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Parks, Recreation & Culture

MASTER PLAN



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March 2013



The beach at Arbutus Cove Park

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TABLE OF CONTENTS

Today's Parks, Recreation & Culture Services.....	1
The Planning Process	3
The Mission.....	4
The Vision	5
Strategic Objectives & Recommended Initiatives	7
Background Information	29



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Kids playing at the Beckwith Water Park

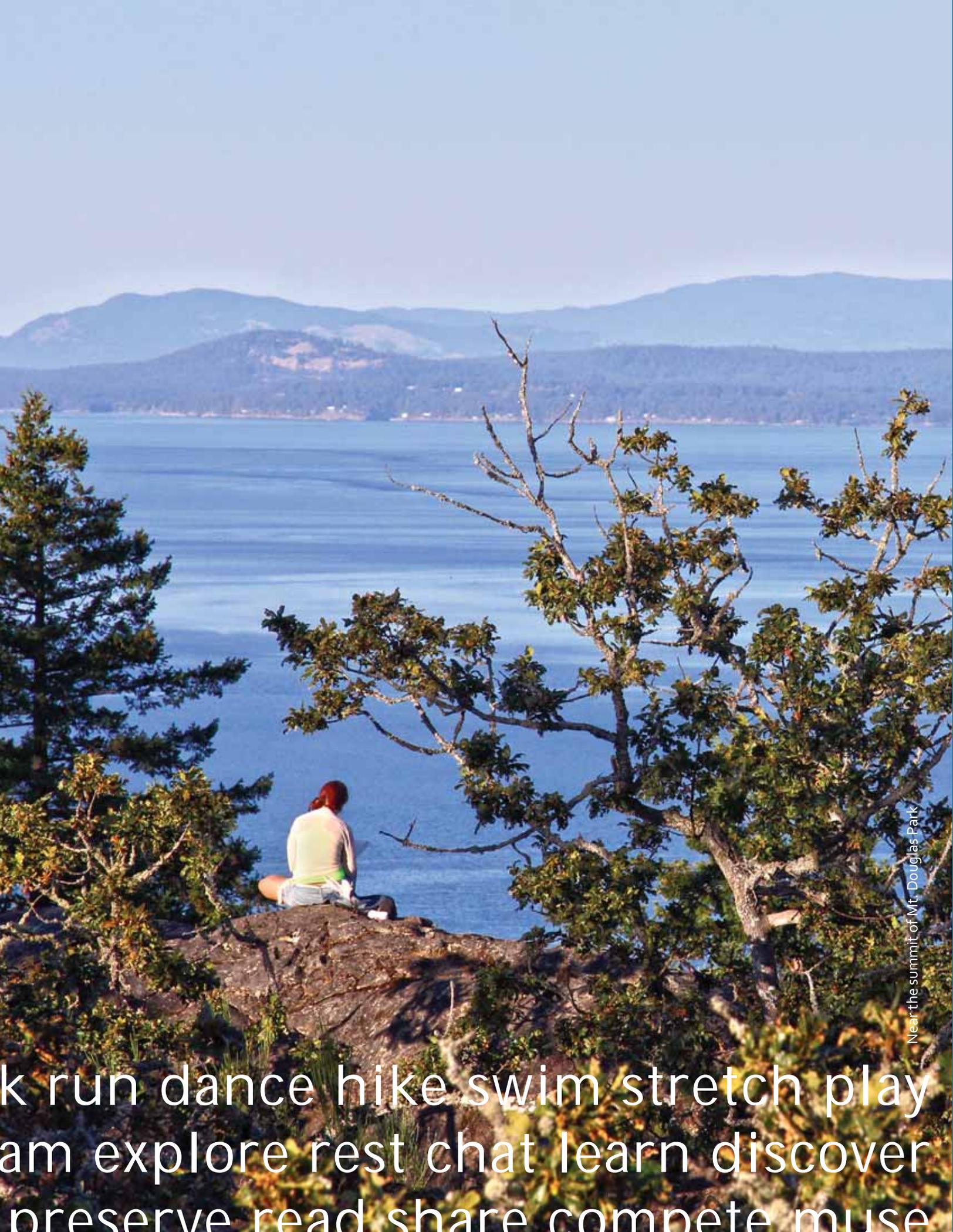
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Well managed open spaces, parks, trails, and recreation and cultural facilities are a source of pride and focus in Saanich. As the population grows, and people increasingly pursue healthy lifestyles, the District continues to meet current needs, while planning for the future.

This document sets out a vision, strategic objectives, and key initiatives for the period 2013-2020, aligning closely with the overarching vision, objectives, and policies of the Official Community Plan (OCP), other corporate documents*, as well as the District's annual Strategic and Financial Plans. Unlike the OCP, this Master Plan has no statutory authority. As such, it serves as a guide to decision-making, rather than a legal framework, for future capital and operational initiatives.

* e.g., *Centennial Trails Plan, Arts and Culture Strategy (2009), Youth Strategy, and Urban Forest Strategy (2010)*.

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Near the summit of Mt. Douglas Park

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TODAY'S PARKS, RECREATION & CULTURE SERVICES

Multiple research studies show that the health and well-being of a community are measurably strengthened when residents engage in parks, recreational and cultural opportunities. In Saanich, we are fortunate to have an abundance of such opportunities.

Our large expanse of public green space includes natural areas, sports fields, playgrounds, multi-use trails, urban forest, beach accesses, and boulevard enhancements. In 2012, there were 168 parks, covering approximately 800 hectares. These provide residents and visitors with many varied opportunities for outdoor activities and enjoyment, while enhancing Saanich's environment. The District also operates the conveniently-located 5,100 yard, par-18 Cedar Hill Golf Course, which is played by golfers of all ages and skill levels.

With four community recreation centres, and community facilities, such as Les Passmore, Goward House, and Cordova Bay 55+, Saanich offers accessible, affordable, and inclusive recreation programming, that ranges from sports and fitness, arts and culture, to special events and activities that help foster a sense of community cohesiveness. Recreational and leisure programs are offered for every age and ability, and include aquatics, fitness, ice sports, gymnasiums, tennis, art and cultural spaces, and multipurpose rooms.

Within the context of our parks, recreation and culture operations, preservation of Saanich's heritage plays an important role in our municipality's identity. This preservation includes materials in the Saanich Archives (co-located with the Centennial Public Library), public art

Approximately 1,677,725 visits* were made to Saanich recreation centres in 2012, an increase of 105% since 2002.

depicting significant aspects and landmarks from Saanich's early days, and the stewardship of heritage buildings in our parks.

Finally, community partnerships play a significant role in the provision of parks, recreation and culture services in the District. This support is central to maintaining the high quality of life Saanich residents enjoy, and is gratefully acknowledged.

** Attendance from drop-ins, passes, registrations, rentals, and special events.*



Saanich Commonwealth Place



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THE PLANNING PROCESS

This Master Plan was adopted by Saanich Council on March 11, 2013. The planning process that preceded its adoption included extensive background research and community consultation, including:

- Interviews with key informants from the District, as well as from other local government agencies (October 2010);
- Focus groups with stakeholders, representing community associations and organizations, and sport and cultural groups (November 2010);
- A mail-delivered survey to all residents, with more than 1,500 respondents (January to March 2011);
- A web-delivered survey, using the same questions as the mail-delivered version, received 700 responses (January to March 2011);
- Open houses at all four recreation centres (May 2011), and at two of the recreation centres (October 2011);
- Once a draft of the Master Plan was prepared, another survey (330 respondents) determined the appropriateness of the vision and the mission, and the level of support for each strategic objective (January 2012); and
- Presentations to the following committees: Arts, Culture and Heritage; Bicycle and Pedestrian Mobility; Environmental; Healthy Saanich; and Parks, Trails and Recreation (2011-2012).



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THE MISSION

Working in partnership with the community, we create opportunities for enrichment, sustain quality environments, and support healthy lifestyles.



Cedar Hill Recreation Centre – Indoor Tennis Facility

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THE VISION

Saanich is a sustainable community in which the Official Community Plan themes of environmental integrity, social well-being, and economic vibrancy are inextricably linked to a healthy natural environment. The District will use this vision to guide future decisions about operational and capital priorities.

To demonstrate how the following Strategic Objectives and Recommended Initiatives are connected to this vision, each is linked to one of the three overarching themes outlined below.

EI

ENVIRONMENTAL INTEGRITY

Stewardship of the green land base is strong. Our enhanced management practices ensure better public understanding of park development, design, maintenance, and operations. Recommendations made in the District's many planning documents ARE being implemented, major parks and park plans regularly reviewed and updated. Our trail system, parks, environmentally sensitive areas, natural parks, and the urban forest are all well developed, preserved and enhanced. They all contribute to the quality of life and the environment at local and regional levels.

Environmental sustainability is a theme that runs through all the District's activities. Recreation facilities are built to the highest feasible LEED® standards, and both parks and recreation facilities are places where community celebrations and events take place, and a variety of educational and activity programs occur.

SW

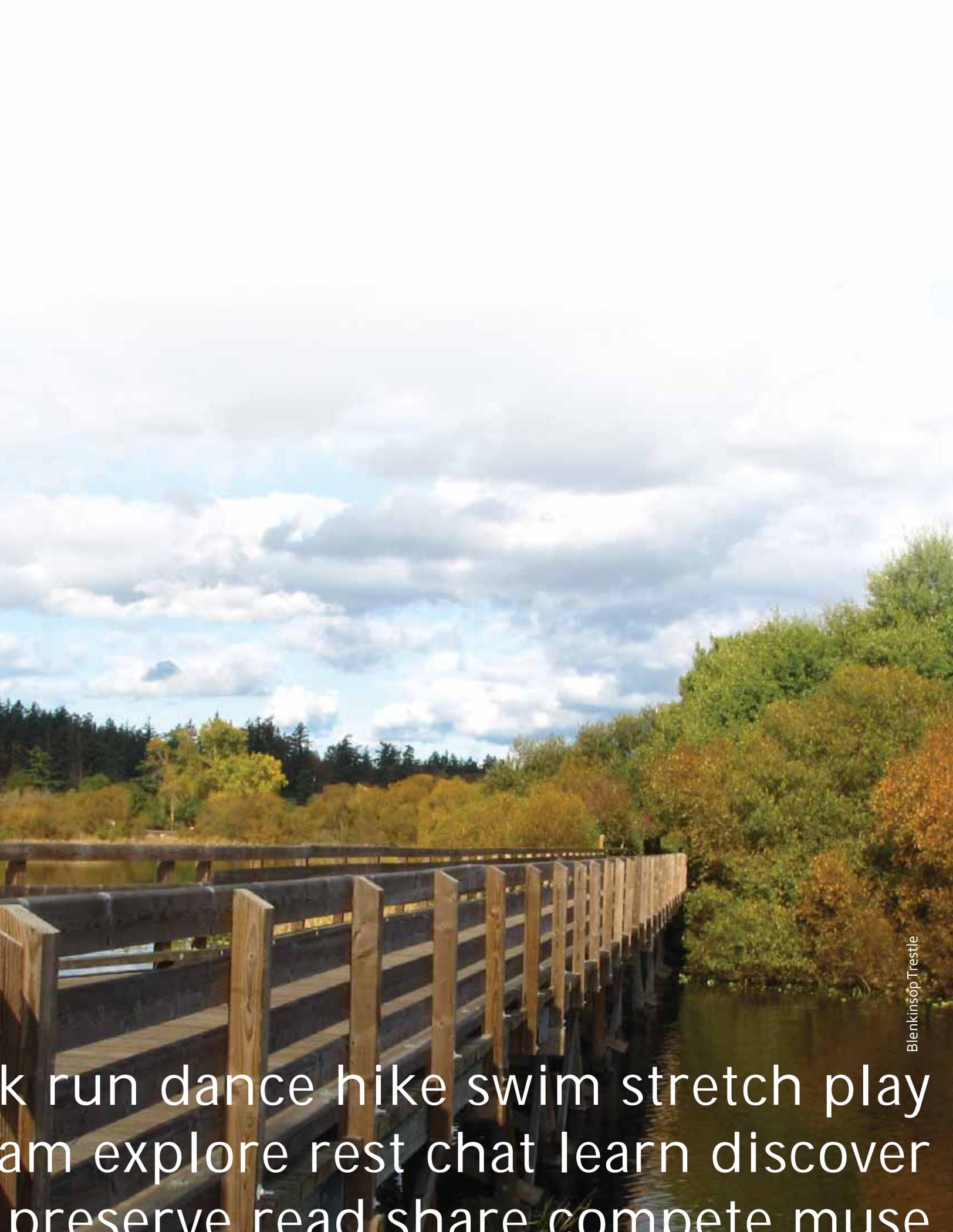
SOCIAL WELL-BEING

The District delivers a wide range of strong programs and services to our residents, with many health and wellness programs jointly delivered with Vancouver Island Health Authority (VIHA). Programs, such as unstructured play in parks, focus on encouraging physical activity in people of all ages, early childhood development, community sport, and the arts. Staff work with local associations and organizations to ensure that we continue to be an age-friendly community, and that opportunities to grow food locally are fostered. At the District, to develop new facilities, we work with other agencies, such as the Greater Victoria Public Library Board, the University of Victoria, and the local school districts.

EV

ECONOMIC VIBRANCY

Parks, recreation and culture's contribution to the quality of life in Saanich assists in creating conditions in which the local economy can thrive – particularly through promotion of sport and cultural tourism, supporting families with workplace flexibility and a strong role in early childhood development, and marketing the eco-tourism potential of the parks, recreation and culture system. The District also employs many Saanich residents in our parks, recreation and culture facilities and programs, and helps young people gain work experience.



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STRATEGIC OBJECTIVES & RECOMMENDED INITIATIVES

1 OBJECTIVE | Parks Planning System

EI

Establish a firm foundation for system-wide park planning.

INITIATIVES

1. Comprehensive Inventory

Continue to build a comprehensive inventory of data about parks and their usage, as well as about related policies and standards, and report changes annually.

2. Parks Priority Needs

Continue to use the *Park Classification and System Standards*, the *Parks Qualitative Types* and the *Parks Priority Assessment Criteria*, as identified in the *2010 Park Property Inventory*. These should be updated as needed.

3. Urban Forest Strategy

Continue the implementation of the *Urban Forest Strategy*.

4. Invasive Species Management Strategy

Complete the *Invasive Species Action Plan*, and the *Invasive Species Management Strategy*, implementing these after adoption by Council.

5. Park Natural Areas Action Plan and Management Guidelines

Continue to implement the *Park Natural Areas Action Plan* and use the *Park Natural Areas Guidelines* to identify, protect, and restore sensitive ecosystems. Explore opportunities for the creation of new natural areas parks, or to expand natural areas within existing parks.

6. Trail System Master Plan

Complete a comprehensive municipality-wide *Trail System Master Plan* that will create north-south and east-west multi-use trails, and connect multiple destinations to meet the needs of recreational and active trail users, and enhance healthy lifestyle and active transportation opportunities. When complete, the system will complement the *CRD's Pedestrian and Cycling Master Plan*.

7. Park Facility Upgrading Strategy

Address the needs for existing, and new accessible park facilities, including washrooms, access points, etc.

STRATEGIC OBJECTIVES & RECOMMENDED INITIATIVES

2 OBJECTIVE | Operational Planning & Maintenance Management System

EI

Establish clear guidelines for the operational and maintenance systems of the Parks Division.

INITIATIVE

1. Maintenance Management System

Complete a Division, Department, and District-wide comprehensive *Maintenance Management System (MMS) Strategy and Action Plan.*



Lambrick Park

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OBJECTIVE 3 | Priority Parks Infrastructure & Services

EI

Move ahead with the planning of major parks infrastructure and services in an organized and appropriately resourced manner.

INITIATIVES

1. Park Management Plans

Prepare park management plans for all major parks, and review and update these management plans on a 10-year cycle.

2. Youth Outdoor Recreation Opportunities

Create diverse and accessible youth outdoor recreation opportunities – explore opportunities for BMX trails, skateboard parks or nodes, rock climbing, geocaching, and other initiatives that have high appeal to young people.

3. Infrastructure Replacement

Develop a long-term approach to infrastructure refurbishment and replacement of park assets that align with multi-year capital plans.

4. Urban Parks, Trails and Open Spaces

Develop urban park criteria and design guidelines using a cross-departmental, collaborative process – explore major park/plaza opportunities linking multi-purpose trails through collaboration with planning teams for Uptown, Tillicum, and the Shelbourne and Douglas Corridors.

5. Additional Facilities

Develop a strategy to upgrade and add washrooms to our parks and trails, and ensure easy access to drinking water.

6. Water Park for Children

Review need for an additional water park, or smaller water play areas, as part of planning for community-level parks.

STRATEGIC OBJECTIVES & RECOMMENDED INITIATIVES

4 OBJECTIVE | Cross-Departmental Planning El

Continue efforts for more cross-departmental development initiatives.

INITIATIVE

1. Collaboration

Increase cross-departmental collaboration for land-related municipal initiatives, environmental initiatives, Development Permit application reviews, capital cost construction projects, and heritage matters as they relate to parks and operations management.



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5 OBJECTIVE | Marketing & Communications

EI

Increase the capacity for communications with the public, and internal and external stakeholders.

INITIATIVES

1. Environmental Education

Increase environmental education and awareness programs to clarify and strengthen partnerships with community, volunteer, not-for-profit, government, and educational organizations.

2. Community Engagement

Explore opportunities to engage the public and Saanich staff in innovative specialty park planning, such as community gardens, pocket parks, boulevard plantings, and other opportunities.

3. Parks Marketing Plan

Develop and implement a *Parks Marketing Plan* that includes the creation of a web-based information resource hub that links to other District departments, and outside agencies (e.g., Tourism Victoria).

4. Signage

Explore opportunities to expand interpretive and directional signage programs to educate the community about our natural and cultural heritage, encourage safe use of parks and trails, and provide easy way-finding.



Beckwith Park

STRATEGIC OBJECTIVES & RECOMMENDED INITIATIVES

6 OBJECTIVE | Programming

Continue to offer a wide range of programs and services to all Saanich residents.

INITIATIVE

1. Regular Review

Conduct a regular review of all programs to ensure delivery does not conflict with other groups offering recreational and leisure programs. Ensure user groups are involved in this review.

7 OBJECTIVE | Health, Parks & Recreation

Strengthen links with VIHA, and other health services organizations, to ensure the health benefits of parks and recreation services are fully available to Saanich residents, and are recognized by the health care system.

INITIATIVES

1. Community Health Initiatives

In conjunction with other service providers, explore opportunities to enhance community health (e.g., *Prescription for Health, Community Health Networks*).

2. Chronic Disease and Lifestyle Programming

Strengthen community-based services and supports to effectively address chronic disease prevention and lifestyle management. Focus these initiatives on adults who are at-risk for developing chronic conditions, and those who may need access to community-based support in their ongoing self-management efforts.

8 OBJECTIVE | Age-Friendly Communities SW

Continue to develop the concepts for age-friendly communities, and collaborate with other departments and stakeholders on parks and recreation services for seniors.

INITIATIVES

1. Implement Active Aging Strategy and Age-Friendly Cities Initiative

Continue to implement and update the recommendations of the 2004 *Active Aging Strategy*, and the 2006 *Age-Friendly Cities Initiative*.

2. Expand The LIFE Program

Work with other regional recreation agencies to expand the LIFE program to provide free drop-in swimming, skating, and weight room access for seniors on referral from their health practitioners.



Gordon Head Recreation Centre - Seniors' Dance

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OBJECTIVE | New Approaches to Children & Youth Programming

SW

Continue to deliver a wide range of structured and unstructured programming for children and youth, but also rethink programming and reorient resources to focus on new approaches to encouraging physical activity in these critical age groups.

INITIATIVES

1. Expand the LIFE Program

Work with other regional recreation agencies to expand the LIFE program to provide free drop-in swimming, skating, and weight room access for all children and youth.

2. Play Programs

Initiate an after-school 'just-play-in-the-park' program at parks located close to elementary schools.

3. Link to Schools

Share the *2011 Saanich and School District 63 Healthy Kids Report* with School District 61, and use this report as a platform for working to increase physical activity levels of children in our community.

4. Communication and Promotion

Work with schools and VIHA to develop and deliver a marketing and education campaign that increases awareness of the need to promote physical activity and encourage healthy eating.

5. Children and Nature

Develop initiatives, in conjunction with the Children and Nature Alliance and other stakeholders, to use parks and recreation experiences to help children and youth connect with nature.

6. Youth Strategy

Conduct a youth consultation process, and develop a new *Youth Development Strategy*.

10

OBJECTIVE | Local Food Production SW

Explore opportunities within the park and recreation system for individuals and communities to grow food locally.

INITIATIVES

1. Cross-Departmental Work Team

Establish a cross-departmental work team, with representatives from relevant departments, to review existing Council policy and move the initiative forward.

2. Priority Neighbourhoods

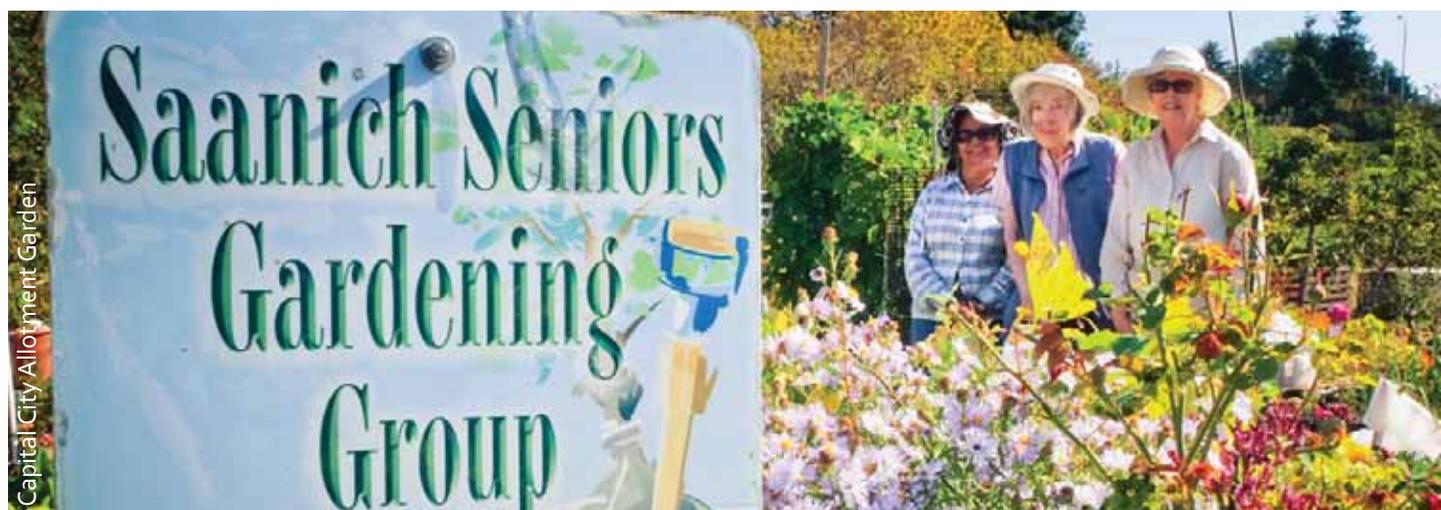
Develop a process for identifying priority neighbourhoods, and then potential community gardening sites, and opportunities in those neighbourhoods.

3. Feasibility Assessments

Explore the feasibility of boulevards and other municipally owned land for community gardening.

4. Experimentation

Continue experimenting with fruit and vegetable bearing trees and plants in municipal plantings.



STRATEGIC OBJECTIVES & RECOMMENDED INITIATIVES

11 | OBJECTIVE | Cultural Bridging

Encourage cultural bridging by working with multi-cultural and Aboriginal groups to expand programs and events oriented to their cultures.

INITIATIVES

1. Events

Promote hosting of multi-cultural sport and cultural events.

2. Staff Awareness

Work with ICA-Victoria to improve Saanich staff awareness of multi-cultural issues.

12 | OBJECTIVE | Community Development

Foster community development and increase the capacity of the not-for-profit sector.

INITIATIVES

1. Organization Liaison Function

Strengthen the organization liaison function of staff to ensure that all key community organizations have a staff person as their liaison, with these staff roles focusing on capacity and partnership building, and volunteer development and renewal.

2. Active Living Guide

Explore options in both the printed and on-line Active Living Guide to accommodate more information about programs of not-for-profit organizations

13

OBJECTIVE | Placemaking SW

Enhance 'placemaking' within Saanich's communities and neighbourhoods.

INITIATIVES

1. Community Events

Explore opportunities to initiate, respond to, and support community events. Ensure opportunities for a diverse range of community events in key Saanich parks and, where practical, take advantage of heritage sites and buildings to stage events.

2. Calendar of Events

On the District website, include a comprehensive calendar of all events taking place in Saanich Parks. Cross link the website to related sites of interest, such as CRD Parks, local cultural and heritage sites, soccer/baseball/rugby schedules, etc.



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STRATEGIC OBJECTIVES & RECOMMENDED INITIATIVES

14 | OBJECTIVE | Community Sport SW

Work with the Pacific Institute for Sport Excellence (PISE) and Pacific Sport, as well as other interested parties, to ensure that the 'Sport for Life' philosophy and approaches are central to sport and athlete development for children from birth to 12 years.

INITIATIVES

1. Community Sport for Life (CS4L)

Adapt CS4L for use in Saanich sport programs (offered by staff or contracted) and encourage its use with local sport organizations and their programming approaches for children under 12 years. This can be done in partnership with PISE and its efforts to "Train the Trainer" in the community, schools and with Parent Advisory Committees.

2. Promote Regionally

Promote using the CS4L approach with other municipalities to work towards regional continuity.



G.R. Pearkes Recreation Centre & Saanich Centennial Library

15

OBJECTIVE | Regional Facility Planning

SW

Work with the community and regional sport groups, the University of Victoria, Camosun College, the Greater Victoria Public Library Board, School Districts 61 and 63, and other local governments in the region to ensure coordination of major public facility planning.

INITIATIVES

1. Library Planning

Liaise with the Library Board regarding implementation of its long-range facility plan, and support the concept of co-location of libraries and community centres.

2. University Liaison

Liaise with the University regarding the impact of its new recreation facilities on Saanich recreation facilities, programs and services.

3. School District Liaison

Continue to discuss facility planning issues with the school districts. Where possible, use funding programs, such as *Neighbourhoods of Learning* to further develop joint use of public buildings.

4. Accessibility

Ensure all new or renovated parks, recreation and cultural facilities (whether regional or District-operated) focus on the need for access by users of all abilities. Continue to follow guidelines and initiatives outlined in the 2009 *Measuring Up* report.

5. Promote Regional Collaboration

Work with other municipalities to develop a collaborative approach to the development of regional sport.

6. High Performance Sport Facility Study

Work with other municipalities to commission a *High Performance Sport Facility Study*, to determine which facilities are key to support the region's goals for sport development (e.g., renovation or replacement of UVic stadium, new soccer stadium, major hockey complex, etc).

7. Continue Funding Commonwealth Legacy

Identify alternative funding sources/approaches to ensure the continuation of the *Saanich Commonwealth Place High Performance Legacy Fund*.

STRATEGIC OBJECTIVES & RECOMMENDED INITIATIVES

16 | OBJECTIVE | Arts & Culture SW

Work with community groups to identify long-term support for arts and culture.

INITIATIVE

1. Implement Arts and Culture Strategy

Continue to implement the recommendations of the 2009 *Arts and Culture Strategy*.

17 | OBJECTIVE | Eco-tourism EV

Work with tourism groups to promote Saanich's park and recreation system to eco-tourists.

INITIATIVE

1. Work with the Tourism Industry

Work with tourism groups to promote and encourage inclusion of Saanich's tourism amenities in their promotional materials.



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18 | OBJECTIVE | Sport & Cultural Events EV

Promote and increase the economic benefits that flow from the Department's services related to hosting major sport, recreation and cultural events in Saanich and the region.

INITIATIVES

1. Support SportHost

Support SportHost Victoria and other similar organizations to identify and deliver as full a range of sport events as possible, given the lack of both high performance sport facilities and accommodation located in Saanich.

2. Work with Community Organizations

As part of the increased community liaison function, work with organizations to identify events that can be hosted as fundraisers in Saanich, thereby supporting the economic impact of sport and cultural events locally.

19 | OBJECTIVE | Early Childhood Development EV SW

Take a more proactive role with our Early Childhood Development community to increase potential of park and recreation programming to serve the development needs of children from birth to 6 years old, the care needs of young families, and the economic needs of the community.

INITIATIVE

1. Early Childhood Development Strategy

Implement the recommendations of the *Early Childhood Development Strategy*.

STRATEGIC OBJECTIVES & RECOMMENDED INITIATIVES

20 | OBJECTIVE | Scope of Service Review

EV

Establish a tri-annual review process for the scope of parks, recreation and culture services set out in the Vision statement.

INITIATIVE

1. Review Process

Establish a timetable and manageable process for the review of parks, recreation and culture.



G.R. Pearkes Recreation Centre

21 OBJECTIVE | Capital & Operating Budgets EV

Balance the realities of budget in relation to the planning of major projects.

INITIATIVES

1. Long Term Costing

Complete the *Park Priority Planning Process* and the development of a *Trails Master Plan*, and cost these upgrades over the next decade. These new initiatives need to balance with long term needs for existing infrastructure maintenance. Operating expenses for all new projects and developments need to be considered and/or resourced.

2. Referendum

Consider a referendum regarding establishment of a *Parks, Trails and Natural Areas Sustainability Fund* to be used over the next ten years, with matching contributions, to initiate a wide range of park, trail and natural area capital projects.

3. Partnering Formula

In conjunction with a review of the 'Home Field' policy, consider a policy and formula for partnering with not-for-profit groups based on the recent soccer/artificial turf model. The formula needs to balance the participation and public programming potential with the municipal contribution.

4. Supporting the Private Sector

Encourage regional development, by private enterprise and not-for-profit alliances, of facilities that serve lower participation/special interest groups. An example, for which there will likely be significant demand, would include a new commercial hockey arena (twin pad or four-plex).

22 OBJECTIVE | Facility Planning EV

Establish a long term strategy for renovating aging facilities.

INITIATIVES

1. Facility Lifecycle

Continue to support facility lifecycle costing reviews.

2. Pearkes

Refurbish the Gold (original) Arena at G.R. Pearkes.

3. Bert Richman Building

Plan for the closure, demolition, or renovation of the Bert Richman Building in Lambrick Park.

4. Park Washrooms

Upgrade and add new park washrooms and other park facilities.

5. Heritage Buildings

Ensure these assets are included in lifecycle planning to allow for needed maintenance and refurbishment.

6. Site expansion

Where possible, and as needed, expand some District-owned sites. Examples include G.R. Pearkes in conjunction with the Tillicum Mall redevelopment, and Saanich Commonwealth Place with a possible expansion at the rear of the building.

23 | OBJECTIVE | Alternate Revenue Sources EV

Diversify revenue sources so that tax increases are minimized, while still providing the progressive parks and recreation system of which Saanich residents are proud and have come to expect.

INITIATIVE

1. Investigating Alternative Revenues

Continue to investigate alternative revenue opportunities.

24 | OBJECTIVE | Operating Capacity & Resources EV

Balance operating capacity and resources, and/or reallocate, in order to meet increasing operating demands.

INITIATIVES

1. Balance Capacity and Resources

Work with internal and external stakeholders to clearly define the balance of capacity, resources, and increasing operational demands.

2. Explore FTE Reallocation

Explore the internal reallocation of FTEs to align with the implementation plan in the OCP, and the recommended initiatives of this Master Plan.

STRATEGIC OBJECTIVES & RECOMMENDED INITIATIVES

25 | OBJECTIVE | Staff Training

Commit adequate resources to staff training to ensure continuous learning to meet emerging needs, and to support success in areas where the Master Plan envisages additional activity.

INITIATIVE

1. Staff Training

Ensure initiatives include a staff training and development component.

26 | OBJECTIVE | Sustainability Principles

Implement sustainability principles in all aspects of parks, recreation and culture services and operations.

INITIATIVES

1. Sustainability Indicators

Use the indicators from the annual *Strategic Plan* to benchmark and monitor the parks, recreation and culture activities and contributions to community life.

2. Ensure Funding

Identify initiatives that will be impacted by the requirement to implement sustainability principles, and ensure that adequate funding is allocated.

27 | OBJECTIVE | Regional Collaboration EV

Explore regional collaboration in order to deliver the highest quality services in the most effective, efficient, and economical manner.

INITIATIVES

1. Regional Directors' Meetings

Continue to meet regularly with staff and managers in other parks and recreation departments.

2. Additional Regional Initiatives

Explore the potential for additional regional initiatives (complementing/ expanding the LIFE program, regional passes, regional scale facilities, etc.).

28 | OBJECTIVE | Outcomes & Tracking Progress EV

Identify outcomes and monitor progress.

INITIATIVE

1. Annual Reporting

Report to Council and the public through the annual Strategic Planning process.



29 OBJECTIVE | Marketing & Social Media EV

Continue to review marketing activities in relation to parks, recreation and culture, and ensure links with new technologies and social media.

INITIATIVES

1. Monitor Social Media Opportunities

Establish a working group to meet regularly to discuss and explore marketing, communications, and technology issues.

2. Public Relations Strategy

Follow a comprehensive and strategic approach to public relations to ensure consistent messaging.

3. Public Participation

Follow a comprehensive public participation process, and provide training and support for staff involved in communication with the public.

4. Website

Update and expand the website, and implement a website management plan to ensure information is clear, complete, easily accessible, fresh and engaging, and updated in a timely fashion. Introduce social media technologies to modernize community connections.

5. Document Library

Establish a web-based comprehensive document library and archive.

6. Active Living Guide

Monitor use of online and paper versions to ensure wide availability is maintained.

BACKGROUND INFORMATION

While not a formal part of the document, this Master Plan has a set of background appendices that are also available online at www.saanich.ca, or on request from the Parks and Recreation Department. As some Plan amendments were made towards the end of the planning process, differences may exist between the content in the adopted Plan itself and material found in the appendices. The content in the adopted Parks, Recreation and Culture Master Plan reflects the position of the District.

APPENDIX A

Key Strategic Objectives (KSOs) and Recommended Initiatives

Background information and details outlining the rationale for the Master Plan's initiatives.

APPENDIX B

Performance Measures and Indicators

Indicators that will be used to monitor success in meeting the KSOs of Appendix A.

APPENDIX C

Background and Process

An overview of the planning phases, along with a brief summary of previous master plans.

APPENDIX D

Scope of Services

An overview of the scope of services provided by the Parks and Recreation Department.

APPENDIX E

The Local Context

An overview of the local and regional context within which the Department operates, as well as identification of the various documents that have informed, or are connected to, the Master Plan.

APPENDIX F

The Results of Consultations and Surveys

Input gathered from stakeholders, surveys, and public comment on the initial drafts of the plan.

APPENDIX G

The Broader Context

A look at trends in the sector, and in society, that will influence future service provision.

APPENDIX H

Defining Core Services

A brief outline of the concept of core services in relation to the Department's operations.

APPENDIX J

Reviewing the Project Components in the RFP with the Master Plan's Content

How the key components of the Request for Proposal (RFP) for the Master Plan were achieved through the project.

As part of the preparation for this Master Plan, 12 working papers were prepared. These can be obtained from the Parks and Recreation Department at 780 Vernon Avenue, or online at www.saanich.ca.



Saanich Commonwealth Place

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Cadboro-Gyro Park

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