



Facility Needs Assessment & Feasibility Study

MULTI-PURPOSE FACILITY FOR SALT SPRING ISLAND

DRAFT 1

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GRAFFITI THEATRE

Readiness Assessment and Feasibility Study

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INTRODUCTION AND PROJECT OVERVIEW

(Internal Fact Finding, Facility Prospectus, Methodology, Community Input Overview, Strategic Conversations, Stakeholder Survey, Public Survey)

tpb strategic counsel (tpb) was retained by Graffiti Theatre to conduct a needs assessment and feasibility study for a multi-purpose facility on Salt Spring Island (SSI). This facility would help address perceived needs for enhanced facility access by the performing arts, sport, and potentially other community-based organizations.

This process represents both the culmination of an ongoing effort to assess whether additional facility space would meet community needs, and possibly a starting point towards implementation of a facility development project.

The dimensions of tpb's engagement were designed to provide both quantitative and qualitative input. This consultation involved reaching out to a broad cross-section of organizations, and to otherwise ensure there was opportunity for any interested individual and/or organization to participate.

The **Needs Assessment** focused on determining if the community has a facility deficit, associated issues, and receptiveness to possible solutions, most notably a new multi-purpose centre, and/or the possible repurposing of the Middle School on Salt Spring Island.

The **Feasibility Study** placed attention on funding (capital and operating) sources, willingness to invest, leadership, ownership, governance, and operations.

At the outset, it is important to acknowledge that the commissioning of this study came as a result of efforts initiated by leaders within SSI's performing arts and sport communities, and through the financial support of the Salt Spring Foundation.

tpb strategic counsel worked with Graffiti to assist with the preliminary planning and preparedness for which community input would be sought. This included:

1. identification of a significant pool of prospective organizations and individuals for the purposes of strategic conversations (interviews) and the stakeholder survey (invited participants). The study was further expanded to allow for a public survey, which was promoted across Salt Spring Island through media and social media; in total approximately 230 people participated in this consultative process.
2. establishing a provisional capital budget and possible campaign goal of up to \$10 million for the new facility option, including the preparation of a chart of gifts (illustration of how \$10 million could be raised).
3. development of a provisional prospectus/case for support. Rebecca Nygard was directly involved in developing the prospectus, drawing on her knowledge and experiences with performing arts and sport facilities on Salt Spring Island.

The prospectus was used by tpb during the strategic conversations to help test the possibility of a new multi-purpose facility in the future, as well as the possible use of SSI's Middle School as an immediate resource to alleviate the current facility development. At

the time of this study, use and terms of use of the Salt Spring Island Middle School (SIMS) were under consideration by the Gulf Islands School District (SD64).

STRATEGIC CONVERSATIONS, STAKEHOLDER SURVEY, PUBLIC SURVEY SUMMARY

Conversations were held with twenty-two (23) Salt Spring Island leaders, predominantly from within the performing arts community, with some sport representation, as well as elected and bureaucratic governmental representatives. Given COVID-19 restrictions, all conversations were held by Zoom or conference call, between August to October 2020. Conversations were between 30 minutes to 2 hours in duration.

Each conversation involved the participant's commentary in the following categories: Current Supply and Use of Facilities; Facility related deficits and emerging opportunities; Logistics pertaining to Facility Use; Facilities Ownership, Operations and Governance; Response to additional facility supply (new or repurposing of existing facility), Funding Feasibility, Leadership and Donors/Investors, Willingness to Give/Engage, and other general comments.

In addition, 49 participants responded to an invitation to complete the stakeholder survey. These individuals are viewed as leaders in the performing arts and sport community.

Further, public engagement in this process was enabled through the local media and by way of social media, with an invitation to complete the public survey. There were 159 respondents to the public survey.

In total, input was received from 230 participants, including some duplication, where participants took additional time to complete the stakeholder survey or to participate in the strategic conversations.

A list of all participants, as well as a summary of findings is provided in the appendices to this report.

NEEDS ASSESSMENT

(Current Supply and Use of Facilities, Facility related deficits and emerging opportunities, Logistics pertaining to Facility Use, Facilities Ownership, Operations and Governance)

Essentially, participants were unanimous in confirming that there was a facility deficit for the performing arts and sports on Salt Spring Island.

Through this study, there was public acknowledgement that the Salt Spring Island Middle School (SIMS) may be decommissioned by the Gulf Island School District (GISD/SD64) and available for alternative long-term community use. The near "immediate" availability of SIMS would help mitigate the facilities deficit, at least for the short term. It should be anticipated that this process will take time to address the needs of students, determine the optimal solution to meet community needs, and to negotiate arrangements with a partner capable

of providing financial assurances, managing programs and facilities, and able to work with the many community based organizations on Salt Spring Island.

A range of facilities are currently being used, including: ArtSpring, Fulford Hall, Mahon Hall, the elementary school, middle school, high school, local churches, outdoor spaces, etc. with a combination of restrictions highlighted, including: lack of adequate storage space (often resulting in home storage), inadequate parking, insufficient spaces for construction and fabrication of sets, flooring, acoustics/sound, stage configurations (stage left, orchestra pit, other technical limitations), rehearsal and training spaces, etc.

Related to facility deficits are limitations in accessibility due to scheduling, pricing (affordability), lack of spectator capacity, and location (especially a problem for children and youth if facilities are not located centrally, and where there is limited transportation and security).

There was considerable commentary about ArtSpring Theatre both as a phenomenal source of pride, and some frustration arising from the perceived lack of access, cost of access, sense of priority given to “off-island” touring groups, self-directed programming by ArtSpring leadership, and the evolution from community-based oversight to a staff-driven model.

Additional comments regarding the Salt Spring Arts Council acknowledge the important and challenging work it has as the driving force for the visual arts community on SSI. The various disciplines of the visual arts are also experiencing considerable stresses with respect to facility availability.

The call for additional facilities for the arts and sports may be viewed as an investment. There are presently opportunities to engage more SSI residents in such programming, including aspects of user pays. Salt Spring Island is renowned regionally and nationally for its considerable, diverse artistic talents. In turn, the arts represent one of the primary industries for Salt Spring Island. Additional facilities would help fuel the local economy through teaching/instruction, performance/competition, and by integrating use with commercial and retail enterprises.

While there is a general reluctance for the arts and sport to co-exist, there is a clear willingness for the artistic community to do more to share, collaborate and coordinate.

While considerable effort was made by local organizers, this study should be viewed as a starting point for additional, broader consultation with the entire performing arts, visual arts, sport/recreation, cultural, and other community-based agencies.

The absence of a public facilities master plan for Salt Spring Island is a factor in the community seeing itself in competition among its local organizations. There was some hearsay, unsubstantiated, that the community has promised itself any of a number of “next” facility priorities, including: a Fire Hall, pool expansion, ice rink or curling rink.

A very recent upstart organization, with rapidly growing momentum and following, is the Salt Spring Island Community Performing Arts Society. This society served as the impetus for many of this study's participants, and its open agenda is to serve the entire performing arts community. Its immediate target is to secure long-term use of SIMS, if and when it becomes available. Its rationale is that SIMS may be imminently available and if so, SIMS would be accessible at a reduced expense relative to a new facility. This Society is fully inclusive of all performing arts interests, including a good working relationship with Graffiti Theatre, the catalyst for this study.

Ultimately, should any additional facility(s) become available, the ownership, management, operations, and maintenance will require considerable negotiation. Equally important is engaging the Capital Regional District (CRD), the Salt Spring Island Parks and Recreation Commission, and the Islands Trust (especially if a new facility is desired, as the IT oversees zoning and potential facilities development due to water restrictions). The dominant view is for the formation (or use) of a society or co-operative comprised of performing arts user groups as the preferred approach. A caution related to this option is the perceived shift in how ArtSpring functions today, with the view that it has evolved from a volunteer-led governance model, to a staff-driven approach.

FEASIBILITY STUDY

(Prospectus/Case for Support, Response to new or repurposing of existing facility concepts, Funding Feasibility, Leadership and Donors/Investors, Willingness to Give/Engage, Other Comments)

Study participants expressed concern about the compatibility of the arts and sports to achieve the right balance of use in a multi-purpose facility. The participants were overwhelmingly representative of the performing arts community, with nominal commentary from sport, visual arts, and other community-based organizations (e.g. cultural, social, other community service organizations).

Recognizing that public awareness of either a new multi-purpose facility and/or the potential use of SIMS is a very recent phenomenon, it is evident that much more dialogue about either or both options as possible solutions is required.

With SIMS, there is an opportunity to provide “near immediate” response to the facility deficit. As the decision on the decommissioning of SIMS is still with SD64, it is early to presume accessibility, under what conditions (re: ownership, lease, other arrangements), retrofitting that may be required (and at what investment), and what other assurances, considerations, or restrictions may come with this option. That said, among those interviewed or participating in the study, it was evident that SIMS offers a viable option.

In presenting the concept of funding for an additional arts/multi-purpose facility on SSI, amidst the enthusiasm to address a growing need, there was also an element of caution. With ArtSpring, the island community made a significant investment in the arts with similar intentions. While ArtSpring is much appreciated for its many contributions to the entire community and a tremendous source of pride for SSI, it is also part of the present-day challenge. Some perceive that ArtSpring is no longer accessible as it is heavily scheduled

by its own programming or by “standing commitments” to some local organizations. Rental fees, administrative challenges, and the less than optimal theatre flexibility and associated amenities were also cited as concerns.

The notion of a “black box” theatre is maximum versatility, whether in a new or repurposed facility, and was seen as a very important solution. Further, the need for permanent storage, fabrication space, and the opportunity for the performing arts community to be better positioned to share its resources (e.g. sets, costumes, technology, instruments, etc.) would also be possible with additional space.

In considering a new build, some study participants had difficulty anticipating where it could be built. A must have is a central location (Ganges). Land use, zoning, and SSI’s water access requirements are prevailing factors. It was also noted that there is likely only one possible site, immediately adjacent to the Recreation Centre (swimming pool), which comes under the authority of the CRD’s Parks and Recreation Commission. This would be ideal to optimize child and youth participation, given the close proximity to the schools, and could further enable the “multi-use” nature of an entire complex (existing and new). This location would also be advantageous from a parking perspective, as well as its close proximity to the commercial and retail operations of Salt Spring Island. A concern for some was the possibility that sport could ultimately dominate the use of a multi-purpose facility and putting a question to whether the needs of the performing arts community could be addressed.

On a related note, tpb sought to locate the Official Community Plan (OCP) and master facilities plan for Salt Spring Island, however these efforts did not prove successful. In turn, this gap pre-empted an assessment as to how additional space for the performing arts community was recognized as a priority, and the extent to which this priority was held in balance with other community initiatives.

Anecdotally, study participants did share that for some there is a lingering promise that the next public facility could be an ice rink as one does not exist on SSI, however this claim was noted but not validated.

Some study respondents also identified other challenges which are part of Salt Spring Island, including social housing, poverty, crime, food security, human impacts on climate change and the environment, water security, and systemic racism as possible competing interests for SSI’s infrastructure, human resources, funding, and other inputs. Others envision that the potential of adding capacity for the performing arts and other user groups could legitimately provide a conduit through which these issues can be raised in the public eye and more integrated solutions acted upon.

tpb makes no value judgement on Salt Spring Island’s local government model, yet numerous participant comments were made about the absence of a clear decision-making structure for the SSI to address its challenges and opportunities.

Use of SIMS and/or a new multi-purpose facility as depicted in the prospectus shared with strategic conversation and stakeholder survey participants, as well as being made publicly

accessible, are recent emergent concepts and require additional public input, market sounding and clarity, if or before they are to be acted upon. Acknowledging the emerging nature of these concepts, each were instrumental in helping the study participants react to something that could tangibly address facility access and capacity issues, which are the genesis for this study in itself.

Along with considering a preferred approach to which facility might address the needs of the arts community, both for short and long term, it was acknowledged that the arts are SSI's core industry. While some may view investment in another facility as an expense, there were reminders of how the arts feed the SSI economy, and are part of its unique local, provincial, national, and international notoriety.

The study produced a considerable exchange on the issues of ownership, governance, and operations for a new or adapted facility. While the dominant preference was for some form of society or cooperative, represented by SSI's arts community, there was also recognition for the important role of the CRD (and the Parks and Recreation Commission), SD64 (especially if the SIMS option was acted upon), potentially the Islands Trust (for a new build and given its authority with zoning, water access, etc.) and other key stakeholders, including the Indigenous community. Addressing the need for further consultation, in addition to these key stakeholders, and a more comprehensive engagement of the arts (performing and visual) community, the sport/recreation community, and other community agencies (e.g. BIPOC), it was also noted that the local business and professional community (chamber of commerce, economic development agency), MLA and MP should also be encouraged to engage at a public consultation phase.

Conceptually, the study also tested the participants' reaction to an investment of \$10 million for a multi-purpose facility. The dominant response was that raising such an amount would not be problematic on SSI if the community were to agree that doing so was a priority. It was perceived that this funding would come from a variety of sources including contributions from government (all levels: regional, provincial, federal), philanthropy, sponsorships, and self-generated revenues.

It is important to acknowledge that while the prospectus developed for the study emphasized the possibility of a new facility, the principal of investing in any repurposing of SIMS was also part of the conversation with participants. To restate, as the SIMS option became a possibility during the course of this study, the specifics of any investment in repurposing was premature, from a cost perspective, as well as how doing so may be possible with the SD64 as owner.

As previously noted, the need for this study was initiated by Rebecca Nygard and James Cowan with the open understanding that the concept was not designed for the primary benefit of a specific theatre group or other agency, but rather to meet the public good of the performing arts and sport organizations of Salt Spring Island.

This disclaimer is important to state because in the course of the study, these individuals have been acknowledged for their leadership on this initiative and other island projects. Respecting the anonymity promised to participants of this study, it is also important to

acknowledge that there are elements of criticism toward the individual initiating the idea, and for the general concept of investing in the performing arts. For some, the investment in a multi-purpose facility is secondary to other island issues and priorities, or that there should be no public investment for the residents of SSI whatsoever. Respecting these perspectives as valid is important to acknowledge the diversity of viewpoints in all communities.

The support of the Salt Spring Foundation represents a validation of the need for such a consultative process. The absence of an authoritative or governing body to drive the process is acknowledged as a limiting factor. It must be noted, however, that the process did its utmost to provide for broad-based inclusive input from the arts, sport, and community at large.

Arising from this process, there is a need for a complete inventory of all arts (performing and visual) organizations, sport and recreation groups, cultural and other community service organizations, to better ensure a fully representative voice. Notably, while the concept of the multi-purpose facility was identified for the primary benefits of arts and sport organizations, the latter is under-represented in this study.

Appropriating public funds (government, tax, grant, etc.) for a multi-purpose facility was favourably viewed by approximately 80% of the study participants.

A litmus test on project worthiness from those participating in the study was whether they would personally (and/or with their organization) contribute to the capital costs, operating costs, and increased user costs. Once again, the majority indicated that within the boundaries of their capacities to do so, they would support such an effort. The specifics of how much comes down to “needing more information” on facility choice, more detailed concepts, timing, and investment required. At this time, there were no “leadership commitments” offered to the project, however there were a host of indications of contributions to the capital project between \$500 - \$10,000.

Beyond financial contributions, most participants also indicated a willingness to engage with facility planning, fundraising, and even sweat equity if this were allowed today.

During the course of this study, the emergence of the SSI Community Performing Arts Society became apparent with its leadership and their encouragement of various community leaders in the art community to provide input to this process.

The process uncovered many individuals providing leadership to the artistic community on Salt Spring Island. Respecting the confidential nature, a listing of possible leaders will be made available as it is determined to take “next steps” in addressing the facility deficit. SSI has many Canadian artistic treasures, including some who generously participated in this process, and a willingness to help, by lending their names and influence.

A prevailing theme, spoken and animated, through the process is the propensity for conflict within the community on major issues and priorities (“it likes to fight with itself”).

Participants wanted to provide assurance that the performing arts community can and will work together with any decision to add capacity to the facilities on SSI.

tpb COMMENTS and RECOMMENDATIONS

1. Given that both concepts of a new multi-purpose centre and the possible availability of SIMS for repurposing are recent developments, it is important to continue with the community-wide consultation.
2. Engagement that is assuredly more inclusive of the performing arts, visual arts, sport and recreation, and other community-based agencies will be important to defining community needs, with a view to optimizing facility and space utilization.
3. It is important for this process to move forward with a more official endorsement or authorization. The CRD is the local government for Salt Spring Island with responsibility for direct delivery of programs, and through contribution services. The CRD also provides expertise and leadership, and is a logical point for coordination, a direct funding sources, and the connection to possible funding through senior government sources.
4. Official engagement of the Member of Parliament, Government of Canada, Member of the Legislative Assembly, Government of British Columbia, CRD, SSI Parks and Recreation Commission, Islands Trust, GISD/SD64, the Indigenous Community (Coast Salish/Tsawout First Nations), the business community, and owner/operators of facilities currently utilized by the arts and sport community.
5. It is understood that the SSI Parks and Recreation Commission has invited the performing arts community to present its needs and the findings of any community consultation for further consideration. It is recommended that this invitation should be acknowledged and pursued as an early action arising from this report.
6. Assuming that there is a representative body that can pursue facility planning further, it is important that the performance, practical, technical, safety, public access, and operational considerations be aggregated in balance with optimal use by the widest range of users, affordability (capital and operational), and governance matters be pursued as early matters for resolution, to give greater confidence in the project.
7. While beyond the scope of this study, there was sufficient commentary to suggest that resolution of concerns about ArtSpring be addressed with the organization in an amicable, forward looking manner, and in recognition of its significant role on Salt Spring Island.
8. Along with facility planning, it is recommended that there is work toward a coordinated business plan involving the artistic community (performing and visual), sport and recreation, and other community-based agencies.
9. There is also sufficient concern for other social and sustainability issues on Salt Spring Island to recommend that any plans for artistic and sport programming should be done with a view to leveraging and collaborating rather than competing for community resources. Leading to shared solutions may help the community move forward with clarity and confidence on future developments.
10. It would be important to examine the SSI economy to ascertain its direct and indirect social and economic impact, including how the arts and sport deliver an ROI (return on investment) and a value proposition benefitting everyone.

11. If there is unanimity on anything, it is the prolific role of the Salt Spring Foundation as the “honest broker” for the island community. It would appear to be highly respected and well-positioned to take on greater leadership on the future of community facility developments on SSI. Specifically, it would be helpful to examine this potential for this initiative, including and beyond its funding role.
12. While COVID-19 presents many challenges, it also affords the opportunity of time. This initiative is growing in momentum and awareness, and with a more definitive mandate, it has an opportunity to define the possibilities and to make good choices. From within SSI itself, and with current and future initiatives anticipated to catalyze the economy, employment and renewal by senior governments, this initiative has the makings of being “project worthy”.
13. As official word of SIMS imminent closure has been issued, it is timely to work with SD64 to ascertain if repurposing is possible and, if so, under what terms and conditions. Access to SIMS should be viewed with a 12 – 24 month timeframe (minimal) in mind as SD64 makes plans for student needs and determines what alternative use(s) will provide maximum public benefit, with an emphasis on children and youth. Working with a partner with financial capacity, facilities management experience (to operate and maintain), and the ability to mitigate risk suggests that the CRD must be central to this process, in concert with SSI’s community-based organizations.
14. Along with rehearsal/practice and performance spaces, there is a widespread call for storage, office, and fabrication space. It would be worthwhile to examine additional possibilities for access to shared spaces for storage, fabrication and coordinated use of resources.

Thank you!

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Appendix A Interviewees/Survey Participants

Strategic Conversations

Jason Donaldson
Dan Ovington
Sue Newman
Wendy Milton
Drew Underwood
Adina Hildebrand
Cicella Mansson

Jekka Mack, Christina
Shirley Bunyan
Rebecca Nygaard (x2)
Sonia Langer
Molly Murphy
Damian Inwood
Derrick Milton

Marv Coulthard
James Cowan
Yael Wand
Bill Henderson
Gary Holman
Valdy Hordahl
Jesse Guy

Stakeholder Survey

Kim Clarke
Christie Roome
Alison McManus
Caroni Young
Jekka Krayenhoff
Kitty Martinho
Sue Newman
Rebecca Nygard
Sonia Langer
Jerry Lewandowski
Damian Inwood
Wendy Judith Cutler
Jean Southgate

Lynda Jensen
Kitty Martinho
Donna hall
Rosalie Matchett
Jeffrey Renn
Lynda Jensen
molly murphy
Susan Walker
Jennifer Maksymetz
Leslie Corry
Susannah Devitt
Damian
James

Earl Rook
Wendy
MAUREEN MACKAY
Chris Humphreys
Derrick Milton
Susannah Devitt
Vera Algoet
Scott Merrick
Jerry Lewandowski
Jason Donaldson
Michelle Bennett
Anonymous (multiple)

Public Survey

Shannon Cowan
Alberto Lara
Randy Reed
Wendy Beatty
Stefan Peterse
Michelle Bennett
Ray Colleran
Lynne Terry
Rebecca Nygard
Shawn Doyle
Elizabeth Buchanan
Iain McIntosh
Kari
Brenda Melenchenko
Hughson

Manuel Rochette
Ky Fox
Ellie Langford Parks
Candice
Dove Spencer
Neacol Miller
Tanya Grant
Sandra Hodgins
Forest
Breanne Abbott
Sue Newman
Jack
Rich
Sonia Langer
Kira Schaffer

Sarah Hamilton
Don Hodgins
Michael Mann
Michael Mann
Sid Filkow
hannah brown
Sashah
Suzanne Rouger
Angela Mallard
Marv Coulthard
Julia Wagner
Kim Thompson
Kate Bragg
Wendy Judith Cutler
Morgan

Amelia McCluskey
Lynne Johnson
Karen
Cindy Rabson
jan rabson
Magnolia Pauker
K. WAeisner
salt spring
Alastair Aitken
Sam Barlow
Lisa Sigurgeirson
David
Salt Spring
Viv Nielsen
George Grams
Dominic Scott
Kathryn Cernauskas
Milton Wendy
Anthony Matthews
Kate Nash
Sineyah
Joi Freed-Garrod
Terri Potratz
Dave French
anonymous
Danielle Foreman Acken
Michael
John Lefebvre
Mac
Rama DeLaRosa
Melissa popp
Emily Eastwood
Brian
Parent
Graham
concerned community
member
Harry Warner
Amy sandidge

Daniel Squizzato
Katie
John Walker
Will
Mariah
Naomi Jason
Jenny Redpath
Moe Wendt
Anonymous
Andrea Locke
Peter Hoskins
Sandy
Sandy
Rob Pingle
Kim Murray
J
Kai
John kyle
Tanya
Sam Citizen
David Baughan
DLT
Sharyn
Tammy carter
Monica
David Astill
Corey Johnson
Daniel Margolese
Michelle Footz
Karen marcotte
Tanis Wilkie
Erin Harper
Pierre
Sandra
Chris
Andrew Mcphee
Paul Alexander
Kya Dalton
Sarah Currie

Charlotte
Cali Chang
Genevieve Price
Sue Kernaghan
Tiffany Wightman
Maggie O'Scalleigh
Breann
Tony Brinks
Laura Travelbea
molly murphy
Stacy Mitchell
Andy
taxpayer
James
Lisa Dahling
Consuelo
I
Anne May
Karen
S. Butcher
Elizabeth FitzZaland
Kevin Pigeon
Betty
Seth Berkowitz
Carmen
Drew Underwood
Joe taxpayer
paula johnson
Katie severn
Sheena Frisch
Tami Moulton
Janine Fernandes-Hayden
Chris Barclay
Kelsey
wietek verhoeven
Hanna Munneke
Anonymous (multiple)

Organizations Represented in Consultations

PUBLIC SURVEY

Salt Spring Island Foundation	Parent of a little actress
Watershed Protection	School District
Yoga	SSI Weavers and Spinners Guild
Childbirth Education	Construction business owner
Salt Spring ELF program	board member at the Tennis Association
Family Place	member of 100 Men Who Care
Salt Spring Community Theatre	Newman Family Productions
Tsunami Circus	Rainwood Dance Studio
Tsunami Circus	Exit Stage Left Productions
Salt Spring Community Theatre	performing arts groups
Exit Stage Left Productions	Federal
Gulf Islands Secondary School	Rainwood Dance
Thirsty Islander Mobile Beer Unit	Public Schools
Community Theatre	public fundraising events
The Legion	sports teams
Fulford Elementary	Gulf Islands Secondary School, GISPA,
SSGA	parent of 3 year old
RAINWOOD	Firebelly Performance Society, classes, and
GRAFFITI	performances
SOCCER	Various boards, kids' organizations, dance
VARIOUS MUSIC GROUPS	eventa
None yet; brand new to the island	SSI Painters Guild
Stage Coach Theatre	Theater, Music, Arts, Mentorship, animation
theatre improv	Theater, Music, Arts
international folk dancing	N/A
swing dance	music and theatre
Dance	Dance
School	martial arts
Swimming	Theater
soccer	Parent of school aged children, soccer,
Tsunami Circus	dance, theatre
BIPOC (Black, Indigenous and people of	theatre tech
Colour) Collective	Salt Spring Island Public Library
Multi Media art events	Bandemonium
dance workshops and dance events	Exitstageleft
Salt Spring Seed Sanctuary	school music programs
occasional music events	StageCoach Theatre School
SSI Foundation- but answering as an	Community theatre
individual	Exit Stage Left
Circus	WomenWriting
Gymnastics	Scrooge
acroyoga	Playwriting

Queer Community
 Exit Stage Left
 Exitstageleft
 recent GISS improv and Gispa alumni
 stagecoach alumni
 Art Jam
 Youth and community are supporter
 theater
 Baseball, PAC
 Adult Social Dance
 none
 None
 Art Jam
 Yellow Submarine and Choices Day
 Programme
 Mother of Jekka Mack
 none
 My son--Bandemonium, SwingShift. Me--
 Dance Your Ability/Conscious Dance,
 writing/poetry. I
 watch/support all performing arts in this
 community.
 Swing Shift
 Bandemonium
 ArtSpring
 Bandemonium
 Bandemonium Concert Band
 Swing Shift Big Band
 Exit Stage Left
 Salt Spring Arts Council
 Easter Art Show
 Salt Spring National Art Prize
 Stagecoach
 The Circle Education Society
 Theatre/Improv
 Salty Skippers (double dutch)
 Calliope Womens Choir
 Bach on the Rock (Board Chair and singer)
 Bandemonium (keyboard and percussion);
 my own instrumental trio (performing
 member)
 Paper Covers Rock - Readers and Writers
 Festival
 Community Theatre
 Anonymous
 GISPA, theatre

Many
 Dali Lama Centre For Peace and Education
 Suzuki Foundation
 Resistance Rising Choir
 Soccer, baseball, softball, tennis, swimming
 Sports
 tsunami circus
 SS Folk Club
 Salt Spring Community Theatre Society
 exitStageLeft Productions
 Singing in a band / Bohemia Consignment
 Country Grocer
 Na
 Dance Temple
 dance classes
 Imaginelle Collective
 Tsunami circus
 Salt Spring Gymnastics
 Soccer United
 graffiti theatre
 Exit Stage Left
 Salt Spring Singers
 Several
 GIFTS
 visual arts
 Community theatre
 Large organization
 Large organization
 School District 64
 Former with Roller Derby, Present in adult
 learning, environmental awareness, music
 and the
 audio mediums
 Salt Spring Literacy
 Bach on the Rock
 Salt Spring Concert Band
 Water Preservation Society
 Jogging
 Retired
 many
 arts, social justice
 NA
 The Concert Band and Swingshift
 Salt Spring Minor Baseball
 Harbour Authority SSI
 Many

SIMS	B Natural school of piano
GISS	Tsunami Circus
Bandemonium/Swing Shift	Presently none, but StageCoach Theatre
Soccer	School before
gymnastics	Myself
Schools Library	myself and the new BIPOC community
Transition Salt Spring Community Alliance	collective
Legion and Chamber of Commerce	Salt Spring Island Rowing Club
Artspring	Private
Arts Council	None
SS Foundation	None
golf course	None
yoga	none, although I consider myself an artist
Lots	none
School district 64	none
None	none
Transition Salt Spring	None
Community Alliance	Galleons Lap Photography
Hula Hoop Workshops	community member
Band	RainWOOD Dance Studio
improv, circus, Drama teacher at SIMS	an artist who has created performance with
Housing initiatives	other artists
public health	None
Hockey baseball theatre gymnastics	All of them
Salt spring united soccer	Salt Spring Island Karate Club
Saltspring community improv	Parent

STAKEHOLDER SURVEY

BIPOC Community Collective Society	Active P.A.S.S.
Stagecoach Theatre School	Salt Spring Singers
Viva Chorale! Community Choir	SSAC
Viva Chorale!	SSAC board/Artist in Residence committee
exitStageLeft Productions	At Your Service Arts
qui	Tsunami Circus
Salt Spring Singers	Active P.A.S.S.
Newman Family Productions	exitstageleft
Graffiti Theatre	BIPOC Community Collective
Graffiti Theatre	Salt Spring Community Theatre
Gulf Islands Secondary	N/A
School/GISPA/parent	I am not a representative of one particular
ExitStageLeft	organization, however, I am involved with
Salt Spring Community Theatre	multiple arts groups. I am in the
Wea	exitStageLeft production company.
UnDutiful Theatre Ensemble	Theatre groups
ESL	Salt Spring Community Theatre

Tsunami Circus
Bandemonium Music Society
Bandemonium Concert Band
exitstageleft
Theatre Alive
Bandemonium Music Society
Independent
exitStageLeft
exitStageLeft
Salt Spring Singers

Salt Strings
Community Theatre
I act with Community Theatre,
exitstageLeft, Good Company Theatre
Group
ExitStageLeft
Tsunami Circus
So many!
Gulf Islands Secondary School
Salt Spring Girl Guides

STRATEGIC CONVERSATIONS

SD64 Gulf Island Secondary School, GI
School of Performing Arts
SSI Parks & Rec/CRD
Newman Family Productions
Bandemonium (Concert Band)
Dance studio
Stage Coach Theatre School
ArtSpring
Exit Stage Left Productions
Bach on the Rock Music Society

Graffiti Theatre
SSI Gymnastics
Tsunami Circus
GISPA
BIPOC Community Collective
Com Theatre
Retired
Gymnastics (circles/user groups)
SSI Arts Council
CRD

Appendix B Prospectus/Case for Support



Needs Assessment & Feasibility Study for a Multi-Purpose Arts, Sport, Recreation and Event Facility For Salt Spring Island

The community of Salt Spring Island is in need of community spaces for the performing arts and indoor recreational programming. The community based organizations that provide indoor sport or arts programming for children, youth and adults are managing or struggling to operate in inappropriate venues; the current model relies on community spaces that are dispersed, often unsuitable, expensive and or unavailable due to increasing demand for space.

A central community facility that was designed to accommodate both recreational and arts programming primarily but not exclusively for children and youth would create opportunity for families and adults in our community by increasing access to programming and offering the chance to our existing community based organizations to grow and develop their offerings.

Graffiti Theatre has received a grant from the Salt Spring Foundation to undertake a study to determine and describe the community needs for such a facility and possible solutions to the challenges of many overlapping groups.

For over 25 years, Graffiti Theatre has been producing and supporting the performing arts on Salt Spring Island. It has been challenged by lack of rehearsal space, venue access and storage. Working with many other community groups has reinforced the widespread issues for other theatre groups, adult and youth music organizations and teachers, youth performance groups both school-based, and sport and recreational groups such as Salt Spring Gymnastics Association and Tsunami Circus.

Graffiti Theatre Company is committed to supporting community arts programming and initiatives through helping to create shared community resources such as equipment, rehearsal spaces and venues and storage.

Graffiti is inviting your organization to participate in this study by committing to be interviewed about your current challenges and how a community facility of this nature could impact your programming, hear your perspective and vision about what our community needs

in terms of performing and recreational spaces. and why. If you are unable to participate in the interview but wish to provide input, you can do so by way of an online survey.

Our goal is to create a study that can illustrate the need for this facility to our community at large but also specifically to the Capital Regional District (CRD) leadership, other levels of government, and potential funders. As debt repayment for the community pool facility is almost complete, we understand that there will be imminent conversations at the community level about the direction of further development of the property where the pool is located.

In addition to defining facility requirements, this study will also provide a snapshot on the willingness and ability of the community to invest in the development of the facility, and to sustain its operations and programming.

This study is the result of years of passionate conversations between the overlapping boards and leaders in many community organizations. The enclosed facility concept plans you see and the ideas we are presenting and discussing are meant to be a starting point for conversations about our shared challenges, and what a new facility development could include. *(NOTE: the concept for such a facility, including its size and investment are preliminary estimates only, and is provided only to help guide this process.)* There are other facility options that could be considered including the repurposing of existing facilities no longer required for their intended purposes.

This process has been started with the intention of including everyone and hopefully what we learn in through this dialogue will lead to some progress in improving our community for everyone.

The findings and draft recommendations of this process will be made publicly available, and subject to further input before finalized as being fully representative for Salt Spring Island's needs.

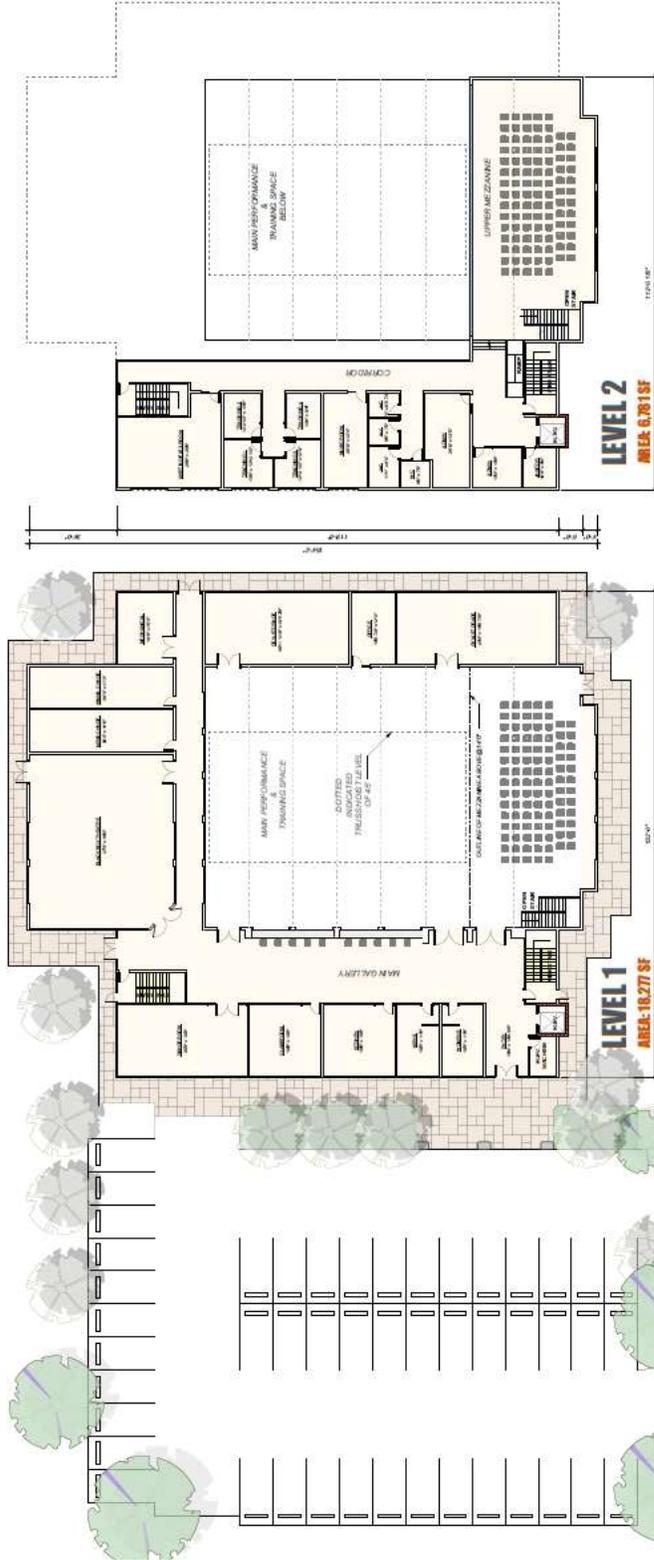
To assist with this process, tpb strategic counsel, a BC based company, has been retained to facilitate the information gathering process, and to prepare the report.

To participate in this study or if you have any questions, please feel free to contact Rebecca Nygard: rebecca.nygard@gmail.com

Attachments – For Discussion Purposes Only

- Conceptual Design of Salt Spring Island Arts, Recreation Centre (SPARC)
- Preliminary Cost Estimates for SPARC facility

August 2020



3D MASSING

W
Wheeler Crawford + Sons
architecture + design + master planning

E info@wcsos.com
P 604 688 8370
3202 - 115 Fulford-Ganges Rd.
Salt Spring Island BC,
V8K 2T9

SALT SPRING ISLAND - 10.2.2018

S.P.A.R.C. FACILITY



143 Kanaka Rd.
 Salt Spring Island, BC
 V8K 2A9
 p: 250.537.6296
 f: 778.353.0020

www.greencitybuilders.ca

James Cowan
 jamesisoutside@gmail.com

July 25th, 2020

RE: Prelim Pricing for SPARC Facility

Dear James,

Thanks very much for the opportunity to provide preliminary pricing on the SPARC FACILITY.
 I have based this preliminary pricing on the Wheeler Crawford + Sons 10-2-2018 plans.

Level 1	18277
Level 2	6781
Total SQFT	25058
\$300/sqft	\$ 7,517,400.00

Consultant +15%	\$ 1,127,610.00
Site Work +10%	\$ 751,740.00
Furnishing	\$ 200,000.00
Permitting	\$ 50,000.00
Subtotal	\$ 9,646,750.00
GST	\$ 482,337.50
Total with Tax	\$ 10,129,087.50

Notes

Includes cost of consultants plus the additional work they require.

Includes servicing, site prep, landscaping, parking.

Includes theater seating etc.

Sincerely,

Sam FitzZaland
 Owner, Green City Builders

Appendix C Gift Chart



SALT SPRING ISLAND MULTI-PURPOSE FACILITY

Campaign Goal: \$10,000,000 Stretch Goal: \$10,500,000

Amount	# Gifts ¹	# Prospects	Total/Level	Cumulative	% of Goal
\$2,000,000	1	4	\$2,000,000	\$2,000,000	21%
\$1,000,000	1	4	\$1,000,000	\$3,000,000	31%
\$500,000	2	8	\$1,000,000	\$4,000,000	42%
\$250,000	4	16	\$1,000,000	\$5,000,000	52%
\$100,000	10	40	\$1,000,000	\$6,000,000	63%
\$50,000	20	80	\$1,000,000	\$7,000,000	73%
\$25,000	40	160	\$1,000,000	\$8,000,000	83%
\$10,000	100	400	\$1,000,000	\$9,000,000	94%
Under 10,000*	400	1200	\$1,500,000	\$10,500,000	107%
TOTAL	578	1912		\$10,500,000	

**Assumption of average gift of \$3,750/person*

Note 1: All gifts as suggested are assumed to be pledged over a period of up to 3 to 5 years.

Appendix D

Invitation to Strategic Conversations and Stakeholder Survey



September 2020

RE: Needs Assessment Multi-Purpose Art & Recreation Facility for Salt Spring Island

Dear [insert prefix, insert last name]:

I am writing today to invite your participation in a public process to determine the needs and feasibility for a multi-purpose art and recreation for our community.

The community of Salt Spring Island is in need of community spaces for the performing arts and indoor recreational programming. Working on behalf of many community-based artistic, recreation, sport and other local organizations, Graffiti Theatre has initiated this consultation thanks to the support of the Salt Spring Foundation.

Community leaders and the organizations they represent are asked to participate in an interview process about the possibility of a multi-purpose centre. This consultation will form the basis of a report to present a possible facility solution(s) for the community, including the willingness and ability to invest. Your input is essential for the formation of a collective, representative option for such a facility. If you are not able to participate in the interview process, we will also provide an opportunity for participation in an online survey, as well as the ability to make submissions on behalf of your organization.

To ensure independent, third party facilitation of this process, tpb strategic counsel, a BC-based company has been retained. tpb has a track record working with charitable organizations, non-governmental organizations, governments, and private sector agencies, including extensive work with the artistic community, recreation and sport agencies, and other non-profit organizations.

These conversations will last approximately 30 to 45 minutes and are planned for September 7 - September 27. Given COVID-19, tpb will be glad to meet with you via Zoom or a telephone interview can also be arranged. To confirm a meeting time, please use this link: [SSI Multi-Purpose Facility Conversation](#) with tpb. Two online surveys will also be open to input during this time as well at One is directed to interested stakeholders [[SSI Stakeholder Survey](#)], and a second survey is directed to input from the general public [[SSI Public Survey](#)]. It is intended that the consultation and reporting will be an open, inclusive public process.

Thank you for considering this request to assist in informing the need for a Multi-Purpose Facility for Salt Spring Island.

Sincerely,

Rebecca Nygard
Administrative and Creative Lead, Graffiti Theatre

Enclosure/Attachment: Multi-Purpose Facility Backgrounder, SPARC Facility Concept & Costing

cc: Tom Berekoff, tpb strategic counsel



Appendix E
Statistical Summary
STRATEGIC CONVERSATIONS/STAKEHOLDER QUESTIONS

Needs Assessment

1. Briefly describe the nature of your work/discipline (performing arts, sport, etc.).
Performing arts/sport volunteer leader, staff, community leader, BIPOC, public representative
2. How long has your organization been part of the performing arts/sport offering on Salt Spring Island?
Range of 2 months to over 50 years
3. How many people are typically involved, and what are the specific age group(s)?
Participant Engagement: 5 – 600+
Age Groups: 2 years – 90+ years; predominant range: 10 - 65
4. What are your hours of operation or how many hours per week do you spend practicing-performing your artistry/practicing-playing your sport?
Range from 2 hours/week to 12 hours/day
Range of 1 day/week (intermittent/irregular) to 7 days/week (continuous)
5. What type of support facilities do you currently utilize (exclusive of performance or exhibition space)?
SIMS, ArtSpring, Mahon Hall, Fulford Hall, High School, Elementary School, Churches, outdoors/open spaces
6. What works for you in your existing space? Does the space work?
YES = 50% (24) NO = 50% (24)
7. How is your current situation holding you back from expansion or improved quality? In other words, is there a space deficit or is location an issue?
YES = 96% (46) NO = 4% (2)
8. Is your current location secure? How do you feel about your personal safety at your current location and do you feel it sufficiently guards against property theft or damage?
YES = 45% (22) NO = 55% (26)
9. Is a central location a factor in whether a facility would be used by you and/or your children?
YES = 94% (46) NO = 6% (3)

10. What do you pay (monthly average) for the support facilities you now avail of? (Include costs of insurance and considerations with regard to parking and other fees / services.) What can you afford to pay?

Range of current user-pay: \$0, \$20/hour, \$1,000-\$5,000/month, \$2,500/show. Some capacity to pay more but limited to maximize accessibility for participants and patrons (affordability).

11. When do you require rehearsal, production, practice, competition, or other support space? Is it a continuous demand or is it intermittent (e.g. perhaps relative to a production or exhibit)?

Range from 2 hours/week to 12 hours/day

Range of 1 day/week (intermittent/irregular) to 7 days/week (continuous)

Seasonal Use ranges from 3 months, 1 – 3 shows, to 11 months/year

12. Is it continuous or seasonal or periodic throughout the year? If your requirements are not continuous, when do you typically require space and for what duration?

Seasonal Use ranges from 3 months, 1 – 3 shows, to 11 months/year

Year-Round Use = 19%, Seasonal = 35%, Periodic (shows) = 46%

13. What are your specific requirements or ideal parameters in terms of:

practice/performance specifications

audience/seating

acoustics

floor/wall surfaces

temperature/humidity/ventilation controls

lighting

sound (amplification)

ceiling height

storage (short/long term)

office support (integrated/shared potentials)

access (doors/elevators for large works, props, or sets)

change/locker space

14. What are the most important parameters for support/practice-rehearsal/performance-competition space?

Storage, construction/fabrication, practice/rehearsal, size, seating, technical stage flexibility, piano, central location, ease of booking/coordination, versatility of spaces, black-box theatre, lighting, sound, warehouse, wing space with theatre, green room, dressing rooms, use of sweat equity to offset costs.

15. What other disciplines (artistic/sport/recreation or otherwise e.g. education/teaching, business, technology) may be complementary to your activities? What are the possible synergies?

All performing arts disciplines, education, teaching, workshops, costume design, set design, film, cultural, visual arts, socioeconomic benefits of art community, equal access, dance, theatre, band, opera, choral, change rooms, parking.

16. What new opportunities / activities may be possible with if such space became available?

Respond to demand, particularly with children and youth, coordination among/across performing arts community, BIPOC, galas and event for fundraising purposes, increase in local productions, growth of sport participation, recognition of the arts as SSI's dominant industry.

17. Do you need to be separate from other disciplines?

YES = 50% (23) NO = 50% (23)

18. Would regular exposure to the public during your endeavours be advantageous or distracting?

YES = 57% (26) NO = 43% (20)

19. What is your preferred location on SSI for facilities and why?

Preferred Facility Location:

Central location: SIMS or near swimming pool; ease of transportation, accessible from schools for children and youth.

20. Are you willing to pay a premium (more) for enhanced facilities that better suit your needs?

YES = 75% (30) NO = 25% (10)

21. Are you willing/able to contribute to the facility development costs for a new or adapted facility that better suit your needs?

YES = 75% (30) NO = 25% (10)

22. Are there examples of (good or bad) multi-purpose arts-sports-recreation space that may be considered in facility development?

Oak Bay, Marpole, Powell River, North Vancouver, Victoria, Campbell River

23. Who should own such a facility? Name of Organization:

SS Foundation, CRD, Form a Society or Cooperative, SSI Community Performing Arts Society, ArtSpring

24. What is the preferred governance model for overseeing the use of the facility?

CRD: 10% Society: 38% Co-op: 30% Graffiti Theatre: 2% Other (TBD): 22%~~20%~~

Feasibility Study

Prospectus/Case

1. Did you have a chance to read the DRAFT prospectus for a multi-purpose facility?

YES = 77% (36) NO = 23% (11)

2. Do you feel that it makes a convincing argument for expanding the facilities for the performing arts, sport, and recreation on Salt Spring Island?

YES = 70% (33) NO = 30% (14). Both a new facility and SIMS are new ideas.

3. Do you personally support the concept of additional facility requirements for Salt Spring Island as outlined?

YES = 98% (45) NO = 2% (1)

4. What about the prospectus appeals to you most?

YES = 95% (45) NO = 5% (5). Addresses facility shortage now and for the long term; flexibility of space for multiple users.

5. Are there things in the prospectus that require clarification or change?

YES = 100% (33) timing, input into design, approval process, costs, accessibility – operational decisions

6. What questions do you have about the proposed project?

Same response as Q5, plus question of public awareness, location, source(s) of funding, how will scheduling between artistic, sport and other groups be managed equitably.

7. Do you have any additional comments or input regarding a multi-purpose facility?

YES = 25% (12) NO = 75% (38). Same comments as per #5, #6, and excitement about possibility; concern raised relative to other SSI community priorities.

Feasibility

8. Approximately \$10.0 million is required over the next three years to achieve the goal of a new multi-purpose facility. Do you think the proposed goal is attainable?

YES = 92% (48) NO = 8% (4)

9. Do you think the Salt Spring Island community would respond positively to a campaign that would contribute to this goal?

YES = 90% (47) NO = 10% (5)

10. We have developed a chart of gifts that shows the number and level of gifts required for a successful campaign to raise \$10.0 million. With this chart in mind, do you think that \$10.0 million is a feasible goal?

YES = 60% (30) NO = 40% (20). Attributed more to a lack of knowledge of whom, as much as a question of whether capacity is on SSI.

11. An initiative like this will require both public and private support including grants, donations, naming, and sponsorships of \$50,000 and more]. Do you believe that these commitments would be available?

YES = 84% (21) NO = 16% (4). Response level diminished, see #10 re: knowledge of community capacity; and also, a question of readiness given the recent awareness of the initiative.

12. Do you believe that this coming year would be a good time to begin this initiative?

YES = 78% (28) NO = 22% (8). COVID-19 may impact when people could support but people also have time to consider the project. Also, noted that with C19, people are/will be staying closer to home, thus amenities are more important.

Leadership and Donors/Investors

13. Who do you believe will be key to the success of securing the funds required for the multi-purpose facility?

SS Foundation, Miltons', Farlinger, Nygard, Wood, Cowan, Bateman, Raffi, CRD, Islands Trust, see MLA and MP

14. Are there other members of the Salt Spring Island community whose involvement would be particularly important to the fundraising success?

SSI Community Performing Arts Society, SS Foundation, Humphreys, Spray Radio, leadership among performing arts, visual arts, sport, and other community-based agencies should be engaged.

16. From which individuals, foundations, companies, and government do you believe the top financial commitments might come?

List of individuals, corporate, foundation names identified as prospective supporters, and including the CRD and SD64.

Willingness to Give and Participate

17. Among your philanthropic interests, how would you rank the investment in a multi-purpose facility?

HI = 33% (17), MED = 20% (10), LO = 16% (8), NONE/TBD = 29% (15).

18. Would you consider making a gift to the multi-purpose initiative? (*Or, would your organization contribute?*)

YES = 73% (33) NO/IDK = 27% (12). This question is premature for this initiative.

19. Would you be willing to share in what range you might consider investment?

Most participants were not prepared to respond. Of those who did, the range of possible contributions was \$100 - \$10,000. This question is premature for this initiative.

20. Do you think that you (*or your organization*) would also be willing to support the annual costs of programs, services, and operations of a multi-purpose facility?

YES = 93% (43) NO = 7% (3)

21. Would you be willing to help with the fundraising, planning and development of the multi-purpose facility?

YES = 76% (39) NO = 24% (12). Provide input in facility design and configuration, engage in fundraising with the community.

22. If asked to serve in a leadership role in this initiative would you do so?

YES = 66% (33) NO = 34% (17)

23. Could you suggest other people to help?

Recommended that each local group provide names of individuals who could take on leadership responsibilities, once the project is more clearly defined, and specific roles and responsibilities could be provided.

General

Do you have any other comments or suggestions?

- SIMS may provide a more immediate/long-term solution to the facility needs
- need to hear from SD64 on its plans for SIMS
- facility shortfall affects many organizations on SSI ability to grow
- impact on children, youth, and families, as well as for the physical and mental well-being of all SSI residents
- location of another facility is critical – it must be central, readily accessible
- important for the entire community to come together
- must factor the social and other issues of significance to SSI residents
- important to have clarity of leadership, process for this initiative
- affordability is pivotal, from the operational and user-pay perspectives
- can governments see the value proposition of this effort, and contribute
- much is being accomplished with the current facilities; grateful for them too

Appendix F
Statistical Summary
PUBLIC SURVEY

Questions

1. Does Salt Spring Island have sufficient facilities for the performing arts, amateur sport/recreation, and other public event usage?
YES = 21% (33) NO = 79% (125)
2. Would additional facilities be beneficial for the performing arts, sport/recreation, and other public uses?
YES = 82% (130) NO = 18% (28)
3. Would a multi-purpose facility, new or repurposing existing facilities serve this need?
YES = 83% (126) NO = 17% (26)
4. Is a central location on Salt Spring Island a factor in you and/or your child's use of a multi-purpose facility?
YES = 62% (94) NO = 38% (58)
5. Is an investment of up to \$10 million for a multi-purpose facility reasonable for Salt Spring Island?
YES = 71% (105) NO = 29% (42)
6. IF a multi-purpose facility were developed, would an investment in public funding (government grants, tax dollars) be acceptable?
YES = 80% (121) NO = 20% (30)
7. Would the public provide philanthropic, naming or sponsorship support to develop a multi-purpose facility?
YES = 78% (112) NO = 22% (32)
8. Are you willing/able to contribute to the facility development costs for a new or adapted facility that better suit your needs?
YES = 39% (57) NO = 61% (91)
9. If yes to question 7, could you estimate how much you or your organization might contribute?
Range of gifts indicated: \$ 0 - \$5,000; also, gifts-in-kind, labor
10. If developed, who should own the multi-purpose facility?
Formation of a society or cooperative, supported by CRD.

11. What is the preferred governance model for overseeing the use of the facility?
 CRD: 12% Society: 32% Co-op: 29% ~~Graffiti Theatre: 3%~~ Other (TBD): 28%
~~25%~~
12. If developed, who should operate the multi-purpose facility?
 CRD: 13% Society: 30% Co-op: 31% ~~Graffiti Theatre: 3%~~ Other (TBD): 27%
~~24%~~
13. Who do you believe will be key to the success of securing the funds required for the multi-purpose facility?
 Top Names Cited: Salt Spring Foundation, Miltons', Cowan, Nygard, others
14. From which individuals, foundations, companies, and government do you believe the top financial commitments might come?
 Salt Spring Foundation, local businesses, private citizens, CRD, Government of BC, Government of Canada, Islands Trust
15. Do you think that you (*or your organization*) would also be willing to support the annual costs of programs, services, and operations of a multi-purpose facility?
 YES = 45% (54) NO = 55% (67)
16. Would you be willing to help with the fundraising, planning and development of the multi-purpose facility?
 YES = 52% (73) NO = 48% (67)
17. Do you have any other comments or suggestions? (What else should be considered before moving forward with fundraising, planning, and constructing a multi-purpose facility?
 Summary of Comments: use SIMS, need more dialogue, difficult history to overcome with ArtSpring, use existing facilities, no new tax \$, absolutely necessary, "black-box" theatre approach, storage, fabrication, kitchen, better community access plan, expand on ArtSpring, develop enterprise like The Banff Centre, location is key (central), all ages will benefit, coordination and good management required, deal with other community issues: social justice related, ensure cost is affordable.