

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 (SCARP) Capstone Project in partnership between graduate student Maggy Spence and the Pender Harbour and Area Residents Association. The opinions and recommendations in this report and any errors 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 and waters of the Musqueam, Squamish, Stó:lō and Selilwitulh Nations.

Acknowledgements

This author would like to thank all those for their contribution, support and encouragement throughout this project from the Pender Harbour and Area Residents Association. Finally, I would like to express my gratitude to Ron Badley and Bill Charlton for their unwavering dedication and support throughout this project. Their significant contribution of time and effort was crucial to the success of this work. I am grateful for their valuable local insights, advice, and the friendship we formed during this project.

Table of Contents

TBD - wil insert TOC and figures list at the end

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). Pender Harbour comprises of several tight-knit villages, including Maderia Park, Garden Bay, Kleindale, and Irvine's Landing. Madeira Park, also known as salalus in the she shashishalhem language, is the heart of the Pender Harbour communities and provides essential services, housing and economic activities for the community. However, across Pender Harbour and specifically within Madeira Park, the community is facing systemic and acute challenges that impact the well-being of the community. Some of these challenges include a growing population, a depleting workforce, a scarcity of affordable housing, competition between the long-term and short-term rental market, and a disconnect between the residents, the shíshálh nation and the Sunshine Coast Regional District.

Project Vision

Working in partnership with the Pender Harbour and Area Residents Association (PHARA), this project seeks to develop grassroots strategies to address community well-being within Madeira Park. In the future, PHARA envisions Madeira Park to be not a vibrant community hub but diverse and resilient. Further, they dream of Madeira Park as a safe, welcoming and accessible town centre for everyone who visits or calls this place their home.

Strategic Framework

Community Well-being is an alternative way to measure collective community health. Within the context of this project, we will apply the Community Well-being Framework as developed by Dialogue Designs (2018) to outline social, cultural, environmental, economic and political considerations within Madeira Park. However, an additional consideration to this project applies a lens of equity. This consideration understands that marginalized groups of people, such as youth (aged 13 -18) and young people (aged 19-30), members of the shíshálh nation, future community members, and the ecosystem, often lack the opportunity to engage in planning projects. Therefore, planning for and with these marginalized groups will be an essential consideration of this work.

Five Project Values

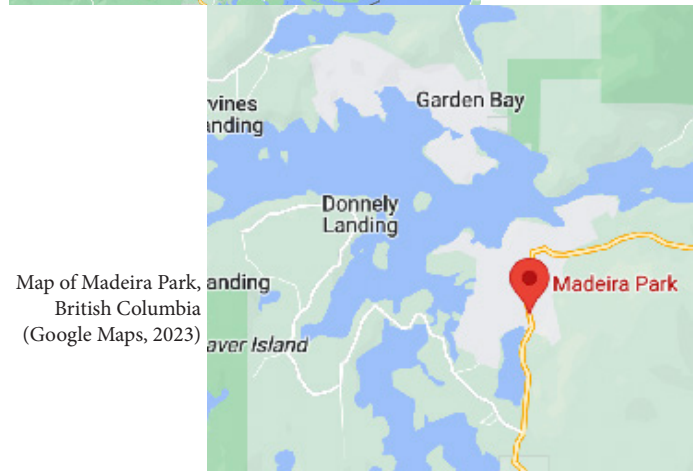
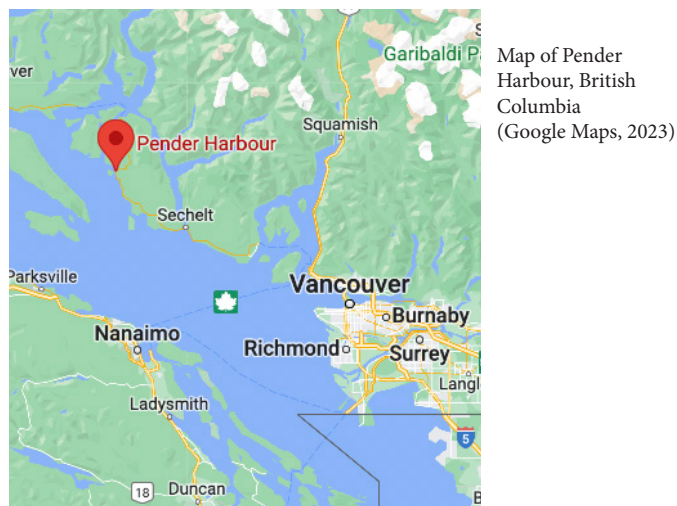
The guiding values of community wellbeing for Maderia Park, which were determined through this project include

1. Affordability
2. Mobility,
3. Social connectivity
4. Local economy
5. Sense of ownership.

Each guiding value was then explored further to identify a total of 20 action areas for community well-being improvements. Through a series of evaluations, five recommendations were selected for PHARA to implement and support through advocacy to improve community well-being in Madiera Park.

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, which maintain a strong community (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). Madeira Park is the heart of the local community and provides essential services, housing and economic activities.



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 Sunshine Coast Regional District updated and adopted the Egmont/ Pender Harbour Official Community Plan.

An Official Community Plan describes a long-term vision and action 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 trust between the shíshálh nation, local 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 community-driven approach to enhance 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 the future of Madeira Park. Further, this strategy will focus on identifying and improving existing infrastructure, both physical and social, to promote affordability, mobility and other considerations as 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. 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 Area.

Project Approach

This project took a grassroots, community-based approach to determine strategies to foster community well-being in Madeira Park, as outlined in Figure x. To view the full project approach, refer to Appendix X.

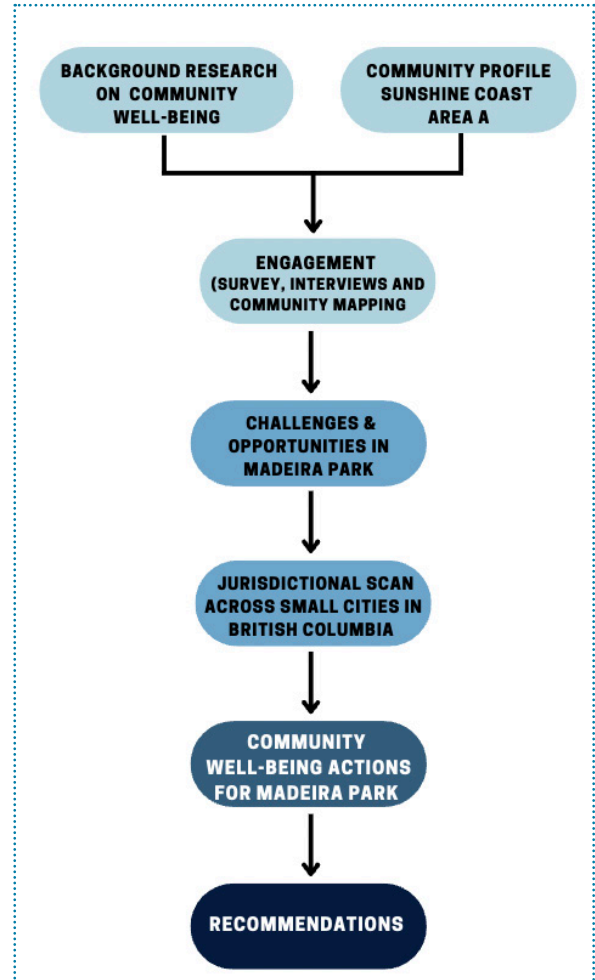


Figure X: Project Approach

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 Master's student in Community and Regional Planning at the University of British Columbia. She studies social planning to foster inclusive connected communities. Maggy is also a community member of Madeira Park and held her first job as a cashier at the IGA grocery store.

Maggy Spence | CAPSTONE | AUG 2023

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 planning for well-being. This process will highlight the voices of the local residents, community members and stakeholders.

Domains of Community Well-Being

Building off this definition Dialogue Designs (2018) developed a community well-being framework that applies five domains to evaluate community well-being. These domains include:

- **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 X. 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.



Image from Dialogue 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 were of the greatest concern and interest to the local community. These indicators were selected to guide the community well-being strategy for Madeira Park 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 30% of their before-tax total income or less on housing needs (CMHC, 2023).

Housing affordability is a key factor in creating a livable city. However, across Canadian communities, the cost of housing is increasing. Similarly, 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 to small and remote communities is the competition in the long-term rental market, as there is an increase in short-term vacation rentals. 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 persists in many areas along the Sunshine Coast, including Madeira Park.

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, such as driving, walking, biking, and scootering (Scott & Tulloch, 2020).

However, mobility needs are significantly different between urban and rural communities (Luis & Oliva, 2019). In rural communities, people must travel farther daily to access their basic needs and services. 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.



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 can be 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 their community members. 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 and fostering ongoing relationships, building a sense of belonging and 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. 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). However, further 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). 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).



Oak Tree Market, Madeira Park (XXX)

Sense of Ownership

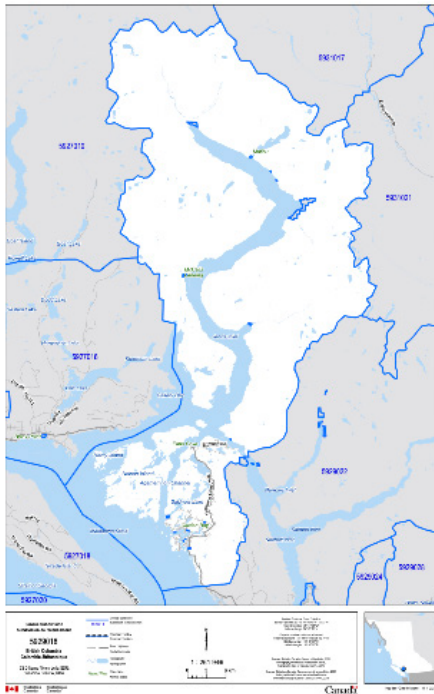
A sense of ownership is the ability for community members, specifically marginalized groups, to impact and have a voice in the decision-making processes of their future (Lachpelle, 2008).

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 the SCR, 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, funding and capacity restraints from planning staff create challenges to achieving a sense of ownership in small communities within a regional government.

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).

Map X The 2021 Sunshine Coast A Area 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
- Sunshine Coast Regional District 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 Sunshine Coast A Area

Additionally, between 2016 and 2021, it is noted there was a significant increase in children and youth, young adults, older adults and seniors (Figure x). 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.

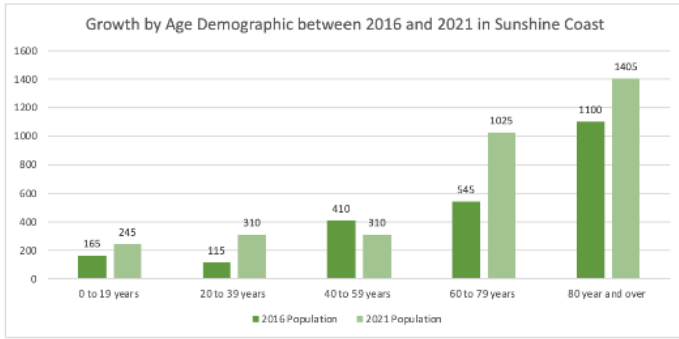


Figure 1: Growth by Age Demographic between 2016 and 2021 in Sunshine Coast Area A

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

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).

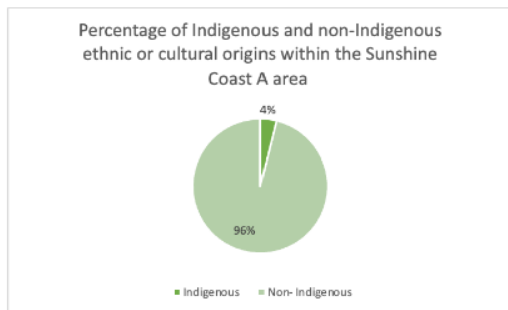


Figure x: Percentage of Indigenous and non-Indigenous origins within the Sunshine Coast Area A

Sunshine Coast 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

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



Map 2: Map of the Traditional Territory of the Shishalh Nation

Income

The Sunshine Coast Area A has a low medium after-tax income and a high unemployment rate. As indicated in the Figure X, the income levels in Area A are lower than the SCRDC 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 the Sunshine Coast Area A and the SCRDC may be lower than in other areas within the province.

Median After-tax Income in 2020		(*additional income from the COVID-19 emergency recovery benefits in 2020 could affect this calculation.)
Sunshine Coast Area A	32,000	
Sunshine Coast Regional District	36,000	
British Columbia	40,800	

Table x: Medium After-Tax Income between the Sunshine Coast A Area, the Sunshine Coast Regional District and British Columbia in 2020

The Sunshine Coast Area Area has 1,150 people in their labour force. However, when looking at unemployment rates, compared the provincial average of 8.6% the Sunshine Coast A Area 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 the grades of kindergarten and Grade six in 2022. Notably, the Elementary school is located in the heart of Madeira Park. Additionally, Pender Harbour Highschool, 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 the needs of all children and youth within the community. In 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 the Sunshine Coast Area A, the Serendipity Child Development is the community's only child care centre for children aged 2.5 - 5 years of age. However, it is notable that the Serendipity child care center plans to expand its program by developing a new site in the Summer of 2023. However, 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 the Sunshine Coast A Area and further what effects have been caused as a result of COVID-19.

Mobility

The Sunshine Coast Health Profile (2019) indicates 85% of user commute by car to work or school, while transit, cycling and pedestrians only make up 14% of the population. Within the rural areas, cyclist and pedestrians usage drops to 13% of the total population. Additionally, it is noted that 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.

Sidewalks

Only 34% of the Sunshine Coast Regional District 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 Area, there are significant areas within community centres with proper sidewalks.



Figure X: Sidewalk in Davis Bay (personal image, 2023)

Amenities

Table x represents the following social services for the community as of 2021 within the Sunshine Coast A Area.

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 x: Types of Social Services by amount within the Sunshine Coast A Area in 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 2021. 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 x: 2021 Ownership vs. rental rates for the Sunshine Coast A Area between 2016 and 2021

At the same time, many homeowners across the region have even reported having more room than needed within their private dwellings (Sunshine Coast Housing Needs Report, 2019). Additionally, Statistics Canada 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, where in addition, a household must pay more than 30% of its before-tax income on housing expenses (CMHC, 2023)

In the Sunshine Coast A Area, 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.

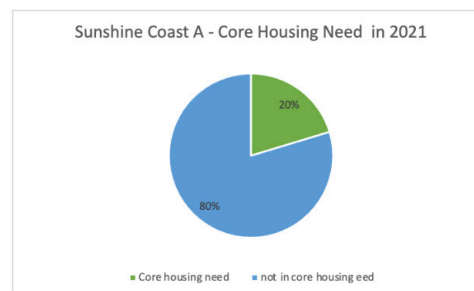


Figure x: 2021 Core Housing Need (CHN) in the Sunshine Coast Area A

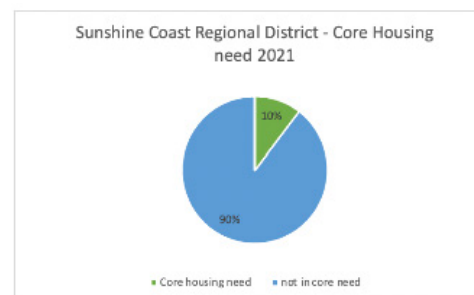


Figure x: 2021 CHN in the SCRCD

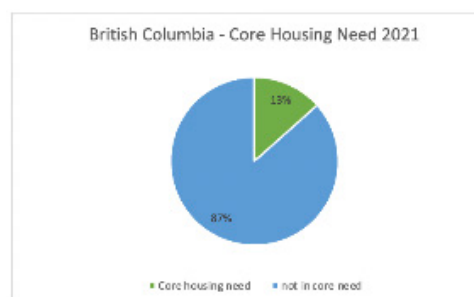


Figure x: 2021 CHN in British Columbia

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

Engagement

What We Heard

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

Who participated?

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

What type of engagement was conducted?

- Meetings with PHARA Members
- Online Survey
- Zoom Interviews
- A Community Mapping event

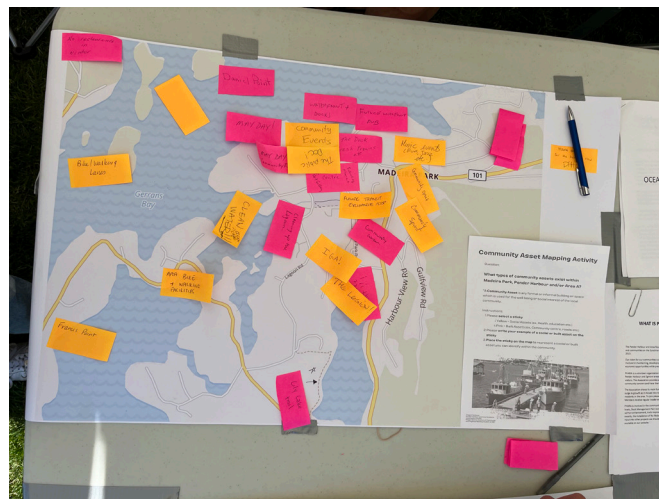


Figure X: Community Mapping Activity on May 20, 2023

Why did we engage community members?

As a grassroots Community Well-being project highlighting the voices of community members within the local area of Pender Harbour and Egmont was essential to develop a shared vision and action plan of the future well-being of Madeira Park.



Figure X: May Day Event in Madeira Park (personal image, 2023)

How many people were involved?

450 people

Who was 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, community members such as those of 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

- The survey population makes up approximately **14% of the total 2021 Sunshine Coast 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, with 129 of those people being extremely dissatisfied.

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

314 people (80%) are 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 snap shot of the existing built and social assets determined by the community within Madeira Park as indicated below.



Map X: 2023 Madeira Park Community Asset Map (Google My Maps, 2023)

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 background research, the Sunshine Coast A Community Profile and the Engagement findings. Collectively these key findings will pave a pathway for the final Community Well-being strategy and action plan.

Key challenges include

- 1. A serious core housing need which is significantly higher than the SCRD and Provincial levels.**
- 2. A strong car dependency, to fulfill their basic needs and services.**
- 3. A feeling of social isolation, specifically for marginalized groups.**
- 4. A high unemployment rate, and a low medium after tax income**
- 5. A disconnect between the local residents, shíshálh Nation and the SCRD**

Challenge 1:

A serious core housing need

As mentioned by the Sunshine Coast Regional District Planning Staff, housing affordability is one of the pressing issues facing communities across the Sunshine Coast. Additionally, 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 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 pressure on affordable options due to the abundance of short-term rental homes. Also, the potential for new residents in Madeira Park may be restricted due to the lack of affordable housing options.

Opportunities

1. Homeowners often have additional space within their homes for secondary suites.
2. Developing and renovating homes with different-sized housing.
3. A interest into shared living and tiny living.

Challenge 2: A strong car dependency



As indicated by the background research, small towns often have deep dependencies on cars for mobility needs. Several interview participants alluded to a great desire to move towards non-motorized options for short trips. 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 Vancouver for their health services. Additionally, the engagement findings revealed that the community is concerned with the lack of safe, alternative mobility options. Specifically, the survey results indicated that many people were dissatisfied with the bike and sidewalk infrastructure within and to Madeira Park. 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 which services the need of youth to and from school. However, There is an opportunity for this bus for other uses in the local community.

Challenge 3: A feeling of social isolation from marginalized groups



Prior to COVID-19, across the Sunshine Coast, there was strong social connectivity between people and the community. However, 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 from the project interviews, marginalized groups of people within the community often have higher levels of social isolation. For example, survey results show that, Madeira Park was the least suitable for teenagers and young adults compared to all other age groups. Additionally, as the Sunshine Coast Regional District Planning Staff mentioned, efforts towards reconciliation with the local shíshálh Nation continue to be at the forefront of community and regional planning.

Opportunities

1. Provide opportunities for the shíshálh Nation the practice and celebrate their culture within the community spaces in Madeira Park.
2. Build trust and dialogue between PHARA and the shíshálh Nation to work towards reconciliation.
3. Develop youth and young people-focused programming within Madeira Park.

Challenge 4: A high unemployment rate



Madeira Park, like many other small rural communities, is transitioning from primary to a mix of primary and tertiary services, including tourism. There is important work needed within Madeira Park to foster local and sustainable businesses and services to provide tourists and locals alike throughout the year. Currently, there is a lack of affordable housing to attract working professionals, creating difficulties for businesses to keep open during the winter months. Additionally, the lack of alternative public transportation limits members from visiting restaurants and pubs. Overall, participants were satisfied with their basic goods and services within Madeira Park. However, some community members indicated that due to the remote local, 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 build gardening and other skills would be beneficial.

Challenge 5: An disconnect between the local residents, Sechelt Nation and the SCRD



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 the Sunshine Coast 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. However, there is a keen interest from the Sunshine Coast Regional District planning staff to work towards finding opportunities to increase engagement and collaboration between the shíshálh Nation, the local residents of Area A and the SCRD in the future.

Opportunities

1. Utilizing hybrid (zoom) technology to improve access, ability and opportunity for local community members to participate.
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



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 innovative actions that could contribute to increased community well-being within Madeira Park. Based on the list of actions, the final recommendation for Madeira Park includes the five most tangible actions, as identified by PHARA.

One Community Vision

Imagine a small town centre that is not only proud but also 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 local Sechelt Nation



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 X: 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	Government of British Columbia: Capital Project Grants (2023)
	Action 3: Develop a community board/ online portal for long-term rental housing postings	Short term	Government of British Columbia - Small Community Grants (2023)
	Work with the SCRCD 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	Canadian Mortgage and Housing Corporation 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	Government of British Columbia - 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	Green Municipal Fund (2023)

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 local Sechelt Nation	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 Sechelt Nation to hold events in Madeira Park	Short term	Govement of British Columbia 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 on the evaluation matrix found in Appendix X. In the future, it is recommended that PHARA advocate and implement these recommendations to foster improved community well-being in Madeira Park.

These areas of recommendation include the following:

- 1. A Spring and Summer Cycling Pilot**
- 2. Create a position on the PHARA board specifically for a person who is of marginalized background**
- 3. Opportunities for the Sechelt Nation to Host events in Madeira Park**
- 4. Develop a Housing Plan for Workers**
- 5. Host an Annual “in-person” Engagent Workshop**

Spring and Summer Cycling Pilot

A spring and summer cyclist pilot would promote alternative transportation within and to Madeira Park.

Why was it recommended?

- Cycling provides an alternative, eco-friendly option to travel around one's community
- Additionally, increasing mobility choices can promote access and even social connectivity
- 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 improved active travel within their community by implementing a series of advisory bike lanes throughout the community. In this project to implement the advisory bike lanes, the Town of Gibsons chooses to utilize existing mobility space by narrowing the automobile lane and creating advisory bike lanes with solid white lines on the road space. This process formalizes space for cyclists to exist within the roadways.



Figure X: 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 Penesial 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 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

What could this look like in Madiera Park?

As a short-term initiative, this could look like hiring a board member of a self-identifying marginalized background to participate in the PHARA at monthly meetings and special events in a paid capacity through a small grant.

Potential Project Timeline: 1-year

Potential funding source: Sunshine Coast

Foundation - Responsive Community Grants (2023)

Opportunities for the Sechelt Nation to Host Events in Madeira Park

This initiative could encourage the Sechelt Nation, the Sunshine Coast Regional District and PHARA to work together to create time, spaces and funding for important Sechelt Nation events in Madeira Park.

Why was it recommended?

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

- An opportunity for Sechelt nation members to celebrate, practice and share their celebrations with the 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 centre of Banff every year on June 21st (Town of Banff, 2023).



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

What could this look like in Madiera Park?

In Madeira Park, the Sechelt Nation 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

Develop and implement 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 businesses.
- 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

Across the Cowichan Valley Regional District, the communities face a housing crisis. Specifically, this region's employees and workers are at high risk of being unhoused, significantly impacting the local economies (CVRD, 2023). Currently in its last stage, 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).



Figure X: Image from the CVRD (2023)

What could this look like in Madiera 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” Engagent Workshop

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

Why was it recommended?

- Fostering a sense of ownership for the local community
- Building a positive relationship between the SRCD and the local community residents

What could this look like in Madiera Park?

Annually, this could look like a community-led engagement event in the Madiera 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 the PHARA can utilize to advocate for or implement to improve well-being in Madeira Park. Community well-being encompasses various aspects such as social, cultural, economic, environmental and political conditions that are crucial to the success of a community's future. These conditions are defined by the community itself and play a vital role in its overall development. In the Madeira Park Community Well-being Strategy, these conditions to promote local well-being including affordable housing, alternative mobility options, a socially connected community, a flourishing local economy and a community that collaborates and shares a sense of ownership. These five values were used to outline a menu of potential initiatives to support community well-being in Madeira Park. From there, the five most tangible and effective actions were recommended for implementation to promote community well-being in Madeira Park. Madeira Park is an essential place within the Sunshine Coast Area A. Continuing to support and promote community well-being initiatives is key to the resilience, longevity and success of Madeira Park and the entire community across the Sunshine Coast Area A in the future.



Appendix

I will add later

