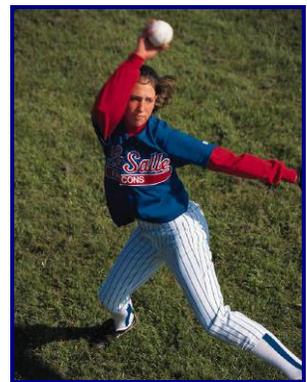


Regional District of Nanaimo Electoral Area "A"

Recreation and Cultural Services Master Plan



FINAL REPORT

May 2007

Professional Environmental Recreation Consultants Ltd.

Monty Holding and Associates Consultants



P E R C

ACKNOWLEDGEMENTS

IT IS A PLEASURE TO PRESENT THE FINAL VERSION of the Nanaimo Regional District Recreation and Cultural Services Master Plan for Electoral Area "A".

The document has been prepared by Professional Environmental Recreation Consultants Ltd., in cooperation with Monty Holding and Associates Consultants.

The consultants would like to express appreciation to the Regional District and the Project Advisory Committee for their participation in a number of meetings regarding the project, and for providing valuable information related to the provision of new and improved recreation and cultural services in the Electoral Area "A".

PROJECT ADVISORY COMMITTEE

Joe Burnett	RDN Electoral Area "A" Director
Shelagh Gourlay	Committee Chairperson
Brenda Arthur	Committee Member
Barbara Ehmig	Committee Member
Frank Garnish	Committee Member
Vicki Suddaby	Committee Member
Shannon Wilson	Committee Member
Dawn Burnett	RDN Electoral Area "A" Representative City of Nanaimo Parks, Recreation and Culture Commission

REGIONAL DISTRICT STAFF

Tom Osborne	General Manager of Recreation and Parks
Dan Porteous	Manager of Recreation Services

CONSULTANTS

Bill Webster	Professional Environmental Recreation Consultants Ltd.
Monty Holding	Monty Holding and Associates Consultants

We trust that the report accurately reflects Regional District requirements, and that future development will ensure the effective delivery of recreation and cultural services well into the future.

TABLE OF CONTENTS

EXECUTIVE SUMMARY	i
1. INTRODUCTION	1
1.1 Study Objectives	1
1.2 Methodology	3
1.3 Background Information	4
1.4 Facility Inventory	5
1.5 Discussions with Community Organizations and Agencies	7
1.6 Town Hall Meetings	9
1.7 Youth Survey	10
1.8 Community Questionnaire	12
1.9 Identification of Issues and Priorities / Draft Report	13
1.10 Open House	13
1.11 Final Master Plan	14
2. DEMOGRAPHIC REVIEW	15
2.1 Electoral Area "A"	15
2.2 2006 Census	15
2.3 Electoral Area "A" 2001 Census and Age Group Breakdown	16
2.4 Population Growth Projections	17
2.5 School District Enrolments	17
2.6 Personal and Household Characteristics	18
2.7 Occupation and Income Characteristics	20
2.8 Implications from Demographics	20
3. TRENDS	22
3.1 Demographic Trends	22
3.2 Behaviour Trends	24
3.3 Organizational and Workplace Trends	28
3.4 Infrastructure Trends	30
3.5 Environmental Trends	31
3.6 Implications of Trends for Recreation	32
4. DIRECTIONS AND PRIORITIES	35
4.1 Governance and Administration	35
4.2 Mission Statement / Objectives	37
4.3 Staffing	39
4.4 Facilities	40
4.5 Service Delivery	45
5. IMPLEMENTATION	48

TABLE OF CONTENTS (Continued)

LIST OF FIGURES

1.	Project Methodology	3
2.	Top Five Priorities arising during Town Hall Meetings	10
3.	Electoral Area "A" 2001 Population and Growth	16
4.	Age Distribution by Percentage in 2001 Census	17
5.	Population Growth Projections	17
6.	District #68 Enrolments	18
7.	Visible Minority Populations	18
8.	Household Characteristics	19
9.	Proportion of Dwellings Owned or Rented	19
10.	Most Common Occupation Types	20
11.	Median Income for Households - 2000	20
12.	Implementation of Recommendations	48

APPENDICES

1. Community Organizations
2. Town Hall Meetings
3. Youth Questionnaire Results
4. Community Questionnaire Results
5. Open House
6. District 69 Mission and Goals



BMX riders honing their skills

EXECUTIVE SUMMARY

THIS RECREATION AND CULTURAL SERVICES MASTER PLAN was undertaken to define the future direction, philosophy, policies, priorities and actions for the Regional District of Nanaimo, as they related to the provision of recreation and cultural services in Electoral Area "A". Specifically, this document is intended to provide a basic framework that will shape and guide RDN services for the next ten years, beginning in 2007.

STUDY OBJECTIVES

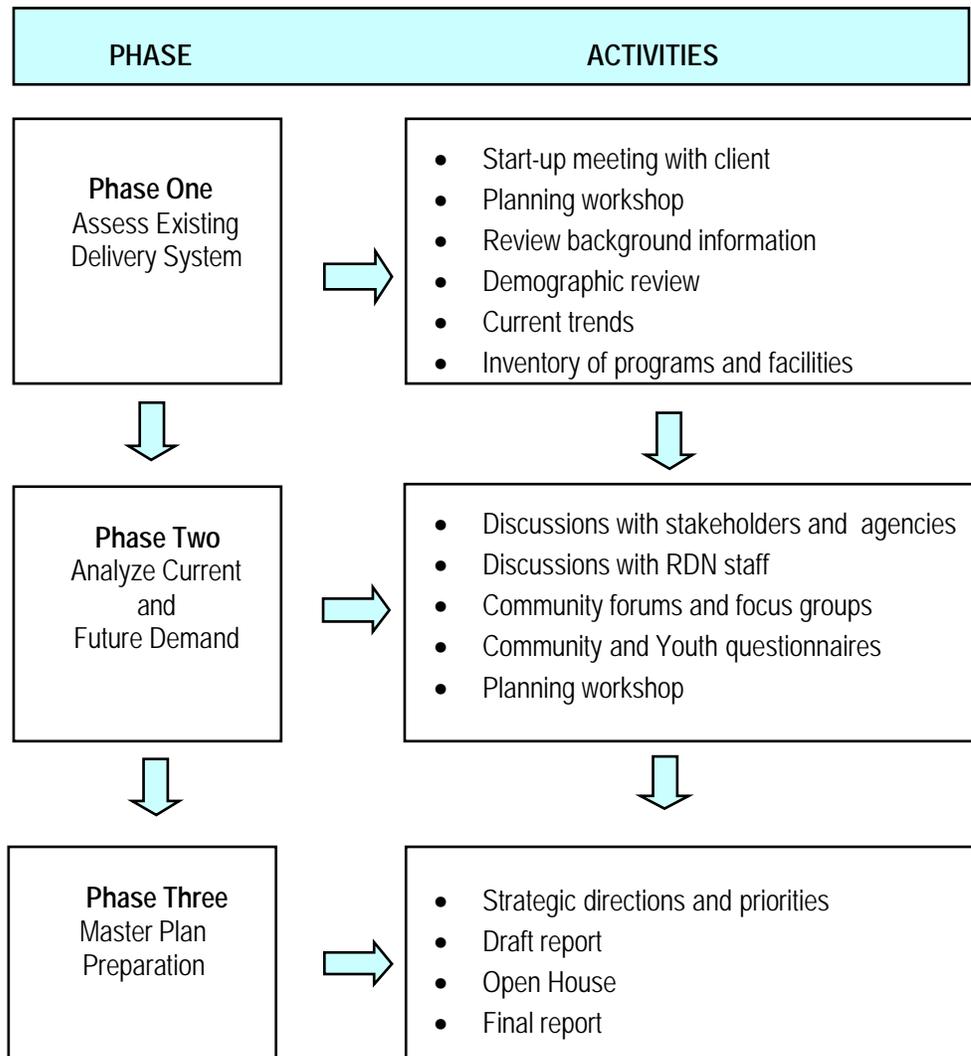
The Terms of Reference for the study identified the following objectives:

- To ensure community support for the Plan recommendations by providing for public involvement in the process.
- To review current services being provided locally and regionally.
- To develop a clear and concise vision statement for the provision of services.
- To review and inventory all public community recreation and cultural facilities, as well as sport fields, determine the need for additional facilities and amenities.
- To determine the need for inclusive recreation services and a financial access program.
- To determine financial priority strategies regarding short and long term operations and trends for recreation services and facilities.
- To develop a Plan that meets existing and future needs for the service area, and includes setting out recommendations related to services and funding.

METHODOLOGY

In undertaking the project, it was suggested that study be divided into three phases as outlined on the following page.

EXECUTIVE SUMMARY



Each of these steps is described in detail in the full report and more detailed information is included in the Appendices.

PUBLIC INVOLVEMENT

It is important to note that the participation of Electoral Area "A" residents was critical to the success of the planning process. Specific ways in which the community was involved included discussions with close to 40 local organizations and agencies, a community questionnaire, two town hall meetings, a youth questionnaire, and an Open House. In addition, the development of the Plan was assisted immeasurably by a Project Advisory Committee comprised of local residents, as well as the Electoral Area "A" Director and Regional District staff.

PLAN ORGANIZATION

The Plan is presented in several sections, which initially describe demographic information related to Electoral Area "A" and current trends in parks and recreation, and ultimately identifies a number of issues and recommendations for the consideration of the Regional District. Recommendations focus on the following key areas of interest:

- Governance and Administration
- Mission Statement / Objectives
- Staffing
- Facilities
- Recreation and Cultural Programs

The final chapter addresses the Implementation of the Plan, and includes a suggested timeline for each recommendation.

RECOMMENDATIONS

The consultants have taken an "issues approach" to the presentation of each of the recommendations included in the report. Accordingly, various concerns have been identified within the context of the project purpose and objectives. Each of the recommendations is presented below.

Governance and Administration

1. Adopt an initial governance model that involves the Regional District of Nanaimo establishing an Electoral Area "A" Recreation and Culture Services Commission that would be responsible for advising the Regional Board on the development and delivery of recreation and cultural services for an interim period of approximately three years.
2. Develop a terms of reference for the Recreation and Cultural Services Commission that would outline responsibilities, frequency of meetings, reporting mechanisms, and key activities that would be addressed during the interim period.
3. Work jointly with the Recreation and Cultural Services Commission to develop evaluative criteria related to the provision of recreation and cultural services.
4. Ensure that the financial viability of each governance option is considered.

Mission Statement / Objectives

5. Review the Mission Statement developed by the Regional District of Nanaimo for services in District 69, and develop a similar Mission Statement that is specific to Electoral Area "A".

EXECUTIVE SUMMARY

6. Establish objectives and priorities on an annual basis.
7. Deliver services based on current resources, when it is determined that other organizations and agencies are not doing so.
8. Establish a system for ensuring that all of the objectives are being met.
9. Review and update Mission Statement, goals and objectives at least every five years.

Staffing

10. Develop and issue a Request for Proposal clearly outlining the nature of the services to be provided by a recreation and culture services coordinator.
11. Retain the contract services of a recreation and culture services coordinator beginning in the fall of 2007.
12. Provide supervision and an annual evaluation of the contract services.
13. Explore options for securing a location for the recreation and culture services coordinator.

Indoor Facilities

14. Meet with School District #68 officials to determine whether or not there are any opportunities for adjustments in the schedule for gymnasium use in order to accommodate additional user groups as well as recreation and cultural program opportunities.
15. Meet with community hall officials to discuss potential improvements to existing spaces in order to allow for more comprehensive recreation and cultural programming.
16. Initiate discussions with School District # 68 and local organizations regarding the need for a community centre located centrally in Electoral Area "A" (discussions could include the possible use of an existing school that may no longer be required by the School Board).
17. Conduct a feasibility study, involving public consultation, to determine specific needs, capital and operating costs of a community centre.

Outdoor Facilities

18. Meet with School District # 68 officials and local sport organizations to discuss possible improvements to the existing school playfields.
19. Explore possible funding opportunities related to the improvement of the playfields and the construction of a field house.

20. Undertake construction and improvements of the playfields and field house on a phased basis
21. Continue to implement recommendations in the Electoral Area "A": Community Trails Study.
22. Refer the public's interest in waterfront access to the RDN Parks function.
23. Continue to work with RDN Parks staff and the community towards the construction of a skate park and a community park.
24. Continue to explore funding alternatives with the Provincial Government and other agencies to assist in the construction of the skate park and other community recreation and culture facility projects.

Programming

25. Use the results of the Master Plan research, as well as the 2005 Survey conducted by Yates, Thorne & Associates to assist in identifying recreation and cultural program opportunities, and explore the availability of potential facilities to accommodate these activities.

Promotion

26. Work with existing organizations to enhance the promotion of recreation opportunities.

The successful implementation of the recommendations contained in the Master Plan will require significant cooperation and coordination between the Regional District and the proposed Commission, as well as existing organizations which currently provide an array of recreation and cultural opportunities. The appointment of the Commission and the employment of a recreation and culture services coordinator should be initiated at an early date, in order to ensure that the various initiatives are dealt with in a timely and efficient manner. From the consultants' perspective, the recommendations included in the Plan provide many opportunities for local residents to become engaged in an exciting initiative that will undoubtedly improve the overall delivery of leisure services in Electoral Area "A".



Cedar Community Secondary School

1. INTRODUCTION

THE REGIONAL DISTRICT OF NANAIMO retained the services of Professional Environmental Recreation Consultants Ltd. (PERC) in the fall of 2006 to prepare a long term plan for the delivery of recreation and cultural services in Electoral Area "A". The Master Plan, as adopted by the Regional Board in June of 2007, defines the future direction, philosophy, policies and priorities for the provision of services over a ten year period (2007-2016).

The Master Plan process was initiated following the approval, in the fall of 2005, of an Electoral Area "A" referendum, which included the communities of Cassidy, Cedar, South Wellington, and parts of Yellowpoint. Local residents were asked if they were in favour of adopting "Electoral Area "A" Recreation and Culture Services Bylaw No. 1467, 2005", which would establish a service for the purpose of providing recreation and cultural services and acquiring, constructing and operating recreation and cultural facilities in Electoral Area "A" with a property tax requisition calculated as the greater of \$96,750 or an amount equal to \$0.15 per \$1,000 times the net taxable values for land and improvements in Electoral Area "A".

The referendum had been initiated based on a previous survey conducted by Yates, Thorn and Associates earlier in 2005, which in part was administered to determine the level of support for a recreation and culture service "function" funded through local taxes. In the spring of 2005, residential property owners received a survey in the mail asking their opinions regarding recreation service delivery. The consultants have reviewed the survey results by Yates, Thorn and Associates and have included a summary of the findings in Section 1.2 of the Master Plan.

It is important to note that in addition to the provision of localized recreation and cultural services, Electoral Area "A" will continue to be included in the District 68 Sports Field and Recreation Services Agreement between the Regional District of Nanaimo (RDN) and the City of Nanaimo. This agreement was negotiated between the RDN and the City in 2001, and was renewed in 2005 as an outcome of Phase One of the RDN Regional Service Review, and provides local taxes from Electoral Areas "A", "B" and "C" and the District of Lantzville, to the City of Nanaimo for operational costs of City recreation and sports field services based on usage by each community.

It is anticipated that the approval and implementation of the recommendations contained in the Plan will result in the establishment of a comprehensive recreation and cultural services delivery system, and a process for evaluating those services on an annual basis.

1.1 STUDY OBJECTIVES

The following study objectives were identified.

- To ensure community support for the Plan recommendations by providing for public involvement in the process.
- To review current services being provided locally and regionally.
- To develop a clear and concise vision statement for the provision of services.

INTRODUCTION

- To review and inventory all public community recreation and cultural facilities, as well as sport fields, determine the need for additional facilities and amenities.
- To determine the need for inclusive recreation services and a financial access program.
- To determine financial priority strategies regarding short and long term operations and trends for recreation services and facilities.
- To develop a Plan that meets existing and future needs for the service area, and includes setting out recommendations related to services and funding.

In order to achieve the objectives outlined above, it was determined that the study would be divided into three distinct Phases, including a review of current services in the area, the current and future demand for services and facilities, and the preparation of the Master Plan itself, which focused on the following areas of interest:

- The overall governance and administration of recreation and cultural services.
- The provision of recreation program services.
- The provision of recreation and cultural facilities.

It is important to note that while the Master Plan makes mention of issues related to parks, open space and the environment, the primary focus of the study was on the delivery of recreation and cultural services and facilities. The consultants, in discussion with the Project Advisory Committee, determined that, with rare exceptions, these issues would be referred to Regional District Parks staff as they are responsible for the ongoing planning and implementation of the Electoral Area "A" Community Trails Study that was completed in 2005 and any other current and future parks, open space and environmental initiatives.



Morden Colliery Trail Sign

1.2 METHODOLOGY

The information included in FIGURE ONE provides an overview of the key steps undertaken by the consultants in completing the assignment.

**FIGURE ONE
PROJECT METHODOLOGY**

Tasks	Activities
Meetings with Advisory Committee	The consultants met on several occasions with the Advisory Committee to discuss the parameters of the study, as well as the public consultation, major issues, priorities, and the draft and final report.
Related Background Information	A number of reports and other documents were reviewed in order to ensure a thorough understanding of the study area, including the demographics of Electoral Area "A".
Inventory	An inventory was prepared summarizing the recreation and cultural facilities in Electoral Area "A".
Agency / Stakeholder Discussions	The consultants met with 37 community organizations in order to gather information regarding current recreation and cultural opportunities and needs.
Community Questionnaire	A questionnaire was compiled and distributed through the Committee members to a number of residents seeking feedback on similar questions asked of the representatives of the 37 community organizations.
Town Hall Meetings	Two Town Hall Meetings were facilitated by the consultants in mid-to-late January. Those in attendance at these sessions identified a number of areas of interest in terms of programs and facilities.
Youth Questionnaire	An informal questionnaire of students attending Cedar Community School was distributed in mid-February, and completed by a total of 104 individuals. The information obtained from the questionnaire was invaluable in addressing the needs and interests of the area's youth.
Draft Report / Open House	The draft report was completed in late March, and presented for discussion with the Advisory Committee. Revisions were incorporated into the Plan prior to the report's presentation to local residents at an Open House in late April.
Final Report	Comments arising during the Open House were reviewed and revisions were made to the Plan, prior to its presentation to the Regional District Board in late June.

INTRODUCTION

1.3 BACKGROUND INFORMATION

The consultants reviewed a number of documents related to the delivery of parks and recreation services in the Regional District including Electoral Area "A". These included:

- District 68 Sports Field and Recreation Services Agreement (2006)
- Regional District of Nanaimo – Electoral Area "A": Recreation Services Study – Yates, Thorne & Associates (2005)
- Regional District of Nanaimo – Electoral Area "A": Recreation Services Study (Comment Sheets) – Yates, Thorne & Associates (2005)
- Regional District of Nanaimo – Electoral Area "A": Community Trails Study – RRL Recreation Resources Ltd. (2005)
- Regional District of Nanaimo – Regional Growth Strategy – Bylaw No. 1309 (2003)
- Regional District of Nanaimo – Electoral Area "A" Official Community Plan – Bylaw No. 1240 (2001)

The results of the Yates Thorne & Associates Electoral Area "A": Recreation Services Study were of particular interest in terms of the Master Plan, and are summarized below.

- Respondents expressed overwhelming agreement that recreation is important to them and their families – 74% of the respondents indicated that recreation was very important or important.
- Trails were by far the most important recreation service / amenity for the survey respondents. Over 50% indicated that they used nature trails on a frequent basis (more than 4 times per month), and 26% indicated use of 1 to 4 times per month. Paved trails in Nanaimo were also used frequently by 17% of the respondents.
- Recreation programs were not used at all by 6 out of 10 respondents. Only 1 out of 10 availed themselves of recreation programs on a frequent basis.
- Approximately one-third of the respondents indicated that there were no barriers to their participation in recreation activities. Major barriers identified were related to travel time, travel costs and a lack of bus transportation.
- Approximately one-quarter of the respondents indicated a need for additional recreation services and activities for children and seniors; one-third expressed a need for additional services for youth and adults.
- With reference to additional facilities, nature trails and parks were suggested by 51% of the respondents – by far, the highest priority (16% also suggested horse trails). Twenty-four percent noted the need for a skateboard park, 21% suggested a children's water park, 20% a children's playground, 16% a BMX park, 18% favoured tennis courts, and 15% a gymnasium.

- Roughly 60% of the respondents expressed satisfaction with the current level of local recreation and parks services; and 85% expressed satisfaction with Nanaimo-based services.
- Twenty-eight percent of the respondents felt that they were getting excellent value for their recreation dollars, compared to 29% who felt that the current value was okay, and 26% who felt the value was poor or very poor.

1.4 FACILITY INVENTORY

This section of the report lists the facilities in Electoral Area “A” that are currently used for programs and activities, as well as for community events. Many of these opportunities are offered by non-profit community organizations using available space in the community.

1.4.1 INDOOR FACILITIES

- **Cedar Heritage Centre:** The Cedar Heritage Centre is the original Cedar School House, and consists of two medium sized rooms and an office area. The facility has been re-located on the corner of the current Cedar Community Secondary School, and has been set up as a community activity centre.



Cedar Heritage Centre

The facility is situated on School District land; however, it is owned by the Regional District of Nanaimo, and is operated by the Cedar School and Community Enhancement Society by way of a lease through the Regional District. The Society provides a Facility Coordinator and establishes policies and procedures for the delivery of programs and rental opportunities to the community.

Programs offered at the Cedar Heritage Centre include Renshikan Karate, Taoist Tai Chi, Cedar Music Circle, Friday Drop-in Youth Night, Cedar Family Playtime, Clogging classes, Film Night, Bridge Club, and numerous others. Several community organizations hold meetings at the Centre, including the Cedar Women’s Institute, the Friends of Morden Mine and others.

- **Cedar Community Hall:** The Cedar Community Hall was built in 1922 and consists of a large open space with a capacity of 220 people. It also includes kitchen facilities for events requiring food services.

INTRODUCTION

The Hall is operated by a committee of the Cedar Community Association which provides a manager and janitor. The building is operated as a rental facility and is used 3 or 4 times per week on average.

Groups using the facility include the Cedar Lions Club, Yellow Point Drama Group, dog obedience classes, Sunday Swap Meets, and other special occasion events.

- **Community Schools:** Cedar Community School is a relatively new school, which includes regular classrooms, specialized classrooms, and a full-size gymnasium. The other schools in the area – Woodbank Primary, South Wellington Elementary and North Cedar Intermediate – are also used for community programs and activities. The elementary schools provide some classroom space, and Woodbank also has a small gymnasium. North Cedar Intermediate has a full-size gym, as well as regular classrooms and a number of specialized classrooms.
- **Churches:** Two community churches have small activity / meeting spaces providing some availability for community groups for local programs.

Saint Phillips Anglican Church offers its own youth program twice each month. It also provides space for local Girl Guides of Canada activities.

The Cedar United Church meeting room is used weekly for a seniors program as well as by the Cedar Women's Institute and the Cedar Farmers Institute for their regular meetings.

- **South Wellington Community Hall:** The South Wellington Community Hall is attached to the Cranberry Fire Station. The building is available for a variety of community meetings and activities, and is used by South Wellington Elementary School for a number of gymnasium / physical education programs. The "gym" is much smaller than an elementary school gymnasium.
- **North Cedar Fire Station:** This facility includes a meeting space where the Boy Scouts meet on a regular basis, and is used during the day by a number of groups.
- **Tamagawa Gakuen Nanaimo Campus:** Tamagawa is a non-profit organization which offers a number of educational programs, and is available on a rental basis for seminars, workshops and other functions. Located in the Cedar area, the facility offers outdoor education programs and cultural exchanges, and has also hosted several Pacific Sport activities in the recent past. The 3,000 square foot Log House is wheelchair accessible, and includes internet access, audio and visual equipment, and a kitchenette.

1.4.2 OUTDOOR FACILITIES

- **Sports Fields:** A number of sports organizations, including Cedar Minor Softball, Mid-Island Soccer, Adult Slo-Pitch and Adult Drop-in soccer, use the playing fields at Cedar Community Secondary School, as well as the fields at North Cedar Intermediate School, Woodbank Primary School and South Wellington Elementary School.
- **Crow and Gate Pub:** The Crow and Gate provides opportunities for bridge on Wednesday evenings and also has a field at the back of the Pub that is used for teaching fly fishing.
- **Wheat Sheaf Fields:** The Wheat Sheaf sports fields are privately owned and maintained, and are located immediately adjacent to the Wheat Sheaf Neighbourhood Pub and Restaurant.

The facility includes 2 softball diamonds, a small area for 5 on 5 soccer and outdoor volleyball courts. The facility also includes a clubhouse and caretaker's suite, and is scheduled for tournaments and league play during the spring and summer months.

It should be noted that residents of Electoral Area "A" also make use of recreation and cultural facilities in Ladysmith and Nanaimo, and in particular, swimming pools, ice arenas and sportsfields.

In summary, there appears to be limited meeting, program and activity space available within Electoral Area "A". The space that is available is virtually all used by a wide variety of community organizations and programs. Several of the spaces are becoming crowded and lack amenities necessary for continued growth, as well as to allow the addition of new programs.

1.5 DISCUSSIONS WITH COMMUNITY ORGANIZATIONS AND AGENCIES

The consultants met with a total of 37 organizations which were representative of a broad array of activities and services in the immediate area. These conversations focused the overall purpose of each of the groups, as well as the facilities currently utilized, and any issues or concerns that each of organizations might have regarding the delivery of recreation and cultural services.

Contact was made with the following groups:

- **Sport Organizations**

Comets Sports, Recreation, and Cultural Society	Cedar Skate Park Association
Youth and Adult Drop-in Soccer	Eaglequest Golf Centre
Mid-Island Soccer	Reshikas Karate
Cedar Minor Softball	Wild Play Bungy Zone

INTRODUCTION

- **Arts and Cultural Organizations**

Cedar / Yellowpoint Artisans Association	Barton Leier Gallery
Yellowpoint Drama Club	Yellowpoint Singers
Bastion City Cloggers	

- **Church and Social Organizations**

Cedar Family Playtime	Bridge Club
St. Phillips Anglican Church Youth	Cedar Farmers' Institute
Cedar Women's Institute	Friends of Morden Mines
Cedar Community Hall	Cedar United Church
Cedar Girl Guides of Canada	Taoist Tai Chi Society (Nanaimo)

- **Outdoor Organizations**

Cedar Horse Club	Quennell Lake Pony Club
Independent Horse Owners	Cedar 4-H District
Sealegs Kayaking Adventures	

- **General Organizations**

Neighbourhood Watch	Cedar Community Policing Office
---------------------	---------------------------------

- **Nanaimo School District**

School District Administrative staff	Woodbank Primary School
Cedar Family of Community Schools	Community School Coordinators
Cedar Community School PAC	Woodbank Primary PAC

A summary of the concerns raised by each of the organizations is included in **Appendix One**, and the most common areas of interest are presented below.

- There is no "gathering location" in the area for large groups of people.
- It is becoming increasingly difficult to find volunteers in the community.
- A major area of concern is the need for services that are related to health and wellness.
- Possible closure of South Wellington Elementary School.
- There has been an interest in the provision of a social gathering spot, a wider range of activities for youth, and a skatepark facility in the area for a lengthy period of time.
- Existing community halls have been well used in the past, but are not large enough to accommodate large group activities. A multi-purpose facility, with a gymnasium and meeting space is needed.
- There is a need for improved access to existing school facilities, particularly gymnasiums.

- Greater cooperation between the Regional District and School District #68.
- A qualified recreation coordinator is needed, as well as low cost programming, and minimal bureaucracy.
- Costs related to community halls.
- Effective marketing of program services, including Ladysmith, Nanaimo and Electoral Area "A".
- Need for improved playing fields.

Several concerns were raised related to parks, open space and the environment. These areas - including the need for access to local water ways, safe walking and cycling trails, horseback riding rings and riding trails - fall outside of the scope of the current study and have been referred to the Regional District of Nanaimo Parks staff for consideration. As previously mentioned, the RDN completed a Regional Trails Study in 2005, and many of these issues have been discussed in recent years. Parks staff will continue to explore these particular issues in terms of future planning and implementation.

1.6 TOWN HALL MEETINGS

Two Town Hall Meetings – one in Cedar and one in South Wellington – were facilitated by the consultants in January, in order to ensure that input regarding the Master Plan study was received by as many individuals, families, businesses and sport, recreation and cultural organizations as possible.

- **Cedar Town Hall Meeting:** The Cedar meeting was held on Monday, January 22, 2007 at the Cedar Heritage Centre, and attracted 26 local residents, including 3 members of the Master Plan Advisory Committee, in addition to 2 Regional District staff members and a representative from PERC.
- **South Wellington Community Hall:** The South Wellington meeting was held on Wednesday, January 24, 2007 at the South Wellington Community Hall. This meeting attracted 20 people, including 4 members of the Advisory Committee, 1 RDN staff member and a representative from PERC.

The major issues and highest priorities arising from the two meetings are summarized in FIGURE TWO on page 10, and a complete listing of all the areas of interest is included in **Appendix Two**. This is followed by a summary of the major areas of concern in each of 3 major categories – facilities, programming and administration.

INTRODUCTION

FIGURE TWO
TOP FIVE ISSUES / PRIORITIES ARISING DURING TOWN HALL MEETINGS

Cedar	South Wellington
1. Comprehensive trail system	1. School access and retention
2. Skate park	2. Multi-sport community facility
3. Seniors centre	3. Facility use coordination
4. Land availability for potential facilities	4. Comprehensive trail system
5. Access to ocean, lakes and rivers	5. Message centre (Community board)

- **Facilities:** As noted above, in both Cedar and South Wellington the highest ranking priorities, in terms of recreation and cultural services were either facilities or services that are related to facilities.
- **Programming:** In Cedar, the highest priorities in terms of recreation programming were (1) marketing and communication, (2) coordination and cooperation, and (3) volunteer coordination and training, community development and liability insurance for instructors. In South Wellington, the highest priorities were (1) a message centre, (2) program development, and (3) identifying and addressing the most pressing needs for recreation activities.
- **Administrative Issues:** Participants in the Cedar meeting indicated that the three highest administrative issues were (1) governance, (2) cooperation with School District # 68, and (3) planning for growth; while in South Wellington, the highest priorities were (1) the coordinated use of facilities, (2) recognition as a "community", and (3) governance.

1.7 YOUTH SURVEY

Early in the study, the Project Advisory Committee determined that an additional step was needed in the proposed methodology in order to ensure that the interests and needs of youth in Electoral Area "A" were considered in the Master Plan recommendations. Accordingly, a survey was developed and permission was obtained from School District # 68 to request students in grades 8 through 12 to respond to the questionnaire.

The following information summarizes the overall results of the survey.

- A total of 104 completed surveys were returned to the consultants. Of this total, 52 were from grade 8 students, 3 from students in grade 10, 19 from 11th graders and 30 from 12th graders. No 9th grade students completed the survey.

- **Use of Time**

The top **five** free time activities were (1) hanging out with friends, (2) playing computer and video games, (3) listening to music, (4) sports / fitness, and (5) watching television.

Among grade 8, 11 and 12 students, these activities were **ranked** as follows:

Activity	Grade		
	8	11	12
Hanging out with friends	1 st	1 st	1 st
Playing computer / video games	2 nd	5 th	4 th
Listening to music	3 rd (tie)	3 rd	2 nd
Sports / fitness	3 rd (tie)	2 nd	5 th
Watching television	3 rd (tie)	4 th	3 rd

- **Popular Recreation Activities**

The top **three** recreation activities (ie. those participated in at least once per week) were (1) running, jogging and walking, (2) music lessons / activities, and (3) soccer. All of these activities were engaged in much more frequently by grade 8 students than by grade 11 and 12 students.

- **Location of Recreation Activities**

Overall, the respondents participate in recreation activities at home or at a friend's home more frequently than other locations. As indicated below, City of Nanaimo facilities were **ranked** second among each of the three grades.

Location	Grade		
	8	11	12
At home or friend's home	1 st	1 st	1 st
At school	3 rd	3 rd	3 rd
Facilities in Cedar	4 th	4 th	4 th
Facilities in Nanaimo	2 nd	2 nd	2 nd
Facilities in Ladysmith	5 th	-	5 th

- **Reasons for not Participating in Recreation Activities**

The major reasons for not participating in recreation activities at the present time were lack of interest, too busy with school, friends are not involved, part-time jobs, lack of money, and a lack of transportation. Overall rankings are presented below.

Reasons for Non-Participation	Grade		
	8	11	12
Lack of interest	1 st	1 st (tie)	2 nd (tie)
Too busy with school	2 nd (tie)	1 st (tie)	1 st
Friends are not involved	2 nd (tie)	2 nd (tie)	3 rd
Part-time jobs	-	1 st (tie)	2 nd (tie)
Lack of money	2 nd (tie)	2 nd (tie)	4 th
Lack of transportation	2 nd (tie)	2 nd (tie)	5 th

INTRODUCTION

- **Preferred Recreation Facilities**

The recreation facilities suggested most frequently were (1) outdoor sport courts, (2) a skate park / youth park, (3) a youth centre / spaces to socialize, (4) cycling / walking trails, (5) a community gymnasium, and (6) sportsfields / ball diamonds. Other facilities that the students would like to see were an arcade, an arena, a movie theatre and a swimming pool. The top six facilities were **ranked** as follows:

Preferred Facilities	Grade		
	8	11	12
Outdoor sport court	2 nd	2 nd (tie)	3 rd (tie)
Skate park / youth park	1 st	3 rd	4 th
Youth centre	3 rd	2 nd (tie)	2 nd
Cycling / walking trails	4 th	4 th	1 st
Community gymnasium	5 th	1 st	3 rd (tie)
Sportsfields / ball diamonds	6 th	5 th	5 th

- **Additional Recreation Activities**

With reference to additional recreation activities, 37 of the students suggested some type of sports, including basketball, horseback riding, rugby, tennis and volleyball; and 22 suggested activities in the arts, such as dance, music, art and theatre.

It should be noted that **Appendix Three** also includes a number of additional comments regarding recreation services in Electoral Area "A", as well as a more detailed breakdown of the responses to each of the survey questions.

It is important to note, also, that the results of the survey are not statistically reliable, but rather, an overview of the interests of the students and their current activities.

1.8 COMMUNITY QUESTIONNAIRE

It was also determined that a Community Questionnaire should be prepared to encourage residents who were unable to attend the Community Hall Meetings to share their thoughts and ideas regarding recreation and cultural programs, facilities, and service delivery.

Nineteen questionnaires were completed and sent to the consultants, and there were numerous suggestions in terms of recreation programming for all ages, ranging from the arts, to health and fitness, to team and individual sports, to outdoor recreation. It was also suggested that for children, programs have to be well located, and that they should generally be conducted after school, and on weekends, and that they should be affordable in order to ensure universal access. It appears that the promotion of recreation programs should be a key consideration, and that a lack of public transportation in Electoral Area "A" is seen as a barrier to participation.

A variety of suggestions were made in terms of recreation facilities, with a skate park being the top priority. Other amenities that were mentioned more than once included lake and waterfront access, access to community schools, and tennis courts. The variety of responses to both the program and facility questions suggests an interest in a multi-purpose facility.

With reference to the delivery of services, the comment and suggestion made most frequently is that a local staff person is needed.

A complete listing of all of the suggestions raised in the survey is included in **Appendix Four**.

1.9 IDENTIFICATION OF ISSUES AND PRIORITIES / DRAFT REPORT

Following the collection and analysis of all of the research information, the consultants prepared a summary of all of the issues and concerns that had been raised, and reviewed them with the Project Advisory Committee at a meeting on March 12, 2007. This step provided the committee with an opportunity to make suggestions regarding each of the issues, and assisted the consultants in determining the priorities that would be addressed in the final report.

The draft addressed the following areas of interest:

- A Mission and Vision for the Delivery of Recreation and Cultural Services
- The Governance and Administration of Recreation and Cultural Services
- Recreation and Cultural Facilities
- Program Services and Community Development
- Parks, Open Space and Trails
- Implementation

1.10 OPEN HOUSE

Approximately 40 local residents attended an Open House on Monday, April 30, at the South Wellington Community Hall (Cranberry Fire Hall) to review the Draft Master Plan and provide comments that were considered in preparing the final report. The Advisory Committee, RDN staff and the consultants were in attendance to answer questions and discuss issues and concerns, a number of display panels provided an overview of the planning process and recommendations, and a questionnaire was available for further comment. The draft was then revised based on the feedback provided. A summary of comments is included in Appendix Five.



Open House – South Wellington Community Hall

INTRODUCTION

1.11 FINAL MASTER PLAN

A Final Master Plan, completed after the Open House and accompanied by a Regional District staff report, was presented to the Advisory Committee in mid-May for final review. The last of the revisions to the Master Plan and an Advisory Committee recommendation accompanied the staff report to the Regional Board for approval in late June. In addition to addressing the broad issues referred to above, the Master Plan includes the following:

- A review of the demographics of the study area.
- A presentation of trends related to the provision of recreation and cultural services and facilities.
- A proposed recreation and cultural program and facility plan for the next ten years.
- A number of appendices providing detailed background information.



Cedar Community Hall

2. DEMOGRAPHIC REVIEW

THIS CHAPTER ADDRESSES DEMOGRAPHIC INFORMATION related to Electoral Area "A". The information includes references to the primary sources of data, in addition to population figures from the 2001 and 2006 Census and projections to the year 2016.

2.1 ELECTORAL AREA "A"

The Regional District of Nanaimo (RDN) supports recreation services to Electoral Area "A" which is comprised of three unincorporated communities including Cedar, Cassidy, South Wellington, and parts of Yellow Point.

The total size of the Electoral Area is 61.2 sq. km. which is 3.0 % of the entire RDN area. Area "A" is mainly rural farmland but is experiencing some residential development due to the lifestyle the area offers.

The sources used to identify demographic information, trends and projections included the Statistics Canada Census, BC Stats, the Regional District of Nanaimo and School District #68.

2.2 2006 CENSUS

A limited amount of information regarding the 2006 Census has recently been released by Census Canada. This indicates that the population of Electoral Area "A" has increased from 6,423 in 2001 to 6,751 in 2006, an overall increase of 5.1% (or an average of 1% per year).

Further census information will be released according to the following schedule:

- Age and gender July 17, 2007
- Marital status, families and households, housing and shelter information September 12, 2007
- Language, mobility and migration, immigration and citizenship December 4, 2007
- Aboriginal peoples January 15, 2008
- Labour information, place of work and commuting to work, education and language March 4, 2008
- Ethnic origin of visible minorities April 2, 2008
- Income and earnings, housing and shelter costs May 1, 2008

Other information presented in this Chapter (Section 2.3 to 2.7) is related to the **2001 Census**, and is included herein to provide base information regarding the community's demographics. As further information is released by Statistics Canada, the RDN should

DEMOGRAPHIC REVIEW

provide Electoral Area "A" officials with details regarding specific changes and anticipated future growth.

2.3 ELECTORAL AREA "A" 2001 CENSUS & AGE GROUP BREAKDOWN

Electoral Area "A" has shown significant growth between 1996 and 2001, surpassing growth levels for the Regional District and the Province. FIGURE THREE on page 14 shows the 2001 Census populations for the three areas and the changes since the 1996 Census count.

**FIGURE THREE
ELECTORAL AREA "A" 2001 POPULATION AND GROWTH**

Area	2001 Census	1996 Census	% Change
Cedar	4,440	4,163	6.7
Cassidy	978	678	44.3
South Wellington	1,005	1,035	-2.9
Indian Reserves	449	428	5.0
Area "A"	6,423	5,876	9.3
RDN	127,016	121,783	4.3
B.C.	3,907,738	3,724,500	4.9
Canada	30,007,094	28,846,761	4.0

With a 9.3% growth rate from 1996 to 2001, Electoral Area "A" grew faster than British Columbia (4.9%) and the Regional District (4.3%). The level of growth was highest in Cassidy at 44.3% while the lowest was in South Wellington which experienced a decrease of 2.9%, reflecting residential growth patterns.

The 2001 Census also provided age group breakdowns for Electoral Area "A". FIGURE FOUR on page 16 indicates the age group distributions, and then provides a comparison with the Regional District and the Province. This figure identifies some differences, not only between age groups in Electoral Area "A" and those in BC and Canada, but also between Area "A" and the Regional District.

As a whole, the average age of the Canadian population is growing by approximately 2.1 years every 5 years. This is primarily caused by the aging of the Baby Boom generation, those born between 1947 and 1966. The age category that is diminishing the most is children under the age of 15, particularly those who are 10 and under. Adults 65 and over comprised 13% of Canada's population in 2001, and will increase to 20% by 2026, and then grow more slowly to 23% by 2041.

**FIGURE FOUR
AGE DISTRIBUTION BY PERCENTAGE IN 2001 CENSUS**

Area	0-14	15-24	25-44	45-64	65+
Area. "A"	19.2	10.8	28.4	28.3	13.3
Indian Reserves	27.8	15.2	26.6	22.8	7.6
RDN	16.7	11.5	24.6	27.6	19.6
B.C.	18.1	13.1	30.1	25.0	13.7
Canada	19.1	13.1	30.3	24.3	13.0

The proportion of children 14 and under in Electoral Area "A" is equal to that of Canada but higher than in BC and the Regional District. The majority (75%) of the 0 to 14 category are between ages 5 and 14 indicating that most of these children were of school age in 2001. Area "A" is lower than all comparative areas in the 15 to 24 category while the 65+ age group is on par with BC and Canada but significantly lower than the Regional District.

2.4 POPULATION GROWTH PROJECTIONS

FIGURE FIVE provides population projections for Electoral Area "A" for 2006. The starting point is the 2001 Census. The rationale for the adjustments from 2001-2006 to the 2006-2016 period follows.

**FIGURE FIVE
POPULATION GROWTH PROJECTIONS**

Area	2001 Adj.	2006 Est.	Percent Change
Area "A"	6,622	7,450	12.5%
RDN	127,016	143,469	12.9
BC	3,907,738	4,303,100	10.1

Again, the actual 2006 Census data should be checked against the 2006 population estimate provided in FIGURE FIVE, after applying the 3.1% under-coverage amount.

Electoral Area "A" grew 9.3% between 1996 and 2001. There has been a relatively significant amount of development in Area "A" during the past five years. The nature of the lifestyle offered in the area continues to attract new residents and therefore an increase of 12.5% was assumed for 2001-2006 (readers should note that the 2006 Census figures presented in Section 2.2 are somewhat lower than originally predicted).

2.5 SCHOOL DISTRICT ENROLMENTS

FIGURE SIX on page 18 provides a breakdown of the trends in School District #68 enrolment since 2004 by type of school.

DEMOGRAPHIC REVIEW

FIGURE SIX
DISTRICT # 68 ENROLMENTS

School Year	Elementary (K-7)	Secondary (8-12)	Total
2004-2005	563	470	1033
2005-2006	566	474	1040
2006-2007	529	469	998
2007-2008	511	487	998
2008-2009	490	505	995
2009-2010	469	508	877
2010-2011	447	510	957
2011-1012	442	490	932
2012-2013	435	454	889
2013-2014	450	434	884
2014-2015	458	415	873
2015-2016	471	402	873

The school enrolments in the Electoral Area "A" schools are representative of the national trends to some degree. There is a declining elementary school population reflecting lowering birthrates after 1995 which is common throughout the province.

The District # 68 elementary population reaches a peak in 2006 and then will experience a decline of 95 students or about 17% over the next 10 years. The declining trend is projected to see the beginning of an upturn in 2013 but is not expected to reach the numbers experienced in 2006. Cedar Secondary will experience a delayed reaction to the decline as the elementary students work their way through the system. The secondary school will see a decline of 167 students or about 16% beginning in 2009 and running through 2016.

2.6 PERSONAL AND HOUSEHOLD CHARACTERISTICS

Of the total population of Electoral Area "A" 90% were born in Canada. The vast majority of the immigrants came to Canada before 1991. Since 1991, immigration from other countries has dropped significantly. There were only 10 people who moved to Electoral Area "A" from other countries between 1991 and 2001.

The Aboriginal Identity population (not living on Reserves) of Electoral Area "A" is 225 which is 3.5% of the population. The Aboriginal Identity population of the Regional District of Nanaimo is 5,375 which is 4.2% of the population.

FIGURE SEVEN shows the Visible Minority populations that live in Electoral Area "A", based on the population willing to identify their ethnic origin in the 2001 Census.

FIGURE SEVEN
VISIBLE MINORITY POPULATIONS

Area	Population	Visible Minority	% Pop.
Area "A"	6,423	55	0.8
RDN	127,016	5,870	4.6

Of the 55 persons from visible minorities, the following five ethno-cultural groups are the most predominant:

- South Asian 27.2%
- Chinese 18.2%
- Black 18.2%
- Korean 18.2%
- Japanese 18.2%

Many of these individuals, particularly from the Chinese and Japanese communities, are likely long-term residents whose families have lived in the area for several generations.

FIGURE EIGHT and FIGURE NINE respectively show the household composition and home ownership characteristics for Electoral Area "A".

**FIGURE EIGHT
HOUSEHOLD CHARACTERISTICS**

Area	Households	Couples with Children	Couples without Children	One Person	Other
Area "A"	2,570	720 (28%)	895 (35%)	575 (22%)	385 (15%)
RDN	54,260	12,055 (22%)	19,205 (35%)	14,945 (28%)	8,050 (15%)
BC	1,534,335	423,455 (28%)	437,915 (28%)	418,135 (27%)	254,825 (17%)

The differences between the Electoral Area "A" households and the Regional District averages reflect the higher number of residents in the 25 to 54 age category with children at home. Although Area "A" has the same percentage of couples without children at home there is significantly less one person households compared to the Regional District.

**FIGURE NINE
PROPORTION OF DWELLINGS OWNED OR RENTED**

FIGURE NINE identifies that a much higher proportion of the residents in Area "A" own their dwelling than the Canadian and BC averages which are both two-thirds owned and one-third rented.

Area	Households	Owned	Percent	Rented	Percent
Area "A"	2,570	2,175	84.6	395	15.4
RDN	54,260	40,102	73.9	14,158	26.1
BC	1,534,335	1,020,460	66.5	513,875	33.5

The Figure also reflects the higher proportion of the residents who own their dwelling than the Regional District average. The high ratio of owned dwellings reflects the predominance of single family homes in an established and stable community.

DEMOGRAPHIC REVIEW

2.7 OCCUPATION AND INCOME CHARACTERISTICS

FIGURE TEN shows the most common occupational types for the total Area "A" workforce of 3,175 (2001).

**FIGURE TEN
MOST COMMON OCCUPATION TYPES**

Occupation Type	Number in Workforce	Percent of Workforce
Trades, Transportation, Equipment Operators	855	26.9
Sales and Service	780	24.6
Business, Finance, Administration	415	13.1
Public Service, Education	220	6.9
Management	195	6.1
Other Types	710	22.4

The most common occupation types are similar to many BC communities, but also reflect the economic base and personal characteristics of Electoral Area "A". For example, the relatively high level of trades, transportation and equipment operators reflect the proportion of those involved in the construction business.

FIGURE ELEVEN provides an indication of the median income for households in the study area.

**FIGURE ELEVEN
MEDIAN INCOME FOR HOUSEHOLDS – 2000**

Area	Median Household Income
Electoral Area "A"	\$44,316
RDN	\$40,230
BC	\$46,802

Annual household income in Electoral Area "A" is higher than the Regional District and slightly lower than the BC median.

2.8 IMPLICATIONS FROM DEMOGRAPHICS

A number of program, service, operational and facility implications can be drawn from the demographics.

- Electoral Area "A" is currently experiencing growth and this trend will continue over the next ten years. This will place greater demands on facilities and services.
- The majority of new residents will be working families, many who will commute to their place of work. There will be a greater need for programs

and facility access. This will involve a balance between the use of current facilities, the use of facilities in Nanaimo and Ladysmith as well as consideration of additional facility space within Electoral Area "A".

- Although the school age population is in decline, this trend should level off within the next few years, and begin a slow increase and may suggest an increased need for youth programming.
- Development is also going to take place on the north edge of Electoral Area "A" in Nanaimo and in the south in the Cowichan Valley Regional District. This will have implications on services in Electoral Area "A" as those developments could well find Electoral Area "A" amenities the most convenient.



Cranberry Fire Hall – South Wellington

3. TRENDS

THIS CHAPTER PROVIDES AN OVERVIEW of a number of trends that are affecting leisure lifestyles, and parks and recreation services across Canada, and deals with broad trends and their implications for recreation programs and services, facilities, and parks. These trends are grouped under five categories.

In addition, section 3.6 identifies a number of implications these trends have for programs, facilities and parks.

3.1 DEMOGRAPHIC TRENDS

3.1.1 POPULATION SHIFTS

The most significant shift in the Canadian population is that it is aging. Every five years, the median age of the Canadian population increases by approximately 2.1 years. Some provinces age faster than others, depending largely on the out or in-migration of young people and their families. Alberta is the youngest Canadian province because of strong job growth and relatively affordable housing. The three territories are younger still; the birth rates remain higher there and in Nunavut, for example, 45% of the population is under the age of 15.

There is also significant variation between communities in the same province. As stated in the previous chapter, the percentage of people over 65 in Electoral Area "A" was 13.3% in 2001. This is almost an identical percentage for BC (13.7) and Canada (13.0), but far lower, for example, than the 38% in a retirement community like Qualicum Beach.

David Foot, Canada's leading demographer, has written two books, *Boom, Bust & Echo* and *Boom, Bust & Echo 2000*. He identifies that it is too simplistic to view Canada as aging uniformly, and that there are significant differences between age cohorts and their respective impacts on society – especially the Baby Boom generation. Beginning with those born in 1930, Foot identifies the following cohorts.

- **Depression Babies 1930-1939:** These individuals were between 67 and 76 in 2006. Many have more traditional values in comparison with succeeding generations, have a sense of duty and citizenship, and are often suspicious of change. Others of this generation are more open to new ideas, travel and continued learning. Whatever their perspectives, this group had large families and were the parents of the major bulge in the Baby Boomers born from the mid-50's to mid-60's.
- **World War II Pre-Boomers 1940-1946:** This relatively small cohort is now between 60 and 66, so are either retired or about to retire. They were or still are the key leaders in many fields, including parks and recreation, assuming senior positions fairly early in their careers and staying there. They will be less likely to join senior's centres as they age and will continue to use mainstream facilities. They could be a great source of volunteers because of their organizational abilities, but will need to be personally asked.

- **Baby Boom 1947-1966:** The youngest Boomers turned 40 in 2006 and the oldest are now 60. This 19 year age cohort makes up over one-third of the Canadian population as significant increases in the birth rate, coupled with immigration after WW II, led to a swelling of the population over this period. The peak of the Baby Boom was 1961, so the “average” Boomer is only between 40 and 50. This means that the 65+ population, won’t peak until 2026 at 20%, and then grow more slowly to 23% by 2041.

Foot named those born between 1961 and 1966 as “Generation X. This very large cohort had difficulty getting good jobs and opportunities because there were so many of them, and early Boomers were already entrenched in management positions. As a whole, Boomers are more affluent, tend to be more active than preceding generations, and think of themselves as younger than their parents at the same age. As they age, Boomers are shifting from activities such as tennis and aerobics to less strenuous ones such as walking, cycling, tai chi and yoga.

- **Baby Bust 1967-1979:** There was a sharp drop in the birth rate and the number of children born between 1967 and 1979, those who were between 27 and 39 in 2006. This drop led to elementary school closures in many communities across Canada in the early 1980’s. This small cohort was fortunate in a number of ways. They had less competition getting into university, and as the first “techno-generation”, rose relatively quickly as they entered the workforce – bypassing many of the Generation X’ers who remained sandwiched between them and the incumbent early Boomers. The Baby Busters tend to seek work-life balance and are more loyal to the team they work with than the organization itself.
- **Baby Boom Echo 1980-1995:** The fertility rate remained low entering the 1980’s in terms of family size, but the number of births expanded as the Baby Boomers began to have children. This second swelling in the Canadian population, the Echo, was far smaller than the Boom but still led to increased demands for school and university places as the Echo generation matured. Their presence has kept middle and secondary school populations high and has made university acceptance more difficult because of their numbers. The Echo cohort, aged 11-26, is a major consumer force, is wired technologically, and risk-takers recreationally, and often consider their friends as “family”.
- **Millennium Busters 1996-2010:** Just as the Baby Boomers created the smaller Echo by having children, the smaller cohort of those born after the 1961 peak of the Boom and the Baby Bust generation, produced far fewer children. The Millennium Busters, aged 10 and under in 2006, have resulted in declining elementary school populations and school closures across British Columbia and Canada. In British Columbia there are 16,000 more grade 11 students than in grade 1. This decline will also likely be reflected in drops in swim lesson demand and minor sport participation in the future.

TRENDS

The demographic patterns identified by Foot are evident throughout Canada, but care should be taken not to over-generalize. For example, potential future reductions in the number of children don't always result in youth sport declines when there are outstanding programs. The drop in tennis participation across the country is a result of Boomers shifting to less strenuous activities such as walking, but communities that have excellent tennis facilities and youth programs have altered that trend. There is a clear interplay between demographics and other community characteristics.

3.1.2 GROWING GAP – HAVES AND HAVE-NOTS

There has been a general shift in North America to a growing gap between the haves and the have-nots from a personal economic perspective. The gap is greater in the United States than Canada. In both countries, that gap is age related in that more than half the wealth of North Americans is now owned by people over 50. Young families with children are now twice as likely to live in poverty as defined by the Low Income Cut-off (LICO). Fee rates, however, still generally favour older adults more than young families. There is a need to re-examine accessibility and pricing policies, and to implement measures that support all individuals with low income, but especially young families.

- **Increasing Diversity:** Communities, especially large urban centres, have become increasingly ethnically diverse. In many communities, there are also increasing numbers of individuals from Eastern Europe, and other world regions and language groups. Parks and recreation services need to ensure that facilities and services are welcoming, address language barriers appropriately, and recognize the needs and interests of various cultures when the demand and need is there.
- **Leadership Shifts and Gaps:** The early Baby Boomers who have led parks and recreation organizations are soon going to retire. There are a number of capable people to replace them at the senior levels, but there appears to be a gap at the entry level with fewer younger people being attracted to the field or having had a chance to advance. There are also issues with attracting program, instructional and technical staff in areas as diverse as aquatics and arena plant maintenance. This is especially evident in smaller and mid-size communities. These entry-level leadership issues are also evident for non-profit society management. Concerted efforts will need to be made by post-secondary institutions and the field to address leadership gaps. Individual Departments may need to develop and train their own staff in technical and program areas when there is a short supply.

3.2 BEHAVIOURAL TRENDS

3.2.1 TOWARD INFORMAL AND INDIVIDUAL ACTIVITIES

There has been a clear shift from formal and organized activities to more individualized and informal. People are increasingly selecting activities that can be done individually or

in small groups, at a time of the individual's choosing, and often near or at the individual's home. This is reflected in the top five favourite physical activities for adults and youth in Canada as identified in the Canadian Community Health Survey and presented below.

Favourite Adult Activities

1. Walking
2. Gardening
3. Home Exercise
4. Swimming
5. Bicycling

Favourite Youth Activities

1. Walking
2. Bicycling
3. Swimming
4. Running / Jogging
5. Basketball

With the exception of swimming, these activities can be done close to or at home. They can all be carried out at a personally convenient time and are generally unstructured. The only team sport found in either list is basketball; however, its inclusion is largely based on informal play rather than on formal organized team activity. In fact, registered sport participation levels fell to 34% in 1998 from 45% in 1992.

In the case of swimming, most aquatic activity is drop-in water play or lap swimming. Parks and Recreation Departments should consider ensuring that lap swimming and drop-in activities can occur at times throughout the day. There is an increased interest in outdoor activities. New trail development consistently ranks at or near the top of public surveys in terms of preferred new facilities. Young families are also looking for inexpensive, informal activities that can be enjoyed as a family unit.

The information presented above refers to national trends, which do not necessarily reflect local interests. It should be noted, for example, that in Electoral Area "A", soccer remains very popular among both genders and among children, youth and adults. In many BC communities, lacrosse is also enjoying considerable growth. Although it is important and valuable to consider national trends when exploring programming initiatives, considering local trends in terms of interests and needs is imperative.

3.2.2 CHANGING PREFERENCES AND EXPECTATIONS

Another clear trend is the shift toward the experiential aspect of activities. People are seeking personal growth and meaning in the activities they choose. For example, the two fastest growth areas in tourism are cultural learning and ecotourism. Registration in classes has increased as people seek lifestyle skills. People not only have high expectations for achieving personal benefits, but also that there will be a high quality of service in terms of instruction, customer service, facility cleanliness and appearance.

As the Baby Boomers age, they continue to have an interest and commitment to being active, but will turn away from more strenuous activities such as tennis and jogging to more moderate activities such as walking and yoga. Boomers are also showing an increased interest in culture, both in terms of attending performances and cultural venues, and in actual participation in art activities.

TRENDS

3.2.3 TIME SEGMENTATION

Geoff Godbey, a Professor Emeritus at the Pennsylvania University and an author of numerous books related to leisure behaviour, has noted the general feeling that many people feel rushed, and that their discretionary time is available in smaller chunks. This is reflected not only in the shift to more individual activities, but also to shorter periods of activity that involve “time deepening” where people multi-task during both work and leisure activities (e.g. reading a report while on a treadmill). While many individuals report that they value their leisure time more than work, they may still be challenged to integrate leisure into their lifestyles by finding or creating time.

3.2.4 VOLUNTEERISM

Canada lost a million volunteers between 1997 and 2000, going from 7.5 to 6.5 million (Stats Canada). The greatest drop-off in volunteerism was found for the 35-49 age group; these individuals are perhaps most affected by time segmentation and having to juggle work and family obligations with leisure and volunteerism.

As Baby Boomers begin to retire, they may create an excellent pool of skilled volunteers. They will likely have to be actively recruited to become a volunteer in the community. Because of time pressures, individuals will more likely be willing to volunteer for shorter term projects and tasks, as opposed to long-term commitments. Examples of short-term projects are trail building and invasive species removal days in parks, and special event planning in recreation. This trend is termed “episodic volunteering”.

3.2.5 WELLNESS AND CHRONIC DISEASE

People are increasingly aware of the health benefits of activity and nutrition. This interest in personal wellness is reflected in the proportion of Canadian adults who are active enough to achieve health benefits. BC is the most active province in Canada with 58% of the population active enough to receive health benefits (2003 / 04 Canadian Community Health Survey). The proportion for Canada has risen from 24% in 1981 to the current 49%. While Canadian adults are generally more active, they are also becoming more overweight; approximately 15% of the adult population is now obese. A lack of activity, coupled with fast foods and trans-fats intake, are responsible; community wellness initiatives will need to include a healthy eating component along with physical activity.

Older adults are becoming increasingly active, but activity levels still go down as people age. There is also a 15% discrepancy between older men and women in terms of activity levels with men being more active. The male-female gap is very small for middle-age adults, so the current discrepancy may disappear as the Baby Boomers age. There is also the “fourth generation”. These are individuals who are impacted by chronic diseases such as Type 2 Diabetes as they age. Activity, however limited, will be an integral part of chronic disease management for these individuals.

3.2.6 CHILDREN AND YOUTH INACTIVITY

Inactivity levels for children and youth are considered to be a greater problem. The Ontario Medical Association estimates that Canadian children are 40% less active than 30 years ago. Obesity rates tripled for children between 1981 and 1996, and children's overweight levels grew from 15% for both genders to 29.2% for girls and 35.4% for boys.

Children now spend 3-5 hours daily in front of a television and less time playing outside. This challenge will require a coordinated effort by recreation, health, education and parents. There is also a 16% gap between male and female teens in activity levels with males being more active. Inactivity and obesity levels in children and youth are resulting in the increasing early diagnosis of chronic diseases in the young, potentially resulting in a lower life expectancy than the current levels.

3.2.7 GROWING LEISURE ACTIVITIES

Activities that have grown in popularity across the country, and will likely continue to grow include:

- **Walking and Cycling** – There will be continued demands for safe and inviting places for active transportation activities.
- **Home Landscaping and Gardening** – As the interest in gardening and landscaping grows, people will be looking for good information sources beyond television.
- **Cultural Activities** – The Boomers, in particular, will want to enjoy and participate in the visual, performing and cooking arts. There will also be a growing demand for art programs for school-aged children.
- **Outdoor Activities and Environmental Learning** – There may be a shift away from traditional camping towards closer to home, but challenging, outdoor pursuits on a day-basis. There is a growing interest in learning about local and regional flora and fauna.
- **Cultural Learning and Ecotourism** – When people do travel, they will want to go someplace to learn: art, language, the culture, cooking and heritage. Ecotourism will also remain strong as people seek unique experiences.
- **Youth Physical Activity and Healthy Living** – Parents are beginning to get the messages about child and youth obesity and inactivity. There will be increasing demands for programs that get young people active and help them make healthy choices.
- **Rehabilitation and Chronic Disease Management** – As people age and chronic disease conditions increase, they will seek to remain active while managing injuries and conditions. Community recreation facilities, combined with rehabilitation programs and elements, will be key settings.

TRENDS

3.3 ORGANIZATIONAL AND WORKPLACE TRENDS

3.3.1 THE BENEFITS MOVEMENT

The 1992 and 1997 Benefits Catalogues prepared by the Canadian Parks and Recreation Association have had a subtle but profound affect. They have helped the field become more “outcomes” focused, and to broaden its mandate from the delivery of traditional services to the creation of individual and community benefits.

In the 1990's the Benefits Movement and approach largely focused on using the evidence of the benefits of parks and recreation as advocacy and communication tools – aimed at municipal Councils, other institutions and citizens. The shift now is toward using the Benefits approach as a key planning tool. Departments are increasingly defining outcomes in their strategic planning processes, and then directing new strategies to achieve those outcomes.

3.3.2 PARTNERING

Parks and recreation has always functioned within a mixed delivery system model and has worked closely with other voluntary sport, culture and recreation organizations in the delivery of services. The most significant shift is the extension of these partnerships beyond the voluntary sector. Newer partners include the health system, social services, justice, education, the corporate sector, and community service agencies. This reflects both a broader interpretation of the mandate of parks and recreation agencies, and the increased willingness of other sectors to work together to address community issues. The relationship with health will be vital in promoting wellness. The traditional relationship with education, the sharing of facilities through joint-use agreements, is evolving into cooperative planning and programming aimed at addressing youth inactivity levels and community needs.

There has been a growth in internal partnerships within municipalities. There are closer relationships with Police Departments around public safety and youth initiatives, and there are closer relationships with Planning and Engineering Departments in the development of greenway and active transportation systems.

3.3.3 ALTERNATIVE DELIVERY SYSTEMS

Municipal parks and recreation structures and delivery systems have changed and more alternative methods of delivering services are evident. There is more contracting out of certain services, and more cooperative agreements with non-profit groups and other public institutions. There are also more public-private partnerships involving either the construction of new facilities, or the inclusion of private operations within publicly operated facilities. The most successful public private partnerships have been based on strong and comprehensive agreements and ongoing communication.

3.3.4 EXPANDING SERVICE DEMANDS

Throughout British Columbia, local Parks, Recreation and Culture Departments are increasingly asked to be an integral part of addressing a myriad of social issues, responding to homelessness, drug use for youth and young adults, child care needs, and other issues traditionally responded to by provincially sponsored programs. In many communities, recreation personnel are working more closely on internal integrated service teams, and with social service personnel in responding to these needs.

This often requires new and different skills, different program and service design, and the re-allocation of resources. Funding issues aside, leisure is becoming more widely recognized as a tool for social change. Its potential for improving the quality of life for local citizens is significant. There is a growing trend to advocate the use of leisure programs and services to reduce crime, to reduce risk factors for youth at risk, and to break down ethnic divisions and create better understanding between different cultures.

3.3.5 ACCOUNTABILITY

Another clear shift is that political decision makers and volunteer boards are increasingly demanding that their Departments measure and demonstrate their impact on the community. This demand for accountability through performance measures doesn't necessarily result in outcomes focused organizations, because outputs are still far easier to measure. In the coming decade, the field will need to develop its capacity to ensure that sound performance measurement systems are in place, and have a balance between output and outcome measures. The field also has to become better at communicating the outcomes and benefits at the local, provincial and national level.

3.3.6 TECHNOLOGY

Parks and recreation has increasingly embraced greater use of technologies. This includes bar-coded entry systems for pass holders, computer and web-based program registration systems, user tracking systems, and enhanced communications with both users and colleagues. These high tech capacities will compliment, but never replace the need for human contact and personal attention.

In the parks area, the use of digitized aerial photography has changed mapping systems and has allowed for easier overlays of GIS mapping levels. Many of these maps, including trails, will be available to the public on interactive web-sites. In the near future, parks maintenance staff will carry a hand-held PDA that they can record work information on, and send directly to payroll and other computerized maintenance management systems. All of these will soon be voice activated.

3.3.7 BROAD WORKPLACE SHIFTS

A large proportion of new jobs in the Canadian economy are self-employed or part-time, and a number of full-time jobs have become more flexible in time patterns. This has

TRENDS

contributed to an increase in weekday use of recreation facilities and open spaces, especially drop-in casual use. Job descriptions are becoming obsolete in many fields as individuals often find themselves working in teams and on tasks outside of their normal roles. Younger staff members, especially the Baby Busters, are less loyal to the organization than they are to the team and achieving goals; they expect to be part of the planning and decision-making processes of the organization.

3.4 INFRASTRUCTURE TRENDS

3.4.1 AGING INFRASTRUCTURE

Many of Canada's facilities are aging. The 2005 BCRPA Community Infrastructure Report - Phase 1 identified that almost 75% of ice arenas in BC are 25 years or older, along with 82% of curling rinks and 91% of outdoor pools. Just over half of BC's indoor pools were 25 years of age or more in 2004. Many early facilities were built as Centennial projects in 1967, while others were built in a second wave of facility construction in the 1980's. Many older facilities are deteriorating more rapidly than necessary because of limited preventative maintenance programs. These facilities now have envelope, code, mechanical, and slab problems. The multi-purpose recreation centres built in the 1980's are in better shape, but need work, particularly in the pool component.

3.4.2 INFRASTRUCTURE PROGRAM

Many provinces had their own community facility infrastructure funds in the 1980's and 1990's that provided either a half-or-third of a project's capital cost. As a result, a large number of new facilities were built and others renovated. Most of these funds were discontinued in the mid to late 90's, with the funding generally being redirected to health.

The Canada Infrastructure Program was not as accessible for community facilities, and it is unknown whether its successor programs will be more supportive through the New Deal for Communities. This will be worked out in the individual MOU developed between the government of Canada and each province-territory. BC and Canada recently signed the MOU for the Municipal Rural Infrastructure Fund. The new gas tax rebate will positively impact on recreation through active transportation projects and perhaps indirectly by freeing up other municipal funds. It is highly likely that a number of new provincial infrastructure funds will be re-established in the coming 5 years across Canada to address the infrastructure deficit that has been built up.

3.4.3 FACILITY SHIFTS

A large number of community recreation facilities were built across Canada at the time of the 1967 Centennial. Many of those facilities were stand-alone arenas and curling rinks that catered to children and youth. The second wave of recreation facility construction in the 1980's saw a shift to multi-purpose facilities that combined a number of uses. There was also a shift to constructing free-form leisure pools within these complexes beginning in the mid to late 80's. A growing trend will be the inclusion of partners from other fields in combined facilities. This may include public health units, libraries and social services.

3.4.4 EXPANDED FACILITY ROLES

Community leisure facilities are taking on a greater role in attracting tourism and in economic development. In particular, games and tournaments, cultural events, and heritage and agricultural activities are regarded as a means for economic growth and development. In fact, larger events have the benefit of providing the impetus and funding for facility construction and renovation.

3.5 ENVIRONMENTAL TRENDS

3.5.1 GROWING SENSE OF STEWARDSHIP

The environment has remained on the agenda of individual British Columbians and other Canadians for a rather lengthy period of time. This is evidenced by the public support given to the preservation and protection of natural areas, and the current pressures on the Province to upgrade provincial parks that are perceived to have deteriorated. On a personal level, 88% of Canadians recycle or compost. These and other environmentally friendly behaviours do not appear to extend to reducing fossil fuel consumption in vehicles use. The average car produces 4 tonnes of Green House Gases annually, and public active transportation and public transit systems will need to be improved to reverse this pattern. Environics found that 85% of Canadians think the environment will get worse, especially in terms of air and water quality.

3.5.2 ENVIRONMENTAL ACTIVISM AND ACTIVATION

Parks and recreation agencies will be challenged on their stewardship practices, and will need to have sound urban forest management and Integrated Pest Management (IPM) policies and practices in place. There is a growing citizen interest in learning about the environment. Municipal Parks and Recreation Departments should look at increasing environmental education opportunities.

3.5.3 INTEREST IN THE ENVIRONMENT

There is heightened interest in environmental activities and learning, including an interest in learning about local flora and fauna. Growing activities include birding; over 70 million North Americans collectively now spend approximately \$5.5 billion annually. While interest in camping remains high, there is a growing trend towards shorter-term, but more intensive environmental experiences such as wilderness hiking. People are also investing more in their individual environments as gardening and home landscaping grow in popularity.

3.5.4 CLIMATE CHANGE

While there is not common agreement on the causes, there is agreement that global warming is occurring. In the 20th Century, the average global temperature rose 1 degree

TRENDS

Fahrenheit; the expected increase in the 21st Century is 5-8 degrees F. A rise of this magnitude will impact snow levels and glacial melting, sea levels and eco systems. The only safe prediction appears to be that weather will become more unpredictable. The number of extreme weather events in this decade in Canada has doubled over those 30 years ago.

3.6 IMPLICATIONS OF TRENDS FOR RECREATION

3.6.1 PROGRAM IMPLICATIONS

- **Financial Access:** As in most communities in British Columbia, financial access to recreation programs and services is a challenge for many families and individuals. Service providers should ensure that initiatives are in place to address this concern and to ensure equitable access to these opportunities.
- **Drop-in Use:** There will be greater demands on drop-in activities or individual or small group use. This will be seen in fitness, lap swimming, and youth drop-in, but not necessarily in public skating or tennis.
- **Day-time Use:** As job schedules become more flexible and people retire, there will be increased demands for day-time use – especially informal drop-in use.
- **Compressed Timeframes:** Where feasible, more programs should be offered in compressed timeframes – a one or two day workshop instead of on a weekly basis for a longer timeframe.
- **Social Aspect of Programs:** Conversely to the previous point, some people enjoy the constancy and social aspects of ongoing programs. Especially for older adults, social elements should be included as part of the post-activity period.
- **Wellness, Health and Rehabilitation Partnerships:** Programs aimed at rehabilitation and wellness can be offered through partnerships with the health sector. Programs offered in the community rather than clinical settings are more likely to lead to ongoing healthy lifestyle behaviour.
- **Youth Inactivity:** Youth inactivity and obesity are considered by many to be at the epidemic level. Schools play a key role but often have diminished capacity. Partnership approaches by schools, parks and recreation Departments, and parents will be required to address the issue.
- **Leadership Recruitment and Development:** As identified previously, shortages in front-line, technical and program leaders (lifeguards, instructors, etc.) may require Departments to identify, recruit and train their own staff in specific areas.

3.6.2 FACILITY IMPLICATIONS

- **Ageing Infrastructure:** A careful analysis of the major systems of aging facilities will need to be done and a repair / retrofit plan developed. As systems such as roofs age, deterioration accelerates with time, so repairs that are put off generally become more serious and costly.

- **Life Cycle Management:** Facilities of any age require a life cycle management plan to review the condition, and repair and replace systems within reasonable timeframes.
- **Energy and Water Management:** Fossil fuel costs will continue to increase and systems to reduce consumption need to be considered based on payback. These include roof solar panels, heat recovery systems and motion sensitive lighting. Buildings should be planned with appropriate LEED principles and supplementary energy sources such as solar and geothermal. Water use needs to be reduced in shower, toilet, pool and grounds / landscaping applications.
- **Drop-in Elements:** Fitness, aquatic and other elements should be designed to support drop-in use. This includes adequate size, proper space configurations and climates, and the visibility of spaces to the public.
- **Rehabilitation and Chronic Disease Elements:** In pools, the use of rapids channels and lanes for water walking, as well as water temperature and swirl-pools can contribute to rehabilitation programs. Fitness apparatus can be selected for adaptability to individual flexibility and disabilities.
- **Active Transportation Connections:** Ideally, walkway and bikeway connections should be made to indoor facilities. At a minimum, adequate bicycle parking and storage should be provided.

3.6.3 PARK IMPLICATIONS

- **Active Transportation Systems:** The development of greenways, bikeways and pathway systems, both within and connecting park areas is a key priority for open spaces systems. These systems contribute to personal and environmental health.
- **Natural Areas Management:** The stewardship of natural environments requires sound and sensitive management practices; many communities have developed natural areas and urban forest management plans.
- **Environmental Interpretation and Education:** Nature interpretation is no longer carried out in provincial parks, in spite of heightened public interest. Regional and local authorities may consider interpretive programs, signage, and environmental education programs and information.
- **Horticultural and other Parks Programs:** Recreation staff seldom includes programs of this nature, and parks staff that have the expertise generally don't see this as part of their mandate. Working together, they can address a growing interest in gardening, plant selection, pruning and home landscaping basics.
- **Water Management:** The conservation and wise use of water needs to be infused into park operations, including automated irrigation systems and drought tolerant, native plant selection.
- **Sport Field Demands:** While there may be the need for additional sport fields in many areas, the actual demographic and user group trends need to be carefully

TRENDS

examined. In many cases, improving the quality of existing outdoor fields may better meet the needs in an era of declining youth population.

- **Outdoor Gathering Places:** Many ethno-cultural groups place a premium on large gatherings, as do many organizations and communities for special events. Large group areas with adequate shelter and washrooms should be considered within parks systems.
- **Multi-use Youth Parks:** The most successful youth parks have enough elements that they attract a range of youth groups and interests. These elements may include a skateboard facility, sport courts and social gathering spaces.
- **Parks and Accessibility:** Most Canadians view parks as part of the “commons”. There is an expectation that they will continue to have free access to parks and trails for individual use. The significant public reaction to parking charges in Provincial Parks is an indicator of these expectations. At the same time, people are more willing to pay for group uses of parks such as sport-field rental or private group events, as well as for specialized services such as camping. Care needs to be taken in the introduction of new charges for individual use and access to Regional and Community Parks.



Skateboarding – a popular local activity

4. DIRECTIONS AND PRIORITIES

THIS CHAPTER ADDRESSES THE DIRECTIONS AND PRIORITIES that have been identified by the consultants during the research phase of the project. The process included meetings and workshops with the Project Advisory Committee, meetings and discussions with Regional District of Nanaimo staff, interviews with 37 community groups, 2 Town Hall meetings, a youth questionnaire, a questionnaire completed by local residents and a Public Open House. The consultants also reviewed demographic information, recreation trends information, and a number of related documents.

4.1 GOVERNANCE AND ADMINISTRATION

During the consultants' meetings with the Project Steering Committee, Regional District staff, community groups and individuals, the question of who would be responsible for the administration of the recreation and cultural services in Electoral Area "A" was often raised. The consultant's have reviewed administrative options that have been adopted by other Parks and Recreation Departments of similar size and have outlined three possibilities below.

4.1.1 OPTION ONE – A NEW SOCIETY

The first option would involve the development of a new Society which would take on the responsibility for providing recreation and cultural services. There are currently three organizations providing various levels of recreation services, including the Cedar School and Community Enhancement Society; the Comets Sports, Recreation and Culture Society and the Cedar Community Hall Association. These groups could work in collaboration with the new Society to ensure that a wide variety and increasing number of services are provided.

The development of a new society would take some time, due to the need to recruit volunteers for the Board of Directors; establishing a new identity, constitution and by-laws; determining specific roles and responsibilities through the BC Societies Act; and ensuring that financial practices are established and appropriately administered.

A Society would also have to enter into an agreement with the Regional District of Nanaimo, and establish policies and procedures for administrative systems, along with the supervision and direction of staff. The RDN would continue to play a role as the key funding agent due to the subsidized funding portion of the budget. Financial accountability, service evaluation and Board approval would be incorporated into the agreement on an annual basis.

4.1.2 OPTION TWO – LONG TERM RDN MANAGEMENT

The second option is for the Regional District of Nanaimo to administer the delivery of recreation and cultural services. The Regional District currently provides these services to other Electoral Areas, and has the experience and knowledge to do the same in Electoral

DIRECTIONS AND PRIORITIES

Area "A". This option would mean that the Regional District would assume the overall responsibility for recreation and cultural services over the long term.

This option would involve the establishment of a local Recreation and Culture Commission that would work cooperatively with the RDN in the provision of services. It should be noted that one of the key challenges to this option is the proximity of administrative resources through the Recreation and Parks Department located in Parksville. Communication and administrative systems will need to be carefully planned to support the Commission and the staff in the administration and delivery of service.

4.1.3 OPTION THREE – INTERIM RDN SERVICES

A third option is for the Regional District to provide the administrative services to the area for an interim period of approximately three years while the new initiatives are introduced. During the interim period, the arrangement would be evaluated and the society option researched to determine which administrative system would be preferable from that point on.

The advantage of the second and third options are related to the RDN's experience with this type of service, and the ease with which the systems could be "up and running".

The latter option is the most appropriate for Electoral Area "A", in part because of the experience and expertise the Regional District can bring to service delivery, but also because of the extensive resources and support that current staff can provide to the area.

This option would also provide an appropriate period of time to determine if the development of a society is feasible and make preparations for the society to take on the administration of the services. One of the key advantages for establishing a society is that it provides for more local autonomy and the society does not have to rely as much on Regional District administrative resources for administering and operating the services.

One of the other benefits of the latter option is that within the three year period, all of the administrative systems could be put in place, in order that regardless of the ultimate governance model, decisions regarding these matters will have been dealt with in the most efficient manner possible.

Whichever governance model is established, whether it be the Regional District or a society, the Regional District would play a key role to ensure that all recreation activity is coordinated to provide efficient and consistent community-wide service.

In terms of governance, it is suggested that the Regional Board appointed members of a Recreation and Cultural Services Commission, work in close cooperation with the Electoral Area Director, as well as senior staff of the Regional District of Nanaimo Recreation and Parks Department. Current project Advisory Committee members should be encouraged to apply to be a member of the Commission. Terms of reference would have to be developed, but the Regional District has dealt with this type of requirement in the past, and would likely do so in a very efficient manner.

It is important to note that the RDN and the society should establish criteria to assist in determining the most appropriate long term governance model. One of the most important criteria in this regard, will be to determine which of the proposed options provides the greatest economic benefit to Electoral Area "A".

Recommendations

1. **Adopt an initial governance model that involves the Regional District of Nanaimo establishing an Electoral Area "A" Recreation and Culture Services Commission that would be responsible for advising the Regional Board on the development and delivery of recreation and cultural services for an interim period of approximately three years.**
2. **Develop terms of reference for the Recreation and Cultural Services Commission that would outline responsibilities, frequency of meetings, reporting mechanisms, and key activities that would be addressed during the interim period.**
3. **Work jointly with the Recreation and Cultural Services Commission to develop evaluative criteria related to the provision of recreation and cultural services.**
4. **Ensure that the financial viability of each governance option is considered.**

4.2 MISSION STATEMENT / OBJECTIVES

In recent years, most Parks and Recreation Departments have established Mission Statements, along with clear goals and objectives in order to establish guidelines for the delivery of services. In some cases, these statements have been initially developed by staff, while in other situations the process has included decision makers, as well as senior staff.

There are several reasons for undertaking this task:

- The discussion of these matters tends to serve as a "team building" exercise that best involves a volunteer Board or Commission, as well as staff members who have been retained to work on behalf of the organization. Since the delivery of recreation services will likely involve just one full time employee, it will be very important for that individual to be part of the discussions that ultimately determine the overall purpose of Electoral Area "A" Recreation and Cultural Services.
- The result of these discussions will be the identification of clear and consistent statements related to the purpose of the organization that can be referred to on a regular basis, and used to assist in marketing and evaluating various services.
- Mission statements also help in setting parameters in terms of the organization's priorities.

DIRECTIONS AND PRIORITIES

The consultants have obtained several Mission Statements from communities in British Columbia. None are identical, of course, but most include common terms. Three typical examples are outlined below:

- The Town and Parks and Recreation Department are dedicated to meeting community needs for the benefit of all citizens through the provision of services related to parks, recreation, athletics, arts, culture and fitness.
- The Department provides quality leisure opportunities that meet the needs and preferences of residents by offering creative, innovative and accessible programs, services, community facilities, parks and open spaces which improve the overall quality of life.
- The Department enables, facilitates and provides services that reflect the community's values; that protect and nurture the environment; that embraces the community's heritage and culture, and endeavours to satisfy a growing mix of leisure needs in an effective and efficient manner.

The Regional District of Nanaimo Recreation and Parks Department approved a much broader series of statements a number of years ago for the services it provides in District 69, which included the following:

A Mission Statement explaining the Department's **Purpose** in terms of "Why do we exist?", its **Clients** in terms of "Who do we serve?", the **Operating Philosophy** in terms of "How do we go about our business?" and **Key Services** in terms of "What do we do?" (detail regarding District 69's current Mission Statement is outlined in **Appendix Five**).

The Department also identified three goals related to the provision of recreation parks services summarized in general as **fostering a sense of community**, **fostering individual growth** and **fostering partnerships**. A number of objectives were also identified under the three goals that outlined particular focus areas and key initiatives to ensure that the goals were being met.

Some examples of these focus areas included:

- Family Leisure Opportunities
- Exposure to the Arts
- Support to Local Organizations
- Opportunities for Different Age Groups
- The Environment
- Leadership
- Opportunities with the Private Sector

This information could be very useful in terms of a starting point for the governing body responsible for recreation and cultural services in Electoral Area "A". In using this information as a template, decisions would need to be made as to how comprehensive a Mission Statement need be, and whether or not to incorporate some or all of the goals and objectives depending on the specific needs and interests of Electoral Area "A" residents.

The administrative organization, along with staff, should establish priorities on an ongoing basis, and determine the specific objectives that it will attempt to address each year. It

should be noted that service objectives identified may be achieved by other organizations in the community with little or no direct involvement or support from the Commission and the Recreation and Parks Department. The mandate of the Commission should, therefore, be to focus its resources where they are most needed to realize the objectives at the least possible cost to the taxpayers. Such objectives could be realized either by identifying gaps in service and focusing on the provision of direct service in order to alleviate the gaps or through community development work in supporting other organizations with their services.

RECOMMENDATIONS

5. **Review the Mission Statement developed by the Regional District of Nanaimo for services in District 69, and develop a similar Mission Statement that is specific to Electoral Area "A".**
6. **Establish objectives and priorities on an annual basis.**
7. **Deliver services based on current resources, when it is determined that other organizations and agencies are not doing so.**
8. **Establish a system for ensuring that all of the objectives are being met.**
9. **Review and update Mission Statement, goals and objectives at least every five years.**

4.3 STAFFING

In order to ensure that recreation and cultural services are delivered in the most efficient manner possible, the Regional District of Nanaimo should retain the contract services of a qualified individual who will serve as a recreation and culture services coordinator for the interim period.

This individual should be a university graduate with a background in Recreation Administration or a related field, with a number of years of experience, ideally in an administrative position, but also with experience in the following areas:

- Program development
- Needs analysis
- Staff and volunteer management
- Community development
- Marketing
- Board development
- Budget administration
- Grant writing
- Customer service

The individual should also have excellent verbal and written communication skills, and be flexible in terms of work hours, due to the likelihood of evening and weekend meetings and functions; and it would be ideal if the individual's experience also included a certain amount of recreation facility management.

DIRECTIONS AND PRIORITIES

It is anticipated that the coordinator may require clerical assistance, however, this will be determined at a later date as the number of hours required for these services will be difficult to determine, at least during the first few months of operation. Other requirements include a computer and printer, and of course, office space.

In negotiating with the preferred candidate for the position, it would be reasonable to anticipate a vacation period of at least three weeks, and also, to be prepared to commit to a contract that is in the \$60,000 per year range. Opportunities should also be available for some type of in-service training and / or continuing education. The coordinator would be involved through a service contract with the Regional District overseen by senior staff throughout the interim period.

It is likely that the first few months of the coordinator's focus will involve a significant number of meetings with local residents and organizations, including the local Community School Coordinators, Principals and recreation staff in Ladysmith and Nanaimo; as well as activities related to the establishment of an office, and of course, research specifically related to program requirements, community development and other related matters. In this regard, the first significant program offerings might not actually be offered until the spring / summer of 2008.

It should be noted that the community development component of the Coordinator's work – engaging the community in discussions, and maximizing residents' involvement in the delivery of services – will be one of the most important tasks that the Coordinator will perform. This active participation and facilitation role in the community will be critical to the overall success of the initiative.

Recommendations

- 10. Develop and issue a Request for Proposal clearly outlining the nature of the services to be provided by a recreation and culture services coordinator.**
- 11. Retain the contract services of a recreation and culture services coordinator beginning in the fall of 2007.**
- 12. Provide supervision and an annual evaluation of the contract services.**
- 13. Explore options for securing a location for the recreation and culture services coordinator.**

4.4 FACILITIES

4.4.1 INDOOR FACILITIES

The facilities currently being used for programs and community events in Electoral Area "A" include the Cedar Heritage Centre, Cedar Community Secondary School, North Cedar Intermediate School, Woodbank Elementary School, South Wellington Elementary School, Cedar United Church, St. Phillips Anglican Church and the Cedar Community Hall.

These facilities provide community activity in some form; however, each building has a number of limitations related to access and availability, size restrictions, unsuitable space configuration and shortage of equipment and amenities.

The Cedar Heritage Centre is very busy with programs and group meetings but has only 2 medium sized rooms. It has a shortage of storage space and is in need of equipment for many programs. The room size tends to limit the number of participants in many situations, and as a result, there are numerous occasions when interested residents are unable to participate.

The Cedar Community Secondary School has ideal facilities but the availability to the community is limited due to the commitment to the school students and the programs in their curriculum.

The North Cedar Intermediate School is faced with the same situation, and Woodbank Primary and South Wellington Elementary Schools have less facility space and no specialized classrooms to offer. The only gymnasium is at Woodbank Primary School and it is a typical small elementary school gym which is not suitable for many programs, and is unable to effectively accommodate most adult activities.

The South Wellington Community Hall at the Cranberry Fire Station is currently used by the public and by the students at South Wellington Elementary School, but as noted earlier, the space is very limited, particularly for large group activities.

Cedar United Church and St. Phillips Anglican Church each have an activity space that is used for a number of programs. The available time is limited due to the church requirements for the space. The rooms are relatively small and restrict the number of participants in the offered programs. There is no storage available for non-church programs and program equipment must be found elsewhere.

The Cedar Community Hall is operated as a rental facility only and does not provide programs. Many community groups and organizations indicated that the rental cost is too high for them to manage and the available times are restricted, particularly on the weekends because of regular renters such as the Sunday swap meet.

The consultants believe that enhancing and expanding the current facilities should be investigated as a first step in meeting facility needs.

Possible enhancements to the current facilities include, but are not limited to, appropriate flooring for various activities, reconfiguration of the room space for more efficient use, improved sound systems, upgraded lighting, and ensuring appropriate access for individuals with a disability. Other improvements could include such things as wall mounted mirrors for body movement classes, wall mounted ballet bars for dance classes, improved flooring, increased storage space and additional equipment such as exercise mats.

The expansion of some current facilities may be possible depending on the site where the facility is located and the structure of the current building. The feasibility of expansion should be closely thought out to ensure that the result warrants the expense.

DIRECTIONS AND PRIORITIES

Another consideration, in terms of indoor space depends on future decisions made by the Nanaimo School Board. If a decision is made to close one or more schools, the RDN and the Commission may wish to initiate discussions with the Board regarding the rental and use of the school for recreation purposes.

Having reviewed the area's demographics, received significant input from community groups and individual residents, and reviewed the statistics regarding the use of the current facilities, it appears there is a need, in the long term, for a community centre in the Area. Some residents have indicated that the need for a community centre is an immediate priority. The consultants suggest that within the next 10 years it would be imperative to explore the feasibility of a new community centre designed to provide recreation services to the residents of Electoral Area "A".

A facility of approximately 12,000 sq.ft. would be appropriate and could include a gymnasium, a multipurpose room, a number of meeting / activity spaces, a reception / office area and the usual public facility amenities. The facility should be centrally located and easily accessible and would undoubtedly become a focal point and gathering place for the community.

Each of these options should be addressed from the perspective of operating and capital costs prior to making decisions regarding priorities.

Recommendations

- 14. Meet with School District # 68 officials to determine whether or not there are any opportunities for adjustments in the schedule for gymnasium use in order to accommodate additional user groups as well as recreation and cultural program opportunities.**
- 15. Meet with community hall officials to discuss potential improvements to existing spaces in order to allow for more comprehensive recreation and cultural programming.**
- 16. Initiate discussions with School District # 68 and local organizations regarding the need for a community centre centrally located in Electoral Area "A" (discussions could include the possible use of an existing school that may no longer be required by the School Board).**
- 17. Conduct a feasibility study, involving public consultation, to determine specific needs, capital and operating costs of a community centre.**

4.4.2 OUTDOOR FACILITIES

Although parks, open space and trails were not a part of this study, playing fields were mentioned by several groups during the information gathering process.

Currently the majority of sport field use takes place on the fields associated with the Cedar Community Secondary School. Minor sports organizations also use North Cedar

Intermediate School, the Woodbank Primary School fields and the South Wellington Elementary School fields for their programs. In addition to these public playing fields, the Wheat Sheaf Hotel has sportsfield space which is used predominantly by adult groups.

School District # 68 has provided the following summary of conditions of school fields in Electoral Area "A".

Cedar Community Secondary School

- The soccer field was built in 2000, and has been drained and irrigated. It is generally in good condition.
- Other playfields have no drainage or irrigation, and are wet in the winter and hard in the summer.
- The school also has one softball diamond that is considered to be in good condition, with washrooms, dugouts and outfield fencing; and a practice diamond that is under a yearly rental contract with the Nanaimo Youth Baseball Association.

North Cedar Intermediate School

- The school has one soccer field that has been irrigated but has no drainage, and a second field with neither drainage nor irrigation.
- The school also has a playfield with no irrigation or drainage, three youth softball diamonds, and a t-ball facility.

Woodbank Primary School

- A soccer field that was built in 2005, and is irrigated, but not drained and is considered to be in good shape.
- Two playfields, with neither irrigation nor drainage, and are not in good condition.
- Three softball diamonds

South Wellington Elementary School

- One playfield, which is in poor condition with no drainage or irrigation, and one youth ball diamond.

While several of the fields are considered as "rental facilities", their condition is generally not the caliber of community facilities.

Based on the information collected by the consultants in discussions with the sports groups, the fields associated with Cedar Community Secondary School are currently adequate in terms of quantity but require attention in order to improve their quality. Specifically, the fields need improved drainage and irrigation to make them playable for a longer period of time throughout the year. The addition of lighting would allow play in the evenings during winter months, thus greatly increasing playing time. A small field house building incorporating a concession, dressing rooms, washrooms and a meeting room would create a significant sports field facility that would provide adequate time for all

DIRECTIONS AND PRIORITIES

sports groups for the foreseeable future and provide a central gathering place for local residents.

Improvements undertaken on the Cedar Community Secondary School fields should be done in cooperation with all the associated sports organizations to ensure a versatile sports field facility could accommodate soccer, field hockey and rugby during the fall / winter season and softball, slo-pitch, baseball and field lacrosse in the spring / summer season.

Recommendations

- 18. Meet with School District # 68 officials and local sport organizations to discuss possible improvements to the existing school playfields.**
- 19. Explore possible funding opportunities related to the improvement of the playfields and the construction of a field house.**
- 20. Undertake construction and improvements of the playfields and field house on a phased basis.**

Depending on the results of the discussions mentioned above, it may be necessary to explore other properties that can be developed for sportsfields as the area grows.

In recent years, numerous Electoral Area "A" residents have identified the need for a **comprehensive trail system**. The area is a rural community with many residents concerned that the present environment needs to be protected and the rural outdoor activities need to be retained. These activities include horseback riding, hiking, cycling and walking, as well as the simple enjoyment of what nature has to offer.

It is necessary to address the need for a system of trails that can be used for recreation and other purposes, and to work with land owners in the area to ensure that the public is able to make use of traditional recreation to the extent necessary to enjoy the natural environment.

Electoral Area "A" also borders the ocean and includes rivers and lakes that offer great opportunities for boaters of all types to enjoy their activity while also experiencing nature. This is a tremendous resource in the area and access to it by the residents is important. Access to the ocean, Quesnel Lake, Holdon Lake and the Nelson boat ramp are of particular interest to boaters and kayakers.

While the development of a network of trails and access to waterways fall outside the current study, these topics need to be referred to RDN Parks staff to re-emphasize the importance of continuing with the work that has been started on the Electoral Area "A": Community Trails Study (completed in 2005). The Electoral Area "A" Parks and Greenspace Advisory Committee is also very involved with the Regional District Parks staff, working on a variety of parks and trails related issues and initiatives, and the Committee will continue to be active in its advocacy role on behalf of the residents of Electoral Area "A".

Recommendations

21. **Continue to implement recommendations in the Electoral Area "A": Community Trails Study.**
22. **Refer the public's interest in waterfront access to the RDN Parks function.**

Skate parks are outdoor amenities that are commonly dealt with by Parks and Recreation Departments. There has been a considerable amount of work completed by the Cedar Skate Park Society and Regional District staff regarding the development of this type of facility including youth involvement in the planning process, gaining community support for the project, preparing an initial proposal and working with the School District to secure a site adjacent to the Cedar Community Secondary School, working with the Ministry of Environment and the Department of Fisheries and Oceans to ensure the site is suitable for such a purpose and ongoing fundraising initiatives. This facility and the work completed to date warrant the continued support of the Electoral Area "A" Director, Regional District staff, as well as the new Recreation and Cultural Services Commission.

Consideration should also be given to the development of a more comprehensive community park in the area, to complement the proposed community centre, and serve as a true "hub" of community activity and provide opportunities for active use, as well as for informal activities.

Recommendations

23. **Continue to work with RDN Parks staff and the community towards the construction of a skate park and a community park.**
24. **Continue to explore funding alternatives with the Provincial Government and other agencies to assist in the construction of the skate park and other community recreation and culture facility projects.**

4.5 SERVICE DELIVERY

4.5.1 PROGRAMMING

The number of recreation and cultural programs being offered in Electoral Area "A" is very impressive. Each available facility is used regularly and most of the prime time is booked consistently. Several groups indicated that they could use more space for their programs.

Community Schools, in particular, offer a broad array of program opportunities throughout the year, and as noted earlier, the Comets Sports, Recreation, and Cultural Society provide numerous activities for youngsters, using several different indoor and outdoor venues.

Electoral Area "A" residents are also able to take advantage of programs and services offered by the Town of Ladysmith and the City of Nanaimo. During the research phase of the study, the consultants noted that local residents are regular users of aquatic and arena facilities in these communities.

DIRECTIONS AND PRIORITIES

As noted earlier, the Recreation and Cultural Services Commission should endeavour to work in cooperation with existing organizations to identify areas where there is a need for additional programming. In this regard, the consultants suggest that the area of youth programming should be a high priority, in terms of leadership and volunteer activities, as well as direct programming.

Other initiatives should address the following:

- The expansion of the number of program opportunities to include residents who cannot access their choice currently because the program is full. As noted earlier, frequently the hurdle for the program is a lack of space in the current room or the inability to book a second time to accommodate all those wishing to participate.
- The expansion of rental opportunities to accommodate the many volunteer groups who supplement current program offerings, often with more specialized programs. The same space hurdles exist for these groups as well. Their need is for a larger space, or additional time in the current space to accommodate all those who wish to participate, but because of space limitations they are unable to access such space and time.
- Taking advantage of trends in recreation and culture to create new opportunities. Trends are very dynamic and new ideas generally excite new participants to become involved. Many programs that have been offered for several years begin to lose participants and need to be replaced by new programs keeping pace with developing trends.

Once again, the employment of a coordinator will ensure that new program opportunities are identified, but without programming space it will be very difficult to bring these initiatives to fruition. Nonetheless, efforts should be initiated to access appropriate facilities and to publicize them in an effective manner.

Recommendation

- 25. Use the results of the Master Plan research, as well as the 2005 Survey conducted by Yates, Thorne & Associates to assist in identifying recreation and cultural program opportunities, and explore the availability of potential facilities to accommodate these activities.**

4.5.2 PROMOTION

It was noted on several occasions that residents feel that a more effective system of publicizing current program opportunities should be considered.

This presents an opportunity for the new Commission and staff to review existing techniques in cooperation with other service organizations, and to develop strategies for improvements. This initiative should include, but not be limited to the following:

- The use of the RDN's website

- Expanded and more consistent use of Take Five magazine
- Inclusion of information in existing Community School programs
- The development of community boards to promote programs and events
- The possible inclusion of information in the City of Nanaimo and Town of Ladysmith program brochures

Recommendation

26. Work with existing organizations to enhance the promotion of recreation opportunities.



"Play Ball" – Wheat Sheaf Ball fields

5. IMPLEMENTATION

THE MASTER PLAN IS INTENDED TO BE USED as the basis for determining direction and projects to be undertaken on an annual basis. Each issue and topic area should be referred to on an ongoing basis, and the Plan should be of assistance to staff and local representatives in the preparation of annual work plans and budgets.

Some of the recommendations will have little impact on staff and financial resources, while others will require extensive planning and the commitment of significant funding. In this regard, it is important to note that a number of recommendations address the importance of identifying various guiding principles, the overall governance of the recreation and cultural services “system” and the most appropriate manner of providing the necessary staffing. Other recommendations address the importance of cooperative relationships and partnerships with existing organizations, and on a long term basis, others address the potential need for new or improved facilities.

It should also be noted that the report includes a discussion of needs related to parks and outdoor areas. The report generally suggests that these matters be referred to the Regional District Parks staff.

**FIGURE TWELVE
IMPLEMENTATION OF RECOMMENDATIONS**

Recommendations	Responsibility	Timing
1. Adopt an initial governance model that involves the Regional District of Nanaimo establishing an Electoral Area “A” Recreation and Culture Services Commission that would be responsible for advising the Regional Board on the development and delivery of recreation and cultural services for an interim period of approximately three years.	RDN	Immediate
2. Develop terms of reference for the Recreation and Cultural Services Commission that would outline responsibilities, frequency of meetings, reporting mechanisms, and key activities that would be addressed during the interim period.	RDN	Immediate
3. Develop an evaluation system related to the provision of recreation and cultural services.	RDN / Recreation and Cultural Services Commission	Immediate
4. Ensure that the financial viability of each governance option is considered.	RDN / Recreation and Cultural Services Commission	Immediate
5. Review the Mission Statement developed by the Regional District of Nanaimo for services in District 69, and develop a similar Mission Statement that is specific to Electoral Area “A”.	RDN / Recreation and Cultural Services Commission	Immediate

Recommendations	Responsibility	Timing
6. Establish objectives and priorities on an annual basis.	RDN / Recreation and Cultural Services Commission	Immediate / Ongoing
7. Deliver services based on current resources, when it is determined that other organizations and agencies are not doing so.	RDN / Recreation and Cultural Services Commission	Immediate / Ongoing
8. Establish a system for ensuring that all of the objectives are being met.	RDN / Recreation and Cultural Services Commission	Immediate
9. Review and update Mission Statement, goals and objectives at least every five years.	RDN / Recreation and Cultural Services Commission / Coordinator	Short term / Ongoing
10. Develop and issue a Request for Proposal clearly outlining the contract services to be provided by a recreation and culture services coordinator.	RDN	Immediate
11. Retain the contract services of a recreation and culture services coordinator beginning in the fall of 2007.	RDN	Immediate
12. Provide supervision and an annual evaluation of the contract services.	RDN	Immediate / Short Term / Ongoing
13. Explore options for securing a location for the recreation and culture services coordinator.	RDN / Recreation and Cultural Services Commission	Immediate
14. Meet with School District # 68 officials to determine whether or not there are any opportunities for adjustments in the schedule for gymnasium use in order to accommodate additional user groups as well as recreation and cultural program opportunities.	Recreation and Cultural Services Commission / coordinator	Immediate
15. Meet with community hall officials to discuss potential improvements to existing spaces in order to allow for more comprehensive recreation and cultural programming.	coordinator	Immediate
16. Initiate discussions with School District # 68 and local organizations regarding the need for a community centre located centrally in Electoral Area "A" (discussions could include the possible use of an existing school that may no longer be required by the School Board).	RDN / Recreation and Cultural Services Commission	Short term
17. Conduct a feasibility study, involving public consultation, to determine specific needs, capital and operating costs of a community centre.	RDN / Recreation and Cultural Services Commission	Short term

IMPLEMENTATION

Recommendations	Responsibility	Timing
18. Meet with School District # 68 officials and local sport organizations to discuss possible improvements to the existing school playfields.	Recreation and Cultural Services Commission	Short term
19. Explore possible funding opportunities related to the improvement of the playfields and the construction of a field house.	RDN	Short term
20. Undertake construction and improvements of the playfields and field house on a phased basis.	RDN / potential partners	Long term
21. Continue to implement recommendations in the Electoral Area "A": Community Trails Study.	RDN Parks staff	Ongoing
22. Refer the public's interest in waterfront access to the RDN Parks function.	RDN Parks staff	Ongoing
23. Continue to work with RDN Parks staff and the community towards the construction of a skate park and a community park.	RDN / Recreation and Cultural Services Commission / Skate Park Committee	Ongoing
24. Continue to explore funding alternatives with the Provincial Government and other agencies to assist in the construction of the skate park and other community recreation and culture facility projects.	RDN / Skate Park Committee	Ongoing
25. Use the results of the Master Plan research, as well as the 2005 Survey conducted by Yates, Thorne & Associates to assist in identifying recreation and cultural program opportunities, and explore the availability of potential facilities to accommodate these activities.	Recreation and Cultural Services Commission / coordinator	Ongoing
26. Work with existing organizations to enhance the promotion of recreation opportunities	Recreation and Cultural Services Commission / coordinator	Ongoing

Organization	Bridge Club	Cedar Community Hall	Cedar Friday Night Youth Drop In	St.Philip's Anglican Church
Contact	Barrie McDonald	Erica DeFrane; Margaret Johnson	Darlene Plaxton	Rev.Kyle Norman
Phone/Fax	250-245-1294	250-722-3424 (ED) 250-722-2086 (MJ)	250-722-2100 250-722-2173	250-722-3455
E-Mail Purpose	canamhara@shaw.ca To provide lessons and practical play experience for those wishing to increase their skill levels	To provide rental space to community groups	cedarheritage@shaw.ca To provide a safe place for youth ages 8-18 to hang out, interact and enjoy activities	revkyky@hotmail.com To make the love and teachings of Jesus real in everyday life, for us and for our members
Age Groups Served	All ages	All ages	8-18	All ages
Number of Participants / Members in Organization	Current - 10; Five years ago - 20; Five years from now - 25-30 (80% women)	n/a	Current - 25 to 40; Five years ago - 10 to 15; Five years from now - 30 to 50	Current - 165; Five years ago - 125; Five years from now - 200 to 225
Factors Affecting Membership	Ability to attend afternoon session; ability to find a teacher; availability of suitable space	n/a	Demographics of area and other activities; transportation	A host of factors such as level of comfort, availability, being invited
Major Facilities Used	Classrooms	n/a	Cedar Heritage Centre	Church Hall Cedar Road
Facility Quality - Adequate?	Perfect	Hall has been well maintained and is in good shape	Adequate with continuing upgrades	Our hall is available for those who need it, but building is 100 years old and needs continued upkeep and maintenance
Future Needs	Present facilities would meet future needs	Replacement of roof; kitchen does not meet codes for venting, etc.	Replacement as items wear out; transportation (a vehicle)	More classrooms, storage, better gadgets (ie dishwasher, internet)
Ability of Organization to help to improve / build facilities	Probably not	Willing to raise funds to maintain Hall	Maintaining existing building	Yes
Comments regarding parks & recreation services			Because of limited access to Nanaimo, community is in need of more places and things for youth to entertain themselves	Tot playground
Attended Consultant Meeting	Y	Y	Y	Y

Organization	Cedar Minor Softball	Reshikas Karate	Taoist Tai Chi Society of Canada - Nanaimo Branch	Wild Play Bungy Zone
Contact Phone/Fax	Bob Salvati 250-722-2094	Dave Wight 250-722-7020	Sara Frisch 250-245-1466	Tom Benson 250-704-6544
E-Mail	bsalvati@shaw.ca	david.wight@viha.ca	sara.frisch@mcgill.ca	
Purpose	House association (no rep teams) connected to Nanaimo & District Association where players can play rep team ball	To preserve martial arts - fitness, sport (competition), martial arts life long study	To make the benefits of tai chi available to all who are interested in learning it	Privately outdoor adventure company providing opportunities for Bungy Jumping; canyon swing; aerial adventure course and zip course
Age Groups Served	6-8 - T-ball (boys & girls) up to 19 years boys & girls teams	8-70	All ages	5-90
Number of Participants / Members in Organization	Current - 96 to 112; Five years ago - 130; Five years from now - 130 with growth of T-ball	Current - 20; Five years ago - 30	Current - 26; Five years ago - about the same; Five years from now - expect slight increase	Seasonal operation - 500 people visit per day peak season (200 pay to ride)
Factors Affecting Membership	Adult slow pitch resulted in children observing games and developing an interest in the sport	Need more instructors - hope older students will begin to teach	Ability to get the word out; time and day of class and availability of instructor and facility	Number of visits since new owner acquired facility in 2005
Major Facilities Used	Woodbank Elementary; North Cedar Intermediate School; Cedar SS	Cedar Heritage Centre; Cedar SS	Cedar Heritage Centre - use room with open space and kitchen	Do no use any Area A facilities
Facility Quality - Adequate?	Currently have enough field time; very poor drainage on Cedar SS field	Room at Cedar Heritage Centre is too small (need about twice the size); wall mirror would be helpful	Practice room - floor needs to be neither slippery or sticky; wall mirrors; triple bar; bulleting board space	na/
Future Needs	Improve Cedar SS field; if T-ball growth continues another field may be necessary	More instructional help; larger room with appropriate floor; mats and other equipment; storage space	More space - at capacity now	Would like to work with RDN to encourage more people to experience their opportunities
Ability of Organization to help to improve / build facilities	Fund raising assistance; volunteer workers currently maintain field	n/a	We assist with the landscaping; would be willing to organize work parties	n/a
Comments regarding parks & recreation services	Concern about vandalism in area; skatepark will be a good addition; difficult and expensive to access school gyms; some private fields only available to adults	Need for a recreation community centre with several program / activity spaces; difficulty getting into pool and skate programs in Nanaimo; inconvenient to drive to Nanaimo for programs	Include a Cedar section in the parks and rec brochure; provide signage to announce events at the Centre (one that is not easily vandalized)	Would like to see an inventory of non-public recreation opportunities developed and promoted through public facilities. Would like RDN to approach private operations to develop partnerships
Attended Consultant Meeting	N (phone)	N (phone)	Y	N (phone)

Organization	Youth & Adult Soccer	Mid Island Soccer	Eaglequest Golf Centers Inc.	Girl Guides of Canada – Nanaimo River District
Contact Phone/Fax	Jack Anderson 250-722-2778 250-722-3453	Bill Merriman 250-722-3288	Bruce Tapp 250-754-1325 250-754-2924	Moreen Keen 250-753-0322
E-Mail	jack@greenplan.ca	bill@merrimansoccer.com	btapp@eaglequestgolf.com	ink@telus.net
Purpose	Exercise and socializing	To provide youth soccer opportunities	Golf course / driving range / learning academy	To provide positive education, outdoor experience and independence for young girls
Age Groups Served	16-60	6-18	8-80	5-16
Number of Participants / Members in Organization	tba	n/a	Current – 2,800; Five years ago – 1,400; Five years from now – 5,800	Current – 57; Five years ago – smaller group, fairly new; Five years from now – expect growth
Factors Affecting Membership	Currently there is a drop in soccer and numbers vary with weather and work commitments	Population demographics	Disposable income, age demographics, net gain of residents	Available space located in Cedar. Pathfinders had to travel to Chase for space
Major Facilities Used	Cedar SS field; winter – add a gym for indoor	North Cedar Intermediate School – gym & field; Woodbank School field	n/a	Anglican Church
Facility Quality – Adequate?	Poor	Fields are fairly good but all have inadequate drainage	Readily available	Room too small and not very versatile; no space for activities; no storage space
Future Needs	Gym rental; field lighting	Improve field quality (drains, irrigation, durability) and add lights to one field		A community centre that could handle all groups (Sparks, Brownies, Guides, and Pathfinders on one night
Ability of Organization to help to improve / build facilities	Minimal	Along with Nanaimo Soccer can provide financial assistance to upgrade and improve facilities	Yes	No cash; do pay rent
Comments regarding parks & recreation services	Cedar is very poorly for youth and adult soccer	During schools holidays, use Wheatsheaf fields to run soccer camps	Bus transportation	Growing community that needs a centre and a coordinated management to promote and administer all recreation in the area
Attended Consultant Meeting	Y	N (phone)	Y	N (phone)

Organization	Cedar Seniors Drop-In	Cedar Yellowpoint Artisans Association	Barton Leier Gallery	Yellowpoint Drama Group
Contact	John Dikken; Donna Laing	Grant Leier	Grant Leier	Anne Fiddick
Phone/Fax	250-754-5203 250-722-3536	250-722-7140	250-722-7140	250-722-2507
E-Mail	johnandgladys@shaw.ca ; donnajohnlaing@hotmail.com	bartonleiergallery@shaw.ca	bartonleiergallery@shaw.ca	fiddick@island.net
Purpose	To provide an opportunity for local seniors to meet, play cards / games and go on outings	To promote artisans, studios, craftspeople and plant people in Cedar Yellowpoint	Privately owned art gallery and garden (Host school, college, art school visits)	For the production of community theatre (plays)
Age Groups Served	55-93	All ages	All ages	All ages
Number of Participants / Members in Organization	Current - 20; Five years ago - 5; Five years from now - 20-25	Current - 20; Five years ago - 20; Five years from now - hopefully more	Current - 3; Five years ago - 3; Five years from now - 3	Current - 35+; Five years ago - 30 to 50; Five years from now - 50
Factors Affecting Membership	Transportation	None - anyone can join	n/a	Venue availability
Major Facilities Used	Cedar United Church Hall	All use their personal facilities	n/a	Cedar Community Hall Heritage Centre Ladysmith's Little Theatre
Facility Quality - Adequate?	Excellent	n/a	n/a	Cedar Community Hall - needs upgrading, roof, poor heat, rats in basement
Future Needs	Volunteer drivers; funding assistance for advertising; signage; contacts with social workers / gerontologist		n/a	Multi-use - venue for arts group productions; Storage for costumes
Ability of Organization to help to improve / build facilities	No	Group members would be pleased to provide input	Happy to provide input	Yes but a guarantee that it would remain in public hands and administered through local government
Comments regarding parks & recreation services	Add Cedar supplement to RDN program brochure		We are pleased with the parks and recreation services provided	Does not appear to be a parks plan - just a legal requirement for green space on all new subdivisions
Attended Consultant Meeting	Y	Y	Y	Y

Organization	Yellowpoint Singers	Bastion City Cloggers	Sealegs Kayaking Adventures	Neighbourhood Watch
Contact	Kim Morgan	Barb Guenette	Sheryll Bell	Grace Ledingham
Phone/Fax	250-245-2009	250-722-2953	250-245-4096	250-722-9484
E-Mail	kimmorgan@shaw.ca	bguenette@shaw.ca	info@sealegskayaking.com	graceledingham@hotmail.com
Purpose	To provide citizens with a weekly opportunity to sing in a choir and participate in public performances	Recreational dancing (clogging)	To provide kayak tours, lessons and rentals	To help reduce crime in our neighbourhood through a network of concerned households;ensuring emergency preparedness
Age Groups Served	15+	7-70	2-92	All ages
Number of Participants / Members in Organization	Current – 35; Five years ago – 25; Five years from now – 35 to 40	Current – 8 (started September 2006)	Current – 16; Five years ago – 8; Five years from now – 25+	Majority of households in area – steady population
Factors Affecting Membership	Busy lives, family commitments, musical ability	Facility – most too expensive; many won't allow clogging on their floor	Anticipate increase in participation	n/a
Major Facilities Used	Cedar Community Secondary School for practices; various churches for performances	Cedar Heritage Centre Cedar High School	Eco Adventure Centre Transfer Beach	Private homes
Facility Quality – Adequate?	Good when • raveling north or south; awkward in Cedar, Cassidy and Yellowpoint	Fine for now with current numbers – some conflicts and cancellations with High School	New facility – leased from Town of Ladysmith	n/a
Future Needs	Annual grant process – need \$500-\$1500 annually	Facility with appropriate floor, storage and reasonable rent	Land access to water ways	May need a meeting hall for an AGM in the future
Ability of Organization to help to improve / build facilities	Would provide benefit performances	No		Would most want to put effort into our area first
Comments regarding parks & recreation services	Weird situation at Cedar hall needs resolution in favour of large, multi-use facility open to all	No		More services for youth such as skateboard park, playgrounds, library, community fitness facility
Attended Consultant Meeting	Y	N (phone)	Y	Y

Organization	Cedar Community Policing Office	Cedar 4-H District	Comets SRC	Cedar Skatepark Association
Contact	Dave Williamson	Linda Barnett	Frank Garnish	Vicki Suddaby
Phone/Fax	250-722-2112	250-245-3061	250-722-2887	250-722-3767
E-Mail	marshmeadowfarm@shaw.ca		comets@shaw.ca	vsuddaby@shaw.ca
Purpose	Community policing and safety	Youth - serving Saltair to Lantzville (based in Cedar)	To provide sport opportunities and outward bound trips for youth	To build a skatepark for the youth in Cedar
Age Groups Served	All ages	6-21	6-18	8-30+
Number of Participants / Members in Organization	Current - 12; Five years ago - 12; Five years from now - 20	Current - 80; Five years ago - 120; Five years from now - 100	Current - 180; Five years ago - 2500; Five years from now - 2000	Current - 80; Five years ago - 60; Five years from now - 200
Factors Affecting Membership		Time; land base; working parents	T-ball & softball programs cancelled; number of students declining; increasing number of other recreational opportunities	Not having a part in their own community
Major Facilities Used	Rent facilities in Village Centre	Beban Park, Bowen Park, Cedar Heritage Centre, United Church, Halls - North Oyster & Cedar	Gyms, fields, parks	Streets, parking lot, Nanaimo Skatepark, Nanaimo Bowl, anywhere there are railings
Facility Quality - Adequate?	Lots of facilities but not communication between groups	Yes	Good	No parks in or near our area; bus system does not reach all of Cedar
Future Needs	Youth need family services to build community spirit	Fairgrounds - Beban Park exhibition grounds shrinking	Training programs (certification)	Better bus system into town
Ability of Organization to help to improve / build facilities	Yes - have access to funding and instructional groups	In a small way	Yes!	Yes
Comments regarding parks & recreation services	As former Chair of Parks & Rec Committee, I can probably help	Don't lose rural setting; understand development will take place - but hopefully in a controlled way	Minimize bureaucracy; maximize program delivery; co-operation between SD#68 / RDN	We need more of it; something to keep young kids off the street. Partnership with current resources in the community (trained people / ongoing training)
Attended Consultant Meeting	Y	Y	Y	Y

Organization	Quennell Lake Pony Club	Cedar Horse Club	Independent Horse Owners	Cedar Farmer's Institute
Contact	Elena Bonar	Jim Fiddick	Kerri-Lynne Wilson	Keith Wendlow Jessie James
Phone/Fax	250-722-2955	250-722-2507	250-722-3443	250-722-0170
E-Mail Purpose	ebonar@shaw.ca To promote the highest ideals of horsemanship, character	fiddick@island.net Trail riding	kerter@shaw.ca Use of trail systems to condition horses	ponies@westabbeywelsh.com Farming
Age Groups Served	All ages	All ages	All riders	All ages
Number of Participants / Members in Organization	Current – 50; Five years ago – 50; Five years from now – 50	Current – 20; Five years ago – 30+; Five years from now - ?	Current – 10	Current – 25; Five years ago – 18; Five years from now - ?
Factors Affecting Membership	Finances; availability of low cost riding rings; no public riding trails	Development of rural areas		Time constraints of farmers
Major Facilities Used	Private	Cedar Heritage Centre	Trails – but would be nice to have something local (i.e. Indoor Arena and X-country course)	United Church hall
Facility Quality – Adequate?	n/a		Diminishing due to development	Not always available; too small for some meetings
Future Needs	Trail access would be wonderful	Access to trails and parks	Provide trail linkage to avoid roads – or something along roads (i.e. trails)	Affordable access; area for multi-purpose facilities
Ability of Organization to help to improve / build facilities	Absolutely!!	Yes – work parties	Yes	Not at present time – although some retirees have specialized talents that could be tapped
Comments regarding parks & recreation services		Brake on land taxes	Glad to have the opportunity for input	Extensive trails network needed; we have second largest and fastest growing horse population in BC – a very positive impact on the community
Attended Consultant Meeting	Y	Y	Y	Y

Organization	Cedar Women's Institute	Friends of the Morden Mine
Contact	Janice Grinnell Anne Fiddick	Judy Burgess Patsy Hofstrand
Phone/Fax	250-245-4016	250-753-9469
E-Mail	fiddick@island.net	phofstrand@shaw.ca
Purpose	Women' organization whose purpose is to support the community (served this area since 1922)	Preserve and restore Morden to become a museum of coal mining for the area; research relevant history as it relates to coal mining
Age Groups Served	40-85	All ages
Number of Participants / Members in Organization	Current - 15; Five years ago - 17; Five years from now - more	Current - 40; Five years ago - 0; Five years from now - 80
Factors Affecting Membership	Cost of hall rental	Competing activities and involvements; lack of time; possible lack of awareness
Major Facilities Used	Cedar United Church Cedar Heritage School	Cedar Heritage Centre Cedar Community Hall
Facility Quality - Adequate?		Heritage Centre - good; Community Hall - very expensive and not welcoming
Future Needs	A community hall; park swimming area / safe beach park at Ocean or on Nanaimo River	To restore the Morden Mine headframe and tippel; to develop the site into a tourist attraction
Ability of Organization to help to improve / build facilities	Could fundraise	Already working to improve facilities at Morden Calliery Historic Provincial Park
Comments regarding parks & recreation services	An outdoor bandstand to hold functions for all Cedar residents, including accessible parking; bicycle / walking trails; lawn bowling / horseshoe pitch with sitting benches	Would like RDN support and encourage research into local history; help fund interpretive signage and school programs to enable residents to access area's history more readily
Attended Consultant Meeting	Y	Y

**APPENDIX TWO
TOWN HALL MEETINGS**

REGIONAL DISTRICT OF NANAIMO ELECTORAL AREA "A"

RECREATION AND CULTURAL SERVICES MASTER PLAN

Monday January 22, 2007 - Cedar Town Hall Meeting

Twenty Six people attended including 3 committee members; Shannon Wilson, Joe Burnett and Shelagh Gourlay, as well as RDN staff members (Tom Osborne and Dan Porteous) and PERC (Monty Holding).

The lists below are in the same 3 categories discussed by the Project Steering Committee and the consultants during meetings in the fall of 2006. The issues and suggestions raised in the previous two months were initially listed and additions made during the evening.

Each suggestion was ranked in each of the following categories - **Facilities; Programming; Administration; and other issues** – and then in 1 overall list. Parks and open space issues have been included with those addressing facilities.

FACILITY ISSUES

1. Comprehensive trail system	10 dots
2. Skate park	9 dots
3. Seniors Centre	8 dots
4. Land availability for potential facilities	6 dots
5. Access to ocean, lakes and rivers	5 dots
6. Tennis courts	3 dots
7. Information centre (Rec Centre reception)	2 dots
8. Foot bridge on Nanaimo River trail	1 dot
9. Access to school gyms	0 dots
10. Multipurpose sport court	0 dots
11. Beach Volleyball	0 dots
12. Park by school	0 dots
13. Library	0 dots

PROGRAMMING ISSUES

1. Marketing / communication	5 dots
2. Coordination / cooperation	4 dots
3. Volunteer coordination / training	3 dots
4. Community Development	3 dots
5. Liability insurance for instructors	3 dots
6. Addressing most pressing needs	2 dots
7. Volunteers versus employees (Volunteer groups)	2 dots
8. Program Development	1 dot
9. Partnerships with organizations-Funding issues	1 dot
10. Passenger Van for transportation	0 dots
11. BC Seniors Games connection	0 dots
12. Storage space-equipment & supplies	0 dots
13. Theatre-Yellow Point Drama-long term space	0 dots

ADMINISTRATIVE ISSUES

1. Governance	5 dots
2. Cooperation with school district	4 dots
3. Planning for growth-impact on services	4 dots
4. Funding mechanisms	2 dots
5. Financial management	1 dot
6. Facility use coordination	0 dots
7. Policy development	0 dots
8. Trends research	0 dots
9. Reciprocal agreement with City of Nanaimo (Nanaimo use of EA 'A' facilities)	0 dots

OTHER ISSUES AND CONCERNS

1. Access issues-boaters(Quesnel Lake & other)	4 dots
2. Parking	3 dots
3. Acceptable behaviour-water access(Policing)	1 dot
4. Motorized vehicles(place to recreate)	0 dots

OVERALL LIST IN PRIORITY

5. Comprehensive trail system*	10 dots
6. Skate park	9 dots
7. Seniors Centre	8 dots
8. Land availability for potential facilities	6 dots
9. Access to ocean, lakes and rivers*	5 dots
10. Marketing / communication	5 dots
11. Governance	5 dots
12. Coordination / cooperation	4 dots
13. Cooperation with school district	4 dots
14. Planning for growth-impact on services	4 dots
15. Access issues-boaters(Quesnel Lake & other)*	4 dots
16. Tennis courts	3 dots
17. Volunteer coordination / training	3 dots
18. Liability insurance for instructors	3 dots
19. Community Development	3 dots
20. Parking	3 dots
21. Information centre (Rec Centre reception)	2 dots
22. Addressing most pressing needs	2 dots
23. Volunteers versus employees (Volunteer groups)	2 dots
24. Funding mechanisms	2 dots
25. Foot bridge on Nanaimo River Trail*	1 dot
26. Program Development	1 dot
27. Partnerships with organizations-Funding issues	1 dot
28. Financial management	1 dot
29. Acceptable behaviour-water access(Policing)*	1 dot
30. Access to school gyms	0 dots
31. Multipurpose sport court	0 dots
32. Beach Volleyball	0 dots
33. Park by school	0 dots
34. Library	0 dots
35. Passenger Van for transportation	0 dots
36. BC Seniors Games connection	0 dots
37. Storage space-equipment & supplies	0 dots
38. Theatre-Yellow Point Drama-long term space	0 dots

39. Facility use coordination	0 dots
40. Policy development	0 dots
41. Trends research	0 dots
42. Reciprocal agreement with City of Nanaimo (Nanaimo use of EA 'A' facilities)	0 dots
43. Motorized vehicles(place to recreate)*	0 dots

* Items that are included in the Parks study.

REGIONAL DISTRICT OF NANAIMO RECREATION AND CULTURAL MASTER PLAN

Wednesday, January 24, 2007 – South Wellington Town Hall Meeting

Eighteen people attended the meeting, including 3 committee members: Shannon Wilson, Joe Burnett and Shelagh Gourlay, as well as a representative from the RDN (Dan Porteous, Recreation Manager) and PERC (Bill Webster, Professional Environmental Recreation Consultants).

The lists below are in the same 3 categories discussed by the Project Steering Committee and the consultants during meetings in the fall of 2006. The issues and suggestions raised in the previous two months were initially listed and additions were made during the meeting.

Each suggestion was ranked in each of the following categories – **Facilities; Programming; Administration; and other issues** – and then in 1 overall list. Park and open space issues have been included with those addressing facilities.

FACILITY ISSUES

1. School access and retention	12 dots
2. Multi-sport community facility (indoor)	8 dots
3. Comprehensive trail system*	6 dots
4. Accessibility to South Wellington Hall	3 dots
5. Skate park	1 dot
6. Access to ocean, lakes and rivers*	1 dot
7. Mountain bike trails*	1 dot
8. Parking / access for swimming in rivers*	0 dots
9. Accessibility to Cedar area*	0 dots
10. Access to school gyms	0 dots
11. Multipurpose sport court	0 dots
12. Beach Volleyball	0 dots
13. Park by community school	0 dots
14. Tennis courts	0 dots

PROGRAMMING ISSUES

1. Message centre (read-a-board)	5 dots
2. Program Development	5 dots
3. Addressing most pressing needs	3 dots
4. Information through Nanaimo/Ladysmith Leisure Guides	2 dots
5. Playgroup opportunities	2 dots
6. Marketing / communication	1 dot
7. Volunteer coordination / training	1 dot
8. Community development	1 dot
9. Improved communication with community schools	0 dots
10. Scheduling / timing of recreation activities	0 dots

ADMINISTRATIVE ISSUES

1. Facility use coordination	7 dots
2. Recognition as a "community"	3 dots
3. Governance	1 dot

4. Cooperation with School District	0 dots
5. Funding mechanisms	0 dots
6. Financial management	0 dot
7. Facility Policy development	0 dots
8. Trends research	0 dots

OTHER ISSUES AND CONCERNS

1. Lack of transit	5 dots
2. Cultural history promotion / education	2 dots

OVERALL LIST IN PRIORITY

1. School access and retention	12 dots
2. Multi-sport community facility	8 dots
3. Facility use coordination	7 dots
4. Comprehensive trail system*	6 dots
5. Message centre (read-a-board)	5 dots
6. Program development	5 dots
7. Lack of transit	5 dots
8. Access to South Wellington Hall	3 dots
9. Addressing most pressing needs	3 dots
10. Recognition as a community	3 dots
11. Cultural history promotion / retention	2 dots
12. Information through Nanaimo / Ladysmith Leisure Guides	2 dots
13. Playgroup opportunities	2 dots
14. Community development	1 dot
15. Skate park	1 dot
16. Access to ocean, lakes and rivers	1 dot
17. Marketing / communication	1 dot
18. Volunteer coordination / training	1 dot
19. Governance	1 dot
20. Parking / access for swimming in rivers	0 dots
21. Accessibility to Cedar area	0 dots
22. Access to school gyms	0 dots
23. Multipurpose sport court	0 dots
24. Beach Volleyball	0 dots
25. Park by community school	0 dots
26. Improved communication with community schools	0 dots
27. Scheduling / timing of recreation activities	0 dots
28. Cooperation with School District	0 dots
29. Funding mechanisms	0 dots
30. Financial management	0 dots
31. Policy development	0 dots
32. Trends research	0 dots
33. Tennis courts	0 dots
34. Policy development	0 dots

* Items that are included in the Parks study.

**APPENDIX THREE
YOUTH QUESTIONNAIRE RESULTS**

**Question
1**

What grade are you currently in? Total Responses - 104

Grade	a) Eight	b) Nine	c) Ten	d) Eleven	e) Twelve
	52	0	3	19	30
	50%	-	3%	18%	30%

**Question
2**

How do you spend your free time? (Please circle your top three activities)

	Total Responses	Gr.8	Gr.10	Gr.11	Gr.12
a) Watching TV	40	22	1	4	13
b) Listening to Music	47	22	2	6	17
c) Sports / Fitness	42	22	2	10	8
d) Computer Games / Video Games	48	33	0	3	12
e) Hanging out with Friends	68	36	2	12	18
f) School Work / Studying	13	2	0	8	3
g) Arts (Music, Dance, Drama, Art)	10	5	0	1	4
h) Spending time with Family	11	2	1	3	5
i) Part time Job	17	3	1	6	7
j) Volunteering and Community Service	1	0	0	1	0

*Other free time activities mentioned were:**

Sports / Recreational Activities	13	12		1	
Computer / MSN	12	2	3	3	4
Time with Friends	10	1		1	8
Time with Family	7	1		2	4
Part Time Job	7			2	5
Music / Arts	6	3			3
School Work	2				2
Drawing / Writing	2	1			1
Movies	1				1
Volunteering	1				1

Note - Some of the "other free time activities" are also listed in Question 2 (a-j) however they were not selected as the respondents **top 3 activities*

**Question
3**

Are there any specific recreational activities that you do at least once per week or more?

Total Responses – 102

	Total Responses	Gr.8	Gr.10	Gr.11	Gr.12
71 Yes	41	2	14	14	
31 No	11	1	4	15	

Top 10 specific activities included:

Running / Jogging / Walking	17	8	2	3	4
Music Lessons / Activities	16	12		2	2
Soccer	12	8		4	
Basketball	9	6	1	1	1
Gym	9	1	1	4	3
Martial Arts	7	4			3
Work	6	1	1	4	
Dance	5	3		1	1
Hockey	5	4			1
Biking / Mountain Biking	5	4			1

**Question
4**

Where do you participate in recreational activities? (Please circle all that apply.)

	Total Responses	Gr.8	Gr.10	Gr.11	Gr.12
a) At Home or Your Friend's Homes	59	31	2	9	17
b) At Your School	34	17	2	7	8
c) At Facilities in Your Community	23	16	0	2	5
d) At Facilities in Nanaimo	48	27	2	8	11
e) At Facilities in Ladysmith	11	7	1	0	3

Other locations mentioned were:

Soccer Parks	Rowing Club
Work	Mt.Benson
Ninja Land	Barsby
Vibe	Duncan / Parksville / Port Alberni
Gym	Vancouver

**Question
5**

If you are not involved in recreational activities at the present time, what are the reasons? (Please circle all that apply)

	Total Responses	Gr.8	Gr.10	Gr.11	Gr.12
a) Too Busy with School	24	5	1	6	12
b) Lack of Money	16	5	0	3	8
c) Friends are not Involved	18	5	0	3	10
d) Not Interested	25	7	1	6	11
e) Lack of Transportation	14	5	1	3	5
f) Don't have the Right Skills	8	1	0	2	5
g) Too Busy with Part Time Job	17	0	0	6	11

Other reasons included:

Don't have right equipment

Too busy with animals

Kills my Saturdays

Dad doesn't want me to

Homework

Nothing out here

No time

**Question
6**

Which of the following recreation facilities would you like to see in your community? (Please circle your top 3 that interest you)

	Total Responses	Gr.8	Gr.10	Gr.11	Gr.12
a) Skate Park / Youth Park	31	21	0	4	6
b) Outdoor Sport Court	34	19	2	6	7
c) Youth Centre / Space to Socialize	30	14	1	6	9
d) Community Gymnasium	27	11	2	7	7
e) Cycling / Walking Trails	29	13	1	3	12
f) Sportsfield / Ball diamonds	14	10	0	1	3

Other recreation facilities respondent's would like to see included:

Arcade x 7 Dirt Bike Track x 2

Arena / Coliseum x 6 Indoor Riding Ring x 2

Movie Theatre x 7 Fitness Club / Gym x 2

Swimming Pool x 5

**Question
7**

Which additional recreation activities, programs and / or events would you be interested in? (Please list up to three or more)

Responses are categorized as follows:

	<i>Total Responses</i>
Arts	
- dance, music, art, theatre	22
Entertainment	
- arcades, movie theatres, concerts	9
Fitness	
- classes, clubs, weightlifting, yoga	9
Sports	
- badminton, basketball, biking, fencing, hockey, horseback riding, lacrosse, rugby, rowing, skateboarding, swimming, tennis, tournaments, volleyball, wrestling	37
Other	
- cooking, library, paintball, trails	4

**Question
8**

What else would you like to tell us about recreation services in your area?

Aquatic centre has a great gym
Better bus system so people can get to activities on time
I enjoy the activities I'm involved in
I go to Ladysmith or Nanaimo
I like sports

More art, drama, theatre
Need an arcade badly. "People acutly waste time on homework"
Personally, I'm not allowed so it doesn't matter to me
There are none I'm interested in that fit my current schedule
There aren't many and they are poorly maintained
Recreation services are great, although Cedar people lack motivation to do anything

There is nothing in my area
There is nothing to do in Cedar
There isn't much
They are non-existent
Too expensive
We have nothing in North
Cedar
We need new ninja swords and a new dojo
Music / go carts / more golf / disc golf
There aren't very many good ones
There is not enough that involves horses!
It's Cedar...

**APPENDIX FOUR
COMMUNITY QUESTIONNAIRE RESULTS**

REGIONAL DISTRICT OF NANAIMO

ELECTORAL AREA "A" RECREATION AND CULTURAL SERVICES MASTER PLAN

MASTER PLAN QUESTIONNAIRE

The following information summarizes the results of a questionnaire that was circulated among Electoral Area "A" residents during the winter of 2006 / 2007. The survey is not intended to be statistically reliable, and was completed by a small number (19) of local residents. The public was also able to provide input through discussions with the project consultants, and two community meetings, in addition to a survey that was sent to Electoral Area "A" residents in 2006.

A. IMPORTANT ISSUES RELATED TO RECREATION AND CULTURAL SERVICES

Recreation and Cultural Programs

- Acting classes, dancing schools, baby sitting classes, food safe courses, first aid courses, tennis coaching, language lessons, cooking school, music lessons, art lessons, radio control club, canoe club, pool tournaments / ladder, chess club, youth activities, batting practice.
- Seniors stretching and exercise program (for beginners / for seniors) (4).
- Any program that encourages children and youth to get moving.
- Seniors walking program.
- Additional Cedar plays.
- Badminton and basketball.
- Monthly International speakers night.
- Sketching / water colour classes (for beginners).
- Square dancing (presentation night).
- Bird watching.
- Gardening.
- Rehabilitation activities.
- Fitness programs – swimming, exercise, yoga, tai chi (2).
- Arts programs – music, drawing painting, theatre, movies, dancing.
- Sports programs – riding, canoeing, kayaking, sailing, lacrosse, golf, badminton, tennis, soccer, baseball, skate boarding.
- Toast Master program.
- After school / weekend programs for youth (sports, arts, personal development) – supported by appropriate funding that mirrors similar programs in the City of Nanaimo, thus removing the culture of "have" and "have not" that exists.
- Limit the amount of time lapsed between the idea conception and the enactment.
- Busing – need a form of transportation we will trust young children on; dependable; specific (swim bus, skate bus, bowling bus); consistent: once or twice a week or month.
- Programs for all ages.
- Current programs and services need to be better integrated and publicized.
- Relationship with adjoining communities needs to be better publicized.
- Improved access to information – lack of promotion.
- Opportunities for all ages.

Recreation and Cultural Programs (cont'd)

- Guided outings.
- Chess.
- Card games.
- Children's theatre, couple's club, wine and cheese tasting club, hiking club for all ages, book club (for adults and kids).

Recreation and Cultural Facilities

- Youth drop-in centre / games rooms and arcade.
- Frisbee golf course.
- Pool hall.
- BMX track.
- Access to community hall and community school / improved joint agreement with School District for low or no-cost access to facilities (3).
- Seniors centre in Cedar / Yellowpoint.
- Tennis courts (3).
- Skate board park (11).
- Storage for program equipment.
- Theatre club.
- Batting cages.
- Radio control race track.
- Dark room facility and classrooms.
- Croquet courts and bocce courts.
- Horseshoe pit.
- Beach volleyball courts.
- Full size chess sets.
- Multi-purpose meeting and activity space.
- Hedge maze.
- Lawn bowling green.
- Squash and racquetball courts.
- Walking, hiking paths on all roads - one should be lighted (4).
- Exercise room.
- Pool (2).
- Lighted soccer fields.
- Ice facility.
- Land designated for a recreation park, which would eventually include a skate park, water park, lacrosse box, fitness equipment, etc. The land must be owned by the RDN, in order to get grants for equipment.
- Lake and ocean access (4).
- Horse and bike trails.
- Flowers and ponds with walkways and play areas (like Beacon Hill Park), and a miniature train that kids can play on.
- Although Cable Bay is in Nanaimo, it appears that much of the brunt of increased traffic and the loss of a green "gem" will be borne by Area "A" residents. I feel very strongly that the Area "A" Director and the RDN should have a place at the table to protect one of our last remaining expanses of green waterfront.

Recreation and Cultural Facilities (cont'd)

- More access for the disabled to lakes and rivers.
- The cost of building facilities in this area is very high, and operating costs are even higher. Possibly the thought of busing students to the areas that already have them could be considered. We are not a large area. I don't think we can afford large indoor facilities here. Nanaimo has had problems and needs all their facilities supported by outlying districts.
- Small recreation centre with a gym, with ability for future expansion. Provide Area "A" residents with information as to any changes that may be proposed to parks (i.e. Cable Bay Trail) and ensure information reaches all those covered by individual mail-outs.

Recreation and Cultural Service Delivery

- Sooner rather than later.
- There needs to be service delivery in Area "A" that addresses the "disconnect" between families in the area, and the opportunities that are offered to families in Nanaimo. These programs should / could mirror activities available in Nanaimo and should be comprehensive, accessible and recognize the geographic isolation of Area "A".
- There is no local staff / RDN is unavailable / local staff is needed (5).
- Community School Coordinators (Brenda Stupich and Karen St. Gyr) deliver a good variety of programs. Keep it up. Expand their mandate.
- It is necessary to have a professionally trained Recreation and Culture Coordinator, a centralized recreation and culture office, bus availability in order to utilize Nanaimo programs, and financing to rent local facilities that are already available in the community.
- Policing – need to keep ATV's from running people over on walking trails.
- Need to deal with off-leash dogs.

B. OF THE ITEMS LISTED ABOVE, WHICH ARE THE TOP THREE PRIORITIES?

- Skate board park (7).
- BMX track.
- Radio control track.
- Sport courts.
- Trail system / safer roads for cycling and walking (5).
- Expand role of Community School Coordinators.
- Greater opportunity for input re: parks development.
- Greater awareness of programs offered in area / information sharing.
- Cable Bay – protect large park acreage.
- Program opportunities that reflect the needs of the community.
- Nanaimo River Park and strong riparian protection.
- Tennis courts (community and school) (3).
- Monthly speakers program.
- Recreation programs and facilities for children and youth.
- Programs for seniors.
- Getting people back to work after an injury – rehabilitation programs.
- Programs that promote healthy lifestyles (2).
- Professionally trained Recreation and Culture Coordinator.
- Facilities for a play park, skate park, water park, etc.
- Access to and docks for Quenelle Lake, Nanaimo River and oceanfront.

Top Three Priorities (cont'd)

- Bus transportation (6).
- Directory of facilities and programs.
- Walking trails (4).
- Seniors centre.
- Exercise programs and activities for seniors.
- Public pool.
- Issues of accessibility.

C. OTHER ISSUES / COMMENTS

- Need for information sharing / access to information; need for transparent discussion regarding Master Plan, RDN and the RDN Growth Management Strategy.
- There are a great number of seniors living in the Cedar and Yellowpoint area. It has been shown that active seniors benefit greatly in terms of remaining mobile longer and needing less health care. As it stands now, we have to drive to Ladysmith or Nanaimo to participate in fitness classes (a 25 minute drive each way) which most of us are reluctant to do on a regular basis.
- A lot of this survey is written in "committee code". What does "delivery" mean? Are you going to give free delivery when I call? What is meant by "facilities"?
- We need to plan for growth in our area.
- The distinct need for walking space on Barnes and Holden.
- Improve existing school field rather than building new fields – work with what is already in the community.
- There seems to be adequate walking trails, but what about mountain bike trails?
- Try to gather information related to the skills of local residents, and match them up with the program interests of local residents – ensure costs remain as low as possible.
- Whatever decisions are made need to demonstrate a sincere recognition of the needs of Area "A", and should be financed, organized and supported appropriately. It would not be beneficial to approach the introduction of services in an ad hoc, piece meal fashion.
- It is very important to a professionally trained Recreation and Culture Coordinator as there are many services available in the community through volunteers, churches, community schools, and the Cedar Heritage Centre. Access to and communication between all these groups is a very important part of inclusiveness in our community.
- A more frequent bus service to Cedar and South Wellington would give us better access to facilities in Nanaimo.
- I hope for more imaginative and fun programs for seniors and young families, particularly for young mothers.
- We use the Beban Park Pool. A complex in Cedar would be useful for youth and seniors.
- Do not want another large bureaucracy at the RDN. Please spend tax dollars on acquiring parks, improving roads, water access and a skate park.

REGIONAL DISTRICT OF NANAIMO

ELECTORAL AREA "A"

RECREATION AND CULTURAL SERVICES MASTER PLAN

OPEN HOUSE COMMENTS (April 30, 2007)

GOVERNANCE AND ADMINISTRATION

- Too centralized. Money should be allotted to different areas, such as South Wellington. They should decide how it will be used and be responsible through a seat on a central Board.
- I agree with the concept of "exploring best methods" for all aspects of this community development process.
- I worry about whether we are "running along the road we traveled before".
- The more local autonomy the better. To me, it sounds more complicated than necessary. To garner community support, decisions must be made as close to home as possible.
- Upon reading the summary and recommendations in the brochure, I see that once again we would be implementing a top heavy bureaucracy. Please use the KISS principle. Keep it simple, Sam.
- Option 3 – existing CSCES Society to review again if possible to add this function. Very cautious regarding staffing person and cost.
- Needs an emphasis on democratic process and less, much less, on an expensive administrator. Top heavy means we're cash poor; or the administrator is a full-time fund raising thing.
- Excellent.
- My concern would be with the possible amount of time for implementation of wanted / needed programs. How many "hoops" would need to be jumped through before something could be started – would the Coordinator have the power to implement something on their own without waiting for the larger RDN "wheel" to turn?

MISSION STATEMENT AND OBJECTIVES

- Simply to promote physical and cultural activities in the local areas.
- I agree with the proposed Mission Statement and objectives review process.
- Have a Mission Statement is fine. However, much time and effort can be wasted when actual activities need to begin. I realize this is not a part of the Mission Statement, but children who are in elementary schools should be the focus as they are the ones who will help make the program grow. Secondary students, on the whole, are focusing toward careers.
- Review every two or three years.
- Must include "accessible programs" (financially for Area "A" communities and geographically – a person in SW who doesn't have a car cannot access programs based only in Cedar. Community facilities also are a must, as well as heritage and cultural space specific to each small community.

STAFFING

- There should be very little, if any, centralized staff. The Recreation Board should distribute the money to local groups to be paid out as used.
- The paid position must incorporate community development and accounting – not just recreation program delivery. I agree with exploring options for office space.
- A coordinator, at least for the first two years, may be a good idea. However, I think the residents need to be an integral part of this plan. How this can be done is a real challenge.
- Yes, we need a coordinator. Hopefully, all the money designated to the area will not be used for administration. I know volunteers are used, and if programs are well developed I'm sure you would see some volunteers. It needs to be emphasized, however, that coordinators aren't there to do ALL the work.
- Careful to be cost effective and efficient.
- Strongly consider a full time regular employee (not a 1 or 2 year contract) – the reason is that the job is primarily a community development position. This requires a long term worker who can forge lasting relationships.
- One option would be to rent space at the Cedar Heritage Centre at a reasonable rate.
- Concern is with costs – salary is a given, but will the RDN be thrifty when it comes to supplies (a new computer is not necessary, or fancy office space). Small communities support serviceable supplies and spaces that we already have.

INDOOR FACILITIES

- Rent and use established facilities – possibly an annual allocation could be made to build a fund to develop new facilities.
- I support the idea of upgrading existing community hall so it can continue to serve. I'm leery of putting money into existing playing fields – there are grassroots organizations that have been active for years and should be supported financially. The possibility of a new community centre should be "think tanked" with a broader approach than just talking to SD # 68.
- As far as I can see, the children in our neighbourhood will not be able to participate in most of the recommended facilities. We live too far away and public transportation is not available in our part of Area "A". With gas prices escalating, I'm sure many families will not be driving unnecessarily.
- There is a great need for a new community centre with a gallery and performing stage in this area.
- From a South Wellington perspective, where are they?
- It will be difficult to work with the management of Cedar Community Hall. You might have to wait for a more reasonable management. Cooperation with School District # 68 is an excellent idea, but our experience with the Trustees has been very difficult and slow. Some decisions have taken 3 years to make.
- Concern that the RDN would be supporting closure of small schools in order to secure space. Community of SW would like to make sure that any additions to community space don't cost an arm and a leg – many people are willing to donate work and supplies.

OUTDOOR FACILITIES

- Rent and use established facilities – possible an annual allocation could be made to build a fund to develop new facilities.
- SW community is disappointed regarding delay related to new park - Thelma Griffiths Park
- From a South Wellington perspective, where are they?

OUTDOOR FACILITIES (continued)

- The skateboard park on school land makes sense and should be supported with funding immediately. I'm concerned about the construction of a field house on School District property because of potential union complications.
- With regards to indoor and outdoor facilities – at this time and in the foreseeable future, I can't see the School District becoming involved much more than it is now. They are trying to save money or find means of possibly making money out of their facilities and not in spending more on new developments.
- Most of the outdoor facilities belong to SD # 68. If the school closes in South Wellington, we have NOTHING! The ideas for the Cedar area sound fine. Hopefully, we'll all be able to improve our small areas within Electoral Area "A".
- You will find difficulties working with the present School Board. The skate park people have been trying to deal with the School Board. The slowness of cooperation could be speeded up with the RDN getting behind this program.

PROGRAMMING / PROMOTION

- Leave it up to the local groups.
- From my perspective I feel that you would gain the most success with programs in the elementary and pre-school ages. They then could continue to grow and develop as the children do.
- Until there are facilities here, we have to commute by car – to participate in Cedar.
- Information boards in each community are a must. Programming in each community is a must.

GENERAL COMMENTS (SERVICE DELIVERY)

- Trust the local groups to make their own mistakes or successes. Remember the previous Recreation Commission.
- The draft play is too top heavy – and too Cedar-centric.
- Ensure good cooperation with SD # 68, especially for facility access with constraints.
- After a discussion with committee members, the above process looks okay. Keep up the good work.
- The information you provided on the various surveys make me wonder why you are proposing what seems to be a rather bureaucratic, complicated plan. So few people bothered to attend your town meetings that it makes me wonder how much interest there really exists for future active participation. How do you generate more interest? I have read this Master Plan (and re-read part of it.) There was a lot of information to absorb. I think if the average citizen came to the meeting and picked up this report they would have been somewhat overwhelmed. It's a very academic piece of work, but then you were only following the terms of reference that were given to you. Thanks for being so pleasant.
- The general populace of Area "A", according to numbers attending the meetings, seems to be disinterested in the process.
- Partnering with the School District is necessary and cost effective. Careful to secure land for community building (perhaps Cedar Community Hall.)
- The idea of having a professional set this program up for the first two or three years, is excellent. It needs to be well organized for the benefit of the whole community. A professional should be able to raise more money than he costs by the second year, so the money can go to programs. The objective should be to raise as much money as the taxpayers are putting in.

MISSION STATEMENT

Purpose – Why do we exist?

We are providers and facilitators of recreation and parks services. Through these services:

- We bring fun, enjoyment and vitality to our community.
- We create stronger individuals, families and community – with benefits that include enhanced health and fitness, enriched human development, increased positive social behaviour, and direct economic benefits (including enhancement of the local economy and reduction of health and social costs), which leads to a higher quality of life for all.
- We manage a system of community and regional green spaces that provide protection of environmentally sensitive areas, maintain the rural character of our community, provide linkages between neighbourhoods and communities, and provide access for a wide range of outdoor recreation pursuits.

Clients – Who do we serve?

- We provide services (direct and indirect) to a wide variety of community members with the resources available to recreation and park services. Special emphasis is required to ensure access to services for children and youth, families, and seniors who are unable to organize and program for themselves.
- We recognize that a key secondary market focuses on visitors to the region and that recreation and parks services are an essential component of the tourism industry of the region.

Operating Philosophy – How do we go about our business?

- We strive for quality and excellence in all that we do, making optimal use of all available resources, being accountable and a model of good government and public service.
- Individually, we reach for the highest levels of professionalism possible while continually evaluating and improving ourselves and our services.
- We understand the importance of teamwork and cooperative approaches. Teamwork is key to our collective productivity. We enjoy and appreciate each other's talents and contributions while treating one another with respect. We pursue collaboration with members of our team, the community, other departments, agencies and jurisdictions to get the job done and avoid duplication or services.
- We are dedicated to the stewardship of both the Region's park resources and capital assets (recreation facilities) developed and owned by the Region's taxpayers.
- Above all, we are committed to customer service – courteous, considerate, friendly, fun, enthusiastic, safe, flexible and responsible at all times.

Key Services – what do we do?

- The Recreation and Parks Department strives for quality and excellence in seven key areas:
 - **Community Development:** Support and assist the community identifying and responding to community-based recreation and parks needs – helping others help themselves.

- **Volunteer and Leadership Development:** Provide resources and opportunities for community members to develop and share their skills as leaders in recreation and parks service provision.
- **Recreation Programming:** Provide a wide variety of recreation programs to a broad spectrum of participants from pre-school to adult. Resources are focused on core programs – examples of core programs include Red Cross Swimming lessons, leadership development opportunities for youth, and summer recreation camp programs for children.
- **Recreation Facility Provision:** Provide regionally significant recreation facilities – including all aspects of efficient operation and maintenance, customer service, and programs / public access.
- **Community Education:** Promote and inform about the benefits of recreation and parks services to individual, family, and community well-being; encouraging active involvement and advocating for those with special needs.
- **Parks:** Secure, protect and manage a system of community parks, regional parks, trails and greenways.
- **Communication and Coordination:** Provide centralized information service and a forum for evaluation and coordination of recreation and parks services in the Region.

GOALS

- To foster a sense of community through the establishment of a community identity and the development of a widely held community spirit.
- To foster individual growth through the provision of opportunities that will improve the social, emotional and physical development of the community.
- To foster partnerships through the development and maintenance of relationships with related organizations.

OBJECTIVES

SENSE OF COMMUNITY

- | | |
|----------------------------------|-------------------------------------------------------------------------------------------------------------------------------------|
| • Mixing Generations | Provide opportunities that encourage different generations to participate together. |
| • Family Leisure Opportunities | Provide opportunities that encourage families to participate together. |
| • Diversity | Recognize diversity and variety within the community through programs and events |
| • Exposure to the Arts | Encourage exposure to the arts through programs and cooperation with local organizations |
| • Special Events | Contribute to a feeling of community identity through direct sponsorship and involvement in special events |
| • Exposure to Sports | Encourage involvement in various sports activities and events through direct sponsorship and relationships with local organizations |
| • Support to Local Organizations | Support local organizations in their efforts to provide recreation |

opportunities to local residents

- Sense of Belonging

Ensure that opportunities are available for the broad range of residents in the community

INDIVIDUAL GROWTH

- Opportunities for Different Age Groups

Ensure that opportunities are available for various age groups in the community

- Fitness (Health and Wellness)

Ensure that opportunities are available to assist individuals and groups in maintaining and improving their current levels of fitness

- The Environment

Provide opportunities for residents to enjoy the natural environment, and take appropriate steps to ensure the preservation of natural and historic areas

- Leadership

Play a leadership role in addressing issues related to recreation in the community, and by being an advocate on behalf of recreation services

- Leisure Education

Provide information and advice related to leisure opportunities and their value to individuals and the community

- Role Modeling

Promote the benefits and values of recreation in the growth and development of the individual, family and community

- Communication

Ensure that an effective communication system is in place whereby all residents are made aware of leisure opportunities in the community

PARTNERSHIPS

- Effective use of Resources

Emphasize efforts to develop partnerships and act in a collaborative manner with other organizations in the provision of recreation services

- Opportunities with the Private Sector

Seek opportunities to work with the private sector that will enhance the delivery of recreation services to all residents