



Salt Spring Island Parks and Recreation Strategic Plan

PREPARED FOR

SALT SPRING ISLAND PARKS AND RECREATION COMMISSION

DECEMBER 2009

Yates, Thorn & Associates Inc.

Preface

This report was prepared by Yates, Thorn & Associates, with assistance from the Rethink Group.

The principals assigned to the project were Bob Yates and Rob Lockhart.

The consultants were assisted throughout by a steering committee would like to extend our thanks to its members, Rob Wiltzen (chair), Brenda Guiled, and Stanley Shapiro; and to the staff of the Salt Spring Island Parks and Recreation Commission especially its director, Kees Ruurs.

The project commenced in February 2009 and was completed in December 2009.

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Report	Salt Spring Island Parks and Recreation Strategic Plan
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Thanks to Gary McNutt for the cover photo.

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Executive Summary

Salt Spring Island has a population of slightly under 10,000 people. The last time that a Parks and Recreation Strategic Plan was prepared was in 1992. Since that time there have been many impressive developments including the designation of large areas of the Island as parks or protected areas, the construction of an indoor swimming pool, and the development of a significant trail system.

In 2008, the Parks and Recreation commission decided to update the 1992 plan, and Yates, Thorn & Associates were retained to undertake this assignment. Extensive research was undertaken to identify the current demographics on the island, to review trends in parks and recreation across Canada, and to review the many reports and documents, including the Official Community Plan. Inventories of facilities, parks, programs, and organizations were developed. The current budget for parks and recreation was reviewed and taxation levels on the island compared with those in similar, neighboring jurisdictions. Together this research provided a clear understanding of the context for planning.

In addition, extensive public consultation was initiated including a household survey which was responded to by 377 households on the island. Focus groups were held with a variety of organizations and a number of key informants, such as staff of the Islands Trust, were interviewed.

A vision for parks and recreation on Salt Spring Island was prepared through an interactive workshop with invited participants. Based on this vision, a number of strategic areas were identified and strategies and recommendations for these areas developed. This vision was based on the Capital Regional District's vision that the region will always be:

- *a livable and vibrant community*
- *stewards of the environment*
- *supported by a prosperous and sustainable economy.*

The six key strategic areas around which strategies and recommendations were developed are as follows:

- Building Recreation Partnerships -- the Parks and Recreation Commission works in partnership with the many other organizations that both deliver and support the broad spectrum of recreation opportunities on the Island. Clearly building a framework for and developing positive relationships with these organizations is key to the success of the commission and to ensuring that Salt Spring residents receive the widest possible range of recreation opportunities.
- Trail Development -- trail development is the highest priority with the public and the commission is well on its way to establishing a variety of different pathway and trail systems on the Island. Continuing to develop this system must be a priority of the commission, and it will also assist with reducing the emissions of green-house gases and promoting healthy and active lifestyles.
- Passive Park Development -- the Island's relationship with its surrounding ocean is clearly critical to its residents and the development of places where they can access the ocean was identified in 1992 plan and must continue to be a priority through the next decade.
- Active Park Development -- the Island struggles to find appropriate land for all active parks, especially sports fields. In particular, limitations are posed by the agricultural land reserve. The priority of the commission over the last two decades has been the development of passive parkland, including trails, and the construction of the indoor pool. Apart from the removal of the outdoor pool from Portlock Park, there has been little change in the active park system. Even though the population growth will continue to lean towards retirees and pre-retirees, it is likely that some changes must be made to upgrade

active parks and sports fields on the Island in the next decade. Recommendations are made in this strategic plan for moving forward on this front, with the recognition that further work will be necessary on a number of fronts: an overall active parks plan needs to be developed that will address issues such as Portlock Park, a South End sports field, and a dog park.

- Facility Development -- the development of the indoor pool on the Rainbow Road property has been an enormous step forward for the Commission and for Island residents. However the design of the pool is such that it is not yet serving as wide a spectrum of the community as might be possible if there were a phase 2 of the pool which should include a therapeutic/leisure component and a fitness facility.
- Financing the System -- at the present time taxation levels for parks and recreation on Salt Spring Island are very low in comparison to neighboring jurisdictions, and as a result the system is under resourced. It is recommended that the Commission address this issue over the next 10 years.

A list of the proposed strategies and recommendations is as follows:

- Strategy: To restate the mandate and re-establish the role and image of the Commission in the community**
 Recommendation: That the Commission adopt a revised set of service objectives and set of roles related to each one
- Strategy: To build a framework for effective partnering with other community organizations**
 Recommendation: 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.
 Recommendation: 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.
 Recommendation: 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.
- Strategy: To build relationships with partners based on a clear understanding of the Commission's roles and objectives**
 Recommendation: 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
- Strategy: 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**
 Recommendation: 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
 Recommendation: That the Commission develop a promotional program to strengthen the image of the Commission in the community.
- Strategy: 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.**

Recommendation: 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.

Recommendation: 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.

Recommendation: 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.

Strategy: 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
 Recommendation: 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
 Recommendation: That the Commission address lake access opportunities on an emergent basis.

Strategy: To create an overall parks plan focused on the development of additional capacity for sports and other active recreation pursuits
 Recommendation: That the Commission work with School District 64 to assess how the high school and elementary school playfields can accommodate additional use
 Recommendation: 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
 Recommendation: That efforts continue to find a long term sports field location in the south end of the Island.
 Recommendation: 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.

Strategy: To develop the Rainbow Road Pool and property to maximize recreation opportunities and minimize operating costs
 Recommendation: 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
 Recommendation: That an ice arena not be considered for the Rainbow Road site.

Strategy: 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.

Background and Introduction

Salt Spring Island is the largest of the southern Gulf Islands and has been an attractive place to settle for well over 100 years. Its current population is slightly under 10,000 people. It is an electoral area within the Capital Regional District (CRD), and one of the services that the Regional District provides is the management of recreation and community parks. This function is delivered on Salt Spring Island by the Parks and Recreation Commission (PARC). The Commission has seven members including the Regional District Commissioner or his alternate.

Many other agencies have jurisdictions that include Salt Spring Island. PARC works most closely with the Islands Trust, which provides planning services to Salt Spring and the other Gulf Islands, and the Agricultural Land Commission (ALR), which administers the 20 per cent of Salt Spring that is agricultural land reserve.

The last time a parks and recreation plan was prepared for the Island was in 1992. The 17-year period since then has seen many impressive developments in the Island's park and recreation system:

- Considerable areas of the Island have been safeguarded for public park use;
- An indoor swimming pool, completed in 2008, has replaced the old outdoor pool at Portlock Park;
- A plan for an extensive trail system in the urban, rural, and backwoods areas has been developed and large sections of trail have been built;
- Other developments that have enhanced the system include the expansion of the Core Inn Youth Centre and the development of the Seniors Centre.

Notwithstanding these successes, it is time to renew and refocus the strategic operation of the commission, as well as to develop a new parks and recreation strategic plan. The firm of Yates, Thorn & Associates Inc was retained in late 2008 to undertake the development of a strategic plan. They were assisted in the visioning workshop by the Rethink Group.

The draft strategic plan was presented to the steering committee in August 2009. In September 2009, the full commission received the final strategic plan.

Parks and Recreation
Commission Members
*Rob Wiltzen (chair)
Garth Hendren (alternate Darlene Steel)
Gayle Baker
*Brenda Guiled
Jon Suk
Gregg Dow
*Stanley Shapiro

*Members of the Strategic Plan
Development Committee

Process

The planning process consisted of five phases, starting in December 2008, with completion in September 2009:

Phase 1 – Project Initiation

Project Initiation Meetings

- The consultants met with the project manager to discuss key issues and opportunities,
- toured the major existing facilities and parks, and
- held a meeting with staff to talk about achievements, and current and emerging issues.

Leadership Survey

- Based on these discussions, a list of ‘community leaders’ was drawn up. A short survey form was prepared and distributed to these leaders. These responses (see Appendix A) provided a good indication of what community leaders think are the main issues that need to be addressed in the next five years and assisted in developing the question set for the community survey.

Phase 2 – Identifying the Context for Planning

Background Reports

- All relevant reports were reviewed and key issues highlighted (see Appendix B).

Demographics

- Using data from the Capital Regional District and from BC Stats, the projected growth of the population over the next 5, 10 and 20 years was documented. Data from the 2001 and 2006 censuses was also reviewed and key issues identified (see Appendix C).

Inventories

- The current status of the parks and recreation systems on Salt Spring Island was described and analyzed through the development of several inventories (see Appendix D):
 - Parks and Trails Infrastructure
 - Buildings and Facilities
 - Programming
 - Organizations
 - Resources

Trends, Best Practices and Benchmarks

- Trends and best practices from across Canada were documented and pertinent issues for Salt Spring Island identified (see Appendix E).

Phase 3 – Community Consultation

Household Survey

- A survey involving a 50% sample of households, mailed out and mailed back, was undertaken (see Appendix F). Surveys were sent to 2,000 households and responses received from 377 households. In addition, 265 householders provided written comments.

Focus Groups and Discussions with Other Stakeholders

- Three focus groups were held, with equestrian trail users, park users and sport groups, and individual meetings were

held with a set of key informants (see Appendix G).

Phase 4 – From Strategic Issues to Vision

Strategic Issues Inventory, with The Rethink Group

- Key strategic issues were brought together into a PowerPoint presentation for the visioning workshop.

Vision Workshop

- The vision was created in a workshop setting (see Appendix H), of about 4 hours. Approximately 35 individuals participated in the vision exercise. The session gathered opinions and information from the participants, sorted the ideas to find consensus and to identify common themes. A draft vision statement was circulated to the steering committee for their review and revision, and a final document prepared.

Phase 5 – Reporting

Presentations

- A presentation of the Strategic Plan's principal recommendations was made to Commission members.

Draft Strategic Plan

- Following discussion about the nature of the final report, the draft Plan was prepared, and, following comments from the Commission, finalized.

Open House

- The executive summary formed the basis for a presentation at a Public Information Meeting. Comments were gathered and shared with the Commission, minor adjustments to wording were made.

Final Report

- All documents were gathered into a set of binders, and electronic files provided to the Project Coordinator.

Review of 1992 Plan Recommendations and Implementation

The Master Plan prepared in 1992 included 70 recommendations, which were debated over a number of years. These recommendations and the actions taken since then to implement them are as follows:

Framework for Decision Making

The master plan proposed a comprehensive framework for decision-making, which included a mission statement, a set of service objectives for the delivery of leisure services, and a model related to setting priorities and evaluating services. This framework widened the mandate of the Commission to include all leisure services. At that time this included arts and culture.

The 1992 Service Objectives focused on the following areas:

1992 Service Objectives

Sense of Community

- Special events
- Support community groups
- Spectator sports
- Exposure to the arts
- Social functions
- Protecting the environment
- Beautifying the community
- Family recreation
- Mix generations and subgroups
- Neighborhood identity

Growth of individual citizens

- Fitness/well-being
- Preschool opportunities
- Basic skill development for school-age children
- Advanced skill development for school-age children
- Basic skill development for adults
- Advanced skill development for adults
- Services for seniors
- Social opportunities for teens
- Services for mentally and physically challenged individuals
- Interpreting the environment
- Reflection and tranquility
- Leisure education

Implementation

- Most of these recommendations were acted upon, although in 2002 the mandate for arts and culture of transferred to the Community Arts Council.
- The model for setting priorities and evaluating services has not been used.

Public Open Space

Recommendations related to public open space focused on a number of areas.

- Neighborhood parks: The master plan proposed to dispose of a number of small neighborhood parks and to acquire new neighborhood parks only in exceptional circumstances.
- Land acquisition: The master plan proposed working with other agencies to acquire a number of significant pieces of land including Mount Sullivan, Mount Bruce, Ford Lake, and Hope Hill.
- Developing a trail system: The master plan proposed developing an overall trail system. In addition, it was proposed to extend the Ganges linear park system.
- Beach accesses: The master plan proposed establishing minimum standards for beach accesses and developing a number of them around the Island, with the Quarry Road access noted in particular.
- Increased sport fields: it was proposed to upgrade and increase the area of Portlock Park and to develop a long-term plan for its development. It was also noted that a sports field was required in the south end of the Island.

A final recommendation in regard to open space was that the Commission not become part of the CRD regional park function.

Implementation

- Apart from the recommendations related to neighborhood parks, which were not adopted by the Commission, good progress has been made in all aspects relating to the acquisition and development of public open space and trail systems. However, most of the acquisition has been undertaken by other agencies, with the support of the Parks and Recreation Commission. There has been less progress with regard to active sport parks: apart from the removal of the outdoor pool, Portlock Park is much the same as it was in 1992; and there is still no sports field in the south end of the Island.

Facilities

Recommendations on facilities focused on a number of areas.

- Centralizing facilities around the high school site.
- Delaying the development of an indoor pool for at least five years.
- Rejecting the development of an ice arena.
- Supporting the integration of seniors into all public facilities rather than developing a separate seniors centre.
- Supporting the Community Services Society's youth centre and providing financial assistance as necessary.
- Supporting the Arts Centre Society in the development of ArtSpring.

Implementation

- Again good progress has been made with regard to facilities. A new indoor pool was opened in 2008, adjacent to the renovated high school, thus creating the centralized facilities approach proposed in the master plan. While this facility does serve seniors, a separate seniors centre now exists. The Core Inn is still run by the Community Services Society and project grants were provided to it by the Commission in 1998 and in 2009 (\$4,450). The ArtSpring facility was completed in 1998 and is run by a separate board. There are still no plans for an ice arena.

Services

The development of a number of policies was proposed:

- Support for community groups.
- Fees and charges.
- Services for people with disabilities.
- Joint-use agreement with School District 64.

In addition, the master plan proposed exploring cooperative approaches whereby the Commission and School Board Continuing Education Service could work together.

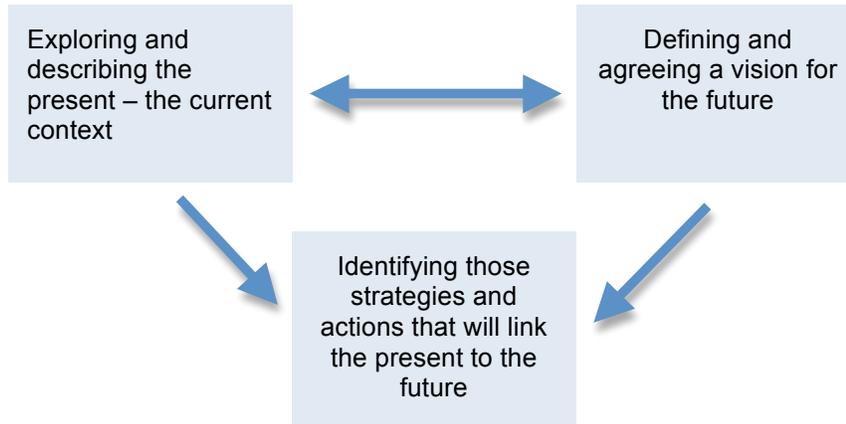
Implementation Most of the policies that were proposed are now in place. The School District dropped continuing education as a function in the mid 1990's. PARC took over programming until 2000. PARC cut all programming, both recreation and continuing education, in order to focus energy and money on the development of the indoor pool and other priorities. Salt Spring Island Community Education Society was formed and now provides some programming; it also receives a small grant from the Commission.

Administration

Various staffing and administration recommendations were made, most of which have been implemented, in whole or in part.

Current Context

The planning process:



This first section of the plan explores the current context for planning. This is made up of:

- The current population demographics, population projections, and the forecast trends in recreation and society.
- The current official community plan, approved by the Islands Trust in 2008.
- A review of other materials that document where we are now.
- A review of organizations and the 'organizational landscape' of Salt Spring Island that provide a context for parks and recreation.
- A review of budgets and the financial context of the Commission.

Demographics

2006 Census

Demography provides a key element of the context of planning parks and recreation on Salt Spring Island. This section of the strategic plan comments on the results from the 2006 census as well as the population projections to 2026. – Further in-depth analysis is provided in appendix C.

Most of the demographic trends impacting the Island are similar to those throughout the western world. The dominance of the generation born after World War II, “the baby boomers”, is particularly evident as it is this cohort that has primarily made up the recent migrations to the Island, seeking quality-of-life in their retirement and pre-retirement years.

Their children, “the echo generation”, are in their early work years and are more driven locationally by employment prospects, which are generally in short supply on the Island. However, those in this generation who choose to locate on Salt Spring tend to have larger family sizes than is the average in B.C. There are approximately 400 lone-parent families on the Island, which is about 15% of households with children but represent 24% of the children on the Island.

Age characteristics				
2006	Salt Spring Island		British Columbia (Province)	
Total population	9,640		4,113,485	
0 to 19 years	1,820	19%	953,165	23%
20 to 44 years	2,020	21%	1,391,235	34%
45 to 64 years	3,650	38%	1,169,270	28%
65 years +	2,140	22%	599,800	15%

Family and household sizes tend to reflect this age structure, with large numbers of single person households and couples without children.

Overall Salt Spring Island’s median family income is slightly below the provincial average. As with other areas of the province, the income level for lone parent families is almost half that of married couple families. Low income affects about 12% of the Island’s families, well below the provincial average of 17%; the two groups most likely impacted by low income are lone-parent families and seniors.

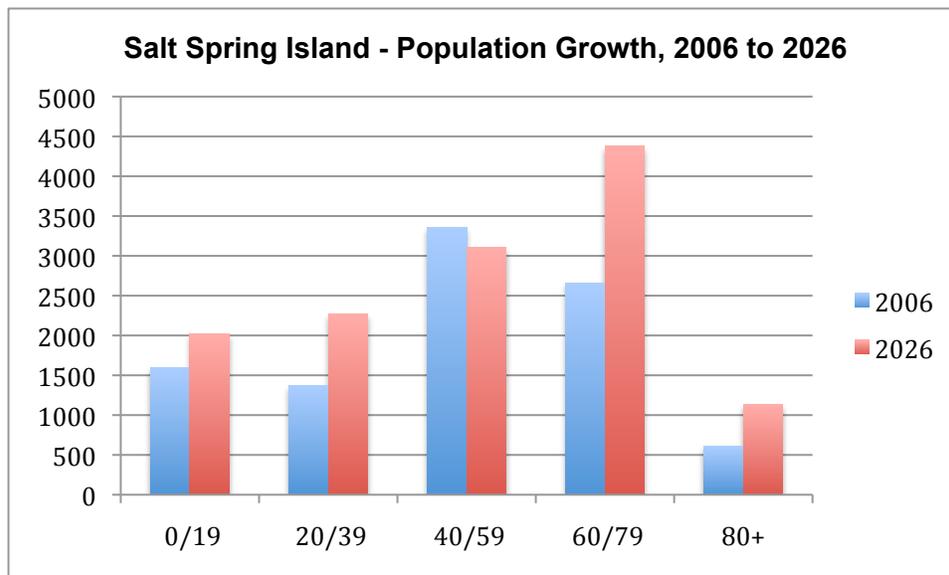
The ethnicity and migration patterns of the Island’s residents are very different from the provincial average. Most immigrants arrived before 1991 and very few are from visible minority populations. However, close to 25% of the population has moved from elsewhere in the Capital Regional District in the last five years, with 12% coming from elsewhere in B.C. and the other 12% evenly split between other provinces and other countries.

Salt Spring’s population is significantly better-educated than the average for B.C. Labour force participation is slightly lower than the BC average, but unemployment is also low. This is typical of an older population, although one would have expected a greater divergence from the B.C. mean. When linked with the educational data noted above, this probably indicates people on the Island working past retirement age.

Population Growth¹

The Gulf Islands are one of the areas of Canada under the greatest population pressure and have been for over 40 years. Between 2001 and 2006, the Southern Gulf Islands' population, excluding Salt Spring, grew by 18.4% and that of the CRD as a whole by 6.0%. Salt Spring's growth was only 3.9%. This represents about 0.8% per year, although CRD's estimate of the 2007 population was significantly higher than the 2006 population. Overall, the Salt Spring population is expected to grow by about 1.5% per year over the next two decades.

Thus over the next couple of decades, the population on Salt Spring is projected to grow by 34% from the 2006 population of 9,600, to a 2026 population of just under 13,000. Much of the growth will be in populations over the age of 60 years as the baby boomers age well into retirement. However the two younger cohorts - those aged 0-19 and those aged 20-39 years - will increase slightly in size.



It should be noted that the OCP for Salt Spring Island estimates that, based on currently zoned residential land, the build out potential of the Island is 8,150 lots, which would yield a population of a little over 17,000. However, it is expected that growth will continue in the slow-but-sure pattern of the last decade.

¹ These projections were discussed with staff at the Islands Trust and at CRD; both recommended adhering to the BC Stats projection data for the Gulf Islands School District.

Trends

Any assessment of recreation and parks must look as far into the future as possible to ensure that initiatives put in place today will continue to be relevant in the future.

This section looks at changes that might be anticipated over the next 10 to 20 years. Some are unknown, but many, especially those that will impact the next decade, already exist today.

It is necessary to analyze trends at different scales in order to capture the totality of influences on parks and recreation. We propose using a three level approach (see Appendix E for further discussion):

- Values –those ‘really big picture’ issues that create the backdrop to everything we do;
- Social and Economic Structures - the main components that make up our society and economy;
- Changing Recreation and Park Delivery - the way we do business.

Values

We must recognize that:

- Recreation plays a key role in bringing people and communities together, supporting community organizations, delivering recreation opportunities, and building community capacity.
- Recreation opportunities are products that must be delivered into a competitive marketplace and must be competitive in relation to both price, quality, and service.
- The needs of children and youth for experience and a sense of adventure must be addressed (if we are to compete with video games, TV, etc.).

Social And Economic Structures

We must recognize that:

- Changing demographic issues must be considered, especially when determining programs and services for families, children, youth, and seniors, in particular related to program affordability.
- While recreation is not going “high-tech”, our support systems must embrace technological solutions such as using the Internet.
- For retired people, home workers, stay-at-home parents, etc., recreation centres are the heart of the community.
- Everyone supports environmental initiatives such as walking, trails, biking, community gardens, protecting parks, and urban farms. All have a role to play in recreation and parks planning.
- Partnering with other groups and organizations is the current trend.
- Volunteers are essential to the recreation system and must be nurtured.
- Active living is a major thrust for programming.

Changing Recreation And Park Delivery

We must recognize that:

- There will continue to be growth required in programs and recreational opportunities for females, families, seniors, and children and youth.
- By 2020, one in five people may meet the Statistics Canada definition² of “disabled”.
- Both now and into the future, there will be continuing demand for health and wellness services.
- As well, there will be continuing demand for outdoor recreation opportunities, especially for children and youth - reconnecting children to nature³.
- There’s a general trend away from team and regularly scheduled activities, toward less-structured and more spontaneous activities best accommodated by drop-in programming.
- There will be increasing demand for outreach services for seniors.
- There will be increased linking with other agencies and organizations in program delivery.

² See [Health Activity Limitation Survey \(HALS\)](#).

³ See www.childnature.ca

Salt Spring Island Official Community Plan

The Islands Trust is the land use planning agency for the Gulf Islands. It was established in 1974 with a very specific mandate:

“The object of the trust is to preserve and protect the trust area and its unique amenities and environment for the benefit of the residents of the trust area and of British Columbia generally, in cooperation with municipalities, regional districts, improvement districts, other persons and organizations and the government of British Columbia.”

It is part of a complex system of government that also involves:

- Agricultural Land Commission, which must approve most planning decisions for land designated as within the ALR, which includes much of Salt Spring Island.
- Capital Regional District, which is the local government agency that delivers many of the other services to the Southern Gulf Islands, including Salt Spring Island. One of these services is regional parks; another is recreation.

Under provincial legislation, the Official Community Plan (OCP) is the critical statute that translates the will of the people regarding land use into a legally enforceable code.

The OCP, which was adopted in October 2008, lays out a vision as follows:

We live in a place of extraordinary beauty, great environmental significance, and rare biological diversity. We appreciate and accept our responsibility to be the stewards of our Island home, to honour its past, care for its present, and protect its future. We know that it is more important to leave a legacy than to leave an impact.

We also respect our Island’s human heritage – the First Nations peoples who lived in harmony with the land and sea, and whose traditional territory we inhabit, and the early Hawaiian, black and Japanese pioneers who landed on these shores with little more than their cultures and their determination and turned them into a way of life. And we acknowledge the old Island families, with their diverse origins, whose generations have served our community and moulded past into present.

Today, we know that our Island and its people face many challenges. Some of these are global, such as climate change and diminishing fossil fuel supplies, both of which pose particular problems for Island communities. Others are more local, like our aging population and the loss of socioeconomic diversity. The availability of housing to meet a wide variety of needs, and the supply of safe, potable water are also issues that must be addressed. There are many others.

With our Official Community Plan, we lay out a vision focused on a set of objectives and based on a commitment to honour the natural integrity of the Island, while striving to meet the basic needs of its inhabitants. We commit ourselves to leave the next generation with an environment and with opportunities at least as secure as those that we ourselves have enjoyed.

We understand that social and economic development must be in harmony with our mandate. We accept that there are limits to growth, limits to resources, and limits to the ability of our environment to absorb continued development. We recognize human impacts and understand that healthy societies depend on healthy ecosystems, and we will work to minimize our impacts and restore the land. Our need to protect the land must also ensure its agricultural future, not only because agriculture is a traditional way of Island life, but also

because in a changing world it is imperative that we enhance the security of our supply of food.

We also look to secure the future of our community, to ensure that it remains rural and resident-centred, with economic opportunities to support a broad range of people. We appreciate the extraordinary artistic and creative talents among our residents. And we hope that the children who grow up here will not only find it a place to remember but will always be proud to call it home.

We are an active, engaged, vibrant community, increasingly confident that through careful planning and the self-reliance and ingenuity of our population, we can solve many of our own problems. In an age of climate change and carbon footprints, we must also learn to adapt and tread with small feet.

It translates this vision into a set of community objectives focused on sustainability, limits to growth, our sense of community, community health and safety, and Island livelihoods and economies.

Many of these objectives talk specifically about issues of concern for this strategic plan. Examples include:

- To recognize and protect the fragility and significance of our natural environment.
- To retain our Island's rural character and peaceful and quiet atmosphere.
- To guide development so that it complements the outstanding natural beauty that surrounds us.
- To work cooperatively with other agencies, groups, and the community in achieving the objectives.
- To reflect the finite nature of Islands by identifying limits to residential, commercial, and institutional growth tailored to the community's land base and ecological carrying capacity.
- To ensure that our community continues to function as an authentic, resident-centred community in the face of internal and external pressures to change and grow.
- To ensure that growth, including the growth of tourism, is managed in a way that does not displace or detract from our community's important function as a home for its residents.
- To encourage multiple modes of healthy, active transportation among residents of all ages such as walking and bicycling.
- To designate land for appropriate and accessible social and recreational opportunities for all residents.

With regard to Fulford Harbour, the OCP notes (p.43):

The Local Trust Committee should support the construction of a multi-use path along the Fulford Ganges Road to service adjacent residential and commercial properties and a more extensive network of pathways, including a link to Drummond Park.

Section B7 of the OCP deals with Park and Recreation Land Use Objectives and Policies. Four objectives relate to the protection of the natural environment, recognition of the interests of First Nations, conservation of Crown Lands, and the encouragement of a broad range of recreational opportunities, with an emphasis on those that do not consume resources and that benefit the health and safety of residents.

The specific policies and objectives related to the acquisition of public recreational land and parkland include the following key directives:

- To acquire sufficient amounts of land for public recreational space.

- To protect environmentally sensitive areas such as contributing to Greenway corridors.
- To develop an interconnected public trail network.
- To require subdivisions to contribute 5% of the land area for parks.

In particular, this section of the OCP notes:

The Local Trust Committee should support applications by the Salt Spring Island Parks and Recreation Commission for the non-farm use of, removal from, and subdivision of limited amounts of land in the Agricultural Land Reserve to provide for the following community recreation needs:

- a. the expansion of recreational facilities, including administrative and utility buildings in Portlock Park.*
- b. approximately 3 ha next to Portlock Park to allow for additional athletic fields and parking.*
- c. approximately 4 ha in the south end of the Island, to replace an existing ball park facility operated on ALR land.*
- d. additions to the trail network.*

To be supported, specific applications should also have been referred to the Agricultural Advisory Committee. They should also include plans to transfer good agricultural soils to agricultural land. To offset the impacts of the non-farm use or the removal of lands from the Agricultural Land Reserve under this policy, the Local Trust Committee will encourage the inclusion into the Agricultural Land Reserve of other lands that are suitable for agriculture.

Local trust committee will continue to cooperate and consult with the Parks And Recreation Commission.

The Agricultural Land Commission is asked to support applications for non-farm use, subdivision or removal of land from the Agricultural Land Reserve for public recreation use, if such proposals are consistent with this Plan and are supported by the Local Trust Committee and have been referred to the Agricultural Advisory Committee for comment.

With regard to future recreation facilities, the OCP lays out three objectives:

- To provide for those community recreational needs that are best satisfied in new facilities.*
- To encourage efficient and cost-effective use of land and community resources.*
- To encourage the clustering of major indoor recreational facilities near Ganges Village.*

In relation to Shoreline and Aquatic Uses, the OCP notes objectives:

- To identify those shoreline areas that are most uniquely suited to or traditionally used for specific purposes such as conservation, First Nations sites, public recreation, boat moorage, aquaculture, industry or transportation.*
- To avoid shoreline uses that impede public access to and along the shoreline.*

The OCP also has a specific Shoreline Recreation Land Use Designation whose objective is:

To identify and protect ocean and lake beaches that are especially suitable for public recreation.

Its principal focus is the avoidance of major waterfront development.

Under the OCP section on Land Transportation, the OCP states:

The Ministry of Transportation and Infrastructure and the Salt Spring Island Transportation Commission should be encouraged to develop a bicycle and pedestrian network to be developed as part of the Ganges Public Pathway System, the Island's public trail system and as part of the CRD's Regional Trail Network. This network should consist of off-road trails as well as on-road bicycle lanes.... All other roads on the Island should also be considered bicycle routes, although lower traffic speeds mean that separate paths may not be required. The construction of those bicycle lanes that provide a safe route to public schools is identified as a priority in development of Island bicycle paths. Bicycle lanes should be developed in

consultation with the Salt Spring Island Transportation Commission, in coordination with Salt Spring's overall transportation strategy.

Clearly the OCP process, following its extensive community consultation process, has identified a number of key park and recreation opportunities that this strategic plan must both assess and, where appropriate, incorporate.

What Other Reports Tell Us

In any community, there are numerous reports that provide aspects of the context for parks and recreation planning. Our process has reviewed many of these, detailed in appendix D. In this section of the plan we note key issues and ideas from some of those documents.

1992 Public Survey Results

This survey provides information for the Commission regarding continuing support of the initiatives proposed in the 1992 master plan. It identified both indoor and outdoor facilities that the public thought were required:

- Bike lanes on the roads (67%).
- Indoor pool (63%).
- Off road cycle paths (50%).
- Trails and pathways (47%).
- Natural parks and protected areas (44%).
- Skating rink/arena (44%).
- Indoor fitness facility (23%).
- Sports fields and ball diamonds (12%).
- Indoor tennis courts (7%).
- Tennis courts (6%).

Additional comments supported:

- PARC continuing to do a good job.
- Completion of ArtSpring facility.
- Youth services.
- A new pool for recreation swimming and fitness rather than an arena, which people saw as for 'special interest groups'.
- Resisting 'urban' facilities and keeping Salt Spring Island as natural as possible.

Salt Spring Island Community Services Needs Survey Report

This report was prepared by the Salt Spring Island Foundation and was a survey of not-for-profit groups on the Island. Serious or critical service issues were identified as follows (in priority order):

1. Affordable housing
2. Mental health
3. Children, youth and family
4. Poverty
5. Transportation
6. Alcohol and drugs
7. Homelessness
8. Recreation.

Under the heading of recreation, the following issues were cited:

- Keeping children healthy and busy with healthy lifestyles
- Preserving community history
- Helping families preserve groups
- Opportunities for people with special needs to socialize
- Meeting the needs of smaller groups wanting to provide education and recreation opportunities.

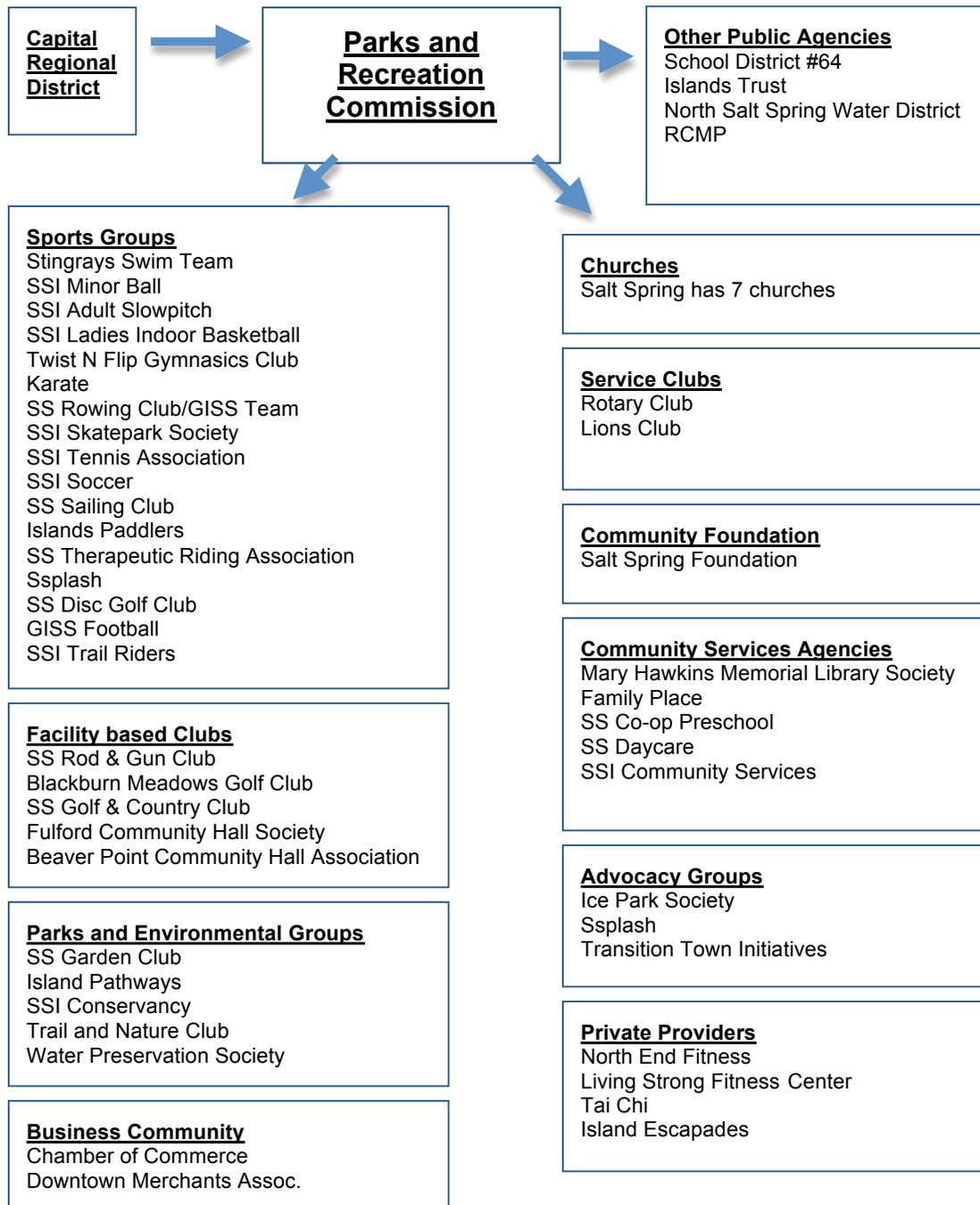
Recommendations included:

- Clear identification of space that is available for programming.
- Collaborative planning and coordinated service delivery, especially finding an effective vehicle for sharing information about community resources, emerging needs, and joint planning.
- Increased emphasis on volunteer recruitment and education.
- Preparing a community directory of services.

Organizational Landscape

Recreation is a sector where programs and opportunities are delivered by a large number of agencies and organizations. Some of these are public agencies, but the majority are not-for-profit groups that are very focused, indeed often passionate, about their niche and are most often run by volunteers. In addition, some aspects of recreation are delivered by the private sector. These organizations, in turn, are surrounded by support groups: some provide funds, such as service clubs; others provide facilities and sometimes programs, such as local churches. We refer to this as 'the organizational landscape', and on Salt Spring Island it looks somewhat as follows:

Note: this listing of groups is for example purposes. We recognize that there are many more that could be added to this diagram if space allowed.



What can we learn from this and what does it tell us about the roles that the Commission must play vis-à-vis other organizations as it moves forward?

- The relationships with other public agencies are complex on Salt Spring Island, and PARC needs to ensure that there are always open channels of communication at both the staff and political levels.
- Managing the relationships with the many sport groups, while treating them equally, will be a balancing act since they are very different entities and historically some groups have received more support and resources than can be extended now to all. Some have access to subsidized facilities; some do not. Those groups with facilities tend to want better/more, while those without such access simply want to be treated equally⁴.
- Many of the park-related groups have a mandate that essentially tries to exclude certain recreation activities from the parks in order to protect the environment. In some cases, this is supported by the 'preserve and protect' mandate of the Islands Trust, which is the principal planning agency on the Island. Developing the park and trail amenities for active recreation will require these issues to be resolved.
- Most of the facility-based clubs do an excellent job of maintaining their facility and providing recreation opportunities. However, facilities are expensive to maintain, and volunteer resources are becoming harder to recruit. This may offer challenges in the future if recreation services delivered through those facilities are to be maintained.
- The need for affordable recreation opportunities and programming is met as much by the Community Services Society as by PARC. The Commission has given some support to the Core Inn Youth Centre (grants in 1998 and 2009), but as this aspect grows over coming years, especially as seniors social recreation becomes more complex, these relationships will need to be carefully nurtured.
- The relationship with the School District will continue to be very important, as resources within the District's budget get stretched tighter. However there are various grant programs⁵ PARC and the School District can apply for which might make joint use easier.
- The balance between private recreation providers and public agencies is always delicate however on Salt Spring, as in most other communities, the private sector does not adequately provide a broad range of recreation opportunities to all residents, and some public subsidization of programs is essential if we, as a society, wish to achieve our goal of healthy and active individuals.

⁴ In some communities, this has even reached the courts. For instance, the City of Coquitlam was mandated by the BC Human Rights Tribunal to treat gymnastics (predominantly female) the same as hockey (predominantly male).

⁵ For instance the School Community Connections Program and the Neighbourhoods of Learning Program.

Budgets And Finance

Current Financing of Recreation and Parks on Salt Spring Island

The actual expenditures of the Commission since 2006 and 2009 budget are shown below.

SALT SPRING ISLAND PARKS AND RECREATION COMMISSION				
Operating Period ending December 31				
Summary of All Functions (453 to 459)	2006 Actuals	2007 Actuals	2008 Actuals	2009 Budget
Sources of Income				
Requisition	\$1,270,890	\$1,270,890	\$1,320,890	\$1,476,440
Market	\$47,614	\$47,403	\$50,602	\$51,000
Programs	\$57,776	\$62,131	\$182,212	\$218,000
Rental Units	\$12,198	\$1,742		
Carry Forward - Prior Years	\$118,899	\$189,489	\$307,603	\$207,290
Other	\$25,182	\$17,395	\$10,222	\$3,350
	\$1,532,559	\$1,589,049	\$1,871,528	\$1,956,080
Expenses				
Active Parks	\$101,284	\$105,969	\$114,119	\$126,760
Trails and Passive Parks	\$143,296	\$143,628	\$150,865	\$177,640
Market	\$49,158	\$46,375	\$49,359	\$47,260
Programs	\$112,344	\$110,017	\$415,203	\$626,600
Start Up Costs	\$0	\$0	\$100,000	
Rental Units	\$11,060	\$3,221		
Grants to Community Groups	\$19,500	\$12,636	\$27,914	\$32,400
General Administration	\$215,015	\$312,026	\$296,032	\$306,420
Strategic Plan				\$40,000
Life Cycle Report				\$3,740
Capital and Major Repairs	\$49,786	\$21,761	\$56,471	\$114,560
Transfer to Reserve Funds	\$261,539	\$164,740	\$102,172	\$35,440
Debt Servicing	\$380,088	\$361,073	\$352,106	\$424,630
Contingency			\$0	\$20,630
	\$1,343,070	\$1,281,446	\$1,664,241	\$1,956,080
Surplus/(Deficit)	\$189,489	\$307,603	\$207,287	\$0

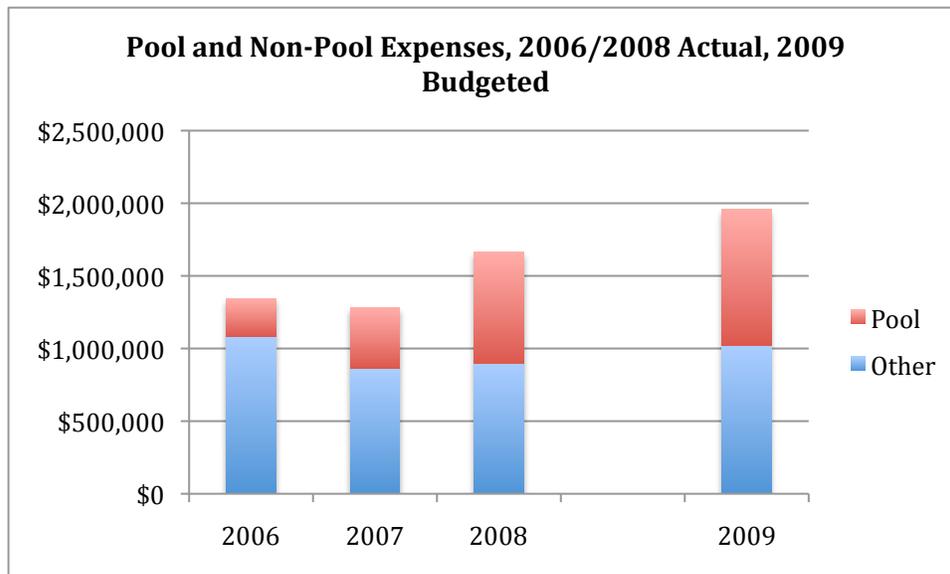
The following can be noted:

- Total income has increased by 28% since 2006, mainly due to an increase in program revenues from the pool.
- For each of the years from 2006 to 2008, there was an operating surplus that was carried over to the following year. This is not being budgeted to occur in 2009.
- The market's income is around \$50,000 per year, which is roughly matched by its expenses.
- Most expenses have remained steady with a slight increase over this period.
- General administration has increased by 43%.
- Grants to community groups are a very minor item – less than 2% of the total expenditures.
- Most of the major cash flows during this period relate to the construction and start-up of the pool.

Over the last few years, all the increases in both revenues and expenditures have been dedicated to the pool, both getting it built and now operating it.

Pool and Non-Pool Budgets		2006	2007	2008	2009
		Actuals	Actuals	Actuals	Budget
Income					
Pool		\$299,388	\$555,513	\$856,198	\$936,060
Other		\$1,233,170	\$1,033,535	\$1,015,330	\$1,020,020
Expenses					
Pool		\$257,218	\$416,159	\$766,288	\$936,060
Other		\$1,085,852	\$865,287	\$897,953	\$1,020,020

The expenditures on other aspects of parks and recreation have reduced over the last four years.



In terms of pool revenues, programs bring in about \$200,000 (2009 will be the first full operating year), with another \$650,000 coming from the tax requisition. In both 2008 and 2009 there has been a carry forward item, but this is not anticipated for 2010.

In terms of expenses, debt servicing costs are \$278,000 and programs close to \$600,000, which, with other items, add to \$936,000.

There is likely a shortfall of around \$80/90,000 looming for 2010, which hopefully can be met through increased program fees as the pool gets established.

1.453 Salt Spring Island Pool			
		2008	2009
		Actuals	Budget
Sources of Income			
	Requisition	\$556,980	\$646,980
	Programs	\$155,508	\$197,000
	Carry Forward	\$139,354	\$89,910
	Other	\$4,356	\$2,170
		\$856,198	\$936,060
Expenses			
	Programs	\$387,185	\$597,080
	Start Up Costs		
	General Administration	\$14,242	\$16,980
	Life Cycle Report		\$3,740
	Transfer to Reserve Funds	\$88,561	\$20,000
	Debt Servicing	\$276,299	\$277,630
	Contingency		\$20,630
		\$766,288	\$936,060
Surplus/(Deficit)		\$89,910	\$0

In terms of the other budgets, the following can be noted:

- Both passive and active parks take considerable funding to maintain. There appears to have been a postponing of maintenance wherever possible over the past few years – specific items were budgeted for but not spent, often to reappear in the next budget. While this is good anticipatory budgeting, lack of maintenance has costs down the line.

A template for park supply:

- **Community Parks (such as Centennial Park)**
Are designed to serve entire community and are generally 1.0-4.0ha. in size
0.25ha./1000 residents
- **Athletic Parks (such as Portlock Park)**
Vary in size, and may occur in conjunction with community parks and/or school district properties
4.0ha – 20.0ha. in size
- **Neighbourhood Parks**
Are designed to serve local neighbourhoods and can be accessed on foot, generally within a 5-minute walking radius of the neighbourhood they intend to serve.
0.8ha./1000 people
- **Open (Natural) Space Park (such as Mouat Park)**
Vary in size as necessary and provide protection of important viewsheds and ecologically sensitive areas)
1.0ha – 40.0ha. in size
- **Linear Park (such as the Ganges Linear Park)**
Provide off-road transportation linkages for pedestrians, cyclists and/or equestrians. Area required varies as necessary and are as long as necessary to establish accessible linkages between two or more destinations.
Linear parks to be a minimum of 3 metres and up to 30 metres in width.

Funding levels in Other Jurisdictions

Funding for recreation and parks in all BC municipalities comes primarily from local taxes, program revenues and fees, and grants and funding from other levels of government. This section of the plan focuses on tax requisition levels in other, comparable jurisdictions.

In 2009, the average assessed value of a residence on Salt Spring Island was \$536,000. The amount in taxes paid to support all local CRD and Islands Trust services was \$5,881,000. Of this amount, \$1,476,440 or 25% came to PARC to be used for recreation and park services. Phrased another way, the PARC tax levy was \$43 per \$100,000 of property assessment⁶. For 2009, PARC was allowed a requisition of \$2,525,500 under the mill rates set for its various operations. It took 58% of that, for a total of \$1,476,440.

How does this tax levy compare with those of other similar local government areas?

Note: all figures presented in this table are per \$100,000 of assessed value.

Panorama Recreation	<p>The Panorama area serves Central Saanich, North Saanich, and Sidney.</p> <p>It only provides recreation services with park services being provided by each of the local municipalities</p> <p>During 2008, the Panorama pool was closed for much of the year. The 2008 tax requisition was \$35.12.</p> <p>The Commission takes 34% of its allowable tax requisition.</p>
SEAPARC	<p>The SEAPARC area serves Sooke and the Juan de Fuca electoral area. Each of these areas has a different taxation structure.</p> <p>Sooke has the majority of recreation facilities located within its boundaries; it provides its own park services. Its CRD requisition for just recreation services is \$79.09.</p> <p>In the electoral area, the tax requisition covers both recreation and park services and residents pay \$65.49.</p> <p>The Commission takes 48% of its allowable tax requisition.</p>
City of Duncan⁷	<p>The City pays \$103.27 for recreation services provided by the Cowichan Valley Regional District. This does not include any costs for the parks function.</p>
North Cowichan	<p>Most of the recreation facilities that the district contributes to are located in Ladysmith, in the north end of the district, or in Duncan. Ratepayers in the south end pay \$118.72.</p> <p>Ratepayers in the north end pay \$68.66.</p> <p>As with the City of Duncan, this does not include any costs for park services.</p>
Electoral areas of the Cowichan Valley Regional District	<p>Each of the electoral areas contributes to the operating costs of different facilities. In all cases, the cost of Park services is not included in this levy. The amount paid by each electoral area is as follows:</p> <p>Area A - \$49.27</p>

⁶ In 2008, the tax levy was \$41.82, made up of Swimming Pool levy: \$16.68; Community Parks: \$7.48; Community Recreation: \$3.78; SSI Park, Land and Rec Program: \$13.88.

⁷ Data on CRD was provided by CRD Financial Services, while that for Cowichan Valley RD is contained in a recent CVRD report entitled *Cowichan Valley Regional Recreation Funding* and dated 5/22/2009.

Area B - \$78.26
Area C - \$51.77
Area D - \$91.94
Area E - \$56.23
Area F - \$67.53
Area G - \$9.04
Area H - \$15.54
Area I - \$67.53

There are certain caveats to this data. In particular, some of the areas include cultural facilities within their recreation tax levy. In the case of the Cowichan Valley Regional District, the cost of the theatre in Duncan is spread across all residents of the Regional District, adding \$4.83 to each of the tax levies. The tax requisition for arts and cultural services on Salt Spring Island is \$46,400, of which 85% is allocated to ArtSpring, and 15% to the Community Arts Council. This is equivalent to \$1.30 per \$100,000 of assessed value.

The general conclusion from this analysis is that the tax requisition for recreation and park services on Salt Spring Island at \$43 per \$100,000 of assessed value is quite low.

Public and Stakeholder Input

Input from the public and from stakeholder groups was gained in four ways:

- The main process for gathering public information was a household survey which was mailed out to 2000 households, with a 377 being returned (a 19% response).
- At the beginning of the process:
 - personal interviews were held with about a dozen key informants to gain an overall understanding of the broad organizational dynamics and recreation and park issues on the Island.
 - a survey was distributed to community leaders to gain their views on these Island issues.
 - Three focus groups were held with representatives of groups interested in sport, parks, and equestrian activities.

Details of these input processes are provided as appendices to this report.

Public Survey Results

The number of responses was high enough to ensure that the results of the survey generally represent the views of the Island's population. The views of older people were over-represented and younger people under-represented. The results are summarized here with full discussion in appendix F.

Visiting Parks And Using Trails

- Over 80% of respondents used the major parks on Salt Spring, with Centennial Park receiving the greatest use (89%).
- Walking trails were used by 84% of respondents.
- Respondents also indicated (84%) frequently visiting ocean accesses.
- While only 11% of respondents indicated that someone in their household had used the skate park, this represented close to 50% of those who had children living at home.
- Bike trails and bike lanes were used by 19% of respondents.
- Using the walking trails and, for a smaller number of people, the off leash dog parks were activities which respondents engaged in very frequently. Visiting ocean and lake accesses and the provincial parks occur less frequently.

Indoor Recreation Facilities

- 75% visited community halls in the last year.
- 72% visited Central Hall, the local movie theatre.
- 48% visited the Rainbow Road Pool.
- 32% of respondents used private recreation facilities on the Island.
- 16% of respondents used the seniors centre.

Other Facilities And Amenities

- The other facilities and amenities are more specialized and their overall visitation numbers are lower than for the parks, which generally were in the 80% range, and the indoor facilities where the highest use rates were in the 70% range.
- 36% visited a boat or kayak launch at least once in the last 12 months.
- 29% used the running track.
- Playing field usage, at 27%, represents participation in athletic events and sports.
- 20% used the Portlock tennis courts.

Satisfaction With Current Services

- ~70% were satisfied with park maintenance levels.
- ~70% were satisfied with parks for informal recreation.
- ~ 60% were satisfied with trails and parks for organized sports.
- 26% were dissatisfied with the current trail system.
- ~50% were satisfied with access to lake and ocean beaches. 36% were dissatisfied.

Barriers To Participation

- The major barrier noted by survey respondents was a lack of time to participate in the recreational opportunities that are available. However, 40% of respondents noted that there were no programs or activities that interested them.
- 48% said that lack of information was a barrier to participation.
- 28% said that affordability of recreation was a major barrier; 9% said it was a minor barrier.

Information On Recreation

- 40% indicated that current levels of information on recreation were adequate 44% thought they were inadequate⁸.
- In terms of preference for receiving information, 51% wanted to see monthly inserts in the Driftwood newspaper, and 53% wanted a seasonal brochure delivered once or twice per year.

Improved Or Additional Programs Or Services

- 70% of respondents were either very supportive or supportive of additional and enhanced trails for walking and biking, water accesses, and parks for green space. Under 10 % of respondents were opposed or very opposed.
- 62% supported community programming, while 6% opposed. 21% had no opinion, and 11% gave no response.
- 49% supported parks for recreation, such as for disc golf or a bowling green. 19% opposed.
- 30% were very supportive of expansion of the Rainbow Road Recreation Centre. Its total support score was 48%, and it was opposed by 30%.
- Under 40% supported other 'active' sport facilities such as courts, athletic fields, and ice arena. 31% supported an ice arena; 48% opposed. There was a fair number of no opinion/no response votes.

Financial Planning

- Respondents were asked whether they would support an increase in property taxes to fund the additional services that they had commented on in previous questions:
 - 22% of respondents indicated that they favored no increase in taxes.
 - 66% of respondents indicated that they were prepared to pay additional taxes for additional services. Of those who supported an increase, (28% of the 66% opted for the lowest level of increase of up to 5% increase, with others checking the boxes for higher level increases).

⁸ The two figures of 48% who indicated that lack of information was a barrier to their participation, and 44% who thought information was inadequate, are within the margins of variability that is expected for a survey with 377 respondents.

Overall Framework And Vision

Where does the Island's recreation and park system want to be by the year 2020? What will services and facilities look like then? Visioning the future is the critical step toward making it happen.

At the same time as the Commission has a vision for the future, it must also fit its vision within that of the Capital Regional District, as its administrative and legal agent.

This section of the report first looks at the CRD vision and relates that to the benefits of recreation and park services. The strategic plan then proposes a vision that was developed in conjunction with the Commission, following a workshop with invited Salt Spring Island residents.

Capital Regional District Vision Elements

The Capital Regional District is a vision-driven federation of municipalities and electoral areas created to:

- Serve as local government for electoral areas and provide contracted services.
- Provide the political and administrative framework for combinations of member municipalities to collaborate in the provision of sub-regional services.
- Provide services, explore issues and undertake initiatives best addressed at a regional level.

Its vision is

Blessed by a temperate climate, rich natural diversity, stunning landscapes, and proud histories; our 'community of communities', has earned a reputation as one of the world's premier places to live, work, and visit. The Capital Region will always be:

- *a livable and vibrant community*
- *stewards of the environment*
- *supported by a prosperous and sustainable economy.*

Salt Spring Island is an electoral area of the Capital Regional District, and one of the services provided to residents is the recreation and park service.

Recreation and parks contribute significantly to these three vision elements⁹:

<p><i>A livable and vibrant community</i></p>	<p>Recreation is Essential to Personal Health</p> <ul style="list-style-type: none"> • Recreation helps people live longer. • Recreation extends independent living for seniors. • Recreation and fitness significantly reduces the risk of a variety of chronic conditions and illnesses such as coronary heart disease and stroke, osteoporosis, diabetes. • Recreation contributes to mental health. <p>Recreation is Key to Balanced Human Development</p> <ul style="list-style-type: none"> • Recreation is essential to the development of our children and youth. • Recreation provides the opportunity for adults to develop their full and holistic potential. <p>Recreation is Essential to Quality of Life</p> <ul style="list-style-type: none"> • Recreation builds self-esteem and positive self-image. • Recreation enhances life satisfaction levels. • Recreation nurtures growth, acquisition of life skills, and independent living for those with a disability. <p>Recreation Reduces Self-destructive and Anti-social Behaviour</p> <ul style="list-style-type: none"> • Recreation reduces self-destructive behaviours and negative activity in youth - an antidote to smoking, substance abuse, suicide and depression. • Recreation reduces isolation, loneliness, and alienation.
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⁹ This information is drawn from the Benefits of Recreation, which is used extensively by recreation departments throughout Canada – see The Benefits Catalogue - <http://lin.ca/benefits-of-recreation>.

	<p>Recreation Builds Strong Families and Healthy Communities</p> <ul style="list-style-type: none"> • Families that play together, stay together. • Recreation provides safe developmental opportunities for the latch-key child. • Recreation produces leaders who serve their communities in many ways. • Recreation builds social skills and stimulates participation in community life. • Recreation is often a catalyst that builds strong, self-sufficient communities (i.e. through sport groups). • Recreation builds pride in a community.
<p><i>Stewards of the environment</i></p>	<p>Parks, Open Space and Natural Areas are Essential to Ecological Survival</p> <ul style="list-style-type: none"> • Green space protects habitat, biodiversity, and ecological integrity. • Green spaces improve air quality –by removing carbon dioxide, sulphur dioxide, and other pollutants from the air. • Outdoor recreation is one of the best approaches to environmental education, a key to long-term sustainability. • Protecting land from development and by keeping it as open space mitigates against potential environmental disasters such as flooding, slip zone, and aquifer depletion. • Trail and pathway systems save energy and protect air quality by encouraging non-motorized transportation. • Nature-based recreation is one of the best ways to express the spirituality of the land, thereby encouraging stewardship ethics.
<p><i>Supported by a prosperous and sustainable economy</i></p>	<p>Recreation and Parks are Significant Economic Generators in the Community</p> <ul style="list-style-type: none"> • Recreation and fitness improve work performance –by increasing productivity, decreasing absenteeism, decreasing staff turnover, and reducing work-related accidents • Recreation attracts businesses to the community; it is a prime economic development and relocation magnet. • increases tourism. • Recreation can provide many jobs. • Small investments in recreation often yields large economic returns – eg. money generated by events, Capital development and providing ongoing services is spent several times in the community

Vision For 2020

A visioning workshop was held (see appendix H for details). This vision was reviewed and edited by the Commission and is as follows:

Our vision to 2020 was formulated within the three key themes of the CRD's strategic framework:

- *a livable, vibrant and healthy community;*
- *a healthy and respectful relationship with the natural environment, and;*
- *a prosperous and sustainable economy*

A major change initiated in 2010, following formulation of a Strategic Plan, reinforced the mandate of PARC and strengthened its capacity to coordinate recreation on the Island, in cooperation with the multiplicity of agencies that have a hand in planning and land management.

PARC has been recognised by the residents of Salt Spring Island as the nexus of parks and recreation activities and initiatives, and serves as the forum for all Salt Spring Island groups to join together in planning and coordinating our wealth of local recreational resources.

The distinctive volunteer nature of many of our recreation delivery organizations is maintained and supports both the volunteers themselves and the organizations that they power. PARC's strong coordinating role helps to ensure the seamless delivery of programs and services.

Recreation programming on the Island is delivered by a mix of private and not-for-profit operators. PARC is involved in some direct delivery, such as in the pool, and provides support and funding to other community groups involved in recreational programming on the basis of their applications. There is a set of policies around when and how PARC supports groups that wish to embark on a project that would enhance recreation opportunities.

There is a bike and walking trail system that links all the major destinations on the Island including Ganges, the main commercial areas, the three ferry terminals, and all the schools. This is in part a system of sidewalks and on-road bike lanes. Where possible, this network is separated from vehicle traffic. The Ganges linear park system including the boardwalk around the harbour is complete and linked to other walking loops in the Ganges area. All these alternative transportation systems assist Islanders to reduce their 'eco-footprints'.

The backcountry trail system is comprehensive, linking the Island from north to south, and east to west with a network of trails which are used by hikers, mountain bikers, and equestrians. It includes park lands owned or controlled by the province (Crown and BC Parks), CRD, PARC, and the lands held in other hands where legal agreements allow public access. This trail network is used by both residents of the Island for recreation and is also a major tourism attraction bringing business to the many B&Bs, restaurants, and other businesses on the Island.

Many beach accesses on the Island are improved to allow easy access for kayakers, canoers, and shoreline recreation.

Active parkland is enhanced in a manner that is sensitive to the Island's values and the requirements of the Islands Trust to 'preserve and protect'. Portlock Park, as the home of sport on the Island, is renewed and enhanced. The Commission continues to work with the School District to ensure that the high school fields can accommodate more intensive use for school and community teams. And a south end sports field is secured for team sports.

The Rainbow Road site is the Island's primary indoor recreation venue. It has grown with an eye to serving as many Island residents as possible, with all new facilities operating as cost-effectively as possible.

PARC is the central resource for islanders who want to find out what recreational programming is available on Salt Spring Island. The Guide lists programs of all agencies, all the Island's facilities, how to book them, and what activities are going on in each. PARC produces the hardcopy Recreation Guide annually to supplement the online version which can be updated more regularly.

PARC continues to be the direct manager of the Saturday morning market.

The budget for recreation and park services on the Island reflects the priority and needs of the Salt Spring Island community. The net result is sustainable recreation for a sustainable community.

Issues, Outcomes and Strategies

The vision assists in identifying areas where action is necessary over the next 10 years. A number of strategic initiatives have been identified as follows:

- Building Recreation Partnerships
- Trail Development
- Passive Park Development
- Active Park Development
- Facility Development
- Financing the System

In identifying the strategies and recommendations within each of these strategic areas, a number of evaluative questions were asked in order to tie together the three elements of this plan:

- Where we are now – the context for planning.
- Where do we want to be in 10 years time – the vision.
- How will we get from here to there – the strategies.

These evaluative questions are:

- 1992 Plan - Was this proposal identified in the 1992 Plan?
- Demographics - Will the Island's changing demographics impact this proposal positively or negatively?
- Trends - Will identified trends impact this proposal positively or negatively?
- Islands Trust, CRD and ALR - How will this proposal fit within the OCP or be viewed by other approving agencies?
- Other References - Has the proposal been identified in any other key documents?
- Impact on Other Organizations - How will this proposal impact other organizations on the Island?
- Financial Implications - What are the financial implications of this proposal?
- Public Attitudes - Was this proposal viewed positively or negatively by the public as enunciated in the household survey?

Within each of these strategic areas, information will be presented on the issue in terms of the desired vision/outcomes, the strategies and recommendations that are proposed, and the rationale for each one (using the evaluative questions to ensure their validity).

Building Recreation Partnerships

Desired Outcomes/Vision

A major change initiated in 2010 following formulation of a Strategic Plan was to reinforce the mandate of PARC and to strengthen its capacity to coordinate recreation on the Island in cooperation with the multiplicity of agencies which have a hand in planning and land management.

PARC has been recognised by the residents of Salt Spring Island as the nexus of parks and recreation activities and initiatives, and serves as the forum for all Salt Spring Island groups to join together in planning and coordinating our wealth of local recreational resources.

The distinctive volunteer nature of many of our recreation delivery organizations has been maintained and supports both the volunteers themselves and the organizations that they power. PARC's strong coordinating role helps to ensure the seamless delivery of programs and services.

Recreation programming on the Island is delivered by a mix of private and not-for-profit operators. PARC is involved in some direct delivery such as in the pool and provides support and funding to other community groups involved in recreational programming on the basis of their applications. There are a set of policies around when and how PARC supports groups that wish to embark on a project that would enhance recreation opportunities.

PARC is the central resource for Islanders who want to find out what recreational programming is available on Salt Spring Island. The Guide (in hardcopy and online) lists programs of all agencies, all the Island's facilities, how to book them and what activities are going on in each. PARC produces the hardcopy Recreation Guide annually to supplement the online version which can be updated more regularly.

Strategies and Recommendations

Strategy:	To restate the mandate and re-establish the role and image of the Commission in the community
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The 1992 plan laid out two goals for recreation:

- To foster a sense of community.
- To foster the growth of individual citizens.

Underneath these broad goals, the plan identified 23 service objectives (see page 7) and recommended that the Commission:

- Generally shoulder responsibility for achieving the goals and objectives in the most cost-effective manner possible and within the bounds of limited available resources allocated annually for this purpose.
- Monitor the provision of all leisure services activities and determine which of the objectives of being appropriately met.
- Support other agencies and community groups, where appropriate, to ensure services are provided in a manner which will best meet the above noted goals and objectives.

Over the last 15 years, this clarity of mandate, goals, and service objectives, and the associated process of building partnerships and relationships with other organizations that deliver recreation opportunities has been somewhat lost. This has become particularly noticeable since the push to build a new pool began around the year 2000. Perhaps this was necessary to accomplish a task as large as developing the pool, but now is the time to rebuild this broader vision of recreation and park relationships.

This lack of clarity and coherence has affected the general public's understanding of the roles of the Commission in the community.

Refocusing the mandate, goals, and service objectives will not only ensure that the Commission moves forward with a renewed sense of focus, but it would also assist the general public and other community organizations in understanding the critical role the Commission plays in the development and maintenance of quality of life for Island residents.

A revised approach is required that re-states the goals and service objectives in terms more appropriate to 2009 and articulates a role for the Commission for each objective.

The proposed goals and service objectives are laid out diagrammatically on the following page.

Recommendation:

That the Commission adopt a revised set of service objectives and set of roles related to each one

Rationale:

1992 Plan

- This recommendation builds on those in the 1992 Plan

Demographics and Trends

- Will provide more flexibility to address changing demographics

Islands Trust and OCP

- n/a

Other References

- n/a

Impact on Other Organizations

- This recommendation will pave the way for a closer set of relationships with other organizations

Financial Implications

- n/a

Public Attitudes

- n/a

2010 Service Objectives	
	PARC Role:
<p>Building community capacity</p> <ul style="list-style-type: none"> • Special events, spectator sports, social functions, etc. 	Supporting community organizations in the delivery of ,events and programs.
<p>Partnering for recreation opportunity delivery</p> <ul style="list-style-type: none"> • Supporting community groups 	Seeking out and developing agreements with other groups deliver recreational opportunities.
<p>Stewards of the environment</p>	Protecting commission land so that the public and other users of these domains can enjoy them in perpetuity.
<p>Strengthening knowledge and awareness of recreation</p>	Communicating with individuals and groups to ensure that all residents understand how and why recreation is delivered and how they can learn about and access recreation opportunities.
<p>Recreation opportunities for children and youth</p> <ul style="list-style-type: none"> • Offering a range of programs in sport, recreation, nature/play, etc. 	Ensuring that there is a wide variety of recreational opportunities, and being proactive in ensuring their deliver.
<p>Recreation opportunities for adults</p>	Working with other groups to ensure that there is a wide variety of programs andsport, recreation and community education
<p>Extending recreation opportunities</p> <ul style="list-style-type: none"> • Addressing the issues of affordability and accessibility 	Ensuring that recreation opportunities are accessible to all residents, and being proactive to ensure that groups that provide programs ensure that these opportunities are available to all Salt Spring Island residents.

Strategy:	To build a framework for effective partnering with other community organizations
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The 1992 plan talks about “the manner” in which other agencies deliver programs. The concept is that it is acceptable for programs to be delivered in partnership with other agencies as long as certain service delivery standards are met. This requirement is even more essential today (in the age of service quality, ISO 9000 standards, etc.). These service standards would include:

- Equality of access – for example, accepting the commission’s policy on affordability of recreation programs.
- Quality control – for example, committing to the *High Five* quality control program for child and youth recreation programs.
- Periodic audits/evaluation – for example, committing to conduct a program audit on a regular basis, while providing opportunities for client feedback and analysis.

These kinds of commitments should be the basis for a partnering agreement.

It is also important that the community establish criteria for funding the capital cost portion of any community proposal for new facilities so that it can treat all groups on an equitable basis, while still working within their overall service objectives. These criteria should define the maximum that the Commission would contribute to planning costs, capital costs and ongoing operating costs.

The criteria should also be set to ensure that those groups with wide community representation and therefore fund-raising potential, less expensive facility needs, and money already in the bank, are more likely to gain Commission support.

Recommendations:

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.

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.

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.

Rationale:

1992 Plan

- Builds on recommendations in the 1992 Plan

Demographics and Trends

- Will focus resources on the changing nature of the community

Impact on Other Organizations

- Significant impact – will provide more structured relationships with community organizations and improve the overall system functioning and program delivery to the public

Public Attitudes

- Support for additional community recreational programming

Strategy:	To build relationships with partners based on a clear understanding of the Commission's roles and objectives
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The Commission already has in place many relationships with organizations that are delivering recreation opportunities on the Island. The majority of these organizations are delivering programs and services in a manner that is consistent with the Commission's goals and objectives. These groups include sport groups, trail groups (both trail-users and trail-builders), Salt Spring Island Community Services, Salt Spring Seniors Society, and Salt Spring Island Community Education Society.

Many of these organizations share values which support PARC's policies. Exploring and expanding these various avenues will result in better quality of service, improved programs, and greater satisfaction among program participants and their families. Some of the programs that the Commission can promote and extend to these organizations, such as the *High Five*¹⁰ program, will be welcomed by organizations, participants, and the general public.

The Commission's side of the relationship will obviously depend on what level of support the particular organization wishes the Commission to provide. There are a number of resources available possible:

- Facilities/space – either providing the space for recreation opportunities to take place, or assisting with finding and subsidizing the cost of space in non-Commission owned buildings/parks.
- Advertising/promotion – including information about services and programs in an expanded recreation guide.
- Funding – providing an appropriate level of funding for the operation of the organization in the delivery of its recreation programs to the general or specific publics.

Recommendation:

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

Rationale:

Impact on Other Organizations

- Positive enhancement for community organizations

Financial Implications

- Additional funding will be required for these enhanced community organization relationships to be implemented.

¹⁰ See [BCRPA website](#).

Strategy:	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
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It is generally envisaged in this plan that the Commission will, over the next few years, expand its programming. Even if it does not, there is currently and will continue to be much recreation programming on the Island, but no one place where Island residents can find out what recreation opportunities are available. Most communities have some kind of recreation guide that serves this purpose (although many either limit inclusion to municipality delivered programs, or only provide very limited information about programs and services provided by community organizations). If there is going to be such a guide listing recreation programs on the Island, then it must include both PARC programs and those sponsored by other community organizations. It is likely that PARC is well positioned to manage this function, but this should be discussed and negotiated with other agencies.

This recreation guide should be produced in both a paper-based and web-based format, although it is likely that within five years it may be possible to focus entirely on the web-based guide.

If the Commission hopes to assume a central position within the community with regard to recreation programming in particular and quality-of-life in general, it should also consider developing additional ways to promote itself to the general public. This could take a number of forms: speaking to service clubs, news releases about programs and initiatives, etc. This will considerably enhance the likelihood of a member of the general public knowing where to find recreation and park services.

Recommendations:

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

That the Commission develop a promotional program to strengthen the image of the Commission in the community.

Rationale:

Demographics

- Production in paper form and web-based will allow access by all age groups.

Trends

- In this fast paced world, access to information is critical.

Impact on Other Organizations

- Will enable community organizations and others to advertize and promote their programs.

Financial Implications

- Some costs to develop guide, print, disseminate, etc, and to keep up-to-date information on the website.

Public Attitudes

- Lack of information was a barrier (major or minor) for 48% of survey respondents, with 43% indicating more information about recreation opportunities should be provided.

Trail Development

Desired Outcomes/Vision

There is a bike and walking trail system that links all the major destinations on the Island including Ganges, the main commercial areas, the three ferry terminals, and all the schools. This is in part a system of sidewalks and on-road bike lanes. Where possible, this network is separated from vehicle traffic. The Ganges linear park system including the boardwalk around the harbour is complete and linked to other walking loops in the Ganges area. All these alternative transportation systems assist Islanders to reduce their 'eco-footprints'.

The backcountry trail system is comprehensive, linking the Island from north to south, and east to west with a network of trails which are used by hikers, mountain bikers, and equestrians. It includes park lands owned or controlled by the province (Crown and BC Parks), CRD, PARC and the lands held in other hands where a legal agreement allows public access. This trail network is used by both residents of the Island for recreation and is also a major tourism attraction bringing business to the many B&Bs, restaurants and other businesses on the Island.

Strategies and Recommendations

Strategy:	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.
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Improving the trail systems on Salt Spring Island has been a focus of activity for many years. Trails, greenways, and linear parkways all have a significant contribution to make to recreation and transportation opportunities. CRD¹¹ and Salt Spring residents and organizations have been on the cutting edge of this trend.

The 1992 plan made several recommendations about trails on the Island, and activity since then has focused on three different kinds of trail system:

- A backcountry trail network which would extend across the Island linking ferry terminals and communities, generally using the major blocks of passive parkland and being suitable primarily for backpackers, mountain biking, and equestrian use.
- A biking and walking trail system that would be off-road where possible, but using bike lanes when necessary. This system is designed to link within the communities of Ganges, Fulford and Vesuvius, and to provide access to schools.
- The Ganges linear park/boardwalk, which is designed to provide waterfront access throughout the downtown Ganges area.

Good progress has been made with all three trail systems, primarily because there have been many organizations working together on the projects. These organizations include:

- The Islands Trust, which has built the development of these trails systems into its Official Community Plan.
- The Capital Regional District, which has placed an emphasis on trails within its regional parks planning, and which has taken a lead role in purchasing land for trail linkages;

¹¹ CRD's Galloping Goose Trail was among the very first rail trail conversions in North America.

- BC Parks, which has also built trail components and land acquisition for them into its overall planning.
- Various not-for-profit groups on the Island – eg. The Trail and Nature Club, Island Pathways, Salt Spring Conservancy – which have been involved on the Island in purchasing land, building trails, and leading the advocacy work that has been necessary to overcome many obstacles.
- Other trail-user organizations - eg. The Salt Spring Trail Riders and the RCMP-sponsored Equine Search and Rescue Team.

While different issues confront the planning and construction of the three separate trail systems, some common issues need to be addressed:

- Property ownership and the fragmentation of trails – public trails can only be developed on public land or on land over which an easement has been obtained. It is a stated preference, at the request of the Commission, in the official community plan that the 5% dedication of parkland be land with trail potential. This has allowed the Commission to obtain various pieces of the overall trail system for the Island, but there are still many gaps, which hopefully can be filled over time.
- Safety – many people believe that bicycling on Salt Spring Island is not a safe activity. The roads are narrow and winding, and driver attitudes toward cyclists are often poor. Bike lanes work when the road is wide enough, hence shoulder-widening and paving should be a priority for roadside cycling. Providing a biking and walking trail completely off the road is the safest, most ideal choice.

The most recent development is that the Commission has hired a trails coordinator and this will very significantly move forward trail planning and implementation.

Recommendations:

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.

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.

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.

Rationale:

1992 Plan

- Continuing recommendations first proposed in 1992 Plan.

Demographics

- Living in a walkable community will assist Salt Spring Islanders to stay fit as they age.

Trends

- Trails have been a major trend in recreation provision for many years and will continue to be so for a few years yet.

Islands Trust and OCP

- In line with many OCP recommendations.

Other References

- Referred to in numerous other documents.

Impact on Other Organizations

- Supported by many Salt Spring organizations.

Financial Implications

- Continuing commitment to trails in existing budgets.

Public Attitudes

- High priority in survey.

Passive Park Development

Desired Outcomes/Vision

Many beach accesses on the Island are improved to allow easy access for kayakers, canoers and shoreline recreation.

Strategies and Recommendations

Strategy:	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
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Great progress has been made in the last 20 years in the acquisition of land for passive parks. This has included various types of land:

- Provincial parks, such as Mount Erskine and Burgoyne Bay.
- Regional parks, such as Mill Farm.
- Crown land, such as on the slopes of Mount Tuam.
- Conservation covenant lands, such as those purchased by Ducks Unlimited in the area of Ford Lake.
- Lands with park dedications acquired as part of the subdivision process.

Much of the major upland areas especially in the south of the Island remain in public hands or are otherwise protected from development. These offer a variety of recreation opportunities for both people and their pets.

There are many beach accesses on the Island, as required by the Highways Act. However, not all of these have recreation potential (no beach or ending in a cliff, for instance) and many are "lost" from overgrown access routes (some with the active connivance of the adjacent land owners), no signage, etc.

Gaining additional ocean beach accesses is a priority with the public, and the Commission should place priority on identifying key accesses, making them more accessible, and informing the public through signage, mapping, etc.

There is less public call for improved lake accesses. The Commission should seek to increase the availability of these, when cost-appropriate opportunities become available.

Focusing work on the ocean access issues should be the highest priority, with the action on the other two being taken on an as needed basis, given that other agencies are able to take the lead on the passive parkland acquisition, and work on the lake accesses issues should be more of an emergent rather than an ongoing concern.

Rationale:

1992 Plan

- Identified as priority in 1992 Plan.

Demographics and Trends

- Passive parks are highly favoured by older age groups. Fits well with strong environmental focus.

Islands Trust and OCP and Other References

- All recommendations congruent with the OCP and noted in other planning documents.

Impact on Other Organizations

- Congruent with the goals of many other organizations.

Financial Implications

- Trail Coordinator hired in 2009 budget.

Public Attitudes

- Strong public support (75%).

Recommendations:

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 that the lead on this is primarily a regional and provincial matter

That the Commission address lake access opportunities on an emergent basis.

Active Park Development

Desired Outcomes/Vision

Active parkland has also been enhanced, in a manner that is sensitive to the Island's values, and the requirements of the Islands Trust to 'preserve and protect'. Portlock Park has been renovated and its role as the home of sport on the Island enhanced. The Commission has continued to work with the School District to ensure that the high school fields can accommodate more intensive use for school and community teams. And a playfield has been secured in the south of the Island to accommodate community ball and soccer.

Strategies and Recommendations

Strategy:	To create an overall parks plan focused on the development of additional capacity for sports and other active recreation pursuits
------------------	--

By active parks, we mean those that were developed primarily for sports activities – eg. soccer fields and ball diamonds, tennis courts, disc golf, etc, although other active lifestyles also use active parks, such as dog-walkers and community gardeners.

On Salt Spring Island the sports fields are primarily located as follows:

- Portlock Park – the park has a cinder track, with soccer infield, a ball diamond whose outfield is also used for youth soccer in winter, and four tennis courts.
- High school – there are two fields one in excellent condition, although somewhat overused, and one smaller field with a pronounced slope.
- South end ballfield – this site is leased by the Commission on a year-to-year basis. This has been the case for many years, over which time the Commission has invested significantly in fencing, etc.
- Elementary schools – each school has a small field used for elementary physical education, play at recess and some community sport. In most cases the only community sport which is possible is youth soccer.

The greatest problem with grass fields is that they only have a capacity to absorb about 30 hours per week of intensive use, dependent on the user group (e.g. kindergarten soccer is obviously less wearing on the grass than adult football or rugby). A second problem is their propensity to become waterlogged for up to three winter months, often the peak soccer season, with consequent field closures. In BC.'s lower mainland, these problems have been met by moving to artificial turf, which has the added benefit of being safer for older athletes.

The 30 hours per week limitation is particularly problematic on the high school fields and has become more so with the recent requirement for all high school students to engage in 150 minutes of physical activity per week as a graduation requirement.

Salt Spring Island has active community soccer and ball leagues, which are largely limited to the community and elementary school fields.

Adding additional capacity for active sport play has been a priority for many years; there are several recommendations in the 1992 plan that have not been implemented. This issue came to the attention of the Islands Trust in its recent Official Community Plan process and the now-confirmed OCP proposes the following:

The Local Trust Committee should support applications by the Salt Spring Island Parks and Recreation Commission for the non-farm use of, removal from, and subdivision of limited

amounts of land in the Agricultural Land Reserve to provide for the following community recreation needs:

- a. the expansion of recreational facilities, including administrative and utility buildings in Portlock Park.
- b. approximately 3 ha next to Portlock Park to allow for additional athletic fields and parking.
- c. approximately 4 ha in the south end of the Island, to replace an existing ball park facility operated on ALR land.
- d. additions to the trail network.

To be supported, specific applications should also have been referred to the Agricultural Advisory Committee. They should also include plans to transfer good agricultural soils to agricultural land. To offset the impacts of the non-farm use or the removal of lands from the Agricultural Land Reserve under this policy, the Local Trust Committee will encourage the inclusion into the Agricultural Land Reserve of other lands that are suitable for agriculture.

However, these recommendations are subject to approval by the Agricultural Land Commission, as much of Portlock Park and the south end ball field are both in the agricultural land reserve. Developing a comprehensive plan for Portlock Park will require approval from the Agricultural Land Commission.

Adding additional capacity at Portlock Park for soccer and ball can take one of two forms:

1. Increasing the intensity of use that is possible, such as by replacing the grass field with an artificial turf field.
2. Expanding the size of the park to add additional grass fields.

In the long-term, the cost of these initiatives is likely to be roughly equal. One implies a land acquisition cost and ongoing grass maintenance costs, whereas the other has a capital cost, no grass maintenance costs, but a 10- to 15-year artificial turf replacement cost. Informal discussions with Agricultural Land Commission staff indicates that, while they would prefer to see no major development on Portlock Park that would render it unusable for agriculture in the long term, they would prefer this approach to buying farmland as proposed in the OCP.

The situation in the south end is problematic, as there is no flat land in the Fulford Valley not in the ALR. The current ballfield is leased on an annual basis, while the elementary school playfield is only large enough for children's soccer.

An alternative would be to gain greater use of the school playfields through upgrading them to higher standards. While artificial turf is a potential for the main high school field, such fields are not generally considered the best locations for artificial turf due to the variety of other uses to which they are put.

Other upgrading for active parks could include:

- Disc golf – The current course in Mouat Park is well used, and the Disc Golf Society would like a second course on the Island to add to its competitive potential. Apart from

Rationale:

1992 Plan

- These proposals update those in the 1992 Plan.

Demographics and Trends

- While active and organized sports are favoured less by the aging population, attracting young families with adequate facilities must remain a priority for any community.

Islands Trust and OCP

- Follows and builds on proposals in the OCP.

Impact on Other Organizations

- Upgrading the active playfields is a priority with many sport groups on the Island.

Financial Implications

- Significant costs but likely sport groups will be partners.

Public Attitudes

- 39% of respondents supportive, 19% opposed.

- the periphery of Portlock Park, the community has few parks that would be suitable for this purpose.
- Tennis – The Portlock Park courts are well used, especially in summer, and it is now proposed to erect a tennis bubble on the golf course property for winter use. The one court at Fulford is in poor condition and little used.
 - Other amenities including a bowling green, community gardens and off-leash dog areas.

Recommendations:

That the Commission work with School District 64 to assess how the high school and elementary school playfields can accommodate additional use

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

That efforts continue to find a long term sports field location in the south end of the Island.

That discussions be held with interested community members, within a parks planning process, concerning the following: an additional disc golf course, tennis courts, bowling green, off-leash areas for dogs, community gardens.

Facility Development

Desired Outcomes/Vision

Work has continued to enhance the Rainbow Road site as the Island's primary indoor recreation venue. A variety of facilities have been considered with the key objectives being to ensure that facilities on the site are serving as many Island residents as possible and are operating in as cost effective a manner as possible.

Strategies and Recommendations

Strategy:	To develop the Rainbow Road Pool and property to maximize recreation opportunities and minimize operating costs
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Over the last 10 years the most significant recreation development on Salt Spring Island has been the development of the indoor swimming pool on Rainbow Road. It has required a considerable effort on the part of the Commission in terms of planning, fund-raising, capital construction and now pool operation. Currently almost 29% of the tax requisition goes directly to pay for the pool's capital cost debt servicing. In addition a further \$289,000 of the Commission's operating budget pays for pool operations for a total of 48% of Commission revenues being directed to the pool.

As a community facility, the pool is an unfinished project which will be a drain on the Commission's resources and an item of public frustration¹² if plans are not put in place to make it appeal to a broader community and to make it more cost efficient.

Experience with other municipalities shows that the greatest public usage and least public cost comes from a combined pool/fitness centre¹³.

The current pool needs to be renovated/added to with a therapeutic/leisure component that will appeal to all ages especially seniors and children and youth. In addition, a fitness/weight room facility should be added within the current pool building. Other facility elements that could be included are squash courts.

They may be concerns expressed regarding competing with the private fitness facilities on the Island. However if the three service standards noted on page 42 are asked, it is evident that private fitness facilities do offer equality of access, quality control, or periodic audits/evaluation. They do not appeal to all demographic groups, especially those who do not wish to become a member or cannot afford to pay the entry fee. Nor do they offer the kind of health related or rehabilitation programming that municipalities,

Rationale:

Demographics

- Adding a therapeutic component would attract older residents, while the leisure component will attract children and families.

Trends

- Therapeutic pools and fitness facilities are the two facilities most congruent with future trends (spontaneous recreation, etc)

Islands Trust and OCP

- Centralizing urban facilities in Ganges is a key element of the OCP Vision.

Other References

- The 1998 survey notes that the new pool should focus on a broad market not just on the needs of the swim club.

Impact on Other Organizations

- Likely some negative reaction from private fitness facilities on the Island.

Financial Implications

- A major investment requiring capital saving to reduce debt load.

Public Attitudes

- 44% in favour, 26% opposed.

¹² There were many comments made by the respondents to the household survey about their frustrations with the pool.

¹³ In recent report prepared for the City of Burnaby Parks, Recreation and Culture division, data related to the return on operating costs of recreation facilities identified the Eileen Bailey pool/fitness centre as the most cost effective of all Burnaby's community centres.

hopefully in conjunction with health authorities, will need to become engaged in extensively in the future.

The Rainbow Road site is a good size and offers potential for other uses to be located there, either integrated into the existing building or as a stand-alone facility. There are a range of other facilities that would complement the renovated pool and fitness facility adding a strong community focus. This applies also to the site which could accommodate a variety of small facilities – both a community garden and a lawn bowling green have been suggested.

However one recommendation from the 1992 plan is still relevant today: the Commission should not support the development of an ice arena on the Island. Arenas simply do not serve a large enough percentage of the community, nor are they cost-effective¹⁴.

Recommendations:

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

That an ice arena not be considered for the Rainbow Road site

¹⁴ Arenas can be cost effective but only as quad-plexes, serving a large regional population and providing an associated restaurant/bar.

Financing the System

Desired Outcomes/Vision

The budget for recreation and park services on the Island reflects the priority and needs of the Salt Spring Island community. The net result is sustainable recreation for a sustainable community.

Strategies and Recommendations

Strategy:	To establish a budget that is at a sustainable level for both the short and long term
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The Commission budget has experienced significant changes over the last several years, as the pool has been built and brought into operation. 2009 is its first full year of operating and, as yet, it is unclear how much of its operating expenses will be offset by revenues from programs and other sources. It is also the case that other budgets, especially trails, parks, and grants to community groups, have been squeezed over this period, as all energies have focused on the pool.

In the short term, these elements need to be brought back into balance. Our estimate would be that the current budget is between \$250,000 and \$400,000 under-resourced at present:

- There has always been a carry over from previous years, and this is less likely in the first years of pool operations.
- Program revenues may increase as the pool gets established, but this is unlikely to add more than \$100,000 to the 2009 budget of \$218,000.
- A significant injection into the budget for trails and parks would allow for the kinds of development proposed in this plan (and make the trails coordinator a continuing position) – likely another \$100,000.
- The 'grants to community organizations' budget should be increased to \$100,000 in order to grow programming, and to stabilize organizations and allow for growth.

In the longer term, the Commission should be planning for the kinds of system improvements that are proposed in this strategic plan, although still very much retaining and supporting the volunteers who are the heart of the system. The changes to the pool will require capital investment, but will be revenue neutral in the longer term, as they will allow significantly higher levels of programming and associated revenues, and the basic investment in the pool has been made.

To be proactive, the Commission should start a long-term plan of building a reserve fund for these enhancements, by further increasing the tax requisitions over the following five years. It should be noted that at that time, the tax requisition on Salt Spring will likely be less than 95% of residents in the CRD rural areas and Cowichan Valley RD pay now (2008) for recreation services.

Rationale:

Impact on Other Organizations

- Part of the funding increase will be aimed at grants to community organizations.

Financial Implications

- A necessary action.

Public Attitudes

- 22% opposed any tax increase – 66% support some level of increase.

Recommendations:

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.

Community Leaders Survey Results

Appendix A to the Spring Island Parks and Recreation Strategic Plan

Yates, Thorn & Associates Inc.

ABSTRACT

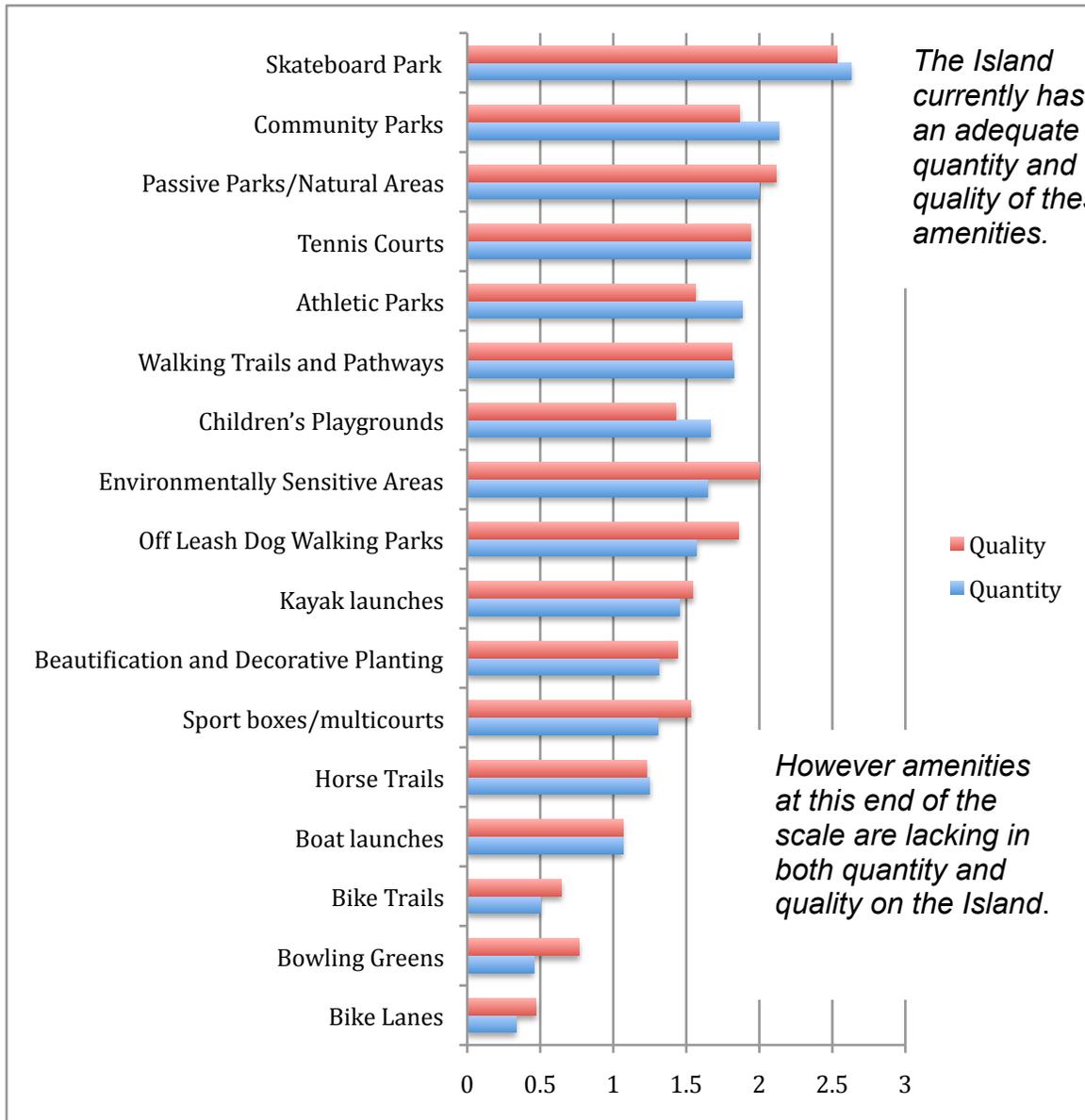
As an initial stage in gathering information about critical issues related to the Salt Spring Island community and its parks and recreation system, a survey was developed and sent to about 40 individuals who were considered 'community leaders'. The survey forms were returned by 20 individuals and their results compiled into the following report.

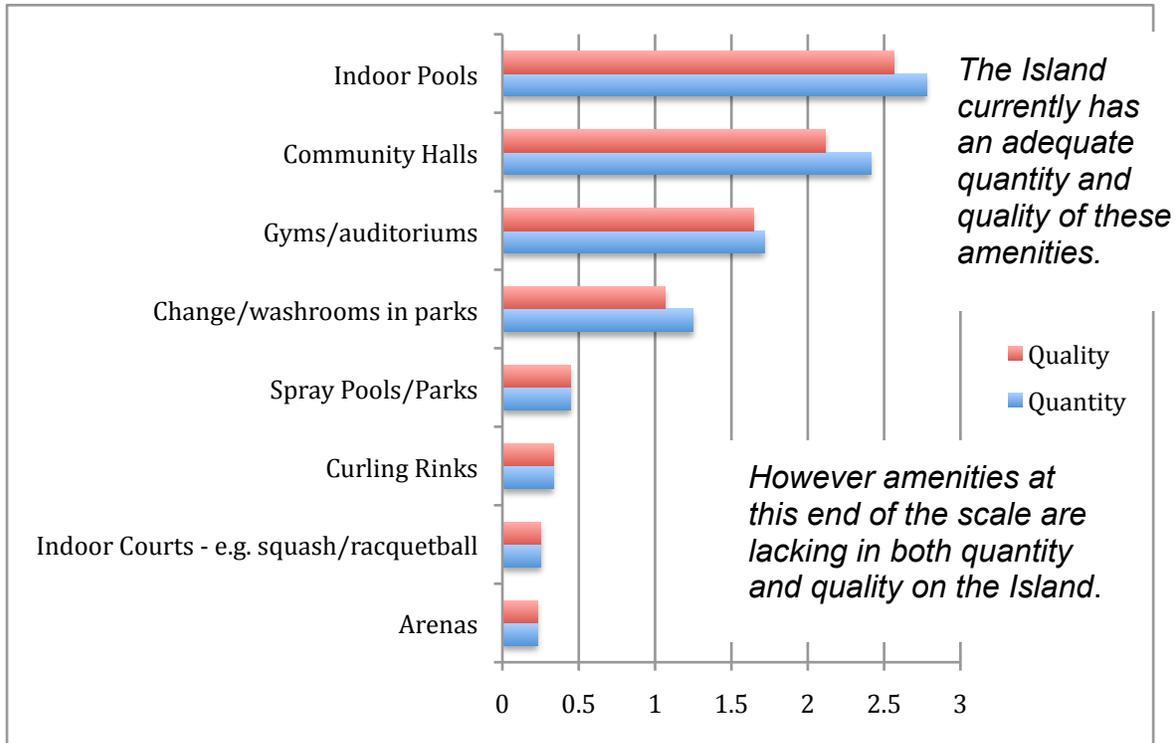
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Current Levels of Service

Question: How well served do you feel the citizens of Salt Spring are in relation to the provision of the following types of parks and recreational elements? Please comment on both their quantity and quality (Please circle the appropriate number).





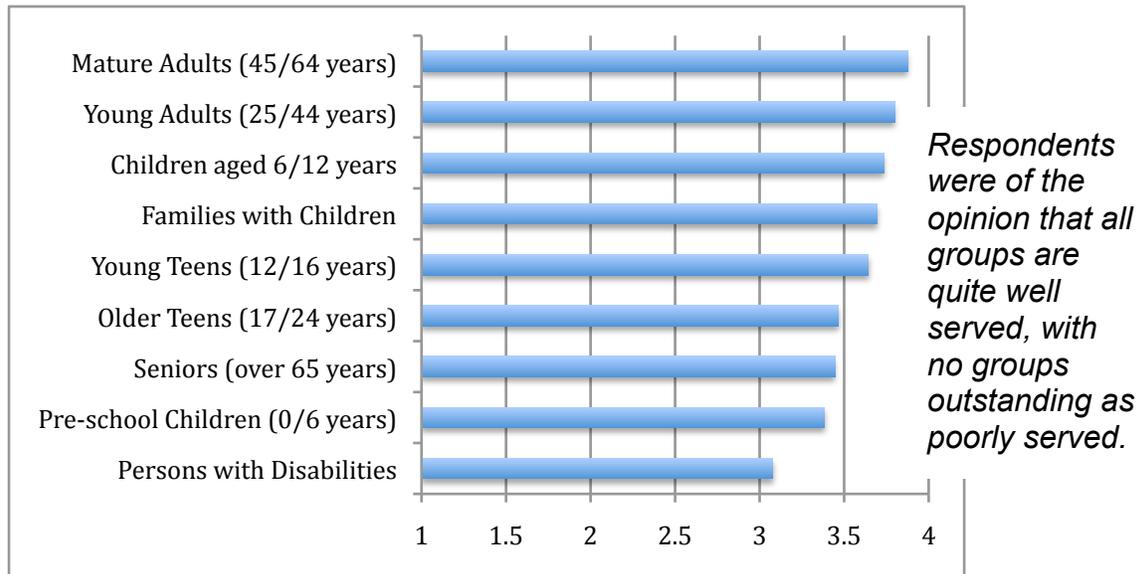
Respondents were asked to prioritize the parks and recreation facilities that they considered most important. The composite response identified the following, in priority order:

1. Bicycle trails & lanes & their infrastructure/Bike lanes in downtown & to ferries/More bikeways/Bicycle lanes should be available the length of the island on main roads/Road shoulders are too narrow and often in bad repair
2. More emphasis on the maintenance of existing trails & the development of new ones, especially beach access/More clearly marked trails/Better maintained trails & better trails system/Less reliance on community volunteers to maintain trails, who are getting older & are less able to do the job/Public education on trails & access to nature
3. Further improvements on pool & surrounding park area/Pool improvements such as wave pool, diving board, sauna, & more depth/Youth & tot area in pool/Install the UV system in the pool
4. Better beach access for swimming in lakes/Proper swimming area on St. Mary Lake
5. Boat launches on the WEST side of the island/More boat launches North end, South end, & East side/Better quality
6. Ice arena & curling rink
7. More emphasis on the development of pathway systems in and leading to the village/Connecting walkways to encourage foot traffic, especially in our downtown & surrounding area
8. Public squash & racquetball courts

Serving People

Question: A wide variety of people in the community make use of the opportunities that Parks and Recreation facilities provide.

How well served would you say each of the following groups is by the current parks and recreation system? (Please check (✓) the appropriate box).



Comments included:

- Preschool primarily a parent responsibility
- Recreation opportunities are limited to soccer, baseball & the swim team. More diverse opportunities for children & youth, addition to the pool, more programs geared for kids, ice arena
- Kids pool
- Some progress in pool starting to serve this age group
- trails, parks & pool serve this group well as long as they are physically strong
- More facilities for young teens
- Pay attention to the seniors, this is the largest portion of the municipal tax base in terms of population
- Bowling greens for seniors & others/Consider activities such as bocce, shuffleboard, outside bowling which will suit seniors, is low cost & low maintenance
- More access for persons with disabilities
- Parks & beach access are generally impossible for people with walkers or wheelchairs, there should be some places for these people to enjoy woods & beaches with ease
- There need to be more facilities & community programs available for families & the community at large
- Seniors & young families have limited budgets & accessibility & need walking trails & local neighbourhood parks where young children can play together in natural surroundings
- Improvements to existing facilities would help improve their usage & some additional facilities would improve those not well served
- Increasing awareness and marketing of what is currently available in our community would go a long way to increasing usage Is there a marketing plan? Where do people

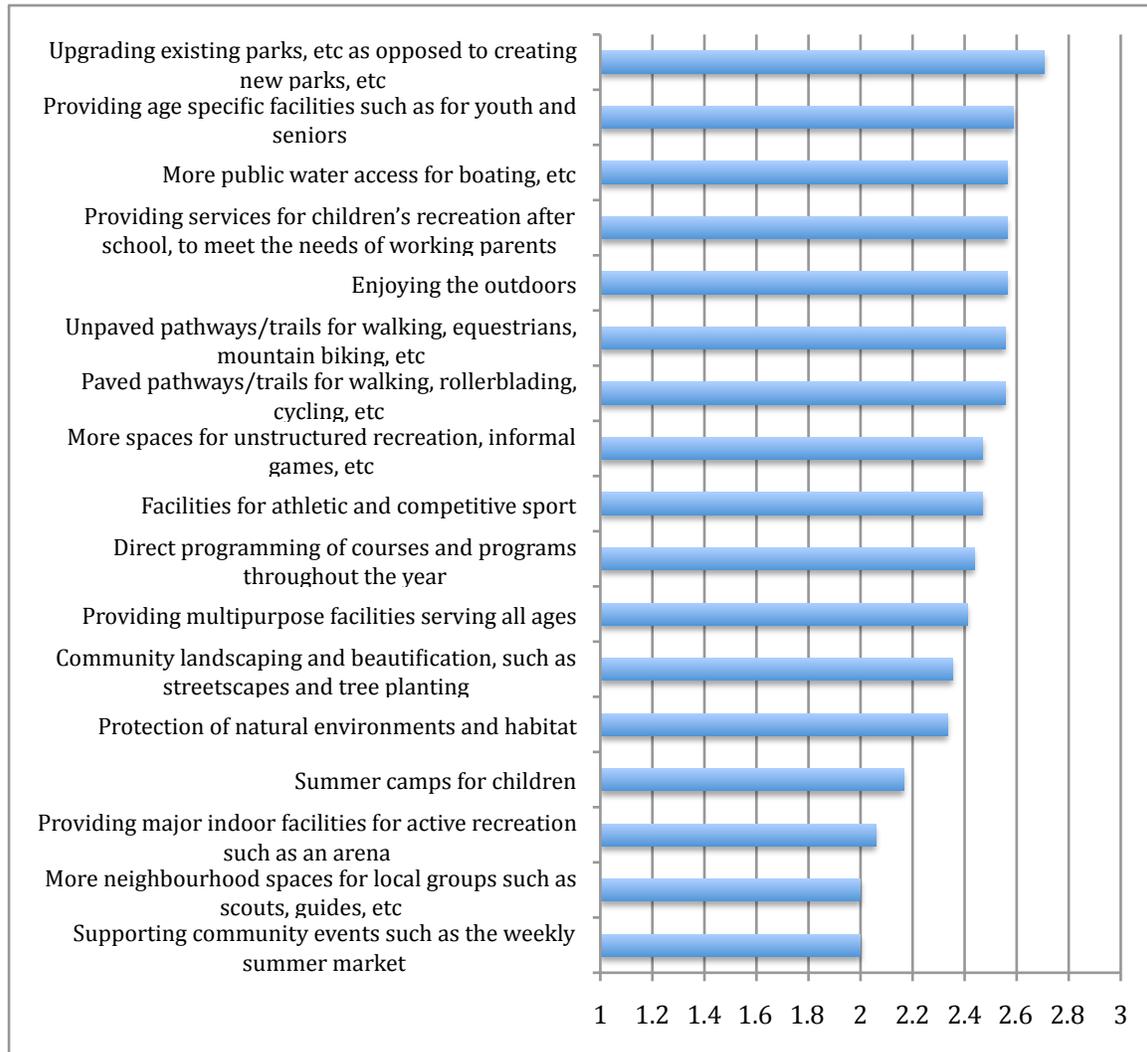
who have just arrived learn about the variety of options?

- More outdoor opportunities walking, hiking, & biking
- Skate park is the best thing done in years for kids but skating rink, hockey, & curling in our community is really needed
- Pool could use squash courts
- I believe there are a lot of opportunities for all ages to use PARC's existing facilities. The new pool is a good example of design for all ages, I never agreed with the wading pool
- More pathways so that non-drivers can get around easily & safely

Range of Possible Recreational Activities

Question: The parks and recreation system could respond to a variety of recreational activities.

To what extent do you think that the Parks and Recreation Strategic Plan should place more, the same, or less emphasis on providing the following activities:
(Please check (✓) the appropriate box).



Respondents indicated that greater emphasis should be placed on items at the top of the chart while those at the bottom should receive less emphasis.

Comments included:

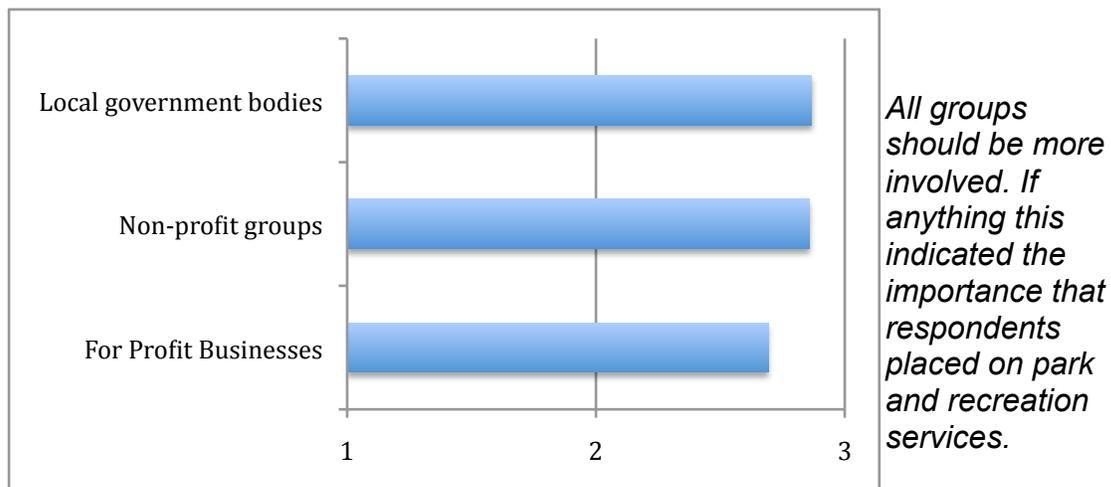
- Improve lake access
- Saturday market not really a PARC mandate
- Define recreation to include community education as other PARC Boards do
- Provide financial support to community groups that provide leisure programming
- Either maintain or pay some groups to maintain, a complete online schedule of community learning opportunities
- Considering we are an island community with 80 miles of shoreline, more public access for boating, swimming, walking should have a higher priority
- Further funding for indoor facilities is unwarranted and unaffordable
- Consider user friendly and low cost, low maintenance, age-friendly activities
- Joint partnership projects between PARC, private groups & businesses to create necessary facilities would be great
- Centralization of facilities would allow for multiple use and links with other sports & activities such as the library & pool
- As a former PARC Commissioner, this is all very well, but useless unless the PARC budget is increased. There is simple no money to meet any of listed needs
- More emphasis on maintaining existing facilities as opposed to creating new ones

Roles and Responsibilities

Question: Recreation opportunities, whether active or passive, whether facility or park-based, can be provided by a variety of agencies:

- **local government bodies** (The Parks and Recreation Commission, the Regional District and School District) - which acquire, develop, maintain and operate recreation facilities, parkland and school sites.
- **non-profit groups** - which organize activities which occur in recreation facilities and parks.
- **for profit businesses** - private facilities and clubs which increasingly are in the business of providing private recreation opportunities, as well as corporate support of park and recreation programs and facilities.

As we consider the future park and recreation system, how do you think that the role of these groups should change? Which should be more involved, which less involved, and for which should the level of involvement remain the same? Please check the appropriate box, adding your comments for each group.



Comments included:

Local Government Bodies

- All of these agencies can continue to have an effect on encouraging people to be more active & recreate. We should not be discouraging any of the recreation opportunities as they are presented in the future unless it is deemed hazardous or financially risky
- Enhance the system we have, add value with no taxpayer dollars for rinks, arenas, etc.
- Requisition to the amount authorized
- The taxpayer involvement has always been there. Role in providing sites is important
- Everyone needs to do more
- School District needs to open up facilities more after hours for programs
- I think recreation is as important as education and so should have more involvement by local government
- Work with Ministry of Health & CRD
- PARC mandate is recreation as well as parks. Most important here is PARC subsidizing families that desire recreation opportunities but cannot afford them

Non-Profit Groups

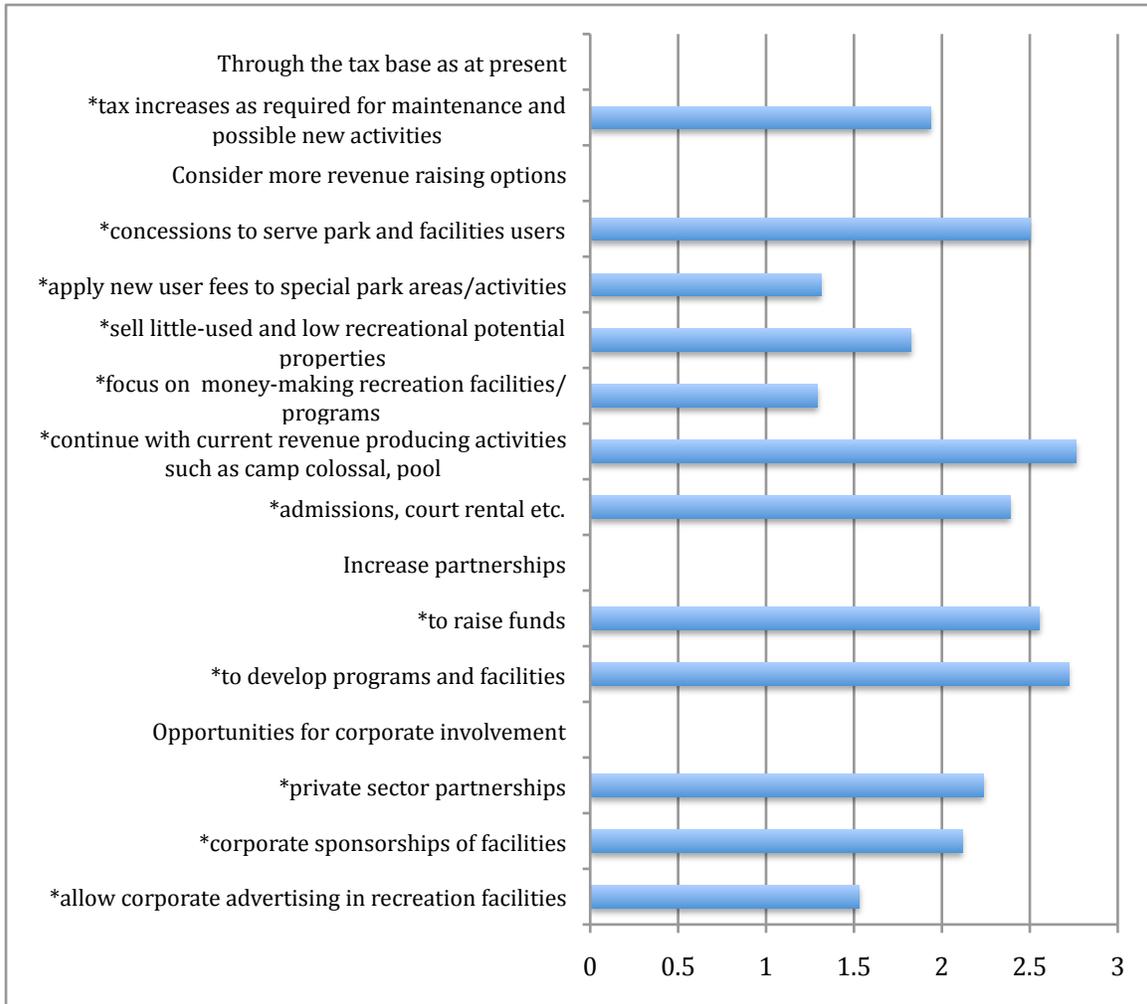
- Utilize to help add walking & biking trails
- Provide financial support for the leisure programming activities of such groups
- Co-ordinate PARC's activities with other recreational groups, such as the Trail & Nature Club, Conservation Group, etc.
- User groups should be more heavily involved in attaining the things they require
- There needs to be a central magazine or website where programs are listed for easy access to community; at present they are all over the place
- I believe they are already carrying a big responsibility
- Negotiate with community groups as wardens for stewardship of community spaces
- There are many private programs currently running - yoga, fitness, dance, tae-chi, etc. and all are very successful; these free PARC from expensive programming

For Profit Businesses

- We need reasonably priced programs both for seniors & children of working parents
- Curling, ice rink, arenas, tennis, etc. should be provided wholly or largely by private groups & non-profits
- Allow competition
- Funding partnerships will work well here
- Contract out existing facilities such as the pool which is already being done; more of this will create better range of business opportunities in the community
- I am not interested in businesses running recreational facilities and sites

Financing Alternatives

Question: We live in an era of fiscal restraint, and it is likely that this will continue for the time period of this Strategic Plan. The Regional District will have to explore various ways to raise the funds necessary to develop and maintain the services that it provides. Looking ahead over the next five to ten years, please identify the extent to which you would support each of the following financing strategies (by circling the appropriate number):



A score of 3 indicated complete support from all respondents, while a score of zero indicated everyone was opposed to the idea.

The two themes which came out of this analysis were:

Partnerships with both not-for-profit groups and with the private sector.

Maintain the status quo – using the tax base and continuing with current programming.

Most ideas received some support.

Comments included:

- Depends on their ecological value, I.e., don't sell properties of high ecological value
- Not 'money-making' but 'self-paying'
- Don't raise fees for the pool
- Somehow raise more revenue at the pool
- Must be cheap
- Partnerships' and working together is the key, not individual groups working alone
- Ask Island Trust to consider reasonable density transfers with developers, this has always been something they have missed
- I wonder how relevant the last Plan was and how well it was followed? Do we need to re-think everything? Why not just review the old plan and update it as necessary?
- Publish a brochure sent to all Island homes re: services, facilities, programs, etc. would educate and perhaps provide more knowledge to the general public, hence more support to PARC. Too much negative publicity and political in-fighting has damaged the cause and this needs to be counteracted
- Allowed if high enough dollars obtained

Review of Background Documents

Appendix B to the Salt Spring Island Parks and Recreation Strategic Plan

Yates, Thorn & Associates

ABSTRACT

The context for planning is provided by the many documents that have had parks and recreation as of central or peripheral interest. These documents are reviewed and their salient points noted here.

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1990 Parks and Recreation Questionnaire

A survey was carried out on Salt Spring Island in 1990, probably as part of or as a prelude to the 1992 master planning process. It is unclear on who the respondents were – looks from the age question that all were students.

Questions related to the following topics:

- Needs for additional indoor facilities – four facilities received over 80% approval: cinema, swimming pool, weightroom/fitness, youth centre.
- Needs for additional outdoor facilities – three facilities received over 75% approval: bike paths, sports fields, water recreation park.
- Most people traveled off island for recreation periodically, with the average being about 14 times per year.
- The majority of respondents expressed satisfaction with the amount of public open space (81%), maintenance of parks/playgrounds (68%), and type/quality of open space development (65%).
- Are there enough leisure opportunities on Salt Spring Island for different groups? – ‘Not enough’ for teens (88%), families (57%), handicapped (50%).
- Barriers to participation? - 48% said lack of facilities, 22% transportation, 17% money/cost.
- Support for Saturday Market? – 66% favoured it being in Centennial Park with no additional parking restrictions – opinions evenly split on other issues.

1992 Parks, Recreation and Culture Master Plan

The Master Plan prepared in 1992 included a number of recommendations which were debated over a number of years. These recommendations and the actions taken since then to implement them are as follows:

Framework for Decision Making

<p>Endorse the Mission, Goals and Objectives outlined in the report.</p> <p>Review and adopt the eight Guidelines for the delivery of leisure services as outlined in Appendix B</p> <p>Use the model discussed to set priorities and evaluate existing services.</p> <p>Adopt a broad mandate which includes all leisure services.</p>	<p>All recommendations completed by 1997</p>
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Public Open Space

<p>Support the creation of new neighborhood parks only in exceptional circumstances.</p>	<p>This recommendation was not supported by the Commission. Commission did not accept some park dedications based on this recommendation.</p>
<p>Evaluate and, where agreed, dispose of neighborhood parks and use proceeds to acquire other larger parcels (primarily passive and athletic parks and perhaps natural park and trail parcels).</p>	<p>This recommendation was accepted but there are still numerous parcels of unusable land acquired through subdivision that have not been disposed of. Disposed on parcel on Mountain Park Drive. Identified 10 other parcels for disposal. Went to referendum for permission to sell, and referendum was defeated. Commission felt it may have been approved if permission was asked for on individual parcels, instead of all of them at once.</p>
<p>Secure and designate natural parks at Mount Sullivan and Mount Bruce.</p>	<p>Mt Sullivan is 11 parcels of crown land and all are still in crown hands but accessible for informal recreation.</p> <p>Mt Bruce was acquired by CRD Parks as Mill Farm.</p>
<p>Acquire and designate a natural park the areas at Ford Lake and Hope Hill.</p>	<p>About 80 acres at Ford Lake has been acquired and Ducks Unlimited has purchased an adjoining piece of property.</p> <p>No action re Hope Hill.</p>

<p>Support acquisition and protection of south shore sites, Mount Erskine and Cusheon Lake properties by Islands Trust or Provincial Parks.</p>	<p>The Nature Conservancy has developed a trail to the top of Mt Erskine. PARC has a trail up Mt. Erskine on the SE slope off Desiree Drive.</p> <p>Cusheon Lake has a small water access. It as with most lakes, is a source of drinking water for surrounding properties.</p>
<p>Acquire through subdivision and designate passive parks at Channel Ridge and Burgoyne Bay.</p> <p>Develop and operate passive parks at Channel Ridge and Bourgoyne Bay.</p>	<p>A major long term residential development has started at Channel Ridge, with extensive trail and parkland. PARC signed trail agreement with Channel Ridge Development in 2006, and is currently negotiating changes to it.</p> <p>Burgoyne Bay has been designated and is being developed as a Provincial Park.</p>
<p>Work with Islands Trust and the Trail and Nature Club to develop a skeletal trail system with Commission and/or Trail and Nature Club responsible for operating maintenance and public notification.</p> <p>Acquire and maintain main skeleton trails.</p> <p>Require secondary trail linkages as subdivision occurs and acquire linkages as opportunities to purchase arise.</p>	<p>A trails plan has been developed but is only just starting to be fully implemented. The local trails society is active in this implementation. Three SROW agreements negotiated in Baker-Harrison area (2 signed, 1 pending) and two negotiated up Trincomali Highlands. A number of connectors have been acquired through park dedication, such as Suneagle to North View.</p> <p>Most work has been done on the downtown trail system although this too is incomplete.</p>
<p>Commit to maintaining the Linear Park and work to expand and upgrade it.</p> <p>Support initiatives to complete the Boardwalk.</p>	<p>Considerable progress has been made on the Boardwalk as subdivision has occurred, although there are two major pieces which are not in place and will be difficult to complete. PARC has done considerable work on the rest of the Linear Park, other than the Boardwalk. Culverts and bridges put in along Creekside. Lighting to go in concurrent with Japanese garden Project. Acquired connectors: Ganges Village Terrace; Rainbow Road to Mouat Park through School District's agricultural property.</p>
<p>Identify and upgrade, to a basic standard of safe service, a minimum number of public beach accesses on the Island.</p>	<p>An agreement exists with the MOTH to provide beach accesses every 1.5 kms, although no basic standard is in place. PARC has a blanket agreement wit MOT over certain accesses named on Schedule A of the agreement. PARC has no jurisdiction over any others. Believe it is in the Highways Act that access must be provided every 1.5 km for public. Generally PARC only provides garbage pick up, signs and porta potties at these locations. Boat launches over foreshore would require a License Agreement with the Ministry of Agriculture and Lands through the Integrated Land Management Bureau.</p>

Upgrade Quarry Road Park as a beach access area.	Completed in 2008
Upgrade drainage, irrigation and maintenance of Portlock Park. Acquire property to expand Portlock Park. Prepare a long term development plan for expanded Portlock Park.	Drainage and irrigation was installed in mid 1990's. No property has been acquired to expand the park. Layout of ballfields was developed for Portlock expansion when there was a possibility of obtaining Taurus Farms through Amenity Zoning.
Acquire an athletic park in the south end of the Island for future development.	This is still a requirement with several pieces of land as possibilities.
Explore with the B.C. Ferry Corporation the potential for jointly developed and maintained small aesthetic parks at each of the ferry docks.	No progress has been made on this recommendation although BC Ferries has improved its docks and passenger waiting areas. They do have some land at Long Harbour terminal to which provides a look-out and trail.
Stay out of CRD Regional Parks system for now.	Still the case.
Lobby Provincial Park to include Walkers Hook as a candidate for acquisition as a Provincial Park.	This is now under Islands Trust protection. A Sable Fish Farm has been developed in the bay.

Facilities

Plan to centralize future recreation facilities on one site. Designate high school as that site. Acquire property adjacent to the new high school for the optioned price of \$136,000. Work with the School Board to facilitate public access and use of the new High School Gym by contributing to the necessary community group storage spaces, mezzanine level and climbing wall.	When the new high school was built/renovated, no money was available for major community input (some funding put into the mezzanine). The land adjacent was not acquired. Rainbow Road Indoor Pool is 2 narrow properties down from the High School. High school students can access Rainbow Road property from Rainbow Road and from Kanaka Road.
Delay the development of an indoor public pool for a few years.	The pool was substantially complete and open in May 2008.
Reject the development of an ice arena for the present.	Still a future project.

Support the integration of seniors into all public facilities rather than creating a separate Seniors Centre.	This is still the policy, although a seniors' society has created a small centre close to Ganges. Many seniors participate in aquatic fitness and lap swim at the pool.
Work with the Community Centre Society to ensure the Youth Centre operates in a manner that most effectively meets the Commission's stated goals and objectives and provide financial assistance to the extent necessary (including no assistance) to ensure same.	The Core Inn provides services to youth and the Commission has contributed to it on two occasions (\$10,000)
Work with the Arts Centre Society to ensure the facility's completion and that it operates in a manner that maximizes its potential to meet the Commission's goals and objectives.	The facility is complete but arts and culture are no longer part of the PARC mandate.

Services

Develop a policy on support to community groups.	Grants in Aid Policy
Develop an Information Program to enhance awareness and use of recreation and open space facilities and services.	
Approve policies related to Fees and Charges.	Bylaw on Pool fees and charges only.
Acquire (build or purchase) portable bleacher seating units to use in parks and to rent or lend to other groups.	Bleachers purchased. Live at Portlock Park. Used for Sea Capers parades, and at the Farmers' Institute.
Develop a policy on Commission services for people with disabilities.	
Finalize policies and procedures under the joint use agreement with the School Board covering joint planning, development, operation and reciprocal use of facilities.	Joint Use Agreement signed in 1991. Has been updated and is soon to be signed.
Explore cooperative approaches whereby the Commission and School Board's Continuing Education service can work together in a mutually beneficial way.	School District dropped continuing education in early to mid 1990's. PARC took over programming until 2000. PARC cut programming in order to focus energy and money on an indoor pool. Salt Spring Island Community Education Society was formed and now provides some programming.

Administration

Expand the position of Administrator into a full time position.	Completed. Was f/t through 2000. Was reduced to 70% position in 2001, when programming cut. Went to f/t in July 2007.
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Expand the position of Recreation Coordinator into a full time position.	Completed. Laid off in 2001.
Expand the position of Secretary into a full time position.	Completed. When programming was cut, position was reclassified down, and reduced to 80% f/t.
Add one seasonal position in the parks maintenance area.	Seasonal position (60%) added in 1993. This position was made f/t in 2006. Currently also have one year round auxiliary and one seasonal auxiliary in maintenance.
Develop an orientation process to introduce new Commission members and update existing members about the operations of the Commission.	Orientation 'workshop' of new Commissioners done yearly, as needed – topics include budget, relationship to CRD and scope of responsibilities. CRD Commission Handbook, as well as PARC Manual handed out.

1998 Public Survey Results

The 1998 Survey sent out 1040 surveys and received 620 valid responses.

The most used facilities were the library (72%), Mahon Hall (68%), and School Facilities (60%)

Park and Open Space usage was very high – over 80% had visited a provincial parks or Centennial Park at least once in the last year. On the other hand, this measure (once in last year) is incredibly low.

Needed outdoor spaces noted were – bike lanes on the roads (67%), off road cycle paths (50%), trails and pathways (47%), and natural parks and protected areas (44%). At the other end of the spectrum, sports fields and ball diamonds received 12% support and tennis courts 6% support.

Indoor spaces noted as need – indoor pool (63%), skating rink/arena (44%) and indoor fitness facility (23%). Indoor tennis courts were at the bottom of the list at 7%.

Traveling off Island for recreation – 44% went for arts, entertainment and culture, then 16% for swimming.

When asking whether the degree of leisure services were adequate, the following percentages noted 'not enough' – teens (63%), families (38%) – all other demographic groups were lower.

Comments focused on the following:

PARC is doing a good job

Support for the completion of Art Spring facility.

Support for youth services

A new pool must be broadly focused on recreation swimming and fitness...as opposed to an arena which people saw as for 'special interest groups'.

Support for resisting 'urban' facilities and keeping Salt Spring Island as natural as possible.

Economic Impact Assessment – Salt Spring Island Market in the Park

The number of farmers markets in Canada, United States, and Europe is growing rapidly. In British Columbia there are about 100 known markets, up from 60 known markets in 2000. This growth reflects the increasing role of farmers markets in local food systems and their contributions to British Columbia's communities. As the Honourable Pat Bell, Minister of Agriculture and Lands, recently stated:

“One of the benefits of farmers markets that receives little attention is what they do to bridge what I call the urban agricultural divide. By speaking directly with the people who grow and produce the food products, the consumer establishes connectivity with the source, and that's something we need more of in a world where many youngsters think what they're eating comes from the supermarket”
BC's Agri-Food Update, November 2005

Although the role of farmers markets as places of shopping, socialising, and culture is recognised, we have not systematically measured the economic and community impacts of these markets. This lack of information represents a significant gap in the business planning processes of farmers markets across British Columbia.

This report presents the findings from an assessment completed for the Salt Spring Island Market in the Park on Saturday August 26, 2006.

Highlights of results:

- ***The estimated economic impact of the Salt Spring Island Market in the Park on the local economy is \$2.8 million annually***
- ***Estimated number of market customers on day of assessment: 4,968***
- ***Estimated number of market visitors per year: 88,740***
- ***Approximately 550 people participated in the survey***
- ***The average customer spends \$26.24 at the market***
- ***34.1% of all respondents were first-time visitors to this market***

The Salt Spring Island Market in the Park assessment was part of a province-wide project. The purpose of the provincial study was to measure the community and economic impacts of farmers markets across British Columbia in order to quantify the significant contributions of farmers markets and to increase their visibility both locally and provincially. In total, 28 assessments were completed across the province. This report includes results of the provincial analysis. A list of participating farmers markets is appended.

2008 State of the Region – RGS 5 year Monitoring Review

At the time the RGS was adopted in 2003, the regional population was 318,000 and was projected to increase by 90,000 people to 408,000 by 2026. While the projected growth rate is modest, the form this growth takes over time can affect the overall quality of life including traffic congestion, land consumption and housing affordability.

The provincial legislation requires the regional district to develop a program for monitoring the progress of the Regional Growth Strategy. In addition to the annual progress reports, the RGS monitoring program calls for the development of a more comprehensive report, the State of the Region, to be produced every five years. The full report of the RGS State of the Region will be released in August 2008 and will include detailed indicators, maps, and interpretive information on the RGS data.

The Regional Growth Strategy is implemented through a number of means. Most significant is the Regional Context Statement which forms part of a member municipality's Official Community Plan (OCP), and indicates how local planning will work toward the provisions of the Regional Growth Strategy. While the RGS is not binding on a municipality, the regional context statement is. Other implementation mechanisms include: implementation agreements, protocol agreements, CRD programs and initiatives (e.g. the Housing Trust Fund), inter-jurisdictional projects, planning policies and zoning bylaws and development permits.

The RGS contains eight strategic initiatives which provide the organizational structure for the monitoring program. They include:

- Keep urban settlement compact*
- Protect the integrity of rural communities*
- Protect regional green/blue spaces*
- Manage natural resources and the environment sustainably*
- Build more complete communities*
- Improve housing affordability*
- Increase transportation choice*
- Strengthen the regional economy*

It should be noted that the RGS only applies to the Vancouver Island parts of the CRD, not to the Islands including Salt Spring Island, which fall under the separate jurisdiction of the Islands Trust.

Salt Spring Island Community Services Needs Survey Report – May 2008 - Salt Spring Island Foundation

A survey of not-for-profit groups – 60 surveys distributed, 24 responses.

Eight critical service issues emerged – in priority order:

1. Affordable housing
2. Mental health
3. Children, youth and family
4. Poverty
5. Transportation
6. Alcohol and drugs
7. Homelessness
8. Recreation.

Under the heading or recreation, the following key issues were identified and organizations addressing these issues:

h) Recreation (7 responses)

Issues:

- Keeping children healthy and busy with healthy lifestyles
- Preserving community history
- Helping families preserve roots and offer recorded history
- Shut-in library services and materials for disabled/visually impaired
- Opportunities for people with special needs to socialize
- Escalating facility and park maintenance and operating costs
- Meeting needs of smaller groups wanting to provide education and recreation opportunities

Organizations identified as currently addressing recreation issues:

- Library – free internet classes, personal research help, interlibrary loan, story programs for children and parents, book bags, children's French collection, book and tape CD kits, computers
- PARC – maintenance and operation of parks, making parks accessible, vandalism, funding for small group programs
- SSICS - Climbing wall

In terms of barriers and enablers, respondents noted the following

Barriers:

1. Resources (people, dollars, space)
2. Accessibility
3. Lack of communicating vision and strategy

Enablers:

1. Community support
2. Skilled people
3. Media to get message out
4. Co-operation
5. Funding

Recommendations included:

1. Clearer identification of the space/facilities issue, i.e. who needs what for what purpose/function.
2. Explore possible strategies for collaborative planning and coordinating of community service delivery. This could result in an effective vehicle for sharing information about community resources, identifying emerging needs, joint planning and synergies etc
3. Increased emphasis on volunteer recruitment and education
4. Prepare a community directory of services that is updated regularly and that will be readily available to everyone on Salt Spring Island.

On the question of ‘who do you partner with?’ it is of interest that PARC was not mentioned.

The reports final recommendations were:

1. To investigate ways and means to learn more about, and to address the eight most critical issues identified.
2. To develop and maintain an inventory/directory of community services.
3. To initiate collaborative planning and co-ordination of service delivery by such means as round tables, councils, etc .
4. To build capacity by developing resources such as shared program space and volunteer development services.

2008 Tennis Bubble Options and Business Case

A report on the future potential for a tennis bubble was prepared by Monty Holding and Associates. Their findings and recommendations were as follows:

FINDINGS

The consultant reviewed a number of issues and summarizes the findings below.

Programming

After reviewing public tennis facility operations in the region it is clear that programmed tennis activities including adult lessons, youth lessons, socials, junior development and fun tournaments contribute significantly to the success of the overall tennis facility. In each facility reviewed the total revenue generated was almost equally contributed by court rental and tennis programs.

Outdoor courts

During the public / stakeholder interviews it was mentioned by some that the outdoor tennis courts at Portlock Park were in need of repair and in some cases resurfacing.

Capital Cost

The figures for tennis court construction, grade beam construction and perimeter fencing are current estimates pending reviewing the site for unusual ground preparation issues. The figures for the tennis bubble are approximately 6 months old. The total cost to construct and cover one new tennis court based on this information would be \$296,500.

The recently adopted Salt Spring Island Parks and Recreation Commission procurement policy should be used and followed in detail. A request for quotations should be prepared following the procurement policy to ensure current pricing for all aspects of the project.

RECOMMENDATIONS

A number of issues were reviewed and resulted in the following 5 recommendations:

Recommendation #1

That the recently adopted Salt Spring Island Parks and Recreation Commission's procurement policy be followed in detail requesting new tennis bubble pricing proposals.

Recommendation #2

That the Salt Spring Island Parks and Recreation Commission establish a Tennis Facility Replacement Committee to develop a plan and process to replace the existing Portlock Park tennis bubble and make specific recommendations about such replacement to the Commission.

Recommendation #3

That the Salt Spring Island Parks and Recreation Commission use a grade beam anchoring system for any new tennis bubble structure that is considered.

Recommendation #4

That the Salt Spring Island Parks and Recreation Commission replace the tennis bubble at Portlock Park in the short term and consider the Rainbow Road location for any future tennis facility.

Recommendation #5

That the Salt Spring Island Parks and Recreation Commission and the Salt Spring Island Tennis Association negotiate an agreement that allows the Parks and Recreation Commission to own and operate the replacement tennis facility and that the Tennis Association be given consideration for Association court time and involvement in the delivery of the tennis program component.

2007 PARC Annual Report

This document reported on the overall work of the Commission in the PARC Chair's report, financial reporting, and a comment on the work of the Trail Advisory Committee.

2007 CRD Strategic Plan

The 2007 strategic plan focuses on Focus, Performance and Accountability.

The CRD vision is:

Blessed by a temperate climate, rich natural diversity, stunning landscapes, and proud histories; our 'community of communities', has earned a reputation as one of the world's premier places to live,

Note: The Salt Spring Island Strategic Plan should consider the ways in which parks and recreation assist the CRD Board in achieving these vision elements:

- a livable and vibrant community
- stewards of the environment
- supported by a prosperous and sustainable economy.

The CRD has five main strategic priorities for 2006-8, and for each of these the plan noted:

- Outcomes
- Potential Strategy
- Success Indicators

2008 Regional Parks Business Plan 2008/9

This plan shows how the overall CRD strategic plan provides the context for other departmental plans – PARC is essentially a department of the CRD and the TOR for this study require that we synch the strategic plan with the CRD plan.

Salt Spring Island Official Community Plan Bylaw No. 434, 2008

Volume 1: Land Use and Servicing Objectives

Adopted – October 2, 2008

The Islands Trust is the planning agency for the Gulf Islands. It was established in 1974 with a very specific mandate:

“The object of the trust is to preserve and protect the trust area and its unique amenities and environment for the benefit of the residents of the trust area and of British Columbia generally, in cooperation with municipalities, regional districts, improvement districts, other persons and organizations and the government of British Columbia.”

It is part of a complex system of government which also involves:

- Agricultural Land Commission – which governs all planning decisions for land designated as within the ALR, which includes much of SSI.
- CRD – which is the local government agency which delivers many of the other services to the Southern gulf Islands, which includes SSI. One of these services is regional parks; another is recreation.

Under provincial legislation, the OCP is the critical statute that translates the will of the people regarding land use into a legally enforceable code.

The OCP lays out a vision as follows:

We live in a place of extraordinary beauty, great environmental significance, and rare biological diversity. We appreciate and accept our responsibility to be the stewards of our island home, to honour its past, care for its present, and protect its future. We know that it is more important to leave a legacy than to leave an impact.

We also respect our island’s human heritage – the First Nations peoples who lived in harmony with the land and sea, and whose traditional territory we inhabit, and the early Hawaiian, black and Japanese pioneers who landed on these shores with little more than their cultures and their determination and turned them into a way of life. And we acknowledge the old island families, with their diverse origins, whose generations have served our community and moulded past into present.

Today, we know that our island and its people face many challenges. Some of these are global, such as climate change and diminishing fossil fuel supplies, both of which pose particular problems for island communities. Others are more local, like our aging population and the loss of socioeconomic diversity. The availability of housing to meet a wide variety of needs, and the supply of safe, potable water are also issues that must be addressed. There are many others.

With our Official Community Plan, we lay out a vision focussed on a set of objectives and based on a commitment to honour the natural integrity of the island, while striving to meet the basic needs of its inhabitants. We commit ourselves to leave the next generation with an environment and with opportunities at least as secure as those that we ourselves have enjoyed.

We understand that social and economic development must be in harmony with our mandate. We accept that there are limits to growth, limits to resources, and limits to the ability of our environment to absorb continued development. We recognize human impacts and understand that healthy societies depend on healthy ecosystems, and we will work to minimize our impacts and restore the land. Our need to protect the land must also ensure its agricultural future, not only because agriculture is a traditional way of island life, but also

because in a changing world it is imperative that we enhance the security of our supply of food.

We also look to secure the future of our community, to ensure that it remains rural and resident-centred, with economic opportunities to support a broad range of people. We appreciate the extraordinary artistic and creative talents among our residents. And we hope that the children who grow up here will not only find it a place to remember but will always be proud to call it home.

We are an active, engaged, vibrant community, increasingly confident that through careful planning and the self-reliance and ingenuity of our population, we can solve many of our own problems. In an age of climate change and carbon footprints, we must also learn to adapt and tread with small feet.

It translates this vision into a set of community objectives focused on sustainability, limits to growth, our sense of community, community health and safety, and Island livelihoods and economies.

Many of these objectives talk specifically about issues of concern for our strategic plan. Examples include:

- Recognize and protect the fragility and significance of our natural environment
- To retain our island's rural character and peaceful and quiet atmosphere; to guide development so that it complements the outstanding natural beauty that surrounds us
- To work cooperatively with other agencies, groups and the community in achieving the objectives
- To reflect the finite nature of islands by identifying limits to residential, commercial and institutional growth tailored to the community's land base and ecological carrying capacity.
- To ensure that our community continues to function as an authentic, resident-centred community in the face of internal and external pressures to change and grow; to ensure that growth, including the growth of tourism, is managed in a way that does not displace or detract from our community's important function as a home for its residents.
- To encourage multiple modes of healthy, active transportation among residents of all ages, such as walking and bicycling.
- To designate land for appropriate and accessible social and recreational opportunities for all residents.

With regard to Fulford Harbour, the OCP notes (p.43):

The Local Trust Committee should support the construction of a multi-use path along the Fulford Ganges Road to service adjacent residential and commercial properties and a more extensive network of pathways, including a link to Drummond Park.

Section B7 of the OCP deals with Park and Recreation Land Use Objectives and Policies. Four objectives relate to the protection of the natural environment, recognition of the interests of First Nations, conservation of Crown Lands, and the encouragement of a broad range of recreational opportunities, with an emphasis on those that do not consume resources and that benefit the health and safety of residents.

The specific policies and objectives related to the acquisition of public recreational land and parkland include the following key directives:

- To acquire a sufficient amounts of land for public recreational space
- To protect environmentally sensitive areas such as contributing to Greenway corridors
- To develop an interconnected public trail network

To require subdivisions to contribute 5% of the land area for parks

In particular, this section of the OCP notes:

The Local Trust Committee should support applications by the Salt Spring Island Parks and Recreation Commission for the non-farm use of, removal from, and subdivision of limited amounts of land in the Agricultural Land Reserve to provide for the following community recreation needs:

- a. the expansion of recreational facilities, including administrative and utility buildings in Portlock Park.*
- b. approximately 3 ha next to Portlock Park to allow for additional athletic fields and parking.*
- c. approximately 4 ha in the south end of the island, to replace an existing ball park facility operated on ALR land.*
- d. additions to the trail network.*

To be supported, specific applications should also have been referred to the Agricultural Advisory Committee. They should also include plans to transfer good agricultural soils to agricultural land. To offset the impacts of the non-farm use or the removal of lands from the Agricultural Land Reserve under this policy, the Local Trust Committee will encourage the inclusion into the Agricultural Land Reserve of other lands that are suitable for agriculture.

Local trust committee will continue to cooperate and consult with the Parks And Recreation Commission.

The Agricultural Land Commission is asked to support applications for non-farm use, subdivision or removal of land from the Agricultural Land Reserve for public recreation use, if such proposals are consistent with this Plan and are supported by the Local Trust Committee and have been referred to the Agricultural Advisory Committee for comment.

With regard to future recreation facilities, the OCP lays out three objectives:

- To provide for those community recreational needs that are best satisfied in new facilities.*
- To encourage efficient and cost-effective use of land and community resources.*
- To encourage the clustering of major indoor recreational facilities near Ganges Village.*

In relation to Shoreline and Aquatic Uses, the OCP notes objectives:

- To identify those shoreline areas that are most uniquely suited to or traditionally used for specific purposes such as conservation, First Nations sites, public recreation, boat moorage, aquaculture, industry or transportation.*
- To avoid shoreline uses that impede public access to and along the shoreline.*

The OCP also has a specific Shoreline Recreation Land use Designation whose objective is:

To identify and protect ocean and lake beaches that are especially suitable for public recreation.

Its principal focus is the avoidance of major waterfront development.

Under the OCP section on Land Transportation, the OCP states:

The Ministry of Transportation and Infrastructure and the Salt Spring Island Transportation Commission should be encouraged to develop a bicycle and pedestrian network to be developed as part of the Ganges Public Pathway System, the island's public trail system and as part of the CRD's Regional Trail Network. This network should consist of off-road trails as well as on-road bicycle lanes. Roads that should be given priority for the development of bicycle routes are included on Map 4. All other roads on the island should also be considered bicycle routes, although lower traffic speeds mean that separate paths may not be required. The construction of those bicycle lanes that provide a safe route to public schools is identified as a priority in development of island bicycle paths. Bicycle lanes should be developed in consultation with the Salt Spring Island Transportation Commission, in coordination with Salt Spring's overall transportation strategy.

Demographic Review

Appendix C to the Salt Spring Island Parks and Recreation Strategic Plan

Yates, Thorn & Associates Inc.

ABSTRACT

Demography provides a key element of the context for planning on Salt Spring Island. This appendix reviews both the 2006 census data and the population projections to 2026.

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Census 2006

All data for the 2006 census community profiles has been released, so it is possible to compose a picture of Salt Spring Island demographics.

Age

Age characteristics				
2006	Salt Spring Island		British Columbia (Province)	
Total population	9,640		4,113,485	
0 to 19 years	1,820	19%	953,165	23%
20 to 44 years	2,020	21%	1,391,235	34%
45 to 64 years	3,650	38%	1,169,270	28%
65 years +	2,140	22%	599,800	15%

The current Island population is considerably older than the BC average, with 60% of resident being over 45 years of age, as opposed to 43% in the province as a whole.

It is actually the 20 to 44 age group that is significantly smaller than the BC average with only 21% being in this age group on the Island.

Children and youth up to the age of 19, make up 19% of the Island's population, which is only slightly below the provincial average of 23%.

Families and Households

Selected Family and Household Characteristics				
Households			Families	
Total	4,320		2,870	Total
Couples with children	795		1,970	Married couples
Couples without children	1,565		500	Common Law couples
One person Households	1,360			
Other	600		400	Lone parents

In 2006, there were 4,320 households and 2,870 families. About 2,350 or 54% of the households were couple households, although only 1 in 3 of those households had children.

Of the other 2,000 households, 1,360 were composed of a single person, most likely either an older person living alone, or someone in their late teens or early twenties. And 600 were 'other' households of whom 400 were lone parents with children at home.

Children by Family Structure					
	Total	Av Family Size	Children in Family	Children	%
Total	2,870			2,199	
Married couples	1,970	2.7	0.7	1,379	63%
Common Law couples	500	2.6	0.6	300	14%
Lone parents	400	2.3	1.3	520	24%

There are almost 2,200 children on the Island, of whom 77% live in two parent families and 24% in lone parent families.

Income

Income Levels - 2005 - Burnaby and BC			
		Salt Spring Island	BC
Median Family Income - 2005			
All Census Families		\$56,000	\$62,346
Married couple		\$64,310	\$69,207
Common-law couple		\$49,761	\$62,202
Lone-parent - all		\$33,977	\$35,437
Lone-parent-female		\$33,199	\$33,592
% in low income before tax - All persons		11.9%	17.3%

The median income indicates the level which 50% of families are above and 50% below.

Overall Salt Spring Island's median family income is slightly below the provincial average.

As with other areas of the province, the income level for lone parent families is almost half that of married couple families.

About 1,000 people on Salt Spring Island, or 11.9% are assumed, based on their income, to be 'low income'. While this data is not yet available for 2005 (from 2006 Census), most of these people will likely be some of the 400 lone parents and their 520 children.

Ethnicity

Language spoken most often at home				
	Salt Spring Island		British Columbia (Province)	
	No.	%	No.	%
Total population	9,555		4,074,385	
English	9,250	97%	3,341,285	82%
French	20	0%	15,325	0%
Non-official language	245	3%	639,380	16%

While almost 1 in 5 of BC households speaks a language other than English at home, this is not the case on Salt Spring Island, where the language of choice is still very much English.

Immigrant status and period of immigration				
	Salt Spring Island		British Columbia (Province)	
	No.	%	No.	%
Total population	9,555		4,074,385	
Non-immigrants	7,200	75%	2,904,240	71%
Immigrants	2,310		1,119,215	
Before 1991	1,855	80%	605,680	54%
1991 to 2000	270	12%	335,695	30%
2001 to 2006	180	8%	177,840	16%

This is not to say that all Salt Spring Islanders are born and bred Canadians. The percentage of Canadian born residents is 75%, only slightly above the BC average of 71%. However most of those who are immigrants arrived before 1991, when Canada's principal immigrant sources were European.

Visible minority population characteristics				
	Salt Spring Island		British Columbia (Province)	
	No.	%	No.	%
Total population	9,555		4,074,380	
Total visible minority population	295	3%	1,008,855	25%

Thus very few of Salt Spring Island residents were from visible minority populations.

Mobility Status

Mobility status					
		1 year and over		5 year and over	
		No.	%	No.	%
Total population		9,505		9,260	
Lived at the same address		8,300	87%	5,435	59%
Lived within the same province or territory 1 year ago; but changed addresses within the same census subdivision (municipality)		510	5%	1,635	18%
Lived within the same province or territory 1 year ago; but changed addresses from another census subdivision (municipality) within the same province or territory		405	4%	1,095	12%
Lived in a different province or territory		165	2%	675	7%
Lived in a different country		125	1%	420	5%

In terms of mobility, the census identifies where respondents lived one year and five years before census day in 2006. Salt Spring Island has seen a fair amount of mobility in the last five years: only 59% of the population were living at their 2006 address in 2001, and 13% had arrived in the last year.

Most of those who had moved, had a previous residence in the Capital Region (18% in the last 5 years), but 24% had come to the Island from elsewhere in BC, Canada or abroad.

Education

Educational attainment	Salt Spring Island		British Columbia	
	No.	%	No.	%
Total population 15 years and over	8,330		3,394,910	
No certificate; diploma or degree	1,035	12%	675,345	20%
High school certificate or equivalent	2,355	28%	946,645	28%
Apprenticeship or trades certificate or diploma	765	9%	368,355	11%
College; CEGEP or other non-university certificate or diploma	1,510	18%	565,900	17%
University certificate or diploma below the bachelor level	375	5%	184,395	5%
University certificate; diploma or degree	2,280	27%	654,265	19%

Often, older populations have fewer educational qualifications than younger populations. This is not the case on Salt Spring. This is a very well educated population with educational qualifications well above the average for BC.

Labour Force Data

Labour force activity	Salt Spring Island	British Columbia
	Total population 15 years and over	8,335
Participation rate	61%	66%
Employment rate	59%	62%
Unemployment rate	4%	6%

Labour force participation is slightly lower than the BC average, but unemployment is also low. This is typical of an older population, although one would have expected a greater divergence from the BC mean. When linked with the educational data noted above, this probably indicates people on the Island working past retirement age.

Occupation	Salt Spring Island	
	No.	%
Total experienced labour force 15 years and over	5,075	
A Management occupations	630	12%
B Business; finance and administration occupations	595	12%
C Natural and applied sciences and related occupations	280	6%
D Health occupations	255	5%
E Occupations in social science; education; government service and religion	365	7%
F Occupations in art; culture; recreation and sport	365	7%
G Sales and service occupations	1,170	23%
H Trades; transport and equipment operators and related occupations	900	18%
I Occupations unique to primary industry	335	7%
J Occupations unique to processing; manufacturing and utilities	180	4%

Salt Spring Island's workforce has both typical and atypical elements. The typical elements are the employment in health, sales, trade and transport. The atypical elements are the high concentrations in industries not found in any concentration on the Island: 12% management, 12% business and finance, and 6% sciences. It is likely that these workers either commute, or telecommute off the Island.

Population Projections

Population projections for the Gulf Islands are provided by BC Stats. The Islands Trust uses those provided for the geographic area of the Gulf Islands.

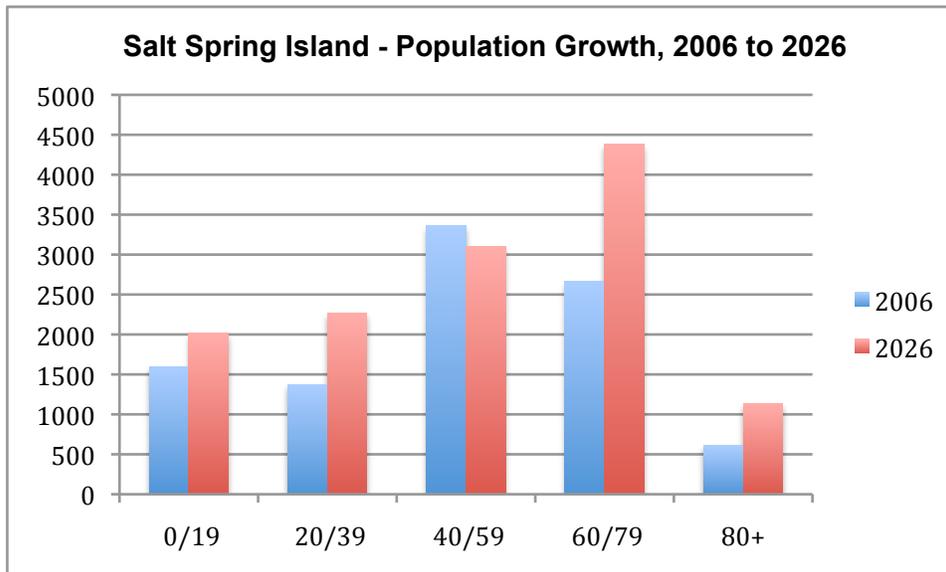
The 2006 Gulf Islands population 14,861, and it is projected by BC Stats by increase to 2026 to 19,974, an increase of 34%.

Salt Spring Island made up 65% of the Gulf Islands population in 2006. If this ratio remains constant to 2026, the projected population for 2026 on Salt Spring Island will be 12,903, as against its 2006 population of 9,600.

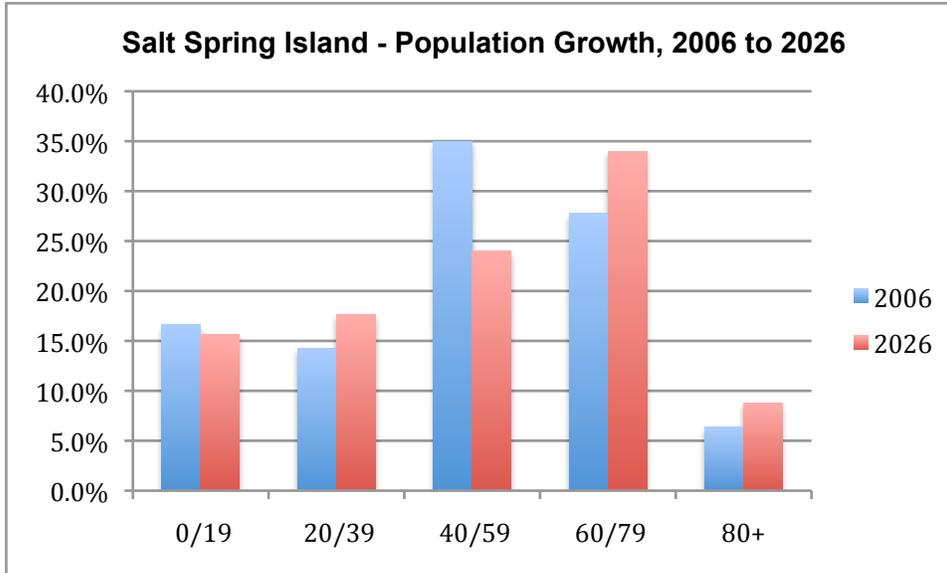
	2006	2026	
Gulf Islands (SD64)	14,861	19,974	134%
Salt Spring Island	9,600	12,903	
	64.6%		

Over the next 20 years, the population of all Western countries will 'age', as the 'baby boomers' reach retirement age. Thus the cohort aged 60 to 79 years will increase significantly. At the same time, the children of these baby boomers will also be entering their peak child bearing years, so the populations aged 20 to 39 years (this echo generation) and 0/19 (their children) will also increase in size. The population aged over 80 years will also grow, largely through increased longevity.

All these trends can be seen in the Salt Spring Island data charted below:



The relative sizes of these age groups show similar but slightly different patterns. Indeed the most significant factor is the decline in the population aged 40 to 59 years, although this cohort is over-represented in the 2006 structure. However both charts show clearly the impact of the aging population on the Island.



Facilities Inventory

Appendix D to the Salt Spring Island Parks and Recreation
Strategic Plan

Yates, Thorn & Associates Inc.

ABSTRACT

An inventory of the recreation facilities on Salt Spring Island

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Fulford Community Hall

Location	Fulford Harbour - 2591 Fulford-Ganges Rd
General Description	An old wooden structure, likely built in the 1950s, with good spaces available for recreation uses. There is a seniors centre at the south end of the building.
Ownership and Control	Owned and managed by the Fulford Community Hall Society
Size available for recreation uses	Large hall with small proscenium stage. There is a kitchen and obtaining a liquor license is possible.
Current recreational uses	A variety of fitness and social events, from keep fit to roller blading. Recent special events include a Burn's Supper organized by the Salt Spring Scottish Dance Society.
General condition	Well kept, with recent electrical upgrade and newish roof. The seniors area at the south end is a recent renovation.
Age of structure	Likely 1950s.



Beaver Point Hall

Location	Beaver Point/Ruckle Provincial Park
General Description	An old community hall
Ownership and Control	Owned and managed by the Beaver Point Community Hall Society
Size available for recreation uses	One large hall with raise stage in corner. Kitchen. Music room with lounge. Washrooms. Also outdoor washrooms.
Current recreational uses	Again, a variety of social and other activities
General condition	Excellent condition, well maintained. Newish metal roof. Music lounge is a relatively recent addition.
Age of structure	1950s or before.



Core Inn

Location	Ganges
General Description	Old house, shops and offices renovated into youth centre on main floor.
Ownership and Control	Originally a separate society, but now managed by Community Services Society.
Size available for recreation uses	Youth centre has internet café on the ground floor with pool table and social lounge. Upstairs there are counseling offices and some rented space. The sport court behind the Inn is a new addition
Current recreational uses	The Youth Centre operates from 3.00pm onwards, with Girls only on Mondays 3.00/5.00.
General condition	Recently renovated but with lots of work to do to keep an old structure in good condition.
Age of structure	1905 building.



Central Hall

Location	North End - close to Portlock Park
General Description	Old wood structure, built around 1900, now used as a movie theatre
Ownership and Control	Owned by Central Hall Society, and now leased to Michael Levy for use as a movie theatre call The Fritz.
Size available for recreation uses	The movie theatre seats XX. It has a concession. Offers films Friday through Tuesdays.
Current recreational uses	Movie theatre
General condition	Generally well kept.



Mahon Hall

Location	Ganges - 114 Rainbow Road, Salt Spring Island, BC, V8K 2V5
General Description	The historic Mahon Hall — in the centre of Ganges, Salt Spring Island — is the home of the Salt Spring Arts Council. Originally built in 1904, the well loved community hall is newly restored, repainted and with much improved facilities.
Ownership and Control	SSI Arts Council
Size available for recreation uses	The capacity of the hall is 200 standing and 120 seated, with a raised proscenium stage.
Current recreational uses	It provides a public space for concerts, theatre, art shows and the annual community crafts exhibitions — ArtCraft and WinterCraft. The hall is also available for private events, meetings, weddings and get-togethers.
General condition	Generally well kept.



ArtSpring

Location	Ganges
General Description	A home for the performing, visual and creative arts and crafts on SSI.
Ownership and Control	Island Arts Centre Society. The Island Arts Centre Society was formed by the visual and performing artists and artisans of Salt Spring Island in 1989, in conjunction with the Gulf Islands Community Arts Council and Salt Spring Island Parks, Arts and Recreation Commission. It was given the mandate to raise funds and design, build and operate a centre for the arts. Artist Robert Bateman officially opened ArtSpring in April 1999.
Size available for recreation uses	ArtSpring is an 11,800 square-foot, two-level heavy timber structure boasting a 5,200-square-foot exhibition/ multi- purpose area and a 6,600-square-foot, 265-seat theatre.
Current recreational uses	ArtSpring's activities are primarily associated with rentals by local professionals, semi-professionals, amateurs, school groups, guilds and visual artists. Events presented by ArtSpring are chosen to complement, enhance and diversify what is already available through local arts organizations.
General condition	Excellent condition.



Indoor Pool

Location	262 Rainbow Road, Ganges
General Description	The pool is the island's first year-round, indoor swimming complex and features a six lane multi-purpose pool and a 14 person whirl pool. Rainbow Road replaces Shelby Memorial Pool, an outdoor, above-ground pool which was open during the summer from 1991-2007.
Ownership and Control	PARC
Size	six lane multi-purpose pool and a 14 person whirl pool.
Current recreational uses	Normal variety of swim times for drop in, aquatic fitness, lessons, and Swim Club.
General condition	Excellent condition.
Age of structure	2008



North End Fitness

Location	Ganges
General Description	<p><i>North End Fitness has been a downtown landmark in Ganges for 20 years!</i></p> <p><i>North End Fitness is a full fitness centre gym with cardio machines including treadmills, ellipticals, stationary bikes upright bikes and recumbent bikes, rowing ergometers, and stairclimbers; weight machines including selectorized circuit weight stations, free weights; a private stretching room; aerobics; and classes including spin, pilates, yoga and boot camp.</i></p> <p>Source: website</p>
Ownership and Control	Private company
Size	
Current recreational uses	Offer a full range of fitness, yoga and other healthy lifestyle activities.
General condition	Commercial space, second floor.

Skate Park

Location	Ganges, beside Middle School
General Description	Skatepark
Ownership and Control	Whose land is it on?
Size available for recreation uses	What size
Current recreational uses	Popular venue for regular boarding and BMX biking, with various events also occurring.
General condition	Well maintained
Age of structure	?



Seniors Centre

Location	Ganges
General Description	Converted house which is used as a seniors centre
Ownership and Control	The Salt Spring Senior Services Society exists to offer assistance in various areas of senior living for those 55+.
Size available for recreation uses	Approximately 2,000sqft.
Current recreational uses	Provides a variety of social recreational programs.
General condition	Older house but in good condition. Wheelchair accessible.
Age of structure	1950s.



Administration Building

Location	At Portlock Park
General Description	A temporary building with a portable classroom at back. Washrooms for the park.
Ownership and Control	Owned by CRD.
Size available for recreation uses	The portable at the rear is used for a variety of rental groups.
Current recreational uses	Administration/meetings only.
General condition	Moderate

Trend Assessment

Appendix E to the Salt Spring Island Parks and Recreation Strategic Plan

Yates, Thorn & Associates Inc.

ABSTRACT

Any assessment of recreation needs must look as far into the future as possible to ensure that initiatives put in place today will continue to be relevant in the future. This appendix looks at the changes that might be anticipated over the next 10 to 20 years. Some are unknown, but many, especially those that will impact the next decade, already exist today.

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Any assessment of recreation needs must look as far into the future as possible to ensure that initiatives put in place today will continue to be relevant in the future.

This section looks at the changes that might be anticipated over the next 10 to 20 years. Some are unknown, but many, especially those that will impact the next decade, already exist today.

It is necessary to analyze trends at different scales in order to capture the totality of influences on parks and recreation. We propose using a three level approach:

- Values – the highest level of trends...those ‘really big picture’ issues that create the backdrop to everything we do.
- Social and Economic Structures – the main components that make up our society and economy.
- Changing Recreation and Park Delivery – the way we do business.

Values

At the core of our lives, we hold a set of values. When aggregated across populations, they form societal values or norms. While these often seem to be static, they are constantly in flux as one generation gives way to another, and as each individual is molded by time and his/her experiences. While people mold these values, the values are also molded into global change factors, with four of the key ones being:

Individualism

- The fragmentation of society into billions of individuals.
- Abandoning the old collectives of circumstance – who you are is who you want to be, not who or where or what caste you were born into.
- Regathering of individuals into groups of choice – special interest groups from model railways to transgender politics.
- Interactions made possible by the internet, overcoming geography.
- Acceptance of everyone as an individual – greater tolerance, minority rights.
- But a search for the community that we have lost – spirituality, new churches.

Consumerism

- Individualism in shopping has moved us from Ford (“any colour , as long as it’s black”) to Starbucks (which offers 42 brands of coffee, five types of milk...).
- Now people ‘consume’ everything – therefore everything has to be branded, marketed, promoted, sold.
- From broadcasting to narrowcasting, from TV to internet – the power of data mining means that information/advertising must be directed at these niche markets which are in themselves fragmenting. Every consumer is unique.
- Choice is everywhere, and is overpowering and overwhelming.

- “The world is indeed getting more complex and more differentiated, in terms of the ways people devote their discretionary resources – like money, time, energy, votes and love.”¹

Globalization

- We live in a truly globally connected world.
- People live on one continent and work on another...often without leaving home.
- People travel across the world to live on Salt Spring.
- Salt Spring residents travel and vacation all around the world.
- Everyone collects new ideas as they go...even those who never leave home but get their news from CNN or bet on the Hong Kong Derby in real time.

Risk and Experience

- We live in a risky world, but we often seek out more risk, especially the young.
- Extreme sports from skateboarding to downhill rollerblading.
- We seek immediate gratification...I want it now.
- Retreat into fantasy – video-games, ‘reality’ TV programs.
- Retreat into the home – cocooning – creating perfection with Martha Stewart.
- Everything is dangerous - play is dangerous...keep the kids safe with video games and watching TV.
- Safety is critical.

¹ Penn, Mark (2007) Microtrends, page 365.

Social and Economic Structures

Values are hard to quantify, but our social and economic structures are much firmer and can be quantified.

Demographics (see separate report)

- An aging population – the ‘baby boom’ generation is moving toward their senior years, with many implications for recreation.
- Changing families and household structures – the traditional family has shrunk to less than 20% of all families, with a rise particularly in single person households, both seniors and young people living alone.
- Gender imbalance– historically there were always more women aged over 65 than men, but the balance in younger age groups is also changing, especially in the 18 to 35 age group. Causal factors are higher death rates among teenage men, higher incarceration rates and increasing numbers of gay men...add the higher proportions of women going to university and getting higher paid jobs, staying in the workforce after childbirth...the net effect is more women with more money and more freedom.
- Increasing cultural diversity – high immigration in the last 20 years has created highly culturally diverse populations. Many of these populations are highly clustered, although largely absent on Salt Spring.
- Smaller workforce – while a tendency to continue working after retirement age is being seen, this is only a short term delayer of a massive job and skills shortage as baby boomers retire and the grade 12 and university graduates fail numerically to replace them.
- Still lots of children and youth in absolute numbers – while proportionately, children and youth are becoming a smaller part of the total population, there are still many of them to drive recreation demand.
- Low income households are increasing, the gap between rich and poor is widening – close to 15% of families live below the LICO (Low Income Cut Off) level, but this is a higher proportion for single parent women and children.

Technology

- 24/7 lifestyles – the time crunch and the value of convenience – a generation ago, there was a theory that ‘work’ was coming to an end, and leisure time would increase proportionately. In France, a shorter work week was legislated in order to spread the work around. However the reverse has proved true: average hours worked per week has risen and technology has meant that people can work anywhere, therefore they tend to work 24/7. This lifestyle has spilled over into other sectors, including recreation.
- The wireless world – we access google to resolve discussions at dinner parties and want to check email while our kids are playing hockey. Should the recreation system be a haven from this, or get with it?
- Increasing numbers of home workers – home worker numbers are increasing, bringing flexibility to the work world, but also to the recreation system. However they do not just

want to play squash in off-peak hours, but also want to use the recreation centre as a social centre...the water cooler of the home office set.

Environment

- Global warming will change everything, from values to heating systems – our ecological footprint has to shrink, both to save the planet and to make us feel good.
- Smart Growth planning – Smart Growth brings residences, workplaces, leisure services into close alignment and, with higher densities, makes public transit affordable to provide, operate and use.
- Connecting or reconnecting with nature – there is a concern that our community has become disconnected from nature and wild things, and that society, especially children, need to be reconnected.
- Walking in the park – the simplest and most widely distributed form of recreation – all the parks and recreation surveys show that walking is the #1 form of recreation adopted by all ages, especially the over 45 year olds and seniors, and that walking paths and trails are the most favoured recreation facilities.
- Gardening comes a close second to walking – while at first glance, gardening is a private recreational habit, the reality of growing old means leaving the single family garden in favour of a gardenless apartment...there is a role for community gardens.

Governance

- Partnering as a way of doing business – P3s and working with not-for-profit organizations – whether P3 stands for public-private or public-public, developing both capital and operating partnerships is a key way of doing business.
- Involving citizens and strengthening volunteerism – an effective recreation system involves its citizens in its governance and ensures that they can volunteer in ways commensurate with their interests.

Social Reality

- Strengthening families – individualism is a very strong value and can be seen in some ways as working against families. The contrary of this is that families need all the help that they can get.
- Building communities – the same is true with communities. Many people do not think of themselves as living on Salt Spring or even Canada. These 'citizenship' values are critically important and can be fostered.
- Fostering healthy living – the reality of life is that, while many people aspire to and often espouse a healthy and active lifestyle, it is very hard to achieve; again, people need all the help they can get to develop healthy habits.

Geography

- Serving local demand from residences and business, but also recognizing regional demand – there is an increasing trend toward recreating, indeed accessing most services, outside what might be termed the traditional geographic boundaries. There are many reasons for this: we recreate close to where we work, we recreate with friends who

live on the other side of town, we are partial to the weight machines at that other recreation centre. For Salt Spring residents this means committing to the time and expense of going off-Island.

- Accommodating different access modes – bike, walk, public transit are all ways that customers will use to access recreation facilities and the trend is for them all to be used, as opposed to just access by car. The community facilities must be hubs for these alternate transportation systems.

Changing Recreation and Park Delivery

The delivery of recreation and park services is also changing. Some of the key trends include:

Customers

- All ages, both genders – if, 20 years ago, programming was focused on youth and generally boys², now it is very much for all ages and both genders. Women are as frequent recreators in a range of programming as men. Girls programs, especially girls' sport programs, are growing fast everywhere. The private market for female fitness is booming, but so is the demand for public facilities.
- Increasing service of cultural groups – while many ethnic groups are not frequent visitors to the recreation centre, this is often because programming is not offered that appeals to them or draws them in. Experience has shown that Moslem women will come for women only fitness classes, Sikh men are happy to participate in Kabaddi or Asian older adults in Tai Chi.
- Seniors are a growing customer group. They are looking for a social as well as health related experience, where food is often a central element, especially for men.
- Physically challenged individuals, whether due to age or disability, or even mothers with strollers, have particular requirements. In many communities, especially ones such as Salt Spring where in-migration by retirees or pre-retirees is a major factor, 1 in 5 adults will be classified as 'disabled' by 2020.

Activities

- Health and wellness programming is growing, both those specific linkages with a health authority such as flu clinics, and more general wellness programs. The particular focus is often with seniors and youth for these latter programs.
- Child care, pre-school, and before and after school programming – there is a critical shortage of programming for children aged 0/6 years. This is both recreation programs that bring young parents and children together, and skill or socialization programs for slightly older children, which have the benefit of allowing a parent to recreate at the same time. Full-day child care would be welcomed by many parents but often consumes too much space for most recreation centres. However before and after school care fit well with the recreation mandate.
- Arts programming is also growing, especially seniors and younger children (such as in the middle childhood years of 6/12).

² Hunter, D. (2003) Trends in Programming – CPRA Magazine (Spring 2003)

- Youth programming of the drop-in variety is still not well provided, and is well used especially by younger teens (9/14). This programming requires open space and challenging environments that allow noisy, musical socializing.
- Outdoor activity programs such as walking groups and nature and bird appreciation are being increasingly offered in seniors programming, while at the other end of the age spectrum, summer and weekend camps and hiking are also growing.
- What's not growing (downward trends) – the only areas of recreation that are not growing are those that require multiple participants, expensive space, appeal to declining ethnic groups, and are time inflexible. Even within that definition, some sports are growing within certain age groups, although focusing on pick up play, such as in basketball, tends to see better use of space. Often the issue is not whether the space is used, but whether it is the same people playing many times versus serving a large number of people infrequently.

Programming

- Individualized, personal and flexible are the key words and programming which follows these is growing.
- Outreach programs are growing in the seniors and youth areas.

Delivery

- Partnerships with not-for-profit groups have always been a mainstay of recreation delivery generally, although the relations can be somewhat problematic. When such partnerships are well managed they work well.
- Social activity linkages are key to delivery of successful programs. The quality of the coffee and the service tend to be critical factors, although the focus must be on serving recreation facility clients rather than competing with Starbucks or equivalents.

Barriers

- Low income is still the major barrier for many families and seniors, and to a lesser extent adults.
- Lack of time is also often noted as a barrier, but this is often a cue for 'nothing really interests me enough to give up time from other activities' – the key is therefore providing interesting and affordable programs.
- Lack of transportation is a factor for seniors and for children and youth.

Results from the Household Survey

Appendix F to the Salt Spring Island Parks and Recreation Strategic Plan

Yates, Thorn & Associates Inc.

ABSTRACT

As part of the community consultation process for the Strategic Plan, a survey was mailed to households. This appendix details the results of the survey analysis.

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Salt Spring Island Parks and Recreation Survey

Yates, Thorn & Associates were retained by the PARC in November 2008 to prepare a Strategic Plan for Parks and Recreation on the Island. As part of the process of gathering information about Islanders' use of and attitudes toward parks and recreation, a community survey was undertaken. A mail out/mail back survey was selected as the preferred approach.

It was distributed by mail to a sample of households in early April 2009 with a request to return the surveys by May 22, 2009.

Thanks for asking! About time we had a strategic plan.

Data was analyzed and the results used to guide the overall strategic planning process as it proceeded through June to September 2009.

This analysis looks at the overall process and methodology of the survey, presents the results for each question asked, and provides analysis of the survey findings.

Process

The process by which the survey was developed and administered, and the results compiled and analyzed, was divided into a number of steps as follows:

- The consultants met with the Project Manager and Advisory Committee. Some ideas for survey questions were presented.
- Various approaches to getting the survey to as many residents as possible were discussed, and it was decided to use an addressed mail survey, using a set of addresses purchased from White/Yellow Pages (a unit of Cornerstone Canada). Just over 4,000 addresses were purchased, and 2,000 randomly selected to receive the survey.
- All aspects of the survey design were drafted. These included the survey with cover letter (Appendix A), mail out and mail back envelopes. Multiple drafts of the survey questions and cover letter were developed over a period of four weeks.
- Arrangements were made with BC Mail Plus to print the survey, mail it out, receive and open returned surveys, scan the returned surveys and provide the raw survey results in an appropriate electronic format to Yates, Thorn & Associates. The survey was mailed to 2,000 addresses.
- A communications process was undertaken before and during the survey to ensure that residents had good background information about the survey and its questions.
- All materials were signed off by the Project Manager and Project Committee prior to printing.
- There were 377 returned household surveys. These were scanned and data compiled into data files.
- The data files were then turned into a series of Excel spreadsheet tables and charts.
- These tables and charts were then analyzed and compiled into this report, where they are presented at the back of the report, starting after page 10.

- Included with the 377 returned surveys were 265 written comments sheets. These were all read, reviewed and comments from them are used throughout this report. All the comment sheets are available in a separately bound appendix. Analyzing these comments is extremely difficult, but their composite, which can only be had by reading them, provides a picture of what thoughtful Salt Spring residents think about their park and recreation system – they should be read by all in positions of authority in and for the system.

The 377 responses represent 19% of mailed surveys, which is valid at +/-5.3%, 19 times out of 20.

Demographics

The survey asked four questions about the demographic profile of each respondent. This information is critical to understanding any bias in the overall results¹.

The age of the survey respondents and the age of the Island as a whole in 2006, according to the census, is shown below:

		Survey Respondents	2006 Census
Age	20 to 34 years	3.6%	12.9%
	35 to 44 years	8.4%	13.0%
	45 to 54 years	17.3%	22.1%
	55 to 64 years	33.7%	24.6%
	65 to 74 years	22.3%	12.9%
	75 plus years	14.8%	14.5%

The respondents were generally older than the average for the Island...which is in itself older than the norm for BC. Only 12% of respondents were under 45 years of age, whereas 26% of Island residents were in this age group in 2006. All age groups over age 55 were over-represented in the survey respondents.

Given that older age populations tend to include more females than males, it is to be expected that the survey respondents were more heavily weighted toward females than males.

		Survey Respondents	2006 Census
Gender	Male	37.3%	47.0%
	Female	62.7%	53.0%

¹ Since the purpose of the survey is to provide a general guide of Salt Spring Island residents views, as opposed to being a rigorous statistical analysis, no attempt has been made to standardize the results or to perform any statistical tests re validity. However the variation of the sample from the Island norm should be borne in mind as the results are reviewed.

The same was the case for households with children living at home. On the Island in 2006, 28% of households had children living at home, whereas among the survey respondents, only 24% had children living at home.

		Survey Respondents	2006 Census
Children living at home?	Yes	23.6%	27.7%
	No	76.4%	72.3%

No data is available on the distribution of people on the Island, and the definitions that were used in the survey were in themselves a little fuzzy (ie north, central and south). However with 40% of respondents coming from centre/Ganges, 33% from north/Vesuvius/Fernwood, and 23% from south/Fulford/Beaver Point, there would seem to be a reasonable distribution across the Island.

Facility Use

This question asked respondents which facilities they had visited at least once in the last year, and went on to ask how frequently this had occurred. Three sets of facility types were presented: parks and outdoor spaces, recreation facilities and other facilities and amenities.

Visiting Parks and Outdoor Spaces

Degree of Use

Of the named parks, Centennial was the one that had been most visited. Indeed it is hard to image how 6.6% of respondents had not visited it given its location in the very centre of downtown Ganges! Other named parks – Portlock, Mowat and Rotary - were less frequently visited. Other major parks – which would include the provincial parks – were also frequently visited (80%) by 4 out of 5 respondents.

As a parent of two children under age 3, I have been concerned about the increased dubious drug activity at Centennial Park. This is one of the only areas that isn't school related to go outside with the kids and meet other parents. I no longer feel comfortable or completely safe taking my children there on my own.

Walking trails were also used by 84% of respondents. This included the boardwalk and paths (as opposed to the more rugged image of 'trails').

Ocean access was clearly important to people with 84% saying they had used ocean access points in the last year. A slightly lower proportion used lake access (64%).

Better maintenance of public beach access on Salt Spring Island is needed as well as signposts or at least an accessible public map of access on the island. I will happily volunteer my time to clear these overgrown and long forgotten public access points.

At the other end of the scale of usage, is the skate park – not surprising given its orientation to children and youth. Given that only 22% of respondents had children at home, the 12.5% who indicated usage by someone in their household of the skate park, indicates around 50% child and youth usage.

Bike trails and bike lanes had been used by only 19% of respondents. Clearly the preference is for walking use of the trails and paths, as opposed to bike use. Our other investigations indicate this may well be an issue of a sense of safety on bike lanes, rather than a desire to avoid bicycling.

Use of local neighbourhood parks likely represents a general lack of them around the Island, and low usage of dog parks (33%) likely reflects that only 1 in 3 respondents had dogs.

*Complete the boardwalk from Rotary Park to Moby's and Hastings House.
We need equestrian trails in the parks.*

Frequency of Use

For those answering 'yes' they had visited in the past year, the follow up question concerned 'how often', with options to say every week, once per month, a few times a year, once or so a year, or not in the last year.

Walking is, for almost half the respondents, a very frequent activity. It is likely that these were also people who walked the dog to or at the off-leash dog park or walked to their local park. But clearly the most frequent activity was just walking on the trails, paths and boardwalk.

Specific parks were visited on a more occasional basis, as were lake accesses.

Access to St. Mary's Lake is very bad and there is no lakefront park suitable for picnics for families.

Ocean access was a very frequent activity as well, largely reflecting the ease of access potential especially in the centre and north of the Island.

Visiting Indoor Recreational Facilities

Degree of Use

Community halls are extensively used with 75% having visited one in the last year. Central Hall, which for a number of years has been the local movie theatre, is also visited by many (72%).

The Rainbow Road Pool was visited by just under half (48%) of respondents. This is lower than would have been expected and may be related to the newness of the pool (although the very opposite would more likely be seen in terms of first year attendance) or its lack of leisure or other components.

Rainbow Pool needed to have a fitness facility included. A workout room plus equipment, cycles, treadmill etc. All encompassing including a health food, coffee, drink area to make this facility welcoming and appealing to a wider demographic.

The 32% attendance at private recreation facilities is to be expected on an island which has no public fitness programming and a higher than average income. However if this is thought of as the enrolment in fitness programming, it is low when compared to previous studies conducted by YTA.

The same comment can be made about the Core Inn as the skate park: 12% represents about half of the households with families.

On the other hand, with a high percentage of respondents being over 55 years, a participation of 16% at the seniors centre indicates that it serves a relatively small percentage of the seniors population on the Island.

Frequency of Use

Clearly there are facilities which a lot of people use infrequently, such as the community halls and Central Hall, and facilities which are used with great frequency, such as the Pool, the private recreational facilities and the seniors centre.

Visiting Other Facilities and Amenities

Degree of Use

The other facilities and amenities are more specialized and their overall visitation numbers are lower than for the parks, which generally were in the 80% range, and the indoor facilities where the highest use rates were in the 70% range.

However some facilities have surprisingly high usage rates: over one person in three (36%) visited a boat or kayak launch at least once in the last 12 months. And over one in four (29%) had used the running track – although our observations would tell us that this is more as a walking track than a running track.

Playing fields at 27% represent participation in athletic events and sports.

Tennis court usage is 20%.

All these are likely quite seasonal use figures, being higher in the summer than the winter.

Please repair the track and have adequate lighting for winter months.

Frequency of Use

The facilities that support team sports tend to have regular users – playing fields, which would be primarily regular soccer or softball play, and tennis courts where the various tennis clubs and pairs/doubles play on a regular basis.

While one in three people used a boat/kayak launch at some time, only a small percentage of them were regular users, where regular is weekly or even more than once per month.

Running track users were somewhere in between, with a likelihood that a considerable number of users might just be special event users (Run for Heart, etc).

Satisfaction with Current Services

One reason why people do not use or visit facilities is because they are dissatisfied with them. The second question that was asked of respondents focused on the level of satisfaction. Respondents could note one of four levels, with two being levels of satisfaction and two being levels of dissatisfaction. Many respondents opted for the no response box where they felt that they had no opinion or otherwise did not wish to comment.

Many people moving to Salt Spring of late seem to express a desire for urban type amenities. Personally I don't think that is what Salt Spring is about. Walking trails etc. are getting excellent in the last few years. Emphasis should be on this type of endeavor and not buildings with facilities inside.

The highest level of satisfaction went to park maintenance levels and parks for informal recreation. Both these had satisfaction ratings in the 70% range.

The facilities I have used are very good, well run and well maintained.

Trails and parks for organized sports both had satisfaction ratings close to 60%, although the level of dissatisfaction varied greatly, with 26% dissatisfied with trails, but virtually no one dissatisfied with organized sport parks; people were either satisfied or entered 'no response'. Access to lakes and ocean was a little below this level of satisfaction at 51%, but, like parks, had a large number of dissatisfied respondents (36%).

Two ocean launches are badly needed, one at the south end and one at the North end. This really needs to be done. There are plenty of sites to look at. Cost should not be a huge one and these projects are badly needed.

Clearly the two areas where people are dissatisfied are trails for walking and biking, and access to lakes and oceans.

Most respondents had no response to the questions about recreation opportunities. This could be because they did not understand the term 'opportunities' or it could be because the main kind of opportunity, a recreation program, are not widely available on the Island. Recreation opportunities generally were rated at 44% satisfied, 12% dissatisfied and 44% no opinion/no response.

Too much focus on sporty recreation only, such as soccer and kayaking. Great, but what about some other social, recreational possibilities for other people. Too much budget is now allocated to soccer and ballgames activities.

With the questions specific to demographic groups, the highest satisfaction, and lowest no response, was for adult recreation opportunities, where 50% of respondents were satisfied, 17% dissatisfied. Responses for the other three groups – seniors, children and youth – were more or less the same, with about 33% satisfied and 10% of respondents dissatisfied.

Barriers to Participation

The third question asked about barriers to participation – what gets in the way of members of your household being as active and engaged as you would like.

For most people, there were not a lot of barriers that they regarded as 'significant', but many respondents noted minor barriers.

Lack of time, that curse of the modern world, obviously also lurks on Salt Spring Island. For 20% of respondents it was a significant barrier and for another 36% a minor barrier.

For 40% of respondents, there were no programs or activities that interested them. For 12% this was a significant barrier and for 28% a minor barrier. Clearly there is a lack of depth in recreational opportunities and programming on the Island that elicits this degree of dissatisfaction.

Somewhat similar figures were noted with lack of information as a barrier. There is information available through various channels, but getting it is a barrier to participation for 48%, and a major barrier for 13% of respondents.

Affordability is a major barrier to 9% of respondents, and a minor barrier to another 28%.

The other two barriers that respondents were asked to comment on, concerns about safety and lack of transportation, were not considered a barrier by three quarters of respondents.

I find it disturbing that the Rainbow Road Pool does not have a special rate for seniors or the handicapped. I have used many pools in Victoria and Vancouver and they all have these special rates.

Information on Recreation

Lack of information as a barrier to participation was part of the previous question, but more information was requested in the fourth question, with a focus on the adequacy of the current amount of information received and a question about the preferred medium for that information.

Respondents were evenly split over whether the current amount of information was adequate: 40% thought it was, and 44% thought it was not adequate.

In terms of preferred way of receiving information, respondents opted very much for paper based media: 51% wanted to see monthly inserts in Driftwood, whereas 53% wanted a seasonal brochure delivered once or twice per year.

I would use the bike trails if I had more information about them. A local walking trail guide would be useful, as would a map of access points to water for swimming or launching kayaks.

Using the PARC website was favoured by 27%, and 11% indicated that they had no interest in receiving any more information.

Improved or Additional Programs or Services

The fifth question focused on what additional or improved programs or services should be planned for the future.

Trails, for walking and biking, water accesses, and parks for green space, topped the list of preferred additions/enhancements. When the supportive and very supportive responses are combined, all these proposals received 70% support or more. There was very little opposition to these proposals, with well under 10 % of respondents being opposed or very opposed.

Community programming also had only 6% opposed, but its supportive component was at 62% with 21% having no opinion and 11% giving no response.

Parks for recreation, such as for disc golf or including a bowling green, were supported by 49% but opposed by 19%.

My neighbours and I walk in a lovely wooded area which is privately owned at present but in constant danger of being subdivided and lost to us as a recreational area at his local, easily accessible on foot, quiet, peaceful and filled with wildlife. It is used daily by many people. These (and other) 20 acre parcels should be available all over the island. Not all of us can climb Mount Tuam, kayak or sail, but we can all appreciate natural areas that are not overused. These should be acquired now before land prices get any higher.

The commission should interpret 'recreation' far more broadly to include lifelong learning, less athletic forms of recreation and initiatives targeted to the Islands large seniors community. Support in the form of grants should be made to groups offering community leisure programming activities.

Expansion of the Rainbow Road Recreation Centre was a strategy about which 30% of respondents were very supportive, but its total support score was only 48%, and it was opposed by 30%.

I would pay tax increases specifically for improvement or expansion of a recreation center which had indoor squash courts, a children's pool, indoor programs and classes.

Support for other 'active' sport facilities was lower – courts, athletic fields and ice arena all received less than 40% support from respondents. In most cases, there was a fair number of no opinion/no response votes. Only the ice arena however had more people opposed than supportive (31% supportive, 48% opposed).

There is a desperate need to improve and add facilities for children's activities such as ice rink. Without this, families will not stay on Salt Spring. The elder population must recognize that the young provide services for required by the aging population.

Financial Planning

Experience with surveys related to recreation indicates that there are always a range of views about improving services versus increasing taxes to pay for them. It is also true that older populations tend to be less supportive of tax increases than younger populations.

I appreciate being surveyed about priorities. Sometimes spending gets focused on a sexy area that serves too few people. I feel it is important to keep taxes from escalating while also providing free to all activities like trails and water access. These provide healthy lifestyle venues for a lifetime as well as celebrating what is the Gulf Islands' strongest feature: nature.

On Salt Spring Island, based on the responses to this survey, there appears to be an interest in seeing higher taxes invested in park and recreation services: 66% were supportive of some level of increase, versus 22% who favored no increase.

My tax dollar cost has gone up triple and we have less except for a pool and the Rainbow Road property. That is in 30 years. We keep talking about needing the land to put these fields on but don't follow through. We keep waiting for what? Land prices to go down?

Of those who supported an increase, slightly less than half of them (28%) opted for the lowest level of increase of up to 5%, with others checking the boxes for higher level increases.

Based on this sample, which is skewed toward an older than average population, Salt Spring Island residents would be prepared to pay higher tax rates for the kind of services and amenities that they use, value and feel add to the quality of life that they wish to see delivered on the Island.

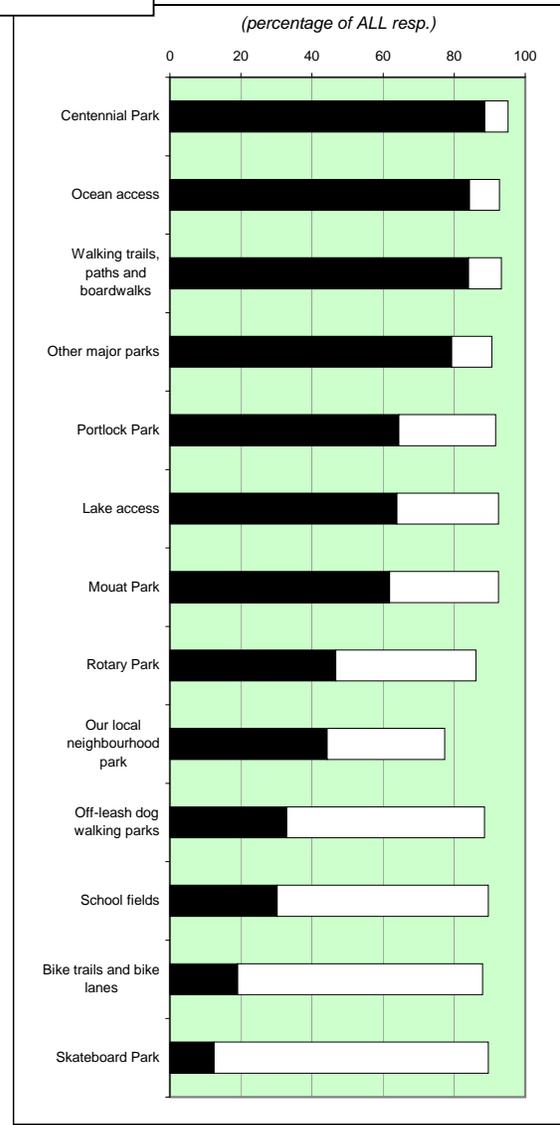
Facility Use

Which of the following facilities has a member of your household/family visited at least once in the last year?

PARKS and OUTDOOR SPACES

yes
 no

		Visited?		
		yes	no	no resp.
Centennial Park	(n = 377)	334	25	18
	%	88.6	6.6	4.8
Ocean access	(n = 377)	318	32	27
	%	84.4	8.5	7.2
Walking trails, paths and boardwalks	(n = 377)	317	35	25
	%	84.1	9.3	6.6
Other major parks (such as provincial parks)	(n = 377)	299	43	35
	%	79.3	11.4	9.3
Portlock Park	(n = 377)	243	103	31
	%	64.5	27.3	8.2
Lake access	(n = 377)	241	108	28
	%	63.9	28.6	7.4
Mouat Park	(n = 377)	233	116	28
	%	61.8	30.8	7.4
Rotary Park	(n = 377)	176	149	52
	%	46.7	39.5	13.8
Our local neighbourhood park	(n = 377)	167	125	85
	%	44.3	33.2	22.5
Off-leash dog walking parks	(n = 377)	124	210	43
	%	32.9	55.7	11.4
School fields (for non-school activity)	(n = 377)	114	224	39
	%	30.2	59.4	10.3
Bike trails and bike lanes	(n = 377)	72	260	45
	%	19.1	69.0	11.9
Skateboard Park	(n = 377)	47	291	39
	%	12.5	77.2	10.3



Facility Use	Which of the following facilities has a member of your household/family visited at least once in the last year? And how regularly have these visits occurred?						
	Visited?		Frequency of Visits (on average)				
PARKS AND OUTDOOR SPACES	yes	no	every week	once per month	a few times per year	once or so per year	not in the last year
• Centennial Park	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Portlock Park	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Mouat Park	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Rotary Park	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Other major parks such as provincial parks	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• School fields for non-school activity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Our local neighbourhood park	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Off-leash dog walking parks	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Walking trails, paths and boardwalks	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Bike trails and bike lanes	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Lake access	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Ocean access	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Skateboard Park	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• None; no use of any parks or outdoor spaces	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Facility Use

Which of the following facilities has a member of your household/family visited at least once in the last year?

PARKS and OUTDOOR SPACES

Frequency of visits (on average) for the respondents who indicated "yes" for visiting the following:

	YES visit	Frequency of Visits					
		every week	once per month	a few times per year	once or so per year	not in the last year	no resp.
Centennial Park	(n = 334)	101	76	130	19	4	4
	%	30.2	22.8	38.9	5.7	1.2	1.1
Ocean access	(n = 318)	96	87	100	22	5	8
	%	30.2	27.4	31.4	6.9	1.6	2.5
Walking trails, paths and boardwalks	(n = 317)	144	58	75	23	6	11
	%	45.4	18.3	23.7	7.3	1.9	3.5
Other major parks (such as provincial parks)	(n = 299)	38	63	139	43	8	8
	%	12.7	21.1	46.5	14.4	2.7	2.7
Portlock Park	(n = 243)	53	40	96	36	13	5
	%	21.8	16.5	39.5	14.8	5.3	2.1
Lake access	(n = 241)	46	50	99	30	6	10
	%	19.1	20.7	41.1	12.4	2.5	4.1
Mouat Park	(n = 233)	38	40	85	46	18	6
	%	16.3	17.2	36.5	19.7	7.7	2.6
Rotary Park	(n = 176)	35	36	65	29	4	7
	%	19.9	20.5	36.9	16.5	2.3	4.0
Our local neighbourhood park	(n = 167)	64	35	42	13	5	8
	%	38.3	21.0	25.1	7.8	3.0	4.8
Off-leash dog walking parks	(n = 124)	47	24	31	11	4	7
	%	37.9	19.4	25.0	8.9	3.2	5.6
School fields (for non-school activity)	(n = 114)	28	19	30	22	8	7
	%	24.6	16.7	26.3	19.3	7.0	6.1
Bike trails and bike lanes	(n = 72)	20	18	23	6	5	0
	%	27.8	25.0	31.9	8.3	6.9	0.0
Skateboard Park	(n = 47)	8	3	17	10	8	1
	%	17.0	6.4	36.2	21.3	17.0	2.1

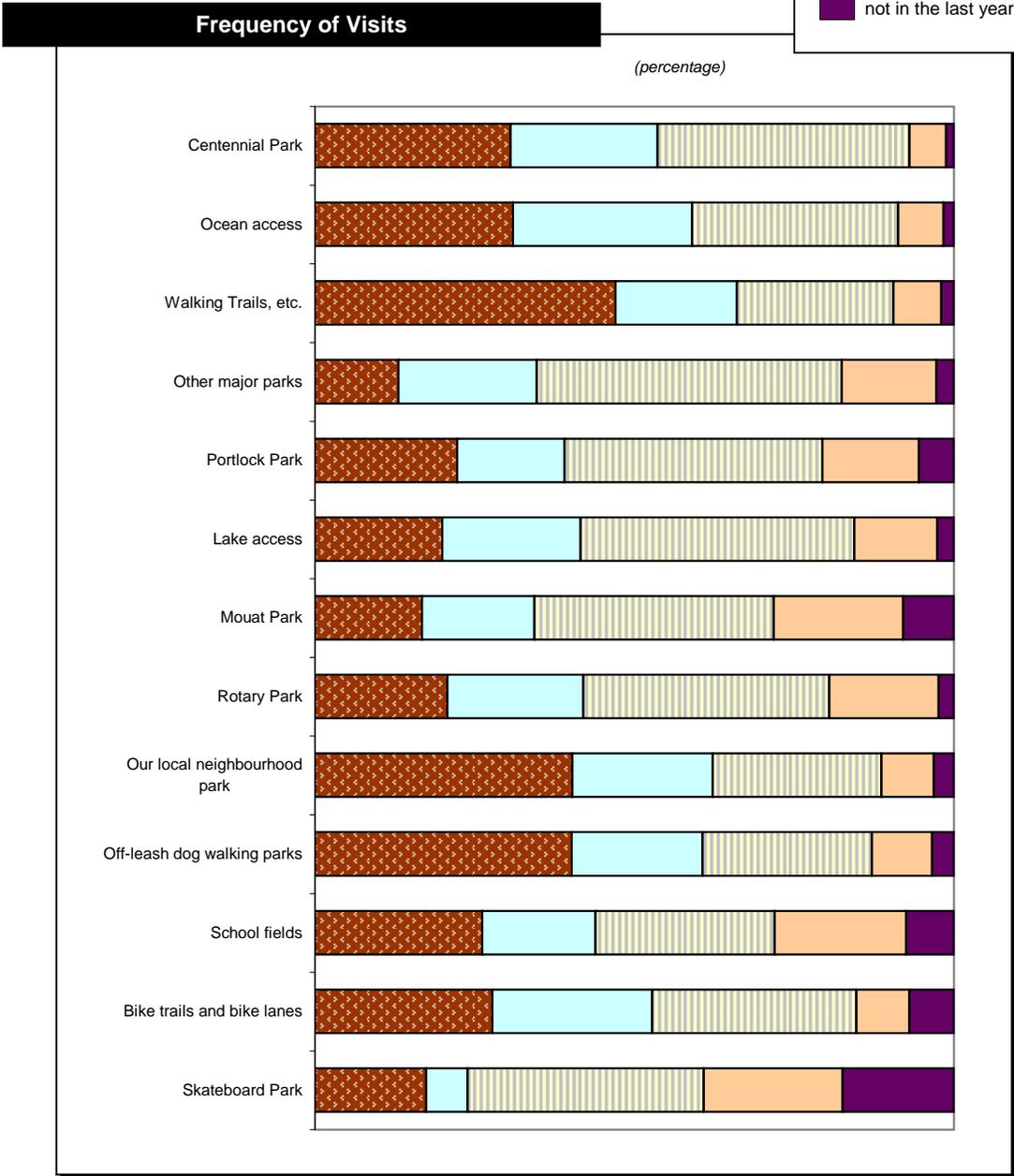
[See following page for comparative data chart.]

Facility Use

PARKS and OUTDOOR SPACES

Which of the following facilities has a member of your household/family visited at least once in the last year?

Frequency of visits (on average) for the respondents who indicated "yes" for visiting the following:

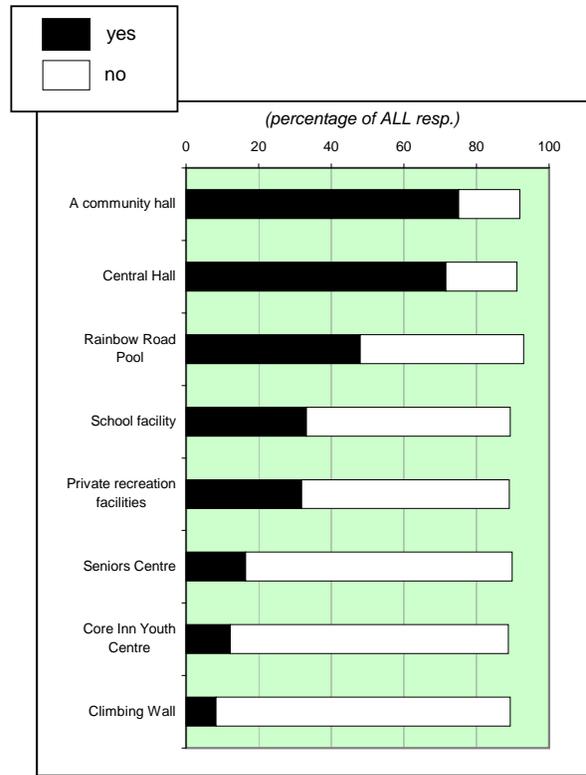


Facility Use

Which of the following facilities has a member of your household/family visited at least once in the last year?

INDOOR RECREATIONAL FACILITIES

		Visited?		
		yes	no	no resp.
A community hall (Beaver Point/Fulford)	(n = 377) %	283 75.1	64 17.0	30 8.0
Central Hall (for movies)	(n = 377) %	270 71.6	74 19.6	33 8.8
Rainbow Road Pool	(n = 377) %	181 48.0	170 45.1	26 6.9
School facility (for recreational activity)	(n = 377) %	125 33.2	212 56.2	40 10.6
Private recreation facilities	(n = 377) %	120 31.8	216 57.3	41 10.9
Seniors Centre	(n = 377) %	62 16.4	277 73.5	38 10.1
Core Inn Youth Centre	(n = 377) %	46 12.2	289 76.7	42 11.1
Climbing Wall	(n = 377) %	31 8.2	306 81.2	40 10.6



Facility Use	Which of the following facilities has a member of your household/family visited at least once in the last year? And how regularly have these visits occurred?						
	Visited?		Frequency of Visits (on average)				
	yes	no	every week	once per month	a few times per year	once or so per year	not in the last year
INDOOR RECREATIONAL FACILITIES							
• Rainbow Road Pool	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• A community hall (Beaver Point/Fulford)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Central Hall (for movies)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Seniors Centre	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Core Inn Youth Centre	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• School facility for recreational activity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Climbing Wall	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Private Recreation Facilities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• None; no use of indoor recreational facilities	<input type="checkbox"/>	<input type="checkbox"/>					

Facility Use

Which of the following facilities has a member of your household/family visited at least once in the last year?

INDOOR RECREATIONAL FACILITIES

Frequency of visits (on average) for the respondents who indicated "yes" for visiting the following:

	YES visit	Frequency of Visits					
		every week	once per month	a few times per year	once or so per year	not in the last year	no resp.
A community hall (Beaver Point/Fulford)	(n = 283) %	17 6.0	43 15.2	146 51.6	65 23.0	9 3.2	3 1.1
Central Hall (for movies)	(n = 270) %	6 2.2	60 22.2	156 57.8	31 11.5	14 5.2	3 1.1
Rainbow Road Pool	(n = 181) %	72 39.8	31 17.1	51 28.2	22 12.2	1 0.6	4 2.2
School facility (for recreational activity)	(n = 125) %	17 13.6	27 21.6	46 36.8	24 19.2	7 5.6	4 3.2
Private recreation facilities	(n = 120) %	72 60.0	18 15.0	24 20.0	3 2.5	1 0.8	2 1.7
Seniors Centre	(n = 62) %	25 40.3	10 16.1	14 22.6	8 12.9	5 8.1	0 0.0
Core Inn Youth Centre	(n = 46) %	6 13.0	4 8.7	21 45.7	4 8.7	11 23.9	0 0.0
Climbing Wall	(n = 31) %	1 3.2	3 9.7	10 32.3	8 25.8	9 29.0	0 0.0

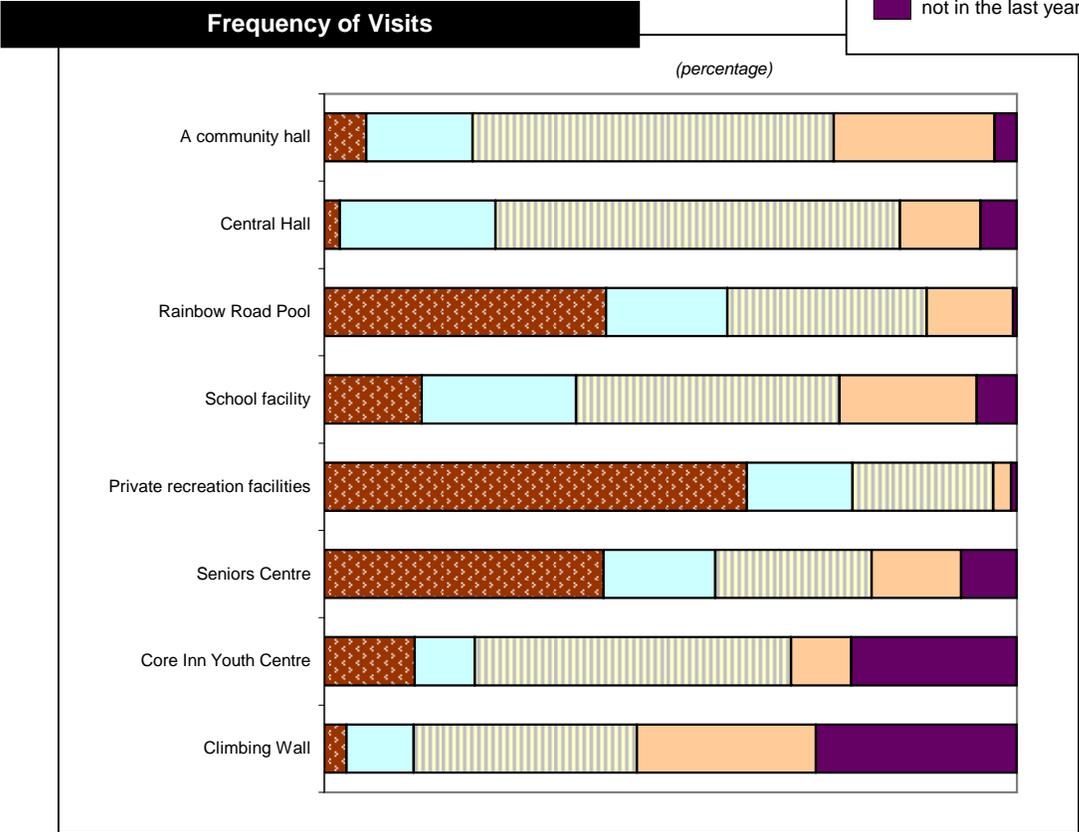
[See following page for comparative data chart.]

Facility Use

Which of the following facilities has a member of your household/family visited at least once in the last year?

INDOOR RECREATIONAL FACILITIES

Frequency of visits (on average) for the respondents who indicated "yes" for visiting the following:

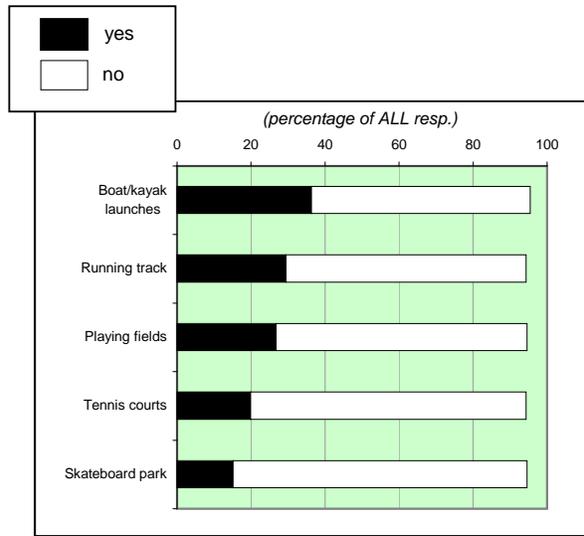


Facility Use

Which of the following facilities has a member of your household/family visited at least once in the last year?

OTHER FACILITIES AND AMENITIES

		Visited?		
		yes	no	no resp.
Boat/kayak launches	(n = 377)	137	223	17
	%	36.3	59.2	4.5
Running track	(n = 377)	111	245	21
	%	29.4	65.0	5.6
Playing fields	(n = 377)	101	256	20
	%	26.8	67.9	5.3
Tennis courts	(n = 377)	75	281	21
	%	19.9	74.5	5.6
Skateboard park	(n = 377)	57	300	20
	%	15.1	79.6	5.3



OTHER FACILITIES AND AMENITIES	Visited?		Frequency of Visits (on average)				
	yes	no	every week	once per month	a few times per year	once or so per year	not in the last year
• Skateboard park	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Tennis courts	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Running track	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Boat/kayak launches	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Playing fields	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

If there are any other facilities that you use, please note them on the 'comments' sheet provided.

Facility Use

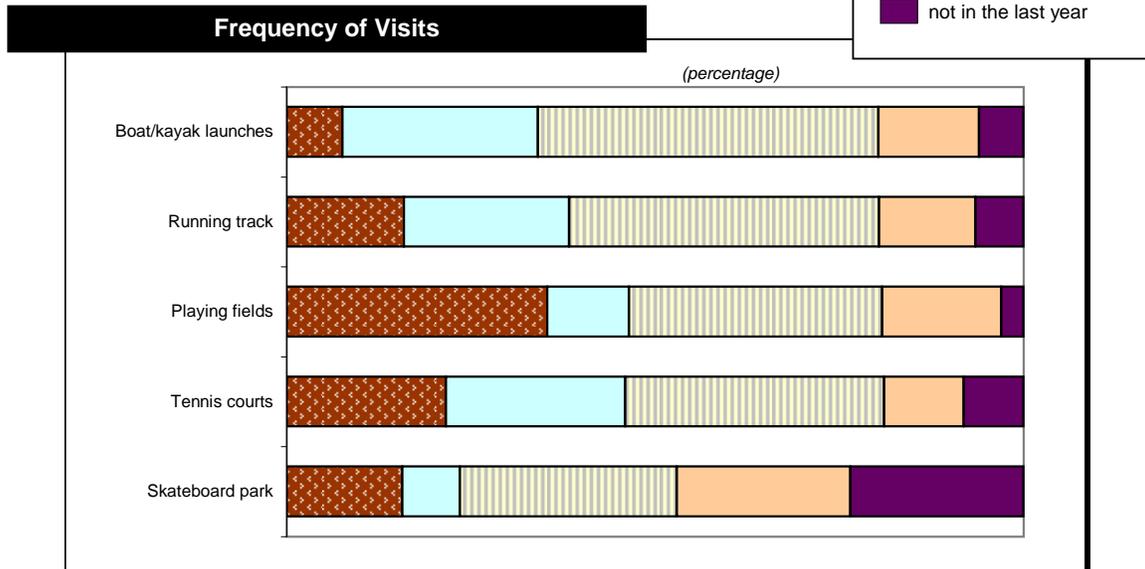
Which of the following facilities has a member of your household/family visited at least once in the last year?

OTHER FACILITIES AND AMENITIES

Frequency of visits (on average) for the respondents who indicated "yes" for visiting the following:

	YES visit	Frequency of Visits					
		every week	once per month	a few times per year	once or so per year	not in the last year	no resp.
Boat/kayak launches	(n = 137)	10	35	61	18	8	5
	%	7.3	25.5	44.5	13.1	5.8	3.6
Running track	(n = 111)	17	24	45	14	7	4
	%	15.3	21.6	40.5	12.6	6.3	3.6
Playing fields	(n = 101)	35	11	34	16	3	2
	%	34.7	10.9	33.7	15.8	3.0	2.0
Tennis courts	(n = 75)	16	18	26	8	6	1
	%	21.3	24.0	34.7	10.7	8.0	1.3
Skateboard park	(n = 57)	8	4	15	12	12	6
	%	14.0	7.0	26.3	21.1	21.1	10.5

Frequency of visits (on average) for the respondents who indicated "yes" for visiting the following:



Satisfaction with Current Services

In broad terms, how satisfied are you and your household/family with the following park and recreation opportunities on the Island?

PARK and RECREATION OPPORTUNITIES

		Level of Satisfaction					
		very satisfied	satisfied	dissatisfied	very dissatisfied	no opinion	no resp.
Park maintenance levels	(n = 377) %	58 15.4	230 61.0	30 8.0	4 1.1	36 9.5	19 5.0
Parks (for informal recreation)	(n = 377) %	40 10.6	236 62.6	16 4.2	2 0.5	50 13.3	33 8.8
Parks (for organized sports)	(n = 377) %	46 12.2	178 47.2	9 2.4	2 0.5	120 31.8	22 5.8
Trails (for walking and biking)	(n = 377) %	52 13.8	171 45.4	69 18.3	30 8.0	34 9.0	21 5.6
Access to lakes and ocean	(n = 377) %	30 8.0	163 43.2	102 27.1	34 9.0	29 7.7	19 5.0
Recreation opportunities (for adults)	(n = 377) %	20 5.3	170 45.1	56 14.9	7 1.9	100 26.5	24 6.4
Recreation programs	(n = 377) %	15 4.0	149 39.5	37 9.8	9 2.4	137 36.3	30 8.0
Recreation opportunities (for children)	(n = 377) %	19 5.0	115 30.5	32 8.5	8 2.1	179 47.5	24 6.4
Recreation opportunities (for seniors)	(n = 377) %	20 5.3	112 29.7	34 9.0	6 1.6	184 48.8	21 5.6
Recreation opportunities (for youth)	(n = 377) %	17 4.5	95 25.2	38 10.1	12 3.2	189 50.1	26 6.9

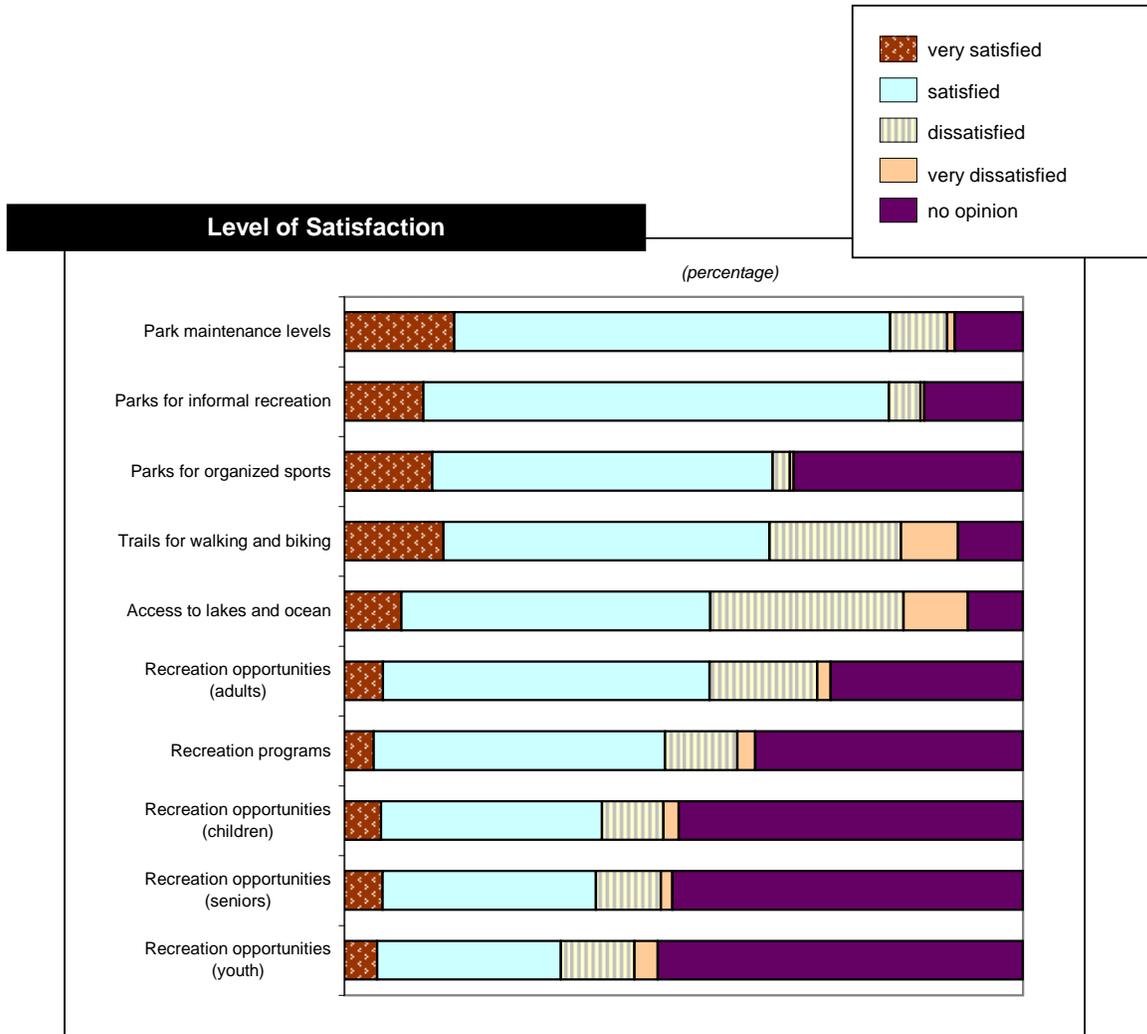
[See following page for comparative data chart.]

Satisfaction with Current Services		In broad terms, how satisfied are you and your household/family with the following park and recreation opportunities on the Island?				
		very satisfied	satisfied	dissatisfied	very dissatisfied	no opinion
Please note any comments on the degree of satisfaction/dissatisfaction on the 'comments' sheet provided.	• Trails for walking and biking	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	• Parks for organized sports	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	• Parks for informal recreation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	• Park maintenance levels	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	• Access to lakes and ocean	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	• Recreation programs	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	• Recreation opportunities for children	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	• Recreation opportunities for youth	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	• Recreation opportunities for adults	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
	• Recreation opportunities for seniors	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Satisfaction with Current Services

In broad terms, how satisfied are you and your household/family with the following park and recreation opportunities on the Island?

PARK and RECREATION OPPORTUNITIES

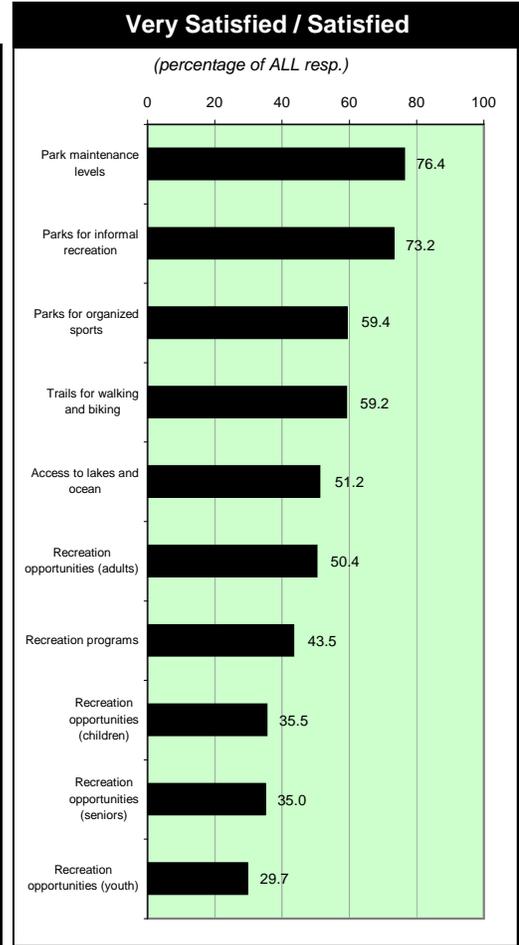


Satisfaction with Current Services

In broad terms, how satisfied are you and your household/family with the following park and recreation opportunities on the Island?

PARK and RECREATION OPPORTUNITIES

		Level of Satisfaction	
		satisfied / very satisfied	dissatisfied / very dissatisfied
Park maintenance levels	(n = 377)	288	34
	%	76.4	9.0
Parks <i>(for informal recreation)</i>	(n = 377)	276	18
	%	73.2	4.8
Parks <i>(for organized sports)</i>	(n = 377)	224	11
	%	59.4	2.9
Trails <i>(for walking and biking)</i>	(n = 377)	223	99
	%	59.2	26.3
Access to lakes and ocean	(n = 377)	193	136
	%	51.2	36.1
Recreation opportunities <i>(for adults)</i>	(n = 377)	190	63
	%	50.4	16.7
Recreation programs	(n = 377)	164	46
	%	43.5	12.2
Recreation opportunities <i>(for children)</i>	(n = 377)	134	40
	%	35.5	10.6
Recreation opportunities <i>(for seniors)</i>	(n = 377)	132	40
	%	35.0	10.6
Recreation opportunities <i>(for youth)</i>	(n = 377)	112	50
	%	29.7	13.3



Satisfaction with Current Services		In broad terms, how satisfied are you and your household/family with the following park and recreation opportunities on the Island?				
		very satisfied	satisfied	dissatisfied	very dissatisfied	no opinion
• Trails for walking and biking		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Parks for organized sports		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Parks for informal recreation		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Park maintenance levels		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Access to lakes and ocean		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Recreation programs		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Recreation opportunities for children		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Recreation opportunities for youth		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Recreation opportunities for adults		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Recreation opportunities for seniors		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

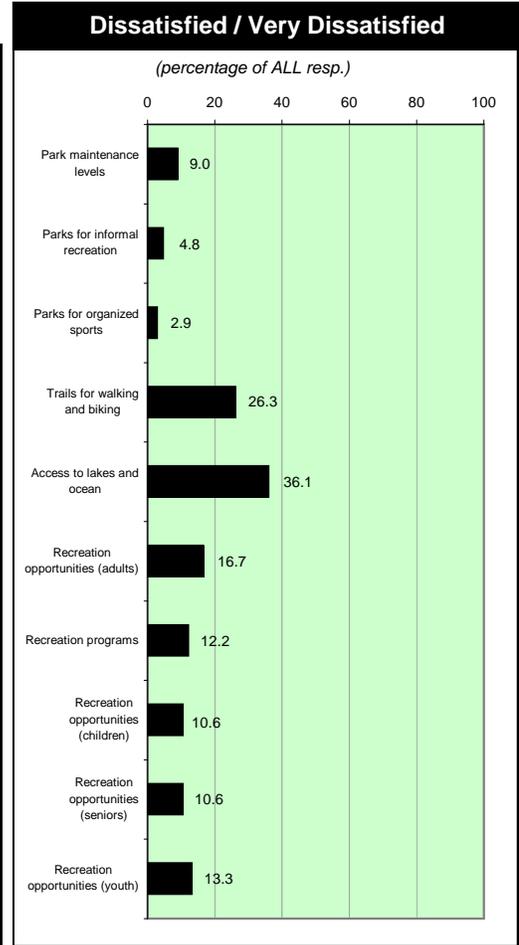
Please note any comments on the degree of satisfaction/dissatisfaction on the 'comments' sheet provided.

Satisfaction with Current Services

In broad terms, how satisfied are you and your household/family with the following park and recreation opportunities on the Island?

PARK and RECREATION OPPORTUNITIES

		Level of Satisfaction	
		satisfied / very satisfied	dissatisfied / very dissatisfied
Park maintenance levels	(n = 377)	288	34
	%	76.4	9.0
Parks (for informal recreation)	(n = 377)	276	18
	%	73.2	4.8
Parks (for organized sports)	(n = 377)	224	11
	%	59.4	2.9
Trails (for walking and biking)	(n = 377)	223	99
	%	59.2	26.3
Access to lakes and ocean	(n = 377)	193	136
	%	51.2	36.1
Recreation opportunities (for adults)	(n = 377)	190	63
	%	50.4	16.7
Recreation programs	(n = 377)	164	46
	%	43.5	12.2
Recreation opportunities (for children)	(n = 377)	134	40
	%	35.5	10.6
Recreation opportunities (for seniors)	(n = 377)	132	40
	%	35.0	10.6
Recreation opportunities (for youth)	(n = 377)	112	50
	%	29.7	13.3



Satisfaction with Current Services

In broad terms, how satisfied are you and your household/family with the following park and recreation opportunities on the Island?

	very satisfied	satisfied	dissatisfied	very dissatisfied	no opinion
• Trails for walking and biking	<input type="checkbox"/>				
• Parks for organized sports	<input type="checkbox"/>				
• Parks for informal recreation	<input type="checkbox"/>				
• Park maintenance levels	<input type="checkbox"/>				
• Access to lakes and ocean	<input type="checkbox"/>				
• Recreation programs	<input type="checkbox"/>				
• Recreation opportunities for children	<input type="checkbox"/>				
• Recreation opportunities for youth	<input type="checkbox"/>				
• Recreation opportunities for adults	<input type="checkbox"/>				
• Recreation opportunities for seniors	<input type="checkbox"/>				

Please note any comments on the degree of satisfaction/dissatisfaction on the 'comments' sheet provided.

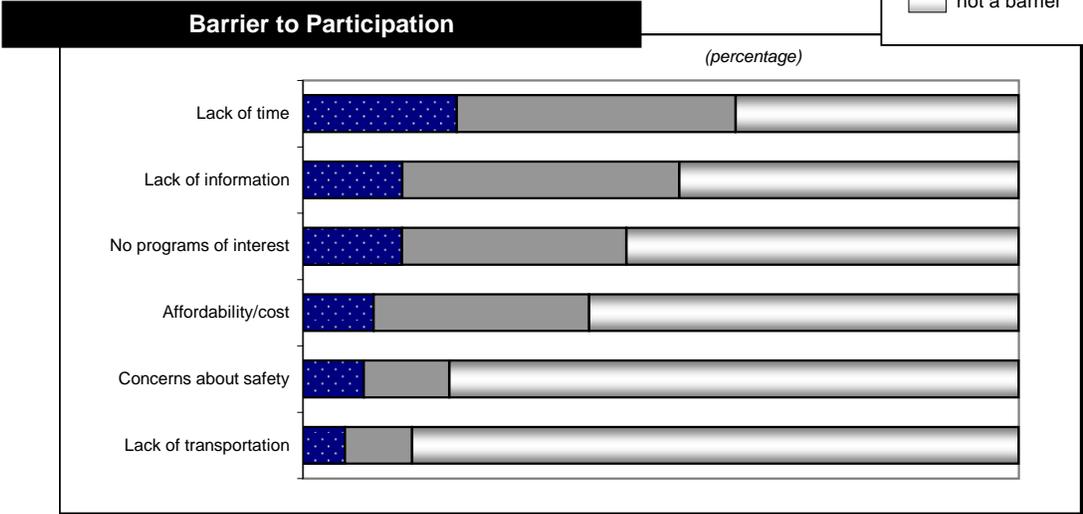
Barriers to Participation

Research indicates that many people would like to be involved in more recreation activities but find there are barriers to their achieving this desired level of activity. For your household, are any of the following, barriers to increased participation:

IN RECREATION ACTIVITIES

		barrier to participation			
		significant	minor	not a barrier	no resp.
Lack of time	(n = 377)	75	136	138	28
	%	19.9	36.1	36.6	7.4
Lack of information	(n = 377)	48	134	164	31
	%	12.7	35.5	43.5	8.2
No programs or activities offered that interest me	(n = 377)	46	104	182	45
	%	12.2	27.6	48.3	11.9
Affordability/cost of programs/activities	(n = 377)	34	104	207	32
	%	9.0	27.6	54.9	8.5
Concerns about safety	(n = 377)	29	41	272	35
	%	7.7	10.9	72.1	9.3
Lack of transportation	(n = 377)	20	32	289	36
	%	5.3	8.5	76.7	9.5

significant
 minor
 not a barrier



Barriers to Participation

Research indicates that many people would like to be involved in more recreation activities but find there are barriers to their achieving this desired level of activity. For your household, are any of the following, barriers to increased participation:

Please note any comments on other barriers on the 'comments' sheet provided.

	significant barrier	minor or occasional barrier	not a barrier
• Lack of time	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Lack of information	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Concerns about safety	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Lack of transportation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• Affordability/cost of programs/activities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
• No programs or activities offered that interest me	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

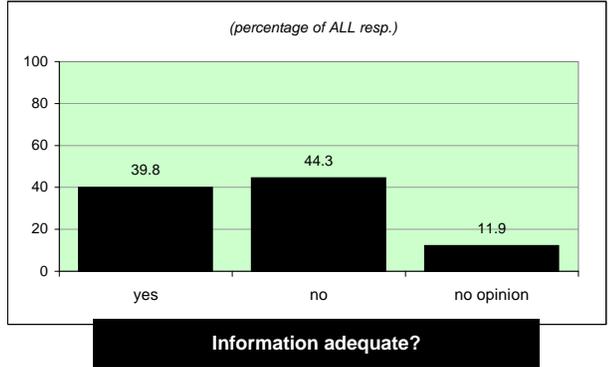
Information on Recreation

Getting information about recreation and parks programs and facilities is the first step to making use of them.

GETTING INFORMATION

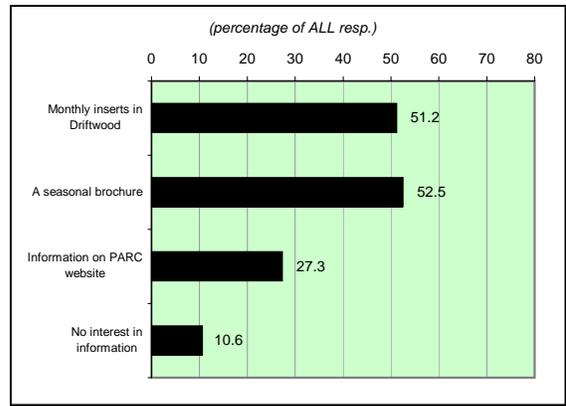
Do you think the amount of information that your household/family receive about recreation and parks is adequate?

	Information adequate?			
	yes	no	no opinion	no resp.
(n = 377)	150	167	45	15
%	39.8	44.3	11.9	4.0



What would be your preferred way of receiving additional information?

Monthly inserts in Driftwood	(n = 377) %	193 51.2
A seasonal recreational brochure	(n = 377) %	198 52.5
Regularly updated information on the PARC website	(n = 377) %	103 27.3
I have no interest in receiving additional information	(n = 377) %	40 10.6



Information on Recreation

Getting information about recreation and parks programs and facilities is the first step to making use of them. Do you think the amount of information that your household/family receive about recreation and parks is adequate?

yes	no	no opinion
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

What would be your preferred way of receiving additional information?

- Monthly inserts in Driftwood
- A seasonal recreational brochure (listing all programs and services, updated and distributed either quarterly or semi-annually)
- Regularly updated information on the PARC website
- I have no interest in receiving additional information

Improved or Additional Programs or Services

From time to time, it has been suggested that Salt Spring Island needs additional programs and services.

SUPPORT FOR the following:

Please identify the level of support for improving or increasing each of the following:

	How supportive?					
	very supportive	supportive	opposed	strongly opposed	no opinion	no resp.
Pedestrian trails and pathways	(n = 377) 208 55.2%	108 28.6%	8 2.1%	3 0.8%	21 5.6%	29 7.7%
Hiking trails	(n = 377) 159 42.2%	128 34.0%	20 5.3%	4 1.1%	34 9.0%	32 8.5%
Water accesses (lake, ocean)	(n = 377) 173 45.9%	112 29.7%	19 5.0%	5 1.3%	36 9.5%	32 8.5%
Parks for green space (trails and conservation)	(n = 377) 173 45.9%	112 29.7%	19 5.0%	8 2.1%	33 8.8%	32 8.5%
Biking trails	(n = 377) 144 38.2%	119 31.6%	15 4.0%	7 1.9%	53 14.1%	39 10.3%
Community recreational programming	(n = 377) 83 22.0%	152 40.3%	16 4.2%	7 1.9%	79 21.0%	40 10.6%
Parks for recreation (disc golf, bowling green)	(n = 377) 55 14.6%	131 34.7%	53 14.1%	20 5.3%	80 21.2%	38 10.1%
Expanded facilities for Rainbow Road Rec. Centre	(n = 377) 113 30.0%	68 18.0%	66 17.5%	46 12.2%	52 13.8%	32 8.5%
Courts	(n = 377) 43 11.4%	107 28.4%	63 16.7%	26 6.9%	93 24.7%	45 11.9%
Athletic fields	(n = 377) 48 12.7%	99 26.3%	56 14.9%	17 4.5%	114 30.2%	43 11.4%
Ice arena	(n = 377) 70 18.6%	45 11.9%	71 18.8%	110 29.2%	48 12.7%	33 8.8%

[See following two pages for comparative data charts.]

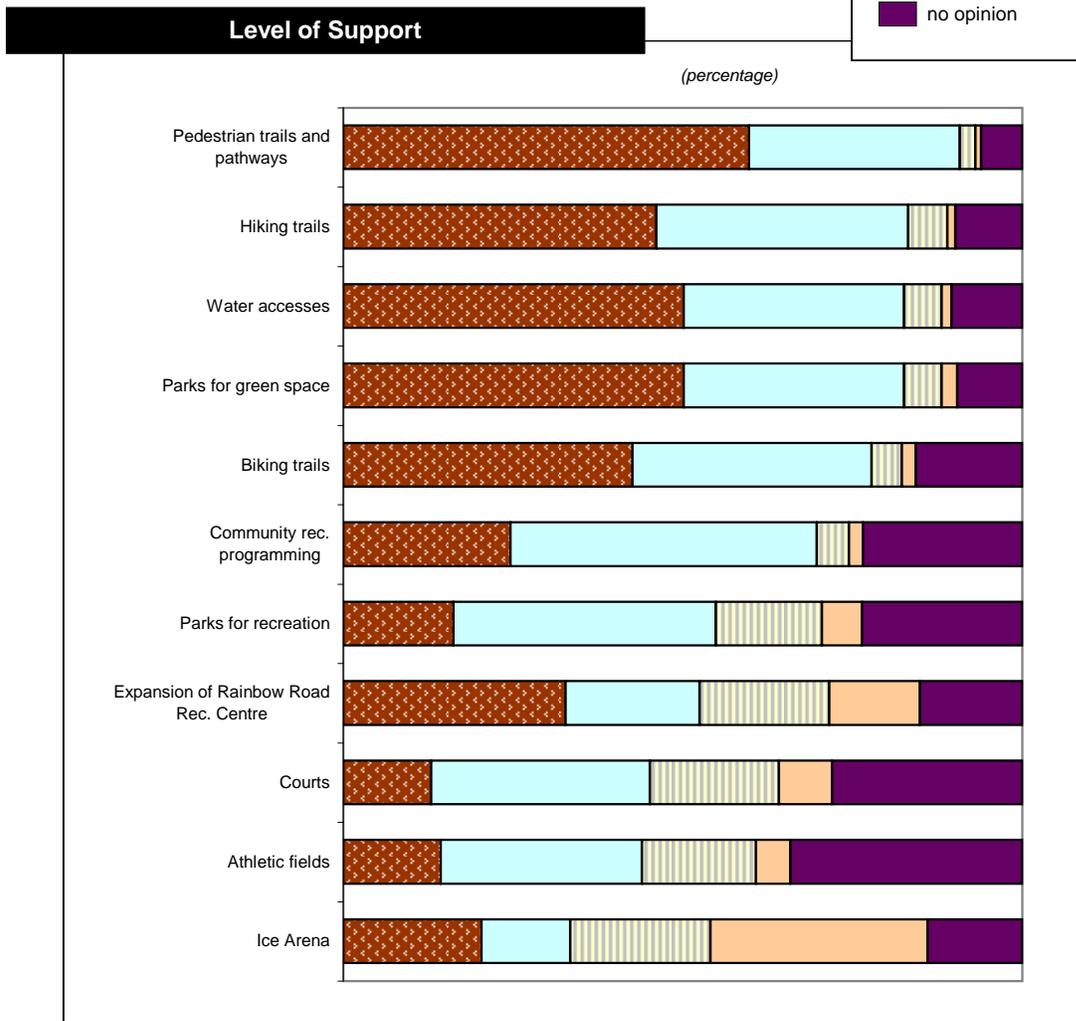
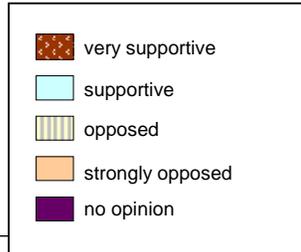
Improved or Additional Programs or Services	very supportive	supportive	opposed	strongly opposed	no opinion
• Athletic fields (soccer, baseball, track and field)	<input type="checkbox"/>				
• Courts (tennis, squash, racquetball, basketball, all purpose courts)	<input type="checkbox"/>				
• Hiking trails	<input type="checkbox"/>				
• Biking trails	<input type="checkbox"/>				
• Pedestrian trails and pathways	<input type="checkbox"/>				
• Water accesses (lake, ocean)	<input type="checkbox"/>				
• Parks for green space, trails and conservation	<input type="checkbox"/>				
• Parks for recreational activities (disc golf, bowling green)	<input type="checkbox"/>				
• Community recreational programming	<input type="checkbox"/>				
• Expanded facilities for Rainbow Road Recreation Centre (leisure pool, sauna)	<input type="checkbox"/>				
• Ice arena	<input type="checkbox"/>				

Improved or Additional Programs or Services

From time to time, it has been suggested that Salt Spring Island needs additional programs and services.

SUPPORT FOR the following:

Please identify the level of support for improving or increasing each of the following:



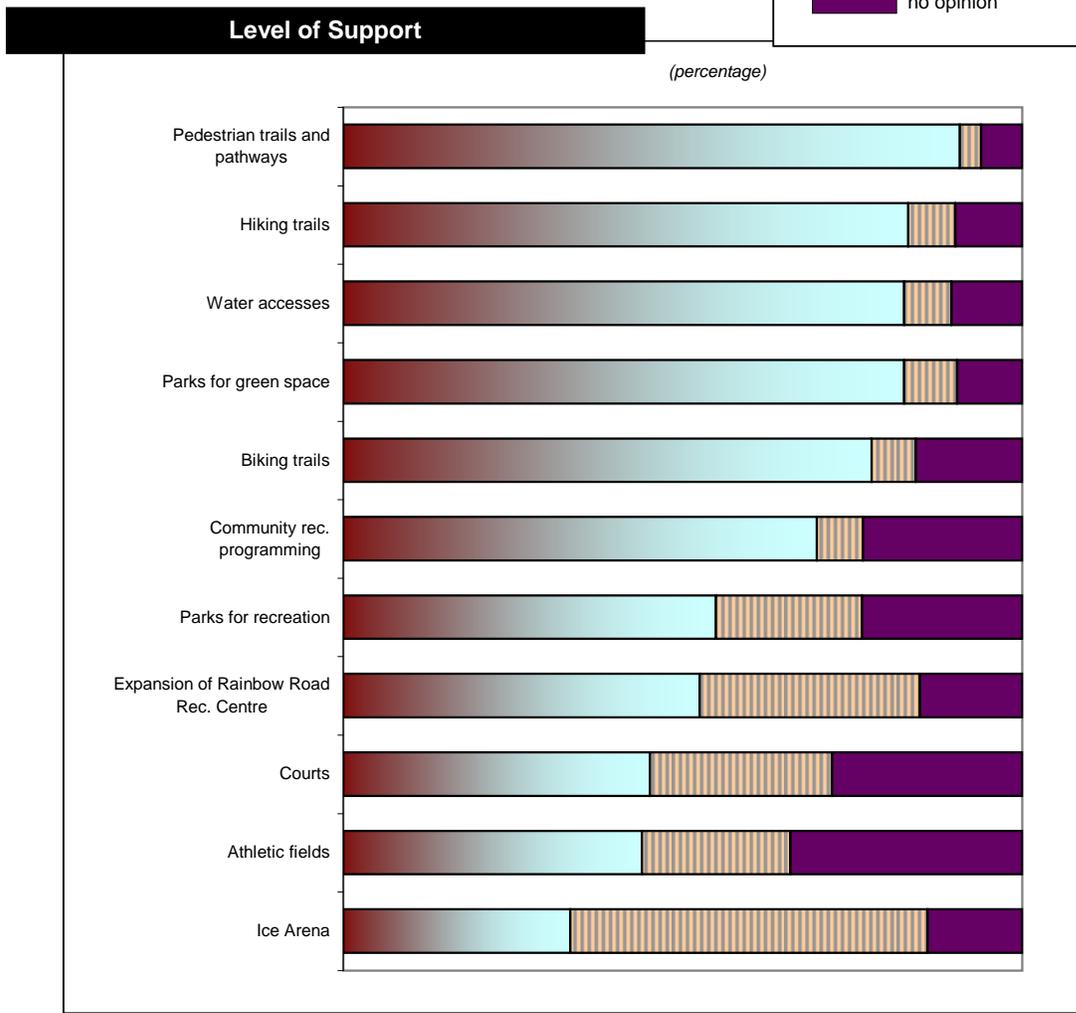
Improved or Additional Programs or Services

From time to time, it has been suggested that Salt Spring Island needs additional programs and services.

SUPPORT FOR the following:

Please identify the level of support for improving or increasing each of the following:

very supportive / supportive
 opposed / strongly opposed
 no opinion

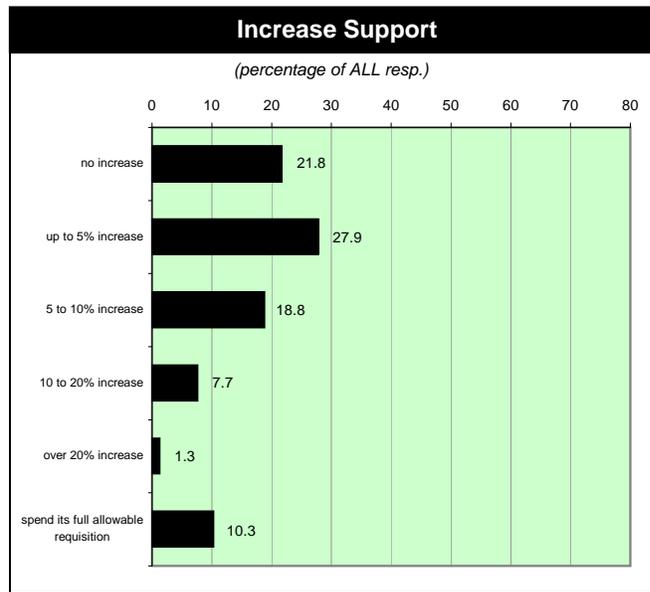


Financial Planning

INCREASE OF TAXPAYER SUPPORT FOR PARC

What increase in the amount of taxpayer support for PARC would you consider reasonable given the additional PARC services that you have noted in previous questions as being needed?

		Increase? (amount of taxpayer support for PARC)						
		no increase	up to 5% increase	5 to 10% increase	10 to 20% increase	over 20% increase	spend full allowable req.	no resp.
(n = 377)		82	105	71	29	5	39	46
	%	21.8	27.9	18.8	7.7	1.3	10.3	12.2



Financial Planning

In 2009, the average assessed value of a residence on Salt Spring Island was \$538,000. The amount in taxes paid to support all local CRD and Islands Trust services was \$5,881,000. Of this amount, in 2009, \$1,478,440 or 25% came to PARC to be used for recreation and park services. Phrased another way, the PARC tax levy was \$43 per \$100,000 of property assessment. For 2009, PARC was allowed a requisition of \$2,525,500 under the mill rates set for its various operations. It took 58% of that, for a total of \$1,478,440.

What increase in the amount of taxpayer support for PARC would you consider reasonable given the additional PARC services that you have noted in previous questions as being needed?

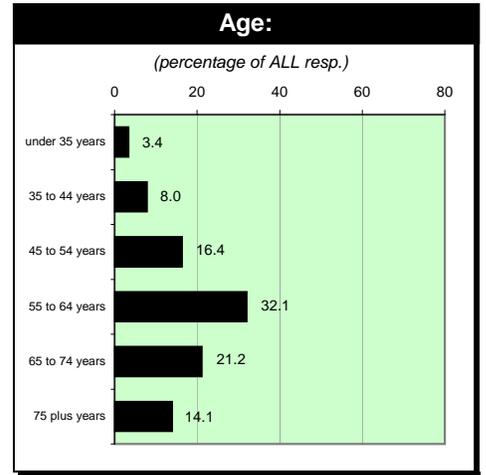
no increase
 up to 5% increase
 5 to 10% increase
 10 to 20% increase
 over 20% increase
 spend its full allowable requisition

Demographics

Please indicate which of the following best reflects your age and situation:

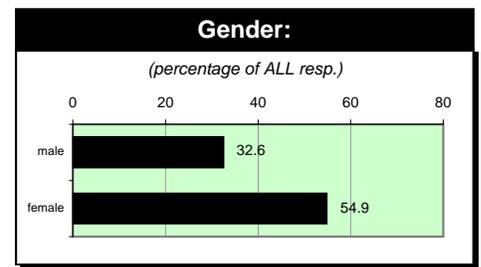
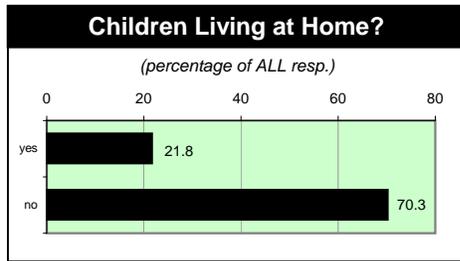
OF SURVEY RESPONDENTS

	Age						
	under 35 years	35 to 44 years	45 to 54 years	55 to 64 years	65 to 74 years	75 plus years	no resp.
(n = 377)	13	30	62	121	80	53	18
%	3.4	8.0	16.4	32.1	21.2	14.1	4.8

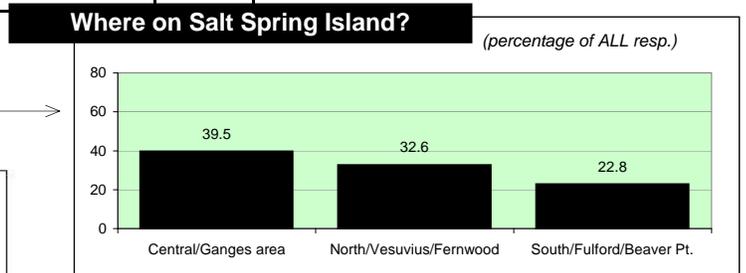


	Children Living at Home?		
	yes	no	no resp.
(n = 377)	82	265	30
%	21.8	70.3	8.0

	Gender:		
	male	female	no resp.
(n = 377)	123	207	47
%	32.6	54.9	12.5



	Where on Salt Spring Island?			
	Central/GangesArea	North/Vesuvius/Fernwood	South/Fulford/Beaver Pt.	no resp.
(n = 377)	149	123	86	19
%	39.5	32.6	22.8	5.0



Demographics Please indicate which of the following best reflects your age and situation:

Age

- Under 35 years
- 35 to 44 years
- 45 to 54 years
- 55 to 64 years
- 65 to 74 years
- 75+ years

Children Living at Home

yes no

Gender

Male Female

Where do you live on Salt Spring Island?

- Central/Ganges area
- North/Vesuvius/Fernwood
- South/Fulford/Beaver Point

Learning from Stakeholders

Appendix G to the Salt Spring Island Parks and Recreation Strategic Plan

Yates, Thorn & Associates Inc.

ABSTRACT

A variety of meetings were held to gather information about eh recreation and park system on Salt Spring Island. Three focus groups were held on May 20, and a variety of other individuals were interviewed at various stages during the process. Their comments were noted (as close to verbatim as possible) and then sorted to bring like ideas expressed by different people together into this report.

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Focus Groups and Key Informant Interviews

A variety of meetings were held to gather information about the recreation and park system on SSI. Three focus groups were held on May 20, and a variety of other individuals were interviewed at various stages during the process. Their comments were noted (as close to verbatim as possible) and then sorted to bring like ideas expressed by different people together into this report.

Participants

Islands paddlers	Jim	Standen
Farmer's Institute	Bruce	Marshall
Water Preservation Society	Tom	Wright
Islands Trust	Christine	Torgrimson
SSI Conservancy	Terry	Ridings
SS Garden Club	Sharon	Sullivan
Equestrian	Judy	Goodman
Equestrian	Judy	Fry
Equestrian	Maureen	Milburn
Equestrian	Jaqueline	Sutton
Equestrian	Sue	Yardly
Equestrian	Sacha	Edgell
Equestrian	Mandy	Spottiswood
Equestrian	Barb	Hicks
Equestrian	Sara	Ratner
Equestrian	Patricia	Lockie
Equestrian	Wendi	Gilson
Equestrian	Melodie	Baker
Equestrian	Jenn	Burgoyne
Equestrian	Cate	McEwen
Gymnastics	Noella	Fraser
Ice Skating Sports	Brian	Little
Ice Sport-Curling	James	Pasuta
Rock Climbing/youth	Jamie	Alexander
SD64/Soccer	Dave	Henshall
Sports General	Joel	Shaver
Soccer	Malcolm	Legg
Disc Golf	Fritz	Arnold
Skateboarding	Gerald	Tottman
Library	Bridget	Peter-Cherneff
Islands Trust	Brodie	Porter
CAC	Gary	Cherneff
Community Education Society	Judy and Bob	Francis
Islands Trust	Linda	Adams
Comm Services	Rob	Grant
Seniors Services	Sharon	Glover
SSI Conservancy		

Parks Focus Group Comments

Organizations and the Relationship with Islands Trust

- PARC is seen by IT as an important player in their land use planning function
- Their OCP goal is 30% parkland for SSI
- Often issues conservation versus recreation
- IT Fund can be a partner in land conservation
- Need to check out liability/insurance issues
- Access to Crown Land - IT Fund is purchasing some, but many small parcels are too small for IT but could be suitable for PARC
- Island has too many organizations!!! Stepping on each others toes - there was a SS Water Council - maybe a Parks Council could discuss issues of common concern.
- Many areas of parkland have conservation and water preservation issues - St Mary's Lake in particular is borderline atrophic and hence trail users especially horses are deleterious to the environment

Trails

- A more connected trails system is needed
- Cusheon Creek is an example of a location where more public access to stream/beach/lake access is required
- BC Parks is taking over Mt Erskine Peak

Beach Accesses

- Beach accesses need improving if they are to be used - currently many are overgrown or very hard to negotiate
- PARC are currently developing one at Fraser Road end
- Hudson Point also needs one
- Also search and rescue issues
- Need to link this discussion with IT

Tourism

- Many kayakers and other paddlers
- SSI is a world class destination for paddling and the potential for tourism is enormous
- National Marine Park Reserve, but no overnight camping on the Island
- Other tourism opportunities include hiking and trails - often poor access to the higher lands - better signage and educational/informational materials are needed

Harbour Planning and Boardwalks

- Much interest in finishing the boardwalk in Ganges (there is a 9 ft mistake in the survey)
- Issues around the expansion of GI Marina and Ganges Harbour
- Public waterfront access in harbours is required - Ganges, but also Fulford and Vesuvius

Community Gardens

- The SS Garden Club is interested in restoration of native species and the eradication of invasive species
- Community gardens are growing in interest - one is established at Brinkworthy Estates; a study group is looking into one for Fulford
- There is lots of land sharing and 'loaning' for cultivation of gardens - a model off-Island is on Haliburton Road in Saanich Peninsula
- Growing Up Organic is a movement to get more SSI grown food to market on SSI

- In 2 years, Hartland Road Dump will not accept any compostibles so the Island must manage its own

Other

- Need a kite park
- Search and Rescue needs access to higher park lands - also wants to see better naming and signage so that people don't get lost

Equestrian Focus Group Comments

Organization of Equestrian Activities on the Island

- SSI Trail Riders is currently a loose affiliation of riders, but could, if required, either form into its own society or become a unit of BC Back Country Horsemen
- Many riders on the island, but most are confined to riding in a ring
- The group formed or coalesced around the moves within the park management plan of Burgoyne Bay to exclude horses from the trails there
- There are over 100 active trail riders although only 30/50 are really active
- Many people ride, but in ring only
- 200/300 horses on the Island
- Potential is for 4 times expansion
- Other groups include:
 - Therapeutic Riding
 - Wish Ride
 - Pony Club
 - Western Riders
 - Fall Fair
 - Dressage Riders
 - Search and Rescue
 - Adult Jumpers - must go off Island to compete
- All riders are members of the BC Horse Council and their liability insurance is comprehensive

General Trail Comments

- The concerns about trail riding are use of roads, attitudes and behaviour of car owners, and overall lack of safety
- Many trails currently exist and it is possible, without trespassing, to travel around much of the island, but very little signage, etc
- Many of the conservancy groups have issues with horses in as much as they cause erosion and manure is bad for run-off into lakes and streams
- Even issues about horses using the new gravel pathways
- Concerns that loss of horses is one aspect of the loss of rural life and its replacement with 'things urban'
- Lots of varied terrain
- Good for health of horses
- The conservation groups object to other groups such as the mountain bikers
- Many of the trails are old logging roads - no chance of damaging ecosystems
- Parc will be hiring a trails coordinator
- A trailer is needed to get horse to trail end
- Multiuse of trails is not an issue - just a matter of education, signage and etiquette

Trail Areas

- Particular objections in the Channel Ridge area where land is owned by the Watershed Society - PARC is working on this issue
- Opportunities for trail riding exist in:

- Channel Ridge - private land, but a trail plan has been established and PARC have recently GPS'd it
- The problem is that the adjacent land is owned or controlled by the St Mary's Lake Conservation Society who object to horse access
- This area does have good access to the central area of the Island
- Burgoyne Bay - while there is only one designated trail in the park, there could be many more
- The bridge over a gully is impassable and needs to be repaired to be made safe
- Lots of potential with access to Mt Ruth and Mill Farm lands
- Other locations with potential include: Mt Maxwell; Cranberry Valley; Mill Farm (hard to get to, and no trailer parking); Hope Hill; Forest Ridge in south end of Island; Ruckle Point (officially no horses but lots of potential avoiding the main camping areas); Cusheon Cove.

Trail and Related Improvements

- Model of mapping from Saanich
- Lack of trailer parking - nor adequate turnaround spaces
- Road shoulders need to be upgraded when road work is being done
- Riders would be prepared to partner in trail upkeep and would be prepared to pay an annual trail fee.
- Signage - use the Trans Canada Trail signage - need signs to alert road users of horses crossing
- Need a web-based GPS map
- Parking should allow space for 2 trailers
- Beach access would be good
- Need a code of ethics

Sports Group Comments

SD64

- Fields are overused, especially those in Ganges
- Increased school use is putting pressure on capacity to serve community users
- SD maintains 6 playfields on SSI
- Skate park also located on SD property
- Also 5 gyms
- Multi-court

Climbing Wall

- Built in 1995
- Open about 9 hours per week
- Low season is the summer
- Host school groups both on and off island
- Host summer climbing camps for 8/14 year olds
- 99% volunteer run - free climbing is provided for volunteers who supervise sessions - 4 or 5 people do 90% of this volunteering
- PARC insurance covers the Wall
- Increased usage
- Increase capacity to manage
- Expand Summer Kids programs/camps
- Adding capacity to manage and grow would allow the Wall to increase membership.
- SSCS does not have capacity to manage the Wall, especially to expand usage
- Would like to offer more access to schools
- Costs are about 500/1000 pa for equipment
- new roof required 2010.

Disc Golf

- An 'age friendly' sport
- Some discussions with BC Parks about Burgoyne Bay, but don't want the 'baskets'.
- Instruction offered at local schools
- Enhanced skill levels of local players
- Revenue from events
- A world class course attracting world class players
- Current course is at Mouat Park
- Need to address erosion issues
- The current course is approaching capacity and a new course is required
- Options are: Bryant Park; Burgoyne Bay; Duck Creek; private land
- The Club can raise all capital funds required
- A DG course is compatible with other users such as dog walkers except during tournaments.

Gymnastics

- Currently offer 12 classes per week at Fulford Hall
- Also offer some adult fitness classes
- Have a competitive team with 14 teens and 2 coaches
- Need a 4000sqft facility
- Have access to private land (4 acres) at Rainbow and Atkins - developing a business plan
- Model - Powell River has a 14,000sqft facility
- Off island training is required for any activity that requires a spring floor
- Facility in which gymnastics can be major tenant and other fitness and cross training activities can also be accommodated

Ice Park Society

- Many players go to Fuller Lake Arena
- Plan was to purchase additional land at Portlock to expand park and build an arena, but PARC of the day (1995) did not carry through with the concept plan
- Went to a survey prior to referendum which showed that a pool was more widely supported
- An ice arena at Rainbow Road in conjunction with a curling arena
- There is an antipathy to growth among many SS Islanders
- Curling can serve many age groups, especially retirees
- Many people go off Island to curl and other ice sports, would welcome and pay for on-Island facility

Skate Park

- The goals are to finish off the skate park and to host events
- Recently added lights - funded by society
- Host 2 events per year
- There are a core of about 60 regular users but many youth are involved on the edge as it is their social centre
- A hub for both genders although mainly boys who skate.
- Host events
- Communicate between skaters, bikers, school and parks staff
- Fundraise for improvements
- Society plays an important role in supporting local youth
- Maintenance responsibility
- Liability coverage from PARC for events.

Soccer

- Current budget is \$120,000 from membership fees, sponsorship and gaming
- Soccer is growing on SSI, although declining slightly elsewhere in the region

- Winter season, but most of the fields are not able to support play during the long winter months
- 2 tournaments annually bring in \$100,000 in economic benefit
- Main fields (especially for older youth and adults) are Portlock and High School
- No space in gyms when not able to get on fields
- Lions Club is on board to support artificial turf field - space at Portlock, but might interfere with baseball diamond
- The goal is to fund the field through grants, fees and fundraising, rather than referendum - but key need is the land
- Also need playing fields in the south end of the Island
- Turf field that allows all weather play as well as evening play under the lights, for both games and practice
- Costs of ferry travel to compete is a barrier in many ways (especially cost and time)
- Need for a practice facility when weather in winter makes outdoor play impossible (preferably a turf field).

Other

- 150 youth in baseball
- Two Football teams - practice on Middle School field
- There is an issue with accessing change rooms, especially at the weekends when schools are closed - also storage for uniforms, equipment, etc.
- Finding volunteers for specific tasks on the Island is not an issue, although all organizations struggle from time to time to find board members, etc
- No boat launch on the west side of the Island, although there is potential for one at Burgoyne Bay

Organization	Membership	Change
SSI Youth Soccer Association	420	Growing slightly
	320 youth and 100 adults	
	6 adult teams	
SS Skatepark Society	n/a	use is steady - park is always busy
SS Climbing Wall	50 climbers	steady with lots of potential for growth
SD64	700 students	slow decline
SS Disc Golf Club	Core of about 25/30 players, with 120/150 occasional players	Growing on SSI and around world
SS Ice Park Society	120 people, 12 years ago, but currently Society is in limbo	
SS Gymnastics/Twist n' Flip Gymnastics	263	Growing

Discussions with Key Informants

Community and Social Services

- Provide a Family Place, Food Bank, Climbing Wall, variety of programs for the mentally challenged, physically challenged and counseling - Yellow Submarine is for adults with mental illness
- Run over 30 programs in total
- Manage the Core Inn - youth services
- Core Inn was donated in the 1990s after the death of two teens on the Island - money donated by Susan Bloom - originally a separate society but absorbed into Community Services
- Core Inn has three floors - drop in on the main floor, offices and lounge in second floor and some program space plus rented out space on the third floor.
- Community Services receive no funding from PARC
- Program for disabled run by CS uses pool, but finds rental rates very high
- Core Inn originally focused on youth 15 to 18, but now more 12 to 16

Seniors Services

- SG runs a program with 4 funders - Meadowbank Seniors Care Home, Community Services, SSI Seniors Society, and VIHA
- SG - only 18 hrs per week
- Pool runs some classes for seniors, disabled, etc
- There is a variety of seniors housing units on the Island, but not enough to satisfy demand in either the short term or long term - Meadowbank is assisted living, VIHA built - Braehaven has 30 units - plus a number of private for profit units and the Pioneer Village
- The seniors centre runs a variety of fitness programs from their clubhouse
- Key issues are affordability and communication (people use the Driftwood, but not adequate)

Organizational Environment

- PARC is not well connected with other programs or services on the Island - lack of vision/limited vision, plus very political
- PARC is not an inclusive organization
- Roles should be funding and communication - some role in bringing agencies together
- The Island has lots of spaces but not good coordination among them.
- Fulford Hall rents for a variety of purposes - lots of community events, indoor rollerblading
- Beaver Point Hall is mainly for special events.
- Gospel Church is very active, with a youth pastor, younger congregation
- Lots of elite recreation - music, gymnastics
- PARC are not well regarded in the community either by the service providers or by the general public - the debacle over the tennis bubble damaged their reputation and credibility which needs to be rebuilt
- Needs to build a higher profile
- There are a number of yoga and fitness centres, privately run - some are private, some are not-for-profit
- The Comm Ed Society runs some programs focused on seniors
- SS has lots of organizations, all inwardly focused.
- Have close links to the Literacy Society, and Community Education.
- Recent improvements in relationships with PARC.
- The library has 140 volunteers - all volunteer somewhere else, most are older (50/65)
- Currently creating a teen library.

Linkages to Islands Trust and Land Use Planning

- The IT is responsible for LU planning - the OCP is under review, although a revised version was agreed in 2008 (on website)
- Do the LU designations of parks and other lands need revising (outcome of plan)
- Other policy statements include the SSI Trust Policy Statement
- The Islands are exempt from the regional growth strategy process
- Ganges and Fulford have Village Concept Plans - these do allow some development potential along the village fringe, subject to servicing capacity
- Rural growth - main development is Channel Ridge, which is very little developed yet compared with potential - also some smaller developments with 10/15 lots
- A number of affordable housing initiatives have been identified - Mirakami on Rainbow Road for persons with special needs - 15 units on Rainbow Road for families at risk - 20+ units on Norton Road which will be a mix of higher density and some subsidized units
- Park land in the Channel Ridge subdivision is not yet dedicated in the OCP
- Subdivisions require dedication of 5% of land for parks, or cash in lieu. If subdivision is 3 lots or more, there is automatic referral to PARC for comment. If a park has been identified in the OCP as required, then 5% must be taken. If not, cash in lieu is acceptable.
- The cash in lieu trust fund is held by CRD.
- Parks, as defined in legislation, include trails.
- The processes between the SSI Trust Committee and PARC are contained in a letter of understanding.
- Before 1992, the land developer identified the park site and it was dedicated to PARC.
- In the 1998 OCP, park criteria were put into the OCP and these were required to be met as part of the subdivision approval.
- Since 2003, PARC has generally taken cash in lieu in order to fund the pool.
- See diagram for approval process.
- Crown land is on hold as part of First nations land claims discussions. All this land is zoned currently as parks.
- The First Nations treaty group are the Hul'qumi'num. Their claim is mostly for the mountain peaks which are part of their creation legend. They oppose development and would likely be amenable to co-management of the lands as parkland.
- Priorities for the future include: more land in the north of the Island (extension to Duck Creek (P15)) and more ocean beach access; more active land in the south of the Island; trail expansion and completion, especially loops into subdivisions.
- Also PARC should consider extending its parks mandate into conservation, not just active parks
- There should be a better process to incorporate the Master Plan into the OCP and to keep it updated.
- The 5% subdivision allocation should be used to obtain the best landscape and conservation values.

Trails Planning

- There is a trail network of essentially linear parks, but this was not pursued after about 2002/3 for a number of reasons, including a fire which wiped out much data in Islands Trust files.
- IT has a copy of the map of the trail system.
- Currently a discussion of the regional trails plan.
- Need to establish a network of trails, not ad hoc acquisition
- Need to focus on Mt Maxwell round to Ruckle, establishing both trails and also allowing for habitat continuity.

Park Ownership and Planning

- Hope Hill is crown land and is desired by CRD as parkland.
- In the late 1990s, PARC joined the CRD regional parks function, and CRD acquired Mill Farm. It is currently the only regional park on the Island.

- Several provincial parks on the Island - Ruckle, Mt Maxwell, Burgoyne Bay added in 2000.
- Mouat Park used to be a provincial park until around 2000; now a PARC park.
- Ecological reserves are provincially owned.
- The Gulf Island National Park has no land on SSI, but covers the various outlying islands.
- There are many land holders of parkland on SSI - the IT Trust Fund Board; SSI Conservancy; The TLC; Ducks Unlimited.
- The IT Trust Fund Board owns some land, but many interests in land such as conservation covenants (identified on the map as 'other parks'). This group now has a Regional Conservation Strategy.
- The SSI Conservancy own some land but are primarily an educational body.
- TLC own land along Cusheon Creek.
- Ducks Unlimited own land at Ford lake
- The Islands Trust has a protected areas network covering all the islands.
- The Watershed Preservation Society focuses on the drinking water supply. Has a number of land parcels and conservation covenants around St Mary's Lake and on Mt Maxwell.

Balancing Conservation and Recreation

- Major issue with interrelations of parks and trails on conservation lands - need for greater coordination of trail information and functioning.
- Balance of maintaining ecological values versus public access.
- Need for habitat conservation to be included in PARC mandate.

Community Recreation and Education Planning

- 2001 was the last year in which PARC provided any programming. They decided it was too expensive, and would be better delivered by a volunteer group, and would be prepared to provide funding to that volunteer group.
- During 2001/2, there was some talk of the Community Arts Council taking on this role, but did not materialize.
- First classes ran in 2003 through not-for-profit .
- Organization is financially solvent, although insurance is a major cost (has discussed with CRD Risk Management but not possible to fold into CRD policies). Most years there is a small surplus which is moved into a contingency fund.
- Funding comes primarily from course fees, grants, annual fundraisers (annual appeal, \$2000; book sale, \$3000)
- Instructors are paid \$30 per contact hour. This is minimal and rate should be higher.
- The Society employs a programmer and a registrar, both very much part-time.
- No shortage of course ideas or instructors on the Island.
- School Board provides a free office in SS Elementary School.
- If the programs are to be expanded, the society must be funded by PARC and the School Board, with some consistent long-term funding in place.
- A variety of course directions should be explored: Older teen programming in conjunction with Camosun College; 'Friday School' could use the school buildings on Fridays since now on four day school week; courses focused on green issues, sustainability, etc.
- There are numerous private program and event delivers on the Island - 2 yoga studios, SSI Conservancy; Historical Society, a variety of artists offering courses.
- The main venues used are the schools, instructors studios, and a variety of 'free' venues such as PARC portable, Mormon Church, Harbour House garden.
- School rooms are charged at \$3.75/hour, up to \$20/hour for art rooms and kitchens. The computer labs are even more expensive, with that being one of the highest demands for courses.
- Instructors studios include basketry, 'perma-culture', upholstery.
- Grants are good, but offer no permanency. Have applied for a grant from Victoria Foundation for salary for a Marketing Director.

- Struggle with marketing - problems with web-hosting - Driftwood is the only centralized information centre but is not adequate. Also need predictability so that people know when the flyer is coming out.
- There are no physical activity programs offered due to lack of insurance, competition with private suppliers, and the fact that it is a PARC responsibility.
- The art guilds are active in offering courses in their own specialties - basketry, weaving, pottery, etc
- There is a link to tourism through Elderhostel.
- Definitely a niche for community education programs.
- Offer some programming for children and adults.
- Adult programming includes Writers' Trust Workshops, poetry, etc.
- Also has a board room used for programs and community meetings, also exams.
- Planning a new building twice the size of current library - it will provide arts space as well as wider programming opportunities.
- The new library will have a larger computer lab.

Arts Linkage

- The CAC is both inward looking and outward looking. Tends to be retired people focusing on 'me and my art'.
- Guilds are very strong, but very focused on their own specialties, but offer lots of programming.
- The working arts community is also very strong, but mostly sell off-Island.
- CAC is working with the Chamber of Commerce to develop the linkages to tourism - conducting a visioning exercise as well as completing a Community Tourism Foundations assessment. The opportunities for arts tourism are strong on the Island, but there is great competition from elsewhere on Vancouver Island.
- CAC manage Mahon Hall, which they lease from SD64. The rent is low, but the lease involves care of the asset, which is problematic and expensive. A wide range of events, such as theatre, use the hall, which has a much lower rent than Artspring.
- There are many galleries and studio tours - 3 high end galleries in Ganges.
- The annual Studio Tour is run by the Association of Studios which is hoping to get more organized.
- The arts became separated from PARC in 2001 as a result of PARC's refocusing toward what it saw as its core mandate of physical recreation, especially as the drive for a pool got stronger.
- Artspring was to provide space for the guilds, but they are reduced now to one shared room.
- There is an art school developing on the Island (three previous incarnations), with a desire to purchase property at Bullock Lake.
- The CAC has received joint funding with SD64 for an Artists in the Classroom program.

Comments re the Pool

- Pool is not well planned - no leisure component
- Concerns in community that the pool is outside the core, but Ganges is spreading out and up the hill.

The Visioning Process

Appendix H to the Salt Spring Island Parks and Recreation Strategic Plan

Yates, Thorn & Associates Inc.

The Rethink Group

ABSTRACT

A Visioning Workshop was held on May 27, 2009. This provided the consulting team with information to both define the vision and to move toward potential strategies and success indicators. This process is documented in this appendix.

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The Vision and Related Potential Strategies – Summarized

Vision	Potential Strategies
<p><i>Our vision to 2020 was formulated within the three key themes of the CRD's strategic framework:</i></p> <ul style="list-style-type: none"> • <i>a livable, vibrant and healthy community;</i> • <i>a healthy and respectful relationship with the natural environment, and;</i> • <i>a prosperous and sustainable economy</i> 	<p>Develop a mandate statement that matches the values espoused in the vision.</p> <p>Develop a set of decision-making/evaluative criteria to match the mandate.</p>
<p><i>A major change initiated in 2010, following formulation of a Strategic Plan, reinforced the mandate of PARC and strengthened its capacity to coordinate recreation on the Island, in cooperation with the multiplicity of agencies that have a hand in planning and land management.</i></p> <p><i>PARC has been recognised by the residents of Salt Spring Island as the nexus of parks and recreation activities and initiatives, and serves as the forum for all Salt Spring Island groups to join together in planning and coordinating our wealth of local recreational resources.</i></p> <p><i>The distinctive volunteer nature of many of our recreation delivery organizations is maintained and supports both the volunteers themselves and the organizations that they power. PARC's strong coordinating role helps to ensure the seamless delivery of programs and services.</i></p>	<p>Work with Volunteer Salt Spring to develop a volunteer support and development package.</p> <p>Adopt a policy to support volunteer organizations re capital planning.</p> <p>Adopt a policy to support volunteer organizations re operational planning.</p> <p>Form two 'tables' as consultative forums to guide planning re parks and community services</p>
<p><i>PARC is the central resource for islanders who want to find out what recreational programming is available on Salt Spring Island. The Guide lists programs of all agencies, all the Island's facilities, how to book them, and what activities are going on in each. PARC produces the hardcopy Recreation Guide annually to supplement the online version which can be updated more regularly.</i></p>	<p>Work with other partners including Salt Spring Island Foundation to develop a framework for communicating recreation programs and facility availability that includes:</p> <ul style="list-style-type: none"> • A process for gathering information on facilities and their availability from all partner organizations • A process for gathering information on programs from all partner organizations • A web-based database that gathers and presents this data • An annual or biannual printing of

	<p>this information as a Recreation Guide (although this should only be a short term strategy as we move to a completely web-based world</p>
<p><i>The Rainbow Road site is the Island's primary indoor recreation venue. It has grown with an eye to serving as many Island residents as possible, with all new facilities operating as cost-effectively as possible.</i></p>	<p>Work with the School District to acquire the properties that lie between the current school site on Rainbow Road and the PARC property.</p> <p>Once this is concluded, prepare a site plan that includes expansion of the pool.</p> <p>If the referendum for a new library downtown is unsuccessful in November 2009, work with CRD and the Library Board to develop a plan to locate the library on the Rainbow Road site, preferably integrating it closely with the expanded pool.</p>
<p><i>There is a bike and walking trail system that links all the major destinations on the Island including Ganges, the main commercial areas, the three ferry terminals, and all the schools. This is in part a system of sidewalks and on-road bike lanes. Where possible, this network is separated from vehicle traffic. The Ganges linear park system including the boardwalk around the harbour is complete and linked to other walking loops in the Ganges area. All these alternative transportation systems assist Islanders to reduce their 'eco-footprints'.</i></p> <p><i>The backcountry trail system is comprehensive, linking the Island from north to south, and east to west with a network of trails which are used by hikers, mountain bikers, and equestrians. It includes park lands owned or controlled by the province (Crown and BC Parks), CRD, PARC, and the lands held in other hands where legal agreements allow public access. This trail network is used by both residents of the Island for recreation and is also a major tourism attraction bringing business to the many B&Bs, restaurants, and other businesses on the Island.</i></p> <p><i>Many beach accesses on the Island are improved to allow easy access for kayakers, canoers, and shoreline recreation.</i></p> <p><i>Active parkland is enhanced in a manner that is sensitive to the Island's values and the requirements of the Islands Trust to 'preserve and</i></p>	<p>Continue to work on developing three trail systems – on-road system, back-country system, Ganges boardwalk</p> <p>Develop a beach access plan that prioritizes which beach access points to develop and a concept plan for each one.</p> <p>Develop an overall plan for Portlock Park, including possible expansion.</p> <p>Complete the planning of the Rainbow Road site with an outdoor facilities plan that covers both the PARC property and the lands owned by the School District.</p>

<p><i>protect'. Portlock Park, as the home of sport on the Island, is renewed and enhanced. The Commission continues to work with the School District to ensure that the high school fields can accommodate more intensive use for school and community teams. And a south end sports field is secured for team sports.</i></p>	
<p><i>Recreation programming on the Island is delivered by a mix of private and not-for-profit operators. PARC is involved in some direct delivery, such as in the pool, and provides support and funding to other community groups involved in recreational programming on the basis of their applications. There is a set of policies around when and how PARC supports groups that wish to embark on a project that would enhance recreation opportunities.</i></p> <p><i>PARC continues to be the direct manager of the Saturday morning market.</i></p>	<p>Develop accreditation process/criteria for program delivery agents.</p> <p>Develop an affordable recreation policy.</p>
<p><i>The budget for recreation and park services on the Island reflects the priority and needs of the Salt Spring Island community. The net result is sustainable recreation for a sustainable community.</i></p>	<p>Develop a long-term financial strategy based on the needs of PARC as determined following review of this strategic plan.</p> <p>Recognizing that the recreation budget for Salt Spring Island is well below the average for surrounding communities, consider the benefits to the Salt Spring Island community of expanding both the mandate of PARC and its budget.</p>

Documenting the Process of Vision Workshop to Outcomes and Potential Strategies

Following considerable work in the early stages of the study, with most focus being on documenting the current situation and past patterns on Salt Spring Island which together create the context for planning, the next stage involved creating a vision and from there determining outcomes and potential strategies to achieve them.

A visioning workshop was held on May 27, 2009. Invitations were sent to about 70 individuals and 35 agreed to participate.

The workshop process included three key exercises which followed a brief introduction of key issues and facts. These three exercises looked at strengths, at challenges and then at key vision statements. These individual statements were then gathered into broad groupings and participants indicated which were, for them, the key vision statements that should receive emphasis in the strategic plan.

Following the workshop, all data was entered into a series of databases. Vision themes, of which there were 34, were clustered into five groupings as follows: quality of life, organization, communications, facilities planning, parks and trails planning, programming, and budgeting.

For each of these clusters, a vision statement was written based largely on what participants had noted.

These vision statements embodied the desired outcomes for the strategic plan and potential strategies were also drafted for each cluster.

A draft revision was prepared and discussed with the Commission. A revised vision was agreed.

The above noted process is documented on the following pages.

Strengths and Challenges

The following strengths and challenges were brainstormed and are presented here sorted by the cluster elements:

	Strengths	Challenges
Quality of Life	<ul style="list-style-type: none"> • Lakes and oceans • Boating and marinas • Friendly local people • Great market • Relatively rural 	<ul style="list-style-type: none"> • Increasing urban expectations - lots of other requirements - also creates tension among groups • 4 day school week has caused problems
Organization	<ul style="list-style-type: none"> • Churches • Active and sophisticated volunteers • Grant-in-Aid program • Good transportation system - ferries, transit, bike paths • Salt Spring Island Foundation • Collaboration with other islands - providing recreation opportunities beyond Salt Spring Island • Good relations with First Nations • Land acquisition fund • Strong service organizations (Lions/Rotary, etc) • Strong volunteer base 	<ul style="list-style-type: none"> • Transportation for youth • Lack of support for volunteers • No overall body to set community wide priorities • Lack of coordination of use; access to public land • Current system does not fit well with government to government driven governmental and political systems • Haphazard process - relying on subdivision to create parks • Criteria/ability to say 'no' • Under-representation of young adults on Island boards and decision-making bodies • Volunteer driven system has many limitations (eg volunteer instructors don't want their telephone numbers listed) • Linkage of Island Trust planning and PARC jurisdiction re zoning • PARC has a PR problem • Geographic limitations
Communications	<ul style="list-style-type: none"> • Community newspaper • Local radio station 	<ul style="list-style-type: none"> • Lack of information - Island reluctance to share • No community directory, although one is in progress through Foundation • No single place to go to get Parks and Rec information (although Info

		Centre has some pamphlets)
Facilities	<ul style="list-style-type: none"> • Skate Park • Programmable space • Library - volunteer run • Community halls • Golf courses • Two private fitness centres 	<ul style="list-style-type: none"> • Lack of facilities especially tennis • Lack of rehearsal space for performing arts • No community centre
Parks and Trails	<ul style="list-style-type: none"> • Destination for tournaments • Disc Golf course • Centralized athletic park • Large amount of parkland relative to population • Mouat Park • Camping opportunities • Lots of trails • Cycling 	<ul style="list-style-type: none"> • Lack of safe pathways around Ganges and other communities (Fulford/Vesuvius) • Issues in Centennial Park re lack of safety - social issues generally • South end of Island needs athletic facilities - both baseball and soccer • Water for irrigation is a problem • Fields at schools are overused • No community garden • Lack of park signage • Roads are dangerous for bicycling • Lack of beach accesses
Programming	<ul style="list-style-type: none"> • Lots of arts opportunities • Affordability • Private recreation programs • Diversity of athletic opportunities, with a high level of skill among volunteers • Community education programs delivered by a not-for-profit society • Yoga opportunities • Theatre 	<ul style="list-style-type: none"> • Not enough non-athletic recreation eg social and educational • No public programs- private ones are expensive
Budgeting	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • Donor fatigue - stretching the limit of a generous community • Seniors ability to defer taxes makes for difficulties re operating budgets • Small tax base - reluctance to increase or to take all of allowable requisition

Visioning

The 34 vision themes were clustered under the seven key headings (numbers in parentheses indicate the 'score' for that clustered group given by participants):

	Vision Clusters
Quality of Life (13)	<ul style="list-style-type: none"> • High quality of life • Same population size as today • Island life stays slower paced and rural traditions are valued • Bird watching • Safety is a high priority in all parks and facilities • All land use decisions include consideration of public access
Organization (18)	<ul style="list-style-type: none"> • Central agency (PARC) • Coordination and partnership guide system • Stronger coordination for seamless delivery • Volunteers are supported and volunteer organizations are central to recreation delivery • Greater access to performing arts
Communications (4)	<ul style="list-style-type: none"> • Radio station • Central marketing through a wide range of channels
Facilities (17)	<ul style="list-style-type: none"> • New library linked with recreation facilities • Indoor multi-purpose recreation complex • Community facilities in North and South Salt Spring as well as centrally located • All facilities are well maintained
Parks and Trails (49)	<ul style="list-style-type: none"> • More marine facilities for residents • Outdoor multi-purpose field complex • Boardwalk complete • Child and youth friendly community integrating nature and play into recreation • Safeguarding water and beach access • Artificial turf with lights • Safe biking routes and supporting pedestrian friendly community • Trail system in parks - hikers, bikers, equestrians, with good signage • Dog parks • Use planning for industry, recreation and residential
Programming (9)	<ul style="list-style-type: none"> • Healthy active seniors • More programs for young adults • Community programming includes education and lifelong learning
Budgeting (13)	<ul style="list-style-type: none"> • Unlimited sources of funding • Control over budget through incorporation • Free access to recreation programs • Indoor tennis paid off

For each of these clustered groups, the individual comments from vision participants were noted, the consultants wrote a vision statement that reflected all comments, including strengths and challenges, and outlined potential strategies.

Quality Of Life

Individual comments from vision participants

High quality of life	<ul style="list-style-type: none"> • Our unique quality of life has flourished and newcomers embrace those qualities that brought them here in the first place
Same population size as today	<ul style="list-style-type: none"> • Same population as now - 10,000 approx
Island life stays slower paced and rural traditions are valued	<ul style="list-style-type: none"> • Slow Island philosophy adopted • Country things, such as apple festival, not rock concerts • A place of quiet - sailboats on the lake, not jet skis • Kite flying on a breezy peninsula not noisy ATVs • Keep a quiet island so it can be a getaway - a place of sanity, walking trails not racetracks • Preserve rural nature of the island
Bird watching	<ul style="list-style-type: none"> • A good place for bird watching
Safety is a high priority in all parks and facilities	<ul style="list-style-type: none"> • Complete personal security with respect to the recreation activities as well as Island wide • Safe
All land use decisions include consideration of public access	<ul style="list-style-type: none"> • Development of 'green' space - accessibility to all, rather than just being a land bank • Accessible • Accessible - parking available at wilderness trailheads • Boat launches on both sides of the Island • All land use decisions are made with full regard for desirable public access to land and water

Vision Statement

Our vision to 2020 was formulated within the three key themes of the CRD's strategic framework:

*a livable, vibrant and healthy community;
a healthy and respectful relationship with the natural environment, and;
a prosperous and sustainable economy*

Potential Strategies

Develop a mandate statement that matches the values espoused in the vision.

Develop a set of decision-making/evaluative criteria to match the mandate.

Organization

Individual comments from vision participants

Central agency (PARC)	<ul style="list-style-type: none"> • One central office/department that coordinates and communicates all parks and recreation programs and services • PARC is the nexus of parks and recreation activities and initiatives, creating the forum for all Salt Spring Island groups to join together planning and coordinating our wealth of local resources • PARC becomes central delivery vehicle for leisure, sport, and recreation planning with adequate funding, grants system, staffing, facilities management
Coordination and partnership guide system	<ul style="list-style-type: none"> • All recreation is managed by partnership of municipality and organizations • There is a strong dialogue and mutual support among recreation and sport groups, through coordinating services of PARC • PARC outsources to groups for a variety of sport and recreation al opportunities provided by not-for-profit groups
Stronger coordination for seamless delivery	<ul style="list-style-type: none"> • Coordination of different governing bodies so the park user does not have to know the different jurisdictions
Volunteers are supported and volunteer organizations are central to recreation delivery	<ul style="list-style-type: none"> • No limit to volunteers available • Salt Spring Island continues to have an active volunteer base of rec and park interests and respect for the natural environment in its recreation services • We have great community spirit and fantastic people - we encourage working together Joint activities • Partnerships supported by the community such as welcoming visitors and adopt and trail programs • Involvement of volunteers in parks as stewards and wardens • Volunteers feel supported since Volunteer Salt Spring partnered with PARC to provide resources, training and referral services
Greater access to performing arts	<ul style="list-style-type: none"> • Expansion of arts/theatre facilities for use by all groups

Vision Statement

A major change initiated in 2010, following formulation of a Strategic Plan, reinforced the mandate of PARC and strengthened its capacity to coordinate recreation on the Island, in cooperation with the multiplicity of agencies that have a hand in planning and land management.

PARC has been recognised by the residents of Salt Spring Island as the nexus of parks and, recreation activities and initiatives, and serves as the forum for all Salt Spring Island groups to join together in planning and coordinating our wealth of local recreational resources.

The distinctive volunteer nature of many of our recreation delivery organizations is maintained and supports both the volunteers themselves and the organizations that they power. PARC's strong coordinating role helps to ensure the seamless delivery of programs and services.

Potential Strategies

Work with Volunteer Salt Spring to develop a volunteer support and development package.

Adopt a policy to support volunteer organizations re capital planning.

Adopt a policy to support volunteer organizations re operational planning.

Form two 'tables' as consultative forums to guide planning re parks and community services

Communications

Individual comments from vision participants

Radio station	<ul style="list-style-type: none"> We will have a community operated radio station for information and sports and rec shows with real live people from our community running them
Central marketing through a wide range of channels	<ul style="list-style-type: none"> There is an effective website providing information on services and activities Book that details the well developed hiking trails on Salt Spring Island - published or sponsored by PARC PARC maintains an online listing of all Island sport and rec opportunities Lots of programs and all you have to do is 'consult the guide' One place to find information on programs and services offered in the community - a directory, website, etc Great signage - directions are easy, directories (online and in print formats), handy, lots of info signs and kiosks in town and in the parks PARC offers the community a responsive, user-friendly range of resources (print, web, etc) of all the rec opportunities in the community

Vision Statement

PARC is the central resource for islanders who want to find out what recreational programming is available on Salt Spring Island. The Guide lists programs of all agencies, all the Island's facilities, how to book them, and what activities are going on in each. PARC produces the hardcopy Recreation Guide annually to supplement the online version which can be updated more regularly.

Potential Strategies

Work with other partners including Salt Spring Island Foundation to develop a framework for communicating recreation programs and facility availability that includes:

- A process for gathering information on facilities and their availability from all partner organizations
- A process for gathering information on programs from all partner organizations
- A web-based database that gathers and presents this data
- An annual or biannual printing of this information as a Recreation Guide (although this should only be a short term strategy as we move to a completely web-based world)

Facilities Planning

Individual comments from vision participants

New library linked with recreation facilities	<ul style="list-style-type: none"> • Our library will be built with an expanded interactive media centre as part of it, located at Rainbow Road, central to other recreation services
Indoor multi-purpose recreation complex	<ul style="list-style-type: none"> • One central rec centre with pool, rink, courts, gym, multi-purpose fitness centre, etc, all on one site • A centre for sports excellence that reflects our geographic and cultural centre • There is a central office to serve all of the new parks and recreation leisure, culture, sport, youth program needs - with meeting and training space • Rec centre offers pool, rink, squash, tennis and fitness • There is a great rec centre in town on Rainbow Road by schools with a pool, programs, meeting space, sports facilities • Rainbow Road is developed into a major multi-sport facility that boasts different types of athletic events • The community Services Centre is a hub of activity 7 days a week, a hub for arts, rec, sports and other services especially information • Multi-purpose indoor centre for swimming, curling, ice hockey, squash, tennis, badminton • Combined and centralized rec and health centre including community services and library • Indoor facility - pool and library - exercise rooms, meeting rooms, centralized • We will have built a community rec centre, skating rink, curling rink and enhanced our swimming pool at Rainbow Road • Self-sustaining pool with the leisure pool component the main draw - also featuring a therapy aspect
Community facilities in North and South Salt Spring as well as centrally located	<ul style="list-style-type: none"> • Centralized community facility - north and south • Regionalize the Island - each region has a well rounded recreational opportunities
All facilities are well maintained	<ul style="list-style-type: none"> • Fields, courts, track and other sports areas are well maintained • Reliable - delivery and maintenance

Vision Statement

The Rainbow Road site is the Island's primary indoor recreation venue. It has grown with an eye to serving as many Island residents as possible, with all new facilities operating as cost-effectively as possible.

Potential Strategies

Work with the School District to acquire the properties that lie between the current school site on Rainbow Road and the PARC property.

Once this is concluded, prepare a site plan that includes expansion of the pool.

If the referendum for a new library downtown is unsuccessful in November 2009, work with CRD and the Library Board to develop a plan to locate the library on the Rainbow Road site, preferably integrating it closely with the expanded pool.

Parks And Trails Planning

Individual comments from vision participants

More marine facilities for residents	<ul style="list-style-type: none"> Marina facilities large enough to accommodate resident boaters
Outdoor multi-purpose field complex	<ul style="list-style-type: none"> Skate park relocated to PortLock Park and is part of an outdoor sports complex Sports venue complex - stands, outdoor sports facilities
Boardwalk complete	<ul style="list-style-type: none"> Complete boardwalk Boardwalk connecting something
Child and youth friendly community integrating nature and play into recreation	<ul style="list-style-type: none"> Salt Spring Island is a healthy community with visible supports and services for all ages and very welcoming to youth Every child on Salt Spring Island has easy access for some unsupervised play in nature Parks and rec services have met the legitimate health and rec needs (not wants) of residents and resisted demands for high impact activities for residents and visitors Sustainable community means sustainable recreation
Safeguarding water and beach access	<ul style="list-style-type: none"> Open up road allowances for access to waterfront and beaches - but find ways of minimizing the night time partygoers Beaches are a great asset - a place to explore in peace - small groups with someone who knows Access to beaches and kayak launches noted on the community map and widely available in the community Best water accesses anywhere! Great ocean and lakefronts for walks, boating, picnics, etc - also swimming Great beaches for swimming with lots of room to relax and recreate - with little environmental impact Paddling and rowing centre on St Mary's Lake with a boathouse - for dragon boats, rowing, kayak, outrigger One main beach access with picnic, and public swim
Artificial turf with lights	<ul style="list-style-type: none"> Turf soccer field with night lights Turf field that is used by adults and youth
Safe biking routes and supporting pedestrian friendly community	<ul style="list-style-type: none"> You can walk anywhere safely, either off-road or on quiet, safe roads Biking paths on Salt Spring Island honoured for being the safest in BC

	<ul style="list-style-type: none"> • Transportation trails • Safe bike paths connecting all major points on the island • Great boardwalk and walking routes throughout the main town, well signed, lots to read en route • Best cycling anywhere - bike lanes on all paved roads that connect to a great loop through Vancouver Island • Island has miles of bike lanes • Because of peak oil and climate change, there will be less cars and we will have more pathways and cycle lanes • Cycling walking friendly community • Safe biking routes between neighbourhoods and centres • Bike trails - next to but separate from main roads - end to end on the Island • Island wide bike paths • Cycling and walking on the Island are a pleasure as a result of planning for paths and bike lanes • Everyone can leave their car at home and get to where they want - by cycling, hiking, walking on safe routes - getting exercise as they tread lightly on spectacular Salt Spring Island
Trail system in parks - hikers, bikers, equestrians, with good signage	<ul style="list-style-type: none"> • Beach access and trail signs are obvious and plentiful and well maintained • There are beautiful, well maintained, extensive park system with trails and ecological preservation • Multi-use trail networks in parks - for hikers, bikers and horses
Dog parks	<ul style="list-style-type: none"> • More dog-leash-free parks - dogs are good for your health • Designated parks for dog walkers are well marked and well used
Use planning for industry, recreation and residential	<ul style="list-style-type: none"> • Community plan for industry, recreation and residential • Facilities developed through a master plan that attracts off-Island groups • Development of first class projects that are coordinated

Vision Statement

There is a bike and walking trail system that links all the major destinations on the Island including Ganges, the main commercial areas, the three ferry terminals, and all the schools. This is in part a system of sidewalks and on-road bike lanes. Where possible, this network is separated from vehicle traffic. The Ganges linear park system including the boardwalk around the harbour is complete and linked to other walking loops in the Ganges area. All these alternative transportation systems assist Islanders to reduce their 'eco-footprints'.

The backcountry trail system is comprehensive, linking the Island from north to south, and east to west with a network of trails which are used by hikers, mountain bikers, and equestrians. It includes park lands owned or controlled by the province (Crown and BC Parks), CRD, PARC, and the lands held in other hands where legal agreements allow public access. This trail network is used by both residents of the Island for recreation and is also a major tourism attraction bringing business to the many B&Bs, restaurants, and other businesses on the Island. Many beach accesses on the Island are improved to allow easy access for kayakers, canoers, and shoreline recreation.

Active parkland is enhanced in a manner that is sensitive to the Island's values and the requirements of the Islands Trust to 'preserve and protect'. Portlock Park, as the home of sport on the Island, is renewed and enhanced. The Commission continues to work with the School District to ensure that the high school fields can accommodate more intensive use for school and community teams. And a south end sports field is secured for team sports.

Potential Strategies

Continue to work on developing three trail systems – on-road system, back-country system, Ganges boardwalk

Develop a beach access plan that prioritizes which beach access points to develop and a concept plan for each one.

Develop an overall plan for Portlock Park, including possible expansion.

Complete the planning of the Rainbow Road site with an outdoor facilities plan that covers both the PARC property and the lands owned by the School District.

Programming

Individual comments from vision participants

Healthy active seniors	<ul style="list-style-type: none"> • Exercise equipment for seniors • Slow stuff - old things for people from the city to get away to - heritage things from the past • Seniors are healthier than those in the rest of the country due to recreation opportunities • Indoor facilities for chess, bridge, card games, billiards, other activities for seniors • We will have an expanded seniors centre, located at Rainbow Road to offer a full range of services and rec opportunities for our 55+ citizens • Light exercise equipment in parks designed for 55+
More programs for young adults	<ul style="list-style-type: none"> • Our shift in demographics will require us to consider the interests and activities for the 30 to 50 generation
Community programming includes education and lifelong learning	<ul style="list-style-type: none"> • A map of all hiking trails easily accessible • We need to bring back community ed under PARC - activities and courses for the community at affordable rates • Best practices in all recreation instruction • Lifelong learning is a major component of the many recreation programs that PARC either offers or supports • Full slate of rec programs - physical and mental, coordinated under one agency • Incorporate interpretation and education with recreation

Vision Statement

Recreation programming on the Island is delivered by a mix of private and not-for-profit operators. PARC is involved in some direct delivery, such as in the pool, and provides support and funding to other community groups involved in recreational programming on the basis of their applications. There is a set of policies around when and how PARC supports groups that wish to embark on a project that would enhance recreation opportunities.

PARC continues to be the direct manager of the Saturday morning market.

Potential Strategies

Develop accreditation process/criteria for program delivery agents.

Develop an affordable recreation policy.

Budgeting

Individual comments from vision participants

Unlimited sources of funding	<ul style="list-style-type: none"> • We will be eligible for fed/prov infrastructure grants and will have secured one or two for our priority projects • Unlimited funding for any and all facilities/programs needed/wanted • Affordable – user pays, tax base supported, corporate citizens involved • There is a recreation fund at Salt Spring Island Foundation to allow residents to donate to recreation programs and facilities – Islanders are generous and often need somewhere to place their dollars
Control over budget through incorporation	<ul style="list-style-type: none"> • We will be living in a municipality of Salt Spring Island with a budget geared to the needs of our community and under our own control • Incorporated
Free access to recreation programs	<ul style="list-style-type: none"> • Free access for all rec programs for all
Indoor tennis paid off	<ul style="list-style-type: none"> • Indoor tennis court paid off by users

Vision Statement

The budget for recreation and park services on the Island reflects the priority and needs of the Salt Spring Island community. The net result is sustainable recreation for a sustainable community.

Potential Strategies

Develop a long-term financial strategy based on the needs of PARC as determined following review of this strategic plan.

Recognizing that the recreation budget for Salt Spring Island is well below the average for surrounding communities, consider the benefits to the Salt Spring Island community of expanding both the mandate of PARC and its budget.