club Bike Park	1		

figure 19 - outdoor sport facilities

Portlock Park

Portlock Park provides residents and sports groups with access to four tennis courts, four shared pickleball courts, one asphalt surface/multisport court, one 400m track, one full-size rectangular field, three midsized rectangular field, one junior baseball diamond, and one 5-12 playground; one 2-5 playground and one picnic shelter. The majority of these facilities were built in the 1960's and are close to the end of their lifecycle.

Fulford Ballpark

The existing fields are in poor condition and drainage issues have impacts on baseball season start dates, this leased property is currently for sale so there is hesitation to invest in capital improvements.

Fulford Tennis & Pickleball Courts

Fulford Tennis Court is located on leased land and has one tennis court and two pickleball courts.

Kanaka Road Skateboard Park

The Kanaka Road Skateboard Park is located on School District 64 property.

Lions Commemorative Bike Park

The family bike park is a dirt surfaced, outdoor recreation space with technical features professionally designed to facilitate and develop bicycle skills among children, youth and adults.

Figure 20 shows the location of playfields on the Island.

1. Portlock Park
2. Fulford Ball Park
3. Fulford Tennis & Pickleball Courts
4. Kanaka Skateboard Park
5. Lions Commemorative Bike Park
6. Mouat Park – Disc Golf

NOTE:

Refer to the 2011 Parks Master Plan for additional information and recommendations for park development

figure 20 - Access to Outdoor Sport Facilities

4.2. TRAILS

Trails provide both active transportation and recreational opportunities. Active transportation involves the use of non-motorized modes of transportation to travel. We support our community partners whom have identified, implemented and plan to continue building an active transportation network for Salt Spring Island which promotes safe alternative modes of travel.

Our existing active transportation network consists mainly of the road network on the Island as well as some connecting trails, roadside pathways and urban style trails downtown. In the Ganges downtown area, shopping, schools, recreation centres and water accesses are all accessible via our current pathway system. Active transportation users located further away from the downtown core must use our road network should they wish to commute around the Island and can use the road shoulders where possible to walk or bike.

As our community plans for the future of our active transportation system, we must understand the areas where our residents would like to go and how future trails and active transportation routes can safely get them there.

The table below displays the amount of private lots within a walking distance to current destinations.

Walking Distance To	Number of Private Lots within an 850m distance	Percentage
Village Center	380	6%
Schools	949	15%

figure 21 - trails

4.2.1. TRAILS AND TRAIL ACCESS

Our trails are important as they provide proven benefits to our residents, economy, and environment. Not only are they the most important area for our involvement, but they have the most users. (see table below) Annually, we count over 50,000 users of our trails. Approximately 4000 private lots, or 64% of the private lots on the Island, are within an active 850m radius of trail within walking distance for our users. Collectively, we have been working hard on the development of our Island trail system. Analysis shows (Figure 21) that many of our residents are close to a trail but we need to continue our efforts to ehance the connectivity of network of trails across the Island. This network needs to connect our neighbourhoods to each other, to our village centres, to our schools and to our parks and recreation spaces.

Year	Number of Trail users
2014	76,491
2015	130,876
2016	59,471

figure 22 - trail use estimates

1. Armand Way Trail
2. Baker-Harrison Trail
3. Baker Ridge - Quarry Drive Loop
4. Bishops Walk Trail
5. Blackburn Trail
6. Brayant Hill Trail
7. Bryant Hill - Peter Arnell Connector Trail
8. Bulman Park Trail
9. Channel Ridge Trails
10. Churchhill - Long Harbour Trail
11. Duck Creek Park Trail
12. Dunbabin Park Trail
13. Fem Creek Trail
14. Madrona Bay Trail
15. Mouat Park Trail
16. Peter Arnell Park Trails
17. Quarry Park Trail
18. Reginald Hill Trail
19. Sun Eagle Trail
20. Trustees Trail
21. Welbury Bay Trail

figure 23 - Trail locator map

4.4. RECREATION

Planning the future of recreation on the Island was based on a sound understanding of what is done today to provide recreation for residents. An overview of existing recreation facilities and programs provide a basis on which to compare where we are today with the demands of our community and sector trends to paint a picture of where needs may lie for our residents.

4.4.1. INDOOR RECREATION FACILITIES

Recreation facilities are provided to our residents through a variety of ways. Some facilities are directly owned and operated by CRD (e.g. Rainbow Road Aquatic Centre) and others are owned and operated by private businesses (e.g. fitness clubs) or not for profit groups (e.g. community halls). Recognizing the ownership structures and approaches to providing indoor recreation facilities, our current supply includes the following table:

Facility Type	Quantity	PARC Operated
Fitness Centre	2	
Indoor Tennis	2	
Indoor Squash	1	
Indoor Swimming	1	Rainbow Road Aquatic Centre
Multi-purpose Space	14	Portlock Portable
Gymnasiums	4	
Library	1	

Rainbow Road Pool

The Rainbow pool was built in 2008 with a six-lane multi-purpose pool and a 12-person whirlpool. Every year the pool sees over 40,000 visits and over 400 aquatic program registrations. In 2018, CRD took over the pool operations from a contractor.

Portlock Park Portable

Portlock Park Portable is a temporary structure that provides programming space for educational workshops, meetings and other programming. The space has had new flooring installed and some cosmetic upgrades but is nearing the end of its useful life.

4.4.2. RECREATION PROGRAMS

Recreational programs available to our residents range from general fitness to educational programs to highly competitive sports. For the most part, the CRD will continue to partner with contractors to deliver recreational programming. However, sports groups strongly rely on the efforts of many dedicated volunteer organizations and their members to deliver the right quantity, type, and quality of sport programs for residents.

In 2016, 83 registered recreation programs had over 1100 participants. The child day camps had over 950 participants and a daily average of 25.

In recent years we have increased the number of programs that we offer at a greater cost recovery. This has allowed us to offset other costs and increase both our service level and program offerings.

4.3. WATER ACCESS

Over 160 potential water access points on the Island provide residents with access to the foreshore or a lake. There are over 22 access points which have been developed to enhance access. 39% of our residents are within an 850m distance to a developed water access point. The map below (figure 24) identifies the access points and the service areas.

figure 24 - Access to Community Water Accesses

NOTE:

Refer to the 2011 Parks Master Plan for additional information and recommendations for park development

4.5. RESOURCING AND CAPACITY FOR PARKS & RECREATION

The CRD takes pride in providing high-quality parks and recreation facilities and services for residents. Over $2,000,000 is spent on operations for the parks and recreation system annually. These expenses employ five full time, eight regular part time staff and over 20 seasonal and auxiliary staff. Recent operational costs have been on the rise, going from $2,094,587 in 2013 to $2,238,826 in 2016, representing an increase of 5% over the three-year period. The highest portion of expenses goes towards operating the pool - in 2016 the pool incurred over $1,000,000 in expenses, representing over 45% of Salt Spring's operating expenses for the year.

The distribution of operational expenditures varies significantly between parks and recreation service areas. The analysis shows that, on average, we invest:

- 21% of total average annual expenditures are in community parks & trails
- 6% of total average annual expenditures are for community recreation
- 28% of total average annual expenditures are on parkland and administration
- 45% of total average annual expenditures is on the pool

Revenues are generally increasing year over year, going from $ 408,532 in 2013 to $ 448,727 in 2016, showing a 9% increase in revenue generation. Over the three-year period, the pool has been the top source of revenue. In 2016 the pool generated $218,623 in revenue, which totals to 48% of all annual revenues for recreation.

Cost recovery is important for the long-term sustainability of the parks and recreation system. While revenues have been increasing across the system, the cost recovery rate remains low. The average cost recovery from 2013-2016 was 19%. In 2016, Community Recreation programs showed the highest cost recovery, at 73% of expenses covered by revenues. Comparatively, parkland and administration had the lowest recovery rate at 2%. The low cost recovery for parkland is expected as there are no charges to book sports fields and few other opportunities to generate revenue. Community parks generate revenue through park use bookings, for example the Saturday Market in Centennial Park requires operators to pay for vendor permits. In 2016, revenue generated through park use bookings recovered 26% of operating costs.

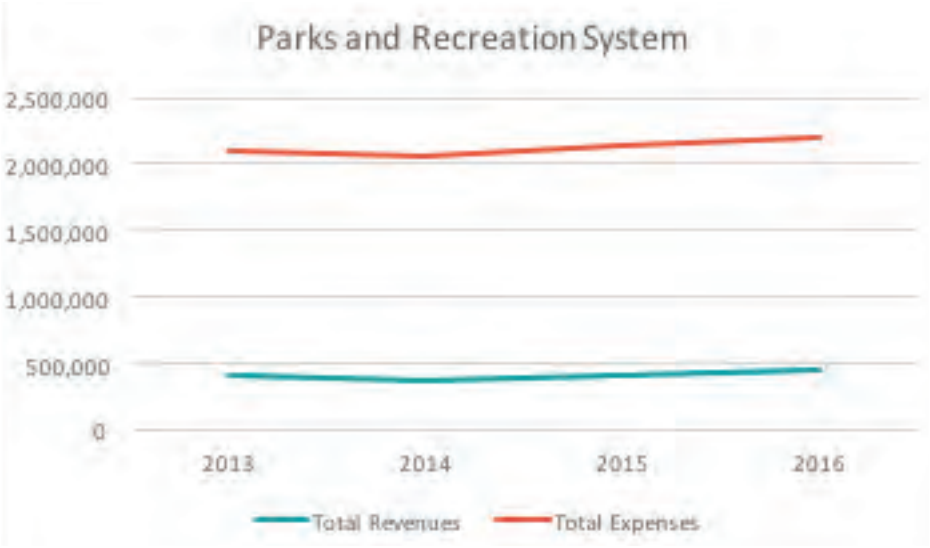


figure 26 - parks and recreation system

5.0 MOVING FORWARD: THE FUTURE OF PARKS & REC

Parks and recreation is the foundation of a healthy, vibrant, and connected community, producing an enhanced quality of life for residents. To achieve this enhanced quality of life, we need a defined mission, outcomes, and understanding of the role we play in the delivery of parks and recreation. A clear set of strategies and actions upon which we will focus for the next ten years is also needed.

5.1. MISSION

The mission of the Salt Spring Island Parks and Recreation Commission is to:

Provide access to quality, safe, diverse, year-round, and inclusive parks, recreation and sport facilities, trails and water access, and to deliver recreational programs that enhance quality of life, promote healthy lifestyles, strengthen the sense of community, and connect all residents and visitors with nature, while following environmental best practices.

5.2. DESIRED OUTCOMES

Simply providing a better recreation and parks system is not the objective. We believe that parks and recreation are a means to an end. They are purposeful tools used to address a variety of individual, social, ecological, and economic issues. By providing a quality parks and recreation system, we will work to achieve the following outcomes:

- Healthy active lifestyle for all
- Attract and retain families, skilled workers, and employers
- Strengthen relationships between family, friends, and the community
- Increase partnerships and volunteerism
- Strengthen and promote environmental stewardship
- Diversify and strengthen our economy through community-based tourism
- Affordable yet viable parks and recreation services

5.3. OUR ROLE IN PARKS AND RECREATION

Parks and recreation services on the Island are provided through an interconnected "leisure system". The leisure system is comprised of three core service providers:

- Public service providers (e.g. district, provincial and federal governments, and school districts)
- Not-for-profit providers (e.g. recreation and sport clubs, environmental organizations)
- Commercial providers (e.g. for-profit businesses)

Each of these service providers plays an important role in meeting the needs of our residents. In fact, this systems approach is essential, as no one provider can — or should attempt to — solely deliver the diversity of services needed or expected by our residents. It is important that the parks and recreation needs are understood and that, as a leisure system, we work collaboratively to service our residents.

With a commitment to support increased access to recreation through programming and strategic investments as outlined in the Service Plan for Salt Spring Island 2016-2019, it is imperative that we choose our role in the provision of parks and recreation services deliberately. In addition, forces such as competing budgets, community concerns regarding tax requisition and efficient use of tax requisition dollars, population growth, evolving user demands, and ageing infrastructure further necessitate a prioritized approach to parks and recreation servicing.

Moving forward, we will continue to work collaboratively with the entire "leisure system" to meet the need of our residents. However, we will move forward with a clear focus on delivering services that align with our role in the system. To articulate our role in the leisure system, we have established the following service delivery model.

5.3.1. SERVICE DELIVERY MODEL

Public service providers can play a diversity of roles in the delivery of parks and recreation services. These most typically include:

- **Direct Provider—** Identifies/perceives community needs and plans, develops, constructs, and operates facilities, programs, and services through public funding.
- **Service Delivery Partnership—** Partnerships (community capacity building)— Initiates and enters into mutually beneficial and collaborative partnerships and alliances to provide the services that provide various supports such as capacity building, leadership, facilitation, and finances to community groups, organizations, and agencies that then plan and deliver the services.
- **Cost Share Partner—** Provides financial support through cost-share agreements or joint use agreements with an existing agency or entity, such as a school district, who already offers the services desired.

Given the diverse nature of our island parks and recreation programs, it is unreasonable to believe that a single service delivery approach would be applied in each service area. The question then becomes, which service delivery role will we apply in each of the parks and recreation service areas into the future? As illustrated in the figure below, the CRD will play the following role in the delivery of parks and recreation services on Salt Spring Island:

More specifically, for each service area, the CRD will be responsible for:

Parks, Water Access and Trails

- Planning, design, construction, maintenance and management of:
  - Pocket Park
  - Neighborhood Parks
  - Community Park
  - Athletic and Special -Use Parks
  - Open/Natural Space Parks
  - Linear Parks
  - Water Accesses
  - Pathways
  - CRD playgrounds

Recreation & Sport

- Planning, design, construction, maintenance, and management of:

  - Indoor/outdoor recreation and sport facilities
- Facilitating, enabling, and supporting the provision of recreation and sport programming
- Providing leadership and support to recreation and sport clubs and organizations

Leisure Education

- Planning, design, and delivery of leisure education strategies to increase resident's leisure literacy
- Providing training and support to partners develop leadership in leisure education
- Develop funding opportunities that support leisure education
- Strategic Planning, Policy Development, Bylaws, and Community Engagement
- Plan, policy, and bylaw development and enforcement relating to: parks, trails, and open spaces; recreation and sport; and leisure education

figure 27 - service delivery model

5.3.2. PRIORITY MARKETS

The CRD can't be all things, to all people, all the time, so we need to prioritize how and where the CRD's finite resources are expended. Prioritizing requires us to be deliberate about what programs or facilities are offered as well as the market segments we are focused on.

Moving forward, emphasis will be made on ensuring decisions about parks and recreation will, directly and indirectly, benefit the greatest number of residents in the following priority markets:

- **Children and Youth**—we know that an early start at a healthy lifestyle is likely to last a lifetime and that leisure education and developing a strong leisure repertoire at a young age is critical to enabling lifelong participation.
- **Isolated and Vulnerable Populations**—we know these populations tend to face barriers that can reduce or prevent participation which leads to growing individual and social issues.
- **Seniors**—we know that physical inactivity is leading to significant individual and social costs.

In addition to thinking about who we will target with our services, we also need to be purposeful on the "level of play" that we will target. In accordance with the Long-Term Athlete Development Model (Figure 2), our priority will be to provide, facilitate, and/or support parks and recreation opportunities that:

- Introduce participants to the activity
- Allow participants to learn the activity
- Facilitate participants remaining active for life in the activity

Participation in parks and recreation activities declines as the level of play, competition, and specialization increases. By focusing our efforts where we can reach the most number of participants, we are better positioning ourselves to deliver the greatest public good.

Allocation of funding into the future will target the priorities outlined above. As indicated in Figure 3, facilities, programs, and services to which the entire island can benefit, directly or indirectly, will be funded through the tax requisition. As the facilities, programs, and services become more specialized and, therefore, less accessible and likely to be enjoyed by the entire island, funding will come more from private sector investments, specialty group investments, and user fees. The CRD may work as a partner in such facilities, programs, and services, but typically won't lead these facilities, programs, and services.

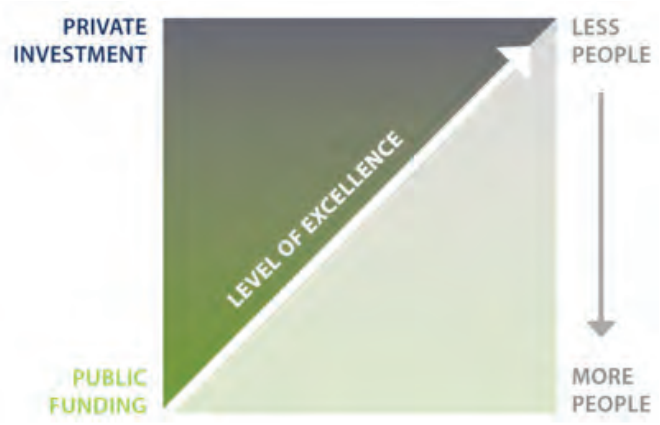


figure 28 - Long Term Athlete Development Model

6.0 OUR PLAN FOR PARKS, WATER ACCESS, AND TRAILS

Though we currently provide a strong parks, water access, and trails system, residents and stakeholders were clear that there are opportunities to improve. Over the next ten years, the following strategies and actions will be implemented.

6.1. PROVIDE A DIVERSE MIX OF OUTDOOR ATHLETIC FACILITIES

We heard clearly during the community engagement sessions that our residents are concerned with the amount and quality of outdoor athletic facilities. The CRD, with guidance from PARC, will implement the following actions to improve our quality and diversity of outdoor athletic facilities.

Action:

1. Develop a Portlock Park site master plan and designs to enhance community use, develop additional ball fields and and replace aging infrastructure in current or new locations.
2. Identify and secure land for the development of three junior ball fields and two senior ball diamonds
3. Use the decision making framework to support community groups with outdoor recreation pursuits such as disc golf and equestrian clubs.
4. Partner with School District 64 to upgrade and utilize existing play fields and to develop additional sports fields..

6.2. CREATE MORE AND ENHANCE EXISTING ACCESS TO OUR LAKES AND THE OCEAN

We heard from the community that water-based activities like boating, kayaking and canoeing are popular types of outdoor activities. We also heard a strong desire for more access to both the lakes and the ocean for beach access, swimming, launching boats and paddling. To improve access to lakes and the ocean, the CRD, with guidance from PARC, will implement the following actions.

WATER ACCESS are places that enable residents and visitors to easily access and / or enjoy our lakes and oceans. Generally, these include:

- Boat launches
- Paddling / non-motorized watercraft launches
- Beaches and swimming areas

Action:

1. 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.

6.3. CREATE, ENHANCE AND MAINTAIN OUR COMMUNITY PARKS

Residents were clear that there is a need to invest in improving the quality, supply and distribution of our parks system. We will implement the following actions to create, enhance and maintain our community parks.

Action:

1. Implement the Centennial Park Master Plan through a phased approach to replace aging infrastructure and improve the parks visibility, safety and aesthetics for all park users.

2. Subject to agency land approvals and project partnerships, design, cost and build the Ganges Harbour Walk and connect adjacent community parks.
3. Develop and implement a Master Plan for Mouat Park.
4. 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.
5. Support partners to increase community gardens space to allow for residents to interact and create a sustainable food source.
6. Work with the regional invasive species initiative to support the expansion of the Invasive Weed Program in community parks.

6.4. PLAN AND DEVELOP AN INTERCONNECTED NETWORK OF EXCEPTIONAL TRAILS ACROSS THE ISLAND

We heard clearly during community engagement that residents highly value our current trails, but they desire greater connectivity across the Island. Specifically, residents are looking for a diversity of trail experiences including easy walking, safe cycling / commuter routes, mountain biking and backcountry trails. To enhance the supply, quality, and inter-connectivity of our trail system, we will implement the following actions.

Action:

1. 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 trial networks across the island including the BC marine trail.
2. 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.
3. Develop wayfinding and interpretive signage standards and implementation program.

7.0 OUR PLAN FOR RECREATION

As we learned from the engagement, our residents benefit from participating in physical, social and intellectual pursuits that enhance their individual and community wellbeing. To provide these opportunities, we will work towards completing the following strategies and actions for programming and indoor recreation facilities.

7.1. PROVIDE A DIVERSE RANGE OF INDOOR RECREATION FACILITIES

Though we provide some indoor recreation facilities, and residents have access to others through non-profit and private sector providers, residents told us that we are still lacking a variety of spaces. To increase access to indoor recreation facilities for our residents and visitors, we will implement the following actions.

Action:

1. 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.

7.2. PROVIDE ENGAGING RECREATION PROGRAMS

Though we provide a diversity of programs, we have heard that our program mix can be enhanced to better match the Island's demographics. We need to provide age-specific areas for focusing future parks and recreation programs to include young adults and seniors.

1. Continue to expand recreation program opportunities with a focus on senior and teen programming as well as marine recreation

8.0 OUR PLAN FOR RESOURCING, CAPACITY & COMMUNICATIONS

With competing budgets and community concerns regarding tax requisition, our plan needs to balance viability with public demands while following environmental best practices. To complete such a task, PARC must focus on investing in efficiencies, communicating with our residents, and supporting our partners and volunteers.

8.1. INVEST IN OUR CAPACITY TO DELIVER EXCELLENT SERVICE

Our staff are well trained and passionate about the services they provide to our residents and visitors. And, our parks and recreation programs and facilities are provided and maintained to the best of our abilities within the capacity available. We have heard through the planning process that there are opportunities to ensure we continue to deliver service excellence through the parks and recreation program by ensuring we are appropriately staffed, trained and equipped. An opportunity also exists to evaluate current service deliver to best allocate limited staff time and resources. The Saturday Market would benefit from a review to guide long term direction and creative marketing and business techniques. Going forward, we will invest in our capacity to deliver excellent parks and recreation services by implementing the following actions.

Action:

1. Review current maintenance service levels and assess the need for equipment, facilities and resource capacity to deliver a sustainable level of excellent service.
2. Review the current operating and management of the Saturday market with a goal to improve service delivery and allocation of resources. .
3. Evaluate staffing levels and training gaps that need to be addressed in order to deliber a sustainable level of excellent service.

8.2. COMMUNICATE WITH OUR RESIDENTS

With such a diverse network of parks and recreation providers and partners, communications within the delivery system is critical. It is vital that we ensure good external communications with and engagement of our residents. This will make them aware of the parks and recreation opportunities available, help influence decisions, and to ensure they know how parks and recreation are benefiting the Island. Participants in the engagement process were clear; there is an opportunity for us to do a better job with communications. To improve our communications, we will implement the following actions.

Action:

1. Monitor our presence within the community and broaden our communication strategies and mediums to engage with residents and users.

8.3. MINIMIZE BARRIERS TO PARTICIPATION THROUGH LEISURE EDUCATION

Different people face different barriers to participating in parks and recreation. Throughout the engagement participants were clear that parks and recreation facilities and programs should be available to everyone regardless of age, income, ethnicity, or physical ability. Common barriers include distance, lack of awareness and information, finances, and availability of equipment, among many others. Addressing barriers to participation is a complex undertaking, but it is one of the most important strategies the CRD can apply, as, often, it is those populations who face the most barriers that stand to gain the most from participation in parks and recreation. Taking a strategic approach to improving leisure literacy begins with leisure education. Strong leisure education will help all our residents to engage in leisure education and overcome barriers to participation that they currently face. To improve leisure education, we will implement the following action.

Action:

1. Work with public agencies to develop a comprehensive strategy to address barriers to participation in recreation.

9.0 IMPLEMENTATION PLAN

9.1. IMPLEMENTATION STRATEGIES

Many ideas, suggestions and demands were raised through the strategic planning process. With limited resource and capacity, we must prioritize our focus for the future. In line with the decision support framework included in this plan, CRD staff and PARC will focus on implementing the following strategies and actions over the next 10 years.

Our Plan for Parks, Water Access and Trails

Strategy	Actions	Priority
Provide a diverse mix of outdoor athletic facilities	Develop a Portlock Park site master plan and designs to enhance community use, develop additional ball fields and and replace aging infrastructure in current or new locations.	Priority 1
	Identify and secure land for the development of three junior ball fields and two senior ball diamonds	Priority 1
	Use the decision making framework to support community groups with outdoor recreation pursuits such as disc golf and equestrian clubs.	Priority 3
	Partner with School District 64 to upgrade and utilize existing play fields and to develop additional sports fields.	Priority 1
Create more and enhance existing access to our lakes and the ocean	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.	Priority 3
Create, enhance and maintain our community parks	Implement the Centennial Park Master Plan through a phased approach to replace aging infrastructure and improve the parks visibility, safety and aesthetics for all park users.	Priority 2
	Subject to agency approvals and project partnerships, design, cost and build the Ganges Harbour Walk and connect adjacent community parks.	Priority 2
	Develop and implement a Master Plan for Mouat Park.	Priority 3
	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.	Priority 3
	Support partners to increase community gardens space to allow for residents to interact and create a sustainable food source.	Priority 3
	Work with the regional invasive species initiative to support the expansion of the Invasive Weed Program in community parks.	Priority 3
Plan and develop an interconnected network of exceptional trails across the Island	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 trial networks across the island including the BC marine trail.	Priority 2
	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.	Priority 3
	Develop wayfinding and interpretive signage standards and implementation program.	Priority 3

Our Plan for Recreation

Strategy	Actions	Priority
Provide a diverse range of indoor recreation facilities	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.	Priority 1
Provide engaging recreation programs	Continue to expand recreation program opportunities with a focus on senior and teen programming as well as marine recreation	Priority 2

Our Plan for Resourcing, Capacity & Communications

Strategy	Actions	Priority
Invest in our capacity to deliver excellent service	Review current maintenance service levels and assess the need for equipment, facilities and resource capacity to deliver a sustainable level of excellent service.	Priority 1
	Review the current operating and management of the Saturday market with a goal to improve service delivery and allocation of resources.	Priority 2
	Evaluate staffing levels and training gaps that need to be addressed in order to deliber a sustainable level of excellent service.	Priority 3
Communicate with our residents	Monitor our presence within the community and broaden our communication strategies and mediums to engage with residents and users.	Priority 3
Minimize barriers to participation through leisure education	Work with public agencies to develop a comprehensive strategy to address barriers to participation in recreation.	Priority 3

9.2. 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.

9.2.1. 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.

9.2.2. 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
- Ce*ntennial 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.

11.0 MEASURING PROGRESS

Measuring our progress towards the outcomes outlined in this strategic plan is critical to ensure we are open and transparent, providing quality services and embracing continual improvement. For this to happen we will conduct a survey every few years to gauge our progress towards our outcomes.

To share our successes and progress, we will prepare and share a regular progress report (at least every two years). This progress report card provides a means of monitoring progress in implementing the Plan as well as profiling new initiatives not addressed in the Plan. The report card will report on the following performance metrics which are seen as general proxies that can indicate progress toward the desired outcomes we have established. These metrics have been selected based on a combination of their meaningfulness and representation of the outcomes and their ease and affordability of monitoring.

Outcomes	What success looks like	Indicators or measures
Healthy active lifestyle for all	Our residents are experiencing improved health and well-being	• Resident survey Increased participation rates
Promote positive social behaviours	Our residents are more engaged with our community	• Lower crime rates • Less reports of isolated populations
Help attract and retain families, skilled workers and employers	Younger families are moving into the community & staying	• Increase in population in family ages • Increased recreation opportunities
Strengthen relationships between family, friends, and the community	Our community will more connected with each other and involved in community pursuits	• Resident survey • Attendance at community events
Increase partnerships and volunteerism	Volunteering & strengthened partnerships with user groups	• Increased volunteer rates
Strengthen and promote environmental stewardship	Our residents will be environmental stewards and using active transportation to reduce their carbon footprint	• Increased amount of adopted trail and parks • Resident survey
Diversify and strengthen our economy through community-based tourism	Partnerships are implemented, to increase tourism capacity and visitor ship	• Increase in community-based tourism and visitor ship
Affordable yet viable parks and recreation services	PARC will be able to provide a service level that balances both the user needs and the available financial resources	• Resident survey

figure 29 - outcomes, successes and indicators

A

APPENDIX A

WHAT WE HEARD REPORT #1

Date November 29, 2017

Making a difference...together

PARC Strategic Plan Update

What We Heard Report

November 29,2017

McElhanney

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1. Overview

The Salt Spring Island Parks and Recreation Commission (PARC), under the Capital Regional District, is updating their 2009 Strategic Plan. To update the plan, PARC is providing an opportunity for staff, commission directors and stakeholder to provide input on the strengths and weaknesses of the current plan and ideas on how the current plan should be updated to reflect the current priorities.

On Thursday, November 23, 2017, a series of workshops were held to gather input from the staff and commission, and stakeholders. McElhanney Consulting Services Ltd (MCSL) facilitated the workshops with the following objectives in mind:

- Refresh the Vision
- Background of the PARC organization
- Review of the 2009 Strategic Plan to validate the feasibility of carrying objectives and recommendations forward to the updated plan
- Impact of changing demographics
- Identify emerging priorities
- Funding realities
- Issues to be addressed

2. Staff & Commission Workshop

Between November 10 and November 21, 2017, staff and commission directors were asked to participate in a 12-question online survey. The survey had two purposes; first to understand the level to which the staff and commission believed the priorities identified in the 2009 Strategic Plan were implemented and secondly, to help inform the priorities on which the workshop series would be focused. The survey results can be found in Appendix A

The staff and commission workshop was held at the Royal Canadian Legion #92 from 11:30am- 3:30 pm on November 23, 2017. The agenda for the workshop was:

- Introductions
- Goals
- Overview
- Vision
- 2009 Priorities Overview
- Demographics
- Emerging Priorities
- Funding
- Issues and Challenges
- Closing

2.1. Description of Activities

This session began with an overview of the project, and its process and outcomes of the workshop. The MCSL team facilitated the following activities.

2.1.1. Exercise #1- Visioning

Participants were asked to read the vision from the 2009 PARC Strategic Plan. Upon reading the vision, each participant was asked to identify five words or concepts that should be included in the refreshed vision. Each idea was written on a sticky note. Words were then grouped into themes and will be used by MCSL to create a refreshed vision statement for the updated strategic plan.

2.1.2. Exercise #2- Brainstorm changes to the 2009 Strategic Plan

After a discussion of the staff and commission online survey results, with emphasis on the recommendations from the 2009 Strategic Plan, the group was asked, “What recommendations are to be kept, removed, or have been missed?” Facilitators documented changes on flipchart paper.

2.1.3. Exercise #3- Brainstorm facility, programming, and operational demands for the community

Participants were asked to “identify the facility, programming and operational demands for the community?” In a large group, demands were brainstormed around the topics and documented on flip chart paper by facilitators.

2.1.4. Exercise #4-Dotmocracy for prioritizing demands

The “demands” list, generated in the previous activity were prioritized using a dotmocracy method. Each participant then ‘voted’ with five sticky dots each to identify the idea(s) they agreed with the most. The sticky dots could be “spent” however they wanted. Participants were not able to use more than one sticky dot on a “want”.

2.1.5. Exercise #5-Funding Brainstorm

After a discussion on the current budgeting for PARC, the group was asked, “How do we fund all these priorities?” The ideas were brainstormed and documented on flip chart paper by facilitators.

2.1.6. Exercise #6-Changing issues/Challenges into opportunities

Using the survey results regarding barriers to residents and the greatest challenges PARC faces, the group was asked, "How we can change issues into opportunities?" Ideas generated were documented on flip chart paper by facilitators.

2.2. Participants

The following individuals participated:

PARC Staff	Commission Board Members
Dan Ovington	Jacky Cooper
Kirk Harris	Sonja Collombin
Carin Perrins	Wayne McIntyre
Kara Mackay	Brian Webster
Tracey Shaver	Garth Hendren
Karla Campbell	

2.3. Staff & Commission Workshop Results

Data received in response to each question has been analyzed, and the key themes that emerged from the input are presented below for each question.

2.3.1. Exercise #1- Visioning

Based on the analysis of participant input, the following themes were identified as needing to be included in the refreshed vision:

- Active healthy lifestyles
- Sustainability
- Accessibility
- Healthy respectful relationships with nature
- Inclusion
- Diversity
- Partnerships
- Connections
- Engagement

2.3.2. Exercise #2- Brainstorm changes to the 2009 Strategic Plan

The following key changes were identified:

- Lake access needs to be addressed.
- Define PARC's role.
- Remove location for sports fields- should be more generalized like "PARC needs new sports fields."
- Reword Partnerships to be relevant to Parc and their current role in Recreation, Parks and Programing.
- Reword the backcountry trails and look at cross-island trail networks and marketing for tourism.
- Link Ganges linear boardwalks to larger strategy between the parks on the harbor.
- Drop promotion of PARC and change to having reports on accountability.
- Expansion of Portluck park should be a larger plan for sports fields for the island.
- Reword Rainbow Road strategy under an indoor facility strategy with clear need for feasibility and master plan.
- Drop criteria to be established for working with user groups. It should be a more holistic approach.

2.3.3. Exercise #3- Brainstorm facility, programming, and operational demands for the community

Infrastructure Demands	
Multipurpose Room	Enhance maintenance + opperations of what exists now
Harbour Walk + Park	Curling Rink
Implement Centennial Park Master Plan	Disc Golf Course
Lake Access Implements	Therapeutic Tiding Facility
Senior Baseball Field	Expand Community Gardens
Multisport court	Junior Baseball Field
Bike Park	Softball Field
Leisure Therapy Pool Expansion	Community Riding Centre
Ocean Access	More + better lake access
Kids Pools Expansion to Rainbow Pool	Rotary Park
Mouat Master Plan	Hockey Rink

More Trails	Ocean Boat launch
More Pathways	

Programming Demands	
Senior Swim Lessons	Community events
More programs in general	

Operational Demands	
More PARC owned maintenance equipment	New Maintenance Facility
Formalize and/or update equipment sharing and joint use agreements	Increase staffing

2.3.4. Exercise #4-Dotmocracy for prioritizing

The top ten demands were:

Rank	Want	Votes	Category
1	Multipurpose Room	7/50	Infrastructure
2	Harbour Walk	5/50	Infrastructure
3/4/5/6	Implement Centennial Park Master Plan	4/50	Infrastructure
3/4/5/6	Lake Access Implements	4/50	Infrastructure
3/4/5/6	Senior Baseball Field	4/50	Infrastructure
3/4/5/6	New Maintenance Facility	4/50	Infrastructure
7/8/9	Increase staffing for PARC to match service delivery	3/50	Operations
7/8/9	Leisure Therapy Pool Expansion (3 Votes)	3/50	Infrastructure
7/8/9	Ocean Access (3 Votes)	3/50	Infrastructure

10/11	Kids Pools Expansion to Rainbow Pool (2 Votes)	2/50	Infrastructure
10/11	Mouat Master Plan	2/50	Infrastructure

2.3.5. Exercise #5-Funding Brainstorm

The following ideas were generated:

- Tourist Tax
- AirBnB/VRBO Tax
- Grants
- Community work funds (gas tax)
- User funding for facility rentals and park rentals
- Corporate donations
- Borrow
- Foundation Grants
- Sell underutilized property

2.3.6. Exercise #6-Changing issues/Challenges into opportunities

The main idea that was generated by the group was improving coordination and scheduling with user groups (example Joint Annual scheduling).

2.3.7. Parking lot Questions & Comments

The following parking lot questions were created from discussions:

1. The new plan needs to be visionary and inspiring. The current plan is not being used to guide because it is not visionary
2. No real agreement on the 2009 PARC Strategic Plan due to the some of the content of the plan. (i.e. Pool)
3. The new plan must have tangible /action-oriented recommendations
4. PARC role in the Saturday and Tuesday market should be revisited
5. Fees and charges should be reviewed to ensure they are reasonable.
6. Define level of service then determine subsidy level then fund strategies to address difference
7. Provide higher subsidy

2.3.8. Exit Survey Questionnaire & Summary

The exit survey asked the following three questions:

1. What did you like about the workshop
2. What areas did you not agree with?
3. Do you have any additional comments?

The majority of participants liked the workshop, content and facilitation techniques. There were no areas in which the participants didn't agree with. The concerns presented in the additional comments section were regarding using the 2009 plan as a starting point and spending so much time on it.

3. Stakeholders Workshop

A second workshop was held at the Royal Canadian Legion #92 from 4:30pm- 7:30 pm on November 23, 2017 with community stakeholders. The goal of the workshop was, to begin to work together on a path towards determining the best approach to serve the needs.

The agenda for the workshop was:

- Introductions
- Goals
- Overview
- Vision
- 2009 Priorities Overview
- Demographics
- Emerging Priorities
- Funding
- Issues and Challenges
- Closing

3.1. Description of Activities

This session began with an overview of the project, and the process and outcomes of the workshop. The MCSL team facilitated activities:

3.1.1. Exercise #1- Visioning

The facilitators read the vision from the 2009 PARC Strategic Plan along with the visionary words generated during the staff and commission workshop. The participants were asked, "Do you feel the 2009 vision is relevant and how can these words from the preliminary vision discussion be strengthened or what words can be added?" The participants wrote words on a post-it note. Words were then grouped into themes, with the use of the facilitators and participants. The words will be added to the staff / commission workshop input and used to create a refreshed vision statement for the updated strategic plan.

3.1.2. Exercise #2- Brainstorm achievements and the challenges related to PARC?

Each table was given two sheets of flip chart paper. Each group was asked to respond to two questions; first, what are the major achievements of PARC in the past ten years in relation to your organization, and second, what are the major challenges of PARC in the past ten years in relation to your organization? Each groups input was presented to all participants and clarity on the input provided was obtained as required.

3.1.3. Exercise #3- Brainstorm indoor and outdoor facilities, programming, operational demands for the community

The stakeholders were asked, "Based on your experience and what you have been learned during this process what do you feel are some of the Indoor Facility, Outdoor Facilities, Programming, Operational, wants for your user group?" The facilitators recorded responses on flipchart paper.

3.1.4. Exercise #4-Dotmocracy for prioritizing

The "demands" list generated in the previous exercise two were prioritized using a dotmocracy method. Each participant voted using three sticky dots for 'facilities needs' and three dots for 'programming and operational.' Each participant was directed to identify the idea(s) they agreed with the most. The sticky dots could be "spent" however they wanted. Participants were not able to use more than one sticky dot on "want".

3.1.5. Exercise #5-Funding Brainstorm

After a discussion on the current budgeting and expenditures for PARC, the group was asked two questions:

1. "How do we fund all these priorities?"
2. "What grants have the organizations applied for?"

The ideas were brainstormed around the topics and documented on flip chart paper by facilitators.

3.1.6. Exit Survey Questionnaire

The exit survey asked the following three questions:

1. What did you like about the workshop
2. What areas did you not agree with?
3. Do you have any additional comments?

3.2. Participants

There was a total of 36 participants from indoor, outdoor, trails, sports, culture and other user groups and stakeholders in the community.

3.3. Stakeholder Workshop Results

Data received in response to each question has been analyzed, and the key themes that emerged from the input is presented below for each question.

3.3.1. Exercise #1- Visioning

The following keywords/themes were generated by the group:

- Arts and culture
- Leadership
- Promotion of PARC Resources
- Diversity
- Integration
- Experience
- Support volunteers
- Youth
- Central HUB and provider

- Interpretative
- Inspires
- Safety
- Facilities competitiveness
- Balance
- Engaged
- Partnerships
- Connections

3.3.2. Exercise #2- Brainstorm achievements and the challenges related to PARC?

The following achievements were identified:

Beach access	Funding of groups
Publications-beach access map, trails map and leisure guide	Allowing for horse use at Burgoyne
Ganges Village Parks Network	Designating horse trails
Wayfinding signage for trails	Collaboration with volunteer bases and clubs
Disseminating information & promotion for groups	Coordinate on boardwalk and path system and pecks cove park
Dog sitting at Saturday Market	Promotion of Heart Memorial through handouts @ Chamber
Administration & organization of both Tuesday & Saturday Market	Creation of a maintenance crew
Expansion of the Saturday Market	Duck Creek as an off-leash area
Revised Guidelines for the Saturday Market	Increased educational programs
Move of the Tuesday Market to Centennial Park	Pool programs
Maintenance of soccer, baseball facilities	Friday Day camps
Set $$ aside for acquisition of land for sports fields/facilities	Starks road connector
Central drop off for baseball and soccer registrations	Stable (small) funding for culture
Cooperation between PARC and groups like Soccer + Disc Golf	Pickleball

Invasive weed program	Community garden support and land for reasonable costs
Broom campaign	

The following challenges were identified:

Minimal tennis court maintenance	Communication breakdown
Ganges Harbor Boardwalk	Difficult for nonprofit to requisition materials/ improvements
Fulford to Ganges and Ganges to Vesuvius Bike Lanes	Working relationships is undefined regarding users and leases
Poor communications with groups	Providing campsites
Pool scheduling and accessible to children	joint use access to schools
Failure to implement 2009 vision for cross-island trail network	Volunteer capacity
Two failed ball park rezoning	No funding for therapeutic riders
Failure to uphold covenant for parking @ Saturday Market	PARC offered space to groups but still waiting confirmation
Water supply and access/moratorium	Channel ridge support for equestrian riders
Maintenance of Fulford baseball diamond has been minimal	Safety on trails for horses
Reduction of vending space for Saturday Market	Funding
Inability to secure additional field space for youth soccer	Finding a ballpark location
No movement on requests for safe trail access to Ganges bay	Building of new trails
Competitive nature around land use	Trail maintenance
Baseball organization suggestion solution to field shortage which was rejected or ignored	Prioritization of demands
No place for winter soccer to practice due to wet field and lack of lighting	Finding new space for vendors at Saturday market
User group directory	Prioritization of projects
Inter commission cooperation /silo participation	

1.3.3. Exercise #3- Brainstorm of facility, programming, operational, demands for the community

Indoor Facility Demands	
Indoor market space	Equipment storage facility in close locations to facilities
Fitness space/ gym	Kitchen facilities
Hockey Rink	Community centre/ Multipurpose space (meeting space)
Curling Rink	Covered therapeutic riding arena
Bowling Alley	Community pottery studio/ artisans' hub
Bathroom at Centennial Park	Public shower facility
Gardening education center	Temporary space for meetings at rainbow
Ag center	Childminding space
Artificial turf/all weather soccer	Indoor play space
Youth leisure pool	2nd squash court

Outdoor Facility Demands	
Amphitheater	Shooting range

Safe Biking	Senior Softball field
Boat and horse trailer parking lot	More trails
Ocean kayak launching	Senior Baseball field
West side ocean boat launch	Junior Baseball field
Fenced pad for hockey	Campground
Outdoor bike park	Outdoor /Multipurpose artificial field
Competitive disc golf course	Grass tennis court
Increase Saturday Market size	Lawn bowling
Splash Park	Outhouse/ bathrooms on trails
Cross island trail and campsites	More pickleball
Harbor walk	Multipurpose court

Programming Demands	
Languages instruction	Parks and recreation programming website for organizations to post
Composting/permaculture/gardening	Creation of a social club

Operational Demands	
Contract management for coordination sharing of maintenance equipment	Creation of a stand-alone PARC website
Process for users to report operational needs for sites	

3.3.4. Exercise #4-Dotmocracy for prioritizing

Rank	Infrastructure demands	Votes	Category
1	Community centre/ Multipurpose space (meeting space)	19/130	Indoor Facilities
2/3/4	Safe Biking	10/130	Outdoor Facilities
2/3/4	Cross island trail and campsites	10/130	Outdoor Facilities
2/3/4	Artificial turf/all weather soccer	10/130	Indoor Facilities
5/6/7	Softball field – Sr.	6/130	Outdoor Facilities
5/6/7	More Pickleball	6/130	Outdoor Facilities
5/6/7	Community pottery studio/ artisans' hub	6/130	Indoor Facilities
8/9	Baseball field Senior	5/130	Outdoor Facilities
8/9	Bathroom at centennial Park	5/130	Indoor Facilities
10/11/12	Ocean kayak launching	4/130	Outdoor Facilities
10/11/12	Improved tennis courts	4/130	Outdoor Facilities
10/11/12	Covered therapeutic riding arena	4/130	Indoor Facilities

Rank	Operational and Programming demands	Votes	Category
1	Creation of a social club	11	Programming

2	Creation of a stand-alone PARC website	9	Operational
3	Parks and recreation programming website for organizations to post	8	Operational
4/5	Languages	4	Programming
4/5	Composting/permaculture/gardening	4	Programming
6	Contract manager to coordinate sharing of maintenance equipment	3	Operational
7	Partial process to report ops needs to sites	1	Operational

3.3.5. Exercise #5-Funding Brainstorm

How can we fund the priorities	
Low hanging fruit first	Cutting expenses and efficiencies
Tap into tourists	Sponsorship
Sharing spaces/facilities	Lotteries
Grants	Crowdfunding
User group fees	Donations and in-kind
User group fundraising	Land donation
Increase Taxation	
Vote on new ideas	

What grants have your organization applied for:	
Province equipment grant	Canada student grants
Gaming/lotteries grants	Mountain Equipment Coop
CRD--> Community works funds	BC Parks partnership
SSI foundation	Vanity (Financial Institutions) grants

Service groups	Real-estate Foundations
Country Grocer grant	Arts Council
Thrifty Foods grant	Federal Infrastructure Fund
Active transportation grant from COOP	

3.3.6. Exit Survey Questionnaire & Summary

The exit survey asked the following three questions:

1. What did you like about the workshop
2. What areas did you not agree with?
3. Do you have any additional comments?

Many of the stakeholders felt that the workshop was a success. The main concerns were regarding not having materials before the meeting, provided more insight into PARC operations, and that the visioning exercise was challenging to work through.

4. Synthesis of Workshop Results

Separate workshops were held with PARC staff and commission, and community stakeholders in order to understand the current demands and needs of each group. Though separate sessions were held, it is valuable to review the results from both sessions to understand the key learnings that emerged.

4.1. Key Learnings

The following are the key learnings and themes that came from discussion and the syntheses of data from the workshops:

1. The 2009 Strategic Plan did not provide clear direction for PARC. The new strategic plan requires tangible and measurable goals and recommendations.
2. There is a long list of demands, but they need to be prioritized and funded strategically, not only relying on the requisition.
3. Some infrastructure priorities are the same in each group; multipurpose room, boat Launches (Both ocean and Lake), Harbor Walk.
4. Needs to be a balance between trail development and other priorities.
5. Community shared indoor and outdoor facilities are important.

4.2. 2009 Recommendations

Recommendation	Completed	Not Relevant	Move to 2017 Plan	Notes
That a business case be prepared for phase 2 of the Rainbow Road Pool which would include adding a leisure/therapeutic component and a fitness facility.			X	Focus on Multipurpose Addition(s) at Rainbow Road Pool Site.
That a set of criteria be established to guide the Commission when requested to provide capital funds to support community recreation and park related projects.		X		
That an ice arena not be considered for the Rainbow Road site.		X		

That discussions be held with interested community members, within a parks planning process, concerning the following: an additional disc golf course, tennis courts, off-leash areas for dogs, community gardens.	X			
That efforts continue to find a long-term sports field location in the south end of the Island.			X	Change recommendation to not have a specific location listed
That the Commission address lake access opportunities on an emergent basis.			X	Look at different options and understand development on the lake(s)
That the Commission continue to work with other parties on the expansion of other passive parkland on the Island, recognizing that the lead on this is primarily a regional and provincial matter.			X	Update the recommendation to current needs
That the Commission continue to work with other partners to update the plan for a backcountry trail network, and to put in place the necessary financial and other resources required to implement it so that it links the three ferry terminals with Ganges, generally using the major blocks of passive parkland and being suitable primarily for backpackers, mountain biking, and equestrian use.			X	Update to reflect integration opportunity with the new plan from the CRD regional trail system
That the Commission continue to work with other partners to update the plan for an off-road biking and walking trail network, and to put in place the necessary financial and other resources required to implement it so that it links the communities of Ganges, Fulford and Vesuvius, and provides access to schools.			X	Update to reflect new plan from the CRD regional trail system

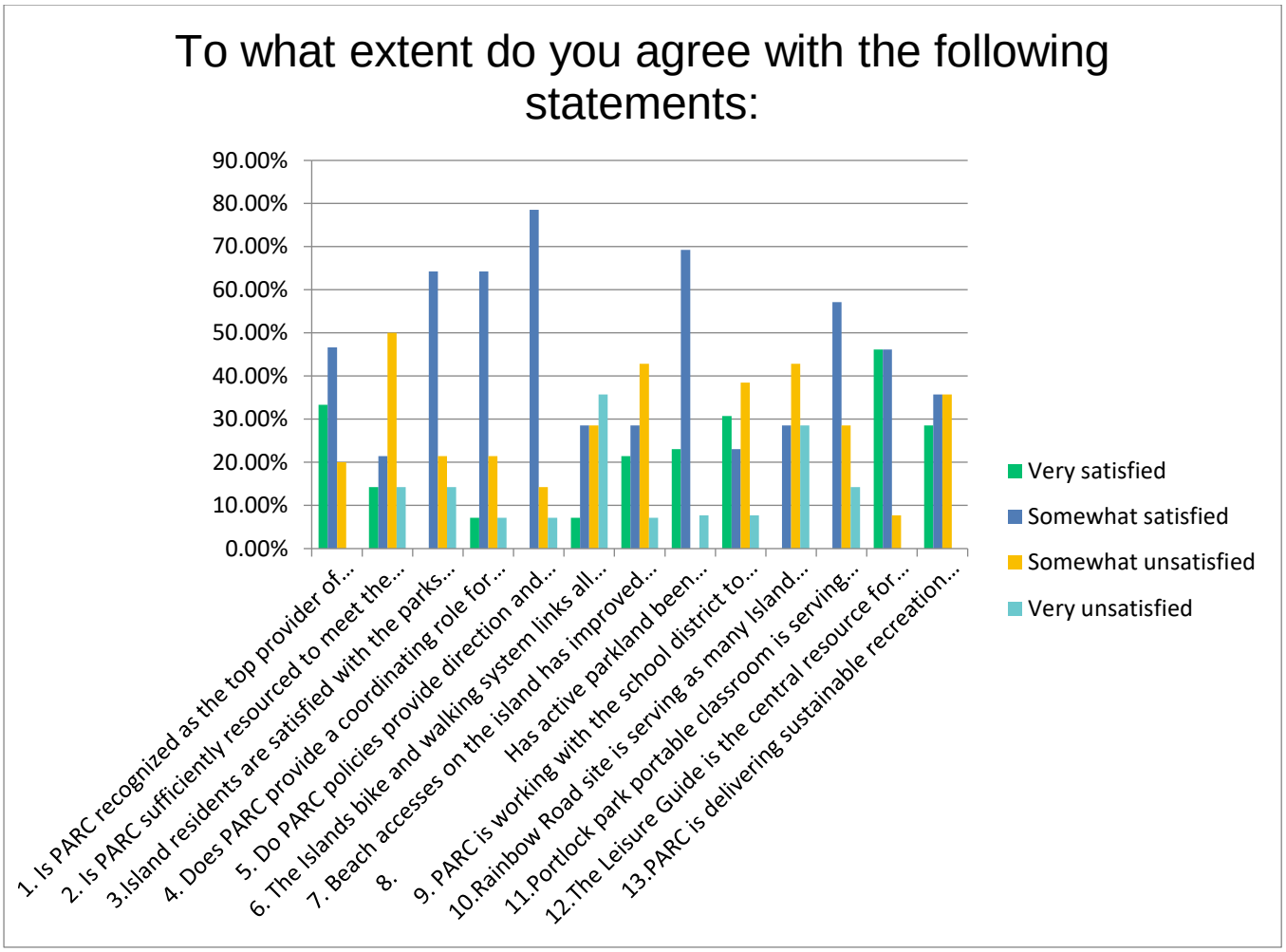
That the Commission continue to work with other partners to update the plan for the Ganges linear park/boardwalk, and to put in place the necessary financial and other resources required to complete it.			X	Update to reflect new plan from the CRD regional trail system
That the Commission develop a promotional program to strengthen the image of the Commission in the community.		X		Update to reflect accountability and transparency
That the Commission develop a proposal for discussion with the Islands Trust and the Agricultural Land Commission and its Agricultural Committee that would outline future options for the development and possible expansion of Portlock Park.			X	Continue on applying for land as it become available.
That the Commission develop a standardized approach, in terms of agreed policies, to be used as the basis for developing effective partnering with other community organizations.			X	Update to reflect the current needs of the community
That the Commission move forward with building relationships and agreements with the many other agencies that deliver recreation and park opportunities on Salt Spring Island.			X	Update to reflect the current needs of the community
That the Commission work with other agencies to develop a guide to recreation opportunities and publish it as a paper-based and web-based document.	X			
That the Commission work with School District 64 to assess how the high school and elementary school playfields can accommodate additional use.			X	Continue working on a joint use agreement with School District 64 for both indoor and outdoor facilities.
That when the Commission enters into an agreement to support the	X			

delivery of programs by an outside organization, any formal agreements ensure commitment by the organization to support and follow agreed Commission policies.				

PARC Strategic Plan Update
What We Heard | 29 Nov 2017
SSI-PARC

Appendix A – Staff & Commission Survey Results

Question 1.



Question 1 Summary

The respondents are very satisfied with:

1. The Leisure Guide is the central resource for islanders who want to find out what recreational programming is available on Salt Spring Island.
2. Has active parkland been enhanced and managed in a way that is sensitive to the Islands values, and requirements of the Islands trust to “Preserve and Protect”?
3. PARC recognized as the top provider of parks and recreation activities and initiatives on SSI.

The respondents are very unsatisfied with:

1. Rainbow Road site is serving as many Island residents as possible for indoor recreation.
2. The Islands bike and walking system linking all of the major destinations on the Island
3. Is PARC sufficiently resourced to meet the needs.

Question 2: What are the top three greatest barriers to residents participating in the recreation and parks opportunities?

Top Barrier:	Second Barrier:	Third Barrier:
Affordability	Commitment	Lack of Knowledge
Money	Money	Money
Facilities	Nimby	demographics
Lack of a larger playing field	Multicourt	Bike park
Not knowing what is being offered	Money	Transportation
Very few or no safe bicycle lanes and paths	The few lake accesses that we have are not maintained	No bantam baseball field
time	not aware of opportunity	affordability
We need more for the Equestrian members	Access	
Lack of baseball fields	Lack of indoor recreation facilities	Community resistance to new facilities
Lack of facilities	Lack of coordination with other agencies	Lack of funding
Transportation	Limited ball fields for all ages	
lack of facilities	condition of facilities	lack of public support to build more facilities
Lack of Facilities	Limited program offerings	Transportation

Question 2 Summary

Participants felt that the greatest barriers to participate in recreation for recreation on the Island include:

- Need of facilities
- Cost to participate
- Nimby
- Promotion of activities
- Transportation/ Lack of User groups

Question 3: What are the top three greatest challenges PARC faces for the delivery of recreation and parks services to the community?

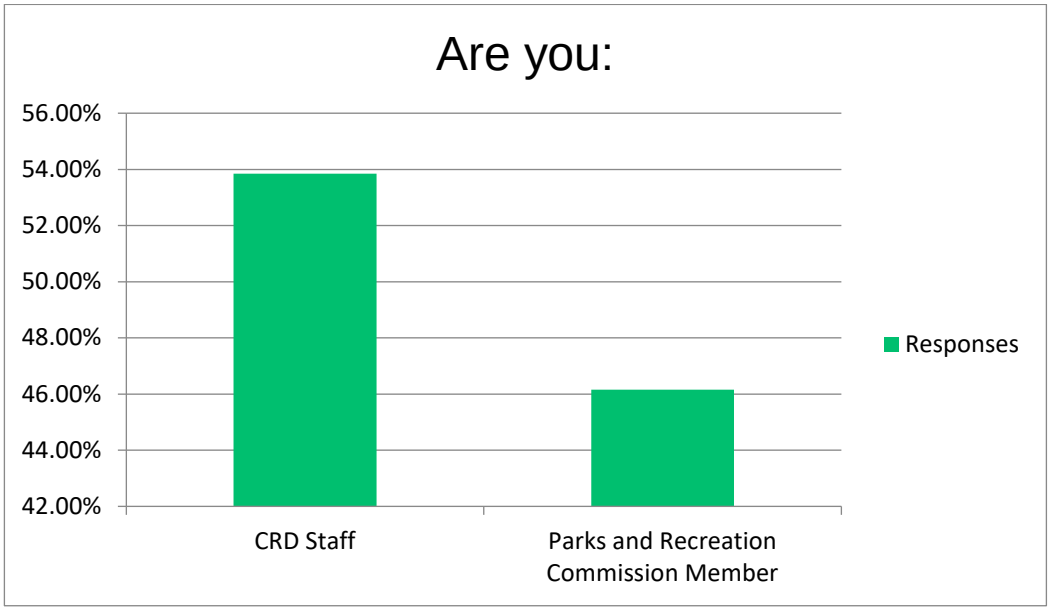
Top Challenge:	Second Challenge:	Third Challenge:
Lack of Resources	Lack of Venues	Lack of Support
Limited Resources	Limited Resources	Limited Resources
nimby	Facilities	demographics
Well defined community priorities	Off island competition for services	Older population
No coordination between other recreation organizations on the island	Lack of quality facility spaces	Struggle to find contractors to teach programs
resources	facilities	lack of staff
$	Labour	
Lack of land	Lack of equipment	Shortage of funds
Community skepticism about CRD's effectiveness.	Lack of coordination with other commissions/agencies.	Limited funding.
Finding a suitable ballfield location	Funding support for some unique amenities	working with others such as HASSI on a cooperative basis for the good of the community
land use zoning	funding new projects	public support
Lack of Facilities	Lack of funding / staff	Lack of maintenance facilities

Question 3 Summary

The top 5 challenges that PARC faces:

- Resources
- Facilities
- Nimby
- Coordination between user groups/Available Land/Demographics
- Off island Competition

Question 4



Question 4 Summary

A good representation of staff and commission completed the survey.

Question 5: Are there any NEW stakeholders, groups or organizations, that have been created in the last five years, that should be targeted in the consultation process?

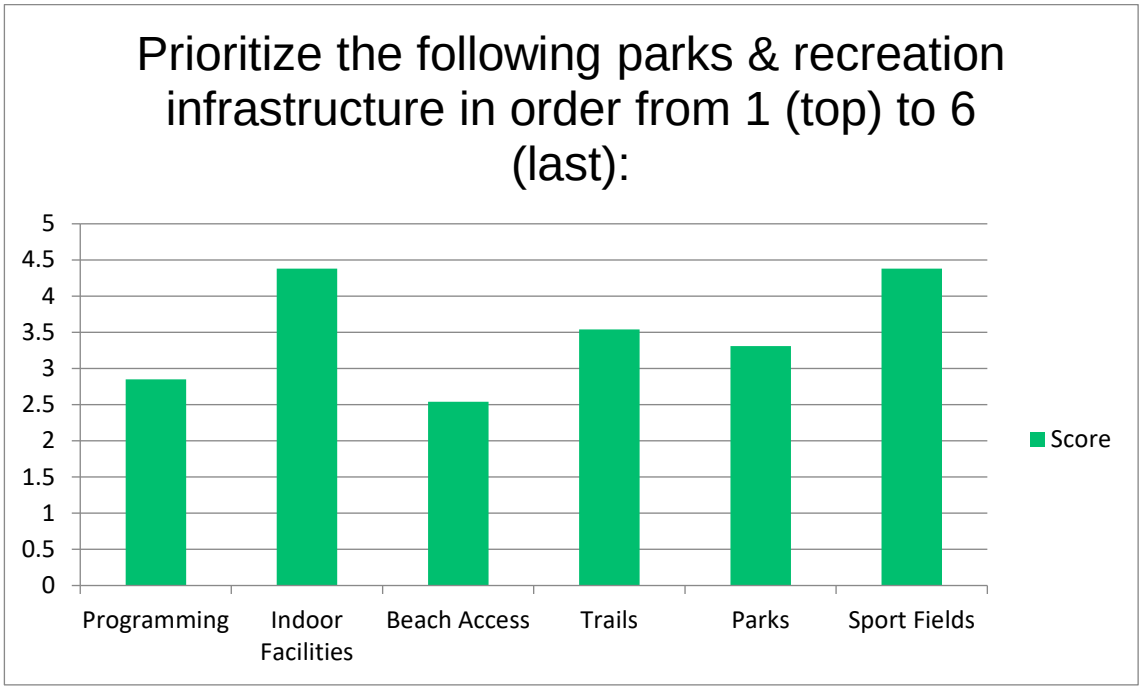
- Not that I'm aware of.
- Disc Golfers
- Pickle Ball
- Farmers
- Wellness Centre
- New Bike Park Group
- All the groups in the Leisure Guide
- No
- No
- Farm and food market vendors group
- Tuesday market society
- Harbour walk project steering committee

- Bike park, harbor walk committee, sports organizations (pickleball, street hockey, tennis, basketball, and baseball)

Question 5 Summary

The respondents felt that these groups need to be invited to the stakeholder sessions.

Question 6

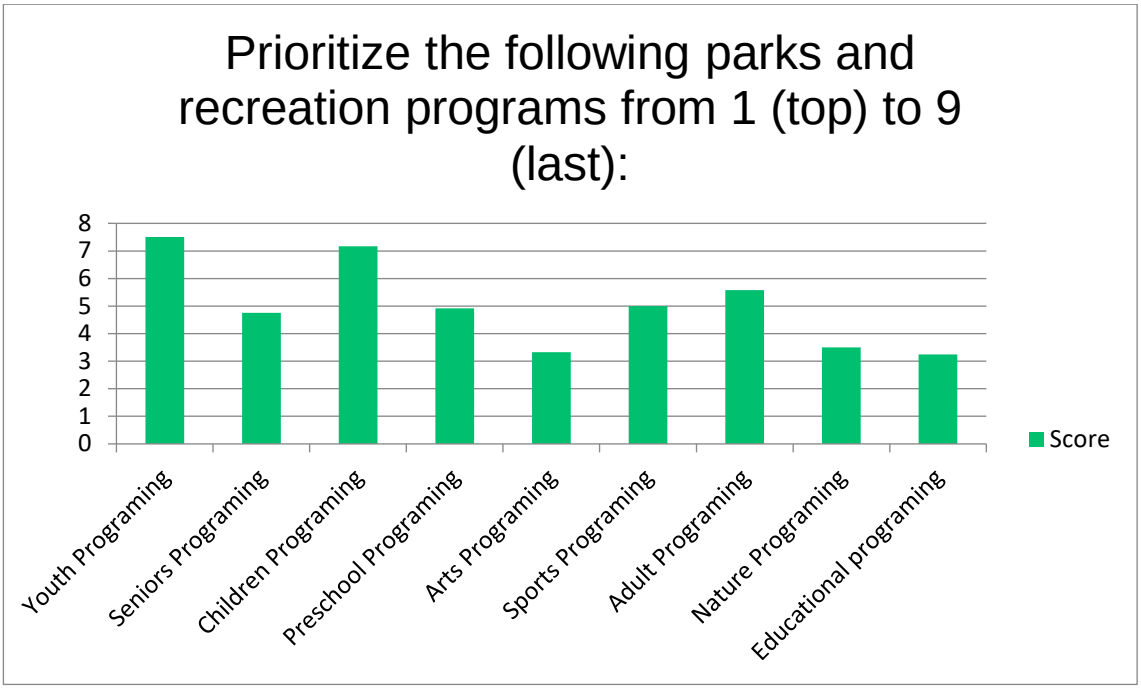


Question 6 Summary

The priorities from the survey respondents are as follows:

1. Sports fields
2. Indoor Facilities
3. Trails
4. Parks
5. Programming
6. Beach Access

Question 7



Question 8 & 9: The 2009 Strategic Plan identified the recommendations listed above. Which of the recommendations have been successfully implemented and why? List the policy numbers (e.g. #1, 3, 7).

Recommendation	% Believed Completed
That the Commission work with other agencies to develop a guide to recreation opportunities and publish it as a paper-based and web-based document.	91%

That discussions be held with interested community members, within a parks planning process, concerning the following: an additional disc golf course, tennis courts, off-leash areas for dogs, community gardens.	45%
That when the Commission enters into an agreement to support the delivery of programs by an outside organization, any formal agreements ensure commitment by the organization to support and follow agreed Commission policies.	45%

Summary

From the 2009 recommendations there were only three recommendations that were felt they were completed by over 45% of the survey respondents. All other recommendations were felt by less than 44% that they were not completed.

Recommendation	% Believed Relevant
That discussions be held with interested community members, within a parks planning process, concerning the following: an additional disc golf course, tennis courts, off-leash areas for dogs, community gardens.	28%
That an ice arena not be considered for the Rainbow Road site.	42%
That the Commission develop a promotional program to strengthen the image of the Commission in the community.	50%

Summary

These recommendations were believed to have the lowest relevance rating from the survey respondents.

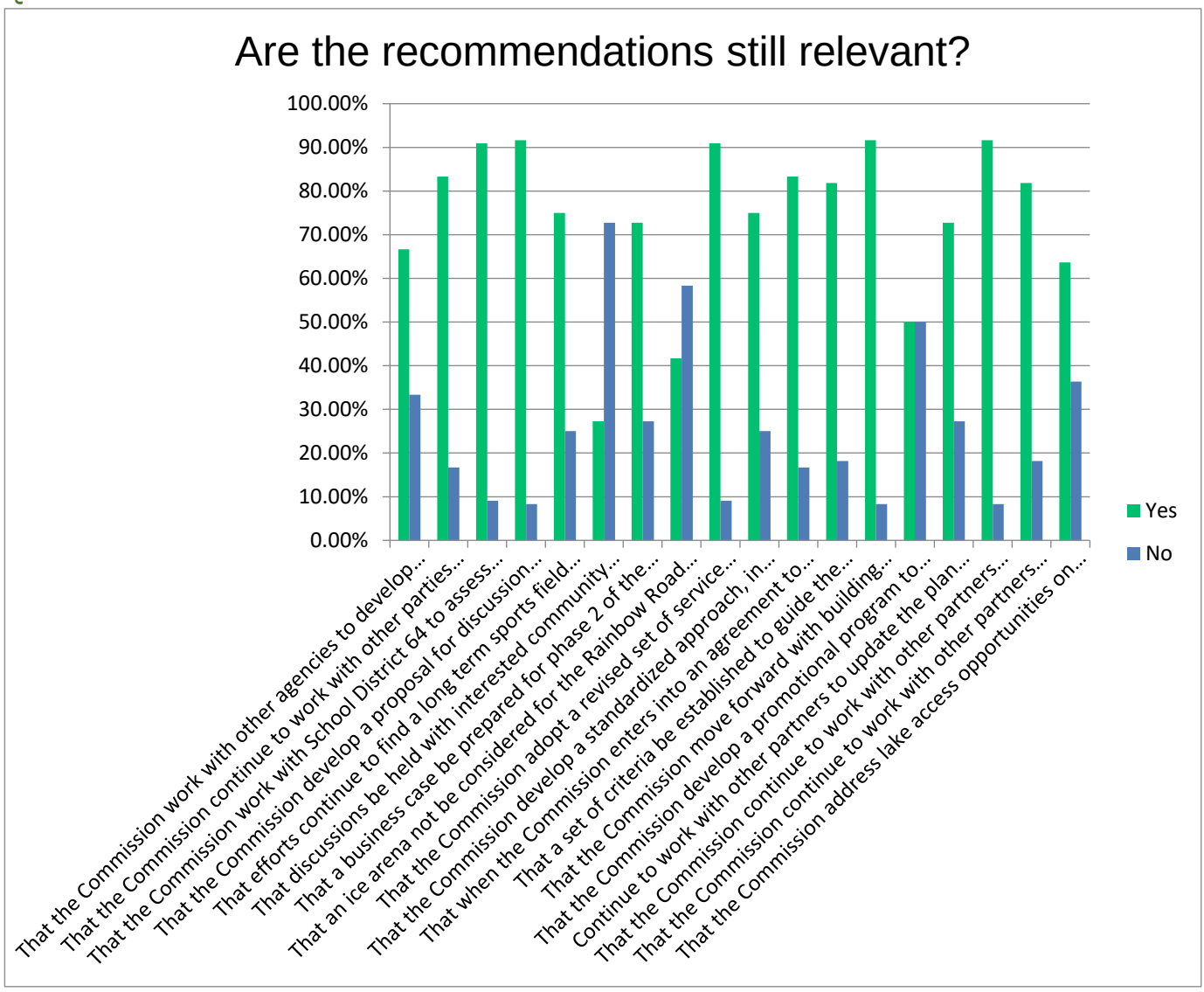
Recommendation	% Believed Relevant	% Believed NOT Completed
That the Commission address lake access opportunities on an emergent basis.	64%	20%
That the Commission continue to work with other parties on the expansion of other passive parkland on the Island, recognizing that the lead on this is primarily a regional and provincial matter.	**84%**	30%
That the Commission work with School District 64 to assess how the high school and elementary school playfields can accommodate additional use.	**91%**	50%
That efforts continue to find a long term sports field location in the south end of the Island.	75%	50%
That an ice arena not be considered for the Rainbow Road site.	42%	40%
That the Commission move forward with building relationships and agreements with the many other agencies that deliver recreation and park opportunities on Salt Spring Island.	**92%**	50%
That the Commission continue to work with other partners to update the plan for a backcountry trail network, and to put in place the necessary financial and other resources required to implement it so that it links the three ferry terminals with Ganges, generally using the major blocks of passive parkland and being suitable primarily for backpackers, mountain biking, and equestrian use.	73%	40%
That the Commission continue to work with other partners to update the plan for the Ganges linear park/boardwalk, and to put in place the necessary financial and other resources required to complete it.	**82%**	40%
That the Commission continue to work with other partners to update the plan for an off-road biking and walking trail network, and to put in place the necessary financial and other resources required to implement it so that it links the communities of Ganges, Fulford and Vesuvius, and provides access to schools.	**92%**	30%

That the Commission develop a standardized approach, in terms of agreed policies, to be used as the basis for developing effective partnering with other community organizations.	75%	60%
That the Commission develop a promotional program to strengthen the image of the Commission in the community.	50%	30%
That the Commission develop a proposal for discussion with the Islands Trust and the Agricultural Land Commission and its Agricultural Committee that would outline future options for the development and possible expansion of Portlock Park.	**92%**	50%
That a business case be prepared for phase 2 of the Rainbow Road Pool which would include adding a leisure/therapeutic component and a fitness facility.	73%	40%
That a set of criteria be established to guide the Commission when requested to provide capital funds to support community recreation and park related projects.	**82%**	40%

Summary

These recommendations were felt to be not completed and relevant for the PARC organization.

Question 10:



McElhanney

Question 10 Summary

This is the data regarding if the recommendations are still relevant. This data was used in the tables found in question 8-9 analysis.

Question 11: What is the top way parks and recreation can be enhanced on Salt Spring Island?

- By further developing Rainbow Rd. Pool - fitness room, multipurpose room, possible expanded parking lot
- Gather resources to develop and support parks and recreation programs.
- Clear direction from the community with funding, and staff capacity to implement
- Proper large playing field for multi purposes
- Coordination between all major recreation providers
- Depends on the user group but bike lanes, playing fields and lake accesses are the topics that I Hear the most complaints about
- Need community sports fields, especially for baseball
- Communication
- Provide more money, manpower and equipment
- More investment in parks and trails.
- Build and maintain multipurpose sports fields and venues
- Funding the system through a user funding model

Question 11 Summary

From the comments, there is a need for sports fields and investment for the system to work.

Appendix B – Staff Exit Surveys

What did you like about the workshop?

- Open discussion. Leadership. Food.
- Review and priorities. Discussion.
- Good ability to have discussion. Kick ideas around.
- Ability to express ideas.
- Open discussion. Having staff and PARC members together.
- Discussion. Lunch.
- Well facilitated. Good feedback. Good process of discussion.
- Good explanation on process. Open informal discussion.
- It captured most of the issues that need to be raised.

What areas did you not agree with?

- Starting from 2009 Plan was problematic due to its poor content and being out of date. Would have preferred to identify 4 or 5 key overarching strategies.
- Nothing.

Do you have any additional comments?

- Open discussion. Leadership. Food
- Hope you get through the evening.
- Thank you.
- Thanks.
- Send community survey to staff to review and share on social media.
- Great job. Thank you.
- Thanks.
- None

Appendix C – Stakeholders Exit Surveys 1

What did you like about the workshop?

- The food. The acceptance of all suggestions. Flexibility of facilitators. Good level of background info by staff (external). Able to hear – not too noisy.
- Well organized. Clear focus and direction.
- Spacious. Great people. Food – thanks. Vision exercise.
- Positive ideas. Well presented.
- Kept on track. Informative.
- Brainstorming sessions. Shared ideas. Dinner ☺
- Informative. Able to give points of view from our organization. Good to hear other requests and where community needs to go in relation to arts and recreation.
- All comments were welcome. Very clear understanding of the process. The activities as a group.
- It was good, covered a lot of ground. Well organized. Good food.
- Good interplay. Moved along well.
- Great interaction of facilitators/participants. Clear objectives. Good pacing. Clear agenda/slides. Great food. Thanks!
- Encouraged lots of discussion. Good brainstorming sessions. Value for priorities.
- Great hands on activities to encourage discussion and engagement. Confident and competent facilitators and a well guided workshop. Thanks for keeping things moving and on time! Nice food and good room/table layout.
- Lots of info on PARC and competing community needs.

What areas did you not agree with?

- None.
- Better community representation – swim clubs and youth groups.
- Felt like we glanced over vision and mission components of evening – hard to make priorities list without being clear on values of organization – sort of putting the cart before horse.
- With the group of people attending the bias will be towards senior's programs and requests.
- PARC not expressing what is planned for the near future.
- Vision vs. mission still not clear. Please think about this more.
- Some people were a little negative and made others feel bad about their ideas.
- Would have been very useful to receive details in advance about the nature of the workshop. It would be simple to email an agenda and copy of the questions asks + topics covered. This would allow stakeholder to communicate with others in their group, prepare answers.

- Should have more financial and budget info on PARC. Operating statements. Budget breakdown by project.

Do you have any additional comments?

- Small local / neighbourhood facilities like fenced grounds for kids to play ball hockey are cheap but invite lots of kids and encourage outside exercise. Plus, use no water.
- Some people at our table were confused about what they were here to do. So perhaps more complete explanation to start.
- As seems to often happen with PARC decisions the process feels rushed – slow down and create mission and vision statements and then look at wishes and priorities and funding. Also, restricting folks to looking at questions/exercises specifically through their organization lens, rather then as idea generators may have limited the information.
- It would be good to allow each group to put in a submission to this process with their requirements, improvements and needs.
- This paper is hard to write on and read.
- Education – offer the public but also get the (illegible) school children involved – this land is THEIR FUTURE.
- Good. Who was missing from this meeting?
- Would have been good to have the mission/vision statement to look at beforehand. But no big deal.
- Jason spoke a little too quickly. 😊
- Thanks again and good luck!
- Should spend less time on vision/mission and get to specifics more quickly.

B

APPENDIX B

WHAT WE HEARD REPORT #2

Making a difference...together

PARC Strategic Plan Update

What We Heard Report

February 15, 2018

Staff and PARC Workshop

PURPOSE:

On February 15, 2018, at the Legion, SSI PARC Commission members and Staff reviewed the previous engagement results and made recommendations for the strategic plan including:

- Make final edits on the vision, mission, strategies and actions.
- Review the priority rankings from the survey.
- Determine funding realities and level of service.
- Issues to be addressed.

New Actions:

- Pursue alternate funding to advance the implementation of the plan
- Work with BC Parks and Regional Parks to improve coordination and connections of park and trail experiences
- Undertake a feasibility study for an equestrian center
- Create multipurpose indoor facility
- Potter's studies to connect different ages
- Develop an outdoor multisport court to include a wide range of activities
- Explore with private land owner's development of formal access to Walkers Hook
- Communicate with social media and digital strategy
- Feasibility study and concept plan for an ecological based outdoor center (eg. Swan Lake)
- Find funding for leisure education program
- Off leash dog park
- Evaluate whether contract management could be a more efficient way to deliver services for maintenance

Decision Framework

1. Sustainability and Resources
    a. Example of a project going through framework
    b. Keep definition of each criteria
2. Align with other priorities
    a. Use for discussion, not set in stone
    b. Use for application process. Review for applications.
    c. Softer chart to use, not to tie down

Role

- Want to be helping greater good
- No grants from PARC are available

Mission

- Missing indoor recreation facilities

    - Swimming pool and programs associated with it
    - Premiere facility, needs to be reflected
- Visitors, don't include
- We follow environmental best practices
- Emphasis on facility and accessibility and consider protection
- Environmental mission and quality of life

Vision

- PARC is a governance, deemphasize. Reword about being a sustainable organization
- Recognized and supported
- Actions words, to have, to do
- Who is We?-in the mission
- Flip order at we enjoy
- Flip order of respect for environment and people more involved
- Change to stakeholders and volunteers
- Define, in pullout, "Partners and Volunteers"
- PARC resources and volunteers to deliver the provision of: the
    - Drop "the" in last sentence

Outcomes

- Delete 2, 6
- Healthy active lifestyle for all
- Promote positive social behaviors
- Attract and retain families
- Increase partnership and volunteers
- Sustainable and viable parks and recreation services
- #3
- Missing arts
- Missing environmental
    - Deliver outcomes without negative environmental impacts and possible positive benefits
    - Enhancing positive attitudes towards environment
    - Restoration of damaged areas and invasive species
    - Protect/conserve lands
- Edits
    - Include community-based tourism (not traditional tourism destination)
    - Financially sustainable – not at level of outcome
        - Concern that some low recovery services would be sacrificed
        - Not about bottom line. Remove sustainable
    - Aging into language
    - Broaden tourism; not just sport and recreation but culture?, nature, education
    - First nations and other cultural groups

Decision Making Framework?

- Familial
- Public benefit …?
- Concerns
    - Demographics – should be framed based on desired and projected demographics, not just current
    - Not enough differentiation in the framework
- Missing
    - Inventory of programs and facilities
        - Do they have something already
    - Environmental impacts
    - Financial viability, maintenance and operations

Strategies

- Consider removing “recreation” and “athletic” from descriptions to avoid potential exclusion
- Need qualifier statement that indicates “want” avoid environmental impacts
- “Beautiful” remove
- Leisure education is missing, needs strategy
- Create exceptional and connected trail network
- Water access - acknowledge it’s a drinking water supply
- Remove “water” from access
- Distinguish between “create” and “provide” when actions determine “new”
- Tighten up “indoor and outdoor” recreation facilities, clarify themes
- Who are partners? Give examples, consider rolling up volunteers with partners

Actions

- “Expand” change to “optimize”
- Partnerships – expand joint use for indoor and outdoor facilities
- Edit “volunteer management plan”, development, recruitment
- Partner with volunteer community resources
- Edit PARC website
    - Include programs and registration
    - Has to be user friendly
- General – be direct “eg. Continue”
- Outdoors
    - Add “comparable” to facilities to indicate quality
    - “standards” for facilities – review engineering standards. Upgrade to meet standards.
    - Asset management and lifecycle replacement plan
    - Consider/review maintenance delivery approach
    - Move “ acquire natural park in Fulford” to parks strategy
    - New passive parks – duplication between being specific and general
    - Add “sup” to canoe and kayak access
    - Highlight “youth” and “seniors” in programming
    - More involvement with youth drop-in center

Parking lot

- Culture inclusion

Exit Surveys

- 7 forms submitted
- Strong support for workshop process
  No major suggestions for change

Stakeholder Workshop

PURPOSE:

On February 15, 2018, community stakeholders (30) reviewed the previous engagement results and made recommendations for the strategic plan:

- Provided final input on the vision, mission, strategies and actions.
- Reviewed the priority rankings from the survey.
- Determined funding realities and level of service.
- Identified issues to be addressed.

- Vision Discussion
  - With over 80% agreement on the presented vision, a long discussion completed on wording of the vision.
- Mission
  - It was decided that mission statement would be disregarded and replaced with outcome statements.
- Outcome statements
  - The participants wanted to review the actions
- Actions
  - Discussion about the actions was completed and the following key changes was requested:
    - Develop new parks
    - Enhance existing parks
    - Create connected network of exceptional trails
    - Enhance existing and develop new partnerships

C

APPENDIX C

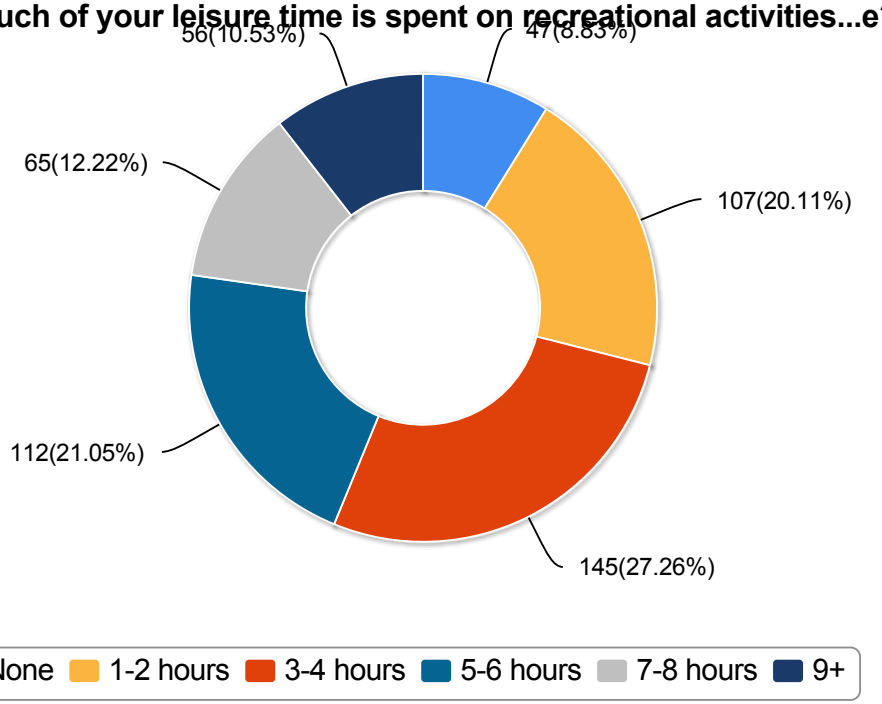
ONLINE SURVEY RESULTS

SSI Parks and Recreation Community Survey

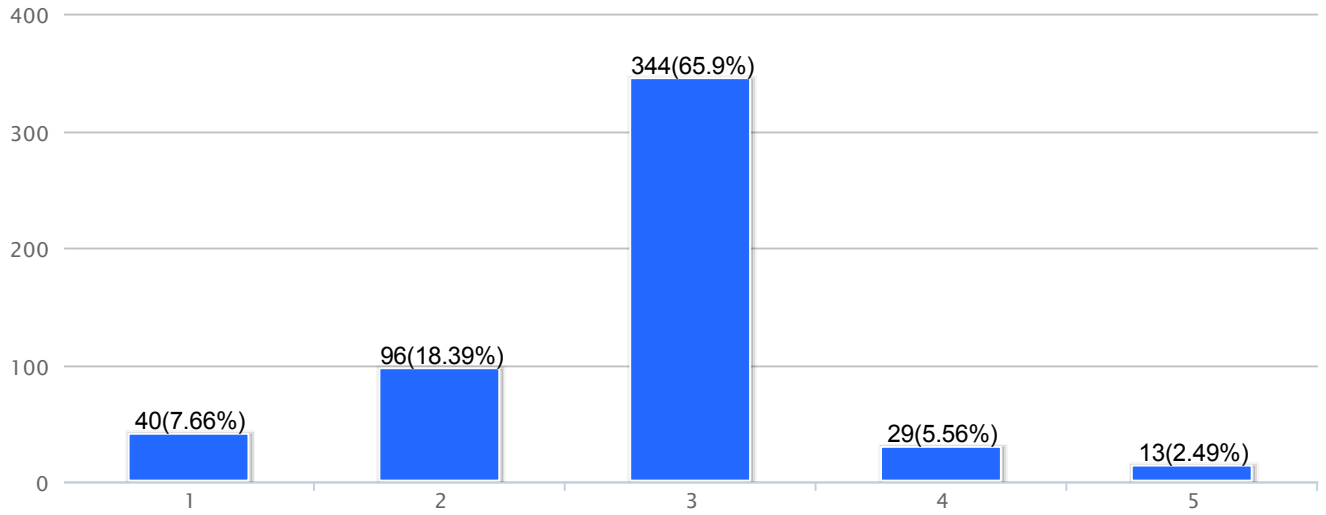
Making a difference...together

Capital Regional District

How much of your leisure time is spent on recreational activities...e?



Where do you feel SSIPARC should focus in terms of parks and...e?



To what extent do you agree that there are enough programs for each age category available on Salt Spring Island.

519 Responses

	Agree	Somewhat agree	Neutral	Somewhat disagree	Disagree
Preschool	**82** *(16.27%)*	**116** *(23.02%)*	**215** *(42.66%)*	**49** *(9.72%)*	**42** *(8.33%)*
School-age children	**85** *(16.90%)*	**126** *(25.05%)*	**171** *(34.00%)*	**67** *(13.32%)*	**54** *(10.74%)*
Teen	**41** *(8.20%)*	**91** *(18.20%)*	**175** *(35.00%)*	**102** *(20.40%)*	**91** *(18.20%)*
Adult	**78** *(15.38%)*	**170** *(33.53%)*	**136** *(26.82%)*	**81** *(15.98%)*	**42** *(8.28%)*
Adult 55+	**132** *(26.04%)*	**138** *(27.22%)*	**135** *(26.63%)*	**68** *(13.41%)*	**34** *(6.71%)*

Through the stakeholder engagement process the following categories were identified for growth and improvement over the next ten years. From the list of categories, indicate how important each of the following is to you.

531 Responses

	Very important	Important	Neutral	Less important	Not important
Parks and water access: providing a mix of outdoor facilities which are safe and well maintained. Enhancing existing and creating more water access to lakes and oceans.	**296** *(56.06%)*	**180** *(34.09%)*	**29** *(5.49%)*	**13** *(2.46%)*	**10** *(1.89%)*
Trails: creating trails which are well maintained and safe that connect the island.	**283** *(54.11%)*	**170** *(32.50%)*	**40** *(7.65%)*	**21** *(4.02%)*	**9** *(1.72%)*
Recreation: providing a mix of indoor facilities and offering diverse programs for all.	**196** *(37.48%)*	**184** *(35.18%)*	**95** *(18.16%)*	**31** *(5.93%)*	**17** *(3.25%)*
Resources and capacity: invest in the current system to continue to offer sustainable parks and recreation. Ensure staff are equipped with adequate resources to deliver quality parks and recreation services.	**194** *(37.31%)*	**231** *(44.42%)*	**76** *(14.62%)*	**9** *(1.73%)*	**10** *(1.92%)*
Support our volunteers: Enable our volunteers and organizations to assist in the delivery of parks, recreation and trails programs	**216** *(41.38%)*	**202** *(38.70%)*	**83** *(15.90%)*	**13** *(2.49%)*	**8** *(1.53%)*

Through the stakeholder engagement process the following categories were identified for growth and improvement over the next ten years. From the list of categories, indicate how important each of the following is to you.

531 Responses

	Very important	Important	Neutral	Less important	Not important
and facilities.					

In your opinion which amenities should be given priority over the next 5-10 years. Please select your top five.

532 Responses

Answer	Count	Percent
Ball diamonds	135	5.08%
Rectangular field (soccer, football, rugby)	109	4.10%
Pickleball courts	37	1.39%
Tennis courts	32	1.20%
Docks and boardwalks	250	9.40%
Equestrian facilities	65	2.44%
New community park spaces	167	6.28%
Existing community parks	255	9.59%
Ocean access	305	11.47%
Lake access	310	11.65%
Aquatic facilities	182	6.84%
Trail development	299	11.24%
Disc golf	79	2.97%
Community garden plots	160	6.02%
Community Centre / Multipurpose space	202	7.59%
Other	73	2.74%

"Other" Answers:
arena
Bike trails
Island wide walking, riding trail similar to the west coast trail with camping areas
See #6.
dog parks
skating rink
resurface the running track!
The topic of a multi use arena
Hockey
Bike park
maintain existing trails
lawn bowling
safe bike riding trail access
freedom to assemble in the public parks for the homeless
Gymnastics / circus space
Hockey rink!!!!
NEW washrooms in Centennial Park, the one here is discussing
STOP messing with housing! Put in a ice rink. You have the property.....
quiet natural areas for contemplation.
Skating rink
I suppose this falls under community centre, but it would be great if our gymnasts had a proper facility to train in. Being a gymnast of 9 years, I know how hard it is to succeed with the current conditions.
Bike park
Multi-use ice rink #1
Ice rink
Better playgrounds!
bike park
Track and Field facilities
skating/hockey rink
Mountain biking trails
Partner with farms for eco/agri tours
ice rink?
Bike park
bike and walking paths along busy roadways
Senior ball field
curling rink
Recreation centre with indoor basketball facilities for the community; ice rink; bowling alley
construct a new safe fishing dock on Cusheon Lake
bike park
ice rink, bike routes
The Harbour Walk
Replace the dangerous unsafe swimming dock and walkway public access on Cusheon Lake
Bicycle trails

Indoor ice rink and curling with energy absorbed from ice surfaces to heat low cost housing facility
Ball Hockey court
- Curling rink/new teflon ice surfaces for skating, hockey etc. CLAY, ceramic drop-in studio with classes, kiln, etc.
arena
Ice rink
Ice rink
Put the hockey boards back up !!
Rec centre with skating rink
ice rink
Bike trailing
Ice rink
multi-purpose ice rink
Less tax
Pottery studio
dog friendly areas
bike paths especially for kids that cannot ride on this very dangerous island
indoor dance facility
I only checked four other options because you forced me to. That is an example of top down push and shove.let us initiate, and you follow, I am not authorizing CRD/municipal governance of our culture
Squash
continuing education
Preservation of existing trees.
Basketball court
safer biking!! Meaning wider roads!
washrom facilities in Centennial Park
Mountain Biking
Maintaining the current running/walking track at Portlock
Bike paths
biking/walking adjacent to roads
Services for kids
Mountain biking
Public toilets

	Are there any specific programs you would like to see on Salt Spring Island?
	felting
	Focus on an Island wide trail network. All ages.
	Maintenance and renovation to existing playground infrastructure in Centennial Park and Portlock Park. Swings and formal play equipment are critical and serve large numbers of kids and should be better funded.
	Off-Road bike trails for mountain biking, Separated bike lanes for road bikes, More advanced bike park for adults
	2nd disc golf park and more trails. Trails for all ages and disc park 10-70.
	Winter indoor programs. Curling, hockey, indoor ratchet sports. Indoor soccer.
	Development of a community centre with facilities that can accomodate more programs for all age groups. Should being to plan for where ice sport facilities could be built - prepare a master plan for the pool area to ensure phased expansion does not prevent future facilities.
	Fitness center. Free meetings rooms. Community centre at Porlock.
	Equestrian community facility
	A therapeutic horse riding and animal interaction program in a public facility, and also a regular riding program, both for all ages. Also, programs for autistic children.
	Outdoor tai chi all ages
	Safe off road places to ride bikes for all ages. Artificial turf soccer field, all ages. Ball diamond for all ages.
	Salt Spring is in dire need of a community equestrian facility or access to a public riding area, such as the Agricultural Fair Grounds. So many people have horses but many have nowhere to come together to ride. The ultimate would be a community indoor arena that could be used yearround by horse people and also the general public for indoor activities. Times could be scheduled for community groups and they would always be guaranteed that they would be out of the elements. Terrace, BC is a prime example of this and that arena is used regularly by the entire community.
	Equestrian
	I would like to see a community rec space. Maybe next to the pool. An ice rink would be wonderful.
	Therapeutic riding all ages
	Therapeutic riding and ice skating.
	Outdoor 'education' programs about our flora and fauna.
	Facility for Therapeutic Riding (SSTRA)
	Gymnastics: Ages; Youth -Adult programs.
	disc golf for teens or younger
	A dedicated park or area for disc golf. The local club would be more than grateful and willing to help secure baskets and labour involved in the process. This is a sport for all ages.
	Anything for 3-10 yr olds

	Disc golf related educational programming.
	pickle ball 55+
	Chip trails, more walking and biking trails dedicated space on our roads. Multi age
	continuation of Therapeutic Riding program, new facility needed
	Equestrian center for public and therapeutic riding
	Programs for kids with disabilities and accessible playgrounds.
	Using park naturalists, biologists to teach foraging
	Kids Activities/Safe Spaces for teens/ Overall spaces that bring together community of all ages
	Adult and seniors fitness...various modalities
	Build a nice park for the kids, playground. Salt spring has the worst playgrounds
	More disc golf courses to meet the ever growing demand of the sport on the island.
	Disc golf best sport there is for all ages. Anyone can play it!
	A disc golf course in Peter Arnell park for the many discer's of all ages in a growing sport.
	Bring back Therapeutic Riding program. The New Bike Park.
	Disc golf should be more widely promoted.
	A primary use disc golf course on public property with disc golf baskets. This is what is needed to enable this recreational activity to grow.
	Not for lack of trying, PARC has nevertheless repeatedly failed in efforts to provide baseball, softball and soccer fields. The need here is so great that this should be, now and until achieved, PARC's no one priority
	More disc golf. Ages 10-60.
	Do *not* turn Salt Spring into a "city" with ball diamonds and more soccer fields. Salt Spring is a RURAL place with existing world-class hiking, ocean activities (fishing, kayaking, boating, etc.). Lake access is FINE. Unfortunately about two summers ago suddenly some of the lakes are over-run with "Alberta" people who bring their boom-boxes, ice-chests, etc. I appreciate that there are now lakeside safety signs and that CPR emergency kits being installed but that is probably NOT the doing of PARC.
	Equestrian facility for the Therapeutic Riding Association
	Computer/ technology programs for seniors
	Disc golf
	Mountain Biking Trails, for intermediate and advanced riders; Youth and up. So many trails for hiking on the island, almost all don't want biking on them!? Growing up here and after living in Victoria, Campbell River and Cumberland, we should be focusing on MTB as a sport, keeps our youth active, busy and out of trouble. Also is a year round destination/ attraction for riders from off island. Can we please allow mountain biking on more trails? The new bike park in Mouatts Park is going to be amazing! But where are those riders going to ride when they out grow the park?
	Disc Golf all ages
	Disc golf all ages
	Disc golf. All ages!
	proper disc golf course
	there is a large community of disc golfers with one small public course and plenty of public land to expand this recreational activity for all

	ages and abilities.
	I want cost effective programs. CRD and PARC seem to be building an empire. New offices, more programs, more staff, higher taxes. This is a rural area. Treat it as such.
	I would like to see another more challenging Disc Golf course
	I think a community Gym would be great, as a more central location for group fitness classes of all ages.
	Foraging
	Bigger pool
	Aqua fit for disabled and arthritic 60 plus adults
	Biking and disc golf 8-20
	27 hole PDGA-sanctioned disc Golf Course would benefit all ages and attract off-island visitors.
	Trail development, and especially connecting trails to areas which are now under different jurisdictions. There will be pressure to open up community parks to specific activities such as disc golf, tennis courts, equestrian. Please resist this, and keep the parks, their wildlife, flora intact. Any such development will severely impact and possibly destroy the natural environment
	More general interest and special interest (at introductory level) level continuing education for all ages, including college credit and credit free courses. It need not come from a single agency (e.g. PRC) but PRC and/or the school district should provide a leadership and coordination.
	Disc golf ages 5-00
	More activities for middle years and teen groups -- arts, crafts, physical activities that are not organized sports.
	Swim lessons for 1-3 years. Crazy not to have any on an island, surrounded by ocean and replete with lakes! So unsafe!
	Community equestrian center for all age groups
	I don't have specific ideas around this because the number of program's that PARC puts out is not that many. It seems to be growing, which it great, but more could be done.
	A multifunctional community space, perhaps built around the aquatic centre, that has infant/toddler daycare space (so that this service would be in town), would be a good use of the area around the pool. Childcare programming that could utilize the above mentioned categories would be ideal. Children could be swimming, using trails and community gardens, etc., while in a care program. SSI currently has no day care space for under 2.5-3 years old IN TOWN, which requires parents to drive far too much to care facilities (Treefrog, or licensed family home care [Maliview] while usually working in town...the distance is too much). Also, the hours offered aren't quite enough for many parents' work days.
	I would LOVE more dance offerings for both my daughter and I. The current rain wood dance does not offer continuous competitive or even continuous dance. Currently my daughter is in with 6 year olds after taking tap for 3 years learning nothing new. I would love bachata or kizomba..ok, I'm probably rare, but thats what I would like. Social dance for teens like back in the Happy Days times. I think all teens should learn to jive and lindy hop and 2 step together. COUPLES DANCE is so important for memory, for social, for exercise...
	It would be great motivation for my younger kids to hike the trails if there was a trail scavenger hunt or a series of signs with raised relief patterns that could be stamped or crayon-rubbed onto a trail map and then turned in for a prize at the CRD office later on (a lolipop is cool). The fairy doors on Mt. Erskine are a huge motivator for my children to hike with me!
	I would like to see trail development for mountain biking. Perhaps even one introductory mountain bike trail that could act as a demonstration trail of sorts, to help promote the sport and valuable tourism dollars.
	Ice rink for 6 to 60
	Ultimate Frisbee - all ages Trail Running group - 13+

	A more central spot for kids recreation- During school breaks, more programming and availability for kids. Sad to see the pool used by 20 seniors for aquafit in july when there is a line of of 40 kids waiting to get in. More youth programming- variety, and age range.
	A swimming pool just for laps so tha the current pool can have more lessons and classes all through the day Longer trails Bike lanes connecting all ferry routes to each other and to town An indoor public basketball/ volleyball court Larger healthier beaches for lake access with FENCES ON THE ROADS!!! Someone is going to get hot by a car at one of these tiny unsafe lake beaches we have!!!!!!!
	While I'm not in that demographic, I understand facilities for young families are limited. I mostly use trails but a diverse and vibrant community includes spaces for a variety of people. I also only de-prioritized volunteers because I think many government programs are overly reliant on them and our population of volunteers is aging while the work involved here is physical. Thanks
	Track and Field - middle school, high school, and beyond
	Sidewalks...!!!!!
	More hiking trails connecting the whole island. fix the bathroom in centennial park improve the current hiking trails with comprehensive signs.
	Ultimate Frisbee -a great co-ed, non contact, multi age appropriate athletic game. Easy to pick up regardless of skill levels and encourages cooperation and self-refereeing. So would need available field space and learning camps/tutorials.
	A recreation centre next to the pool.
	More intensive aquafit classes at the pool please. And programmed during non-working hours. It's more than just seniors who want to use those programs. Access to the ocean and the lakes on Salt Spring is so low compared to other islands. It's a main natural resource here, driving tourism, and needs to be substantial increases, improvements to parking close to access points, etc. thank you for asking!
	For all ages, we need a skating rink where the dog park is next to the pool, a sauna or steam room as a hot tub is hard on most people. An elite training facility of weight room etc with real trainers. We need a real SWIM COACH for the Masters club, this is the reason I swim for the Victoria Masters Club because we cannot attract a paid coach. All the money this island has and it is pathetic in keeping up with the boardwalks and trails. I cannot find the trails most of the time and there is no parking to get there. If there is no improvement soon, I am going to move.....I have waited 25 years for the community to build a simple 25 m pool!
	Rock climbing all ages
	More rehearsal and performance space at a reasonable cost to community groups.
	Horse camps
	Pottery studio
	Synchronized swimming lessons for all ages..
	Studio space by the hour
	yes...native history
	i found it very difficult last summer to find our that places that i have frequently visited with my family and our family dog were now "no dogs allowed", particularly ocean beaches, wich by nature all shorelines are public. i understand that small lake access beaches simply get too crowded in the summer with people and dogs should stay away because they are simply too small. However, ocean beached should not be restricted and i find this unreasonable. Dogs and family with dogs also need places to go and dogs need to run! i found there was no place i could go with my dog in the summer, and i live on an island not in the city! Baker and Bader beaches i have visited frequently in the past and i think they are large enough for people and dogs. Thank you.
	Anything at all for teens - art, career related, dances, sports, games, outdoor beach movies in the summer, how about a kinetic sculpture race program - get them building sculptures through the summer and culminate in a race on Labour day weekend (they do this all over the world and always thought it would be cool on SSI. but could start small with a program for teens or another one for kids) - I'm not an expert

	on what to set up for teens - just know that my 14 year old is bored to death here with nothing to do. And teens that are bored get into trouble eventually. Seems like that is happening here a lot.
	Equestrian facilities should be high on the list of facilities that are needed on Salt Spring. There are quite a few horses on the island but no real horse community because there is no central location for all of the people and their horses to meet. Communities with the same population as Salt Spring can afford to have an indoor arena for the entire community to use for activities out of the weather ... a schedule of dates and events is all that is required once the facility is built. There are numerous options for inexpensive yet durable covers for indoor arenas that would allow community groups to meet at without worrying about being rained out. This facility would benefit all age groups and all community groups.
	the addition of an ice rink to the existing pool site. The rink would be used by all ages starting from very young through to seniors, involving hockey, dance, curling etc.
	Indoor Equestrian Riding Centre for all ages
	Kids out door water park ...you know those kind of parks where the water sprays out of this & that ...(preschool to +/- 12 yrs old) could be at current pool site Aquire/expand/improve more lakefront swimming accesses with better signage for road safety and change/washrooms vs port potties (yuck)
	I would like to see more general interest programs such as language learning and encouragement of or formation of conversational groups (eg Spanish) so that people can meet and actually use the language skills they have acquired. I would like art appreciation classes as well. So overall what I am saying, is, that there needs to be a focus on more than just physical activities. Our wet season is long--and there is a need for inside activities. Teens yes--but take their advice, not mine Adults - especially retirees--daytime programs
	I would like to see Parc acquiring land even if not used immediately. It is important to consider preservation for future parks and recreation purposes.
	variety of social dance programs for adults
	A seasonal indoor skating rink would be a popular addition, (even if it's not that big) the age group would include preschool to +55
	Bicycle Safety/Learning to Ride a Bike - age 6-10 Tai Chi - all ages Yoga for kids
	Ocean and lake access trail loops. Trails that open up access to our ocean and lakes in priority over inland trails. We simply do not have enough trails near lakes and oceans which are our most important community assets for locals and visitors. (All ages) Would like to PARC complete a youth swimming area as original envisioned for the pool so there can be a separate and warming play swim area for kids with a lazy river and slides like the Duncan pool.
	It would be wonderful to join with Elderhostel groups to offer more opportunities to Island elders.
	a variety of programs for all ages and skill levels
	Community arts facility for all ages. A place where people can work together painting drawing, ceramics
	Extended pool hours (which I think is coming)
	sauna and hotter hot tub at aquatic centre. outdoor clubs for teens with a variety outdoor experiences (kayaking, cycling, hiking, tennis, canoeing, swimming, etc) with education component. This could include wilderness first aid, tide chart knowledge, bike maintenance, safe campfires. Outdoor events/activities/sports on "no-school" Friday's for middle school and high school students upto age 22. Impromptu baseball or tennis or disc golf. Activities that are non competitive, just fun. If you start them young and present a variety of fun, always changing options this will have a positive effect on the rest of a persons life.
	after-school/Friday programming for school-aged children
	Programs and facilities on Salt Spring Island should not be determined and pushed from the top down by CRD "management". Volunteers are the core of our culture, and government should limit itself to a faciliatative or supportive role, not a proactive push role. Thus would conflict and toxicity in the community be minimized, and a strong volunteer culture enhances. The impression is that CRD is flush with

	money and management time, and projects are targetted without incentives or involvement or regard for the wishes of present users, neighbours, etc. For example, just a little one, neither municipal leafblowers or chainsaws, are welcomed by the people and wildlife who inhabit Whims Road or the seasonal muddy brushy trail known as Hedgers Turn. We know who asked for this, and it wasn't us, or the birds and vertebrates who inhabit our peaceful woods.
	SWIMMING POOL FACILITY: I would like to see the current swimming pool extended to provide more space for younger children and more lanes for swimmers of all ages. I would also like to see less chlorine used. ICE ARENA: There is a genuine need for a ice arena located on the island. Canadian children should have opportunities for learning to skate and participating in recreational skating, hockey or figure skating without traveling off island. Many adults here have skated all their lives in other parts of the country and would appreciate the recreational opportunities an ice arena offers.
	BIKE PARK! Better downtown play park... including zip line and water park feature for the summer. Access to better bathroom facilities and beach access with family picnic tables and safe parking.
	I understand there is a tentative plan to put a family bike trail in Moats park, I think the focus and funds should be on a bike trail or multi use trail along the fulford ganges road from south to North, and bike trails on other secondary roads. I would definitely bike if there were safe bike lanes. They would also need to be paved in order to make climbing hills more excess-able. Allot of tourists come to SSI to bike because it's advertised as a great place to bike, but actually it's really dangerous. As well I thinking linking trails is great but the first phase should be commutable paths for bikes including electrical .
	Preschool activities in evenings and weekends. Ball fields for kids and adult use. Better pool services
	Ice Arena - All ages
	I would like to see a roller rink for all ages. I would like the squash court to have expand and offer a 2nd court for all ages.
	More trail connections and a proactive approach to new parks with trails.
	Health and movement education
	Better public beach access
	I am satisfied with existing programs.
	More programs for preschoolers and school age children.
	More facilities for youth and kids so that they can keep playing sports they love without having to leave the island as they do for baseball. Also develop more neighborhood lake and ocean access for all to enjoy.
	swimming activities and lessons for kids. disc golf for juniors and young adults safe walking facilities for seniors around all villages kayak and canoe launch sites on fresh and salt waters ocean boat launches for fishers and recreation , especially on the west side of SSI. Swimming on lakes---better facilities for families on hot summer days.
	Disc golf programs for beginners of all , as well as for elementary and middle school age kids (perhaps in association with the local club.)
	Climbing wall all ages!
	Making a anual parade called. ALL SPECIES DAY In the spring make a festival with it parading town and ending up in centennial park with drums and dancing...could be great for all ages...educational. Animal songs stories costumes with some awards for be dressed! Second week in May. Each year.
	I would like to see a multi use ice rink that would enable hockey, curling, figure skating, and ice skating. It's surely needed and would be a win win for all age groups.
	I would like to see a baseball park where our youth can go and partake in and be apart of a sport that will keep them out of trouble. Living on a island and not having a proper facility is unfair for our youth. They are the future and they need to be top of mind.
	paintball, parks without loose dogs, washroom on beaches. open washroom in town at night and morning. more trash cans and get the

	hobos sleeping in the parks out and make them safe alcohol free and needle free zones
	Here we are living in the warmest climate in canada and and a multi purpose ice-rink facility is not even on the list of options. our national sport by default and a ice rink facility is not in the conversation. Hundreds of Communities across Canada of our size have multi-purpose ice-rinks. The last and only time i saw a survey around rec. facilities a ice-rink was in the top three rec. wants and was dismissed by the board by suggesting the pro ice rink supporters stacked the survey. A glib response by a rec board unable to wrap its head around a project of that size along with a board who had zero personal interest in a ice rink. Here we are 15 or so plus years later and this board doesn't even put multi- purpose ice-rink on the list. So did this survey get sent out to the schools to see what our youth would like to see for rec facilities? i believe i know the answer before asking the question and it is no. Could you people be more outta touch with our community .....probably not. Why did the children/ youth not get any input. Answer: well they are not ratepayers therefore they are disqualified. There is not a situation in canada more in need of a multi-purpose ice rink than this island and you people have not addressed it like every other board before it in any way other than in passing lip service at best. History repeats itself.
	teen outdoor fun
	The pipe dream is a ice arena for hockey, skating, etc. Nice to see ball hockey is offered.
	Expanding aquasize classes to include yoga and post stroke exercise - 50 plus
	safe bicycle paths
	An enhanced Saturday Market in the Park. This would include spaces for more vendors and better aisles for shoppers. An improved washroom would be excellent and a better play area for the kids in Centennial Park.
	make the south end firehall tennis court useable by lowering the height of the vegetation/trees on the berme to the south so that sun can dry the court, then resurface the court. . improve bicycle paths and mobility.
	All Ages!! - studio workspace eg. With Drop in community rates, specifically Pottery projects, with kiln access, mentors, all season availability.
	More and better trails.
	enduro races, paint ball, billiards hall, steeper hiking trails, wilderness backpacking trails (back-country camping).
	Paddling, fishing and swimming learning for ages 4-14 at the lake access public beaches. Instructors should have Bronze Cross. Swimming would not need to follow Swim Kids but instead be based on skills and games to engage children in group play in and near the water with safety learning high on the list. Paddling programs could follow Paddle Canada instructional curricula, or not with the flexibility to learn paddling skills and boat safety for children.
	picnic tables and areas for picnics--all age. bike trails along roads
	Community kitchen - all ages; commercial kitchen space that can be used by groups and individuals.
	Yes. I would like to see a suitable pool for children to gain confidence in, of the correct warmth and depth ..... maybe a slope for toddlers at one end, going to the depth of the shallow end of the present pool ? Also Therapeutic Riding is a huge community service for all ages, and deserves and needs a home.
	ice arena! Good for all ages, especially youth
	Community gym- maybe attatched to the pool- also with sauna/steamroom
	PARCs needs to take the lead on Island wide mapping of trails and parks, regardless of who owns the land and who manages the trail. it is unbelievable that an island of this size, with so many nature offerings, does not offer a well-designed, inclusive, over arching trails map. (online and on paper please)
	I would like to see more after school and weekend recreational (non competitive) sports being offered to school aged children and teens. It would be nice for sports such as volleyball, badminton and others to be offered at SIMS for ages 10+. I would like to see more pottery and other accessible after school and weekend art classes being offered to school aged children and teens. It would be great if the gym spaces

	in the schools or other sheltered spaces could be made available after school and on weekends during the bad weather months (November to March) so that school aged kids and teens could continue playing basketball and other recreational sports the whole year.
	open the swimming pool 7 day a week
	A rec centre geared towards young families would be an incredible addition. Safe, inclusive space other then the Elf program would be great!
	A full community center with class rooms , gym , ice center, swimming, community kitchen, and rescue hall all in one
	Equestrian area
	Hockey ages 4 and up. Ice hockey. Rugby ages 14 and up
	More, as well as improved, public access to beaches, with reasonable parking
	bike park for kids/teens, more parks for kids, more walking trails, dog park, meeting places with picnic tables and covered areas, lake access (there is almost NOWHERE to sit at St Marys lake) and not many good walking trails for families disc golf PLUS a play area for kids and seating, tennis courts, water play park for kids. Saltspring lacks what other small places such as Duncan and Nanaimo offer
	bantam/midget baseball facilities turf soccer field
	I work 5 days a week. I wish the pool was open more often- like on Saturdays. I have never lived anywhere that the pool was closed on Saturdays. I did programming for a pool facility and the goal was to have something going on all day and evening at the pool. Swimming lessons, mom and tot swims, teen swims, open swims, family swims, lap swims, aquasize, swim team practice, birthday parties! The pool is closed when it works in my schedule to be able to go. Its crazy to have that beautiful facility and have it be closed so much!
	We have two little ones at home and we would LOVE to see more available for aquatics. An outdoor splash park maybe.
	Regulation sports fields. In particular, baseball.
	The bike trail at Mouts park. Better hours at the swimming pool.
	As a working adult, I do not have the opportunity to take part in programs that are held during the day. I wish that there were more programs given in the (early) evening, after work and even possibly the dinner hour. We have so many talented crafters on the island, I would like to see workshops or 4-5 evening courses on their craft (sewing, felting, calligraphy, etc.). It would also be nice to have exercise classes at this time - pilates, step aerobics, TRX, etc. It gives working adults a chance to get out and get healthy in a group setting. I am a proponent for equestrian facilities here on SSI. I have been trying to get my son horseback riding lessons on the island, but there is only one lesson horse at the one facility I enquired, and there is a waiting list for new riders. Needless to say, he has not continued with his lessons.
	An ice rink safe bike routes a smaller pool suitable for young kids. (they're currently having to use an old plastic tub thing at therainbow road pool).
	Access to waterfront has been poorly planned and badly managed. The province's attempt to purchase Walker's Hook failed years ago and the ocean and lake front access for recreational swimming and beach activities is severely limited by a ribbon of private ownership that restricts access to the shoreline. Expropriation of selected waterfront properties along interior lake and at selected ocean access point (like Walker's Hook) would open up access to recreational use of the shoreline. All ages Salt Spring needs a community centre - a MultiPlex that offers recreational, cultural and community services to all ages. A facility the links the gymnasium at the High School with the existing Rainbow Road Pool would be cost effective and utilize existing facilities that are currently dark much of the time. Finish the bloody Harbour Walk! It's an embarrassment to the community and an eyesore on the landscape. Expropriate the properties that need to be assembled and link the Moby's Pub/Hastings House area to Gasoline Alley with a brand new, modern, well lighted Harbour Walk that incorporates selected retail vendors, buskers, food services, an amphitheater, access to the float plane dock and boating docks, etc. The Harbour Walk would knit together the community, provide safe access to and from commercial, boat dock and hotel sites for tourists; and a place for locals to go in the evening to enjoy the land/water interface. Ganges currently has it's back to the water and is ignoring our one best asset. All ages Ignore the small crowd of self-serving NIMBY "Hippycritical" folks who don't want any improvements to the island - this is not 1975 anymore!
	I would like to see some family programs (ex:family yoga, family pottery class, family soccer, family cooking class). My son (6 yrs) would like

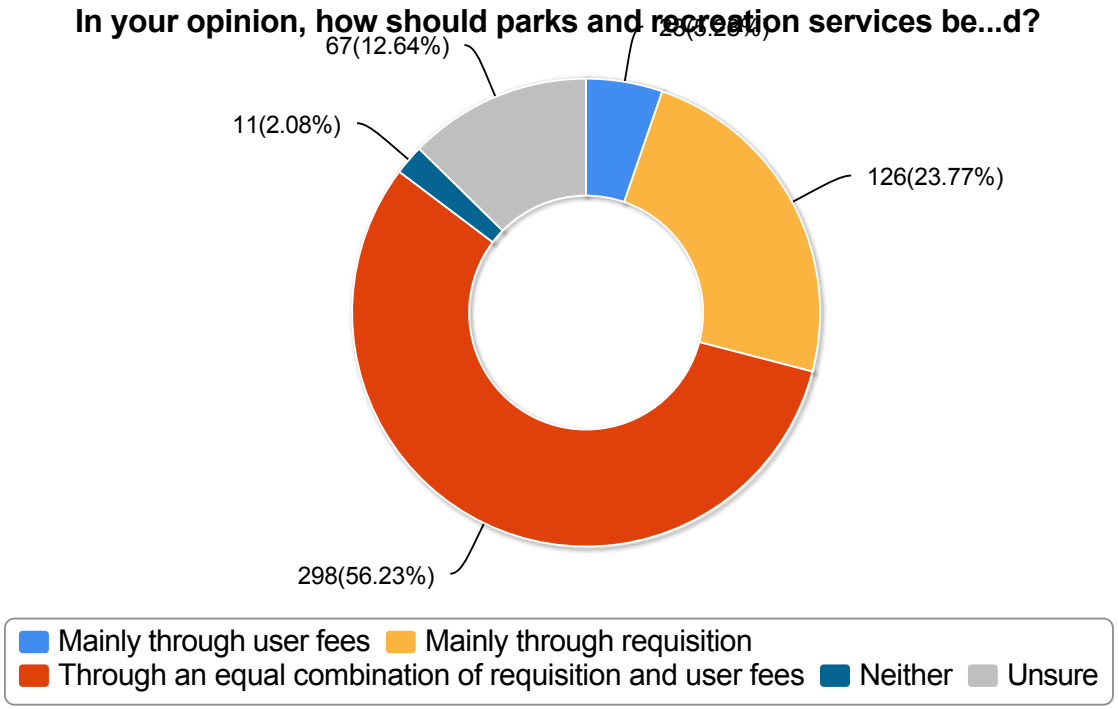
	to see a cooking for class his age group :)
	Smocking and other needlework, longarm quilting etc.
	bike lanes
	Encourage natural landscapes = low budget, low cost to maintain, NO debt load on future generations = all ages. Hike run get fresh air. No need for high end buildings with large budget needs. Invest in Fulford and Beaver Halls for community courses.....why are there run down junky portables at Portlock Park? Buy more land to put aside as natural park. Offer nature programs. Enhance what the Nature Conservancy does. Do not run us into a debt laden, artificially built rec centre like all the municipalities of the CRD and beyond. Follow the Witty's Lagoon, Coldstream and all the other 12+ excellent CRD Parks in Victoria.
	Ice skating for all ages
	My daughter tried to participate in Pony Club two years ago but with no place to consistently work with horses, the club really struggled...too often the weather was too bad to work outside or there was not an arena even available. It would be wonderful to have a central, safe, consistent facility to support equestrians on this island...especially younger ones...both the sport aspect and the community/social aspect. I've heard that the idea of using space near the Farmer's Institute may be an option and a central venue like that would be ideal. Safer biking paths along roadways could also really change life on Salt Spring. Distance and hills are not an issue but the danger of sharing the road with cars when there are uneven shoulders and too little space keeps our family from using our bikes as transportation, or even for fun...it's just too dangerous for our young daughter.
	Equestrian shared facility. Outdoor classes in Parcs where children connect to nature through outdoor skills, writing, drama and art.
	At least one more well maintained rectangular multi purpose field. - soccer teams etc Modification of pool to make access easier for young and old users eg beach type slope? Partnership with schools for' natural scaping' of playgrounds as they are in use 12 moinths of the year and open to public. k-6
	An equestrian park to bring all ages together.
	curling rink all ages
	A community centre where all would be welcome, including those marginalized in our community. These folks have nowhere to go during the day, and continue to be shooed away from our parks, or moved from one park to another. This is highly discriminatory. They need a place to spend time and engage in leisure activities as well as the rest of the community. Given that they survive below the poverty level, these activities would need to be free for them. I run an art program for them every Sunday afternoon, which is well attended year round, and I know they would like to see this expanded to more than one afternoon a week, but there is no place to do this. Just one example.
	more land acquisition for ecological purposes and working in conjunction with first nations from both Cowichan and Saanich to secure traditional areas important to first nations as part of the reconciliation actions.
	Tennis lessons for kids: ages 5-15, Paddling programs (kayak/canoe): ages 6- adult
	Disc Golf
	Board walk facilities are needed in Ganges to facilitate not only residents but visitors as well .
	Pool open on Saturday and better pool for families
	teaching kids how to fish 6+ fly tying 10-18+ fly fishing training, techniques. 10-18+ cleaning, preparing and cooking fish 10-18+ pressure canning fish safely 18+
	Bike paths along the road and off road
	Community ceramic studio space and general art space. These could be available for all ages. These would be spaces not just for people to take classes, but also for people to come and work on an ongoing basis. A good example of this is Cedar Hill Rec Centre in Victoria. Creative pursuits are beneficial for mental well-being and lifelong enjoyments as well as being an opportunity for socialization among many ages. Many people on Salt Spring do not have the means to have their own space to be creative. A creative communal ceramic and art

	space would provide space for those members of the community, but would also be a place of learning and socialization for anyone.
	I would like to mention that I do not support changing Centennial Park in any costly way except for improvment of the washroom facilities.
	Programs that assist in dealing with trauma, such as yoga for trauma, feldenkrais, somatics, mindfullness meditation all at a reduced cost as trauma affects everyone from children to elders. More community art projects would be great too
	Meditaion class's Gardening for food
	I feel we have enough fields, paths and parks and that we need to maintain our current facilities. Community sports programs go up and down over the years as far as interest and numbers. One year it's soccer and then it might be baseball. I do believe we need to support the masses. I think it a waste of funds to totally redo centenial park when an upgrade of facitites would suffice.
	I am not a pickle ball player on SSI but I think it is a great activity/sport for a population hat is ageing and wants to keep active and fit. This sport is Very popular in resort areas in NA but it is important to have a designated area with a good painted asphalt surface and a proper net that can e removed easily when the court is not in use.. There is an active pickle ball group on SSI and I am sure they would be delighted to discuss improving what is presently offered. Also, the game is simple and inexpensive to play.
	We need a senior ACTIVITY Centre to provide the kind of support that art and theatre has.
	There is little or no emphasis on basic running, walking or hiking for children or teens on the island. Track and field enthusiasts go off island to Duncan for coaching and us of a facility. Portlock suffices for walkers seeking basic fitness but is sadly lacking for any serious athletics for young people.
	Turf Field - since soccer is clearly our biggest sport that spans many ages.
	Improvements to the track at Portlock Park to encourage more walking and running
	More multi use trails for all age groups
	Although there are four designated courts for pickleball, I would like to see pickleball courts built with permanent nets like tennis.
	gathering spaces for teens that would allow them to have somewhere to go and socialize.
	The Salt Spring Slo Pitch League as well as the Minor baseball association are in DESPERATE need of ball diamonds to play baseball.
	STAY OFF FARMLAND! You've tried twice. People are getting tired of it. THREE STRIKES AND YOU'RE OUT!
	Swimming lessons for under 3 years old More activities or open facilities on the weekends, especially in winter
	I will add that there is an extreme lack of community/multipurpose space and I feel Parcs could monetize off of this nicely. Library isn't available sometimes and a space like Commonwealth or Gordon Head have where you can book out spaces with Screens/projectors after business hours could help too. There isn't really anywhere to go in the winter time if its not nice out other than the pool. lots of people don't want to spend time there but I think somewhere that had open play time for small kids and then activites for older kids, like some kind of after school programs other than Guides or Cubs
	Baseball diamond for 15yr olds and up ...
	Mommy and me swimming classes
	ball diamonds for all ages to use, for young and old. Pre-school age ballet classes.
	Daily exercise programs (eg boot camp, arobics,, body tone, etc) in a parks & rec facility
	I would love to see the ball diamonds. There is such an amazing age range that would benefit from this. I am part of the slow pitch league here and I believe the oldest person who plays is in there 60/70s, and the youngest is usually around 15/16. This doesn’t even include competitive teams for teens or t-ball for younger kids. It would be devastating to lose this great summer sport on the island.
	Proper boat ramps (like Crofton) on the east and west coasts of SSI.
	ocean swimming class - any age

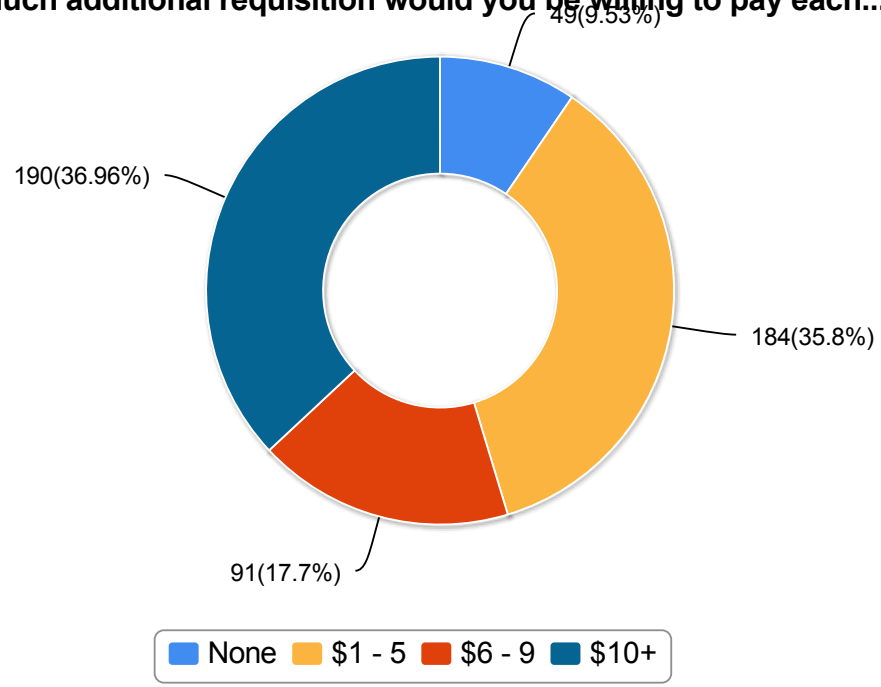
	Pickleball courts
	Kiddie pool, waiter park
	At a time in North America when pickle ball courts are popping up all over, it is puzzling to me that here on SS Island we do not have any permanent indoor or outdoor facilities. It is the fastest growing sport in North America and is both a "fun" activity but also contributes to keeping active and fit, especially for the older age group. In many schools it is being introduced into the Phys. Ed programs.
	Pickleball is a fast growing sport I greatly suggest that you should look at assigning a permanent court to the sport. Remember that 16 people or 4 courts can fit in a tennis court.
	Skating
	Support for woodland biking through skills development and more designated trails Better/improved playgrounds for children between the ages of 1 and 12 more kid-friendly trails that include places to pause/picnic and restroom facilities more off road cycling opportunities for kids A kid-friendly expansion to the pool
	Permanent pickle ball courts where that recreation is not treated as a second cousin to tennis.
	IMPROVE PICKLEBALL COURTS MARINE BOAT LAUNCH AND TRAILER PARKING
	Open gym for all ages
	Greater access to parent and tot programs, with as much diversity as possible.
	Rainbow Road pool desperately needs an addition which includes a (warmer) children's pool. It is unbelievable that a modern facility would not have anywhere children under 8 can safely go in the pool and not even be able to touch the bottom. All my kids had to be held 100% of the time until they were old enough to swim on their own. We love the pool and go there often, but this glaring oversight is pathetic. The $15 dollar Canadian Tire plastic toddler pool (which leaks) doesn't cut it.
	no
	I would like to see more affordable programs.
	I think that the island is already overdeveloped. The best thing to do would be to increase the water pressure in the showers in the pool and to expand the times for twoonie swims, aside from that, try to create more garden space.
	A turf soccer field. This is the most popular sport on as and it is very expensive for teams to travel off island for a guarenteed open field.
	Kids bike park
	I just want to say that I am very pleased with the changes made in the operation of the Rainbow Road pool and the determination of CRD and PARC to listen to the whole community and not to cave in to the very vocal seniors who do not want to have any facilities for youth especially ball fields.
	Pickleball is a great sport to keep seniors active and can also be played at an elite level. Present facilities are insufficent. At Portlock we have a long wait time for court time during the summer . In winter we use the school gyms but these are not available at school breaks and when other events are scheduled. The group helped fund raise for a new multi sport court but the $25,000 has gone to general revenues and no work has been done.
	Junior Development track and field (Portlock Track would need upgrading to a rubberized surface for the program to be effective)
	Love the bike park concept. Baseball diamonds are still needed.
	Rink for all ages
	Hockey, ice. Curling. All ages!
	Housing. I think parcs needs NOT interfere with housing! Having to donate a certain part of various properties, to "parc"s , is RIDICULOUS! WE NEED HOMES NOW! It, is OBVIOUS, that parc only cares about the middle class and the rich. It is also unfair of Parcs to put a limit on

	disabled peoples access to the pool. 52 visits/year, is NOT fair. For people that make/receive PWD status, where the shelter allowance is $375/month, the limits are discriminatory, No one said ever, "I wanna be disabled, when I grow up"! Make a proper boardwalk, replace the existing waste of the dock. From Moby's to the Roatary PARC.
	Local, ethnic, cultural programs; education, dance, food, etc. for summer / seasonal.
	Install electric car chargers at portlock park! Sand at st Mary lake.
	Things people can do with their dogs, like flyball, agility, fun stuff for young and old, people and dogs.
	Track and field club for your youths and teens
	I would like to see gardening activities for children of all ages and seniors since we all need to know how to grow food in a sustainable way. I would like to see an emphasis on keeping natural areas natural and giving guided walks with a naturalist educating all ages about plant and animal communities. I would like to see PARC plant only indigenous species except for those in our Japanese garden. This will reduce the need for water. PARC should also think carefully about where to use its huge budget for the benefit of all. As well we are in unceded Coast Salish Territory and this should be recognized on PARC signage.
	Programs for preschool children and after school and weekend programs
	More sports opportunities for kids
	Horse riding facilities
	A multi-sports/Community centre I would like to see a focus on adolescent programming, 13-18 years While the retirees may have the volunteer time it appears they have forgotten what it is like to be a family with young children. Enough paths, trails and courts (which appear to be for the elite) for various racket sports, maintain what we have and create something great for families
	more consultation with community possible via online survey or the SS exchange. not everyone is able to attend meetings. Before embanking on plans like changing centennial park consult with old timers who have been here 25 years. Often there is history in things like trees.
	I'm hoping the bike park goes through.
	When subdivisions are approved, owners used to provide land for public use. As I understand the situation now, PARC will accept cash only, which has meant no lasting public legacy and funds have been frittered away on expenses trying to get more ball fields that came to nothing. This has been a very BAD change in policy!
	Age groups are oddly if conventionally divided in view of the island population - over 50% over 55 years yet your table shows only 20%. Over 55 is different from over 85. suite so and your programs should reflect that difference. Lawn bowling can even be played all seasons if you develop an artificial green - see Bevin Park in Nanaimo.
	One tennis court provides space for 16 people to have a healthy aerobic work out or 2 tennis players. Have a look at court usage where an average of 8-12 pickleball players are squeezed onto 1 court and 2 tennis players have the choice of 3 open tennis courts. Do the numbers especially for an aging population. Give us some permanent lines on some of the indoor courts (schools etc.) masking tape is expensive and ruins the finish.
	Hockey Rink
	Active Track and Field club with training in all events for all ages water sports programs (rowing, kayaking etc.) for all ages cycling programs (road safety) and club for cycling enthusiasts (all levels)
	Free Camping for local long term residents suffering from homelessness due to the housing crisis and a laundromat.
	Bike/walking trails and safe connecting paths leading to town from all over the island

In your opinion, how should parks and recreation services be...d?



How much additional requisition would you be willing to pay each...n?



Please indicate how many people in your household (including yourself) fall into each age group.

530 Responses

	Number of people					
	1	2	3	4	5	6+
0-4 years	**48** *(75.00%)*	**14** *(21.88%)*	**0** *(0.00%)*	**2** *(3.13%)*	**0** *(0.00%)*	**0** *(0.00%)*
5-12 years	**74** *(49.66%)*	**64** *(42.95%)*	**6** *(4.03%)*	**4** *(2.68%)*	**1** *(0.67%)*	**0** *(0.00%)*
13-18 years	**84** *(74.34%)*	**24** *(21.24%)*	**3** *(2.65%)*	**2** *(1.77%)*	**0** *(0.00%)*	**0** *(0.00%)*
19-24 years	**28** *(63.64%)*	**10** *(22.73%)*	**4** *(9.09%)*	**2** *(4.55%)*	**0** *(0.00%)*	**0** *(0.00%)*
25-34 years	**49** *(56.98%)*	**30** *(34.88%)*	**4** *(4.65%)*	**1** *(1.16%)*	**0** *(0.00%)*	**2** *(2.33%)*
35-44 years	**67** *(41.36%)*	**89** *(54.94%)*	**3** *(1.85%)*	**2** *(1.23%)*	**0** *(0.00%)*	**1** *(0.62%)*
45-54 years	**82** *(61.65%)*	**47** *(35.34%)*	**2** *(1.50%)*	**2** *(1.50%)*	**0** *(0.00%)*	**0** *(0.00%)*
55 +	**100** *(33.56%)*	**185** *(62.08%)*	**9** *(3.02%)*	**2** *(0.67%)*	**1** *(0.34%)*	**1** *(0.34%)*

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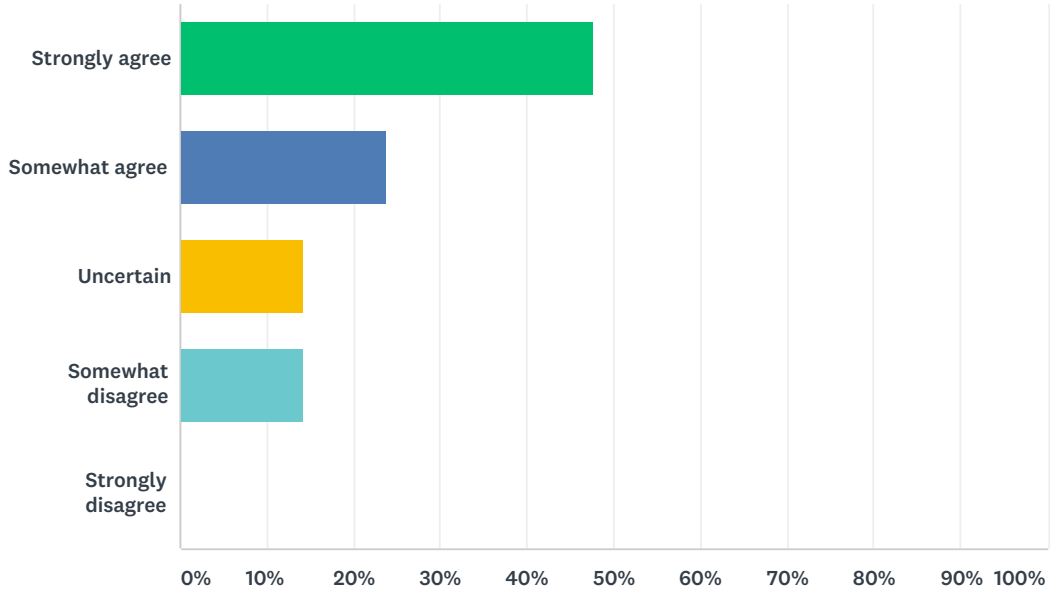
A final open house was held at the Rainbow Road Pool on June 19, 2018. The purpose of the open house was to present and receive feedback on the draft plan. 35 to 40 individuals attended the open house and 22 exit surveys were completed. The following presents the results of those exit surveys.

Q1 To what extent do you agree with the general direction of the plan?

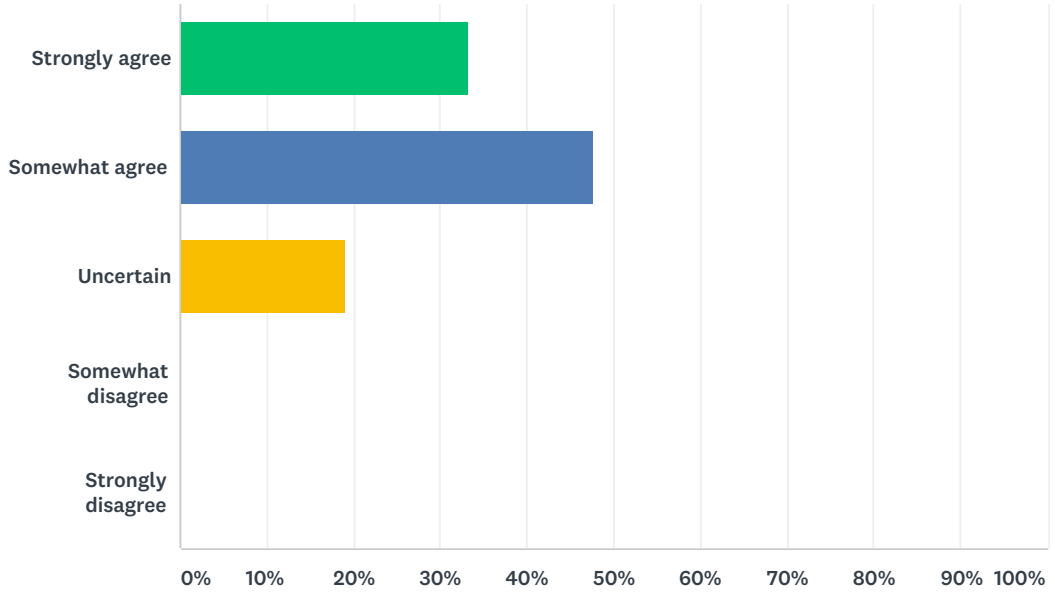
Answered: 21 Skipped: 1



ANSWER CHOICES	RESPONSES	
Strongly agree	47.62%	10
Somewhat agree	23.81%	5
Uncertain	14.29%	3
Somewhat disagree	14.29%	3
Strongly disagree	0.00%	0
TOTAL		21

Q2 To what extent do you agree with the revised PARC mission statement?

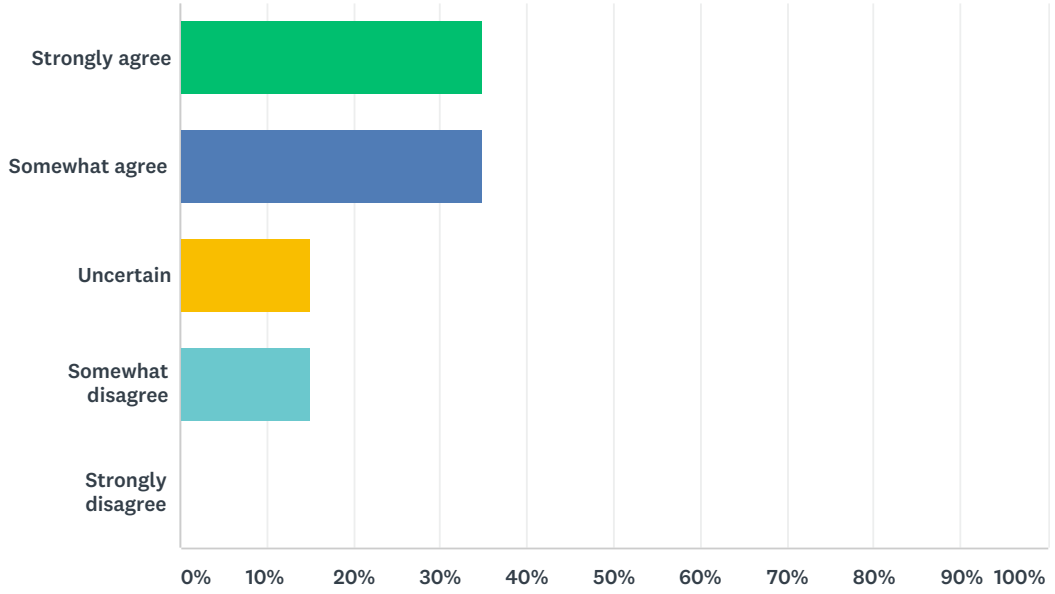
Answered: 21 Skipped: 1



ANSWER CHOICES	RESPONSES	
Strongly agree	33.33%	7
Somewhat agree	47.62%	10
Uncertain	19.05%	4
Somewhat disagree	0.00%	0
Strongly disagree	0.00%	0
TOTAL		21

Q3 To what extent do you agree with the proposed outcome statements?

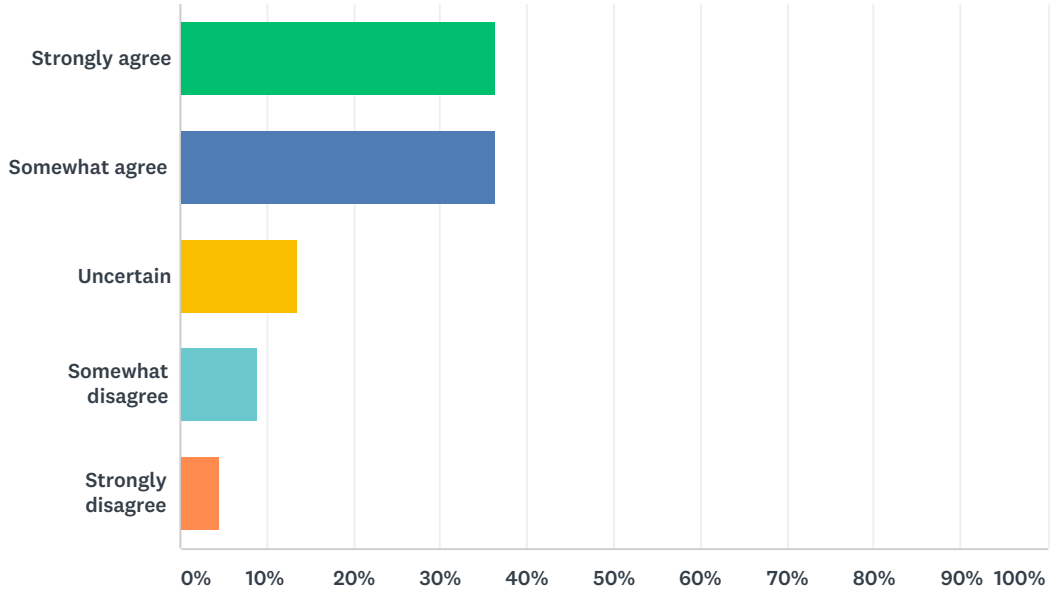
Answered: 20 Skipped: 2



ANSWER CHOICES	RESPONSES	
Strongly agree	35.00%	7
Somewhat agree	35.00%	7
Uncertain	15.00%	3
Somewhat disagree	15.00%	3
Strongly disagree	0.00%	0
TOTAL		20

Q4 To what extent do you agree with the strategies and actions for parks, water access and trails?

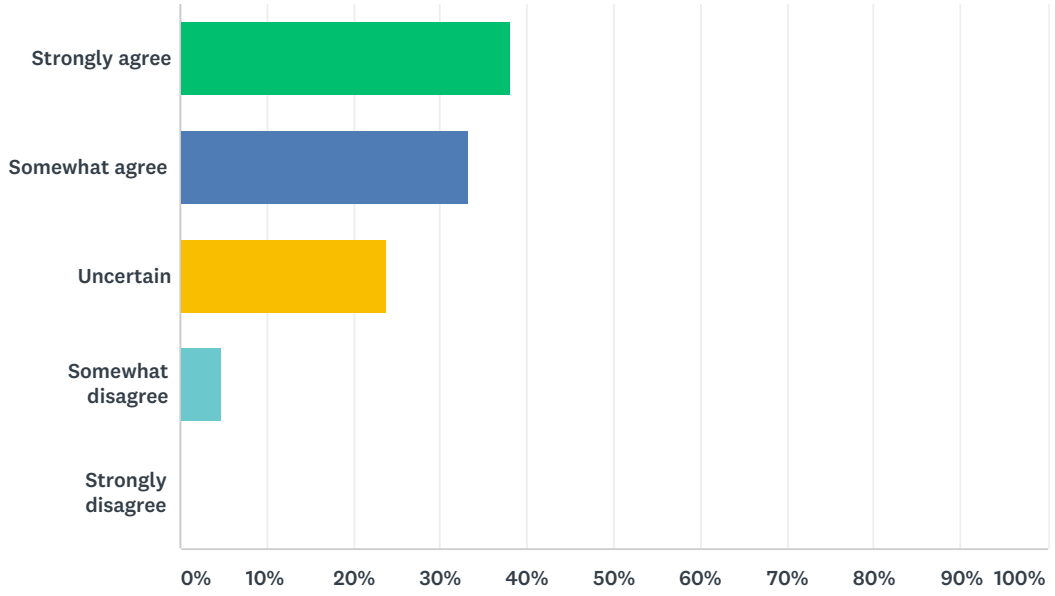
Answered: 22 Skipped: 0



ANSWER CHOICES	RESPONSES	
Strongly agree	36.36%	8
Somewhat agree	36.36%	8
Uncertain	13.64%	3
Somewhat disagree	9.09%	2
Strongly disagree	4.55%	1
TOTAL		22

Q5 To what extent do you agree with the strategies and actions for recreation?

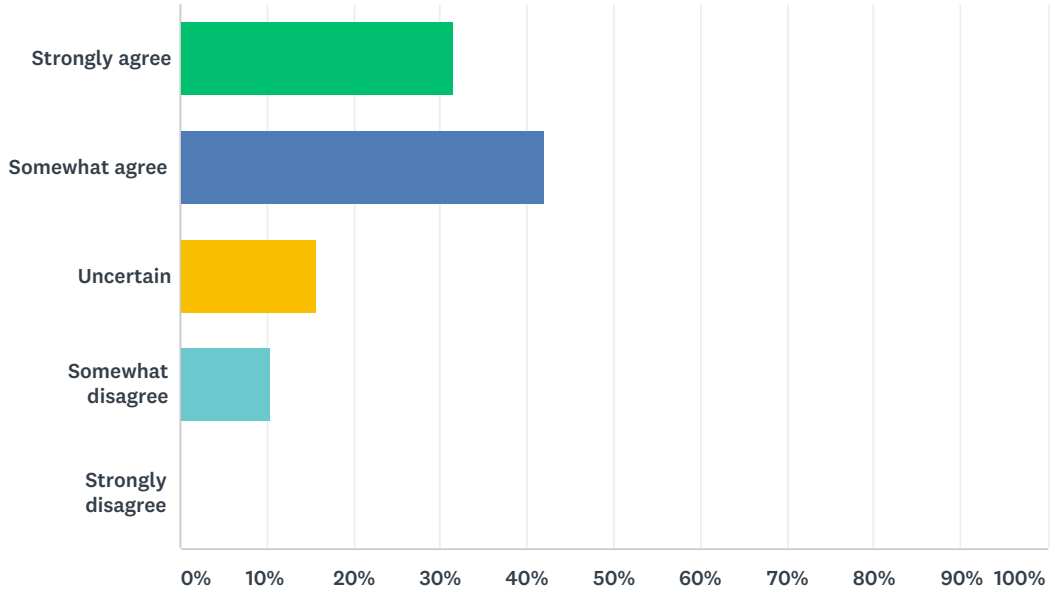
Answered: 21 Skipped: 1



ANSWER CHOICES	RESPONSES	
Strongly agree	38.10%	8
Somewhat agree	33.33%	7
Uncertain	23.81%	5
Somewhat disagree	4.76%	1
Strongly disagree	0.00%	0
TOTAL		21

Q6 To what extent do you agree with the strategies and actions for resources and capacity?

Answered: 19 Skipped: 3

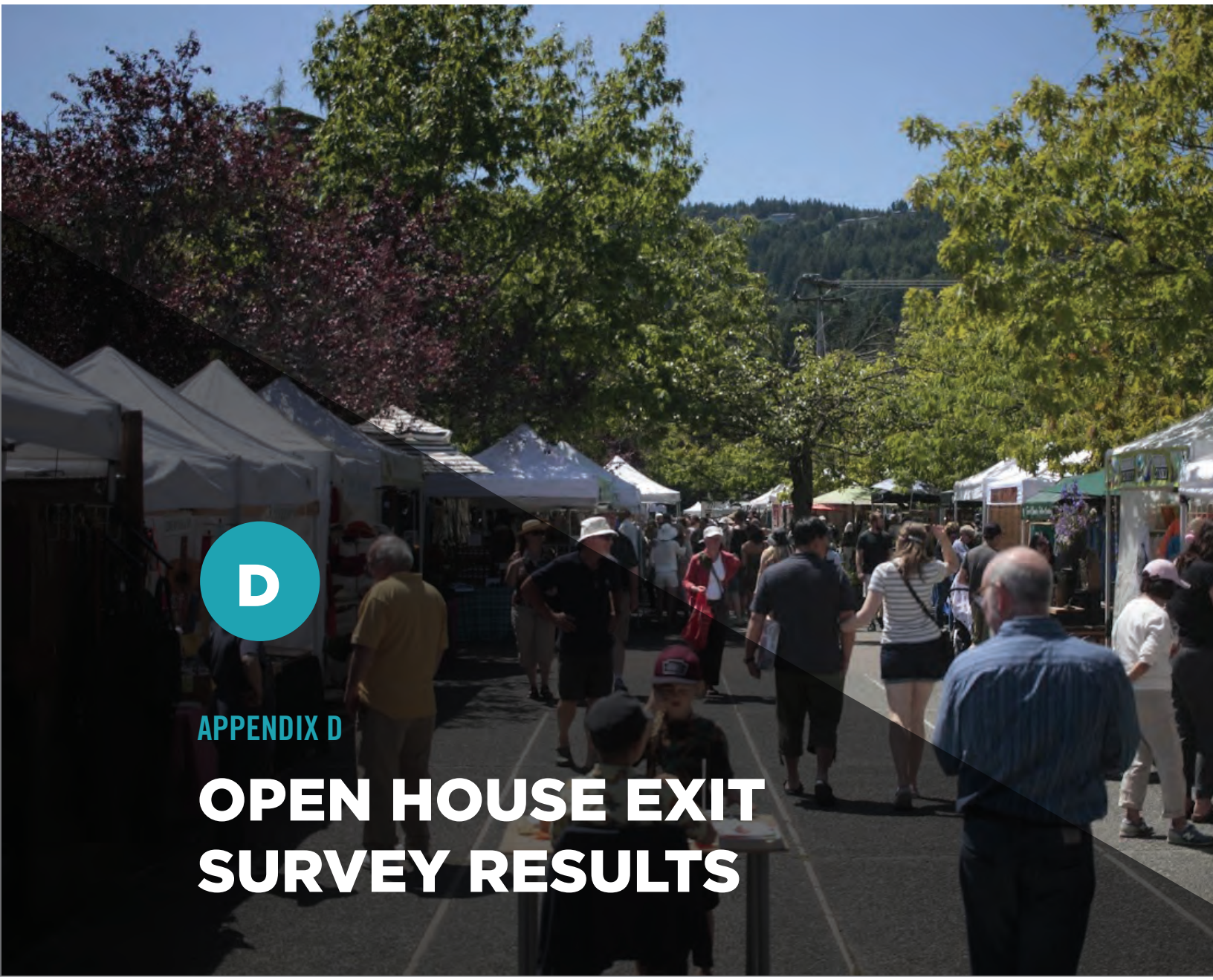


ANSWER CHOICES	RESPONSES	
Strongly agree	31.58%	6
Somewhat agree	42.11%	8
Uncertain	15.79%	3
Somewhat disagree	10.53%	2
Strongly disagree	0.00%	0
TOTAL		19

Q7 If you do not fully agree with the contents of the plan, please tell us how the plan could be improved?

Answered: 9 Skipped: 13

#	RESPONSES	DATE
1	Less emphasis on Saturday Market, expensive infrastructure and more emphasis on trail and natural environment	6/21/2018 12:34 PM
2	Need to add "visitors" to mission. Boat launch facilities needed.	6/21/2018 12:33 PM
3	Have to look through the plan to really see what might be missing. Targeting seniors and youth seems vital to me (and I am neither)	6/21/2018 12:32 PM
4	You should be opening up new beach accesses and accepting new parkland from subdivision. We need more action and fewer studies	6/21/2018 12:30 PM
5	Disc golf users should look after Mouatt a lot better before working with them. Disc golf usage in Mouatt is a disaster. Protect Arnell park. 10 years ago no wildflowers. Now we see a place which can compete with Mt Tzouhalem. Protect and keep it this way.	6/21/2018 12:28 PM
6	Thanks for asking. We need to put money into resource protection - clean up the beaches. Get rid of derelict boats and contaminants. Get rid and limit buoys in the water. Improve trails, plan trees, better manage natural resources.	6/21/2018 12:26 PM
7	Would like to see gardening mentioned as a recreational activity. Over time there should be more community gardens available to people who do not have gardening opportunities where they live. The schools are developing gardens so students can continue this into adulthood as part of a healthy lifestyle.	6/21/2018 12:25 PM
8	I would like to see activities like gardening supported and encouraged through allocation of spaces to grow	6/21/2018 12:18 PM
9	Thank you.	6/21/2018 12:15 PM



D

APPENDIX D

OPEN HOUSE EXIT SURVEY RESULTS

Stage 3 Open House Comment Board Transcriptions

The following input was transcribed verbatim from the comment boards at the June 19, 2018 open house:

Would like to see an increase in the # of community garden plots. Many seniors in condos are there + it is great exercise and builds community
I have a particular area of concern – the shell beach access on Morningside Road (adjacent to # 215 & #205) does not legally provide access to this beach which is critical for Fulford residents, the Fulford daycare, Fulford's school and ferry visitors to the beach. The access doesn't include the last 25m or so to the beach. It goes to the beach on the right instead which is muddy, dark and doesn't have a trail.
The neighbourhood on Old Scott Road at the end of Long Harbour has no access to the harbor if one does not own a waterfront home. The beach access on Old Scott Road should be improved so that children and older people can access it safely.
Invest in ourselves… reword to "Invest in our Capacity to Deliver…."
Ocean access includes boat launches. Must improve.
Draft Mission – Recognize Island visitors "Residents and Visitors". Our Island parks and facilities are assets for visitors.
Protect Peter Arnell Park against any infringement or inappropriate use.
Missed addressing derelict boats and marine debris. Should have an action re clean-up and addressing responsible use (e.g. brown water purge from boats).
Redesign tennis courts. Make them multipurpose.
Pool water temperature should be checked and should be warm enough. Several times recently it has been very cold especially for aquafit.
I would like to see gardening specifically mentioned as a recreation activity. It fits in very well with the mission statement and promotes very healthy lifestyle particularly for the 50+ groups.
Pickleball is working very well with 4 courts at Portluck. New surface and / or multi-sport space would be great, but I/m quite satisfied with current situation, as a player and a tax payer. Thank you.
Very pleased to see community gardens mentioned in the plan for parks. Gardens are cost effective measure to enhance health and build community connections.
At Portluck court 4 should become dedicated to pickleball only. We are often overcrowded while the 3 tennis courts are empty. Also a second court for tennis is being built at the golf course. Pickleball is a growing sport especially for seniors.

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