



ISLAND SAVINGS CENTRE COMMISSION
THURSDAY, February 02, 2012
2:30 pm/ ISC Board Room

AGENDA

		Pages
1.	<u>ELECTION OF ISLAND SAVINGS CENTRE COMMISSION 2012 CHAIR:</u>	
2.	<u>ELECTION OF ISLAND SAVINGS CENTRE COMMISSION 2012 VICE-CHAIR:</u>	
3.	<u>APPROVAL OF AGENDA:</u>	1-2
4.	<u>ADOPTION OF MINUTES:</u>	
	M1 Adoption of minutes – Dec. 8, 2012	3-7
5.	<u>BUSINESS ARISING FROM THE MINUTES:</u>	
6.	<u>DELEGATIONS:</u>	
7.	<u>STAFF REPORTS/ CORRESPONDENCE:</u>	
	DR1 Coordinator, Operations Division: - B. Coleman, Verbal Report	
	DR2 Manager, Island Savings Centre Division: - J. Elzinga, Verbal Report	
	DR3 Distribution of ISC Commission Orientation Manuals - J. Elzinga	
	DR4 Staff Report, Island Savings Centre Sustainability Plan - J. Ellis	8 - 40
	DR5 Staff Report, Presentation of ISC Survey Results - J. Elzinga	41- 82
	DR6 Staff Report, Dressing Room Licensing Update - J. Elzinga	83
	DR7 Aquannis Centre Ownership Update a) Staff Report, Aquannis Centre transfer of ownership b) Staff Report, Aquannis Centre Visioning Update on Potential Partnership with Vancouver Island University c) Staff Report, Aquannis Centre redevelopment - J. Elzinga	84-91
	DR8 Staff Report, Cowichan Place Signage - J Elzinga	92
	DR9 Staff Report, Arts & Culture Welcome Signage/ Public Art Project - K. Schrader, Arts & Culture Manager	93-99

ISLAND SAVINGS CENTRE COMMISSION MEETING

AGENDA

FEBRUARY 2, 2012

DR10 Proposed ISC Budget 2012
- J. Elzinga

To Be
Dist.

8. **UNFINISHED BUSINESS:**

9. **NEW BUSINESS:**

10. **QUESTION PERIOD:**

11. **CLOSED SESSION:**

Motion that the meeting be closed to the public in accordance with the Community Charter Part 4, Division 3, Section 90, subsection d(1) (c) Labour Relations.

CSM1 Adoption of Closed Session Minutes of Dec. 8, 2011.

CSR1 Labour Relations {Sub (1) (c)}

12. **ADJOURNMENT:**

- Next Meeting: February 14, 2012, 2:30 pm, ISC Board Room, or at the call of the Chair.

13. **DISTRIBUTION:**

Commission Members:

Mr. A. Siebring
Ms B. Lines
Ms J. Woike
Mr. L. Duncan

Ms L. Iannidinardo
Mr. P. Kent
Mr. T. Duncan

Other Contacts For Commission Information Distribution:

Mr. B. Fraser
Ms G. Giles
Ms L. Heinio
Mr. M. Walker
Mr. R. Hutchins

Staff Contacts for Commission Information Distribution:

Mr. R. Austen, General Manager, Parks, Recreation & Culture, CVRD
Mr. J. Ellis, Manager, Corporate Planning, CVRD
Mr. J. Elzinga, Manager, ISC
Mr. J. Van Horne, Manager, Human Resources Division, CVRD
Mr. J. Wakeham, Manager, Facility, Fleet and Transit, CVRD
Ms K. Schrader, Manager, Arts & Culture, CVRD
Mr. M. Kueber, General Manager, Corporate Services, CVRD
Mr. S. Hurcombe, Budget Coordinator, CVRD
Mr. W. Jones, Chief Administrative Officer, CVRD
Mr. T. Ireland, Chief Administrative Officer, City of Duncan
Mr. D. Devana, Chief Administrative Officer, District of North Cowichan
Mr. M. Ruttan, Corporate Officer, Municipality of North Cowichan
Ms A. Spalding, Administration & Facility Booking Coordinator, ISC
Mr. B. Coleman, Operations Coordinator, CVRD
Ms D. Williams, Youth Outreach Programmers, ISC

Minutes of the regular meeting of the Island Savings Centre Commission held in the Centre Board Room, 2687 James Street, Duncan, on Thursday, December 8, 2011 at 2:30 pm.

PRESENT: Commission Members A. Siebring, B.Lines, J. Woike, T. Duncan, L. Duncan, P. Kent, Alternate L. Heinio

ALSO PRESENT: B. Fraser, Director Area B, Shawnigan Lake
J. Lefebure, Mayor, Municipality of North Cowichan
R. Austen, General Manager, Parks, Rec & Culture
J. Elzinga, Manager, Island Savings Centre
K. Schrader, Manager, Arts & Culture
D. Begley, Youth Outreach Programmer
A. Plunet, Recording Secretary

CALL TO ORDER

The Island Savings Centre Commission Chair called the meeting to order at 2:30 p.m. The newly appointed Commission members were introduced around the table.

**APPROVAL OF
AGENDA
11-49**

It was moved and seconded to amend the agenda to include:

CS1 Labour Relations {Sub (1) (c)}

And further that the agenda, as amended, be approved.

MOTION CARRIED

**ADOPTION OF
MINUTES
11-50**

It was moved and seconded that minutes of the Island Savings Centre Commission regular meeting of November 10, 2011 be approved.

MOTION CARRIED

**BUSINESS
ARISING OUT OF
MINUTES**

None

DELEGATIONS

None

**DEPARTMENT
REPORTS**

**DR1
YOUTH OUTREACH
REPORT**

Island Savings Centre Youth Outreach Programmer D. Begley gave a background on the origins and development of the Youth Outreach Program for the benefit of the newly appointed Commission members.

J. Elzinga arrived at 2:40 pm

**DR2
OPERATION
REPORT**

Report submitted on behalf of the North/Central Cowichan Facility Coordinator B. Coleman:

- The entrance/exit for University Way is progressing nicely, with additional property made available for potential extra parking.
- Two storm pumps are in the process of being replaced, as well as Cowichan Arena exterior doors installed.
- Destructive behavior by a number of youth has recently been exhibited in and around the Centre.

J. Elzinga left the meeting at 2:45 pm

**DR3
COWICHAN
THEATRE REPORT**

Arts & Culture Manager, K. Schrader reported for information purposes on the Region wide initiative to develop cultural mapping, and an explanation was given of regional versus supplemental requests.

- Included in initiatives over the last year have been the renting out of the Spirit Stage throughout the community, and the working partnership that emerged with three registered Arts Councils: Cowichan Valley Arts Council; Chemainus, and Ladysmith.
- Work has been done to advance the interest of arts and culture in the Shawnigan area with help from elected politicians and a local committee called 'Inspire Shawnigan'.
- The Spring brochure is expected by the end of January/12.

The request was made for a review of the history of regional involvement with the Cowichan Theatre.

It was moved and seconded that Island Savings Centre staff prepare a Staff Report with a historical history of regional involvement pertaining to the Cowichan Theatre.

As an Orientation Manual will be distributed to the newly appointed Commission members in the new year, the motion was withdrawn, with the understanding that should more information be required, a motion could be brought to the floor in the future.

J. Elzinga returned to the meeting at 2:55 pm

**DR4
ISLAND SAVINGS
CENTRE MANAGER
REPORT**

Manager J. Elzinga informed the Commission of recent developments at the Island Savings Centre;

- The proposed Sustainability Plan for the Island Savings Centre
- Ongoing research into the redevelopment of the Aquannis Centre
- Union negotiations
- A new rock climbing program coordinated through Mt. Prevost Middle School
- Application for liquor licensing for the Theatre and Arena dressing rooms

- Recent vandalism incidents
- Return of the homeless to the Centre due to inclement weather

CORRESPONDENCE

C1

The Arts and Culture Manager, K. Schrader, shared correspondence sent as a thank you to the Theatre Front of House Manager in recognition for exemplary services rendered.

UNFINISHED BUSINESS

UB1

Aquannis Centre

ISC Manager J. Elzinga reported back to the Commission with an architectural rendering and conceptual design of the approximate 6000 square feet of unused space included in an Aquannis Centre Design Charette Summary and Report.

A historical overview was given and discussion ensued regarding ownership of the space known previously as the Aquannis Centre. The potential for income and shared services were discussed as generated through a teaching/learning centre partnership with Vancouver Island University that would provide for a child care centre in the unused space.

Further investigation of the benefits and costs of this partnership were recommended.

11-51

It was moved and seconded that the Island Savings Centre Commission approve further investigation of the benefits and costs of a 'teaching / learning centre' partnership with Vancouver Island University.

MOTION CARRIED

Although the City of Duncan and Municipality of North Cowichan are responsible for the Aquannis Centre, portions of the facility are being maintained without a management contract in place. It was requested that in order to further investigate redevelopment of the space, the subject of ownership of the Aquannis Centre facility be determined in a timely manner.

J. Lefebure, Mayor, Municipality of North Cowichan, arrived at 3:35 pm.

A Staff Report of November 30, 2011 submitted by J. Elzinga, requested that the Commission provide direction on the next steps in the creation of a lease, or transfer of ownership, with the Aquannis Centre.

11-52 It was moved and seconded that the Island Savings Centre Commission pursue a complete transfer of ownership of the Aquannis Centre from the current owners of North Cowichan and Duncan, to the Cowichan Valley Regional District.

a. The funding partners become the Municipality of North Cowichan, the City of Duncan, Electoral Area D (Cowichan Bay), the Electoral Area E (Cowichan Station, Sahtlam, Glenora).

b. The funding partners would become the Municipality of North Cowichan, the City of Duncan, and Electoral area E.

c. Other

MOTION CARRIED

A November 30, 2011 Staff Report by J. Elzinga was submitted regarding Redevelopment of the Aquannis Centre. Taking into account recent discussions regarding the redevelopment of the south and west sides of the Aquannis Centre, it was suggested that pursuit of this action be tabled until 2012 Budget discussions.

11-53 It was moved and seconded that the Island Savings Centre Commission table the staff recommendation to discuss the south and west sides of the Aquannis Centre until discussion takes place on the 2012 Island Savings Centre budget.

MOTION CARRIED

UB2 Welcome Signage

November 30, 2011 Staff Report by J. Elzinga requested direction regarding the replacement of the existing concrete entrance to the facility. As the existing sign is not a functional design, it was suggested that the sign be replaced with a public art project incorporating welcome signage.

11-54 It was moved and seconded that the Island Savings Centre Commission direct staff to research the cost of replacing the existing arch over the west entrance of the Island Savings Centre with a public art project incorporating welcome language.

MOTION CARRIED

NEW BUSINESS
NB1

J. Woike left the meeting at 3:47 pm.

Confirmation of Dates and Times for ISC Commission Meetings
The January Commission meeting will not take place to accommodate

schedules as well as discussions on the 2012 budget. The next Commission meetings will be February 2 and February 9, 2012 at 2:30 pm. It was mutually agreed to resume monthly meetings at the pre-set times of the second Thursday monthly, at 2:30 pm.

NB2

Recognition of Service of Commission members.

A discussion took place regarding recognition of long serving members of the Commission. George Seymour and Dave Haywood have served on the Commission for many years, and, along with Jesse Winfrey are no longer Commission members.

11-55

It was moved and seconded that the Island Savings Centre Commission direct staff to present the non returning Commission members with a show of recognition.

MOTION CARRIED

It was suggested that the Friends of the Cowichan Theatre Society might be interested in providing a plaque of recognition.

**RESOLVE INTO
CLOSED SESSION**

11-56

4:05 pm

It was moved and seconded that the meeting be closed to the public in accordance with the Community Charter, Section Part 4, Division 3, Section 90, Subsection (1) (c) Labour Relations.

MOTION CARRIED

**RISE FROM CLOSED
SESSION**

11-57

4:17 pm

It was moved and seconded that the Commission rise without Report.

MOTION CARRIED

QUESTION PERIOD:

ADJOURNMENT

The meeting adjourned at 4:18 pm.

The next regular Island Savings Centre Commission Meeting will be held February 2, 2012, or at the call of the Chair.

Certified Correct:

Chairperson

Secretary

Dated:



STAFF REPORT

ISLAND SAVINGS CENTRE COMMISSION MEETING OF FEBRUARY 2, 2012

DATE: January 25, 2012
FROM: Jacob Ellis, Manager, Corporate Planning
SUBJECT: ISC Staffing, Services & Capital Sustainability Plan

Recommendation/Action:

That it be recommended that the Commission consider inclusion of the following year one items of the 9 year *ISC Staffing, Services and Capital Sustainability Plan* in the 2012 Budget.

Relation to the Corporate Strategic Plan:

The Corporate Strategic Plan specifically identifies the following priorities for the organization:

- Ensure well maintained public facilities,
- Increase participation in parks, recreation, and culture programs, events and activities,
- Continually improve the quality of programs and services,
- Develop a program expansion strategy,
- Ensure that each department is sufficiently resourced to accomplish its mandate,
- Develop a long term financial management plan that addresses lifecycle costs of CVRD assets and maintains adequate capital reserves to strengthen financial stability,
- Develop a long term funding strategy including a capital reserve funding policy for maintaining and replacing infrastructure assets.

The *ISC Staffing, Services & Capital Sustainability Plan* (the Plan), if implemented, would in large part achieve these strategic actions for the ISC facility, including the theatre.

Financial Impact: (Reviewed by Finance Division: _____)

The financial impact of implementing year one of the Plan would amount to a budget increase of \$17.05 per \$100,000 in assessed value, or a total of \$967,046.

Background

The Island Savings Centre was completed in 1978. Since that time 33 years ago, many additions, modifications, and renovations have occurred. The population served by the centre has grown, and programs and services have expanded and changed to meet the evolving needs of the community.

Today, after a careful review of current and future needs, staff have identified the personnel, services, and capital required to sustain great service, quality programs, and a well maintained facility for the Cowichan community now – and in the future.

Sustainability in the context of this plan means:

- *Staffing* levels are adequate to ensure employees can meet performance expectations year after year without risk of injury, undue stress, or burnout,
- *Services* are supported by adequate funding to allow staff to offer high quality recreation and culture programs & events,
- *Equipment* is up to date, properly maintained and replaced in a timely manner at the end of its lifecycle,
- *Short Term Capital* funding is sufficient to repair, replace, and upgrade building components in a timely manner,
- *Long Term Capital* funding is sufficient to undertake major capital repairs, upgrades or facility replacement in a cost effective and timely manner.

At the September 2011 Island Savings Centre Commission meeting, a plan was presented that identified the personnel, services, and capital required for the ISC to ensure a sustainable level of service now and in the future. The presentation outlined the estimated costs of the Plan over the next 9 years, in three phases. The Commission then directed that staff prepare a report that divided the costs of the plan for the first three years (phase 1) evenly over the three year period to ensure an even set of increases annually, and detail the recommended resources required for year one implementation of the Plan.

The costs of year one implementation of the plan are comprised of the following items:

Year One Implementation Breakdown			
Division/Function	Description	Cost	Cost per \$100,000 household
420 - Island Savings	Arena/Sports Programmer	\$72,416	1.26
420 - Island Savings	Transfer to reserve	\$234,000	4.07
420 - Island Savings	Lead Hand Operations Attendant	\$82,588	1.44
420 - Island Savings	Phase 1 old pool space renovation	\$100,000	1.74
420 - Island Savings	Increase fixtures/furniture repairs	\$50,000	0.87
420 - Island Savings	Multi Purpose Hall ceiling replacement	\$70,000	1.22
426 - ISC Theatre	Reinstate F/T Assistant Technical Director	\$71,042	1.24
426 - ISC Theatre	Restore Theatre presenting budget	\$20,000	0.35
426 - ISC Theatre	Speakers & associated hardware	\$140,000	2.44
426 - ISC Theatre	Multi-media switching	\$27,000	0.47
423 - ISC Arena	Arena ceiling	\$100,000	1.95
Total		\$967,046	\$17.05

As always, it is the goal of staff to present as clearly as possible options and information to the Commission. Staff recognize that it is a considerable challenge to balance community service expectations with the need to maintain an appropriate tax rate. It is staff's hope that the Plan will serve as a good starting point for discussion on short and long term needs for the ISC facility.

Submitted by,



Jacob Ellis, Manager
Corporate Planning

Attachments

YEAR ONE (2012)

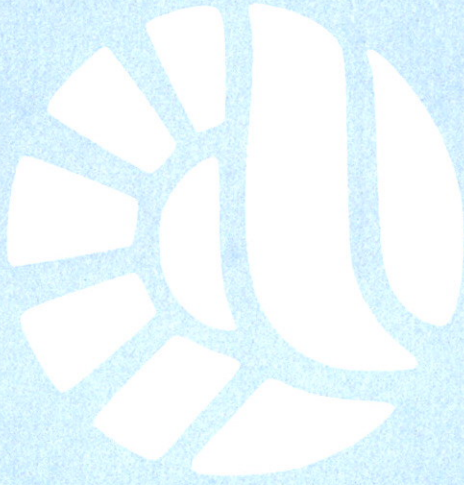
Staffing	Cost Per \$100,000	Total Cost
Reinstate FT Arena and Sports Programmer (ongoing)	\$1.26	\$72,416
Reinstate FT Assistant Technical Director (ongoing)	\$1.24	\$71,042
New FT Operations Lead hand (ongoing)	\$1.44	\$82,558
Services		
Restore Theatre presenting budget to 2009 level (ongoing)	\$0.35	\$20,000
Fixtures and Finishing repairs (ongoing)	\$0.87	\$50,000
Equipment and Short Term Capital		
Speakers and associated hardware (One time cost)	\$2.44	\$140,000
Multi-media switching hardware (One time cost)	\$0.47	\$27,000
Arena ceiling (One time cost)	\$1.95	\$100,000
Arena/Multi-Purpose Hall ceiling (One time cost)	\$1.22	\$70,000
Old pool Space renovations - Part 1 of 2 (One time cost)	\$1.74	\$100,000
Long Term Capital Reserves		
Capital Reserve Fund (ongoing)	\$4.07	\$234,000
TOTAL 2012 ONE TIME COSTS	\$7.82	\$437,000
TOTAL 2012 ONGOING COSTS	\$9.23	\$530,016
Annual Total	\$17.05	\$967,016

YEAR TWO (2013)

Staffing	Cost Per \$100,000	Total Cost
Reinstate FT Programs Coordinator (Ongoing cost)	\$1.69	\$96,875
Reinstate PT Operations Assistant (Ongoing cost)	\$0.30	\$17,232
Services - n/a		
Equipment and Short Term Capital		
Ice plant roof (One time cost)	\$3.90	\$200,000
Generator (One time cost)	\$1.39	\$80,000
Loading Dock Upgrades (One time cost)	\$1.04	\$60,000
Sign on Fly Tower (One time cost)	\$0.52	\$30,000
Old pool Space renovations - Part 2 of 2 (One time cost)	\$1.74	\$100,000
Fly Completion/main curtain (One time cost)	\$1.74	\$100,000
Washroom on stage level (One time cost)	\$0.87	\$50,000
Long Term Capital Reserves		
Capital Reserve Fund Increase over year one (ongoing)	\$4.07	\$234,000
TOTAL 2013 ONE TIME COSTS	\$11.20	\$620,000
TOTAL 2013 ONGOING COSTS	\$6.06	\$348,107
Annual Total	\$17.26	\$968,107

YEAR THREE (2014)

Staffing - n/a	Cost Per \$100,000	Total Cost
Services - n/a		
Equipment and Short Term Capital		
Repave North and West parking lot (One time cost)	\$12.57	\$650,000
North wall cladding completion (One time cost)	\$1.22	\$70,000
Long Term Capital Reserves		
Capital Reserve Fund Increase over year two (ongoing)	\$4.07	\$234,000
TOTAL 2014 ONE TIME COSTS	\$13.79	\$720,000
TOTAL 2014 ONGOING COSTS	\$4.07	\$234,000
Annual Total	\$17.86	\$954,000



Cowichan Valley Regional District | February 2012

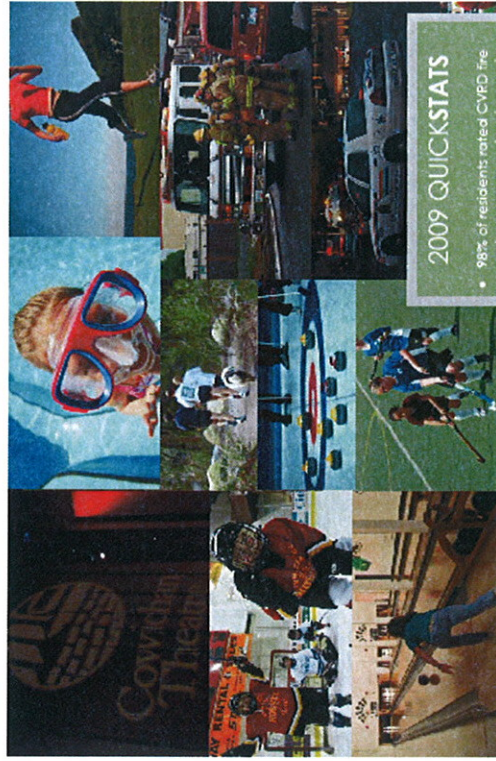
Proposed ISC Staffing, Services & Capital Sustainability Plan



Recreation, Culture and the Community

SAFE AND HEALTHY COMMUNITY

The foundation of a healthy community is a place where people of all ages and abilities can live, work, and play in a safe, secure environment. From fire rescue to nationally recognized theatre events, the Cowichan Valley Regional District provides a wide range of services to help support and foster a safe and healthy Cowichan community. Currently, plans are being developed to better support our excellent public safety volunteers, as well as to increase collaboration among the public safety agencies serving the Region. Healthy living is also being made easier with an ever expanding range of activities and services aimed at fostering personal and community wellness. Based on the needs of our citizens, the CVRD will work towards ensuring that Cowichan Valley residents live healthier lifestyles through the provision of exceptional parks and trails, recreation and cultural services, accessible to all.



OBJECTIVES

- Maintain a strong public safety volunteer base
- Improve community awareness of Public Safety programs
- Promote individual and community wellness
- Provide exceptional recreation, culture and parks services
- Achieve excellence through community partnerships

2009 QUICKSTATS

- 98% of residents rated CVRD fire and emergency planning services as important services.
- 54% of residents felt in comparison to all other issues facing the Region, that the construction of recreation, sports and community amenities should be a high priority.
- 53% of residents rated natural parks, and hiking or walking trails as the priority when it comes to investing in parks and recreation services.
- 67% of residents rated sports fields as the priority when it comes to investing in sports facilities.

* Figures based on the 2009 Ipsos Reid Public Opinion Survey.

93% of residents feel
recreation and culture services
are either somewhat or very
important.

- 2011 Ipsos Reid Survey



Why talk about staffing, services and capital?

- **Increase participation** in parks, recreation, and culture programs, events and activities.
- **Continually improve the quality** of programs and services.
- **Review any CVRD unit** where concerns arise regarding its ability to accomplish corporate objectives.
- Ensure that each department is **sufficiently resourced** to accomplish its mandate.
- **Well maintained public facilities**
- **Develop a long term financial management plan** that addresses lifecycle costs of CVRD assets and maintains adequate capital reserves to strengthen financial stability.
- **Develop a long term funding strategy** including a **capital reserve funding policy** for maintaining and replacing infrastructure assets.

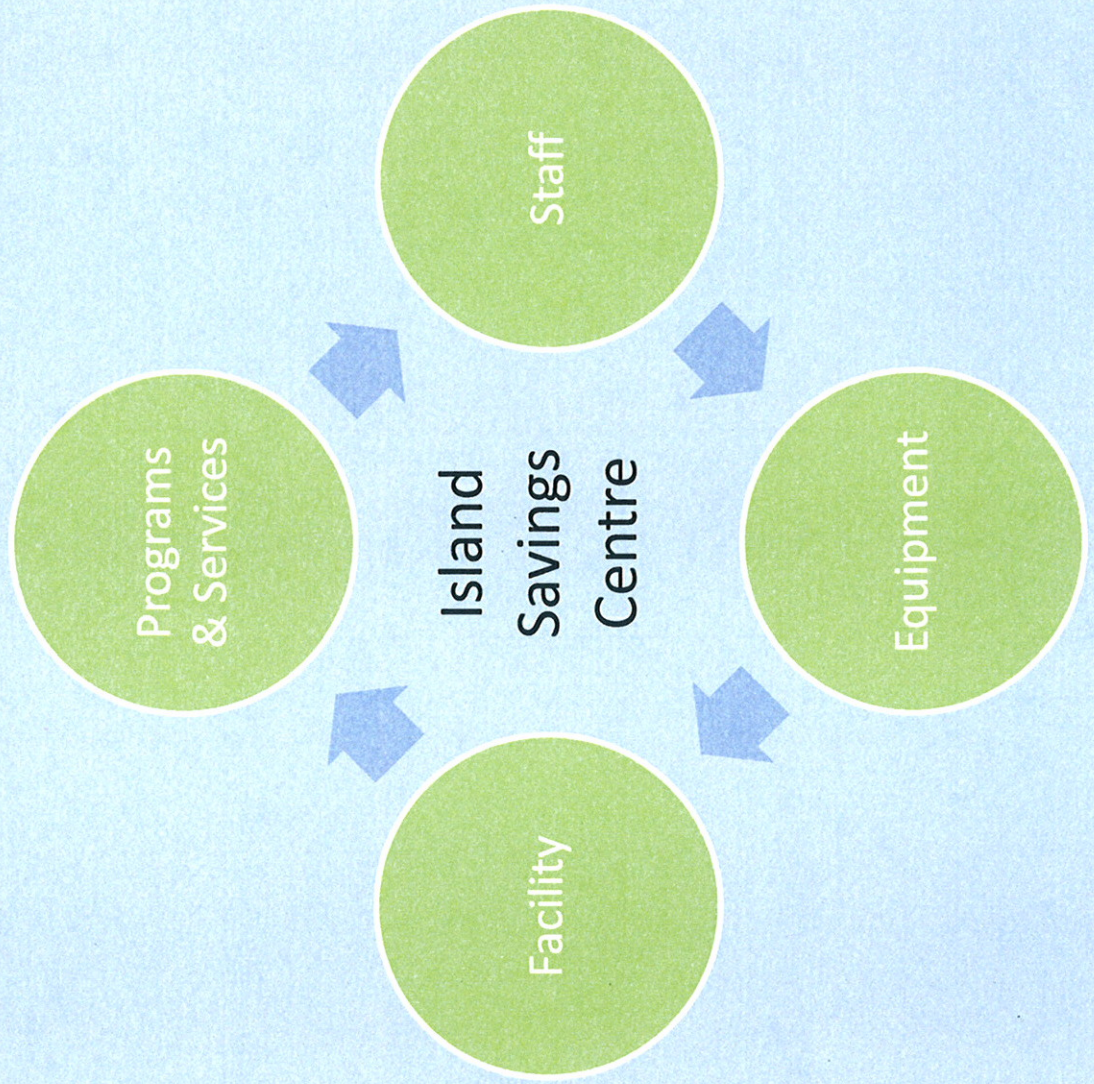
COWICHAN VALLEY REGIONAL DISTRICT

CORPORATE STRATEGIC PLAN

Approved September 2010



The Island Savings Centre



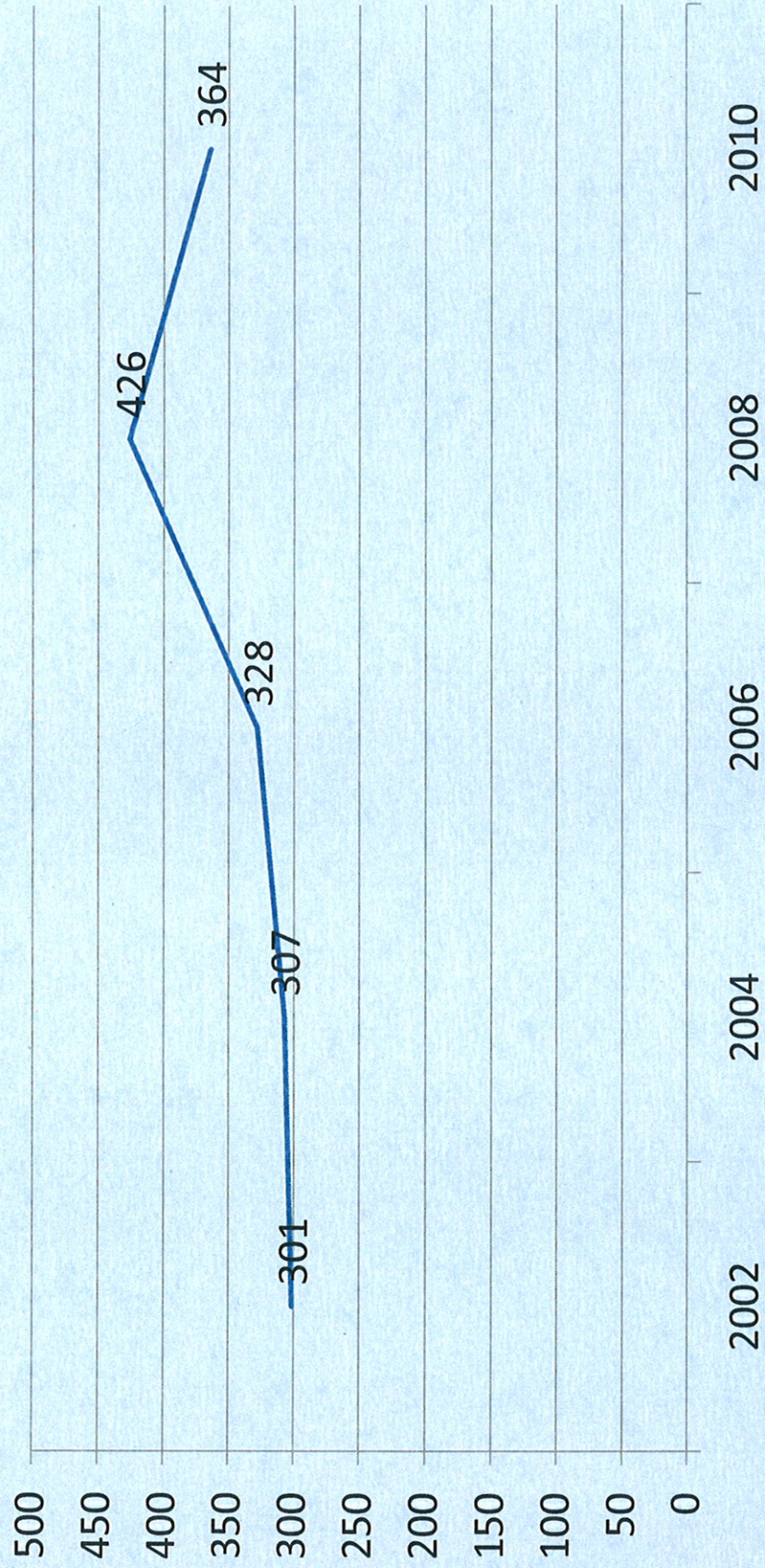
PART ONE

STAFFING



ISC Programs

Programs Operated





Cowichan Theatre

	Location	House Size	Bldg Year	F/T staff	Shows	Shows / Staff
Macpherson/Royal Theatre	Victoria	772/1434		18	67	3.72
Port Theatre	Nanaimo	804	1998	12	35	2.92
Tidemark Theatre	Campbell River	435	1946	4	10	2.50
Chemainus Theatre	Chemainus	274		21	70	3.33
Centennial Theatre	North Vancouver	705	1966	5	14	2.80
Gateway Theatre	Richmond	540		19	20	1.05
Kelowna Theatre	Abbotsford	860		5	39	7.80
Max Cameron Theatre	Powell River	402	2007	5	12	2.40
Kay Meek Theatre	West Vancouver	498	2004	7	26	3.71
Vernon & District Performing Arts Centre	Vernon	750	2001	6	34	5.67
Average		585		10.20	32.70	3.59
Cowichan Theatre	North Cowichan	731	1978	5	49	9.80

*6 out of 10 of the Theatres have at least one Marketing position or Publicist

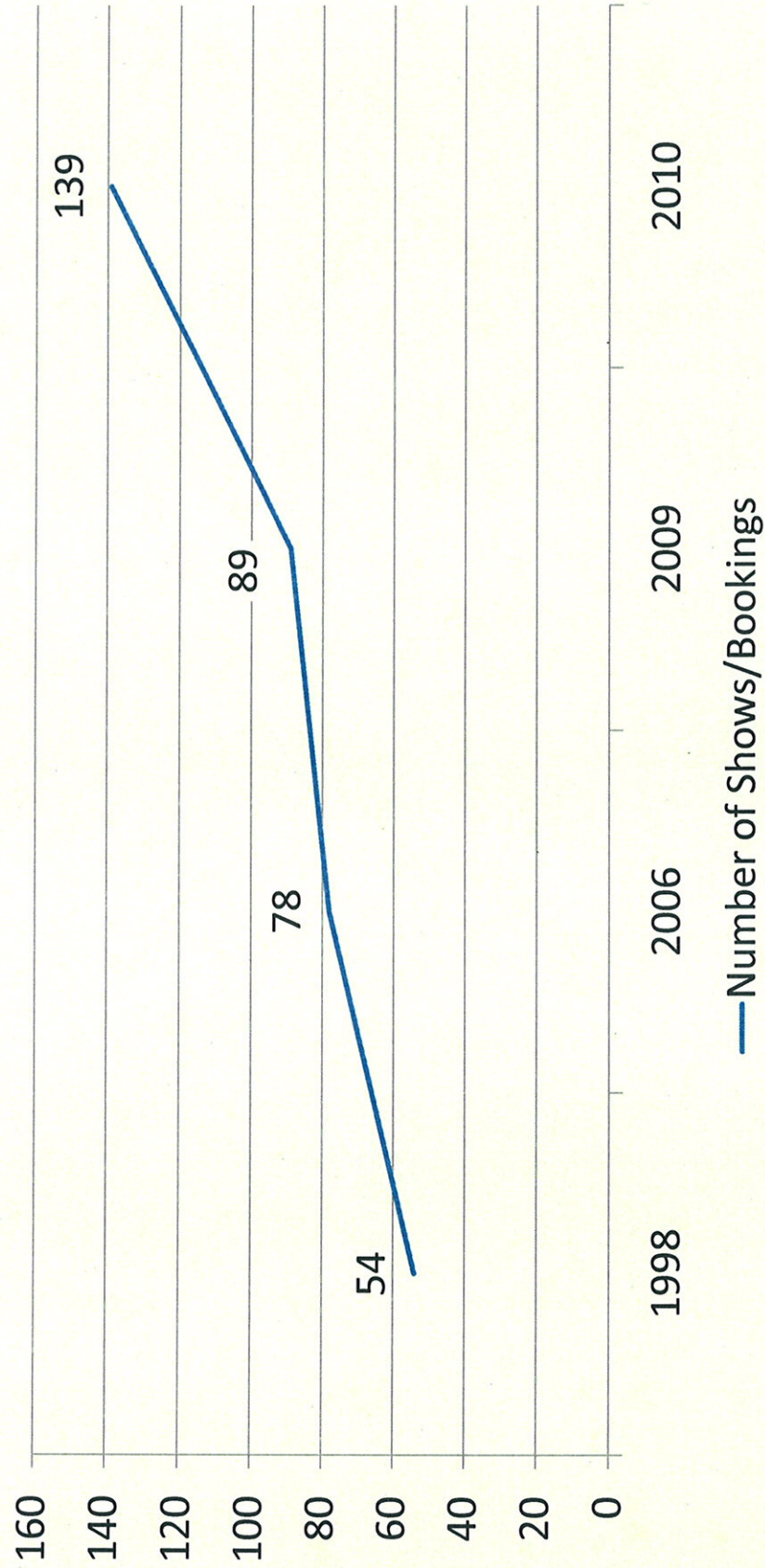
*Statistics represent Sept - Dec 2011

*Add 40% to number of shows to account for rehearsal dates



Cowichan Theatre

Theatre Shows/Bookings





ISC Operations

Current Conditions

- Building rentals in high demand
- Continued high demand for programs
- Aging building – more maintenance required
- No allocation to the old pool area
- Preventative maintenance struggling



9 Year ISC Staffing Requirements



STAFF POSITIONS

- Reinstated FT Programs Coordinator Position
- Reinstated FT Arena/Sports Programmer Position
- Reinstated the Ticket Centre to full operating hours
- (Convert 1 PT position to FT and add 2 PT positions)
- **Reinstated FT Assistant Technical Director Position**
- Reinstated the PT Operations Assistant Position
- **Add FT Assistant Technical Director Position**
- **Add PT Contract Marketing Position**
- **Add PT Front House Supervisor Position**
- Add FT Operations Lead Hand Position
- Add PT Electrician Position(1/3 cost)
- Add FT Janitor Position
- Add PT Operations Assistant Position
- Add FT Operations Attendant Position

COST

\$1.69 (\$96,875)
 \$1.26 (\$72,416)
 \$1.28 (\$75,000)
\$1.24 (\$71,042)
 \$0.30 (\$17,232)
\$1.24 (\$71,042)
\$0.44 (\$25,000)
\$0.44 (\$25,000)
 \$1.44 (\$82,558)
 \$0.47 (\$27,551)
 \$0.89 (\$50,731)
 \$0.30 (\$17,232)
 \$1.22 (\$69,472)

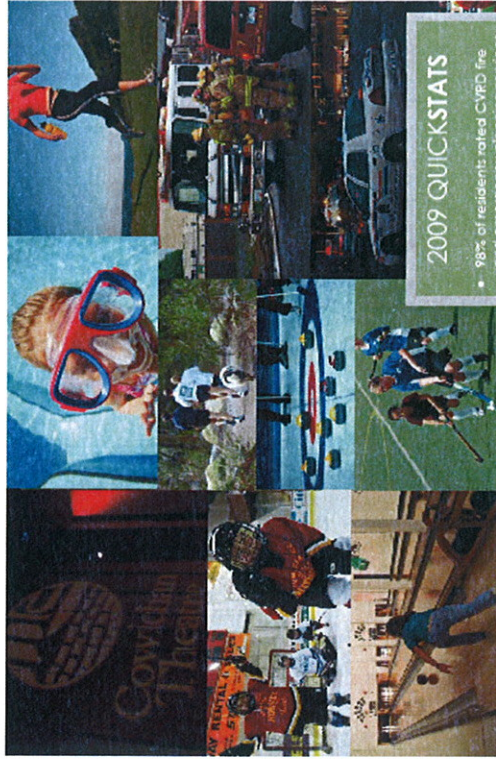
Total
\$12.21 (\$701,151)



Is There Public Support?

SAFE AND HEALTHY COMMUNITY

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* Figures based on the 2009 Ipsos Reid Public Opinion Survey.

93% of residents feel recreation and culture facilities are either somewhat or very important.

64% of residents favor increasing taxes to enhance, expand or maintain services.

- 2011 Ipsos Reid Survey

PART TWO

Services

(Operating Budget)



Services

- Cowichan Theatre Presenting Budget
- Cowichan Theatre Advertising Budget
- Program & Office Equipment Budget

PART THREE

CAPITAL

(Short *and* Long term)



What is a Capital Reserve Fund?

Definition: A capital reserve fund is a savings account that is reserved for long-term capital investment projects or any other large capital expense(s) that may be incurred in the future.

Purpose: A properly funded capital reserve fund ensures that adequate funding will be available for major repairs or to replace a capital asset when that time comes.

Funding Options: Contributions to the capital reserve account can be made from the annual budget surplus, donated funds, tax requisition or can be set aside from local governments revenue-generating operations (e.g. capital improvement fees on theatre tickets).





Why build the ISC capital reserves?



PROS

- Lower taxation in the long term,
- Dramatic 61% cost saving over borrowing,
- Sustainable funding strategy for the future,
- Cowichan tax dollars stay in the Cowichan Region,
- Ensures the ISC can be upgraded or repaired in a prompt, timely manner,
- Allows the Commission to determine what to build based on long term service demands and not short term budget constraints,
- Ensures predictable long term costs,
- No future tax increases are needed for major repairs, upgrades or to build a new facility,
- Can be phased in over time,
- Represents the single largest cost saving measure available to keep costs down for the long term,
- Is supported by 79% of taxpayers,

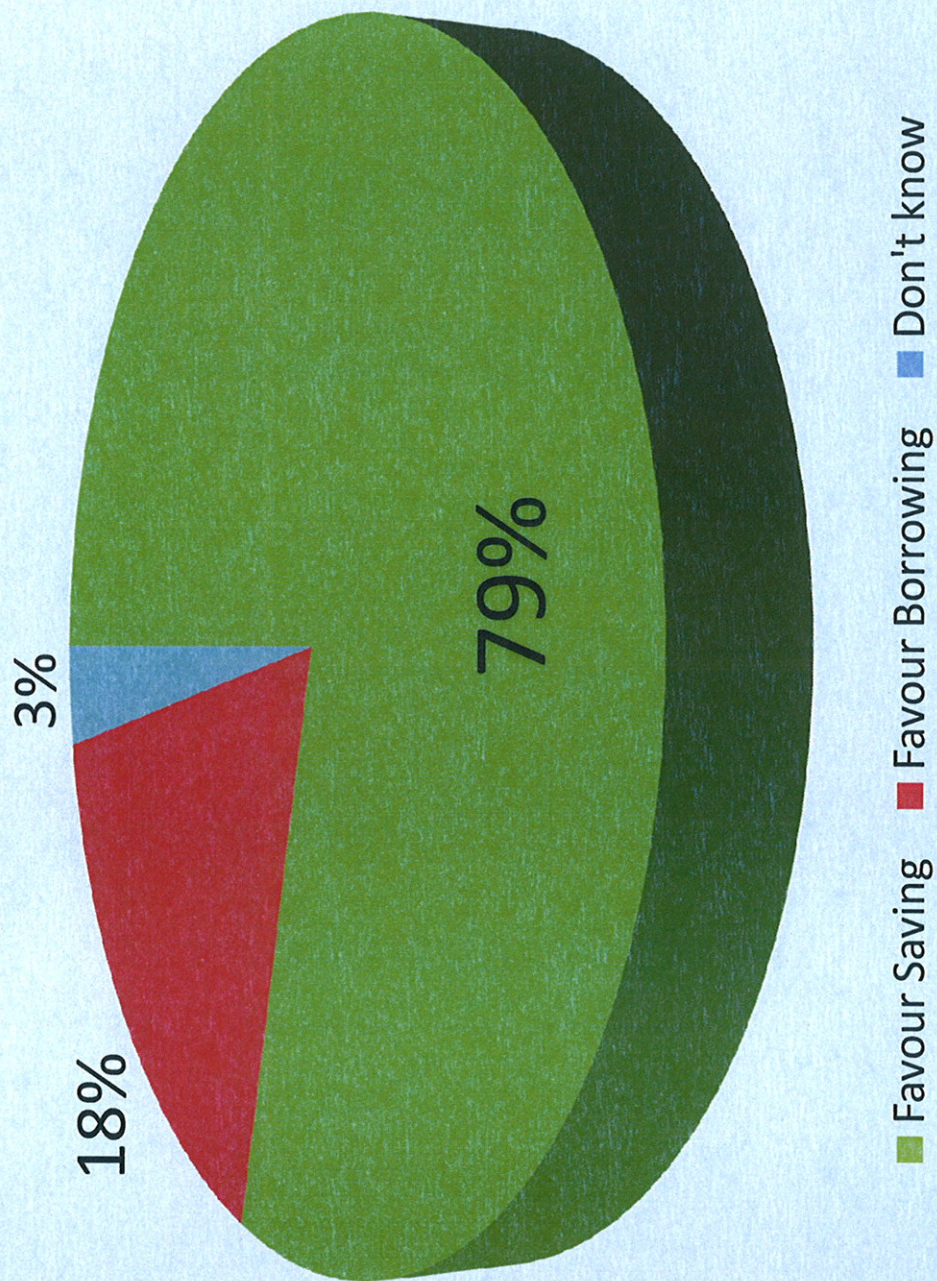
CONS

- No short term gain: you tax today, for tomorrows projects



Is There Public Support?

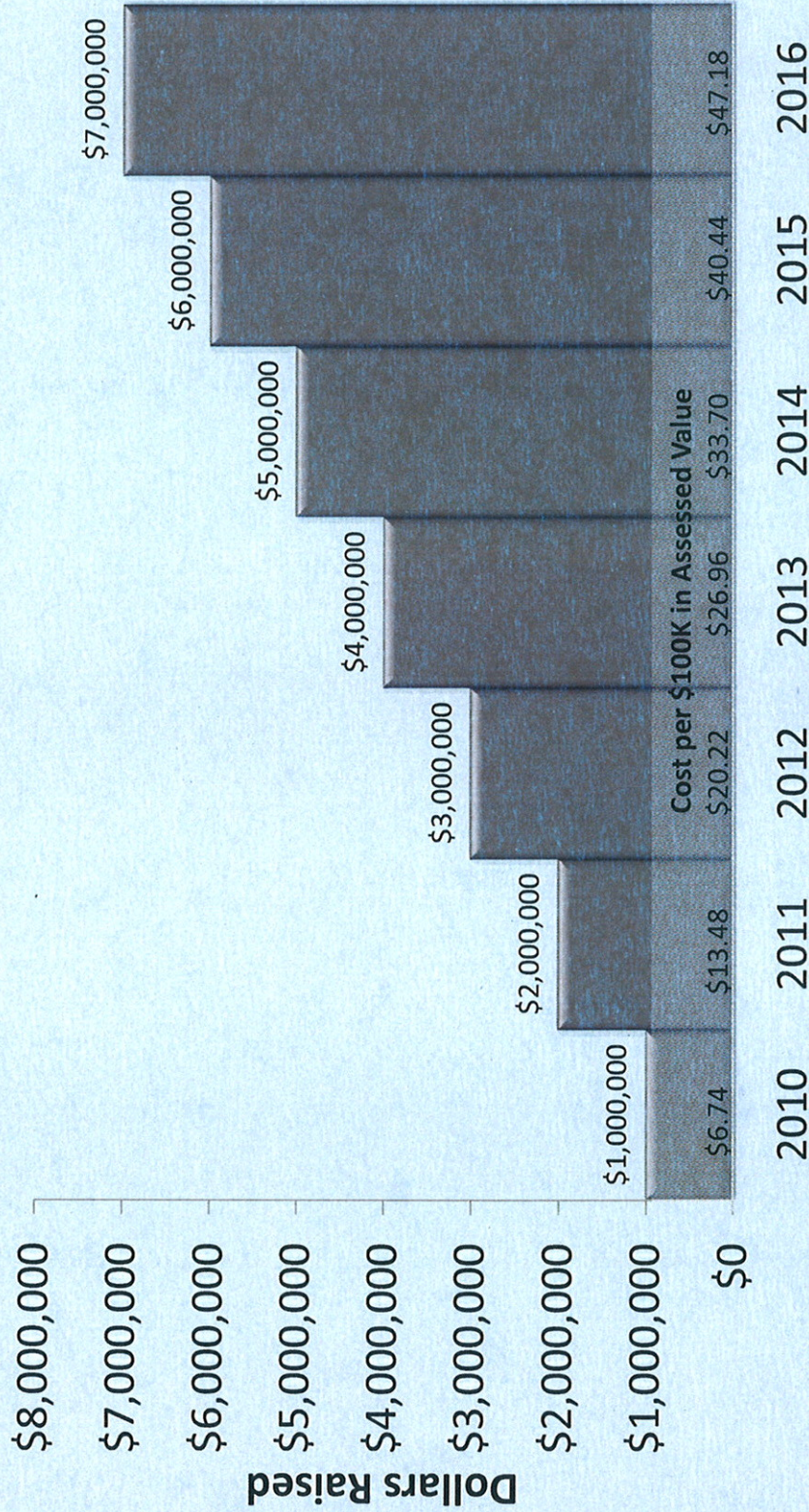
2011 Community Survey Results





Cowichan Hospital

Policy in Action: Cowichan Hospital Capital Reserve Fund



Total hospital replacement is estimated at \$125M, with the CVRD's share being \$50M. Over a 7 year span, the hospital reserve fund will raise \$30,887,203 based on a return rate of 4.85%. These funds are raised by taxing \$1M in 2010 and increasing that amount by \$1M each year for seven years. This results in a total tax rate in 2016 of .2269, up from the current rate of .1688. The BC average for hospital districts is .3425



Island Savings Centre



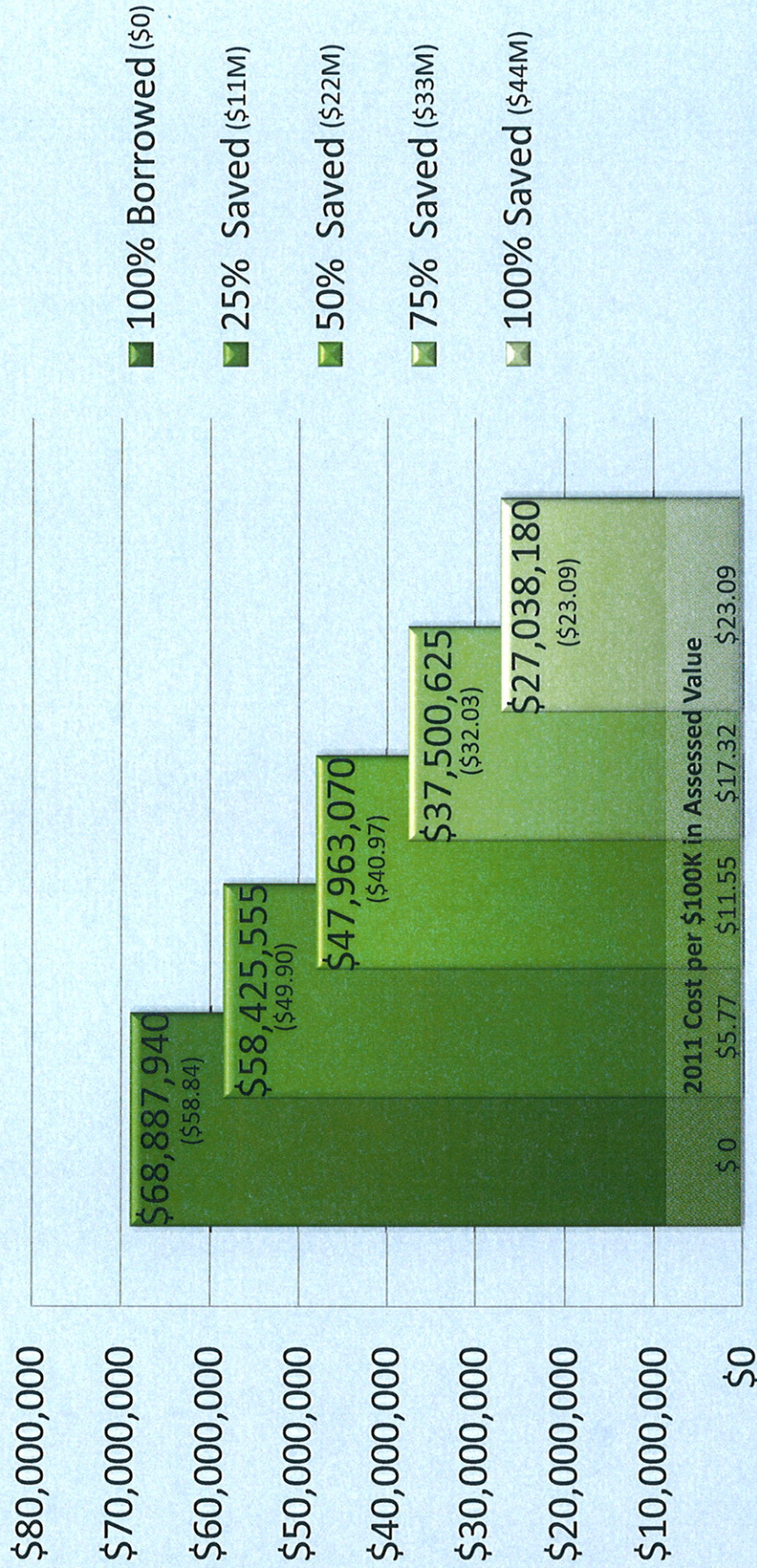
Year Built	Long Term Building Replacement (20 years)		Current Capital Reserves
1978	Total Cost \$44,000,000		\$49,352
	Reserve Funded Cost	Borrowed Funds Cost	
	\$27,038,180	\$68,887,940	
	Annual Reserve Cost: \$23.04	Annual Debt Cost: \$58.84	

Total Cost based on the current insured value of the ISC, unadjusted for inflation. Actual replacement value is likely more. A commercial appraisal is needed to confirm the actual replacement value of the building. * Per \$100,000 in assessed value on residential property, based on 2011 assessment values. Reserve funded cost based on the overall historical return rate of 4.85%. Borrowed funds cost based on the current 20 year MFA borrowing rates of 4.47%



Island Savings Centre

Example: 20 Year Capital Reserve Program



Notes: Debt cost based on current MFA 20 yr borrowing of 4.47% as measured against 2011 property assessment values. Savings cost based on current MFA 20 year return of 4.85% with an annual contributions until year 20 as measured against 2011 property assessment values.

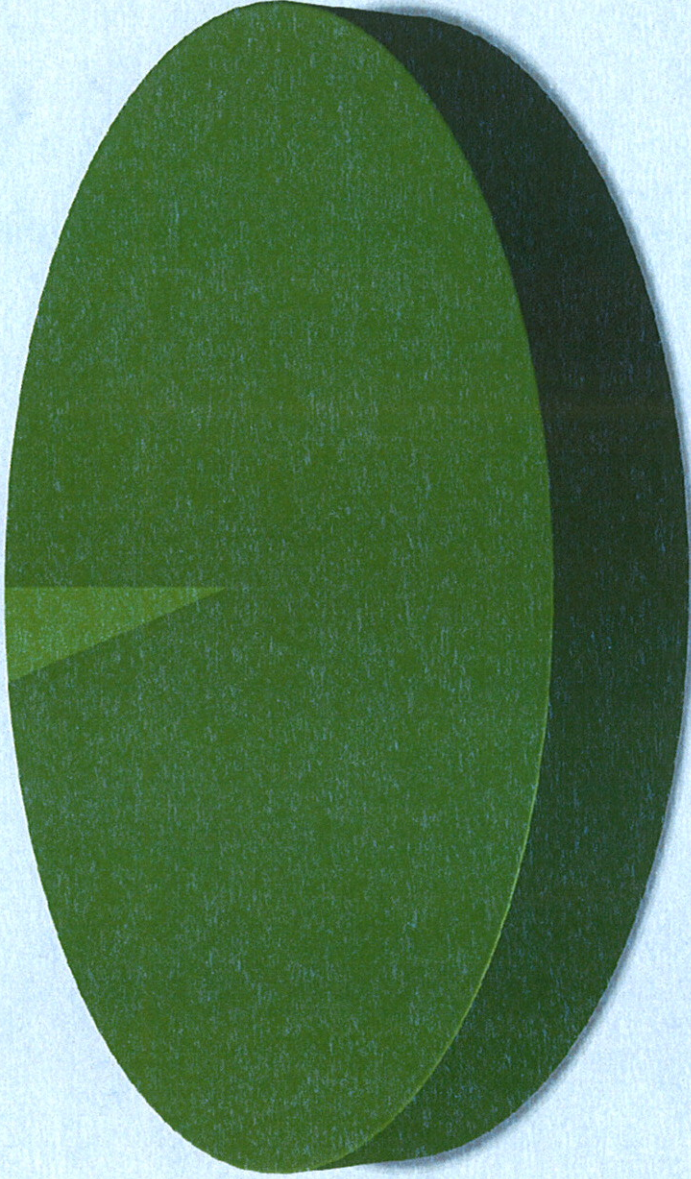


Island Savings Centre

Overall Residential Property Tax Impact

If the full %100 saved capital reserve program was implementation in 2012

3.23%

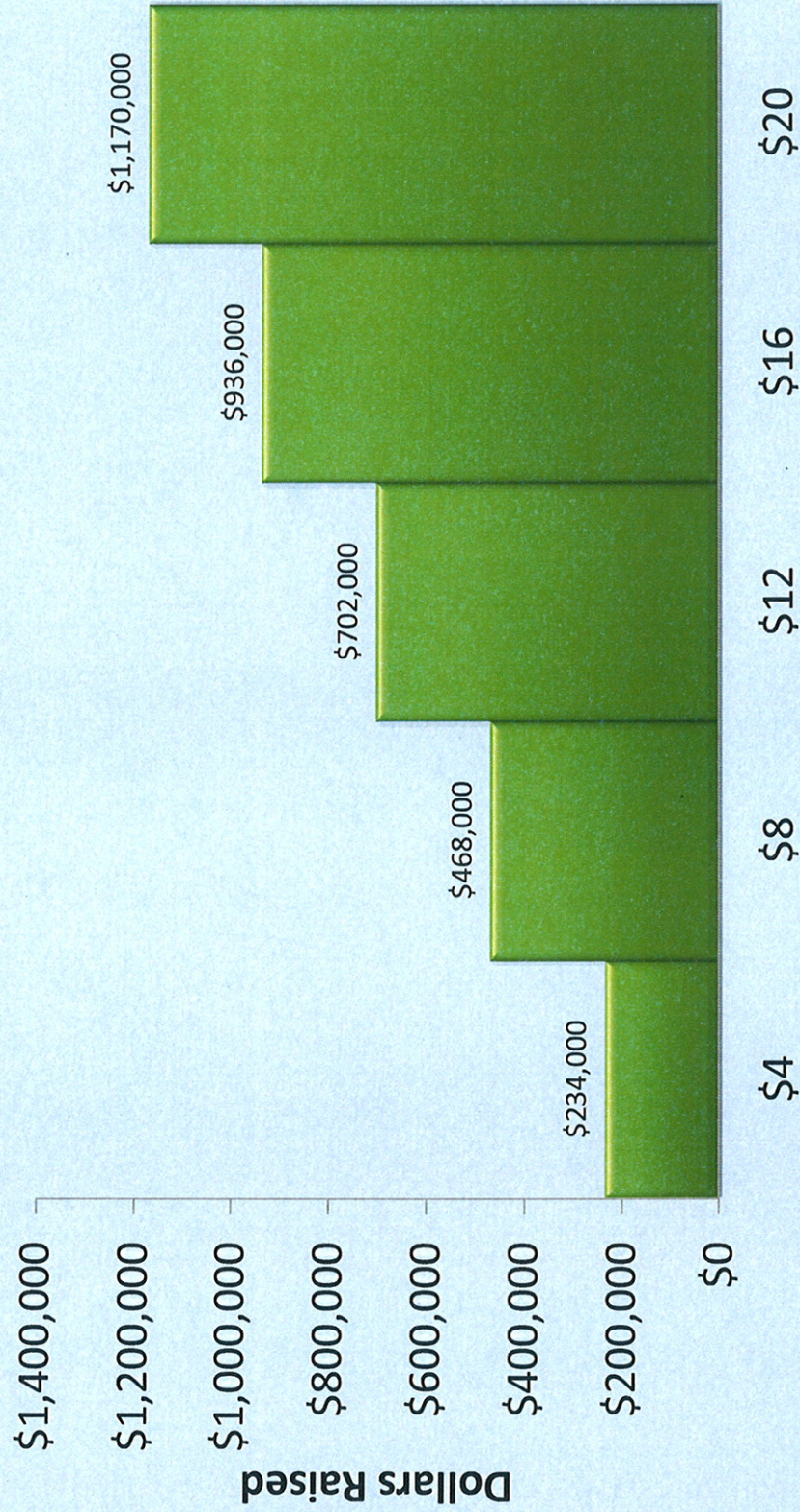


Based on a sample 2011 South End North Cowichan tax assessment notice Calculation based on assessed value / property tax = 714 per 100k in assessed value; 23.09 / 714 = 3.23%



Island Savings Centre

5-Year Phased in Option



Based on an annual return rate of 4.85%. Over a 20 year span, this phased option would raise \$32,584,978. Tax increments based on per 100k in assessed value.

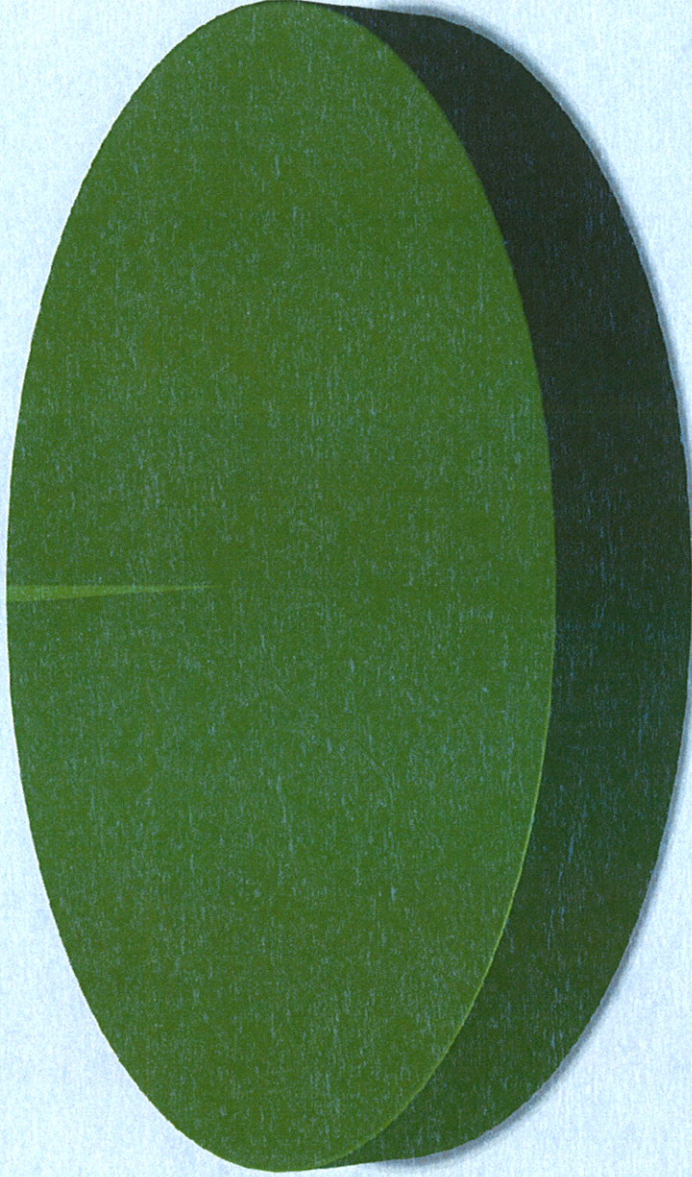


Island Savings Centre

Overall Residential Property Tax Impact

If the 5 year phased reserve program was initiated in 2012

0.56%

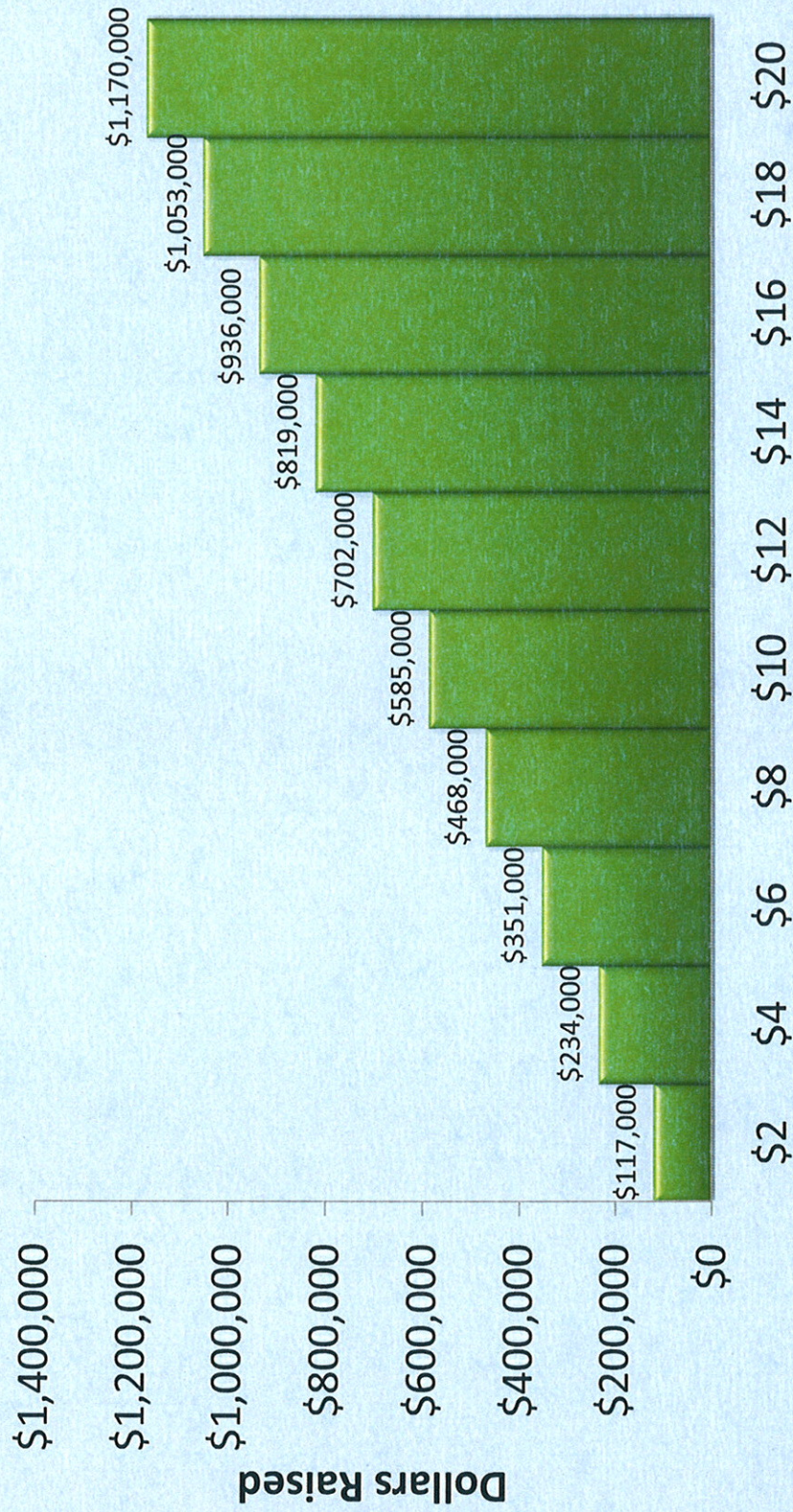


Based on a sample 2011 South End North Cowichan tax assessment notice Calculation based on assessed value / property tax = 714 per 100k in assessed value; $4 / 714 = 0.56\%$



Island Savings Centre

10-Year Phased in Option



Based on an annual return rate of 4.85%. Over a 20 year span, this would raise \$26,429,844. Tax increments based on per \$100K in Assessed Value

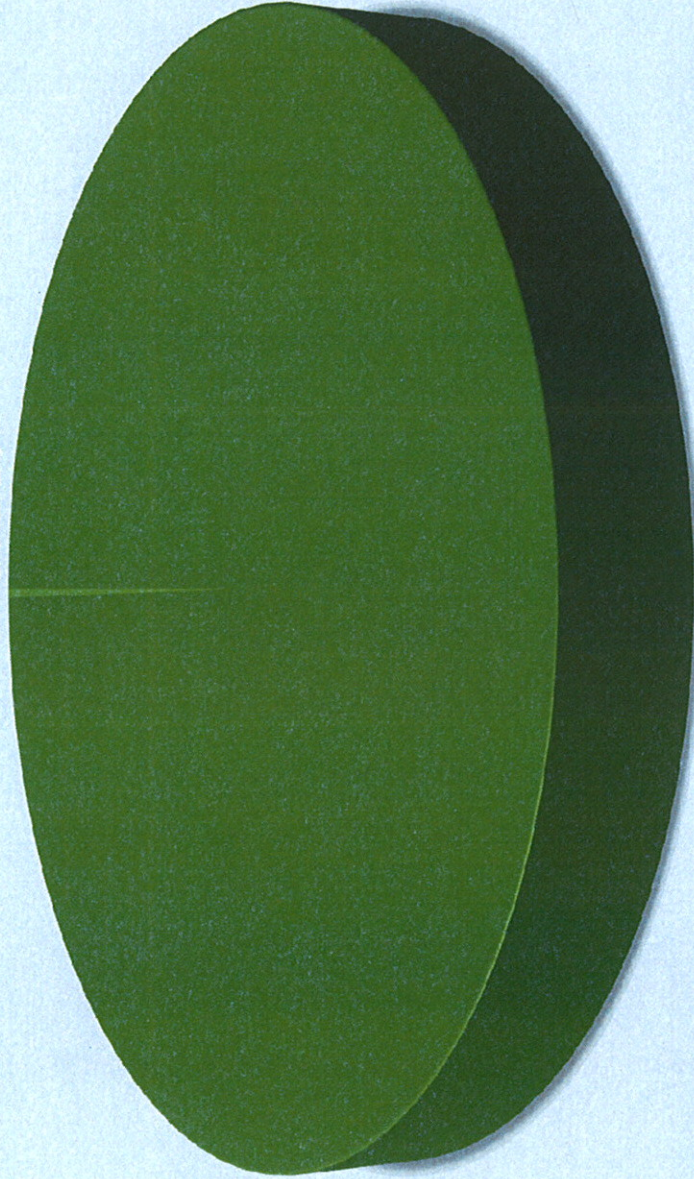


Island Savings Centre

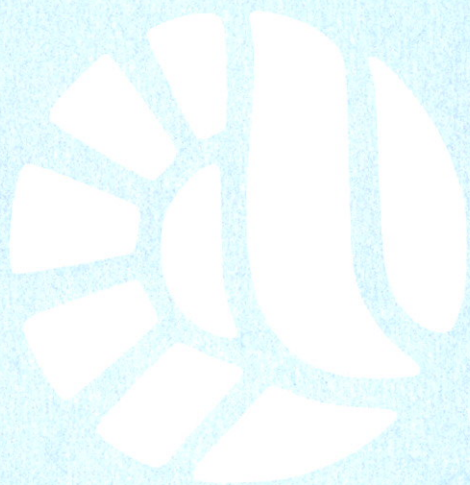
Overall Residential Property Tax Impact

If the 10 year phased reserve program was initiated in 2012

0.28%



Based on a sample 2011 South End North Cowichan tax assessment notice Calculation based on assessed value / property tax = 714 per 100k in assessed value; $2 / 714 = 0.28\%$



Questions





ISC Building Condition



Overall Building Assessment Next 9 year Capital Needs

1-3 years	4-6 years	7-9 Years	Total Cost	Current Capital Reserves
\$1,156,700	\$1,415,000	\$3,115,000	\$5,686,700	
Annual Debt Cost: \$256,194	Annual Debt Cost: \$313,392	Annual Debt Cost: \$689,944	Avg. Annual Debt Cost: \$699,739	
Total Cost: \$1,280,970	Total Cost: \$1,566,960	Total Cost: \$3,449,720	Avg. Requisition Cost: \$631,856	
			Total Cost: \$5,686,700	\$49,352

Annual debt costs are based on a 5 year payback period. Total annual debt and reserve costs are based on the average debt/requisition cost per year over a 9 year period. Debt costs actually extend over 13 years but have been averaged within the 9 year period to assist with cost comparisons



Cowichan Theatre Condition



Theatre Assessment Next 9 year Capital Needs

1-3 years	4-6 years	7-9 Years	Total Cost
\$407,000	\$540,000	\$1,425,000	\$2,372,000
Annual Debt Cost: \$90,150	Annual Debt Cost: \$119,592	Annual Debt Cost: \$315,608	Avg. Annual Debt Cost: \$291,861
Total Cost: \$450,750	Total Cost: \$597,960	Total Cost: \$1,578,040	Total Cost: \$2,626,750
			Annual Reserve Cost: \$263,555
			Total Cost: \$2,372,000

Annual debt costs are based on a 5 year payback period. Total annual debt and reserve costs are based on the average debt/requisition cost per year over a 9 year period. Debt costs actually extend over 13 years but have been averaged within the 9 year period to assist with cost comparisons



Island Savings Centre

Recommended Implementation Phases

	Phase 1	Phase 2	Phase 3
Staffing / Services	<ul style="list-style-type: none"> • FT Program Coordinator • FT Arena /Sports Programmer • FT Assistant Technical Director • PT Operations Assistant • New FT Operations Lead Hand • Restore Theatre presenting budget 	<ul style="list-style-type: none"> • New PT Theatre Marketing Position (contract) • New FT Electrician (1/3 share of cost to ISC) • New FT Operations Attendant • New PT Ticket Centre Clerk • New PT Assistant Technical Director • Theatre Presenting Budget Increase to competitive level • Theatre Advertising Budget Increase to competitive level 	<ul style="list-style-type: none"> • New FT Janitor • New PT Operations assistant • New FT Ticket Centre Clerk • New PT Front of House Supervisor position • PT Assistant Technical Director to FT • Theatre Presenting Budget Increase to competitive level • Theatre Advertising Budget Increase to competitive level
Equipment & Short Term Capital	<ul style="list-style-type: none"> • Speakers and associated hardware • Multi-media switching hardware • Generator • Ice plant roof • Arena/Multi-purpose hall ceiling • Fly Completion/main curtain • Loading Dock • Washroom on stage level • Sign on Fly Tower • Old pool renovations • North wall cladding complete • Repave North and West parking lot 	<ul style="list-style-type: none"> • Moving Lights Replacement/lighting board • Monitors and monitor desk • ¾ ton truck (tow spirit stage & all equipment) • Small tractor for snow removal / yard work • Theatre first floor flooring replacement • Main door replacement (all entrances) • Plumbing fixtures (sinks, toilets, etc) • Theatre Stage Access/Stairs • HVAC system • Snow melt/water recovery pit for zamboni 	<ul style="list-style-type: none"> • Zamboni (battery / electric) • Auto scrubbers (2) janitorial • Ice plant compressors & equipment • Hot water tank • Boiler system and pipe joints • Orchestra Pit • Orchestra Shell • Carpeting • HVAC • Roof Replacement (over three years) • Theatre Seats
Long Term Capital	<ul style="list-style-type: none"> • Capital Reserve Fund 	<ul style="list-style-type: none"> • Capital Reserve Fund Increase over Phase 1 	<ul style="list-style-type: none"> • Capital Reserve Fund Increase over Phase 2
Total Costs	One Time Costs: \$26.08 (\$1,567,000) Ongoing Costs: \$14.67 (\$858,478)	Total One Time Costs: \$24.18 (\$1,415,000) Total Ongoing Costs: \$12.44 (\$727,137)	Total One Time Costs: \$53.20 (\$3,115,000) Total Ongoing Costs: \$9.28 (\$542,986)

Total Capital Reserves: \$11,532,046

Recommendation

That the Commission consider inclusion of year one items of the 9 year *ISC Staffing, Services and Capital Sustainability Plan* in the 2012 Budget.



STAFF REPORT

ISLAND SAVINGS CENTRE COMMISSION MEETING
FEBRUARY 2, 2012

DATE: January 18, 2012
FROM: John Elzinga, Manager
SUBJECT: Island Savings Centre Survey Results

Recommendation/Action:

Provided for information and comment.

Relation to the Corporate Strategic Plan:

Continually improve the quality of programs and services.

Financial Impact: *(Reviewed by Finance Division: _____)*

This report provided for information only.

Background:

In the fall of 2011, the Island Savings Centre launched a community survey, seeking resident direction on programs, services and facilities. The results of the survey are attached.

Keeping in mind that the majority of respondents (75%) were between the ages of 45 – 74, and 78% by females, some themes emerged. The responses lead staff to the following "guiding statements". Included with the statements is a quick overview of Island Savings Centre initiatives in this area. In other words, the numbered statement and subheadings are "what we heard." The Island Savings Centre initiative and subheadings are some thoughts on "what we are doing, or could do, about it."

1. Programs should be expanded.

- a. There should be increasing services for seniors.
- b. There should be increasing services for youth.
- c. Although respondents did not have an overall need for childcare, comments supported the implementation of childcare.
- d. Programs could be expanded into other community venues.

Island Savings Centre Initiative:

- a. Included within the sustainability plan is a reinstatement of two programming positions, one within the 2012 budget.
- b. The development of the change rooms, mechanical rooms, lobby areas of the Aquannis Centre is an appropriate priority to develop services for youth.
- c. Eldercollege programs within the Island Savings Centre should be expanded. This should include evening courses for working seniors.
- d. Increased focus on programming in other venues within our tax base is appropriate. Rock climbing at Mount Prevost school, is an example of programming which should be further developed.

2. Cost of courses is the number one barrier to participation.**Island Savings Centre Initiative**

- a. Maintain break even basis of pricing for courses overall.
- b. Consider some subsidy for courses that have significant community benefit.

3. The efficiency of marketing of Island Savings Centre programs and services needs analysis.

- a. Newspapers and written materials are the preferred communication vehicles expressed through the survey.
- b. The numbers may be skewed based on most respondents being between the ages of 45 – 74, with the survey distributed through the newspaper.
- c. The Island Savings Centre's communication is generally good, but the website may be difficult to navigate.
- d. There is a lot of support for a joint recreation guide.

Island Savings Centre Initiative

- a. Hire a marketing consultant to analyze appropriate marketing materials and communication vehicles.
- b. Work with other CVRD divisions on the potential of a joint recreation guide.
- c. Continue partnership with North Cowichan Parks and Recreation on joint marketing.
- d. Work with other partners on joint marketing initiatives, such as Vancouver Island Regional Library, Vancouver Island University, Portals, Duncan Dynamics Gymnastics, etc.

- e. Work with the CVRD's Information Technology division on making the CVRD website more user friendly, and incorporating the use of social media.
 - f. Develop a proposal for signage for Cowichan Place.
- 4. There is a need for a restaurant / coffee shop / food service outlet within the Island Savings Centre.**
- a. Need to have healthier choices.
 - b. The food should be available more often.
 - c. There is a need to have a comfortable, sit down eating facility, with appropriate views.

Island Savings Centre Initiative

- a. Continue with the implementation of the long term food and beverage plan.
- 5. Cleanliness and customer service are good and should be maintained.**

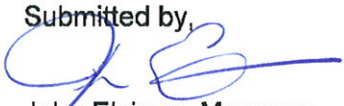
Island Savings Centre Initiative

- a. Maintain resources for these key areas.
- 6. The Island Savings Centre should develop a plan to perform the basic upgrades to ensure an extended lifespan for the facility.**
- a. When discussing additional taxation for the facility, the option most chosen of those presented was to add \$25 per year to taxes. 27% of respondents said to add more than that, while 31% said to have no tax increases.
 - b. Few people expressed a need to expand the facility.

Island Savings Centre Initiative:

- a. The Island Savings Centre Sustainability plan outlines basic upgrades.
- b. The Aquannis Centre renovation is viewed as a basic upgrade to the facility.
- c. Staff do not expect to move forward with any facility expansion for the foreseeable future. Upgrades, although significant, will be limited to the existing facility.

Submitted by,


John Elzinga, Manager,
Island Savings Centre.

Reviewed by:

Division Manager:

Approved by:

General Manager:



Island Savings Centre 2011 Recreation Survey

Community Survey Results

January 19, 2012



Island Savings Centre Recreation

Community Survey Results

In order to gather feedback on recreation services in the Cowichan Valley, the Island Savings Centre recreation staff developed, implemented and analyzed a community survey requesting that the public give their opinions and preferences on current recreation services as well as what they would like to see in the future. The survey was distributed in early September 2011 as a newspaper insert to homes in Electoral Areas D, Cowichan Bay; Area E, Cowichan Station/Sahtlam/Glenora, the City of Duncan and the District of North Cowichan. For those preferring a paperless survey, answers could be input through online submissions.

It was requested that an Adult (18 or over) in the household complete the survey over a 3 week period, and return it to the Island Savings Centre no later than Friday, September 30, 2011. A total of **317** surveys were returned, with **123** surveys submitted online, and **194** surveys manually written and returned. The following report explains the survey results and recommendations made by the community, and are recorded in this report in red lettering.

A. Tell us about yourself ...

1. I live in (Check one)

North Cowichan	(62.05%) 188	City of Duncan	(17.82%) 54
Area D (Cowichan Bay)	(11.22%) 34	Area E (Glenora)	(3.3 %) 10
Area E (Sahtlam)	(2.64%) 8	Area E (Cowichan Station)	(1.65%) 5
Other (Saltair)	(.31%) 1		

The majority of submitted surveys came from:

- 1) North Cowichan (62.05%)
- 2) The City of Duncan (17.82%)
- 3) Cowichan Bay (11.22%)

2. My age is (check one)

18 – 24 (1.68%) 6	35 – 44 (13.13%) 47	55 – 64 (21.79%) 78	75 – 84 (6.42%) 23
25 – 34 (9.78%) 35	45 – 54 (21.51%) 77	65 – 74 (23.18%) 83	85+ (1.40%) 5
Would rather not say	(1.12%) 4		

- 1) The majority of the returned surveys were from people between the ages 45 – 74
- 2) The largest percentage 23.18% (83) was from the age group 65-74.

3. My gender is Male (21.45%) 65 Female (78.55%) 238

Of the 317 submitted surveys, the majority were filled out by women.

4. Please record how many people (in each applicable age group) reside in your household.

Children less than 5 years of age (8.89%) 44	Young teens (11 – 14 years) (8.08%) 40
Children between 5 – 10 years (10.71%) 53	Teens (15 – 18 years) (6.67%) 33
I live alone (8.69%) 43	Adults (over 18 years) (56.97%) 282

5. Did a member of your household participate in an ISC Recreation Program or Service within the past year (check one)? Yes (52.13%) 159 No (47.87%) 146

If yes, was this: A registered program (50.29%) 86 A drop-in program (45.03%) 77
A rental (4.68%) 8

6. What brings you or your family members through the doors of the Island Savings Centre i.e. to visit the Regional Library, take an ISC program inside or offsite of the building?

Arts/Craft Courses	(2.90%) 37	Floor /Roller Hockey	(1.25%) 16	Soccer	(0.16%) 2
Badminton	(0.24%) 3	Golf	(.08%) 1	Tennis (Lessons)	(0.16%) 2
Cards or Board Games	(0.47%) 6	Gymnastics	(1.25%) 16	Toddler programs	(0.94%) 12
Certificate Courses	(1.88%) 24	Hockey	(4.86%) 62	Vancouver Island Regional Library	(19.44%) 248
Competitive Sports	(1.65%) 21	Lacrosse	(1.10%) 14	Volunteering	(0.71%) 9
Cowichan Theatre	(16.38%) 209	Martial Arts	(0.55%) 7	Volleyball	(0.24%) 3
Dance	(1.65%) 21	Music	(1.57%) 20	Walking/jogging/running	(0.63%) 8
Drop in Activities	(3.53%) 45	Performing Arts	(5.72%) 73	Yoga	(2.19%) 28
Drop in Sports	(1.25%) 16	Photography	(0.71%) 9	Youth Drop In Centre	(0.08%) 1
Elder College	(6.58%) 84	Pickle Ball	(0.55%) 7	Youth/Teen Programming	(0.31%) 4
Events/Festivals	(8.46%) 108	Preschool programs	(0.78%) 10	I don't participate in leisure	(0.63%) 8
Figure Skating	(1.25%) 16	School Age Courses	(0.63%) 8	I participate in leisure activities	(1.18%) 15
Fitness Classes	(4.00%) 51	Skating	(4.08%) 52		

Top 4 reasons for ISC attendance:

Library (19.44%) 248
Cowichan Theatre (16.38%) 209
Events/Festivals (8.46%) 108
Elder College (6.58%) 84

7. Are there any programs not offered by the Island Savings Centre that you would like to see?

- Focus on expanding services for youth, border line adults, mid-life and senior, for those able and disabled.
- Specific program suggestions: More art & music for toddlers and preschoolers, key technology changes, introduction to social media, gardening, survival course, community communication, ballet balance, drivers' education, upholstery, ladies beginner carpentry, sport-ball, sports for beginner adults, walking indoors/outdoors, cultural, folklore dance for the whole family, celtic dance, ethnic cooking classes
- More evening classes
- More varied hours for Elder College, for working 'elders'
- Comments and suggestions for the Aquatic Centre included

8. Please indicate what motivates you or members of your household to participate in recreational programs and activities (check all that apply).

Leisure/social purposes	(18.82%) 197	Personal interest	(19.96%) 209
Competitive reasons	(1.53%) 16	Reduce stress	(9.17%) 96
Art appreciation	(6.21%) 65	Learn something new	(12.42%) 130
Refine existing skills	(5.92%) 62	Increase fitness level	(15.38%) 161
Rehab Therapy program	(3.06%) 32	Gain an accreditation	(1.62%) 17
Expose my children to learning new skills	(5.92%) 62		

The top four responses:

1. Motivated out of personal interest (19.96%) 209
2. Leisure/social purposes (18.82%) 197
3. Increase fitness level (15.38%) 161
4. Learn something new (12.42%) 130

9. During WEEKDAYS, the time of day members of our household are most likely to participate in Island Savings Centre Recreation Programs or drop in activities are:

Before 9 am	(6.91%) 32
Between 9 am and noon	(20.30%) 94
Between noon and 5 pm	(28.51%) 132
Evenings between 5 pm and 9 pm	(38.01%) 176
Evenings after 9 pm	(3.32%) 16
Weekdays are not suitable	(3.02%) 14

The top four responses:

1. Weekday evenings, between 5 – 9 pm (38.01%) 176
2. Between noon and 5 pm (28.51%) 132
3. Mornings between 9 – 12noon (20.30%) 94
4. Before 9 am (6.91%) 32

10. During WEEKENDS, the time of day members of our household are most likely to participate in ISC Recreation programs or drop in activities are:

Before 9 am	(4.56%) 22
Between 9 am and noon	(28.01%) 135
Between noon and 5 pm	(32.16%) 155
Evenings between 5 pm and 9 pm	(22.41%) 108
Evenings after 9 pm	(3.32%) 16
Weekdays are not suitable	(9.54%) 46

The top four responses:

1. Afternoons, between noon and 5 pm (32.16%) 155
2. Mornings, between 9 – 12 noon (28.01%) 135
3. Evenings, between 5 – 9 pm (22.41%) 108
4. Before 9 am (4.56%) 22

11. Aside from ISC Recreation Facilities, within the past year members of our household have participated in programs at the following facilities:

Shawnigan Lake Community Centre	(2.78%) 17	Cowichan Lake Sports Arena	(2.95%) 18	Cowichan Theatre	(28.31%) 173
Kerry Park Recreation Centre	(4.91%) 30	Juan de Fuca Recreation	(4.09%) 25	None of these apply to me	(3.76%) 23
Fuller Lake Arena	(6.06%) 37	Cowichan Aquatic Centre	(26.35%) 161	I only use the Island Savings Centre	(7.04%) 43
Nanaimo Aquatic Centre	(5.24%) 32	Private Health Club	(8.35%) 51	Frank Jamison Ctr	(0.16%) 1

The top four responses:

- 1) The Cowichan Theatre (28.31%) 173
- 2) The Aquatic Centre (26.35%) 161
- 3) Private Health Club (8.35%) 51
- 4) Only use the ISC (7.04%) 43

12. The reasons most likely to prevent members of my household or myself from participating in Island Savings Centre Recreation Programs and Services are (check all that apply):

Lack of Time	(18.10%) 76	Quality of instruction is poor	(0.95%) 4	Programs don't appeal / don't interest me	(9.05%) 38
Travel Distance too Far	(3.10%) 13	Activities scheduled at inconvenient times	(11.67%) 49	Facility not accessible for the disabled	(0.48%) 2
Equipment inappropriate / needs upgrading	(0.95%) 4	Cost is too high	(22.62%) 95	Poor cleanliness	(0.0%) 0
Facilities needs upgrading	(2.38%) 10	Insufficient childcare	(2.86%) 12	None of these apply to me	(9.29%) 9
Prefer private clubs/facilities	(1.90%) 8	Lack of parking	(4.52%) 19	I am just not interested	(6.90%) 29
Lack of Public Transit	(3.81%) 19	Feel uncomfortable / unsafe in facilities	(1.43%) 6		

The top four responses:

- 1) Costs were too high (22.62%) 95
- 2) No time to recreate (18.10%) 76
- 3) Scheduling was inconvenient (11.67%) 49
- 4) None apply (9.29%) 39

B. How We Communicate With You . . .

1. The Program Supplement we share with North Cowichan Parks and Recreation is our publication that lists our program offerings, facility schedules and fees. Select the response that indicates the best way for you to receive a copy of our Program Supplement :

Direct Mail	(15.12%) 88	Delivered inside the Newspaper	(41.07%) 239	I never use the Program Supplement	(0.69%) 4
Email	(0.69%) 84	CVRD Website	(11.17%) 65		
Picked up at Local Business/Library	(13.06%) 76	Picked up at Recreation Centres	(18.21%) 106		

The top four responses:

- 1) Delivering product through a newspaper (41.07%) 239
- 2) Placement at recreation centres (18.21%) 106
- 3) Direct mail (15.12%) 88
- 4) Email (0.69%) 4

2. Aside from the Program Supplement, the Island Savings Centre also conducts other advertising. Help us understand the best way to inform and make you aware of ISC Recreation Programs and Services:

Direct Mail	(10.49%) 92	Rec. Centre Signage	(10.38%) 91	Website – CVRD	(7.98%) 70
Email	(11.06%) 97	Referrals	(1.03%) 9	Website – Others	(1.48%) 13
Facebook	(3.65%) 32	Signs and posters	(7.53%) 66	Word of Mouth	(4.90%) 43
Island Parent Magazine	(3.08%) 27	School Newsletters	(3.53%) 31	Yellow Pages	(0.80%) 7
Newspaper	(25.66%) 225	Shaw Community TV	(2.85%) 25	Twitter	(0.34%) 3
Radio Advertisements	(3.08%) 27	A Channel	(2.05%) 18		

The top four responses:

- 1) Newspaper (25.66%) 225
- 2) Email (11.06%) 97
- 3) Direct mail (10.49%) 92
- 4) Recreation signage (10.38%) 91

3. All the recreation facilities in the Cowichan Valley Region should jointly publish a guide that contains all recreation facility programs, hours, schedules and fees.

Yes	(67.72%) 214	No	(6.65%) 21	Unsure	(10.44%) 33	It's not important to me	(15.19%) 48
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The majority of participants (67.72%) 214 felt that a jointly published guide would be preferable.

C. How Are We Doing?

1. COMMUNICATION at the

Island Savings Centre...

	Strongly Agree	Somewhat Agree	Somewhat Disagree	Strongly Disagree
I can easily access all the information I need about the Island Savings Centre.	(39.92%) 101	(51.38%) 130	(6.72%) 17	(1.98%) 5
I regularly receive accurate and complete information.	(24.24%) 64	(52.65%) 139	(20.08%) 53	(3.03%) 8
The information is relevant and useful to me and members of my family.	(34.36%) 89	(49.42%) 128	(14.29%) 37	(1.93%) 5
I feel well informed about recreation services and programs (e.g. hours, fees, programs, etc)	(31.34%) 84	(44.78%) 120	(20.90%) 56	(2.99%) 8
I find the CVRD website is informative and easy to use.	(14.17%) 34	(42.08%) 101	(30.83%) 74	(12.92%) 31
I use the website as my main source of information for Recreation.	(11.34%) 28	(22.27%) 55	(29.55%) 73	(36.84%) 91
I use the Program Supplement as my main source of information for recreation.	(48.94%) 139	(35.21%) 100	(12.68%) 36	(3.17%) 9

Comments on Communication:

Did You Strongly Disagree on Something? Please explain why, to help us improve the situation.

- The Program Supplement was shown to be the most favourable method of communication.
- The majority of comments reflected that reading printed material was preferable to the use of the website. Many felt that the website was designed for technically advanced users, and was difficult to navigate.
- It was suggested that the Supplement could be mailed, or distributed to cafes, diners, coffee shops, doctors' offices.

2. CUSTOMER SERVICE at the

Island Savings Centre...

	Strongly Agree	Somewhat Agree	Somewhat Disagree	Strongly Disagree
Both the in-person and telephone registration procedures are straight forward and easy to do.	(57.54%) 164	(37.89%) 108	(3.16%) 9	(1.40%) 4
I have a pleasant experience whenever dealing with Island Savings Centre staff.	(74.10%) 269	(22.04%) 80	(2.48%) 9	(1.38%) 5
I always obtain the support I need when asking a question.	(64.35%) 204	(29.97%) 95	(4.10%) 14	(1.58%) 5
I am served in an efficient and timely fashion by front- end staff.	(62.24%) 178	(32.87%) 94	(3.15%) 9	(1.75%) 5

The majority of participants had pleasant experiences when dealing with staff (74.10%) 269, and received support when requested (64.35%) 204.

Comments on Customer Service:**What would you like to see us improve on?**

- Suggestions were made for ways to improve efficiency within the Ticket Centre
- It was suggested that staff become more familiar with program details

**4. PROGRAMMING at the
Island Savings Centre ...**

	Strongly Agree	Somewhat Agree	Somewhat Disagree	Strongly Disagree
Offers the types of programs and classes that appeal to me and my family	(21.35%) 57	(62.17%) 166	(14.61%) 39	(1.87%) 5
Offers adequate opportunities for drop in access to recreation facilities	(22.66%) 58	(57.81%) 148	(17.58%) 45	(1.95%) 5
Offers a wide variety of recreation programs for all ages	(36.08%) 92	(49.80%) 127	(12.16%) 31	(1.96%) 5
Offers enough outdoor recreation programs / opportunities in our area	(21.40%) 49	(58.08%) 133	(18.34%) 42	(2.18%) 5
Should focus on expanding youth services	(25.84%) 54	(53.11%) 111	(17.70%) 37	(3.35%) 7

Comments on Programming:

- The majority of comments suggested expansion of services for ages 50+ at a reasonable cost. Specific program ideas are listed on page 3 No. 7.

**5. The Island Savings Centre (ISC) is looking at providing CHILDCARE SERVICES.
How would this affect you?**

	Strongly Agree	Somewhat Agree	Somewhat Disagree	Strongly Disagree
I am not affected by childcare.				
Childcare (lack of it) is currently an obstacle for my participation at the ISC.	(81.02%) 239	(6.44%) 19	(2.71%) 8	(9.83%) 29
Full day childcare is very important to me.	(12.24%) 18	(14.97%) 22	(8.84%) 13	(63.95%) 94
Casual drop-in childcare is very important to me.	(9.52%) 14	(13.61%) 20	(10.20%) 15	(66.67%) 98
I am currently on a wait list for childcare.	(19.73%) 29	(15.65%) 23	(5.44%) 8	(59.18%) 87
If childcare was provided by the ISC, I would take part in programs at other Cowichan Place facilities (eg. Cowichan Aquatic Centre; Cowichan Theatre; Vancouver Island Regional Library; Vancouver Island University; Cowichan Secondary School.	(1.44%) 2	(2.88%) 4	(6.47%) 9	(89.21%) 124
	(10.96%) 16	(15.07%) 22	(4.79%) 7	(69.18%) 101

Comments on Childcare:

- As the majority of responses were submitted by an older age group, the subject of childcare was not a pressing issue.

6. Please indicate the number of children at your home: I have childcare for this child:

0 – 3 months	(.008%) 2	Yes 1	No
3 months – 1 year	(2.42%) 6	Yes 1	No
1 – 3 years	(5.65%) 14	Yes 6	No 8
3 – 5 years	(7.26%) 18	Yes 13	No 5
School Age	(23.79%) 59	Yes 12	No 25
Teens	(.40%) 1	Yes	No 28
I have no children at home (59.68%) 148			

- As the survey responses reflect an older age group (148 do not have children at home), childcare was not an issue for many. However, survey responses (included on the back pages) reflected that childcare would be important if they did have children at home.
- Many responses documented children at home, but had no response for corresponding childcare.
- One teen was documented as being at home, and 28 people stated they did not have childcare for teens.

7. The Island Savings Centre FOOD AND BEVERAGE services:	Strongly Agree	Somewhat Agree	Somewhat Disagree	Strongly Disagree
Offers adequate hours in the arena concession	(15.95%) 26	(55.83%) 91	(15.95%) 26	(12.27%) 20
Offers adequate hours in the Cowichan Theatre Concession	(18.99%) 30	(64.56%) 102	(9.49%) 15	(6.96%) 11
Offers quality products	(9.70%) 16	(56.36%) 93	(17.58%) 29	(16.36%) 27
Is always clean and tidy	(25.00%) 35	(54.29%) 76	(16.43%) 23	(4.29%) 6
Provides service in a timely manner	(21.58%) 30	(56.83%) 79	(13.67%) 19	(7.91%) 11
Provides competitive pricing	(14.20%) 24	(63.91%) 108	(15.38%) 26	(6.51%) 11
Offers enough healthy alternatives in their Concessions	(10.17%) 18	(40.68%) 72	(31.64%) 56	(17.51%) 31
Should provide local foods & beverage items at the Theatre concession i.e. local wines, specialty foods, etc.	(43.26%) 77	(44.94%) 80	(6.74%) 12	(5.06%) 9

Comments on Food & Beverage:

- General suggestions for F&B services included requests to reopen a café/ restaurant/ coffee shop, offering healthier food options and with greater availability.
- Theatre concession was said to be inadequate, with lineups too long to provide service during intermission
- Healthier food options were requested for the Arena concession, with lengthier hours of operation.

8. The FACILITY of the Island Savings Centre ...	Strongly Agree	Somewhat Agree	Somewhat Disagree	Strongly Disagree
Is always clean and tidy	(41.25%) 125	(52.15%) 158	(6.60%) 20	(0.00%) 0
Offers safety and comfort while I am there	(45.67%) 137	(48.33%) 145	(6.00%) 18	(0.00%) 0
Offers knowledgeable staff to assist us	(49.29%) 139	(46.10%) 130	(4.26%) 12	(0.35%) 1
Provides quality equipment for our programs	(32.64%) 79	(59.92%) 145	(7.02%) 17	(0.41%) 1
Provide adequate space for the needs of residents	(37.14%) 91	(55.10%) 135	(7.76%) 19	(0.00%) 0
Provides adequate accessibility for residents with disabilities	(38.74%) 86	(52.70%) 117	(8.11%) 18	(.45%) 1
Provides adequate parking	(27.07%) 72	(39.10%) 104	(29.32%) 78	(4.51%) 12

Comments on Facilities:

- Parking remains a challenge for library use and events parking. Many commented on the perceived excess of handicap parking compared to 15 minute parking stalls
- Adequate parking was a concern due to an increase in student / VIU parking.
- It was suggested that facility upgrades and maintenance would be necessary to improve standards and safety status of washrooms in main lobby, Arena and Theatre.
- Greater access for wheelchairs and the disabled was requested.

D. The Future Outlook --

This section is to gather community opinions regarding the future of the Island Savings Centre. Your answers are critical to the future of the Island Savings Centre Recreation Facility.

1. I believe the Island Savings Centre should:	Strongly Agree	Somewhat Agree	Somewhat Disagree	Strongly Disagree
• Maintain the existing facility and not worry about expanding facilities in the future	(32.50%) 78	(44.17%) 106	(16.67%) 40	(6.67%) 16
• Develop a plan to perform the basic upgrades to ensure an extended lifespan for the facility	(59.30%) 153	(36.05%) 93	(3.88%) 10	(0.78%) 2
• Renovate to incorporate energy efficient or environmentally friendly initiatives.	(41.13%) 109	(46.42%) 123	(10.57%) 28	(1.89%) 5

- 1) (59.3%) 153 Strongly agreed to develop a plan to upgrade
- 2) (46.42%) 123 Somewhat agreed to renovate using environmentally energy friendly initiatives
- 3) (44.17%) 106 Somewhat agreed to maintain the existing facility without expansion

Renovate or Expand:

RENOVATE so programs or services are more accessible.

Strongly Agree	Somewhat Agree	Somewhat Disagree	Strongly Disagree
47	104	64	10

- 1) (46.22%) 104 Somewhat agreed
- 2) (28.44%) 64 Somewhat disagreed.
- 3) (20.89%) 47 Strongly expressing favour to renovate
- 4) (4.44%) 10 Strongly disagreed with renovation.

EXPAND an existing facility.

Strongly Agree	Somewhat Agree	Somewhat Disagree	Strongly Disagree
43	83	77	16

- 1) (37.9%) 83 Somewhat agreed
- 2) (35.16%) 77 Somewhat disagreed
- 3) (19.63%) 43 Strongly agreed
- 4) (7.31%) 16 Strongly disagreed

2. I would be willing to increase my taxes to invest in the future development of our Recreation Facilities (choose one):

\$25 per year	(40.63%) 117	\$75 per year	(9.72%) 28
\$50 per year	(17.71%) 51	Not at All	(31.00%) 91

- 1) (40.63%) 117 agreed to \$25 / yr increased taxes
- 2) (17.71%) 51 agreed to \$50 / yr
- 3) (9.72%) 58 agreed to \$75 / yr
- 4) (31.00%) 91 would not be willing to have a tax increase

E. Final Comments –

The public answered the request for comments, suggestions or ideas for new programs or services. The accompanying pages contain survey comments from both the on-line and hand written surveys:

- How are we doing: Programming (program suggestions, *the Pool)
- Reasons why we did not participate (comments, *the Pool)
- How are we doing: Communication (website, supplement)
- How are we doing: Customer Service (customer service, *the Pool)
- How are we doing: Child Care (comments)
- Comments on Food & Beverage (in General, in the Theatre Lobby, in the Cowichan Arena)
- Comments on the Facility (the Name, Parking, Arena, ISC Facility, *the Pool)
- The Future Outlook (Maintaining, renovation, expansion, childcare, taxes,* the Pool)
- Final Thoughts (overall facility statements – the Name, Food & Beverage, childcare, programs, Cowichan Theatre and the Arts, renovation & expansion, taxes & two tiered funding, the Pool)

*Comments relating to the Cowichan Aquatic Centre have been included in the ISC survey results, as it appears that there is still some confusion when it comes to identifying the relationship between the Island Savings Centre and the Cowichan Aquatic Centre.

ISC 2011 Recreation Survey

Compilation of Comments

- | | | |
|----|---------------|--------------------|
| 1. | Pages 2- 6 | Programming |
| 2. | Pages 7 - 8 | Communication |
| 3. | Page 9 | Customer Service |
| 4. | Page 10 | Childcare |
| 5. | Pages 11 - 14 | Food & Beverage |
| 6. | Pages 15 - 20 | Future Outlook |
| 7. | Pages 21 - 25 | Final Suggestions |
| 8. | Pages 26 – 28 | The Aquatic Centre |

1. PROGRAMMING

- Should also remember seniors and their needs.
- Youth services for evenings and weekends need to be expanded.
- Should focus on expanding services for those 50+.
- Focus on youth is worthwhile to all the community. Especially drop-ins. Keep costs down so kids especially teenagers have a chance to participate in activities.
- Difficult to offer new services or programs in existing facility
- I no longer participate in Centre activities due to lack of time and interest. Some questions not relevant or I don't know enough to answer.
- Does program guide include info about library hours and events, gymnastics, school, arts, portal, etc.
- Should focus on expanding mid-life and senior, for able and disabled and borderline adult services
- Programs need to expand for disabled and elders
- I no longer have young children or teenagers but certainly support programs for both.
- Work with School District to use their facilities to provide local community recreation (given that the education system has abandoned after school programs) at no cost to ISC, we have already paid for this in schools.
- Should focus on expanding adult services.
- I love the Elder College programs and the younger programs (out of school)
- Why not use the vacant ball-fields as community gardens c/w instruction. Sell turf to landscapers \$\$\$?
- If there were more of a variety of leisure activities at a reasonable cost, I'd be more interested because of the social interaction.
- There is always a need to expand on Youth services based on changing socio/economic changes in the community.
- We did not participate in a program last year – we registered for programs that were cancelled.
- Elder College programs – the recent booklet looked like all programs are in Nanaimo, NOT in Duncan, Not Fair!
- I'm a shift worker so regular programs have been off limits to me – BUT as of Sept 6 I am now a healthy active retiree – so I hope to participate in many things. So I will answer the above accordingly
- Duncan residents register first which can fill up a class and no space left for those outside of the city limit.
- I don't use the Centre other than going to the Library – which is a very good one – or the occasional performance at the Theatre.

- More programs to keep kids off the streets and off of drugs and alcohol
- Investment in our youth is an investment in our future.
- More art classes.
- A short (i.e. one or two sessions) course on key technology changes and introduction to social media (i.e. Facebook, Twitter, etc) and how they work.
- Gardening programs
- Survival course, community communication, ballet balance, Drivers' Ed or registration to UNI course.
- I can teach any class you need but a modern class would be great. My info portfolio is www.photography-vancouver.ca
- Expand Elder College programs and courses
- More children's programs. More variety of adult programs. New programs in general, too much of the old.
- Should NOT expand youth services – never a drop in.
- Bring back Jazzercise – Please!
- It would be nice to have some programs after 5 that I could take my 4 yr. old to.
- Computer skills for seniors
- Ladies' beginner carpentry
- Upholstery
- Sports for beginners at adult age
- Tai Chi , yoga for seniors
- Martial arts for school aged kids
- We would like to see more arts & music classes for toddlers and preschoolers.... Prenatal and postnatal yoga/ fitness.
- I would like to see Elder College classes at different times, so that working "elders" could participate.
- Guitar lessons for adults – evenings
- More evening classes
- Art group meetings to paint once a week & exhibit. Music group to play once a week – practice and perform. Walking indoors in winter around large hall/ arena
- Exercise for seniors, inexpensive.
- More advertising.
- Sport-ball – 3-5 yrs. It was cancelled last year, very disappointing & too expensive
- I would like to see the senior skate moved to afternoons rather than early in the morning
- Cultural, folklore dance for child/youth/family, Celtic dance, ethnic cooking classes
- Could you combine with VIU in attracting top lecturers to give talks/ series on interesting topics – academic or otherwise?

- With the decline of school age children in the area, focus needs to be on servicing a wider age range, rather than just youth. This means during non-working hours for adults.
- Weekly Scrabble?
- I appreciate the Centre as a 'hub' for the community in addition to formally organized programming i.e. Canadian Blood Services, Farmers Market, Youth Centre, Library, Toastmasters, etc.
- I'd use the Centre more often if the classes were cheaper
- New Programs.... Keep it wholesome, not psychic fairs or new age – let those items stay at the circus.
- I would like volleyball if I had a chance to practice. One time I went to a day in session where beginners were supposed to be welcome and got put down by another player. It was clearly not open to beginners.
- The survey is a great idea! Collaborate with other community resources to avoid duplication while offering a complete range of services/programming to the community.
- Promote better use of arena ice. Reduce admission price for ice time. Even to permit it at a no cost use (more 'special skates' like Recreation Day).
- Help to get the school kids out of the fast food outlets and TCH jaywalking.
- CV School District and ISC expanded programs
- Make sure all public transports stops close to the ISC.
- I find myself going to the Shawnigan Lake Centre for toddler/ preschooler programs because the cost is lower, they have more programs that appeal and the ones I sign up for at the ISC often get cancelled and the rest are full by the time I am informed. Although I would rather attend ISC for it is much closer and we use the Library often, so we are already there.
- Personally speaking? Would like to see a variety of programs for Elder programs – specifically thinking about COST – retirement (though healthy and active) means lower income so will be able to choose only few programs
- Develop/Build: Tennis Courts; summer outdoor water park.
- Suggest cultural things like the HDTV opera, but please don't keep putting prices up; art classes, not expensive; fitness for seniors, also not expensive. Skating shows – figure skating performances by students, dance performances by students. We can't afford the Olympics but love to watch figure skating & ballet, hear concerts—variety concerts of classical music. Ballroom dancing opportunities, public dances without ear splitting noise. Old time band and dances.
- Just don't let the existing programs flounder through lack of basic maintenance. Thank goodness you have found a use for the old pool – sounds like a good one.
- We suggest more art & music for young children and prenatal fitness or postnatal fitness with child-minding that is very safe!

- More programs for seniors than the limited offerings at Elder College and in your recreational facilities.
- Suggestions: typing for the disabled; computers for the disabled; cooking for the disabled
- I am seriously considering that programs should be reduced to eliminate the 'need' for people to travel to/from ISC, because when they do (especially in evenings) they add to CO'2 pollution for just entertainment/recreation. We are quickly getting to the time when this extraneous travel will be as frowned upon as smoking. The more frivolous travel is encouraged the sooner we reach the critical pollution threshold and climate change significance. In addition, I resent my tax dollars being used for these extra-curricular activities of social events are being subsidized.
- The summer camps this year were above and beyond. The leaders (Bria & Taylor) were amazing! You should keep these ladies around. The ice skating instructors excel as well. They care about the kids and have fun while teaching. Well done! Thank you for allowing us feedback!
- I have gratefully used the Library for the 19 years I have lived on the Island. And I have gladly given classes relevant to physical and mental fitness for Elder College. It seems to me that Island Savings is doing a well-intended and executed job of serving the changing community.
- If this includes the Aquatic Centre, my suggestion is to drop the 2-tier system you have. People outside the area would use it if it didn't cost them so much.
- Perhaps more incentives to activists who contribute in current development eg. Gift certificates, sponsorship. A sure program or hydrology auditions for shows posted through theatre program – Ballet, dance. Political evolution program song, for employees or outreach.
- I would like to re-state about the value of families and think if you had family choices were families could participate together and learn together we could all benefit as a community. For example Family Yoga, Family art/crafts, Family open gym etc.
- Suggestions for new programs are: children's martial arts; adult dance classes; parents with children with disabilities support group/play group
- More Elder College in the evenings
- We need child care reasonably priced.
- Move the Elder College Bulletin Board closer to the library entrance so it will be seen by more residents age 50+. The Elder College program is excellent and should be expanded.
- Offer more programs for families in the evenings and weekends so working families can attend course and activities. Evening family skate, swimming lessons etc.
- I do not have any comments regarding the programs at the ISC as I find them very good. However, on this survey there should have been a square that you could tick if the statement did not pertain to you.

- All children should have access to programs at the ISC whatever their age or ethnicity throughout the entire valley, not just those that can afford to pay higher prices or live in a certain area.
- I do like your place, but I see a lot of programs for children, youth, able bodied adults, but none for the disabled, whether physically or mentally challenged. They need some kind of programs for them as well. Here are a few suggestions: Pottery, music, basic life skills eg. getting around by bus, or walking, balancing a check book, getting groceries. Someone might be able to volunteer to teach the basic skills, or take a group on a simple tour of a grocery store to teach them about healthy foods, and how to budget their money...
- I would like to see greater participation in programs for 5 year olds and younger. I think this needs to be advertised better. I think an open play or gym time each weekday morning would be beneficial. This could be a drop in program that incorporates ride-on toys, mats, balls, cars, carpet toys and crafts. I see this program in other cities and think it makes more sense than offering several preschool/ toddler programs with minimal attendees. Basically the open gym time can offer a few different things and kids can pick and choose what they want to do.
- More programs for seniors.
- At this point I am using the library, go to a regular meeting and go to events and concerts. I also very occasionally rent space for my work. I think there is a good diversity of programs already. Maybe a few more options for youth, maybe a few more options for families with young children. Maybe a look at why those two groups aren't using the facilities as much as they could be. I hate that it is called the Island Saving Centre. It should be called the Cowichan Community Centre. Mostly I think the centre is doing a good job at being a community centre.
- I would like to see the ISC remain as a centre for the community, I think the programming, library and arena are key community centerpieces. Proximity to the pool which offers complementary services is also good.
- I would like to see a paved track suitable for rollerblade use, such as the ECN trail in Nanaimo or the Galloping Goose in Victoria. Rollerblading is a great aerobic exercise for people, such as me, who need low impact activity because of knee surgeries. I would be willing to pay additional taxes to support this.
- I think a dose of creativity and uniqueness would go a long way. Seeing what other high end recreation centres are doing. The small touches go a long way. New automated entrances, updated dressing rooms, a way to contact maintenance staff, upgraded audio system, replay screen, an improved concession and some dryland type training (wind sprints etc) in the gym. If possible, some regularly scheduled ice hockey conditioning classes. My family uses the ISC a lot and hope for its ongoing and improved success. Thank you!
- It would be nice to see more afterschool programs for kids in the 5-8 range.

2. COMMUNICATION

Regarding the Website:

- It is important to remember that people 50+ years like to have printed material.
- I don't access information via websites very often.
- Website hard to navigate for any age of youth. Too complicated.
- I did not know the entire ISC program supplement was on the website.
- I don't use website and don't know how.
- I don't use the website at all – I don't like searching for things on internet.
- Unable to access website – Blind.
- I rarely go on CVRD's website.
- Never use the website
- Re: Website. At times it is difficult to know which one, CVRD or other, to look at for a class or activity. A website might be more useful with links to the one with the activity.
- Never use the website but may in the future now that I know how
- We are retired – we don't rely on computers
- I never use a website if I can have a paper program, supplement beside my TV for quick view of what's available
- I don't often refer to the website – mainly for updates/changes
- I just don't use the website. I find a phone call easier.
- I haven't used the CVRD website yet.
- The web is out of my comfort zone
- Advertise that the website is available. Never knew to look at it for info.
- I rarely use the website as I prefer the supplement and have found it difficult to find what I want on the website – it takes too much time.
- CVRD encompasses a wide area and I feel it is not as up on things as the Municipality and other governing bodies.
- Website could be more clear
- Website dysfunctional and confusing.
- I prefer looking through a brochure/magazine/paper printed recreation program than going to a website. I can sit anywhere to do this & I find it easier to flip back and forth through a print copy than scrolling back & forth on a computer. Perhaps this is reflective of my age (55-64)

- Website doesn't take into account people still have slow speed internet (not available in our area) PDF files take hours to download. Publish things in Word as an alternative please.
- The website is too convoluted, hard to find information.
- Not really that computer literate, and rather have printed info to refer to.
- The CVRD website is designed for technically advanced users not an everyday user.
- I don't use the web for info – I work from home on the computer 12 hours a day. When I want to do something for myself, I get a cup of tea, sit down and read something like the newspaper or a magazine or a program guide.

Regarding the Brochure/ Supplement:

- I just don't even look at the Program Supplement.
- I think they need a start up free ticket provided to sponsor – try me card! From Island Savings Unit.
- I take time to look through the supplement when I receive it.
- See advertising in Island Child magazine.
- Never read the program supplement
- My impression is that there are many ways to access info. Because of varying factors the supplements are my usual way of being informed.
- Perhaps distribute supplements in cafes, diners, coffee shops, doctors' offices...
- There should be more choices of dates so we would have the chance to attend. I am disabled, and can't attend all days
- Smile more, you do not see that much.
- I do like the program supplement – the web page is also good.
- Make better use of exterior signage / notice boards (electronic) – scroll activities/programs
- I prefer smaller notices, the more info the more I'm likely to ignore it (re: brochure)
- Program supplement is a quick reference that I file and use
- Trying to reach anyone but the people in the lobby is impossible. Do Something about Instructions on Answering Machine!
- Jointly publish a guide, because what's not offered at ISC might nicely be offered elsewhere.
- Your supplement doesn't even have the year it was issued printed on it. It's confusing.

3. CUSTOMER SERVICE

- ALL front end staff need constant updates on charges / events / revision.
- I feel everyone is friendly & helpful.
- At the ticket centre, please bring back the use of the phone for a ride, or to contact someone.
- Human development in this area needs enhancement, current education – modern dance class
- Speediness in registering
- Your Box Office staff is second to none. Other Areas: in today's words, great & grand mothers are often the caregivers and maybe not 'hip' on all the idiosyncrasies of registering etc. and sadly, many times receive impatient annoyance in being dealt with.
- I would like to be able to see which seats are currently available for a Cowichan Theatre performance, rather than asking for a particular area seat and seeing if it is available. This would be for theatre person seats.
- I really only have dealings with those working in the Box Office (Ticket Centre) and their customer service is excellent.
- Sometimes staff are confused or not kept informed, perhaps.
- Open Ticket Centre at 9am – 'The cage' is unfriendly
- I strongly agree on all points of communication – BUT NOT FOR THE THEATRE! I called during office hours and was unable to get help for several hours – than a person put me on hold. I finally gave up and decided not to buy the 3 tickets for 2 events – other activities became available and I decided to forego the symphony and Red Green.
- Younger staff needs more direct / specific training.
- Ensure staff is near-by during non-use times for security reasons – i.e. washrooms in arena!
- That guy in the front is awesome!
- Two lines instead of waiting in one line.
- A lot of confusion at the front desk. They don't always seem familiar with programs, especially at CVAC
- More information regarding hockey games held in the Centre
- Find out as much as possible all details of performers so when asked questions, answers can be given. Sometimes at the ticket booth some answers cannot be given about certain venues due to lack of knowledge, info.
- The concession staff are often rude and slow. Staff rarely answers the phone when I call.
- Your customer service is excellent!
- Staff appear to be either tired or bored at times.

4. CHILDCARE

- Not affected personally but it's a great idea!
- Surely childcare could be shared with the Aquatic Centre? They seem to have space and staff there.
- I am not affected by childcare BUT when my children were small this would have been important
- I could possibly take part in programs if childcare was provided, but I doubt the facility's security.
- While I personally don't need child care, I think child care would be a good addition to the services offered.
- Re: childcare. The jungle gym that Burger King has – one like it can be placed in the centre of main entrance easily. Enclose it too with the same type of enclosure (3/4 plexiglass walls) ... put a couple extra benches for parents – I know I would absolutely take advantage of that (front desk can even sell socks!). Lock it up – say by 8:30 pm (or have it coincide with library hours). If not that then a pay as you go bouncy castle!
- Heritage Hall – seriously guys, the empty space between the rooms there where the door opens to the sink & storage is perfect. Paint the walls nice with kid colours, throw down foam puzzle mats, get some kid yard toys (slides,etc), ride'm cars, balls, enclose it with a ½ plexiglass wall with gate, charge drop in rates – you got a fabulous daycare. This can be done with minimal costs: no renovations (sound barriers on walls will be necessary)
- The safety and security of our children is #1 being able to keep them in one general area in the vicinity is a difficult task to perform: This would make happier parents, and happier kids.

5. FOOD AND BEVERAGE

F&B SERVICES in GENERAL

- Suggestions: Healthier Options at the Arena and Theatre concessions i.e. Peaks Coffee; organic/local food/snacks.
- How about an outdoor coffee bar since there's no room inside or a portable concession by a private person or company at the front, on the blank side of the pool, say with awning, small tables, chairs, benches.
- A coffee shop near the library – not have to walk all the way to the pool area!!
- More daytime food services with good food and drink – not 'fast food'
- A café is greatly needed in main entrance of ISC
- Get a small restaurant back in there – your biggest problem is the difficulty families face in how to keep the rest of kids entertained and tame while waiting around: a mini version of Subway would be ideal!
- We need a restaurant!
- Make use of rooms affordable to clubs and let them bring coffee and cookies or provide at a low cost. Photography club, kayak club and others have found alternatives for these reasons.
- Suggest you only provide minimum food to satisfy minimum need. Do not compete with local businesses.
- The 'Coffee on the Moon' shop is very slow at serving customers at the Aquatic Centre. The location is too far away. I would like to see a hot coffee or tea concession available in the Island Savings Centre from 9am to 4pm daily.
- Bring café back to main entrance area.
- Would like a café/restaurant or coffee shop again – this was very nice, very convenient, the last one wasn't that great, but we still went for snacks and drinks.
- Re-open a sandwich / soup/ coffee bar (where art centre is now). Much needed!!
- A coffee/tea shop with soup/sandwiches is sadly lacking at the ISC during the hours of 9am to 4pm.
- Disappointed in the cut-backs in food services. I enjoyed the 2nd floor cafeteria and dinners before symphony concerts.
- A good coffee shop / lunch area would be great.
- It's a joke.
- The Centre has never been known for quality food.

- Wine & food for special nights would be just great, Christmas / Spring/ Fall.
- More healthy choices need to be provided.
- Too bad food services were closed even though it gave Portals a home.
- I find the lack of food services at the Community Centre a real issue. I haven't seen any healthy food available.
- I would prefer a little coffee shop on site – but with windows and outside view! I rarely used the previous one because there were no windows and it was so dark inside.
- I would love to see the coffee/sandwich & muffin shop back in the main entrance of the ISC. When taking courses/workshops there is nowhere close to get a coffee or sandwich for lunch. Our group really misses this.
- Need a coffee shop at the library end – so sad to see it leave!
- Never used the F&B services, though I used to use the small café near the front door. My need is to be able to have coffee with a new library book in quiet surroundings (plenty of coffee shops in Duncan for this).
- A disaster – its mismanagement has led strongly to people's dissatisfaction with the Centre.
- I don't recall recently using any food outlet, but I used to use the little coffee shop after class.
- It would be nice to have a good snack bar with healthy choices – not just concession food or vending machines.
- I really miss the coffee shop! The swimming pool coffee shop is inadequate for the ISC users.
- Need to open the cafeteria again!
- Nice but a bit expensive. For Christmas Chaos and big exhibitions, tea & coffee & dainties would be appropriate
- Would like the little restaurant returned. Coffee Bar in Aquatic Centre can't handle the numbers. Don't use concessions – always closed when I am there. Where are the food & beverage services during the day?
- The food is cold and has been done for hours and staff are rude and treat you like you are bothering them.
- Apart from the concessions there is no visible food & Beverage. This is very disappointing. This Centre is supposed to be a community centre where people would like to meet and eat. Café Central didn't work because it was like a hole in the wall, a dark dungeon. In the "Good Old Days" the Social Lounge was a going concern. We could watch skating or swimming while having a cup of coffee or a meal. We need a decent eatery run by a good franchise or non union enterprise. We also need to be able to have refreshments at meetings for a "reasonable" cost.
- Used only once and not satisfied with quality of soup.
- I have not used the food services.
- I don't use the food services since the restaurant on 2nd floor closed.
- Coffee, snacks, lunches, etc. should be available during classes. Catering in the facility is a fiasco!

- There was an issue with food services when Chemainus Grad classes wanted to use ISC in 2010.
- I don't purchase food & beverages at the Centre. The coffee shop that was there for a short while was a great idea, but it lacked comfort and atmosphere. It wasn't cozy & the décor & lighting & furniture were all wrong. I was quite disappointed as I would have gone in there to read. I went there about 3 times but only because I was meeting people there.

F&B in the THEATRE LOBBY

- As a volunteer usher, these local food/beverage should be restricted and definitely NOT allowed inside the theatre (current policy)
- I don't know enough about F&B as I only come to the Cowichan Theatre about once a year. Then there isn't really time to stand in line for a drink and then finish it during intermission.
- The wine currently served at the theatre is terrible
- The roof top dining room and lounge concept put forward by Roger Sparks was an excellent one, and worthy of reconsideration. It would be a fabulous cabaret venue and a viable alternative to the Duncan Garage Showroom which is just a skuzzy pit.
- The Theatre concession is inadequate. Too small to serve people during intermissions.
- I HATE your policy on no water bottles in the theatre. We should not be encouraging the purchase of PLASTIC. Have a volunteer fill up your water bottle and put a sticker on it so they know at the door that you only have water. WATER IS NOT A COMMODITY TO BE BOUGHT AND SOLD!
- I have attended performances at the Belfry Theatre and have noticed that quite recently that they now allow people to take their beverages (wine included) into the theatre once the intermission resumes. I attended a pantomime matinee performance with the grandchildren in Lake Cowichan and was surprised that alcoholic beverages were served with many children present. I assumed that was the local communities decision not CVRD.

F&B in the COWICHAN ARENA

- A concession can hardly be called a food service. The 'food' as you call it which was provided in the second floor cafeteria was always abominable. Then... you took the worst of it and now sell it in the concession. UGH!
- Concession is rarely open. Food is VERY basic and all fast food oriented.
- I would absolutely like to see healthier options. It's just typical concession food. How about local organic options? Everybody loves a good wrap or whatever. Locally made muffins with organic ingredients. Smoothies!
- Arena concession has never been open when my boys play hockey i.e. weekends (am)

- As a senior with a season's hockey ticket, I find the hot beverages expensive. I have one occasionally. Hot dogs, chips, nachos etc although not healthy are likely expected and enjoyed by most people. While I don't consume these, it might be a difficult thing to change to more nutritious food.
- Is there a concession at the ISC? If you mean the vending machine, that for me is not a concession. Very sorry that the café next to the library was closed.
- I am a hockey parent and I hear a lot of negative comments about concession. People bring coffee because they never know if they can get coffee there.
- I was involved in the 2010 BC Provincials. We were not allowed to bring in food for the adjudicators – they had to eat in the parking lot! Catering (Union) rules are RIDICULOUS!!!!

6. FUTURE OUTLOOK

Comments on Maintaining the ISC:

- I would say energy efficient and environmentally friendly but NOT at any cost. What about these kinds of things being done using local initiative.
- I would like to see the building continue to be maintained and used
- I thought it already made energy efficient upgrades. If not, then yes, please do so!
- It is always good to look ahead. Depends upon economics. Maintaining what we have is critical.
- In this economic climate it would seem prudent to maintain facility and not spend more except on basic upgrades
- Are all rooms/spaces being used? Do more tenants need to be found? Optimize space!
- Slow & steady improvements, keep affordable with little or no debt.
- Money should have been set aside each year in order to make necessary upgrades. This has never been done & so we are way behind. We need to catch up.
- Do not spend any unnecessary money – these are ‘lean’ times and we need to be debt-free and saving cash.
- Initiatives: There are taxpayer supported facilities close by for expanding programs – they need not all be in one place. EFI are often more trendy than efficient and very costly – be careful!
- It is important to maintain and utilize what we have. Who is using commercial kitchens?

Comments on Renovating the ISC:

- Renovate: Most renovations are good -- theatre washrooms are somewhat inadequate for popular programs.
- Renovate washroom facilities on main level – need upgrading for access. Egress from the theatre is poor.
- Renovate an attractive & functional restaurant/cafeteria with regular opening times.
- Depends on cost versus efficiency. In the long run will the renovations save enough money to have made them worthwhile (i.e. does the cost of becoming energy efficient pay off in the long run)
- Renovate to keep up with peoples’ needs.
- Renovate with additional parking – or restrict non-users of the ISC from parking there.

- Renovate only as required. As the facility requires updates do so in an energy efficient and cost efficient manner.
- Spend money wisely; do necessary repairs and renovations; upgrade when funding allows.
- The Centre should: install more skylights for natural lighting especially upstairs; improve package rates for memberships; add a senior centre; expand childcare
- Renovate if it is going to save tax dollars in the long run through energy efficiency otherwise perform basic upgrades to extend lifespan for the facility.
- Renovation should only be performed as funds are available
- Accessibility to the theatre is limited to the one elevator
- Maybe solar panels on the roof would be a good idea. Or a green-roof like VIU has.
- New arena! Used to have scheduling issues when I figure skated... maybe not anymore, now, though with the changing demographics of the valley. As things need replacing, I would incorporate energy efficient etc. initiatives, but I wouldn't want a workable facility renovated just to be greener if it's fine as it is.
- WE NEED ANOTHER SHEET OF ICE
- What about the old swimming pool? Is any use being made of that space? Those issues should have been dealt with before the new pool was built.
- Add a second arena.
- The ISC should renovate where financially feasible.
- Do something with the former pool
- If any renovations are to be done nothing should happen without shared finances, Federal, Provincial, local.
- Re: renovate (I am visually impaired). Make edge of stairs noticeable – improve stairwell lighting.
- Renovate the bathrooms, theatre, hallways.
- Renovation: current to assessment of demographic enhancement that needs more balance. Human development higher fitness standards, less pollution = Peace
- Renovate: 1) more adequate ventilation in all rooms and areas where classes/activities take place 2) Expand -- Adequate upgrades to accommodate computer technology.
- 2 arenas!!
- The Centre meets our needs adequately just as it is, but we are always in favor of increasing energy efficiency.
- Renovate: No problem with accessibility, and see no need to expand.
- Renovating is not eco conscious. Upgrading and re-designating areas is more appropriate, opening a wall, adding or taking out doors, furniture and paint – all do-able.
- Re Renovate: Build something people will come to. A theatre lobby level restaurant/lounge/ cabaret with great wholesome food would pay for itself AND why on earth do we have a huge commercial kitchen facility when local students have to travel to the south end of our region or to Nanaimo to take Chef Training. Better use must be made of this terrific community resource.

- My husband & I have seasons Hockey tickets – however, the PA system music volume is very unreasonable if not injurious to ones auditory health! Can this please be reduced. This is my second request and comment.

Comments on Expansion of the ISC:

- Something for youth
- Expand an existing facility with more outdoor activities in summer.
- Definitely needs new Theatre!! A new building might be a cheaper alternative. This is an expanding community and the Theatre is very poor. May simply be a cheaper alternative since many renovations are necessary so either extensive renos or new Theatre definitely does not reflect the pride in a growing theatre.
- Expand facilities only in conformance with demand for services.
- Expand: the Cowichan Theatre Lobby as per plans (updated) in order to eliminate some summer dark times, increase staff to Theatre so proper consistent maintenance can be done – initiate new Performing Arts programs etc.
- Expand – a coffee shop!
- Expand : A pre-existing but vacated business could have potential as a satellite of the ISC itself
- Expand: the more people in our town the more we need.
- Expand: revisit the lobby expansion plans for the Theatre. This would be far more inviting & accommodate conferences, etc. The Board Room should be part of the Theatre or at least be made available to user groups at no extra cost.
- Expand: Can the Heritage Hall be made more accessible to the main program areas? Perhaps not, given the original plan.
- Expand the library. It's difficult to use as there aren't enough books Art books are a 'must' and lots of them. One doesn't always know what one needs so require lots to browse through.
- The community needs a convention center suitable for housing 500 and feeding 1,000. Maybe when the new high school gets built, the property could be used for that
- This is a wonderful facility with the addition of the new VIU close and the new high school proposal we need to continue looking to the future. Population increases are also to be taken into consideration.
- If adding childcare (like at the pool) then a central, accessible, refurnished area would be needed.
- Expand. Example, transform the rooms directly to the left of the staircase into childcare or drop in. Sinks are already there, all you need is softer flooring, big toys and kid furniture, staff, a simple enclosure – Voila!
- No need to expand, just maintain what facilities you have, according to your budget – you can barely do that.
- Two ice sheets perhaps. Used a lot in the winter. Used for lacrosse at other times.
- Wave machine please! For surfing

- Expansion may not be necessary but upgrades seem appropriate – it's an old facility
- Expand Food services like the old café, cafeteria
- FUTURE must be considered ** A mistake for swimming pool not to be Olympic size. Population is growing and must be able to attract from outside.
- Expand: programs for injury recovery and/or treating chronic conditions. A good model is Henderson Park facility in Oak Bay
- Although we are seniors and do not use the facility greatly other than the theatre, we would support the continuing upgrades necessary for families in our community.

Taxes and Two Tiered Funding:

- Taxes are too high
- Seniors get a break anyway, young families may be hurt. If they were subsidized, we would go higher (than \$50 / year tax increase).
- Who is going to pay for the renovations. I pay enough taxes.
- Renovation should be done with economics in mind. Everyone is concerned with rising taxes. The Aquatic Centre, which is wonderful, increased our taxes already.
- I am not willing to pay taxes to renovate the Island Savings Centre – we need to pay for the Aquatic Centre.
- Increase my taxes in order to maintain the vitality of this great Community Centre.
- These days as a senior person and on a lowish fixed income, the cents is affordable. I think that affordability should be always considered.
- Keeping cost down so everyone can use the programs example activities for small children (age 2-5) swimming. If parents aren't in area – are charged more – when you offer program that are registered – feel names of people that pay more to use it should be partially refunded money if class isn't full.
- Stay within budget while economic stress persists. Would prefer no increase of taxes.
- I would be willing to increase my taxes if a community recreation centre was built in Chemainus where one is badly needed for all age groups. If I lived in Duncan, I would use that facility more.
- Obviously as a taxpayer supported facility, it should endeavour to be as environmentally friendly as possible and incorporate energy efficiencies where it is financially viable.
- I do not pay for Centre with my taxes as I am a resident of Saltair, but do access the Centre fairly regularly.
- I would be willing to increase taxes by \$5 per year per household. That would generate a lot of income. These suggestions show just plain greed.
- I am willing to increase my taxes only if I have equal access to the classes.
- I would pay extra taxes as needed – cannot say now, how much.
- I would be willing to increase my taxes \$75 / year or more! And I am not even wealthy.
- Suggest the Aquatic Centre fee schedule be the same for all taxpayers in the CVRD

- I think those in Chemainus should be contributing taxes to ISC & be equal partners in this as we are members of the Municipality of N. Cowichan just as we were when we lived in Maple Bay for 32 years. I view it as "our" community centre. We moved to Chemainus 1 ½ years ago.
- Not until we finish paying for the pool. We are a family that is taxed hundreds of dollars because of the value of our home/ property which is disproportionate to the amount we use the facility. \$10 would be reasonable. Or if we are to be taxed... it is a burden shared by all! Until the local governments can come to an agreement on who pays and includes all members of the Cowichan region fairly we need to be very careful about the taxation for "community" projects.
- I would contribute \$25 per year for any environmental or energy efficient alternatives.
- I used to live in Victoria. When I moved there, to View Royal, we were not allowed to use the Victoria Library as View Royal has its own. But, we could opt out, personally. Then, our tax dollars that would have gone to View Royal went to Vic Library and we paid a 50\$ fee. In Area D, we should have choice.
- As a ratepayer in Cowichan Bay, Area D, I would be agreeable to increasing my taxes in the Duncan Island Savings Centre Recreation Facility including the pool but only if the contribution to recreation for all Cowichan Valley areas and Municipalities was equal per \$100,000 of property value (and this should include the recreation facilities at Kerry Park, Shawnigan Lake and Lake Cowichan. Area D has for years had a much higher contribution and yet is restricted from use in parts of the facilities, which does NOT make sense to me. Also, a high portion of our total taxes goes to parks and recreation.
- The Centre should share the cost with ALL areas and the Municipality and the City of Duncan. The present situation does not make me very happy.
- I would be willing to pay money on my taxes for a "rainy day" fund, but not to find borrowing money to renovate. You need to have money set aside for when something breaks down, so you can pay for the repairs. I would be willing to pay more on my taxes to lower the cost of using the new pool because we felt that it was unfair that we didn't get a voice in the decision to opt in to the pool tax fund. I'm very angry that Area E has to pay that ridiculous surcharge. It is cost prohibitive for the youth to use the facility regularly. It was handled very poorly and the anger is still very strong.
- Maybe in the survey you should ask, " Are you a renter, or a property owner". Renters would surely ask for bigger and better facilities, why not they do not pay taxes. Maybe stop giving away free admission to certain groups, like North Cowichan employees. Why should I be willing to renovate, expand when you cannot afford to pay for what you have. Always wanting to raise our taxes, and now you want to again raise our taxes. I would like to tell you what you can do with the ISC. User pay, user pay what is the matter with user pay. Ask the people who use the ISC to pay double admission. Anybody will to pay more taxes, raise there taxes 1,000.00/year let them pay for renovations. Leave the taxpayer alone. Leave the taxpayer alone.
- We are in a very unstable time. Monies should be spent on maintaining the facilities not growing them. You cannot continue to add the burden of recreation on to the shoulders of the tax payer in general. User fees keep everyone responsible.

- New arena? Not sure on the population of the valley- is it aging or are there lots of little kids still. The Arena is always busy at least it was when my daughter went skating a number of years ago.
- Maybe as the population increases (over time) we could expand. Let's just enjoy our new pool for awhile longer without worrying about tax increases for another new/improved facility.
- I do not pay any taxes here as i live in the RDN but actually work full time in Duncan while my daughter goes to school in North Cowichan.....
- Please note that there is a group of residents in the Culverton Road area who consider ourselves part of Sahtlam (Area E) although we are officially in Cowichan Lake South/Skutz Falls (Area F). We have Duncan addresses, Duncan phone numbers and we use the services provided in Duncan (ISC, Aquatic Centre) not Lake Cowichan! We feel totally disenfranchised by the CVRD and would like to see the boundaries changed so that we could be included in Area E.

7. Final Thoughts & Suggestions:

Overall Facility Statements:

- For the most part the Centre is good. However, some things are taking way too long to be fixed such as the locks in the washrooms. The computer monitor in the arena should be listing games, not just advertising. The concession in the arena needs to be open more. Another sheet of ice is desperately needed.
- Initiatives: human development = city enhancement. If society is focusing on more balance, life will be balanced.
- I feel that ISC needs more advertisement in regards to schedules and programs. I have lived in the valley for more than 10 years and have heard nothing about it since the switch from the Cowichan Community Centre to Island Savings Centre. More information would be great. Seeing more pamphlets/booklets in regards to what is offered and what is available would be great.
- Something has to be done to make the downstairs foyer more welcoming & friendly. Even phony plants or trees with seating would help. At present it looks sterile and totally boring. This is a community centre (despite its present name). & it should be bustling with activity. The Ticket Centre (Box Office sounds better) should have more posters up. Suggest hours should be 9:30 – 6:30 pm instead of 10-6 to accommodate those before work & those after work who need to sign up or purchase tickets.
- Mainly the smoking outside – disgusting! My asthmatic son has problems – has to hold his breath to get inside – and until out of foyer, as smoke filters in. 3m is not far enough away! Please ban it altogether.
- Please fix the sound system in the Arena. You cannot understand what is being said during the Cowichan Capital hockey games. It seems ridiculous that it is as bad as it is.
- A larger ladies bathroom on main floor by main entrance or clean up the existing bathroom. Often there are lineups outside this bathroom as well as the theatre bathroom.
- For new building or renovations, please supply adequate parking esp. since library is in the facility.
- For me it is perfect as it is. We have what we can afford and any extra costs would be a burden to low income residents. We have a large senior population and our incomes are not going up and costs of day to day living are going up.
- The interior is so old, outdated, and dark. The meeting rooms are outdated and cold.
- Increase parking. Repair and maintain existing structure until a future time. Enrich what we already have.
- Some rooms/areas do need upgrading but not all at once – that would be too costly.

- Remove seating from Outside of library... outside building.
- When the swimming pool was located at the ISC I noticed that high school students were parking their cars when old ladies with mobility issues were parking further away – I still see students parking there, although the new pool has its own parking area so that isn't an issue anymore.
- The library is wonderful!!
- It would be nice to utilize local publications to advertise activities/camps. I own Island Child Magazine and have published it from my Duncan house since 2006. This summer your sports camps were very under-utilized. Targeted advertising in town here through a well read parenting publication would increase the registration in these camps.
- The ISC is already accessible, no need for a full reno.
- This facility is great, but is really in need of a major face lift. Other facilities in the region have or will be soon undergoing renovations. Why is there no discussion of this for the ISC? Washrooms are in terrible shape, and the old brown tile floors need to be upgraded. Also lots of the meeting rooms are run down. My kids can't even open the door to the Arena because they are in such bad shape I have shoved them to get them to open. All in all, the Centre is an important part of the community but is quickly going downhill in terms of quality of the physical building and parking lots on the library side of the building.
- Please have a look at completely renovating the arena washrooms in the lobby area. There are only 2 and it's a good place to start.
- Bussing for seniors in outlying areas to and from programs.
- You need a larger space for yoga and similar programs.
- The Centre is doing a great job, and is an asset to the community.
- When events are taking place at the complex people who are just popping in and out of the library have to park in the far lot. Closer parking for 15 min. or less should be available during event times.
- Suggest that ISC take leadership for ShakeOut 2011. Last year was disappointing.
- Continue informing those of us who don't know of your facility and programs.
- Although (because) we have full and active lives, we have relatively little use for the community centre. Nevertheless, we believe the CS is a necessary, vital part of our community. For that reason we support it whether or not our level of usage is high.
- The CCC was one of the reasons we decided to settle in this community 20 years ago, and it is still one of the reasons for why we love life in the CV!
- Do a comprehensive staff survey to determine what percentage of the taxpaying public actually use the community centre. Then you could reduce the cost of printing, etc and distribution of a self-serving piece of trash like this survey!!!
- The only comment I have is that I read your ad in the September 23rd issue of the News Leader and was dismayed to learn that the ad was originally only published in the Citizen. I don't get the Citizen and my family does not read that paper. How was

it that we were going to see this survey? Could you please make information such as this available in the News Leader as well, or perhaps even both papers at the same time?

- For future surveys, there should really be a 'no opinion' option for the questions. Because of my limited experience at ISC (mainly library, hockey games and the odd performance at the theatre) I don't feel I was informed enough to have opinions on all the questions....
- I would like to say I am glad you have created this survey although I think there should have been not applicable or don't know boxes. The Centre Commission should be revamped to include interested lay-members from the participating areas (This is how Commissions were made up in the past). The Theatre is a Regional Facility – more areas should be paying a fairer share.
- BUT this questionnaire is far too long!
- Do not get involved in anymore data gathering for Electoral areas. You have been doing this for 35 years. The facility is used by the entire Region.

ISC – The Name:

- This is a community facility and yet when you call or see the sign on the building (which I see every day), it is not welcoming, it sounds like a bank. Perhaps you should do a survey on how many people would like to see and hear, "Island Savings COMMUNITY Centre"
- Sell the entire tax sucking operation to Island Savings – Let them make it pay! And then charge them taxes and put any damn stupid name on it that they wish.
- Why was the word "community" taken out of the name? Is it now a financial institution or is it a place where people come together? It really confuses out of towners when trying to find it for the first time if they come for an event and end up on Canada Avenue at a Credit Union.
- We understand the economics, but hate the name. This is 'OUR' community centre!
- The name is unfortunate – "Savings Centre" sounds like a bank to many people. "Island Savings Community Centre" could still be used. It's not too late!
- I do resent the name change from Cowichan Community Centre to Island Savings Centre. The tax payers paid to build the Centre not IS. You've taken the community out of the Centre. What a shame!
- Our "community centre" is the heartbeat of our community, and should be the pride of its residents. It should be funded accordingly so that it doesn't have to suffer an identity crisis every so often by changing its name to that of its current sugar-daddy.
- Change your name so you don't sound like a Credit Union. It does not reflect a community sports or Theatre building at all!

- I am enraged about the name change! We bought & paid for the Community Centre. Now it is only called Island Savings Centre. You have turned a public building into a signboard for a business.
- Change the name from Island Savings Centre back to Cowichan Community Centre. We paid for the centre and continue to pay. It's ours, not Island Savings! I WOULD be willing to buy the name back (contributor). How Preposterous!! (Unless they had paid to build and maintain the Centre). As silly as calling the arena in Victoria "Save on Foods Memorial Centre. We should remain people orientated, not corporation or business oriented.
- THE NAME! In no way does the name reflect what the building is! Most visitors (that I have had with me or who I meet on the street) think it is a financial institution. I might think about banking with IS if they had put their name discreetly on the building. What is wrong with Cowichan Community Centre (which is what it is) supported by Island Savings?
- We dislike the name Island Savings... It is OUR facility

Cowichan Theatre and the Arts:

- I like Cowichan Theatre website for info on events, and ordering tickets on-line!
- A lot of money is needed to maintain the existing building – the theatre. As a Friend of the Cowichan Theatre, we have a priceless asset. Money is constantly needed to keep it running 'up to scratch', so not to tax its overtaxed staff
- Make it clear to Opera patrons on Saturday mornings that it could be chilly and to dress accordingly.
- Art Gallery should be on Fine Arts Floor
- Portals is such a great new addition to the Island Savings Centre!
- We mainly use the Cowichan Theatre - excellent! We have registered for recreational programs for the first time this fall (Elder College) and will likely continue It would be nice to represent art from other cultures, not just the Aboriginal population (i.e. something other than totem poles would be a nice change)
- We are blessed to live in a community that is culturally rich and diverse. Our residents have the use of first class recreation facilities, but those who wish a cultural experience have but one option – the Cowichan Theatre. It's great, but it's not enough. To support and engage residents in cultural activities, we need a public art gallery and a 300 seat theatre for smaller or local production.
- The present complex has the important aspects of our culture available under one roof – music, art, performance, literature, sports but what about History. It is missing some kind of a place like a museum or archive of human activity...
- The mini art gallery of the CVAC is a great little showcase for Cowichan's Talent but the Valley is ready for a public gallery – the great hall on the second floor as a start, with a

foyer on the ground floor. Nanaimo has a store-front public gallery. Victoria has a heritage house. We have the talent in all the arts at all ages.

- Don't cancel the films because you don't have enough people....when people are still coming to buy tickets or tell people you're going to cancel by a certain date if you don't have enough people we had to drive to Victoria to see two women and one man.....and we weren't happy about it and it was sold out in Victoria!! You didn't even give us a chance to buy the tickets
- Very good offerings in the theatre.
- Good facility, great staff, and the Cowichan Theatre does great stuff.
- More musical group, more plays, more community involvement, cut the two tiers for the pool – people are angry

8. COMMENTS REGARDING THE AQUATIC CENTRE

- Suggest: personal trainer/consultant to integrate aquatics and weight training. Rain/Rehab consultant on duty in weight/aerobic training area.
- I'm not happy other towns i.e. Chemainus/ etc. have to pay more – When I go to Nanaimo I don't have to pay any more.
- Change prices for the Pool. The two Tier system is losing people & money. I live in the city but I don't agree with the present system. Also – lower prices for students
- Re: the Pool. As a taxpayer I am incensed. Must make the fees EQUAL across the 'Cowichan Valley' and for visitors – we do not come because of the cost. Too costly to bring our grandchildren and friends and then to PAY for lockers!! Which we must have as theft occurs. Lockers should be free as they were in original building costs and mortgage.
- Cardiac workouts for people with disabilities i.e. can't walk very well or very far, also on limited income.
- The only recreational program I'm interested in at this time is the pool and because I am on the boundary to Area F, it is too expensive.
- Please stop making it a two-tier system! The only people that voted for that in Cowichan Bay were over 60 and don't use the facility. I am a student and I rely on the facility to keep up with my triathlon training in the winter. The price definitely adds up and I have missed some training sessions due to the cost. I believe, in this time and age, anything that supports health and fitness should be equally available to all.
- I am frustrated and disappointed that it is still way too expensive to use the pool. Apparently Nanaimo had this policy with their new facility but only for 1 year. \$10 for a swim is too much. Also, the boundary of Culverton is too far away from Lake Cowichan. We do all our business in Duncan. But, that's a matter for the politicians. Regarding your facilities, I understand only 25% of the cost is local. We pay taxes on the other 75% therefore this boundary penalty is very unfair.
- Offer a course on how to influence the progress of one's own community. Example: If everyone voted instead of a few it could change our course if it is felt we are headed the wrong way. The "Island Savings Centre" pool was decided on a mere total of 5000 votes, if I am correct. Now we have to pay it off and a cool million per annum to maintain it. We can't have an indoor pool on every street corner (Mill Bay says: "we're next"). This is not land-locked Saskatchewan. We have lakes, rivers and the ocean for swimming. People are already being taxed off their property. Enough!! Can we not attempt, as a community, to be more frugal in our spending?
- Re Pool... Make the pool bigger and better for the kids something more like Nanaimo.
- The obvious – the 2 tier charge for use of the Aquatic Centre – we don't use it because of the charge (one time isn't important but 3x a week hurts limited income people).

- Island Savings Centre is 100% better than the old one, it was disgusting was the old one.
- It would be great if you could conduct a monthly tour of the facilities for seniors and mid life people. Some of us are intimidated by all the youth oriented fitness culture. We are sometimes slower to grasp movements or how to set weight training machines for example. Pre-familiarization would be a good encouragement to help us believe we can actually succeed.
- It would also be a help if we could get occasional consultation or coaching by patient individuals who realize we don't need perfection, just improvement. Thank you for the opportunity to be heard.
- The entire Centre should be funded by the whole of CVRD, not just bits & pieces... I would like to use the aquatic center, but object to paying a higher rate because we don't fund the pool. All recreation funding should be paid by all areas as well as Duncan and North Cowichan.
- Please, please change the stupid out of area extra cost so that my child can take swimming lessons at a reasonable cost
- Sometimes the change rooms are very overcrowded and when school classes use the pool there is no room and lack of shower space. I love the facility and enjoy going otherwise.
- More support for low income/fixed income seniors/disabled etc. to make it possible to afford going to get exercise and swimming. Try raising the qualifying level of income allowed so more people can access and not fall between the cracks.
- Aquatic exercise programs in the evening.
- There should be a single recreational facility for the Cowichan Valley that involves in a financially significant way all areas of the CVRD including the Municipality
- Since my hip operation I have been taking OSTEOFIT classes in Ladysmith. I have a friend in Victoria who attends too (in Vic) with all different physical problems. We both feel this program is of GREAT BENEFIT to each of us and I cannot understand why there is not a class in Duncan? This is literally a life-saver for the older folk who need it but are not usually catered to.
- Make the pool affordable, drop the access card system.
- Please ensure all automatic doors work at all times for wheelchair and the elderly.
- How did it come about that the Cowichan Band is entitled to the lower pool entrance fee? Why can't other areas perform the same cheap trick?
- Please close the pool for cleaning during the first two weeks of September, not while kids are still on summer.... Tax burden should be on all Cowichan valley residents for all facilities. Share the wealth; share the costs; share the spaces and places
- Perhaps this is beating a dead horse. But I truly would use the entire facility more if there were NO TIERED FEES. And perhaps a couple more toddler programs my 2 year old isn't quite ready for most currently offered especially on Fridays.
- With the rejection of the Kerry Park facility, it would be great to be included in the access card membership that could be included in our taxes.

- Brand new facility....treat it as you would your home....plan for any repairs/upgrades. Renovate as needed and only then upgrade.....
- Expansion of the pool to attract (financial) opportunities that can compete with the best.
- Take the footprint down. Encourage users to bring water bottles and coffee cups
- Change so that out of area residents can use facility at a reasonable cost



STAFF REPORT

ISLAND SAVINGS CENTRE COMMISSION MEETING
FEBRUARY 2, 2012

DATE: January 25, 2012
FROM: John Elzinga, Manager
SUBJECT: Dressing room licensing.

Recommendation/Action:

Provided for update.

Relation to the Corporate Strategic Plan:

Continually improve the quality of programs and services.

Financial Impact: (Reviewed by Finance Division: _____)

Business case for licensing dressing rooms provided in previous reports. Licensing amendment a one-time fee of \$440. Serving of beverages on a break-even basis.

Background:

The Liquor Control and Licensing Branch has advised that they are not considering licensing dressing rooms and green rooms at this time. Our provided fees for these applications are being returned to us. We have been encouraged to re-apply once policy is in place (if policy allows for it).

Regarding the Cowichan Theatre licensing application, licensing of theatre seating is currently under review by the branch. They will not be able to give us an answer on this application until their review is completed. The application fees have again been returned to us, and we will be advised when to re-apply, once the review period has ended.

I responded by documenting further reasons why unlicensed dressing rooms were a concern. I also offered my assistance on behalf of facility managers to help with their policy review. I've been advised that they will discuss my offer, and let me know early in February next steps.

I expect to provide a further update at the March Commission meeting.

Submitted by:


John Elzinga, Manager,
Island Savings Centre.

Reviewed by:
Division Manager:

Approved by:
General Manager:



STAFF REPORT

ISLAND SAVINGS CENTRE COMMISSION MEETING FEBRUARY 2, 2012

DATE: January 25, 2012
FROM: John Elzinga, Manager
SUBJECT: Aquannis Centre transfer of ownership

Recommendation/Action:

Provided as an update. There is expected to be further discussion as outlined, before bringing to a future Island Savings Centre Commission meeting for action.

Relation to the Corporate Strategic Plan:

Develop a partnership strategy to ensure parks, recreation and culture planning and coordination occurs throughout the region.

Financial Impact: *(Reviewed by Finance Division:)*

There is no cost to the actual transfer of the asset. Costs will be determined by future Commission direction on programs and facility upgrades.

Background:

At the December 8th, 2011 Island Savings Centre Commission meeting, the following motion was passed:

It was moved and seconded that the Island Savings Centre Commission pursue a complete transfer of ownership of the Aquannis Centre from the current owners of North Cowichan and Duncan, to the Cowichan Valley Regional District.

- a. **The funding partners become the Municipality of North Cowichan, the City of Duncan, Electoral Area D (Cowichan Bay), Electoral Area E (Cowichan Station, Sahtlam, Glenora)**
- b. **The funding partners become the Municipality of North Cowichan, the City of Duncan, and Electoral Area E.**
- c. **Other.**

Please note that the original motion should have clarified that the north end of North Cowichan does not currently participate in funding.

Update:

- a. North Cowichan council has met and discussed the Commission recommendation. While Council seemed generally supportive of transferring its interest in the property to the CVRD, Council stopped short of passing a motion to this effect. Instead, North Cowichan Council indicated that it wanted to discuss this further with the CVRD and Duncan.
- b. CVRD staff has researched the Island Savings Centre bylaw, the services provided, and the current funding jurisdictions. As the only currently available recipient of the transfer, the new funding partners would have to be North Cowichan (south end), Duncan, Electoral area D, and Electoral area E. The creation of any other function to receive the transfer would require public approval.

Submitted by:


John Elzinga, Manager,
Island Savings Centre.

Reviewed by:

Division Manager:

Approved by:

General Manager:



STAFF REPORT

ISLAND SAVINGS CENTRE COMMISSION MEETING
FEBRUARY 2, 2012

DATE: January 24, 2012
FROM: John Elzinga, Manager
SUBJECT: Aquannis Centre and VIU

Recommendation/Action:

Provided for information.

Relation to the Corporate Strategic Plan:

Continually improve the quality of programs and services.

Financial Impact: (Reviewed by Finance Division: _____)

This report provided for information only.

Background:

In the spring of 2011, Island Savings Centre staff began working with Vancouver Island University staff on a vision for a redevelopment of the Aquannis Centre to include child care.

VIU began to vision a Family and Community Learning Centre, whereby young people, young children and families from the area would be able to receive services in a clinic/centre multiservice format. Some of these might be user pay services, and others might be free or sliding scale. The centre would provide evidence informed leading-edge service provision under the guidance of faculty, but with the understanding that the students are learning, as well as implementing the service. Examples include:

- a drop-in daycare service, which could be accessed by community and/ or VIU students on a pay as needed basis
- learning centers for young children, as well as youth, which might be an extension of local school district activities
- services for families that support them either through respite or active intervention, parent support, etc.
- additional youth programming

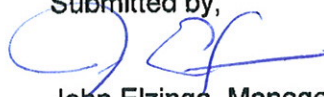
VIU then worked with Island Savings Centre staff on the design charrette. With Island Savings Centre staff not able to apply for the Community Recreation Program Grant for the Aquannis Centre, Island Savings Centre staff requested VIU to express where they see themselves in developing next steps for the project.

This week, Vancouver Island University's dean of Health and Human Services expressed that:

- They are currently lacking in the financial and people resources to develop a proposal for the work that they might do. The development of the proposal would take significant work to bring partners together.
- But they would like to emphasize that they are still interested in the project and that it is high on their agenda. They will be actively looking for resources toward the development of the proposal.
- The initial phase of development of the proposal, getting commitment from community partners, would take about 6 months.
- They would then need to seek additional external funding in order to fund the vision.
- They have asked us to keep them in mind as we go forward with our own development, and that we stay in touch, as things evolve at VIU to a place where this type of community-engaged learning centre could be a significant part of their work.

I responded by stating our thanks that VIU continues to be interested in the partnership, that the timeline may work for both parties, and that I would give them an update on our direction after the Island Savings Centre Commission considers Aquannis Centre direction in February.

Submitted by,



John Elzinga, Manager,
Island Savings Centre.

Reviewed by:

Division Manager:

Approved by:

General Manager:



STAFF REPORT

ISLAND SAVINGS CENTRE COMMISSION MEETING
FEBRUARY 2, 2012

DATE: January 25, 2012
FROM: John Elzinga, Manager
SUBJECT: Aquannis Centre redevelopment

Recommendation/Action:

When the Island Savings Centre Commission considers redevelopment of the Aquannis Centre at the next Commission meeting, that the \$100,000 annual Island Savings Credit Union sponsorship be allocated for this purpose.

Relation to the Corporate Strategic Plan:

Develop a partnership strategy to ensure parks, recreation and culture planning and coordination occurs throughout the region.

Financial Impact: *(Reviewed by Finance Division: [Signature])*

This will be the expense relating to the 2012 revenue received from Island Savings Credit Union, totaling \$100,000.

Background:

Currently the Island Savings Centre Commission is discussing receiving the Aquannis Centre from North Cowichan and Duncan.

It is management's recommendation that the entire Aquannis Centre renovation of changerooms, mechanical areas, lobby, is not a priority budget item for 2012.

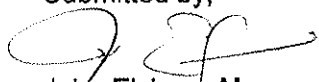
However, achievable smaller projects could include:

- a. An in-house renovation of the youth – drop in centre area, done by operations staff. Please see attached diagram.
- b. Moving the rest of the renovation (teaching/learning centre, washrooms, kitchen, multi-purpose room) from conceptual to detailed design, including more accurate costing.

- c. A study of the future vision of the entire Aquannis Centre, including the long term viability of gymnastics, or if another use is preferred in the facility.

The discussion on projects is premature until a transfer of ownership is completed. However, the budget for these projects must be allocated by the Island Savings Centre Commission in February if any projects are to proceed in 2012.

Submitted by,


John Elzinga, Manager,
Island Savings Centre.

Reviewed by:

Division Manager:

Approved by:

General Manager:

Learning / Teaching
Centre 1540 s.f. Interior, 550 s.f. Exterior

Teen centre 1170 s.f.

Gym 280 s.f.

Kitchen 290 s.f.

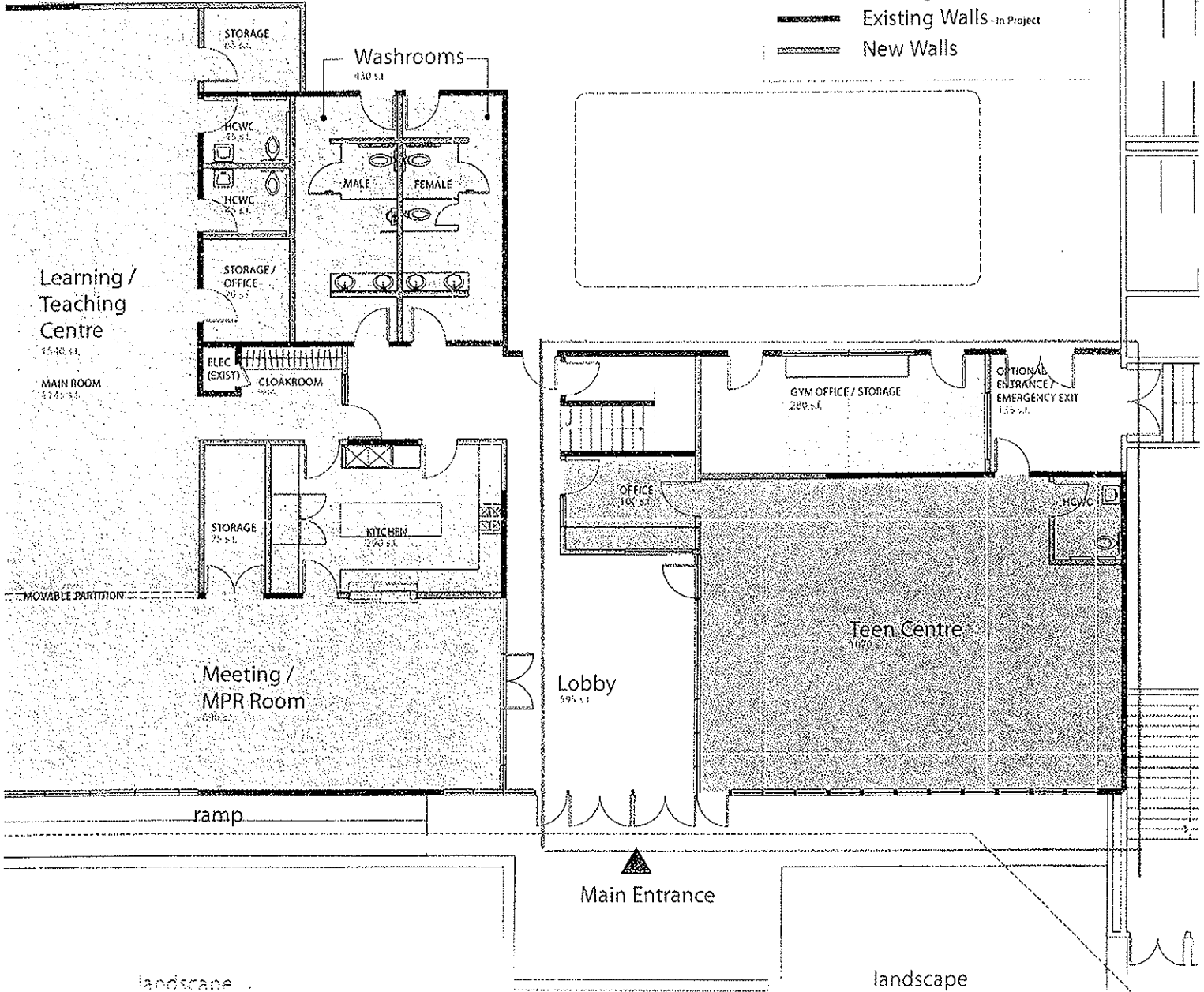
Common / Support 1395 s.f.

Public / Circulation
760 s.f. Interior, 300 s.f. Exterior

Project Area (Gross): 5435 s.f. Interior, 850 s.f. Exterior

Walls

- Existing Walls - Not in Project
- Existing Walls - In Project
- New Walls



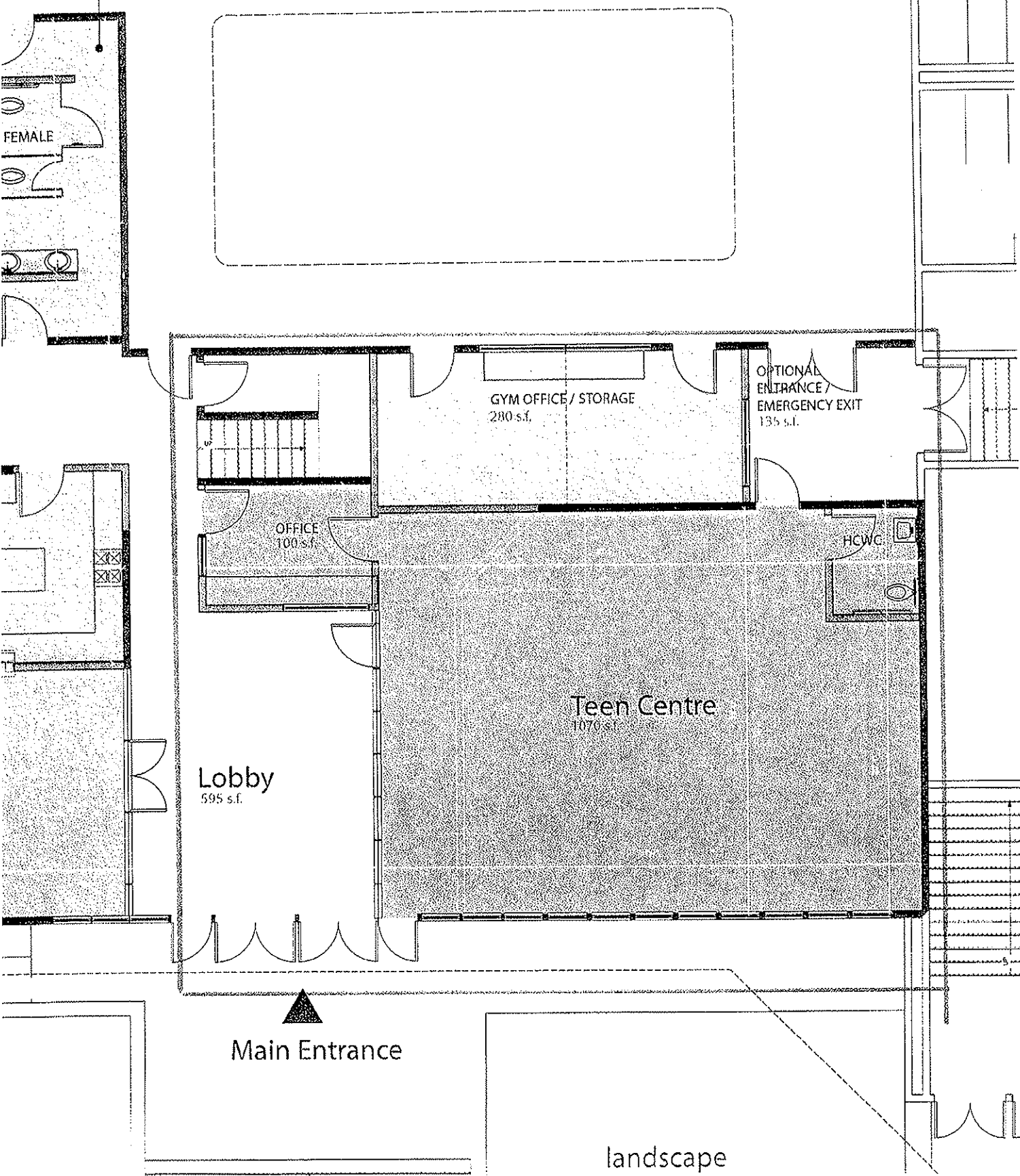
Main Entrance

landscape

landscape

- Existing Walls - Not in Project
- Existing Walls - In Project
- New Walls

rooms





STAFF REPORT

ISLAND SAVINGS CENTRE COMMISSION MEETING FEBRUARY 2, 2012

DATE: January 25, 2012
FROM: John Elzinga, Manager
SUBJECT: Cowichan Place Signage

Recommendation/Action:

Provided for next meeting's budget consideration.

Relation to the Corporate Strategic Plan:

Promote a healthy lifestyle strategy to help residents live healthier lives through taking part in parks, recreation and culture services.

Financial Impact: (Reviewed by Finance Division: _____)

Staff of Vancouver Island University, the Cowichan Aquatic Centre, Cowichan Secondary School, Island Savings Centre and the Cowichan Theatre would like to allocate \$8,000 each from each of their budgets to Cowichan Place signage.

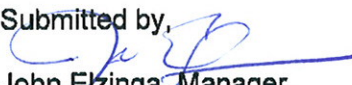
Background:

Staff of the Cowichan Place partners have been meeting to discuss efficiencies of operations, and initiatives of mutual interest. One initiative that has been identified is the necessity to increase signage for Cowichan Place.

Signage options discussed to date have included:

1. Signage at the entrances to the Cowichan Place site, which identifies the facilities of Cowichan Place
2. Directional signage throughout the Cowichan Place site, specifying "Cowichan Theatre this way, Vancouver Island University that way"
3. One larger sign, potentially at Beverly Corners, naming the facilities of Cowichan Place, with a digital display marketing programs and events.

It is anticipated that the creation of a \$40,000 total fund to this project would allow at least one of these options to proceed in 2012.

Submitted by,

John Elzinga, Manager,
Island Savings Centre.

Reviewed by:
Division Manager:

Approved by:
General Manager:



STAFF REPORT

APPLICABLE COMMITTEE OR COMMISSION MEETING OF FEBRUARY 2, 2012

DATE: January 25, 2012

FROM: Kirsten Schrader, Manager , Arts and Culture

SUBJECT: Welcome Signage/Public Art Project at the ISC

Purpose:

To provide the Committee with a report on the creation of a Public Art Project (Art in Public Places) that incorporates welcome signage in one or more languages at the entrance to the Island Savings Centre (ISC).

Financial Implications:

A budget for a Public Art Project of approximately \$40,000 is to be included in the 2012 budget, if approved.

In many municipalities there are funding mechanisms for Art in Public Places such as an annual allocation through the city's civic capital budget. Many municipalities have either a voluntary or mandatory Public Art program for private developers to give a percentage of their project's capital budget (usually 1-2%), often to receive amenity bonuses.

Staff could also investigate donations to go towards a Public Art Project at the ISC. A public call could be sent out to discover if any local businesses or private citizens would like to invest in a lasting visual legacy in their honour.

Interdepartmental/Agency Implications:

None

Background:

What are the Benefits of Public Art (Art in Public Places)?

Art in its many forms has the power to energize public spaces, to transform and develop a sense of place, community pride and identity where we work, live and play. Art in Public Places increases the liveability and artistic richness of our Region, by making art a part of our environment and by creating a legacy for future generations. Public Art can reflect community identities, tell stories, and enhance the built and natural environment. Many "sense of place" issues can be assisted by targeted arts and culture investments.

Research shows that highly skilled workers and entrepreneurs will choose where to live or open a business based on the availability of high quality amenities, social diversity and tolerance, and

access to creative and leisure pursuits. American urban studies theorist, Richard Florida coined the term "Creative Class" to describe the "fast-growing, highly educated, and well-paid segment of the workforce on whose efforts corporate profits and economic growth increasingly depend. Members of the creative class do a wide variety of work in a wide variety of industries---from technology to entertainment, journalism to finance, high-end manufacturing to the arts." Cities and regions that attract lots of creative talent are also those with greater diversity and higher levels of quality of place."

Florida writes, "Most civic leaders, however, have failed to understand that what is true for corporations is also true for cities and regions: Places that succeed in attracting and retaining creative class people prosper; those that fail don't."

Public Art is a vital ingredient in the cultural fabric and streetscape of a creative city that is equipped to attract highly skilled new residents who in turn support the local economy.

Why a Public Art Project for the Entrance to the Island Savings Centre?

The ISC is a multi-use cultural facility that houses the Cowichan Theatre, Portals, the Cowichan Arena, and a myriad of recreation, arts and culture events and classes, yet the building's main entrance shows no outside evidence of the rich cultural life contained within. As a member of the new Cowichan Place Partners, located in the commercial hub of Duncan and North Cowichan, the ISC is in a perfect location to visibly identify a cultural precinct through Public Art.

At the November 30, 2011 ISC Commission meeting, a motion was approved by the Commission to further research replacement of the existing concrete entrance to the facility. As the existing sign is not a functional design, it was suggested that the sign be replaced with a public art project incorporating welcome signage.

At a Commission meeting on October 13, 2011, staff requested direction from the Commission regarding the provision of welcoming signage in languages in addition to English, in an attempt to strengthen relationships between the CVRD and the local First Nations community and to attempt to make all residents of the Cowichan Valley feel welcome.

Statistics shared by the Intercultural Society described the various languages spoken in the Cowichan Valley. As the local aboriginal population is approximately twice the provincial average, and the visible minorities are approximately half the provincial average, staff proposed three options:

- Option #1 Welcome signage in English
- Option #2 Welcome signage in English and Hul'qumi'num
- Option #3 Welcome signage in multiple languages

Discussion ensued. It was suggested that staff explore if second languages are spoken by internal staff, to assist with communication with the public.

"It was moved and seconded that the Island Savings Centre explore signage that reflects a welcome to the Hul'qumi'num community, and that staff investigate the expertise of staff who speak other languages.

What Would a Public Art Project at the ISC Look Like?

A Public Art piece at the entrance of the ISC could incorporate any number of materials and attributes such as:

› Painting; photography; sculpture; bas relief; murals; water features; mosaics; fibre works, neon, glass, mosaics, prints, calligraphy, virtual, kinetic, recyclable and movable artworks; earth works and landscape features; site-specific paving, gates, landmarks and street furniture designed with artist input; and installations of sound and light works.

The Art in Public Places Selection Panel

A project selection panel would be established once the terms of reference for a public art project have been set. The panel would be composed of people knowledgeable in the visual arts and in public art. The selection panel for a particular project would be responsible for the review and assessment of all competition entries and for selecting the winner. Arts and Culture Division staff would coordinate the review and selection process.

Types of Projects

› Small Projects

Small projects can be defined as those \$25,000 and under. The selection panel for a small project may not need to be as extensive as that for a large project. Small projects are often sponsored by neighbourhood or community groups.

› Medium to Large Projects

These are projects with a budget from \$25,000 to \$350,000 and over. They are often complex and time-consuming in their execution. Staff would address the diverse interests and provide the project management.

A Public Art Project at the ISC would first require the demolition of the current concrete structure, which is estimated to cost \$10,000. This is factored into the overall budget costs.

Another option for consideration is to retain the existing concrete structure and create a piece of art that surrounds and enhances the structure while correcting some of its functional flaws, such as the canopy. This would eliminate any need for demolition.

Types of Competitions

Subject to the scope, size and budget of the project, the Art in Public Places committee shall establish one of the following:

› **A one-stage competition applies to a small project, \$25,000 or less.** The Arts and Culture Division asks the artist to submit: resumes and slides of their work, a proposal for the artwork and a budget that demonstrates that the work can be done for the amount stipulated. The Art in Public Places selection panel then reviews the entrants and selects a winner.

› **A two-stage competition is for a medium range project of \$25,000 –\$75,000.** The Commission asks the artists to submit resumes, slides and a conceptual approach to the project. The selection panel establishes a short-list of artists who are then asked to submit detailed proposals for a specific work with budget and construction details. The selection panel examines these proposals and may interview the finalists; then selects a winner.

› **A three-stage competition is necessary for a large project with a budget of \$75,000 or more, and may be national/international in scope.** In a three-stage competition, the jury adjudicates all entrants on the basis of: resumes, slides and the conceptual approach to the project. Semi-finalists are selected and are then asked to propose a specific work in sufficient

detail to enable the jury to assess it. From these proposals, a list of finalists is established. The finalists are then asked for detailed proposals which may include engineering studies, models/maquettes and drawings to scale, a budget to demonstrate financial feasibility, details of materials to be used, a fabrication and installation timeline and budget, lighting requirements if any, and an outline of maintenance and repair requirements. Artists who are shortlisted in this final stage are financially compensated for their maquettes and final proposals. A minimum fee ranges from \$500 to \$2,000. The finalists are interviewed; the jury then names a winner.

Methods for Artist Selection

The Commission shall establish one of the following:

- › **open competition**, wherein a public call to Artists for expressions of interest is made within a stipulated geographical area (e.g., local, regional, provincial, national, international)
- › **invitational competition**, wherein specific artists, chosen on the basis of consultation with selection panel, are invited to enter a competition
- › **commissioning**, wherein a specific artist is commissioned to do the artwork. (commissioning is more common in private projects or where a sponsor or architect wishes to make a pre-determined statement with the artwork.)

Assessment Criteria for the Adjudication of Proposals

The selection panel shall consider and evaluate the following:

- › Artistic merit of the artwork proposed
- › Consistency with the parameters established for the competition
- › Appropriateness to the building or site
- › Technical feasibility – can the work be built as designed?
- › Cost feasibility – can the work be built within the budget?
- › Durability and lifespan
- › Ease of care and maintenance
- › Public safety considerations/risk management concerns
- › Vandalism
- › Ability of the artist to complete the work as submitted
- › Ability of the artist to work in a collaborative situation if that is required
- › Other considerations arising from the process

Call to Artists

The call to artists is an external public announcement that alerts potential entrants and other interested parties to the competition. Arts and Culture Division will ensure that the call to Artists is widely advertised. The call should go out well in advance of the competition deadline for Artists to submit their proposals.

Competition Brief: Request for Expression of Interest

The request for expression of interest is a detailed catalogue of the expectations of the Commission for the competition. It defines all aspects of the project and ensures that the Commission, the artist and the general public have the same expectations. The competition brief (expression of interest) should be in place before an announcement of the project is made.

Action:

To provide the Commission with information to consider in advance of the February 14 meeting for further discussion.

Submitted by,



Kirsten Schrader
Manager
Arts and Culture Division

Financial Review Completed:

Signature

