

## **APPENDIX J**

### **REVIEWING THE PROJECT COMPONENTS IN THE RFP WITH THE MASTER PLAN'S CONTENT**

### **PARKS, RECREATION AND CULTURE MASTER PLAN**

District of Saanich, BC.

July 2012

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

The Request for Proposals which was prepared by the Department asked that the consultants undertaking the planning ensure that certain items are covered in both process and deliverables. This appendix details how the consulting team delivered on this assignment.

4.0 General Issues	
<p>Define and prioritize the core services and programs and associated strategic initiatives to be delivered by the Department (e.g. core/fringe services; service level guidelines) as required to balance demands with resources.</p>	<p><b>Key Strategic Objective #TA-1: Scope of Service Review</b></p> <p>Establish a tri-annual process for reviewing the future scope of services proposed in the vision, with Council to ensure understanding of and commitment to future service delivery by the Parks and Recreation Department</p>
<p>Clarify the role of divisions and staff within the Department with the intent of reducing duplication, identifying gaps and streamlining service delivery.</p>	<p><b>Key Strategic Objective #TA-5: Operating Capacity and Resources</b></p> <p>Balance operating capacity and resources and/or reallocate between Divisions to meet increasing operating demands</p>
<p>Identify resources (e.g. financial, staff, building space) required to meet the objectives and recommendations of the Plan.</p>	<p><b>Key Strategic Objective #TA-2: Capital and Operating Budgets</b></p> <p>Initiate discussion with Council concerning major initiatives to increase the capital and operating budgets of the Department</p> <p><b>Key Strategic Objective #TA-4: Alternate Revenue Sources</b></p> <p>Diversify revenue sources such that increases in taxation are minimized while still providing the progressive parks and recreation system that Saanich residents have grown accustomed to and are proud of</p>
<p>Identify how the Department can lead or complement Corporate initiatives within its mandate (e.g.: LEED buildings, CPTED, pest control, climate change &amp; adaptation, air quality, water conservation, habitat protection, balanced transportation, food security).</p>	<p><b>Key Strategic Objective #EI-4: Cross-Departmental Planning</b></p> <p>Seek District support for a more open role in cross-departmental development initiatives</p> <p>Plus objectives and initiatives on individual issues.</p>

<p>Develop performance measures and indicators, as well as a methodology, for monitoring and reporting on implementation of the Plan, and for incorporation into the annual Corporate Strategic Plan.</p>	<p>Performance measures and indicators outlined in Appendix A.</p>
<p>Develop coordinated strategies for communication, education and marketing of the Plan's recommendation, as well as implementation of the reporting system.</p>	<p>Key Strategic Objective #TA-10: Marketing and Social Media</p> <p>Continue to review Departmental marketing activities and ensure linkage with new technologies and social media</p> <p>Key Strategic Objective #EI-5: Marketing and Communications</p> <p>Increase the capacity of the Department, and the Parks Division in particular, to communicate with the public, other departments, stakeholders and with Council</p>
<p><b>4.1 Department Services</b></p>	
<p>Define the scope of services that the Department should provide and those that could be provided by partners, the private sector, volunteers, developers and other agencies;</p>	<p>Key Strategic Objective #TA-1: Scope of Service Review</p> <p>Establish a tri-annual process for reviewing the future scope of services proposed in the vision, with Council to ensure understanding of and commitment to future service delivery by the Parks and Recreation Department</p>
<p>Identify and justify new and expanded services that should be provided, along with existing services that could be eliminated, reduced or modified;</p>	<p>Built into a variety of KSOs: for instance those noted in the Environmental Integrity area identify the need for expanded services to address increasing public expectations, and those in the Social Well-Being area address the need for additional services for seniors (KSO-SWB-3), the arts (KSO-SWB-11), etc.</p>
<p>Define the roles and expectations of the Department in partnerships with the volunteer sector, community associations, other agencies (e.g. school district, regional district, province), developers and the private sector;</p>	<p>Again, comments on the changing roles of other agencies, on required policies and strategies, and concerning opportunities and constraints, are built into a variety of KSOs, and are addressed as required. For instance, the need for additional collaboration on capital planning is addressed in KSO-SWB-10, and related to sport in KSO-SWB-9.</p>

<p>Define the roles the Department should play in issues not directly linked to the traditional or core areas of service (e.g. environmental sustainability, social issues, festivals and community events, heritage issues, tourism marketing and infrastructure);</p> <p>Identify policies and strategies that can be introduced, enhanced or eliminated to improve citizen quality of life, environmental sustainability and social issues;</p> <p>Identify unique opportunities and constraints (trends, revenue sources, risk issues) that challenge the delivery of Departmental services and recommend ways they can be maximized or mitigated.</p>	
<p><b>4.2 Parks</b></p>	
<p>Review and make recommendations on existing classifications, standards and guidelines, including recommendations on location and timing, for the provision of park land, open space, playing fields, park amenity facilities and trails;</p> <p>Identify where park surpluses and deficiencies exist currently and make recommendations for addressing these over the term of the Plan;</p>	<p><b>Key Strategic Objective #EI-1: Park System Planning</b></p> <p>Increase the capacity of the Department to deliver on the strategies and policies contained in the Sustainable Saanich 2008 OCP, and establish a firm foundation for moving ahead with system-wide park planning.</p>
<p>Make recommendations for the location and timing of new and upgraded parks;</p>	<p><b>Key Strategic Objective #EI-3: Priority Parks Infrastructure/Services</b></p> <p>Move ahead with the planning of major parks infrastructure &amp; services in an organized and appropriately resourced fashion</p>
<p>Review and confirm the level of maintenance and operations service that should be applied to various components of the park system;</p>	<p><b>Key Strategic Objective #EI-2: Operational Planning and Maintenance Management System</b></p> <p>Establish clear guidelines to guide the operational and maintenance systems of the Parks Division</p>
<p>Identify the challenges that face the provision of park land in the future and provide prioritized recommendations for meeting those challenges;</p>	<p>Built into a variety of KSOs, primarily in the EI series. For instance KSO-EI1 addresses, among other issues, invasive species, while KSO-TA-2/3/4/5 address funding and staffing issues.</p>

<p>Ensure plan recommendations are relevant to and coordinated with initiatives stemming from various related documents (e.g.: Parks Priority Strategy, Urban Forest Strategy, Pesticide Bylaw, Local Area Plans, regional plans);</p> <p>Provide frameworks relating to key park issues (e.g.: natural area management, dogs in parks, urban forests, increased and sometimes conflicting trail use demands, etc.).</p>	<p>Built into a variety of KSOs, primarily in the EI series. For instance KSO-EI-1 addresses the recommendations contained in the Urban Forest Strategy.</p>
<p><b>4.3 Facilities</b></p>	
<p>Review and update the existing standards and guidelines for the provision of facilities (e.g.: parks, sportfields, tennis courts, ball diamonds, beaches) and buildings (e.g.: ice rinks, pools, community centres, gyms, theatres, studios) to meet the expectations for the Department's range of services;</p>	<p>Built into a variety of KSOs</p>
<p>Determine future demand and recommend facilities and buildings for decommission, retrofit, replacement and new construction;</p> <p>Make recommendations for the location and timing of new and upgraded facilities and buildings;</p> <p>Develop strategies to meet the need for community-level recreation, park and cultural facilities;</p>	<p>Key Strategic Objective #TA-2: Capital and Operating Budgets</p> <p>Initiate discussion with Council concerning major initiatives to increase the capital and operating budgets of the Department</p> <p>Key Strategic Objective #TA-3: Facility Planning</p> <p>Establish a long term strategy for renovating aging facilities.</p>
<p>Identify high level opportunities for green house gas reduction;</p>	<p>Key Strategic Objective #TA-7: Sustainability Principles</p> <p>Implement sustainability principles in all aspects of the Parks and Recreation Department services and operations</p>
<p>Review and update the existing standards and guidelines for the provision of facilities (e.g.: parks, sportfields, tennis courts, ball diamonds, beaches) and buildings (e.g.: ice rinks, pools, community centres, gyms, theatres, studios) to meet the expectations for the Department's range of services;</p>	<p>Included in and implicit in many KSOs</p>

Identify opportunities to optimize the use of facilities and buildings.	
Provide estimates of capital and operating costs for new and upgraded facilities and buildings;	Agreed to be beyond scope of the project
<b>4.4 Financial</b>	
<p>Provide strategies that could be employed to balance increasing demands with available resources;</p> <p>Evaluate and recommend financial tools that could be used to bridge the growing gap between capital construction costs and allocated tax funding;</p> <p>Provide recommendations regarding alternative financing options (e.g.: density/amenity bonusing, development cost charges, endowment funds, or other tools and policy to facilitate enhancements to Department facilities and core service delivery;</p>	<p><b>Key Strategic Objective #TA-1: Scope of Service Review</b></p> <p>Establish a tri-annual review process for reviewing the future scope of services proposed in the vision, with Council to ensure understanding of and commitment to future service delivery by the Parks and Recreation Department</p> <p><b>Key Strategic Objective #TA-2: Capital and Operating Budgets</b></p> <p>Initiate discussion with Council concerning major initiatives to increase the capital and operating budgets of the Department</p> <p><b>Key Strategic Objective #TA-4: Alternate Revenue Sources</b></p> <p>Diversify revenue sources such that increases in taxation are minimized while still providing the progressive parks and recreation system that Saanich residents have grown accustomed to and are proud of</p>
Review the Department's fees and charges policy against sector best practices and provide recommendations as required;	Agreed to be beyond scope of the project
Review and recommend changes to the Municipality's long term financial plans that would optimize achievement of the Master Plan objectives within the Municipality's financial resources.	Agreed to be beyond scope of the project