MADEIRA PARK COMMUNITY WELL-BEING STRATEGY

2024 - 2034

Acknowledgements

Disclaimer

This report was produced as part of the UBC School of Community and Regional Planning Capstone Project in partnership between graduate student Maggy Spence and the Pender Harbour and Area Residents Association. The opinions and recommendations in this report are those of the author and do not necessarily reflect the views of the University of British Columbia.

Territory Acknowledgements

The author acknowledges that this project focuses on the traditional and unceded territory of the shíshálh Nation.

Additionally, the author acknowledges that much of the work for this project took place on the unceded ancestral lands of the Musqueam, Squamish, Stó:lō and the Tsleil-Waututh Nations.

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Finally, the author would like to express gratitude to Ron Badley and Bill Charlton for their unwavering dedication and support throughout this project. Their significant contribution was crucial to the success of this work. The author is grateful for their valuable local insights, advice, and colleagueship formed during this project.

Executive Summary

Pender Harbour is located on the traditional territory of the shíshálh Nation and is home to just under 3,000 people (Statistics Canada, 2016). Madeira Park, also known as salalus in the she shashishalhem language, is the heart of the Pender Harbour community and provides essential services, housing and economic activities for the community. Across Pender Harbour and specifically within Madeira Park, the community is facing serious challenges including a growing population, a depleting workforce and competition between the long-term and short-term rental market. Working in partnership with the Pender Harbour and Area Residents Association (PHARA), this project seeks to develop a grassroots strategy to address community well-being for the town centre of Madeira Park. Community Well-Being is a way to measure collective community health, which takes various factors, including social, cultural, environmental, economic, and political, into consideration. However, this project also applies a lens of equity, understanding that marginalized groups often lack the opportunity to engage in planning projects. Therefore, planning with these groups in mind will be an essential consideration of this work.

The guiding values of the Community Well-Being Strategy for Madeira Park include affordability, mobility, social connectivity, local economy and a sense of ownership. The project's guiding values were used to develop 20 action areas for community well-being improvements. Finally, through a series of evaluations, five recommendations were selected for PHARA to advocate for and, if possible, support in implementing these projects within Madeira Park. In the future, PHARA envisions Madeira Park to be a proud, diverse and resilient community hub which is safe, welcoming, and accessible who everyone who visits or calls this place their home. This Community Well-Being Strategy seeks to provide a visionary approach to start the conversation around community well-being, which is critical to supporting community members in Madeira Park and the entire Sunshine Coast Area A.

Figure 1: Project Values

Table of Contents

Tables

Figures

Maggy Spence | CAPSTONE | AUG 2023

Introduction

Pender Harbour, British Columbia, is a rural and unincorporated community located on the North end of the Sunshine Coast. Pender Harbour, also known as the shíshálh settlement of Kalpilin, comprises several small tight-knit villages, including Madeira Park, Garden Bay, Kleindale, and Irvine's Landing (shíshálh Nation, 2023). Further, this area is located on the traditional territory of the shíshálh Nation and is home to just under 3,000 people (Statistics Canada, 2016). Within Pender Harbour, Madeira Park is the heart of the local community and provides essential services, housing and economic activities.
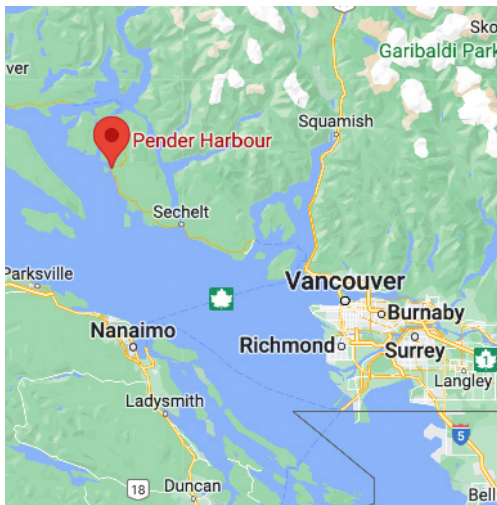
Figure 2: Map of Pender Harbour, British Columbia (Google Maps, 2023)

Figure 3: Map of Madeira Park, British Columbia (Google Maps, 2023)

The Challenge

Similar to other rural and unincorporated areas across British Columbia, Pender Harbour is encountering many systemic issues that affect the local communities. In 2018, the SCRD updated and adopted the Egmont/ Pender Harbour Official Community Plan.

> An Official Community Plan describes a long-term vision and plan for the community highlighting planning and land use management, sustainability and resilience strategies, and goals for the local government to exercise power (Ministry of Jobs, Economic Development and Innovation, 2020).

The Egmont/ Pender Harbour Official Community Plan (2018) defined many of the community's challenges and recommended several key goals to support the community's future. Some of these concerns, as indicated by the Official Community Plan and Statistics Canada (2021), are outlined below;

- Pender Harbour is a growing population
- Pender Harbour has a high unemployment rate
- There is a lack of rental housing options
- There is a lack of successful engagement strategies between the local Indigenous nations, Area A residents, and the SCRD
- Improvements are needed to the communities basic infrastructure and services
- Pender Harbour is a community with competing economic interests
- Pender Harbour is faced with a challenge between balancing today's needs while planning for future communities and thier ecosystems

The Purpose

Building upon the Egmont/Pender Harbour Official Community Plan (2018), this report aims to create a grassroots approach to enhance community well-being in Madeira Park. The goal of this project is to develop a Community Well-Being Strategy that PHARA can utilize to implement and advocate for community well-being improvements for Madeira Park. Further, this strategy will focus on identifying and improving community well-being initiatives, such as affordability, mobility initiatives which are indicated by the community.

Project Objectives

1. Identify existing challenges and areas of opportunity concerning community well-being within Madeira Park, as indicated by the community.

2. Develop a vision, guiding values and an action plan to foster community well-being within Madeira Park.

3. Recommend five action areas for PHARA to advocate for and consider implementing over the next one to ten years to promote community well-being in Madeira Park.

Project Scope

The project focuses on Madeira Park as it is one of the central community hubs providing essential services, economic activities and entertainment for tourists and residents across the Egmont and Pender Harbour Areas.

Project Approach

This project took a grassroots, community-based approach to determine strategies to foster community well-being, as outlined in Figure 4. To view the full project approach, refer to Appendix 2.
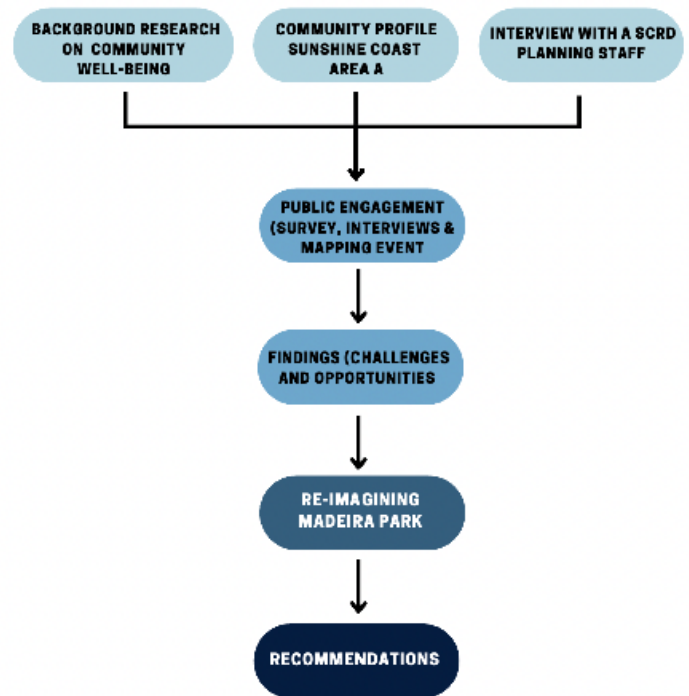
Figure 4: Project Approach

Project Partners

The Pender Harbour and Area Residents Association (PHARA) is a volunteer-based organisation that supports and advocates for the vitality of Pender Harbour and the Egmont communities

Maggy Spence is a Masters student in Community and Regional Planning at the University of British Columbia. Maggy is also a community member of Madeira Park and held her first job as a cashier at the IGA grocery store.

Background

What is Community Well-Being?

Well-being can be defined as an individual's overall health and happiness (Ruggeri et al., 2020). However, when considering community well-being, one must also assess various factors to understand the health and happiness of the community. Such factors are addressed in Wiseman and Basher's (2008) definition;

> "Community well-being is the combination of social, economic, environmental, cultural and political conditions identified by individuals and their communities as essential for them to flourish and fulfill their potential."

This definition emphasizes that the conditions of well-being are subject to each community. Therefore, it is essential to include a community engagement process when developing a community well-being strategy for any community which highlight the voices of the local residents, community members and other key stakeholders.

Domains of Community Well-Being

Building off this definition Dialogue Designs (2018) developed a community well-being framework that applies five domains of community well-being including:

- Social well-being: fostering healthy, safe and inclusive communities
- Economic well-being: creating resilient and dynamic economies
- Environmental well-being: promoting sustainable urban, rural and natural environments
- Cultural well-being: advancing diverse and vibrant communities
- Political well-being: developing communities that are engaged in the democratic processes

Each of these domains encompassed several indicators that measure community well-being, as shown in Figure 5. Additionally, it should be noted that not all domains and indicators are needed for a thriving community well-being project. Instead, those highlighted by the local community should be the focus of the community well-being project.

Figure 5: Community Well-Being Framework (Dialgue Designs, 2018)

Indicators for Madeira Park

The Madeira Park Community Well-being Strategy aims to utilize the Community Well-Being Framework developed by Dialogue Designs (2023) to identify challenges and foster strategies toward improving community well-being in Madeira Park. In the engagement process, five of the indicators in Figure 5 were identified as the greatest concern and interest to the local community. These indicators were selected to guide the community well-being strategy as indicated in the following section.

Affordability

As defined by the Canadian Mortgage and Housing Corporation (2023), housing is considered affordable if a household is able to spend less than 30% of their gross (before-tax total) income on housing needs (CMHC, 2023).

Housing affordability is a key factor in creating a livable community. However, across Canadian communities, the cost of housing is increasing. Additionally, as mentioned by a SCRD Planning Staff, housing affordability is one of the pressing issues facing communities across the Region. On the Sunshine Coast, housing costs have risen due to the increasing cost of mortgage rates and the high cost of land (Sunshine Coast Housing Needs Report, 2017). Another challenge in small and remote communities is the competition between the long-term and short-term vacation rentals. To challenge this concern, the District of Sechelt recently implemented a bylaw restricting the number of short-term vacation rentals in their downtown core (District of Sechelt, 2023). However, the lack of affordable housing still persists in many areas along the Sunshine Coast.

In addition to the CMHC definition, the rising cost of food and other necessary services in rural, remote and Indigenous communities can also be considered within the topic of affordability (Blois, 2023) & (BC Centre for Disease Control, 2022).

Mobility

Mobility refers to the ease of movement from one place to another (City of Lakeshore, 2021). In the context of community well-being, mobility means the ability to move freely and comfortably around the community using various modes of transportation (Scott & Tulloch, 2020).

There are significantly different mobility needs between urban and rural communities. In rural communities, people must travel farther daily to access their basic needs and services (Luis & Oliva, 2019). However, with an increase in remote work and virtual services, some of these basic needs and services can now be met remotely (Al-Habaibeh et al., 2021). However, accessing local communities and travelling to larger communities will always be an important part of life for people in small and rural communities.

Image: Powell River's On Demand Bus Service (Peak News, 2022)

On the Sunshine Coast, there are some public transit options, but most people rely on cars. However, this is a challenge for those who may not have the physical or financial ability to use a car. Some communities on the Sunshine Coast have taken important steps to address alternative mobility options. For example, Powell River has recently introduced an on-demand transit service called the "Zunga Bus," which seeks to provide custom transportation service for its residents at limited times during the week (Zunga Bus, 2023). However, there is still a need for more alternative and potentially non-motorized transit options within the small communities on the Sunshine Coast.

Social Connectivity

Social connectivity is concerned with creating ongoing relationships, building a sense of belonging and fostering inclusion between people and the community (BC Healthy Communities, 2023).

Social connectivity is essential for community well-being as it can improve people's physical and mental health (BC Healthy Communities, 2023). As indicated by BC Healthy Communities (2023), rural and remote communities often report high levels of social connectivity. However, when thinking about social connectivity, it is imperative to consider an equity lens, as there are barriers to social connectivity for marginalized groups of people (BC Healthy Communities, 2023). On the Sunshine Coast, this challenge with social connectivity is apparent. Foundry, a non-profit society focused on mental health and substance use support for young people, is in the process of opening a service on the Sunshine Coast which will support many youth and young people within the region (Government of British Columbia, 2022). Additionally, as the SCRD Planning Staff mentioned, efforts towards reconciliation is an organizational priority. However, more work is needed to prioritize the needs of marginalized groups and put them at the forefront of decision-making to support community well-being.

Local Economy

Local economy refers "to the economic and social systems that are part of a community" (El-Zeind, 2022). Further, local community businesses are vital to strengthening and diversifying community infrastructure. They support skills development for local community members and bolster community engagement (What Works Wellbeing, 2020).

Across small and rural communities in British Columbia, the local economy is struggling to survive. Further, many rural communities are transitioning from an industrial to a service-based economy, or in Sunshine Coast's case, a tourism-based economy. The Sunshine Coast has a strong interest in supporting local businesses and services, such as the Oak Tree Market (Sunshine Coast Tourism, 2023).

Image: Oak Tree Market, Madeira Park (Yelp.com, 2023)

Sense of Ownership

A sense of ownership is the ability for community members, specifically marginalized groups, to impact and have a voice in the decision-making processes of their future (Lachpelle, 2008).

Often in small and rural communities, there is a high degree of ownership over their community's local government. However, when we look at unincorporated small communities represented by regional districts , there remain many challenges to participation in political processes, such as physical distance and social isolation (BC Centre for Disease Control, 2019). COVID-19 has provided more opportunities to attend and participate in the political process in an online capacity. However, in the future there is a keen interest from the SCRD planning staff in finding opportunities to increase meaningful engagement opportunities in shaping a healthy, resilient future for the region.

Community Profile

The Community Profile for Pender Harbour and Egmont examines the existing conditions and future trends for community well-being across the Sunshine Coast Area A (Statistics Canada, 2021).

Figure 6: The 2021 Area A Census Profile Map (Statistics Canada, 2021)
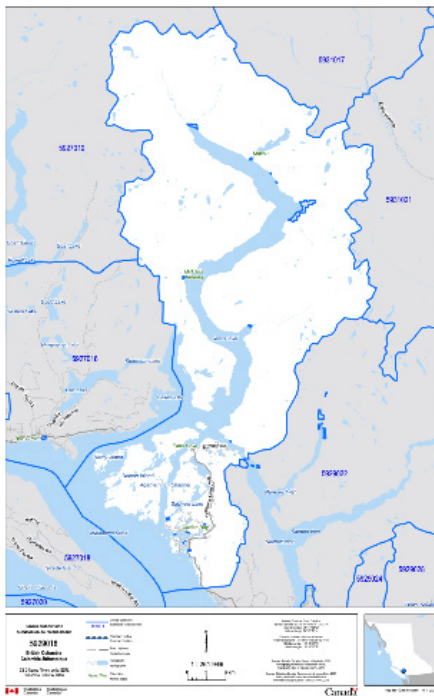
This Community Profile outlines several key social, environmental, economic, cultural and political indicators that determine and compare the community well-being within Pender Harbour and Madeira Park.

Indicators

- Population
- Ethnic Diversity
- Income
- Education
- Child and Youth Development
- Mental Health

- Mobility
- Sidewalk
- Amenities
- Household Size
- Household Type
- Core Housing Need

The Community Profile for the Pender Harbour and Egmont communities includes information from the following sources:

- Sunshine Coast A, Regional District Electoral Area 2021 Census Profile
- Sunshine Coast A, Regional District Electoral Area 2016 Census Profile
- SCRD 2021 Census Profile
- British Columbia 2021 Census Profile
- Sunshine Coast Housing Needs Report 2022
- The Sunshine Coast Health Profile 2019

Population

Pender Harbour is no longer an aging community. Between 2011 and 2016, the local population experienced a 2% decrease and the highest-growing population was older adults (aged 65 - 84), which accounted for 34% of the community. Further, the 2021 statistics reveal that between 2016 and 2021, there was an increase of almost 16% in the population within the community (Table 1).

Population Change	Total Population	Population Rate Increase
2011	2,678	n/a
2016	2624	-2.4%
2021	3040	15.9%

Table 1: Population change between 2021 - 2011 in the Area A (Statistics Canada, 2021)

Additionally, between 2016 and 2021, there was a significant increase in children and youth, young adults, older adults and seniors (Figure 9). The changing ability of remote and flexible working options as a result of the COVID-19 pandemic could be one of many factors that led to this sudden increase in population across age demographics.
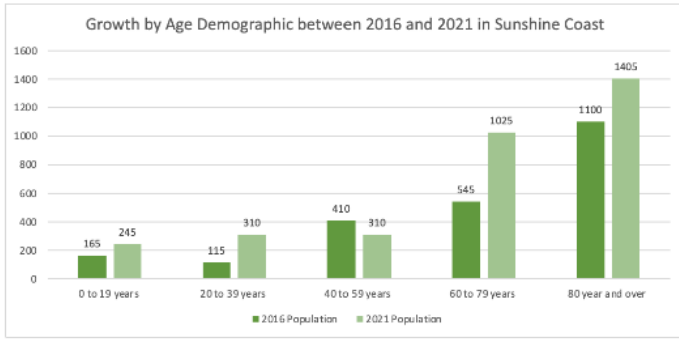
Figure 9: Growth by Age Demographic between 2026 and 2021 in Area A (Statistics Canada, 2021)

Further, when comparing Area A to the SCRD and British Columbia, it is notable that Area A has the most significant growth rate at 15.9% between 2016 and 2021. Whereas the SCRD only has a growth rate of 7.3%.

Ethnic Diversity

European, French Canadian and Indigenous populations are prominent. The Sunshine Coast has a strong influence from European origins. However, French Canadian and Indigenous populations are also noticeable within the Pender Harbour and Egmont Areas. Within the Sunshine Coast Area, 4% of the population is Indigenous or has Indigenous ethnic origins (Figure x).
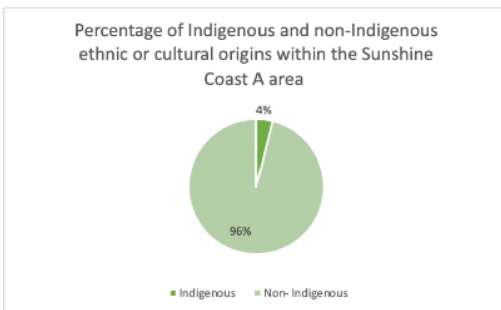

Figure 8: Percentage of Indigenous and non-Indigenous origins within Area A (Statistics Canada, 2021)

Area A is located within the traditional territory of the shíshálh Nation, which ranges from Davis Bay to the edge of Powell River and includes the Sechelt, Salmon, Narrow and Jervis Inlets (Our Native Lands, 2030) (Map x). The shíshálh Nation had a unique model of self-government and a thriving economy, including the Tsain-Ko Group of

Companies, which oversee's the nation's economic development in natural resources, commercial properties, employment and training and business support (Shishalh Nation, 2023).

Figure 7: Map of the Traditional Territory of the Shishalh Nation (Shishalh Nation, 2023)

Income

The Sunshine Coast Area A has a low medium after-tax income and a high unemployment rate. As indicated in Figure X, the income levels in Area A are lower than the SCRD and significantly lower than the Provincial average. This medium income was collected by finding the middle income among residents within the census area. It is important to note that the cost of living within Area A and the SCRD may be lower than in other areas within the province.

Median After-tax Income in 2020	
Sunshine Coast Area A	32,000
Sunshine Coast Regional District	36,000
British Columbia	40,800

(*additional income from the COVID-19 emergency recovery benefits in 2020 could affect this calculation.)

Table 2: Medium After-Tax Income between Area A, the SCRD and British Columbia in 2020 (Statistics Canada, 2021)

Area A has 1,150 people in their labour force. However, when looking at unemployment rates, compared the provincial average of 8.6%, Area A has a higher unemployment rate of 12.5%.

Education

Within the Pender Harbour and Egmont Area, there is one public Elementary School and one High School. Madeira Park Elementary School self-reported that they had 90 kids within their school between Kindergarten and Grade six in 2022. Notably, the Elementary school is located in the heart of Madeira Park. Additionally, Pender Harbour High School self-reported to have 70 students in 2022. Furthermore, within the community, 1,460 people, or 78% of the community, has a post-secondary degree, certificate or diploma.

Childcare and Youth Care

The Pender Harbour and Egmont Area lack the capacity to service to meet the needs of all children and youth within the community. The 2020 Strategic Plan Report to the Board of Education of School District No. 46 indicated that programs for children between the ages of birth and grade three are well-established. Within Area A, the Serendipity Child Development is the community's only child care centre for children aged 2.5 - 5. However, it is notable that the Serendipity child care center plans to expand its program by
developing a new site. Additonally, the Community School Society does have some programming to support school-age children after school while they are waiting for rides or the bus.

Mental Health

The Ministry of Health (2019) indicates that the Sunshine Coast reports significantly high rates of physical and mental health. Additionally, community resilience, personal emergency preparedness and community belonging are high across the region. However, more qualitative research is needed to understand what mental health challenges are at play within Area A and further what effects have been caused as a result of COVID-19.

Mobility

The Sunshine Coast Health Profile (2019) indicates 85% of its users commute by car to work or school, while transit users, cyclists and pedestrians only make up 14% of the population. Within the rural areas, cyclist and pedestrian usage drops to 13% of the total population. Additionally, people with an annual household income above $120,000 were 40% more likely to commute by car. The Sunshine Coast Health Profile (2019) also indicates that only 38% of people within the Sunshine Coast Region could access their basic needs and services within cycling or walking distance. Therefore many people must rely on automobile use to access their basic amenities.

Public Transit on the Sunshine Coast (Personal Photo, July 14, 2023)

Sidewalks

Only 34% of the SCRD agreed that sidewalks were well maintained in neighbourhoods (Sunshine Coast Health Profile, 2019). Therefore across most communities within the region, including the Pender Harbour and Egmont Areas, there are significant areas without proper sidewalks.

Sidewalk in Davis Bay (Personal Photo, July 14, 2023)

Amenities

Table 3 represents the following social services for the community as of 2021 within Area A.

Type of Social Services	Number of Services
Informational and cultural industries	10
Health Care and Social Services	105
Educational Services,	45
Accommodation and Food	95
Arts, Entertainment & Recreation	55
Public Administration	30

Table 3: Social Services within Area A in 2021 (Statistics Canada, 2021)

Tenancy Type

Within Pender Harbour and Egmont, currently, there is no formal rental housing. Therefore, all rental housing is the secondary rental market. Notably, the number of renters within the Sunshine Coast Area A increased by 6% between 2016 and 202. Whereas the regional average has decreased by 4%. Therefore, there is a growing demand for rental units specifically within Area A.

Sunshine Coast Area A Ownership vs. Renters	2016	2021	% change
Total	1,380	1,565	13.4
Ownership	1,150	1,320	14.8
Renters	230	245	6.5

Table 4: 2021 Ownership vs. rental rates for Area A between 2016 and 2021 (Statistics Canada, 2021)

At the same time, many homeowners across the region have reported having more room than needed within their private dwellings (Sunshine Coast Housing Needs Report, 2019). Additionally, Statistics Canada (2021) noted that Area A had one of the highest percentages of homeowners who do not live within the county at 5.4%, due to an abundance of prime vacation property within the area.

Core Housing Need

Core Housing Need is a tool to address the affordability, suitability and adequacy of a person's living dwelling conditions (CMHC, 2023). If a household does not meet any one of these considerations, then they are considered in core housing need.

In Area A, 20% of the population is in core housing need. However, within this population, tenants and people of low income make up the majority of this group. Additionally, it is noted that core housing need is higher in Area A, than across the regional or provincial average as indicated below.
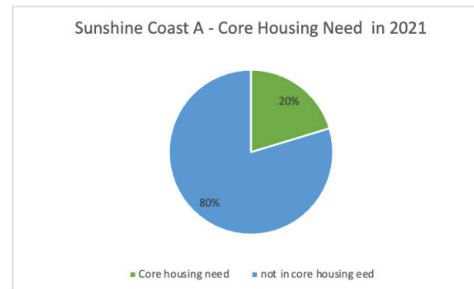

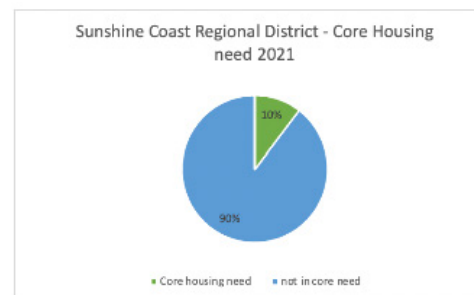Figure 8: 2021 Core Housing Need (CHN) in Area A (Statistics Canada, 2021)

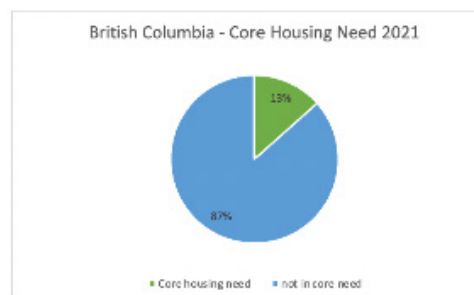Figure 9: 2021CHN in the SCRD (Statistics Canada, 2021)

Figure 10: 2021 CHN in British Columbia (Statistics Canada, 2021)

Typically, in rural communities, such as Area A, there are fewer community programs and services which may continue to increase the number of people in core housing need.

Community Engagment

What We Heard

This section highlights the voices of over 450 community members who chose to participate in the engagement process between March and May of 2023. To view the full engagement results, view Appendix 4.

Who participated?

During our engagement, this project encouraged anyone who self-defined as a community member of Pender Harbour and Egmont and who used Madeira Park to participate in this grassroots planning exercise.

How many people were involved?

450 people

What type of engagement was conducted?

- Online Survey
- Semi-structured Interviews
- A Community Mapping Activity

Why did we engage community members?

As a grassroots Community Well-Being Strategy, highlighting the voices of community members within the local area was essential to develop a shared vision and action plan for the future community well-being of Madeira Park.

May Day Event in Madeira Park
(Personal Image, May 20, 2023)
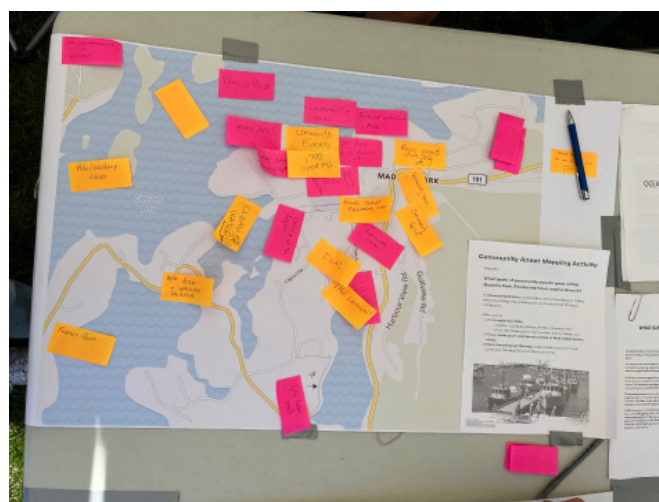
Community Mapping Activity (Personal Photo, May 20, 2023)

Who is missing from the conversation?

It is important to note that this engagement included the voices of those community members who chose and had the capacity to participate in the project. Therefore, it is possible that marginalized groups who often have more barriers to participation may have not had the opportunity to participate. This project sought to provide many opportunities to participate across online and in-person opportunities. However, we acknowledge this as a limitation of the project.

Engagement Highlights

Overview

- The surveyed population comprised of approximately 14% of the total 2021 Area A population (the total population from the 2021 Census Profile is 3,039 people).
- 218 people (55%) were dissatisfied with the bike infrastructure within Madeira Park
- 196 people (49%) were either somewhat or extremely dissatisfied with the sidewalk infrastructure within Madeira Park.
- 314 people (80%) were satisfied with the grocery services within Madeira Park
- Madeira Park is the least suitable for teenagers and young people compared to all other age groups
- 77% of the community agrees that Madeira Park is a safe space

- 51% of the community believes that Madeira Park is not an accessible place
- 58% or 220 people in the community either do not agree that are not given an opportunity to be heard on important community issues by the regional governing body

What values are important to the future well-being of Madeira Park

- Livability
- Affordability
- Reconciliation
- Connectedness
- Safety
- Vibrancy
- Jobs for young people

- Alternative mobility
- Sustainability
- A voice in the decision of our community
- Improved healthcare and mental health services

Community Mapping Activity

To get a better sense of existing community assets in Madeira Park, in attendance at the Pender Harbour May Day Festival, we connected with community members to create a snapshot of the existing built and social assets determined by the community within Madeira Park.

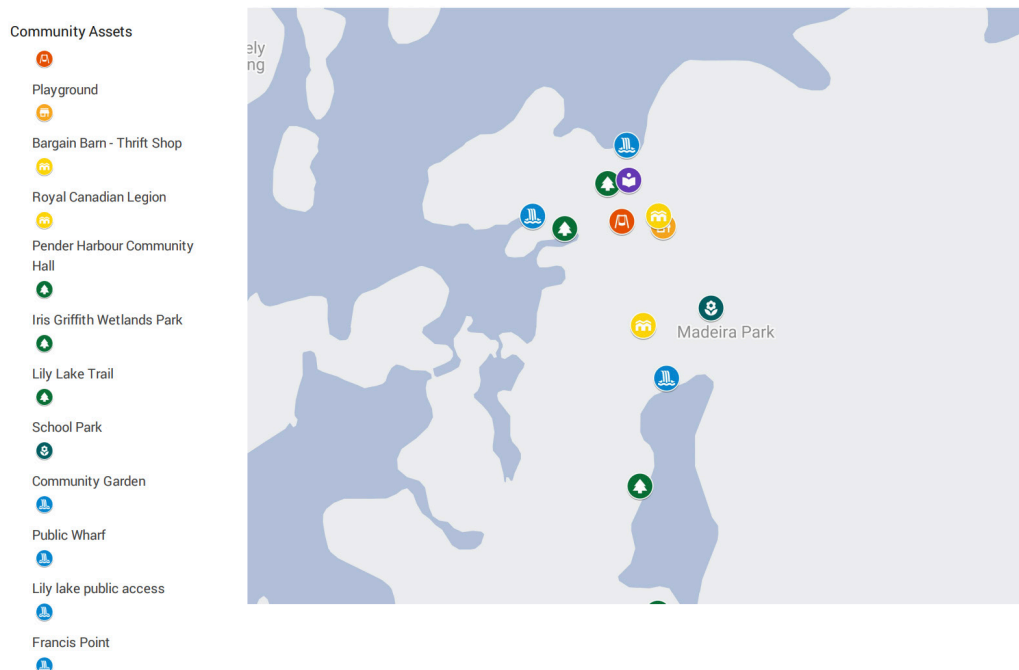## 2023 Madeira Park Community Asset Map

Figure 12: 2023 Madeira Park Community Asset Map

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Key Challenges and Opportunities

This section analyzes the current challenges and opportunities for community well-being improvement in Madeira Park. These findings are based on the triangulation of the data collection, the Area A Community Profile and the Engagement Findings. Collectively these key findings will pave a pathway for the final Community Well-Being Strategy.

Key Challenges

1. A serious core housing need which is significantly higher than the SCRD and the Provincial rate.

2. A strong car dependency, to fulfill basic needs and services.

3. A feeling of social isolation, specifically for marginalized groups.

4. A high unemployment rate, and a low medium income.

5. A lack of meaningful engagement opportunities for all stakeholders.

Welcome to Madeira Park (Personal Photo, July 15, 2023)

Challenge 1:
A serious core housing need

Across the Sunshine Coast Region housing affordability is one of the pressing issues facing the local communities. Madeira Park, (located in Area A) is also facing serious affordable housing challenges.

Area A has a significantly higher rate of core housing needs (Statistics Canada, 2021). Additionally, there is a rise in demand for rental units, despite there being zero purpose-built (primary) rental housing. Further, when the participants were asked about affordable housing, many indicated that more rental housing is needed across the community. Additionally, participants indicated that different-sized housing (such as apartments, condos, and duplexes) in Madeira Park is also a priority. During several interviews, it was noted that affordable housing is challenging to secure for young people and families, working professionals and seniors. Further, the growing tourism industry has put additional pressure on affordable options due to the abundance of short-term rental homes. Furthermore, the potential for new residents in Madeira Park may be restricted due to the lack of affordable housing options in the future.

Opportunities

1. Homeowners often have additional space within their homes for secondary suites.

2. Explore and pilot different-sized housing (ex., duplex, additional suites) within Madeira Park

Challenge 2:
A strong car dependency

Cars in Madeira Park (Personal Photo, July 15, 2023)

Small towns often have deep dependencies on cars for mobility needs (Luis & Oliva, 2019). However as indicated by several interviewees there is great desire to move towards non-motorized options for short trips within and too Madeira Park. However, due to a lack of a regional transit system, private motorized vehicles are still considered essential for community members. For example, it is common for Madeira Park residents to drive to Sechelt or even Vancouver for their health services. Additionally, the engagement findings revealed that the community is concerned with the lack of safe, alternative mobility options within the community. These findings indicate active transportation options within and connecting to Madeira Park need improvement.

Opportunities

1. Community members are excited to work together to develop a community that encourages walking and biking.

2. Currently, there is one school bus that serves the needs of youth to and from school. However, There is an opportunity for other uses for this bus between 10 am and 2 pm on school days.

Challenge 3: A feeling of social isolation from marginalized groups

Iris Griffith Wetlands Park (Personal Photo, July 15, 2023)

Prior to COVID-19, across the Sunshine Coast, there was strong social connectivity between people and the community. When participants were asked about social connectivity in Madeira Park, over half of the participants were satisfied. As noted by the BC Centre for Disease Control (2019) and as indicated from three interviews, marginalized groups of people including youth (aged 13 -19) and young people (aged 20-35), members of the shíshálh nation, and other Indigenous groups are a few of the groups that often have higher levels of social isolation. For example, the survey results displayed that Madeira Park was the least suitable for teenagers and young adults compared to all other age groups. Additionally, efforts towards reconciliation continue to be at the forefront of the conversation towards fostering social connectivity.

Opportunities

1. Provide opportunities for the shíshálh Nation, and other Indigenous groups to practice and celebrate their culture within Madeira Park.

2. Build trust and dialogue between PHARA the shíshálh Nation and other Indigenous groups

3. Develop youth-focused programming.

Challenge 4: A high unemployment rate

Local business building in Madeira Park
(Personal Photo, July 15, 2023)

Madeira Park, like many other small rural communities, is transitioning to a mix of primary and tertiary services, including tourism. There is important work needed within Madeira Park to foster the longevity of local businesses. Currently, there is a lack of affordable housing in Madeira Park repealing working professionals and, creating difficulties for businesses to keep open during the evenings and during winter months. Additionally, the lack of alternative public transportation limits members from visiting restaurants and pubs within the community town centre. Overall, participants were satisfied with their basic goods and services within Madeira Park. However, some community members indicated that due to the remote locale, there is significant inflation on goods and services.

Opportunities

1. There is a community desire for a future Madeira Park with a thriving local economy.

2. One interviewee noted that developing opportunities for incoming residents to learn and gardening and other skills would be beneficial.

Challenge 5: A lack of meaningful engagement opportunities

Pender Harbour Community Hall (Personal Photo, July 15, 2023)

The Egmont/ Pender Harbour Official Community Plan (2018) was created by the SCRD to highlight areas for improvement, which included the involvement and participation of community members across Pender Harbour. This work was a great step towards working with local community members to foster a plan for the future. Since 2018, there have been limited engagement opportunities for community members of Area A. In this project, it was noted that over half of the participants disagreed with the statement that they felt like they were able to have their voices heard on issues that were important. In the future working together with key stakeholders across Area A such as shíshálh Nation and other Indigenous groups, the local residents of Area A, and the SCRD to find opportunities for impactful engagement will be pitivalto the community's future well-being.

Opportunities

1. Utilizing hybrid technology to improve access, and opportunity for local community members to participate in existing engagement events.

2. One interviewee mentioned that utilizing the Community Hall to broadcast and/or host meetings would help to increase opportunity for engagement with the SCRD.

Re-imagining Madeira Park

Image: Pender Harbour May Day Event (Personal Photo, May 20, 2023)

The following section highlights the overarching project vision, guiding values, focus areas and provides a list of 20 actions that could contribute to increased community well-being within Madeira Park. Based on the list of actions, the final recommendation for Madeira Park including the five most tangible actions, will be explored.

One Community Vision

Imagine a small town centre that is proud, diverse and vibrant. A community that is ready to face the future with open arms. Such a town centre would be a true asset to any community, offering a safe, welcoming and thriving environment for all who visit or call it home. With these qualities, Madeira Park would surely thrive, becoming a shining example of what can be achieved by committing to community well-being.

Guiding Values and Focus Areas

As identified in the key challenges section, there are several complex issues facing Madeira Park. The five guiding values and six focus areas seek strategies to challenge these often systemic problems within

the local context of Madeira Park. These guiding values include the following:

Affordability
Focus Area #1: Prioritize basic needs, services and housing to all community members

Mobility
Focus Area #2: Enhance safe, accessible and alternative mobility options to and within Madeira Park

Social Connectivity
Focus Area #3: Find ways to connect people and the community
Focus Area #4: Work to reconcile and celebrate the Host Nations

Local Economy
Focus Area #5: Promote local businesses and economies

Sense of Ownership
Focus Area #6 Empowering community members to participate in shaping the future of the community

20 Actions Towards Community Well-Being in Madeira Park

Table 5: 20 Actions Towards Community Well-Being in Madeira Park

Focus Area	Action	Timeline	Funding Opportunities
Focus Area #1: Prioritize basic needs, services and housing for all community members	Action 1: Find and secure stable housing for resident medical physicians	Medium-term	Program for Rural Physicians (2022)
	Action 2: Identify emergency shelter options for community members	Medium-term	Capital Project Grants (2023)
	Action 3: Develop a community board/ online portal for long-term rental housing postings	Short term	Small Community Grants (2023)
	Work with the SCRD to amend bylaws to all alternative tenure types (Cohousing, co-living, co-op housing etc.)	Long term	Neighbourhood Small Grants (2023)
	Action 5: Promote and Pilot a "Pender Harbour special" housing type (retrofit a six-plex housing unit)	Long term	CMHC grant for innovative projects (2023)
Focus Area 2: Enhance safe, accessibility and alternative mobility options to and within Madeira Park.	Action 6: Extend sidewalk width in Madeira Park	Medium-term	Capital Project Grants (2023)
	Action 7: Spring and Summer Pilot of cycling-focused mobility initiative	Medium-term	Green Municipal Fund (2023)
	Action 8: Activate the Pender Harbour School bus between 10 am - 2 pm on school days	Long term	Rural Transit Solutions Fund (2023)
	Action 9: Activate a volunteer-run carpool system	Medium-term	

Focus Area #3: Find ways to connect people and the community	Action 10: Activate a youth lounge in Madeira Park's town hall from 5 – 9 pm on Friday nights	Medium-term	Youth Take Charge Program (2023)
	Action 11: Program to connect seasoned farmers with people interested in learning to grow fruits and vegetables	Long term	United Way Local Love Grant (2023)
	Action 12: Develop and implement a bench and seating plan for Madeira Park	Long term	Sunshine Coast Foundation - responsive community grants (2023)
Focus Area #4: Work to reconcile and celebrate the host Nations	Action 13: Open a position on the PHARA board specifically for a person who is of marginalized background, which could include any person who self identify as Indigenous	Short term	Sunshine Coast Foundation - responsive community grants (2023)
	Action 14: Welcome opportunities for the shíshálh Nation to hold events in Madeira Park	Short term	The Multiculturalism and Anti-Racism Grants (2022)
	Action 15: Work with local Indigenous artists and architects to develop urban design requirements for future structures within Madeira Park	Long term	
Focus Area #5: Promote local businesses and economies	Action 16: Host an outdoor summer movie series	Short term	Canada Summer Jobs Grant Funding (2023)
	Action 17: Work with business owners to ensure a housing plan is set for their employees if needed	Medium-term	
	Action 18: Support a biweekly small-scale local farmer's stand	Medium-term	United Way Local Love Grant (2023)
Focus Area #6: Empowering community members to participate in shaping	Action 19: Provide an online information or bulletin board" for all upcoming events and engagement opportunities	Short term	
	Action 20: Host an annual community engagement workshops in Madeira Park	Medium-term	Neighbourhood Small Grants (2023)

Recommendations

This section presents five recommended actions for improving community well-being in Madeira Park, based on their high ranking in the evaluation matrix (Appendix 5). In the future, it is recommended that PHARA advocates and, were possible, implements these five recommendations to foster improved community well-being.

Recommendation Actions

1. A Spring and Summer Cycling Pilot
2. A position on the PHARA board specifically for a person who is of marginalized background
3. Opportunities for the shíshálh Nations and other Indigenous groups to host events in Madeira Park
4. Develop a Housing Plan for Workers
5. Host an Annual "in-person" Engagement Workshop

A Spring and Summer Cycling Pilot

A spring and summer cyclist pilot would promote alternative and non-motorized transportation option within and to Madeira Park.

Why was it recommended?

- Cycling provides an alternative, eco-friendly option to travel around one's community
- Additionally, it increases mobility options which can increase access and even social connectivity
- Further, a cycling route would support the tourism industry

Promising Precedent:

Gibsons, BC - Advisory Bike Lanes

Across the Sunshine Coast, the main barriers to cycling include inferior bike lane design, a lack of safety on the roads, and shared cycle routes with automobiles (Town of Gibsons, 2021). As a result of these findings, the Town of Gibsons has worked to improve active travel within their community by implementing a series of advisory bike lanes throughout the community. In this project, the Town of Gibsons chooses to utilize existing mobility space by narrowing the car lane and creating advisory bike lanes with solid white lines on the road space (as indicated below) to implement the advisory bike lanes. This process formalizes space for cyclists to exist within the roadways.

Advisory bike lanes in Gibsons, BC (Town of Gibsons, 2021)

What could this look like in Madeira Park?

On a smaller scale, this project would temporarily create advisory bike lanes between Francis Penesiual and Madeira Park, where space allows.

Potential Project Timeline: 1-5 years
Potential funding source: Green Municipal Fund (2023)

A Position on the PHARA Board Specifically for a Person who is of Marginalized Background

As an internal PHARA initiative, funding and promoting a new paid position on the PHARA board for a self-identifying person of marginalized background would give this person a sense of agency within the Pender Harbour community.

Why was it recommended?

- Opportunity for marginalized voices and perspectives to be included in the residents association meetings
- A paid position would reduce barriers to involvement in the residents association
- A low-cost and low-capacity project

What could this look like in Madeira Park?

As a short-term initiative, this could look like hiring a board member, who self-identifies as having a marginalized background, to participate in the PHARA at monthly meetings and special events.

Potential Project Timeline: 1-year
Potential funding source: Sunshine Coast Foundation - Responsive Community Grants (2023)

Opportunities for the shíshálh Nations and other Indigenous groups to host events in Madeira Park

This initiative could encourage the shíshálh Nation, and other Indigenous groups, the SCRD, and PHARA to work together to create space, time, and funding for important cultural events in Madeira Park.

Why was it recommended?

- This opportunity would allow for all community members to celebrate and learn about the cultural richness of the shíshálh Nation.

- An opportunity for shíshálh Nation and other Indigenous groups to celebrate, practice and share with their next generations
- Community and capacity building event

Promising Precedents
Banff, AB - National Indigenous Peoples Day

In the City of Banff, several non-profit societies partner with local indigenous organizations and groups to execute the annual National Indigenous Peoples Day, which celebrates culture, food, dancing and more within the local town of Banff every year on June 21st (Town of Banff, 2023).

Town of Banff National Indigenous Peoples Day (Banff Centre for Arts and Creativity, 2022)

What could this look like in Madeira Park?

In Madeira Park, the shíshálh Nation and other Indigenous groups could host events and cultural celebrations by activating the Madeira Park Elementary grass field.

Potential Project Timeline: Ongoing

Potential funding source: Government of British Columbia Multiculturalism and Anti-Racism Grants (2022) provides opportunities for non-profit organizations to support initiatives to build capacity for racialized communities.

Develop a Housing Plan for Workers

Developing and implementing a housing plan to support existing and future workers and employees throughout the community.

Why was it recommended?

- If full-time, temporary and seasonal workers can secure housing within the local community, it can increase the capacity of local business
- Local business success can contribute to a healthier and more resilient community
- Local business success can support and increase tourism opportunities.

Promising Precedent

Cowichan BC - Workforce Housing Plan

The Cowichan Valley Regional District is facing a housing crisis. Specifically within Cowichan, employees are at high risk of being unhoused, significantly impacting the local economies (CVRD, 2023). Set to be complete in September of 2023, the Cowichan Workforce Housing Strategy will provide a range of options to promote workforce housing throughout the district, such as workforce housing policy guides, accelerated housing solutions (quick build homes), regulating short term rentals, and implementing a housing authority for the region (CVRD, 2023).

Affordable housing in the CVRD (CVRD, 2023)

What could this look like in Madeira Park?

As a regional initiative, PHARA and other non-profits across the Sunshine Coast could work with the SCRD to develop workforce housing initiatives for the local communities.

Potential Project Timeline: 3 -5 years
Potential funding source: CMHC

Possible project partners: SCRD, Cover the Coast, PHARA and BC Non-profit Housing Association

Host an Annual "in-person" Engagement Workshop

Hosting an annual community engagement workshops within the local town centre of Madeira Park would provide opportunities for low-barrier engagement for local community residents.

Why was it recommended?

- Foster a sense of ownership for the local community
- Build a positive relationship between the SRCD and the local community residents

What could this look like in Madeira Park? Annually, this could look like a community-led engagement event in the Madeira Park Community Hall which provides opportunities for residents and key stakeholders to identify challenges and work towards future community initiatives over the next year.

Potential Project Timeline: Ongoing
Potential funding source: Neighbourhood Small Grants (2023)

Possible project partners: SCRD, PHARA, Pender Harbour Chamber of Commerce, PODS

Conclusion

This project developed a grassroots Community Well-Being Strategy that PHARA can utilize to advocate for and implement to improve well-being in Madeira Park. Community well-being encompasses various aspects such as social, cultural, economic, environmental and political considerations crucial to a community's future success.

The Madeira Park Community Well-Being Strategy, has identified these conditions to include affordable housing, alternative mobility options, a socially connected community, a flourishing local economy and a community that has a strong sense of community ownership. These values were then used to outline a menu of potential community well-being initiatives and five recommended actions for implementation to promote community well-being in Madeira Park.

Madeira Park is the heart of the Sunshine Coast Area A. Therefore continuing to support and promote community well-being initiatives is critical to the resilience, longevity and success of Madeira Park, and the entire community across Area A.

Appendix

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This project took a grassroots approach to determine strategies to foster community well-being in Madeira Park. The project's phases are indicated as follows;

Step 1: Data Collection

This first step included collecting background research on community well-being; Developing a Community Profile of Area A; And interviewing an SCRD Planner to explore the current and emerging challenges facing community well-being across the Sunshine Coast Region and specifically within Area A.

Step 2: Public Engagement

A series of public engagement intiatives were undertaken with community members to learn more about current and future challenges facing community well-being in Madeira Park, including an online survey, interviews, and a community mapping event.

Step 3: Findings

These first three stages were then utilized to identify challenges and future opportunities facing community well-being in Madeira Park in the analysis phase of this work.

Step 4: Re-imagining Madeira Park

A action plan outlining the vision, guiding values and 20 actions for improved community well-being was developed in Madeira Park.

Step 5: Recommendatins

Finally, five actions were recommended to PHARA to advocate and, if possible, implement to improve the future well-being within Madeira Park.
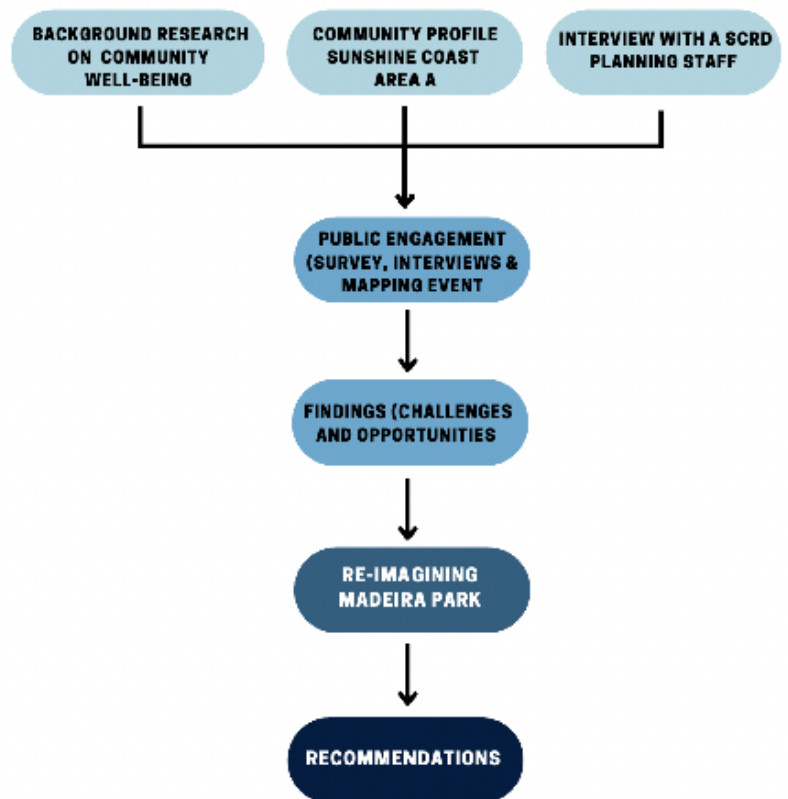

Figure 5: Project Approach Overview

Appendix 3: Methods

The Madeira Park Community Well-Being Strategy was developed from a triangulation of data collection, community engagment findings and analysis. The following sections outline each step of work in more detail.

Data Collection
Community Well-Being Research

This succinct review sought to define this broad topic of community well-being. From there, the framework for community well-being from Dialogue Designs (2023) was selected and applied to this project. Finally, the following themes, including affordability, mobility, social connectivity, local economy and sense of ownership, were explored through the lens of rural and remote communities.

Community Profile

A Community Profile is used to understand the existing conditions and forecast future trends for a community. The Community Profile for this project looked at the 2021 Area A Census Profile to examine existing conditions and future trends related to community well-being within the region. This community profile reviewed indicators of community well-being, such as population, ethnic diversity, and social connectivity at the regional level, which could help understand community well-being within the local context

Sunshine Coast Regional District Planner Informational Interview

On July 29th, the researcher informally interviewed a Sunshine Coast Regional Planner about the current and ongoing challenges facing Area A, and specifically Madeira Park. This conversation supported the development of the background research for this report.

Community Engagment

The community engagement aimed to identify community concerns and better understand the community's vision for the future of Madeira Park. The project involved three types of engagement in connecting with diverse community members who frequently use and rely on Madeira Park. These engagement techniques including an online surveys, interviews, and a community mapping event.

Online Survey

An online survey was distributed to Pender Harbour and Egmont residents to understand the challenges facing Madeira Park. The survey was shared and promoted through the four following sources.

1. The PHARA mailing list;
2. Through local Facebook groups;
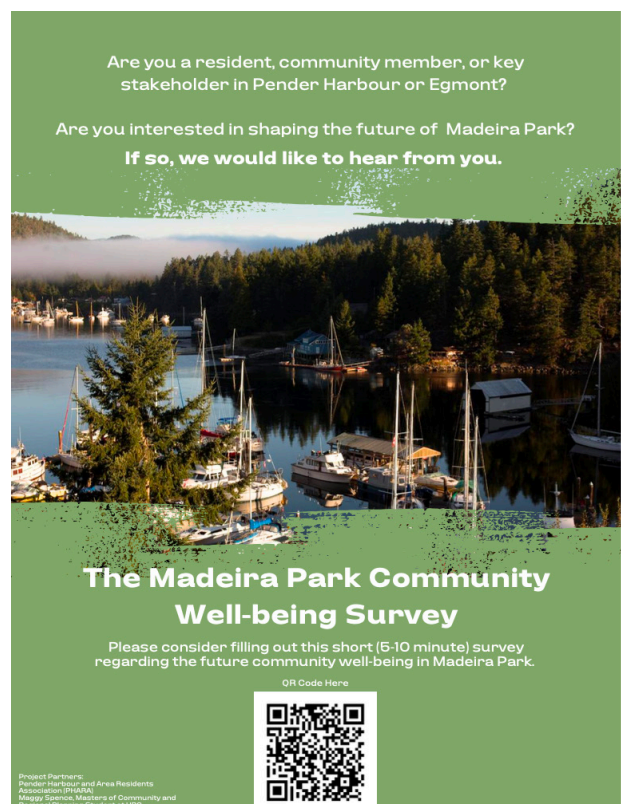3. From a flyer with a QR code; AND
4. By local community champions

Figure 15: Survey Flyer

Further, the survey was open to any self-identifying resident, community member, and key stakeholder of Madeira Park who was interested in shaping the future of their local community centre. The survey was disseminated on April 7, 2023, and was active until May 31, 2023, for participation. The survey had 435 people participate, making up approximately 14% of Area A population (the total population from the 2021 Census Profile is 3,039 people). Participants who completed even one survey question were also entered to win a $75 gift card to the local IGA Grocery Store. The full survey results can be viewed in Appendix 4.

Interviews with Community Members

Interviews were conducted with those who self-identified as residents, community members, or key stakeholders of Madeira Park. Interviewees were invited to participate at the end of the online survey. From there, over 50 participants expressed interest in participating in an interview. Due to the limited capacity, 25 potential interviewees were randomly selected and invited for an interview. This led to the eight people agreeing to and participating in 30-minute interviews concerning Madeira Park's current challenges and future goals. The goal of these interviews was to learn from lived experiences and stories to complement the findings from the online survey and further ensure the direction of the Community Well-Being Strategy would meet the needs of diverse community members in Madeira Park. The interview questions and results can be viewed in Appendix 4.

Community Mapping Activity

A Community Mapping activity is an engagement technique allowing participants to map different community concerns or assets visually.

On May 20, 2023, PHARA held a community booth at the Pender Harbour May Day Festival. During the booth between 11 am - 3 pm, there was an opportunity for anyone to participate in the community mapping exercise. This exercise asked community members: What types of community assets exist within Madeira Park, Pender Harbour and/or Area A? (Figure X).

A Community Asset is any formal or informal building or space used for the well-being or social interest of the local community.

Community Asset Mapping Activity

Question:

What types of community assets exist within Madeira Park, Pender Harbour and/or Area A?

*A **Community Asset** is any formal or informal building or space which is used for the well-being or social interest of the local community.

Instructions:
1. Please **select a sticky**
   i. Yellow = Social Assets (ex., Health, education etc.)
   ii. Pink = Built Assets (ex., Community centre, roads etc.)
2. Please **write your example of a social or built asset on the sticky**
3. **Place the sticky on the map** to represent a social or built asset you can identify within the community.

Project Partners:
Pender Harbour and Area Residents
Association (PHARA)
Maggy Spence, Masters of Community
and Regional Planning Student at UBC

Figure 16: Community Mapping Activity Instructions

In this project, the community mapping activity allowed community members to identify existing assets on a map of Madeira Park, Pender Harbour or within Area A. This activity also allowed for informal conversations about the future of Madeira Park and community well-being to emerge. After the event, a digital record of this map was created on google my maps and shared back with the community on the PHARA website. In the future, in addition to supporting this project, this community map can be used as a tool to support further community planning work within Madeira Park.

Analysis

The analysis section (key challenges and future opportunities), identified themes from the background research, community profile and engagement findings. These key themes were then used to develop a suggested actions and the final five recommended areas for PHARA to advocate and consider implemented within the local area of Madeira Park.

Project Limitations and Future Directions

1. This project focused on the scope of Madeira Park. In the future, its capacity allows understand the challenges and strategies to improve community well-being across Area A would be an asset.

2. This project only evaluated five of the possible 20 indicators to comprehend community well-being. In the future, it would be beneficial to research all 20 indicators to gain a more comprehensive understanding of community well-being.

3. Despite the significant engagement process, this project could only engage with people who volunteered to participate. Therefore, the voices of those who chose not or did not have an opportunity to participate may not be highlighted in the findings. Often these non-participants are marginalized groups. Further research is needed to prioritize these groups, specifically within rural contexts.

Appendix 4: Full Engagement Results
Survey Results
Survey date: April 7th - May 30th, 2023

Survey Dissemination Types:
- PHARA mailing list
- Facebook community groups
- Via community champions
- Flyer with QR code

Overview
- 435 people participated in the survey
- The survey population makes up approximately 14% of the 2021 Area A population (the total population from the 2021 Census Profile is 3,039 people).

Survey Results
Survey dates April 1st - May 30th, 2023

Community satisfaction with public infrastructure in Madeira Park

Sidewalks
196 people (49%) were either somewhat or extremely dissatisfied with the sidewalk infrastructure within Madeira Park.
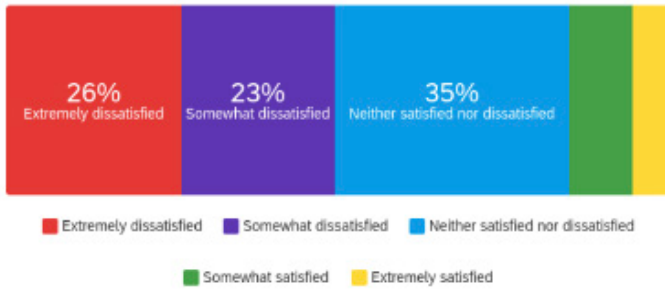

Figure 17: Sidewalk Satisfaction in Madeira Park

Bike Infrasture
218 people (55%) were dissatisfied with the bike infrastructure within Madeira Park, with 129 being extremely dissatisfied.

Figure 18: Bike Infrasture Satisfaction in Madeira Park

Street Lights
Most people were indifferent to the street lights in Madeira Park.

Figure 19: Street Light Satisfaction in Madeira Park

Cross Walks
174 people (44%) were either extremely or somewhat dissatisfied with the crosswalks within Madeira Park.
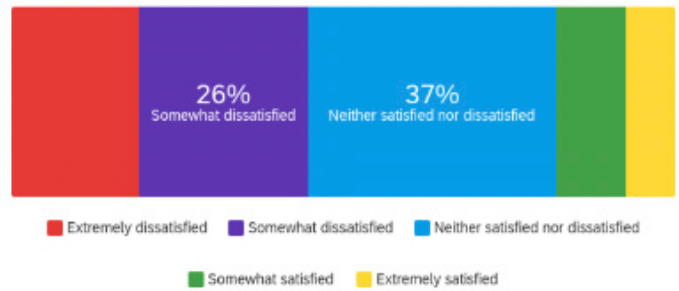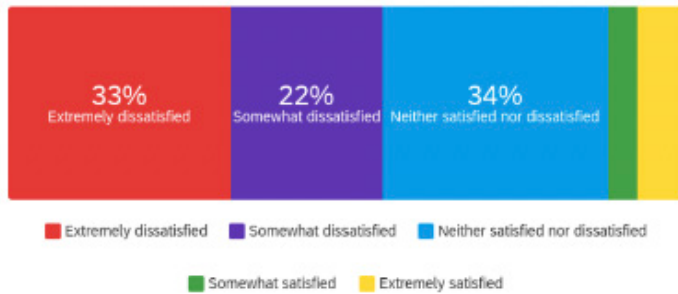

Figure 20: Crosswalk satisfaction in Madeira Park

Roads
244 people (60%) were either extremely or somewhat dissatisfied with the street infrastructure within Madeira Park.
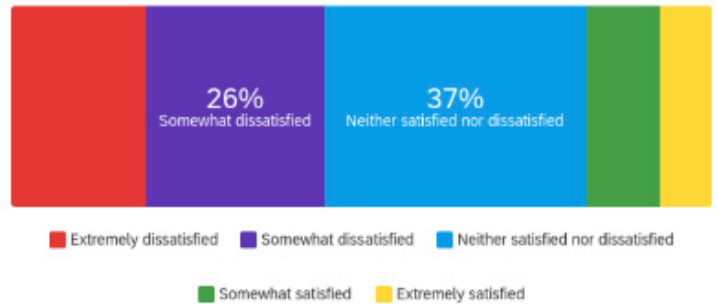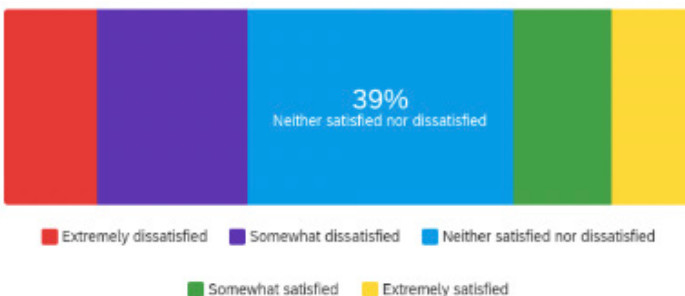

Figure 21: Road Satisfaction in Madeira Park

Road signs and road lights
157 people (40%) were either extremely or somewhat dissatisfied with the road signs within Madeira Park.
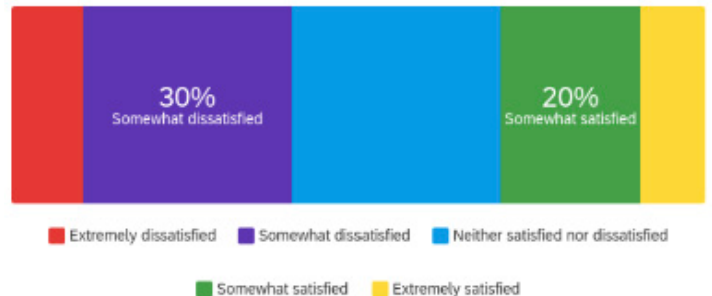

Figure 22: Road Signs and Lights Satisfaction in Madeira Park

Community satisfaction with social infrastructure in Madeira Park

- 314 people (80%) are satisfied with the grocery services within Madeira Park

- 276 people (70%) are satisfied with the pharmaceutical services within Madeira Park

- 202 people (52%) are satisfied with the community centre within Madeira Park

- Most people were indifferent to childcare services within Madeira Park.

- 230 people (59%) are neither satisfied nor dissatisfied with the senior centres' services in Madeira Park
-
- 262 people (67%) are satisfied with the parks and trails within Madeira Park

226 people (47%) are satisfied with the arts and culture within Madeira Park

Public spaces in Madeira Park

51% of the community either disagrees or strongly disagrees that Madeira Park is an accessible place

57% of the Community agrees that public space is adequate in Madeira Park

68% of the community agrees that Madeira Park is a welcoming space

77% of the community agrees that Madeira Park is a safe space

Age Demographics in Madeira Park

Is Madeira Park suitable for different age demographics? (0% = unsuitable and 100% = completely suitable)

Children 82%

Teenagers 55%

Young Adults 64%
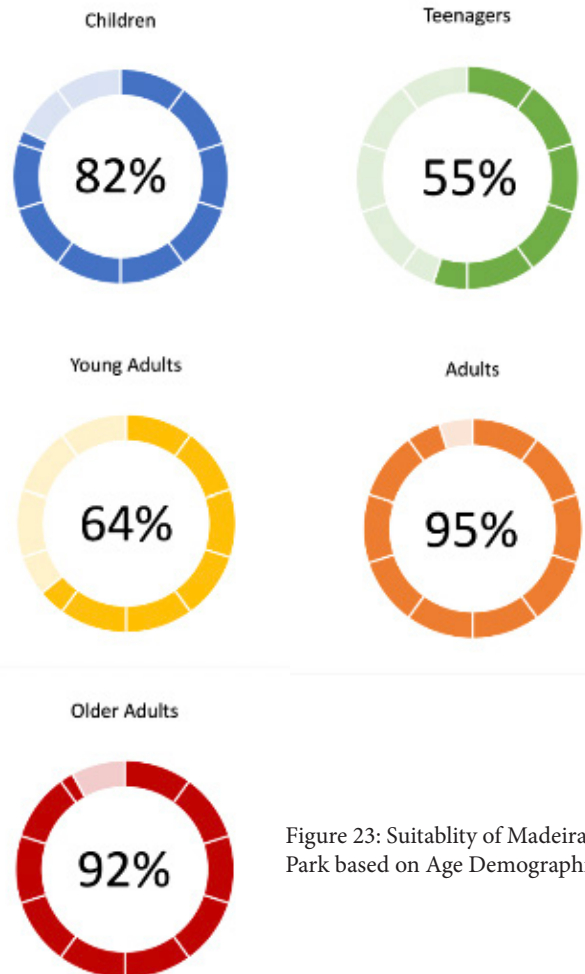
Adults 95%

Older Adults 92%

Figure 23: Suitablity of Madeira Park based on Age Demographic

The Sunshine Coast Regional District (SCRD) & Madeira Park

Has the SCRD provided opportunities for the community to be heard on important issues?

58% or 220 people in the community either disagree or strongly disagree that they were given an opportunity to be heard on important community issues by the SCRD.
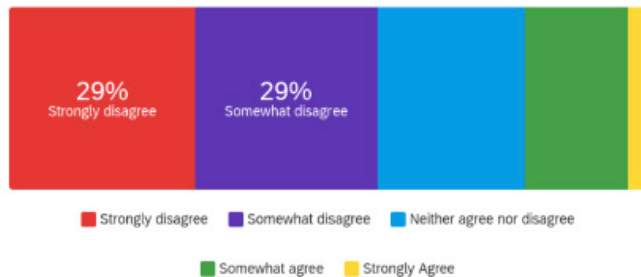

Figure 24: Community's Feelings towards Opportunities to be Heard by the Regional Government

Has the SCRD delivered the basic services and needs for Madeira Park?

54% or 207 people in the community either disagree or strongly disagree that the SCRD provides the basic services and needs for Madeira Park.
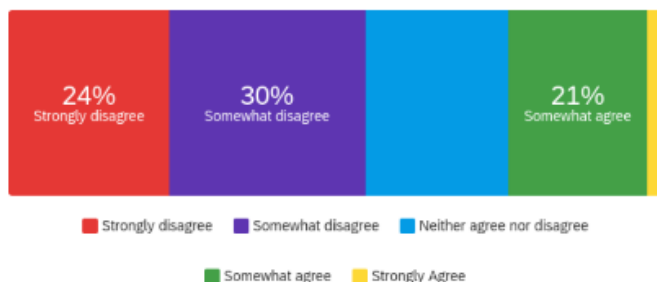

Figure 25: Community's Feelings towards basic services and needs in Madeira Park

Should Pender Harbour incorporate?
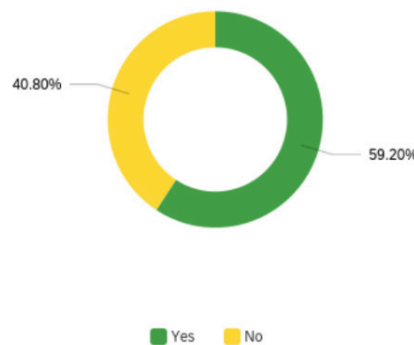
Figure 26: Community's Feelings towards incorporation

59% = Yes, Pender Harbour should incorporate
41% = No, Pender Harbour should not incorporate

* Further research is needed to better address this question in more detail.

What values are most important to the future of Madeira Park?

- Livability
- Affordability
- Inclusion of the host Nation to highlight cultural benefits
- Connectedness
- Safety
- Vibrancy
- Alternative mobility (walkability and bike-ability)
- Sustainability
- A voice in the decision of our community
- Jobs for young people
- Improved healthcare and mental health services
- Access to waterfront

Interview Results

Interview dates May 1st - May 30th, 2023

Interview Overview

- Eight people participated in online interviews
- Each of these participants was a self-identifying member of Madeira Park, interested in shaping the future of their community
- *Please note interview results have been combined and randomized the responses to protect individual confidentiality and anonymity

Key Interview Question Responses

Question 1: What social services and built infrastructures (ex., Childcare services, community activities, housing etc.) are offered within the community?

Key quote: "Madeira Park has everything you need for a small community town centre"

Emerging themes:
- Community centres
- Community gardens
- Community vibe
- Elementary and high school
- Community pool
- Social connections between community members
- Informal community organizations and activities
- Childcare services
- School bus service
- Community events
- Bargain Barn
- Volunteer fire service
- Recycling pick up
- Hospital service and medical support
- Family and friends
- Fitness and yoga classes
- Water filtration
- Grips recycle depot
- Roadways
- Community garden
- Winter festival

Question 2: What social and built services and systems are not working well or missing in Madeira Park?

Emerging Themes:
- Insufficient childcare options
- Lack of places to sit and stay within the community
- Lack of communication between the SCRD and the local residents
- Competing interests and needs of full-time and part-time residents
- Lack of housing for low-income working-aged people
- Shortage of labour for businesses
- Community Hall is in need of repairs and improvements
- Medical services
- Housing for seniors
- Migration of young people leaving the community
- Lack of gathering spaces
- Difficult to find opportunities to meet new people
- Lack of activities in the winter months
- Only two local grocery stores
- Lack of a centralized garbage service
- No food waste centre
- Road improvements
- Unsafe road conditions for alternative mobility users
- Lack of waterfront access
- Limited hours for restaurants and services
- Light pollution
- Parking concerns in the town centre
- Lack of cycle routes
- No emergency warming or cooling centre
- Community safety
- Sidewalk improvement

Question 3: Within this project, we are working towards developing a Community Well-Being Strategy for Madeira Park. Community well-being can be broadly defined as:

"The combination of social, economic, environmental, cultural and political conditions identified by individuals and their communities as essential for them to flourish and fulfill their potential (Dialogue Designs, 2018)"

This project seeks to build an understanding of community well-being from the perspectives of community members, residents and key stakeholders of Madeira Park. With this in mind:

A) What does community well-being mean to you?
- Respect, tolerance and diversity
- Respect for Indigenous communities
- Respect for all marginalized people
- Housing affordability and accessibility for community members
- Employment opportunities
- Improved volunteer base of community
- Opportunities for social connectivity, specifically for young people
- Food security
- Accessible medical services
- Reclaimed waterways
- A feeling of belonging
- Autonomy
- Sense of place

What does successful community well-being look like to you in a future Madeira Park?
- Developing a Pender harbour-specific style of housing that will meet the community's needs, such as tiny house communities
- Working towards a reimagined school park and the daylight of creek from the lily lake
- Developing a vibrant and lively economic centre
- Madeira Park as a successful tourist hub for indigenous and non-indigenous businesses
- Young people engaging in their local community

Community Mapping Activity Results

On May 20, 2023, in attendance at the Pender Harbour May Day festival, we connected over 30 community members to create an asset map of existing built and social assets within the community. In the event's theme surrounding local love and community building, this activity asked participants to determine and map successful community assets in Madeira Park.

The Community Map (Next page) outlines a snapshot of essential assets determined by the community within Madeira Park, such as the Royal Canadian Legion, the Lily Lake Trail and more.

As a result of this exercise, this report was able to get a snapshot of essential community assets within Madeira Park. This community mapping exercise is now publicly available at https://www.google.com/maps/d/u/0/edit?mid=1-H9qZFVHejHtE8XnONzwov1G-po2pEc&usp=sharing.

2023 Madeira Park Community Asset Map

Madeira Park

Community Assets

Playground

Bargain Barn - Thrift Shop

Royal Canadian Legion

Pender Harbour Community
Hall

Iris Griffith Wetlands Park

Lily Lake Trail

School Park

Community Garden

Public Wharf

Lily lake public access

Francis Point

Figure 27: 2023 Madeira Park Community Asset Map

Maggy Spence | CAPSTONE | AUG 2023

Appendix 5: Evaluation Matrix

This final section displays the evaluation matrix used to determine the recommended areas of action for the Madeira Park Community Well-Being Strategy.

To determine which actions were the most effective for the small and rural community centre of Madeira Park, each action was evaluated by a series of ten criteria. Further, each action was evaluated with each criterion, on a score from one to three. If given a one, the lowest score, this would indicate that that action had the lowest potential to improve or the highest cost, capacity and time associated with that action. However, if an action scored a three, or the best score, this means that that specific action had the highest ability to improve that aspect of community well-being, or had the lowest cost, capacity or timeline associated with the action. Additionally, the last rank was applied by the PHARA, which has the action a three if it was supported by the organization. From there, each action was scored, and the highest five actions were selected for implementation in the final phase of the project.

Criteria	Baseline (If no actions were implemented)	Action 1: Find and secure stable housing for resident medical physicians	Action 2: Identify emergency shelter options for community members	Action 3: Develop a community board/ online portal for long-term rental housing postings	Action 4: Encourage and work with the SCRD towards amending bylaws to all alternative tenure types (Cohousing, co-living, co-op housing within Madeira Park)	Action 5: Promote and Pilot a "Pender Harbour special" housing type (retrofitted six plex on a subdivided lot)	Action 6: Extend the width of the sidewalk (on the grass field side) from Oak Tree Market to the elementary school	Action 7: Spring and Summer Pilot of cycling-focused mobility between Madeira Park and Francis Point Provincial Park	Action 8: Activate the Pender Harbour School bus between 10 am - 2 pm on school days to provide alternative mobility for residents	Action 9: Activate a volunteer-run carpool system
Potential to improve affordability within the community	1	2	2	3	3	3	1	2	1	2
Potential to improve alternative mobility within the community	1	1	1	1	1	1	3	3	3	3
Potential to improve social connectivity	1	1	2	2	2	2	3	3	3	3
Potential to improve the local economy	1	2	1	2	2	2	2	3	2	2
Potential for the community to work toward community ownership	1	3	3	2	3	2	2	3	2	2
Equity consideration (does this action directly support marginalized groups of people in the community)	1	3	2	2	3	3	2	3	3	2
Cost	3	2	2	1	1	1	2	1	2	1
Capacity	3	2	2	1	1	1	2	1	2	2
Timeframe	3	2	3	1	2	1	2	2	2	1
Did PHARA recommend this action area	1	3	1	3	3	3	1	1	1	3
Total Score	16	21	19	18	21	19	20	23	21	21

Scoring legend:
- 3 = Highest Potential / 1 = Lowest Potential
- 1 = Highest Cost / 3 = Lowest Cost
- 1 = Highest Capacity / 3 = Lowest Capacity
- 1 = Longest Timeline / 3 = Shortest Timeline
- 3 = Yes / 1 = No
- Highest Score = Best Community well-being actions

Table 6: Evaluation Matrix Part 1

Criteria	Action 10: Activate a youth lounge in Madeira Park's town hall from 5 – 9 pm on Friday nights	Action 11: Develop a program which connects seasoned farmers with people interested in learning to grow fruits and vegetables	Action 12: Develop and implement a bench and seating plan for Madeira Park	Action 13: Open a position on the PHARA board specifically for a person who is of marginalized background, which could include any person who self-identifies as Indigenous	Action 14: Welcome any opportunity for the Sechelt Nation and/or the Pender Harbour Indian Band to celebrate and hold events on the soccer field or in the community hall	Action 15: Work with local Indigenous artists and architects to develop urban design requirements for future structures within Madeira Park	Action 16: Host an outdoor summer movie series	Action 17: Work with local business owners to ensure a housing plan is set for their employees if needed	Action 18: Support a biweekly small-scale local farmer's stand in partnership with a local business in Madeira Park	Action 19: Provide an online (PHARA website) and printed information (Bulletin Board) for all upcoming engagement opportunities with the Sunshine Coast Regional District	Action 20: Host an annual workshops in Madeira Park to understand the current and future challenges and needs of community members and share results with the SCRD
Potential to improve affordability within the community	1	2	1	1	1	2	1	3	2	1	2
Potential to improve alternative mobility within the community	1	1	2	1	1	1	1	1	1	1	2
Potential to improve social connectivity	3	3	3	3	3	2	3	3	2	2	3
Potential to improve the local economy	2	2	2	1	2	3	3	3	3	1	2
Potential for the community to work toward community ownership	3	3	3	2	2	3	2	2	2	3	3
Equity consideration (does this action directly support marginalized groups of people in the community)	3	1	3	3	3	3	1	3	1	1	2
Cost	2	1	2	3	3	1	2	2	3	3	2
Capacity	2	2	2	3	3	2	2	3	2	3	1
Timeframe	1	2	3	3	2	1	1	2	3	3	2
Did PHARA recommend this action area	3	1	1	3	3	3	3	1	1	1	3
Total Score	21	18	21	23	23	21	19	23	20	19	22

Table X: Evaluation Matrix Part 2