



District of Saanich

Market Analysis Study

Recreation, Wellness and Health Programs,
Services, Activities and Experiences

FINAL DRAFT

March 2019



Carscadden



MUSTEL GROUP





ACKNOWLEDGMENTS

We acknowledge that the District of Saanich lies within the traditional territories of the Lkwungen (Lay-kwung-gen) peoples known today as Songhees and SXIMEŁŁŁ (Esquimalt) Nations and the WŚÁNEĆ (weh-saanich) peoples known today as WJOLEŁP (Tsartlip), BOĆÉĆEN (Pauquachin), SŦÁUTW (Tsawout), WŚIKEM (Tseycum) and MÁLEXEL (Malahat) Nations.

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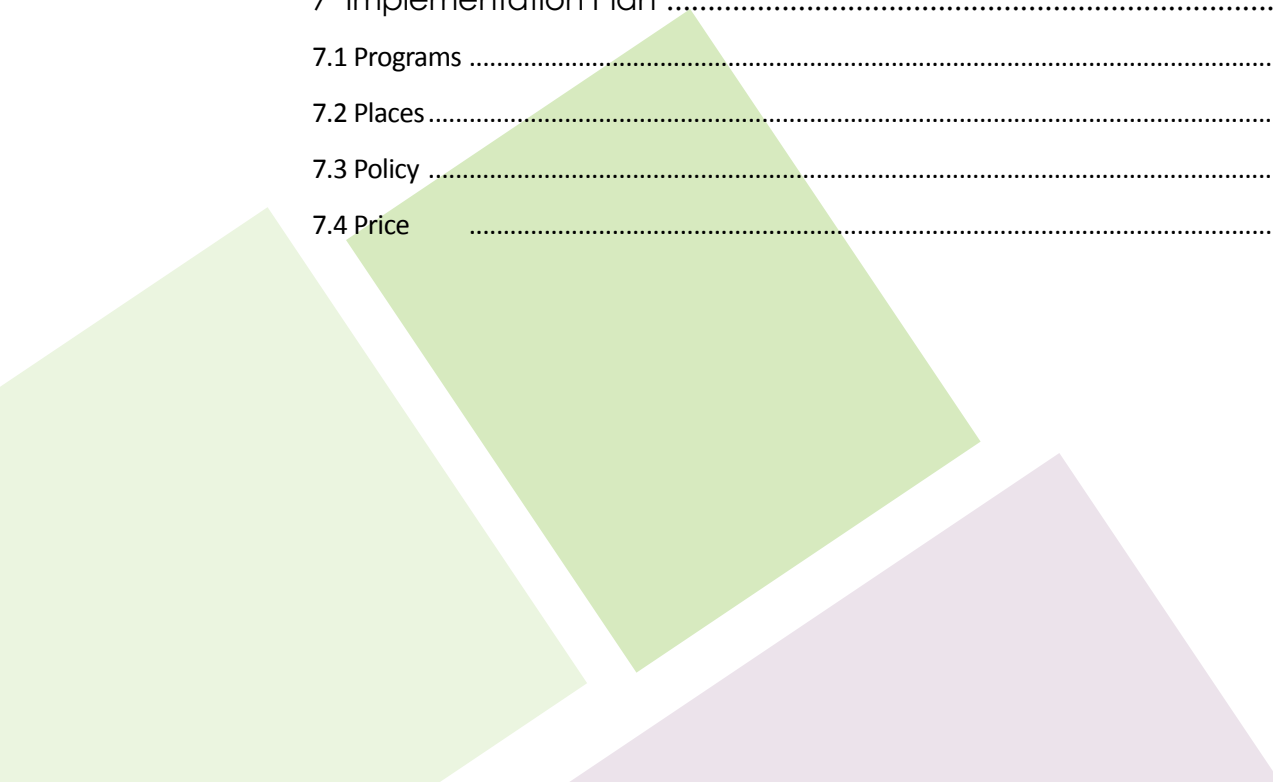
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Executive Summary

With four recreation centres, the District of Saanich offers an extensive range of recreation, health and wellness programs, services, activities and experiences for all ages and abilities. Saanich Recreation is more than sports or fitness; their services support a high quality of life, a healthy community, social well-being, and economic vibrancy.

Looking forward, the recreation, health and wellness programs, services, activities and experiences offered by Saanich Recreation will play an increasingly important role by helping to support the aging population and the rising number of children and youth; reducing rates of chronic disease; decreasing social isolation; improving mental wellness and ensuring affordability and access.

Saanich Recreation is serving the community well, but is always looking to ways to improve to better meet the needs of the community and achieve excellence. As the District of Saanich strives for excellence in its provision of services, it is essential to proactively plan for the future, but it is a complex issue that requires consideration

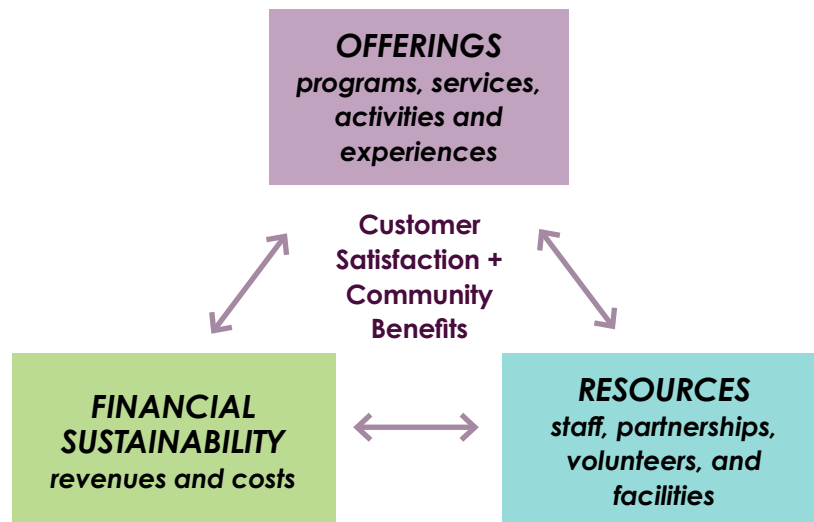
of what can and should be offered, but also what resources are needed and the financial implications.

This Market Analysis Study looks at current and future issues and opportunities for recreation, health and wellness in Saanich using quantitative participation data, demographic projections, community engagement input, best practices and trends, facility assessments, and consideration of service delivery models and strategies.

The Saanich community was engaged throughout the project process including stakeholder and focus group interviews, a statistically valid phone survey, online surveys, open houses, and interactive displays at recreation facilities.

This purpose of this report is to inform and guide the District in charting its recreation, wellness and health programs, activities, services and experiences over the next 10 years. Through this project, the District has enhanced its readiness and ability to address the needs and expectations of Saanich residents; ensures its offerings and operations are appropriate, accessible,

Figure 1. The Dynamics of Service Delivery



KEY FINDINGS AND THEMES

Through the public and stakeholder engagement process, review of trends and best practices, and analysis of current and future demographics, the following overarching themes emerged:

- The demographics of Saanich are changing. There will be significant increases in the number of older adults, youth, and young families over the next 10 years.
- Affordability is on everyone's mind; older adults are particularly vulnerable, as they are more likely to be living on a low income. Additionally, a significant proportion of the homeless population in the Greater Victoria area are children, youth, and young people under 25.
- Families with children are struggling to participate in recreation, especially families with single parents or two parents working, which creates time and financial pressure. Finding childcare and out-of-school programs is a key concern. While childcare has not been the mandate of Saanich Recreation, there are opportunities to contribute to solutions.
- There is increasing awareness of the need to be more inclusive and welcoming for everyone including Indigenous, LGBTQ2+, those with disabilities, and new Canadians. Social isolation is also a challenge for many, particularly seniors and newcomers. There was substantial support for recreation as a mechanism for bringing the community together.
- Rates of chronic disease are on the rise, and, as such, there is increasing demand for services to support both physical and mental health and wellness. Much of what Saanich Recreation already does helps to meet this demand, but there are opportunities for improvement.
- There are many passionate people, organizations, groups and clubs in Saanich who value the recreation opportunities in Saanich and want to see those opportunities sustained and increased in the future. Support for volunteer organizations is going to be essential for continuing to meet the needs of the community sustainably.
- There are numerous organizations, institutions, and municipal governments in the region whose mandate, goals and challenges overlap with those of Saanich Recreation. As meeting all needs becomes challenging in terms of staff and budget resources, productive partnerships will be increasingly important.

RECOMMENDATIONS

Recommendations were developed and tested with the public in four main areas: Programs, Places, Policy, and Price. This report describes the key issues, challenge, gaps, and key direction in each category. The complete recommendations are listed in the following table.

Table 1. Recommendations Summary

#	Recommendation	Priority
	PROGRAMS	
1	MULTICULTURAL PROGRAMS Expand opportunities for multicultural programs and activities.	High
2	EARLY CHILDHOOD AND SCHOOL AGE CHILDREN Focus on improving services that serve young children and young families, including implementation of strategies from the Early Childhood Development Strategy. A more detailed look specifically at programs and services for school age children is warranted to bridge the gap between the Early Childhood Development Strategy and the Youth Development Strategy.	High
3	OLDER ADULT Focus on improving programs, services, activities and facilities related to older adults, including integration of strategies from the Older Adults Strategy.	High
4	EXPAND INTERGENERATIONAL PROGRAMS Expand opportunities for intergenerational programs and activities, as well as coordination of opportunities for multiple family members to participate in different programs at the same time and same location.	Medium
5	YOUTH DEVELOPMENT Focus on improving programs, services, activities and facilities related to youth, including integration of strategies from the Youth Development Strategy.	Medium
6	ARTS PROGRAMS Develop more opportunities for visual and performing arts programs and experiences at all facilities and focus on Cedar Hill Recreation Centre as a community hub for excellence in arts-focused spaces, programs, and services.	Medium
7	ENHANCE ACCESS FOR NEW CUSTOMERS For high demand beginner programs that consistently have waiting lists, consider adding additional program spaces and limiting back-to-back registrations to improve equitable access. Also consider creating attractive “next steps” alternatives for participants at roughly the same time and location, if possible.	Low

#	Recommendation	Priority
	PLACES	
8	COMMUNITY CENTRE APPROACH Embrace the philosophical shift from “recreation centres” to “community centres”, which better reflects the wide range of programs, services, activities and experiences offered and recognizes Saanich Recreation as the heart of the community. This also establishes support for strategic co-location of facilities and services	High
9	GYMNASIUM SPACE Add gymnasium space. There are opportunities at Cedar Hill Recreation Centre and Gordon Head Recreation Centre, but other locations could be considered. Consider a dividable double gymnasium for at least one location.	High
10	ICE ARENAS AND SUPPORT AMENITIES Upgrade the changerooms at G.R.Pearkes Recreation Centre, plan for the replacement of the Gold Arena slab, and identify a location for at least 1 additional ice sheet in the community.	High
11	OUTDOOR AMENITIES Add outdoor amenities and activity areas at all recreation facilities. Examples include play spaces, seating areas/plazas, walking paths/loops, outdoor fitness equipment, and event space.	High
12	CHILDCARE Expand childcare spaces at G.R.Pearkes, in cooperation with Saanich Neighbourhood Place. Consider where childcare space could be added at other recreation centres.	High
13	ACCESSIBILITY Conduct accessibility audits at all recreation centres and set priorities for implementing upgrades and modifications.	High
14	FACILITY PARTNERSHIPS Actively seek partners for future facility development.	High
15	GORDON HEAD RECREATION CENTRE Conduct a feasibility study for replacement of Gordon Head Recreation Centre as part of a new “community hub” site master plan for Lambrick Park.	Medium
16	FITNESS CENTRES Expand fitness centres- i.e. weight rooms and associated spaces such as fitness program rooms, stretching/mat areas, and equipment storage.	Medium
17	YOUTH SPACE Consider the addition of a space for youth at Cedar Hill Recreation Centre. This space could be dedicated for youth during certain hours, but also serve as an additional multipurpose space for arts and culture programming.	Medium

#	Recommendation	Priority
18	ACTIVE TRANSPORTATION Prioritize support for active transportation infrastructure and amenities at recreation centres.	<i>Medium</i>
19	OPERATING HOURS Develop consistent hours of operation for all recreation facilities and expand hours of operation for drop-in spaces (i.e. fitness centres).	<i>Medium</i>
20	FUTURE DEVELOPMENT Keep abreast of future urban developments near G.R.Pearkes Recreation Centre and how it may impact community needs and demand at that facility.	<i>Low</i>
POLICY		
21	STAFFING STRATEGY Explore the possibility of a regional recreation staffing strategy.	<i>High</i>
22	STAFF TIME OPTIMIZATION Continue to seek ways to make the highest and best use of staff time and skills.	<i>High</i>
23	KEY REVENUE GENERATORS Identify key revenue generators that can help balance out anticipated revenue decreases.	<i>High</i>
24	PARTNERSHIP DEVELOPMENT STRATEGY Develop a strategy for partnership development and incorporate time into staff work plans.	<i>High</i>
25	VOLUNTEER SUPPORT Expand support for volunteers and volunteer organizations.	<i>Medium</i>
26	TRACK PROGRESS AND TRENDS Improve tracking of participation trends and establish a set of metrics to track progress toward community benefits and outcomes.	<i>Medium</i>
27	EVALUATION FRAMEWORK Establish a framework for evaluation of programs, services, activities, and experiences.	<i>Medium</i>
28	ONLINE RENTAL AND DROP-IN CALENDAR Develop and pilot a “live calendar” for program spaces, starting with those that are under the greatest pressure (examples: ice areas, ceramics studio). Based on effectiveness and feedback, expand to integrate program space information for all recreation centres.	<i>Medium</i>

#	Recommendation	Priority
29	CUSTOMER SELF-SERVICE Continue to enhance customer self-service through improvements to digital and physical support amenities.	<i>Medium</i>
30	ONLINE RENTAL AND DROP-IN PROGRAM CALENDAR Develop and pilot an online for program spaces, starting with those that are under the greatest pressure (examples: ice areas, ceramics studio). Based on effectiveness and feedback, expand to integrate program space information for all recreation centres.	<i>Low</i>
31	PEAK DEMAND Implement strategies to address peak demand during “prime time” hours.	<i>Low</i>
32	SCHEDULING AND REGISTRATION Continue to enhance ease of access and meet customer needs by aligning registration dates across program areas and with other recreation, health and wellness providers, where possible.	<i>Low</i>
PRICE		
33	COMMUNITY AMENITY CONTRIBUTIONS Consider implementation of CACs to support increased demands on recreation services.	<i>High</i>
34	AFFORDABILITY Improve affordability by working with regional partners to ensure the sustainability of the L.I.F.E. program and find ways to expand it. Establish a means-testing strategy for all financial assistance and discount programs.	<i>High</i>
35	COMPETITIVE RATES Continue to monitor fees and charges to ensure that Saanich rates are competitive and keep up with regional facility trends.	<i>Medium</i>

1 Introduction

1.1 Saanich Recreation

With four recreation centres, the District of Saanich offers an extensive range of recreation, health and wellness programs, services, activities and experiences for all ages and abilities. Saanich Recreation is more than sports or fitness; their services support a high quality of life, a healthy community, social well-being, and economic vibrancy. Looking forward, the recreation, health and wellness programs, services, activities and experiences offered by Saanich Recreation will play an increasingly important role by helping to support the aging population and the rising number of children and youth; reducing rates of chronic disease; decreasing social isolation; improving mental wellness; and ensuring affordability and access.

As the District strives for excellence in its provision of services, it is essential to proactively plan for the future. This Market Analysis Study looks at current and future issues and opportunities for recreation, health and wellness in Saanich using quantitative participation data, demographic projections, public and stakeholder input, best practices and trends, facility assessments, and consideration of service delivery models and strategies. Community participation in engagement activities has played a critical role in understanding current needs, as well as the community's aspirations for the future.

Saanich Recreation supports the themes of the Official Community Plan themes of social well-being, economic vibrancy, and environmental integrity, as well as all six strategic corporate themes - healthy community and service excellence, in particular.



1.2 The Challenge

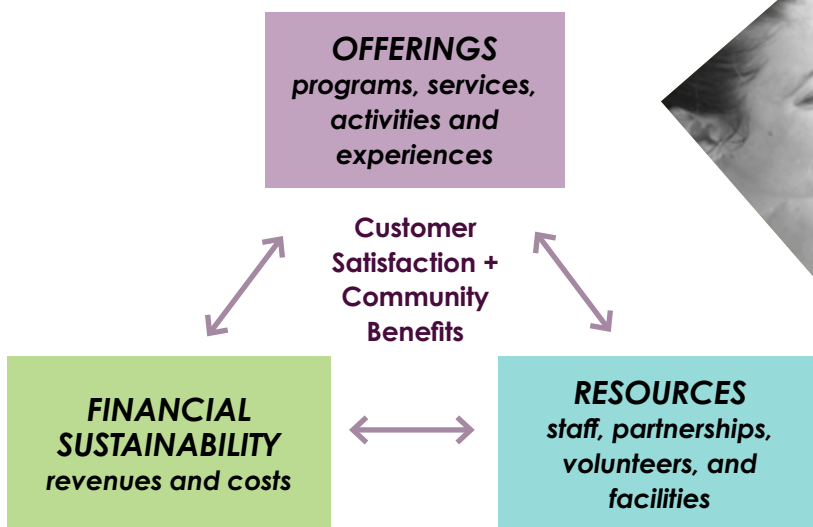
Saanich Recreation has a tradition of excellent service and enjoys high levels of satisfaction from the community, but it is in a dynamic and challenging position that is strongly influenced by the regional context. Saanich Recreation cannot coast on its past successes because it is faced with ongoing risks to its sustainability.

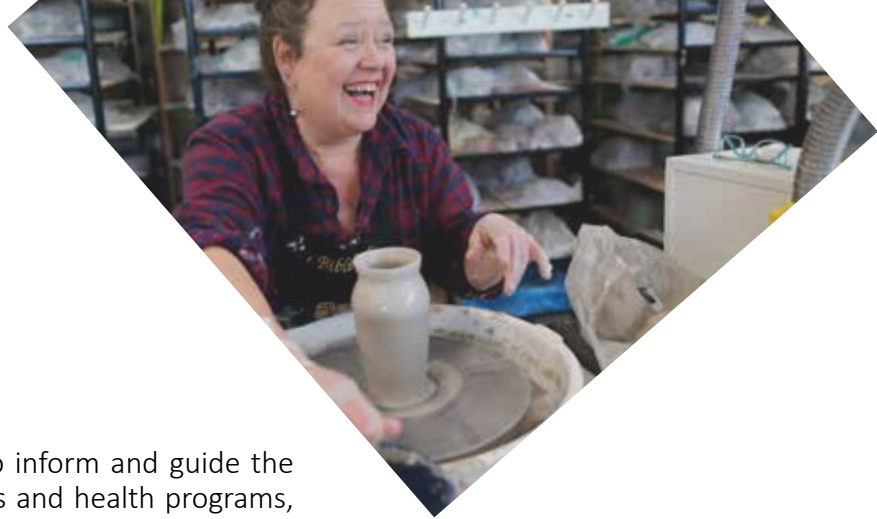
Creative solutions, new approaches, and partnerships are needed to continue to serve the community well and remain “a cut above”. At the heart is ensuring community satisfaction because that leads to more participation which results in more community benefits like improved health, reduced social isolation, more community engagement, better educational outcomes and local economic benefits. For Saanich Recreation to continue to be successful and bring the greatest benefits to the community, the following are essential:

- Adaptability in providing the right mix of programs, services, activities and experiences as the community needs change;
- Proactive maintenance and facility improvements to meet current and future needs;
- Prudent use of financial resources to ensure accessibility and

At the heart is ensuring customer satisfaction because that will result in more people participating, which results in more community benefits and improvements in social well-being

Figure 2. The Dynamics of Service Delivery





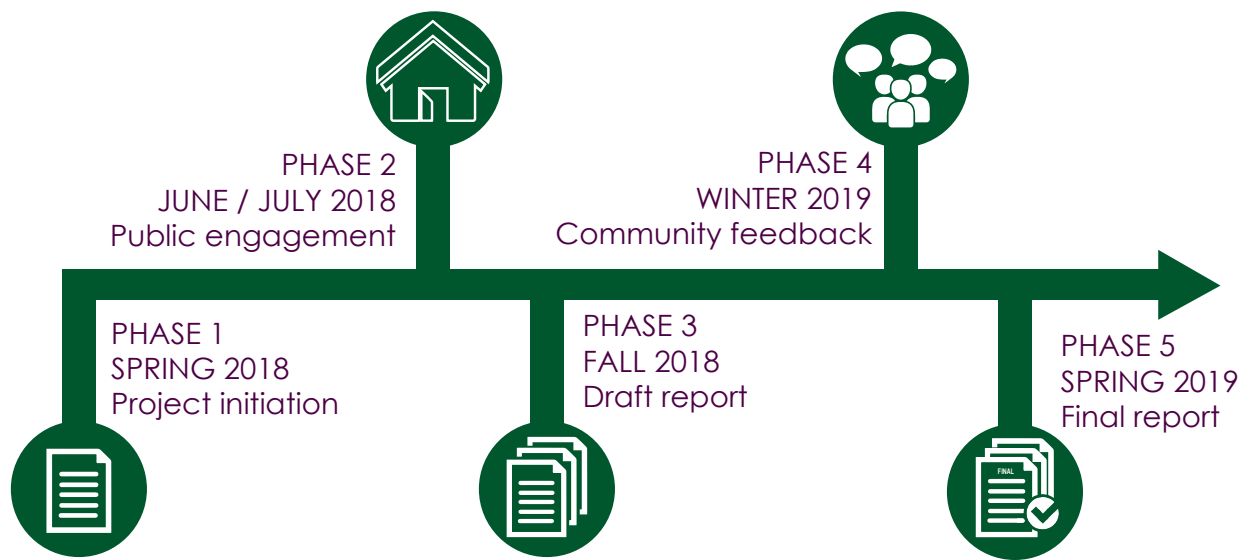
1.3 Project Purpose

This Market Analysis Study is intended to inform and guide the District in charting its recreation, wellness and health programs, activities, services and experiences. Through this project, the District will enhance its readiness and ability to address the needs and expectations of Saanich residents; ensure its offerings and operations are appropriate, accessible, affordable, and sustainable; and identify capital investment opportunities to ensure that District recreation facilities infrastructure has the ability and potential to accommodate and provide the services expected by the community.

1.4 Project Process

Initiated in spring 2018, this project included five phases and is the culmination of nearly a year of extensive analysis and public engagement. This report synthesizes quantitative and qualitative data with input from stakeholders and the public into a set of recommendations to guide the development of recreation, health and wellness in Saanich over the next 10 years. Those recommendations have been further detailed in an implementation plan that outlines priorities, actions, timelines, and responsibilities

Figure 3. Project Process Diagram



1.5 Report Structure

The report mirrors the project process by presenting the complex issues and opportunities into the following areas of analysis.

PEOPLE

How are Saanich demographics likely going to change over the next 10 years and what are the implications for recreation programs, services, and activities?

PROGRAMS

What programs, services, and activities are in demand from the perspective of Saanich residents? How does this compare to the offerings and participation numbers?

PLACES

How well are the existing facilities equipped to meet the needs of Saanich residents based on the existing and anticipated needs and demand for programs, services, and activities? If not, what improvements or new facilities are needed over the next 10 years and in the long term?

POLICY AND PRICE

What improvements are needed in terms of service delivery and financial considerations must be addressed to ensure long-term sustainability? What is the potential for partnerships?

RECOMMENDATIONS

Following the above analysis sections, the report outlines recommendations for programs and services; facility redevelopment and new facility development; service delivery and business model; partnership opportunities; innovative initiatives; and smart management practices.

IMPLEMENTATION PLAN

The final section of this report provides further detailed actions, each with suggests timelines, costs, and staff leads. Adoption by Council represents agreement in principle, but is not a commitment to spend. Specific financial decisions are made by Council as part of the defined budget process and over the course of ongoing deliberations.



Comments in response to “What do you love about Saanich Recreation”

“I feel blessed to be able to access 3 fantastic facilities. Clean, well staffed, accessible. Thanks.”

“Wonderful staff - knowledgeable; friendly”

“Best pool right here.”

“Having the community together for something positive, for growth”

“Affordable, clean, friendly, variety”

“Kids programs, rec online, active living guide, b-day parties, staff!”

1.6 Community Engagement

Extensive engagement with the public, stakeholders, and partners has informed all aspects of the analysis and recommendations. Throughout the report, input from the community is highlighted. A more detailed summary of the community engagement activities and results is provided in the Engagement Summary Report in Appendix A.

ROUND 1 ENGAGEMENT ACTIVITIES

Round 1 engagement activities were primarily conducted in spring and summer 2018 and involved a variety of activities to provide multiple opportunities for residents and stakeholder organizations to provide input to the Market Analysis.

Altogether, more than 550 members of the public provided input, including people who participated in phone and online surveys and people who provided more than 750 comments at an open house and on interactive display panels posted at the District’s recreation facilities and at special events. In addition, 39 stakeholder organizations provided input, including sports and recreation clubs and organizations, community support organizations, Island Health, School Districts 61 and 63, Camosun College and the University of Victoria.

ROUND 2 ENGAGEMENT ACTIVITIES

A second round of community engagement activities took place in February 2019 to gather feedback on the draft recommendations in this report. Approximately 100 people participated at in-person events, and there were 1,058 responses to the online survey. Additional interviews with stakeholders were also done to follow up or address gaps in information gathered in Round 1. Feedback from Round 2 engagement activities was used in the refinement of the recommendations and development of the final report.



PUBLIC ENGAGEMENT ACTIVITIES - ROUND 1

- Open house- June 14, 2018 at Saanich Commonwealth Place: 150 participants (estimated)
- Online survey- June 11-July 15: 106 responses
- Statistically valid telephone survey with a margin of error of +/-5.7% at the 95% confidence level: 300 respondents
- Interactive displays at recreation centres, golf course, municipal hall, and three special events: June 19-July 15

PUBLIC ENGAGEMENT ACTIVITIES - ROUND 2

- Open houses - February 5 2019 at Cedar Hill Recreation centre and February 6 2019 at G.R.Pearkes Recreation Centre: Approximately 100 participants
- Online survey - January 28- February 25, 2019: 1,058 responses

FIRST NATIONS ENGAGEMENT

Interview with the Social Development Youth Coordinator, Tsartlip First Nation and Youth Wellness Coordinator, Tsawout First Nation

STAKEHOLDER ENGAGEMENT ACTIVITIES

- Group interviews: 15 stakeholder organizations in 7 group interviews
- Individual interviews: 13 stakeholder organizations
- Online questionnaire: 11 respondents
- Workshop- June 21, 2018: 8 participants, including 1 member of the public and 7 representatives of 5 stakeholder organizations

“What do you love about Saanich Recreation”

“Library, pool gym are all connected into one building”

“Waterfit, things for all ages - smiles”

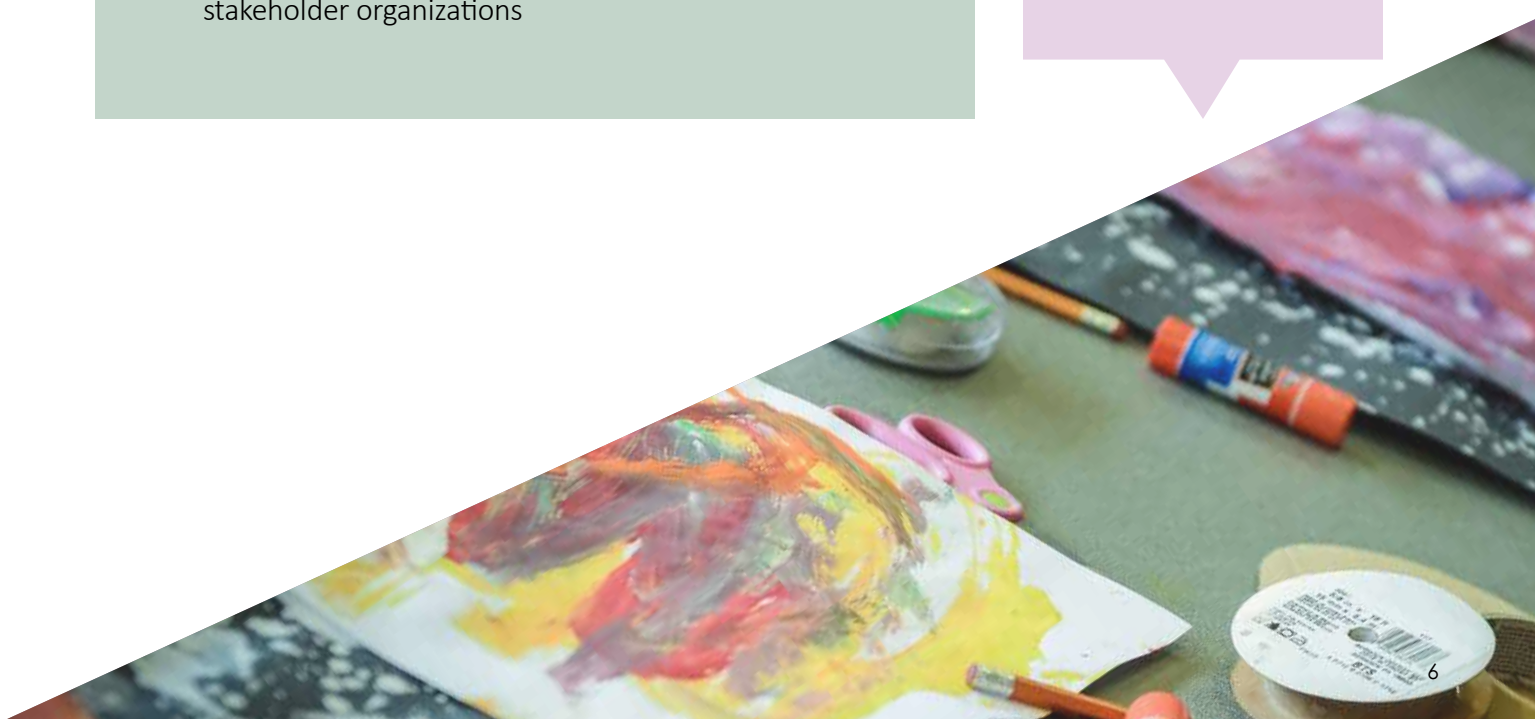
“The staff is warm & friendly, they make seniors feel welcome”

“There’s a rec ctr close by, no matter where you live. Good rates & staff”

“Inclusive and affordable”

“Interesting classes”
“Great environment, happy people”

“Family programs, community dinners”



2 People Perspective

The District of Saanich is the most populated municipality on Vancouver Island, with a population of 114,148, representing a third of Greater Victoria (Statistics Canada, 2016). The District of Saanich is expected to have an annual growth rate between 0.45% and 0.61% over the 20 year period 2016-2036, which means a predicted population increase of 12-15,000 people by 2036.

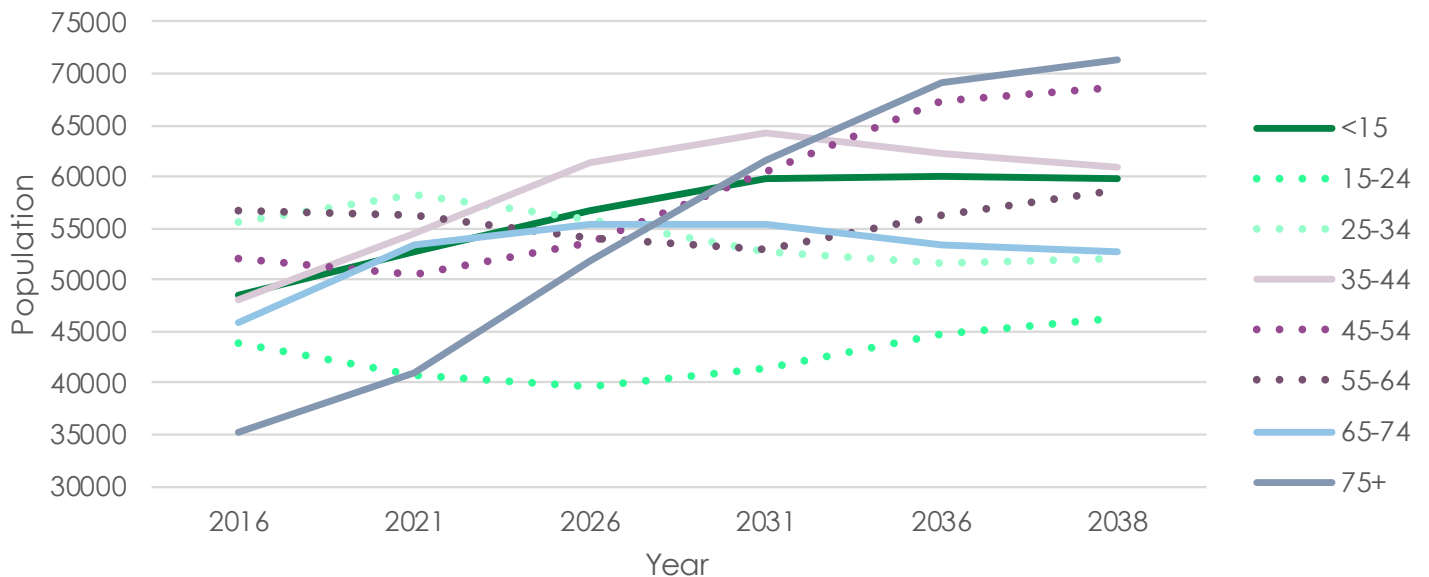
On average, the population of Saanich is slightly older than the BC average at 43.5 yrs compared to 42.3 years. Populations of older adults will see the largest change, with one in three residents estimated to be over the age of 65 years in the next decade. These dramatic differences will see a 57% increase in 65-74 year olds and a 111%

increase in 75+ year olds (Futures, 2014).

On the opposite end of the age spectrum, youth under 15 years in the CRD will see a significant jump in the next 10 years, although little change is expected in the 15-24 and 25-34 age categories (Futures, 2014). It is estimated that over the next decade the CRD will support an additional 10,000 children. By 2040, BC Stats predicts that the 9.4% of the population will be under 15 years, and 31.3% will be over 65 years within Greater Victoria (Statistics Canada, 2016).

This bookend distribution of age categories will impact how the District of Saanich will need to allocate services when planning for the future.

Figure 4. Capital Regional District Population Projections 2016-2038 (Futures, 2014)



Through the community engagement process, review of trends and best practices, and analysis of current and future demographics, the following overarching themes emerged:

- Affordability is on everyone’s mind; older adults are particularly vulnerable, as they are more likely be living on a low income. Additionally, a significant proportion of the homeless population in the Greater Victoria area are children, youth, and young people under 25.
- Families are more likely to have single parents or two parents working, which creates time and financial pressure.
- There is increasing awareness of the need to be more inclusive and welcoming for everyone including Indigenous, LGBTQ2+, those with disabilities, and new Canadians.
- Social isolation is a challenge for everyone, but in particular seniors and newcomers.
- Rates of chronic disease are on the rise.
- Numbers of children and youth on the autism spectrum, with anxiety or depression are rising.

The number of people experiencing low income has almost doubled in the last 10 years (Statistics Canada, 2016). Approximately 29% of older adults live below the low income line and ~14% of Saanich population is below the low income line.



In addition to the summary data presented in this chapter, there is additional information provided in Appendix D: Preliminary Analysis Report.



The need for programs, services, activities, and facilities to serve older adults is anticipated to increase. There is an expected 57% increase in 65-74 year olds and a 111% increase in 75+ year olds in the next decade.



"An innovative program for seniors not bingo & bridge"

- comment made on interactive display at Cedar Hill Recreation Centre

2.1 Older Adults

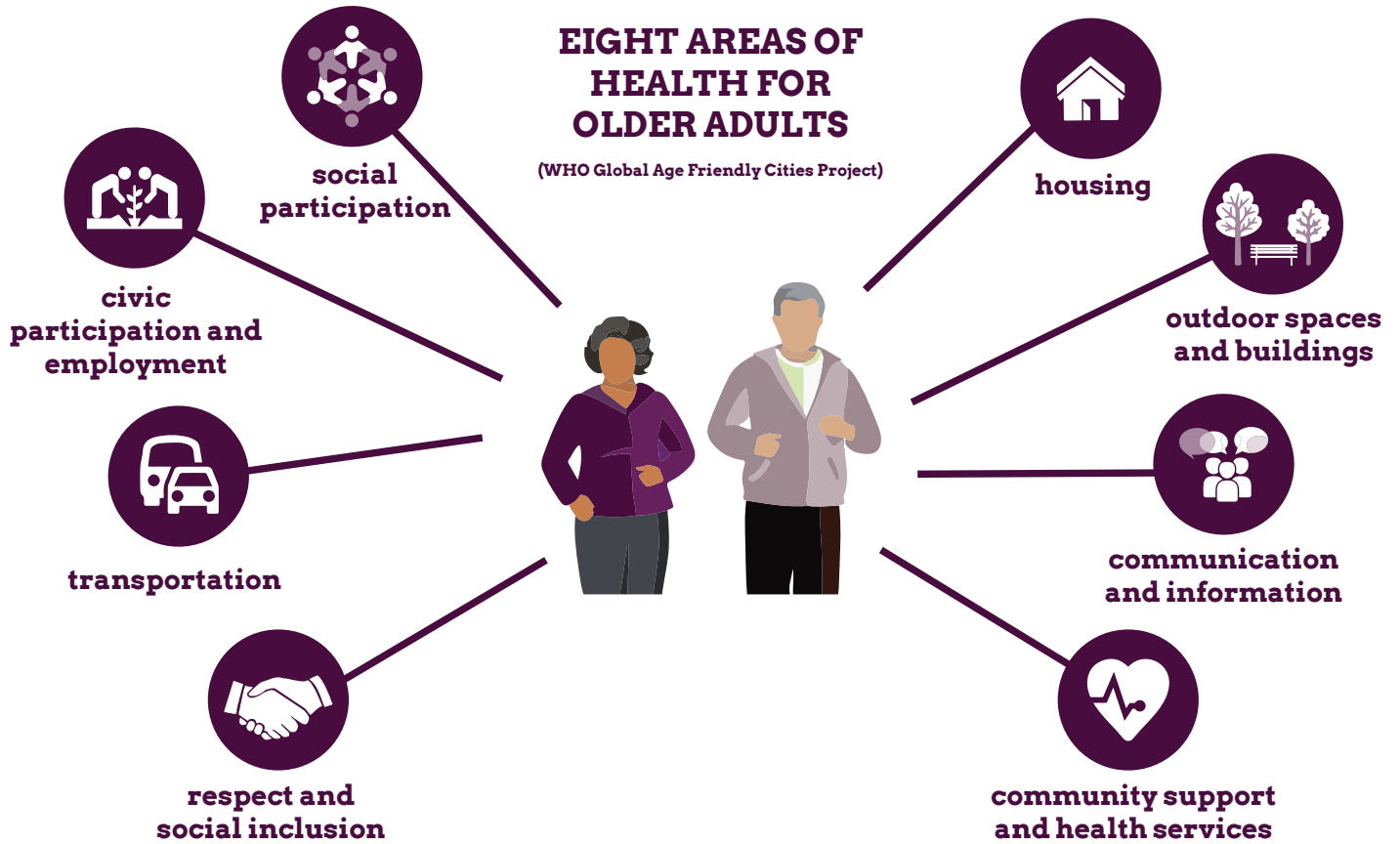
Among the most significant trends is the anticipated increase in the population over 65 years of age over the next decade. This will have impacts in all areas from the types of programs, services, activities and experiences offered to the design of facilities to the cost of services to potential partnerships. Because this shift is happening across Canada and has been anticipated for a number of years already, a lot of thought has already been put into this area. Saanich itself has completed an Older Adults Strategy and has relevant objectives and policies in the OCP and the Parks and Recreation Master Plan.

Although the growing population of aging adults is the driving force behind many of the strategies and opportunities that are being identified, initiatives that improve inclusivity and provide better experiences for older adults will benefit all ages and abilities.

Key focus areas include:

- Aim for **universal accessibility** in facilities and enable continued active lifestyles for all ages and physical abilities. Many facilities are technically accessible, but that doesn't mean access is easy, encouraging, supportive, or welcoming.
- Incorporate more **health and wellness services** and the facilities to support them. Examples include rehabilitation, physiotherapy, health monitoring services, and potentially even clinic spaces.
- Incorporate more **social and cultural programs**, activities, services and the facilities to support them. Examples include community festivals, social and special interest clubs and meet-ups, arts and crafts programs and studio spaces, performing arts programs and spaces, and a variety of "general interest" programs which aren't within the traditional category of recreation.
- Incorporate more **free or low cost food options**, provide community kitchens, and integrate food security and healthy eating into a broad range of programs.

Figure 5. Eight Areas of Health for Older Adults

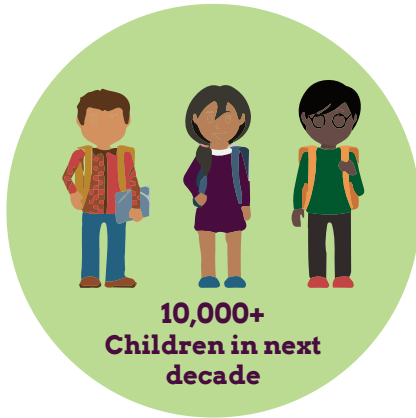


“Integrated program for seniors, one stop shopping exercise & social programs”

- comment made on interactive display at Gordon Head Recreation Centre



2.2 Children and Youth



“Many of the summer camps are not full day in the summer which make them impossible for working parents.”

- comment made at
Open House, June 14,
2018

There is an expected increase in the number of children and youth under 15 years of age. Meeting the needs of children and youth has always been a strong focus of public recreation. This will continue to be important in Saanich. Children’s programming should focus on physical literacy, healthy living, arts and culture, and programs for a diverse range of interests, while also continuing to offer recreational sports programs.

Youth programs will need to continue to evolve, and would ideally developed in collaboration with youth in the community. The Saanich Youth Strategy indicated a need to build programming and environments that respond to the unique needs of youth and to reframe and expand current youth spaces to engage a broader range of interests.

Families are increasingly challenged to make time for recreation, health and wellness due to busy schedules, demanding work schedules, and an increasing number of households with two working parents.

Key focus areas include:

- Continue and **expand early childhood, school age, and youth programs**, activities, services, and the facilities to support them. Among the most important are before and after school programs and out-of-school/summer camps. Daycare spaces are also needed, but would primarily be pursued through partnerships.
- There are more children and youth with special needs participating in programs and activities, so increasing support to staff through **partnerships, training, and creative program planning** is needed.
- Increase the number of **drop-in programs and activities** and improve scheduling to accommodate those still in the work force, especially those with families. Improvements should include coordination of program schedules for different age groups and more family-oriented drop-in programs in the evenings and weekends.
- Increase **intergenerational and family-oriented programs**. Grandparents may be taking on significant childcare roles, and working parents may want activities for the whole family in the time they have available.
- Increase **food security programming** by providing snack/lunch options to ensure participants are receiving healthy foods in childcare and youth recreation programming.



60% of youth aged 5-17 are overweight or obese in Canada



1/3 are reaching their recommended physical activity levels



1/2 are engaged in more screen time than recommended



"If you have a type of activity for youth (i.e. kids 6 – 9, something active and fun), offer the same activity for every age group. I'm 17, there are tons of programs for youth 12 & under that I'm interested in, but nothing similar for my age group. Looking at the activity booklet makes me sad and uninterested. I don't have anything interesting to me. Older kids & adults like fun activities just as much as children. Broaden the horizons. Engage everyone."

- comment made at Open House, June 14, 2018

2.3 Adults

Ensuring the recreation, health and wellness need of adults will be essential to a strong, healthy community. There is often a drop off in participation as people become parents, are faced with increasing work and time pressures, or become caregivers to aging family members. Meeting the needs of adults is different than other age categories because of the challenges of time constraints

Lack of time is a consistent barrier for adults. Many people are not able to join long term teams or classes due to scheduling conflicts. Ensuring that short term programs, workshops, drop in activities and non-programmed recreation space is available can help increase participation.

In 2015, Canadian Community Health highlighted how mental health issues are increasingly apparent for adults struggling with stress, anxiety, and depression (CCHS, 2015). While there are currently many recreation opportunities for adults, engagement has highlighted a lack of health and wellness and social programming. Social isolation or loneliness is common for adults. This lack of community can lead to a breadth of other health problems.

Key focus areas include:

- Provide **flexible opportunities** such as short term programs, workshops, drop in activities and non-programmed recreation spaces to help adults fit recreation, health and wellness into their busy schedules.
- Provide more **health and wellness services**, as well as social opportunities. This can include mental and physical wellness, life skills, and social networking.
- Address the need for a **more diverse array** of recreation and cultural activities that includes drop in and non-programmed activities for **spontaneous recreation**.
- Continue to **improve affordability**. Cost is a consistent barrier, especially for young adults, for participation. Engagement highlighted how fees for drop-in activities were perceived as high.



2.4 Indigenous People

There are at least seven First Nations whose traditional territories include Saanich - the Pauquachin, Tsawout, Tsartlip, Tseycum, Malahat, Songhees and Esquimalt Nations. With 3.1% of Saanich's population identifying as Aboriginal, there is a lack of services to support health and wellness, education or cultural programming (AHIP, 2018).

In fall 2017, the District of Saanich began formally acknowledging the traditional territories in all Council and Committee of the Whole meetings. Council laid the ground work to initiate formal government to government relationships with the seven First Nation governments. Staff were directed to create an Interdepartmental Working Group and to create a staff report outlining a thorough assessment of the June 2015 Truth and Reconciliation's Commission's "94 Calls to Action" report, and identify potential initiatives for District to explore with neighbouring First Nations governments.

Key focus areas include:

- Develop and deliver **programs to support families and places for cultural learning**, including language and traditional knowledge, and ensure equitable access to District services for Indigenous populations.
- Increase **intergenerational and cultural programming** and diverse representation.
- Increase **outreach to the neighbouring First Nations** whose traditional territories are in Saanich to understand what programming and services would best serve their communities.

In October 2018, Saanich Council directed the following actions and activities be undertaken to assist in creating a welcoming and authentic environment for Indigenous and non-Indigenous people:

- Cultural Safety and Humility Training for Staff and Council
- Continued building of formal Government to Government relationships
- Council Awareness and Opportunities
- Website update
- Signage (welcome signage at District of Saanich facilities).

Partnerships will be an essential part of meeting the needs of vulnerable populations due to the need for specialized knowledge and training, as well as access to diverse funding sources. Strengthening the role of recreation centres as clearing houses for information about other community resources could improve access and awareness in the community.

2.5 Newcomers

Canada's annual rate of immigration has doubled since the 1980's (Statistics Canada, 2016) and the diversity of immigrants has increased as the countries of origin have shifted from European to more Asian countries of origin (Inter-Cultural Association, 2016), and this means that a higher proportion of immigrants do not speak English as their first language.

In a study completed in 2016, 44.9% of newcomers say they have "experienced a lot of difficulty" when moving to Greater Victoria (Inter-Cultural Association, 2016). The same survey noted that, in addition to settlement services, recreation helped the most in integration and settlement. The District is positioned to help connect individuals and organizations and offer services that meet the needs of newcomers.

Key focus areas include:

- **Non-programmed spaces** are key for newcomers to be able to socialize and meet other residents of Saanich. Social events, such as dances or festivals, foster a sense of community and can help build connections.
- Facilities and programs that **meet the appropriate cultural needs** of residents, such as separated changing facilities, programs, or multilingual signage, are needed to accommodate all users.
- **Partnerships** with existing organizations like the Inter-Cultural Association of Greater Victoria, Immigrant Welcome Centre, Victoria Immigrant and Refugee Centre Society (VIRCS), Newcomers Club, Saanich Women's Active Newcomer's (SWANS), and the Welcome House Project will strengthen the District's ability to assist newcomers.



2.6 LGBTQ2+

The District of Saanich offers programming for LGBTQ2+ youth and has some universal/family change rooms, but more can be done to provide opportunities to other age groups. It is also worth considering updates to facility washrooms and change rooms, signage, policies, and marketing materials.

Key focus areas include:

- Continue and expand LGBTQ2+ **youth programming**.
- Develop **LGBTQ2+ friendly social events, activities and programs for adults and families** to help reduce isolation.
- Diversify Saanich **marketing and messaging** to encourage inclusion and acceptance of all residents.
- **Update facilities** to ensure people of all identities feel welcome.

“Diversify holidays observed, celebrated. Include Pride, Ramadan, etc.”

- comment made on interactive display at Saanich Commonwealth Place

DIVERSIFY REPRESENTATION



3 Programs Perspective

The District of Saanich offers an extensive range of recreation, health and wellness programs, services, activities and experiences for all ages and abilities. This section reviews the District's offerings in relation to the key issues identified by the community, anticipated trends and best practices, and actual data from the recreation centres including registered program participation, point of sale pass use (i.e. drop-in),

and membership pass use (i.e. pass scans). Saanich offers registered programs and drop-in activities at each of their four recreation centres. The categories of programs, services and activities are summarized in Figure 7.

In addition to the summary data presented in this chapter, there is additional information provided in Appendix D: Preliminary Analysis Report.

Figure 6. Saanich Recreation Programs, Services and Activities Areas



3.1 Registered Programs

Registered programs are those offered on a specific schedule and with registration required to participate. In 2017, over 13,000 programs and activities were offered and more than 45,000 registrations were recorded.

Fitness and health had the most registrations in 2017 (12,206) of which 86% were women. The second highest number of registrations was in **swimming** programs (12,154) which had a more even split between men and women (52% and 48%, respectively). **Arts programs**, including crafts, visual art, theatre, music, and literary programs, are also very popular (4,736 registrations total).

Daycamps, including performing arts, crafts and visual art, general, specialty, and sports camps, is fifth on the list in terms of program registrations with over 3,000 registrations in 2017 (3,114).

General interest programs had high registration numbers (4,784), but due to the inconsistency in what is included in this category, it primarily serves to highlight the wide range of programs offered, from girls-only Pro-D day activities for youth to bridge for adults. There are opportunities to clarify categories of registered programs and activities to help improve tracking.

Overall, **more women registered for programs than men**. Women are predominantly registering for fitness and health programs and arts programs, making up 86% and 75% of registrations, respectively. Men most frequently register for physical activities and sports, with higher registration numbers than women in swimming, skating, sports, martial arts, and racquet sports. This pattern is also seen in children and youth camps where arts camps are dominated by girls and specialty and sports camps are dominated by boys. Overall, registration in camps is fairly evenly split between boys and girls, as is registration in general daycamps.

Public Engagement Findings:

The most popular activities for adults are swimming, walking, gym/fitness, biking, fitness classes, cultural activities, and running/jogging. The most popular activities for children are swimming, soccer, gym sports, and playing in playgrounds.

Satisfaction with programs is very high (at least 76%) in all areas.



Comparison of how Saanich residents used recreation facilities in 2017

599,601 membership pass uses

176,427 point of sale drop-ins

45,884 program registrations

Table 2. Program Registrations by Category

Program	Total Participants
Fitness & Health	12,206
Swimming	12,154
Skating	4,276
Sports	2,865
Martial Arts	1,016
Racquets	726
Rehab	152
TOTAL - Fitness and Sports	33,395
Arts	110
Arts - Crafts & Visual	1,789
Arts - Dance	1,876
Arts - Theatre/Music/Literary	961
TOTAL - Arts	4,736
Camp - Performing Arts	101
Arts Camp - Crafts & Visual	450
Daycamp-General	806
Daycamp-Specialty	1,757
Daycamp-Sports	835
TOTAL - Children/Youth Camps	3,949
General Interest	1,630
Education / Leadership	461
Languages	76
Food	271
First Aid and Safety	269
Social	117
Preschools	83
Parent & Tot	365
Family & Special Events	532
TOTAL - Other	3,804
TOTAL - ALL CATEGORIES	45,884



3.2 Registered Programs vs. Drop-In Participants

Most Saanich residents participate in recreation by dropping in to recreation centres to use facilities or participate in programs and activities rather than registering for programs. This echoes comments from the public that there is demand for more drop-in programs.

Adults make up the greatest proportion of drop-in and members pass use, with seniors comprising the secondmost frequent users of membership passes. Adults and children are the most frequent users of point of sale drop-in passes.

Figure 7. Top 10 Point of Sale Drop-In Activities (All Facilities)

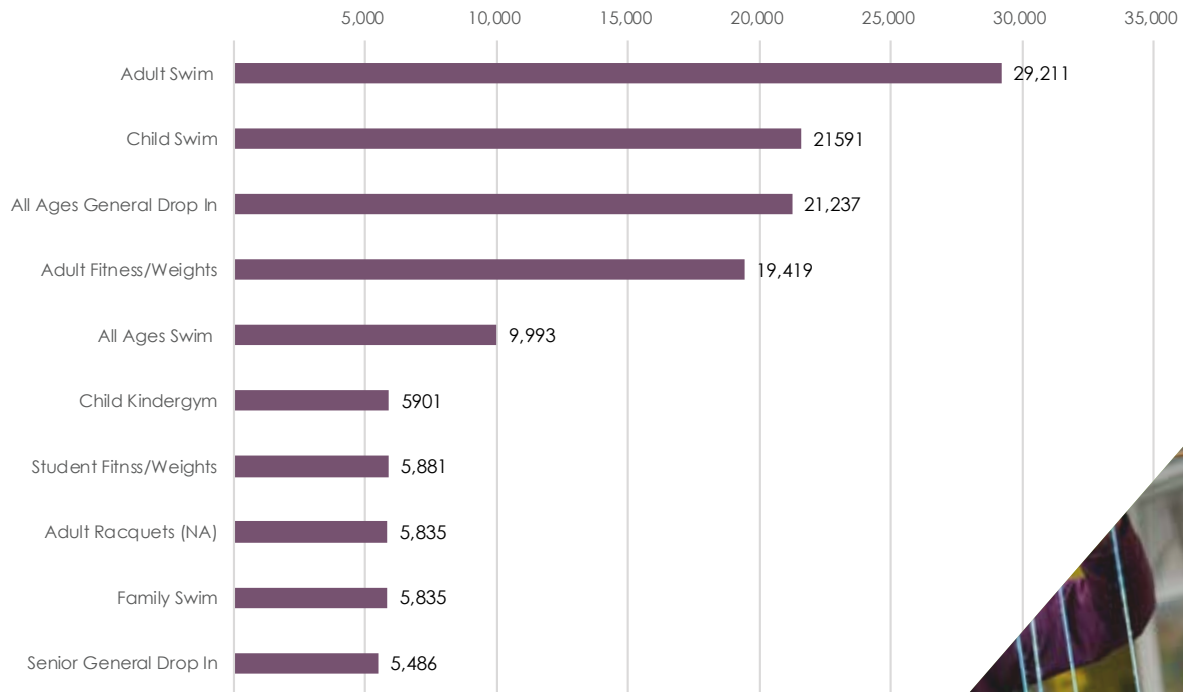


Table 3. Number of Programs Offered by Age Category

Program	Early Childhood	School Age	Youth	Adult/Seniors*
Fitness & Health	8	21	22	3,405
Martial Arts	1	342	9	96
Racquets	2	215		222
Skating	271	378	30	72
Sports	29	133	42	143
Swimming	1,687	2,430	271	417
Rehab				115
TOTAL - Fitness and Sports	1,998	3,519	374	4,470
Arts	8	18		
Arts - Crafts & Visual	5	178	43	550
Arts - Dance	227	89		328
Arts - Theatre / Music / Literary	158	58	5	28
TOTAL - Arts	398	343	48	906
Camp - Performing Arts		9		
Camp - Crafts & Visual		32	10	
Daycamp-General	32	38		
Daycamp-Specialty		148	16	
Daycamp-Sports	2	47		
TOTAL - Children/Youth Camps	34	274	26	0
General Interest	87	44	31	25
Education/Leadership		59	22	
Languages				44
Food			7	71
First Aid and Safety				67
Social		2	8	
Preschools	89			
Parent & Tot	166			
Family & Special Events	24		10	29
TOTAL - Other	366	105	78	236
# of Programs and Activities	2,796	4,241	526	5,612

* Only Gordon Head Recreation Centre program data included a separate seniors category.

3.3 Fitness and Sports

There is an extensive range of fitness programs offered ranging from different types of fitness circuit-type programs to over 20 different types of yoga. There are also over 20 different drop-in health and fitness classes offered at all four recreation centres. Sports programs offered include archery, basketball, indoor bicycle training, pickleball, triathlon training, volleyball, and water polo. Drop-in sports include badminton, basketball, table tennis, pickleball, ball hockey, volleyball, archery, and netball.

Key findings include:

- There is increased demand for year-round access to activities, programs and services.
- Participation is high in fitness and sports programs, drop-in activities, and membership pass use, and yet there is still unmet demand. This is a result of a number of factors including facility limitations, demand for evening and weekend schedules, and limited program instructors.
- Fitness and health programs had the most registrations in 2017 (12,206) of which 86% were women. In comparison, sports programs were one of the only areas where registrations by men were higher than women.
- Specific facility demands include space for lacrosse and other indoor dry floor sports and more gymnasium space to accommodate a wide range of activities including basketball and pickleball.
- The fitness centres are significantly smaller than those being built today.

Public Engagement Input

- Program capacity is limited by the facilities, particularly in terms of the number and availability of fitness and sports opportunities.
- There is unmet demand expressed by user groups and the public for dryfloor and gymnasium sports including lacrosse, basketball, volleyball, drop-in sports, dryland cross-training (such as for divers), and indoor training for baseball and softball. Other potential dryfloor users include wheelchair sports (rugby/lacrosse/basketball), roller derby, and indoor soccer.
- 69% of access pass holders primarily participate in self-directed activities such as weight room use or lane swimming compared to 31% who primarily participate in drop-in fitness or sports program



Public Engagement Input:

- Stakeholder organizations highlighted the opportunity for integration of complementary health and wellness services at recreation centres.
- Suggestions for health and wellness programs included:
 - meditation and mindfulness classes,
 - fitness programs for people with health issues,
 - more programs addressing anxiety and trauma, health and recreation combined programs,
 - health screening programs,
 - injury rehabilitation programs,
 - pre- and post-natal programs,
 - respite programs for caregivers, and
 - healthy eating and weight management classes.

3.4 Health and Wellness

Integration of health and wellness initiatives with recreation and parks services is a trend that has been building over the past decade. It is largely driven by increased rates of obesity, diabetes, and other chronic diseases in both adults and children, as well as in response to the needs of the aging population. The approach to health and wellness has also expanded from a primary focus on physical health to a more holistic view that recognizes the importance of social and mental wellbeing, as well as the knowledge and skills for healthy living.

Saanich Recreation currently offers health and wellness programs such as physiotherapy, massage, personal training, and kinesiology through health partnerships at three of its facilities. There are also programs to help people recover from injuries or health issues, or to learn new skills for healthy living.

Key findings include:

- This is an area of growing demand. There is potential to expand the range of health and wellness services and to engage more partners to provide health and mental wellness programs and services.
- By providing health and wellness programs, services and activities at its facilities, Saanich Recreation reduces barriers to accessing these services.
- The private sector and Island Health are key partners in this area. There is potential for development and integration of initiatives, facilities, and programs.



3.5 Aquatics

Saanich Recreation offers aquatics at two facilities: Saanich Commonwealth Place and Gordon Head Recreation Centre. The public highly values the aquatic facilities and programs available at the District’s two aquatic facilities. Waterfit, lap swimming, and leisure swims are all very popular and appeal to a wide range of ages and abilities. Swimming tops the list for registered program participation for children as well as for point-of-sale drop-in participation overall.

Saanich has a disproportionately high number of high performance athletes due to the availability of high performance swimming, diving, water polo and synchronized swimming teams/clubs at Saanich Commonwealth Place.

Key findings include:

- The size and availability of the facilities is the main limitation for offering more aquatics programs and services. At Saanich Commonwealth Place, it is the challenge of providing space for both the public and high performance sports groups. At Gordon Head, the limitation is the size of the pool as well as the need for improved accessibility features (i.e. shift from mechanical to built-in features).
- The smaller size of the pool at Gordon Head (6 lane, 25 m lap pool) provides a quieter atmosphere compared with the provincial and national attraction of Saanich Commonwealth Place, which is seen as a positive by many in the community.

Public Engagement Input:

- The public highly values the aquatic programs available at the District’s two aquatic facilities.
- Swimming was identified as the most popular recreation activity of adults and children in Saanich in the phone survey.
- There was some demand for more seniors’ aquatics programs and more length swimming availability.
- More time for public access to the pools was also cited in the Access Pass Survey (conducted by the District of Saanich in 2018).



Public Engagement Input

- More ice is needed in Saanich and in the Greater Victoria area.
- Ice is in demand year-round to accommodate activities and programs such as tournaments, camps, and training that are in demand in the off-season.
- Figure skating is in need of more ice time and on a consistent schedule.
- There is demand for more intergenerational opportunities like drop-in hockey games.
- Lacrosse is currently the main user of the arena when it is converted to dryfloor, although there were other groups who would likely use the facility if it was available such as ball hockey and summer camps.

3.6 Ice Sports

Saanich has two arenas, both located at G.R.Pearkes Recreation Centre, and offers a range of programs and activities, many of which are run by volunteer organizations such as Saanich Minor Hockey. The arenas are nearly at capacity and cannot meet current demand or accommodate new groups or programs.

Saanich staff are connected with regional facilities and check in annually on statistics such as cost, hours per player, and programmed ice time vs. rentals. Saanich provides the same hours per player as other municipalities, but provides less time to figure skating than others. There is also unmet demand for Hockey 101 and other adult groups, as well as figure skating. In addition, ice time for the general public has been slowly reduced over time as demand from user groups has increased.

Key findings include:

- There is **unmet demand for ice time** from formal organizations, as well as new groups and clubs who would like to provide programs. There is also a need to improve access for the general public and casual users.
- There is **unmet demand for dryfloor** space, as there is only one arena available for 6 weeks per year.
- **Sports academies**, such as Spectrum Academy, have seen significant growth, putting pressure on facilities within the region.



3.7 Arts and Culture

There is a wide range of arts and culture programs and activities offered by Saanich Recreation including open (drop-in) art and ceramics studios, visual arts programs, and sewing and crafts programs, dance, music and theater. There are visual and performing arts programs for children and youth, as well as daycamps.

Arts programs are primarily offered at Cedar Hill Recreation Centre. This has benefits and drawbacks in that there may be efficiencies found in having all the supplies in one place and not requiring duplication of facilities; however, there may be overcrowding due to this being the only facility with high quality spaces and supplies.

Key findings include:

- Arts and culture is an area of increasing demand that has **multiple benefits**, particularly in terms of mental and social health, as well as in creating opportunities for a broad range of community members of all ages and abilities.
- Dance made the top five for both early childhood and adults. The mix of arts and culture programs could be expanded to include **more performing arts** (dance, theatre, music). This is also a great way to incorporate more multicultural activities.
- **Cedar Hill Recreation Centre** could be enhanced to provide flexible spaces suitable to accommodate more arts and culture programs. Space for more drop-in arts programs would likely be well-used.
- **Theatres** were not included in this analysis, but could be considered in the context of future facility upgrades.

Public Engagement Input

- Arts programs are in demand and fill up fast, including ceramic studio time.
- There is interest in more community art programs.
- 1 in 10 residents said they participate in cultural activities on a regular basis; this was the sixth most popular category for both adults and children (Mustel Group Market Research, 2018).
- While there was a high rate of satisfaction with visual and performing arts programs and facilities cited in the public survey (75%), this category had the most room for improvement compared to other categories.
- There are opportunities for more multi-cultural dance, music, and art programs that incorporate newcomers, especially youth and older adults.

“Ceramics studio time is very quickly sold out. It is an excellent studio; it needs expansion; one or more new studios are required; programme needs expansion.”

- comment made at Open House, June 14, 2018



Public Engagement Input

- There was interest in more social and community-building programs and meet-ups for people with common interests.
- The importance of food and food-related programming was highlighted (community dinners, cooking classes, meal planning and nutrition, etc.).
- Free community events are extremely popular, particularly with newcomers.

3.8 Other Program Areas

Saanich Recreation offers a number of other types of programs that fall into the “general interest” category. Programs in this category include language programs, cooking and nutrition, first aid, parent + tot programs, leadership, and other educational programs and activities.

Special events are also captured under this umbrella. Events are very popular and attract community members from a wide range of ages, culture, and abilities. They help create social connections, increase a sense of belonging, and build community pride.

Key Findings include:

- **Language classes** are limited to Mandarin for school age children and French, Spanish, and English conversation for adults. This could be an area for expansion, particularly conversation groups that can connect new Canadians to other community members.
- There are limited **first aid programs** due to limited space and instructors, but these are important not only for staff, but for community members.
- **Education and leadership programs** are one of the top five areas of participation by youth. As youth may drop out of physical activities and sports as they reach teen years, offering different types of activities is essential to keeping them engaged.
- **Community events** are expected to continue to be very popular, thanks to the low cost, intergenerational appeal, and low commitment needed to participate.



4 Place Perspective

The District of Saanich owns and operates four recreation centres: Cedar Hill Recreation Centre, Gordon Head Recreation Centre, G.R. Pearkes Recreation Centre, and Saanich Commonwealth Place (SCP). Facility amenities include fitness centres at all four locations, two aquatic centres, three gymnasiums, a field house, and two ice areas, as well as numerous multipurpose rooms and specific spaces for dance, arts, and early childhood programs.

Overall, there is 27,816 m² of recreation facility space owned and operated by the District. This is supplemented by other program spaces at schools, partner organizations, and outdoor locations.

Saanich facilities are well maintained and popular. They were originally built between 1968 (G.R. Pearkes Recreation Centre) and 1993 (Saanich Commonwealth Place) and have been expanded and upgraded to meet growing demand over time.

In addition to the information presented in this chapter, there is additional information provided in Appendix B: Recreation Facilities Analysis Report and Appendix D: Preliminary Analysis Report.

Half of Saanich residents use regional facilities, with the most popular being Oak Bay Recreation Centre, Crystal Pool, and the YMCA. (Community Phone Survey 2018)

4.1 Regional Context

The District of Saanich and the City of Victoria are the two largest municipalities within the Capital Regional District (CRD) and own and operate their own recreation facilities. Many of the smaller municipalities in the region share facilities and costs. There are also some non-governmental recreation facility options available throughout the CRD as well, including the YMCA and the Pacific Institute for Sports Excellence.

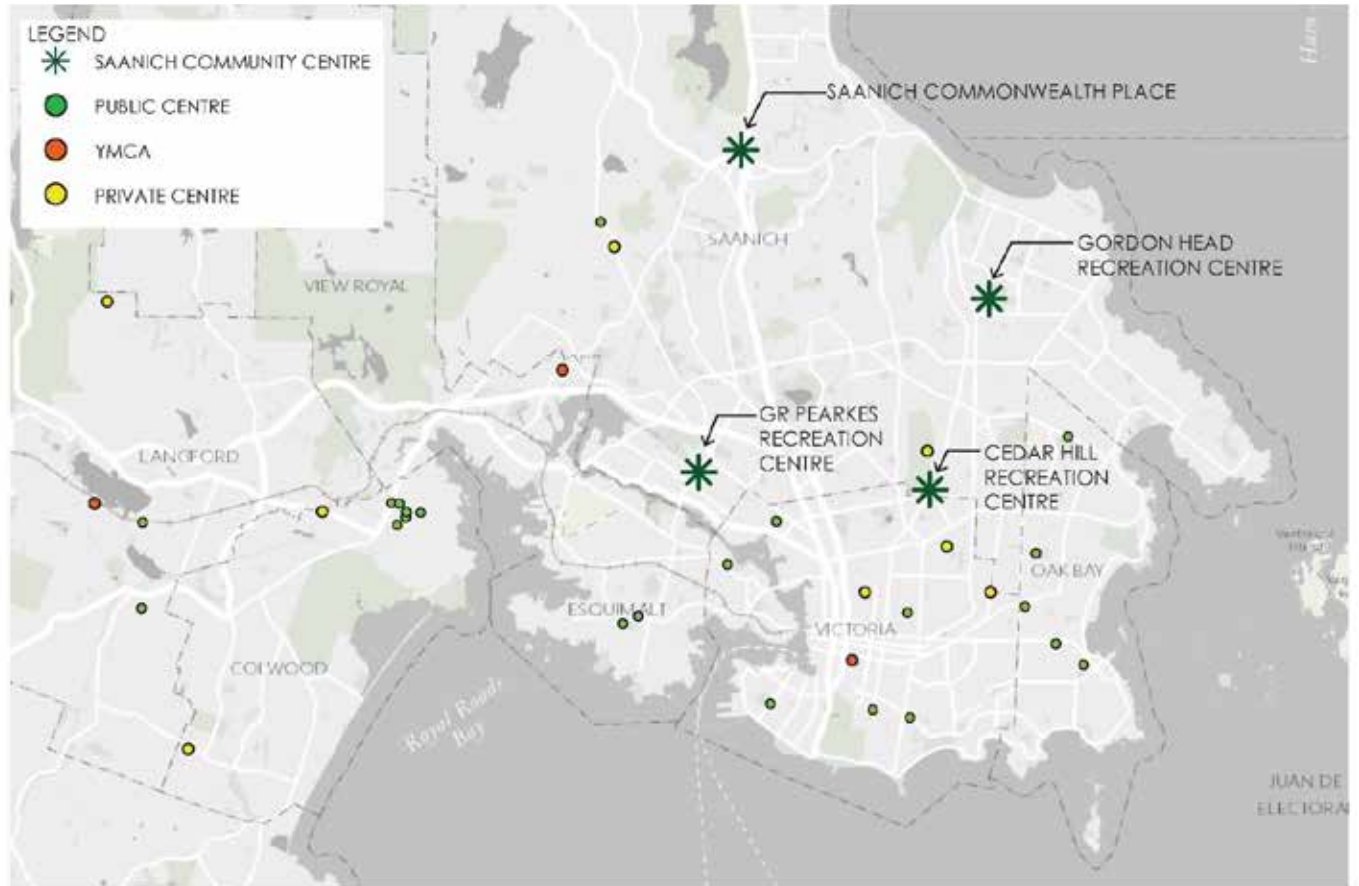
Municipalities in the CRD coordinate on an number of initiatives, including offering a regional access pass and the L.I.F.E. financial assistance program. There is a competitive aspect to the regional context because of the close proximity of so many public and private recreational facilities. In order to be successful, there must be ongoing

Table 4. Overview of District of Saanich Facility Offerings

Facility	Total Facility Area (m ²)	Multipurpose room area (m ²)	Types of programs area currently provided								
			Fitness	Dance Room	Youth Centre	Gymnasium/Fieldhouse	Racquet Courts	Arts Studio	Ice Rink	Pool	Early Childhood ¹
Cedar Hill	5,800	596	X	X		X	X	X			X
Gordon Head	3,390	739	X	X	X					X	X
G.R. Pearkes	10,750	1011	X	X	X	X			X		
SCP	7,876	528	X	X	X	X				X	



Figure 8. Map of Regional Recreation Facilities



4.2 Key Findings

Public Engagement Input

- Satisfaction with facilities is high with 83-93% satisfied or very satisfied with the four facilities (Mustel Market Reserach, 2018).
- Most used facilities are aquatic centres, fitness centres, and ice arenas.
- Facilities cited as being at capacity included pools, ice arenas, dry floor facilities, and multipurpose spaces. Facility capacity is potentially hindering program expansion.
- The facilities have highest demand during evening hours. This may be resulting in the perception of lack of capacity (see facility utility rates earlier in this section).

Facility assessments were completed by Carscadden Stokes McDonald Architects in 2018. The key findings from the assessments are captured below.

- There is potential for more expansion and upgrading of existing facilities, but there is a question moving forward of whether this approach will be effective for all four recreation centres and desired amenities. A different strategy might be needed to meet future needs, such as partnering with others on new facilities.
- The key amenities that need expansion are the fitness centres at all the facilities (weight rooms and cardio machine areas), along with adding more adjacent spaces for stretching, independent mat exercises, and areas for physiotherapy and rehabilitation services.
- The Bert Richman Building and Wellness Annex at Gordon Head Recreation Centre are reaching the end of their useful life and will need significant renovation or replacement in the short term (i.e. within the next 5 years).
- The Gordon Head Recreation Centre site would also benefit from an overall site master plan incorporating future opportunities for indoor and outdoor spaces and joint facilities with the adjacent Lambrick Park Secondary School.
- The Cedar Hill Recreation Centre Auditorium could accommodate more use if replaced with a full-size gymnasium. Adding more multi-purpose space and a dedicated youth space at Cedar Hill would also improve the facility inventory.
- Building from the success of the arts wing, Cedar Hill could become a vibrant hub for excellence in visual and performing arts for the community.

Recreation Facility Trends

FLEXIBLE, MULTI-USE FACILITIES

There has been a clear shift from stand alone to multi-use facilities and will continue. This also includes a shift from separate youth and seniors' centres; these are now more commonly integrated into multi-generational facilities. (Source: BCRPA Strategic Plan for the Parks, Recreation and Culture Sector in BC, 2008). Recreation facilities need to be flexible and adaptable, and there should be an expectation that facilities will have to be modified over time to meet changing needs.

CO-LOCATION OF COMMUNITY AMENITIES WITH RECREATION CENTRES

There has been a trend towards including community amenities and social spaces within recreation centres to promote a community aspect. Social connectivity can be supported through meeting spaces, informal spaces, and seating. Supporting social activities within recreation centers can contribute to the overall wellbeing of individuals as social interactions can be as important for a healthy lifestyle as traditional sport or active recreation.

Contemporary facilities are often finding partners to provide community services "under one roof". Often community and recreation space can be found alongside libraries, preschools, daycares and wellness amenities. Similarly, recreation centres are being located within proximity to commercial and residential developments. The co-location of recreation centres with community amenities and residential developments not

only encourages participation of the community in recreation programs by being a convenient destination but also creates a neighbourhood hub and place of business.

SHIFT TOWARDS MULTI-PURPOSE SPACES

Multi-purpose spaces have seen an increase in popularity across recreation centres. The benefit of multi-purpose rooms rather than dedicated space allows for flexibility of use and programming. By providing multi-purpose space, recreation centres can support more and a wider variety of programming ensuring spaces are being used to their maximum potential. Offering more multi-purpose spaces results in higher participation and involvement from the community.

CONNECTIONS TO OUTDOOR SPACES

The indoor spaces should not be the only consideration when planning and designing community recreation facilities. Connecting indoor and outdoor spaces create numerous opportunities for new programs, services, activities and experiences. Examples include community events that can spill outside to a courtyard, adding community gardens space to support food programs, including change rooms or storage space for outdoor sports groups, adjacent walking loops, indoor/outdoor aquatics spaces, and playgrounds.

5 Policy + Price Perspective

In addition to the information presented in this chapter, there is additional information provided in Appendix B: Recreation Facilities Analysis Report and Appendix D: Preliminary Analysis Report.

In the community phone survey, a majority of residents suggested that the preferred method for paying for improvements to facilities and services is through a combination of taxes and user fees. This is consistent with the existing strategy of the District.

5.1 Service Delivery Model

Saanich is currently operating primarily as a direct provider in terms of recreation facilities and an extensive range of programs. The range of programs and services is extended even further through partnerships with community organizations and other service providers.

We heard emphatically that the community likes the way the system is governed now. Bringing forward a new operating model that reduces direct provision is unlikely to be received favorably by the community. However, as demand for expanded high quality programs and facilities increases, focusing on strengthening existing partnerships (especially School Board) and creating new partnerships would certainly extend the reach of the current model and resources, as would dedicated staff to coordinate volunteers.

5.2 Financial Overview

Saanich Parks and Recreation Department currently has revenues of approximately \$12 million and an annual tax subsidy of around \$6 million (District of Saanich, 2018). Current budgetary challenge cited in the Financial Plan 2018-2022 include declining revenues and shifting demographics that are likely to result in higher level of subsidy needed to serve the aging population. The proportion of the District's total operating fund dedicated to Parks and Recreation in 2017 was approximately 13.5%. This percentage was increased slightly to 13.6% in 2018.

The ongoing and increasing demands on a limited tax base will continue to be a challenge with respect to provision of recreation services in Saanich. This will necessitate continuing to foster a culture of continuous improvement and striving for best/next practices. It will also mean that the rationale and need for recreation services should be confirmed and promoted at every opportunity so that the fundamental importance of Saanich Recreation as a pillar of a healthy community is not only understood, but finds form in Saanich's strategic and financial plans.

The financial plan for the Saanich Recreation Division outlines that the management and operation of the District’s recreation assets is linked to the overall mandate to support social well-being by ensuring residents can connect with self, community, the District and the region. There is not a policy in place to require cost recovery, but it is evident that every effort is made to find opportunities for revenue and cost recovery while also pursuing service excellence and meeting the diverse needs of Saanich residents. Investment in Saanich recreation facilities yields numerous benefits for individuals and the community as a whole.

Overall, Saanich recreation facilities have a strong cost recovery rate of 62%. However, budgetary challenges cited in the Financial Plan 2018-2022 include declining revenues and shifting demographics that are likely require more financial support for the aging population. In the community phone survey, a majority of residents suggested that the preferred method for paying for improvements to facilities and services is through a combination of taxes and user fees. This is consistent with the existing strategy of the District.

Table 5. Cost Recovery by Facility (2017)

	% cost recovery
Cedar Hill Recreation Centre	60%
Gordon Head Recreation Centre	57%
GR Pearkes Recreation Centre	58%
Sanich Commonwealth Place	63%
Cedar Hill Golf Course	93%

5.3 Price

Saanich offers a wide range of price points and product types, as well as financial assistance programs for those living on a low-income. Comparison with regional fees and product types confirmed that fees for Saanich facilities are equal or slightly higher than those charged at other facilities. There is not much room to increase fees at this time, considering the regional context. Thirteen percent of the District of Saanich residents live below the low income line.

The current seniors’ rate is 25% less than the adult rate, so as the population shifts, this means a reduction in revenues. Older adults are also more likely to be low income, so the L.I.F.E. financial assistance program may get more applicants.



Comparison with regional fees and product types confirmed that fees for Saanich facilities are equal or slightly higher than those charged at other facilities. There is not much room to increase fees at this time, considering the regional context.



5.4 Partnerships

As demographics and demand for recreation, health and wellness programs, activities, services and experiences increase and shift, the development of partnerships will be critical to maintaining and improving the District's ability to serve the community.

There are many opportunities to create or enhance mutually beneficial partnerships with diverse organizations and institutions in terms of programs, activities, services, experiences and facilities. By collaborating, coordinating, and developing strong partnerships, the Saanich Recreation Division will be able to improve in its areas of strength while leveraging the knowledge, skills, and resources of others to expand the scope of the benefits it brings to the community.

PRIORITIES HIGHLIGHTED BY HEALTH SERVICE PROVIDERS:

- Continuation and expansion of exercise and wellness programs for everyone (i.e. low barrier)
- Integration of social supports and partners within the area of health and wellness programs
- Programs for youth to address increased depression and anxiety (examples include exercise, social activities, movement/yoga, mindful meditation, and programs that empower youth leadership)
- Serving seniors through a variety of means including social programs, exercise, and healthy eating programs

Key partnership areas include physical and mental health and wellness services; serving those with special needs, diverse populations, and Indigenous people; childcare and serving children and youth; and development of new facilities.

ISLAND HEALTH

Island Health is a key strategic partner over the next 10 years. For Saanich residents, Island Health (IHA) offers a variety of programs and initiatives aimed at improving health and wellbeing that align well with the Saanich Recreation Division's focus. There is an existing Health and Recreation Partnership (HARP) that formed officially in 2017 and provides a forum for collaborating and sharing of information on trends, gaps in services, and how to maximize the effectiveness of grant funding.

Partnership opportunities could include anything from developing co-located facilities to providing rehabilitation programs to information sharing and training. Co-location can lower barriers for people, bolster awareness of the services offered, and create a culture of preventative health.

ISLAND COMMUNITY MENTAL HEALTH

Island Community Mental Health is another strategic partner that has significant overlap in focus in the area of wellness. Island Community Mental Health has a variety of recreation and wellness programs for different ages, abilities and mental health concerns including supported employment and education programs, dementia support and respite, and recovery focused day programs. The GROW program (Gateway to Resources and Options for Wellness), provides services for adults in physical activity, mindfulness and relaxation, cognitive behavioural therapy, nutrition and healthy living, and life skills such as financial literacy, public speaking, cooking and social interaction.

SCHOOL DISTRICTS 61 AND 63

It is well known that there is a crisis in children’s health in terms of increased incidence of obesity, lack of outdoor play, lack of physical activity, increased social isolation, and increased depression and anxiety. Children are dropping out of recreational activities at earlier and earlier ages, and there are limited opportunities for children and youth to get re-engaged later.

Partnership opportunities with the school districts include offering recreation programs in schools, after school programs, improving awareness of recreation programs that are beyond just physical activities and sports, and creating more leadership and mentoring opportunities that give children and youth something they have ownership of.

There is also potential for partnership in terms of facilities. An example of an existing partnership is that the Gordon Head Recreation Centre has access to Lambrick Park Secondary School (SD#61) in the evening hours.

SAANICH NEIGHBOURHOOD PLACE

SAANICH OCP RECREATION POLICIES:

Consult, at least annually, with School Districts 61 and 63, and post-secondary institutions, to coordinate infrastructure, including the shared use of lands and facilities for recreation and community use.

“Work in partnership with existing groups - don’t reinvent the wheel - use partners to support programs”

- comment made at Open House, June 14, 2018

Saanich Neighbourhood Place (SNP) provides family support programs, food security programs and services, and childcare. They currently have a part time licensed preschool at the G.R.Pearkes Recreation Centre, but meeting demand for affordable childcare has been one of their biggest challenges. The main areas for potential partnership are childcare, youth services, food security and community kitchen programs, and family support programs.

CAMOSUN COLLEGE

Saanich has been a good partner for student internship programs and student-led community support programs, but there is an opportunity for more engagement through student co-ops, in particular. The students are a great resource, as they have training in health, exercise as medicine, and education disciplines that are directly related to Saanich Recreation. Areas where Camosun is looking to grow include serving the aging population, adaptive sports, and increased inclusion of the Indigenous population.

Camosun College rents space at Saanich Commonwealth Place for courses. There is potential for future development of shared facilities.

University of Victoria

As the University of Victoria renews and expands their on-campus recreation facilities, there is potential for partnerships that provide the Saanich community with expanded opportunities and access to amenities such as ice arenas, dry floor space, and artificial turf fields. The Ian Stewart Complex, in particular, is widely used by the broader community but is in need of significant upgrades in the short term.

There is more potential to involve University of Victoria students through cooperative learning, internships, and other engagement.

6 Recommendations

To chart a future for Saanich Recreation that brings community benefits and is sustainable will require effort on multiple fronts. The recommendations in this section are a synthesis of the extensive public engagement, quantitative data analysis, and consideration of trends, best practices and the regional context.

These recommendations must be considered in the context of other plans, policies and strategic objectives of the District of Saanich, such as the Official Community Plan, Strategic Plans, Parks and Recreation Master Plan, Older Adults Strategy, Youth Development Strategy, Early Childhood Development Strategy, and the Strategic Facilities Master Plan.

The following overarching strategic directions are of particular importance:

- Align Saanich Recreation with community health and wellness and economic objectives is essential for a sustainable and relevant future. Saanich Recreation needs to actively support the aging population and show its direct and indirect benefits to the economic vibrancy of the community.
- Be flexible and adaptable to provide the right mix of programs, services and activities as the community's needs change. Maintaining a focus on achieving community benefits should be a main driver of decision-making.
- Developing and expanding partnerships is essential for meeting the increasing and changing needs of the community for programs, activities, services, and facilities. This is particularly important in the areas of childcare, health, volunteers, and new facilities.
- Improved tracking of key metrics will help validate success, identify areas where more focus is needed, and can support decision-making at many levels.

KEY COMMUNITY BENEFITS FOR SAANICH

- Improved physical health
- Improved mental health
- Improved emotional and social well-being
- Enhanced community liveability
- Reduced social isolation
- Strengthen inclusivity and community cohesion
- Economic vibrancy through employment, tourism, and community promotion
- Enhanced community arts and culture
- Enhanced food security and healthy eating
- Support for youth development and leadership
- Enhanced affordability for all
- Enhanced services through partnerships and collaboration

Recommendations Context

The following recommendations are outlined under the broad topics of programs, places, policy, and price, but there are many areas of connection and interdependence, as well as areas where additional detailed studies and strategies are needed. Collaboration with partners will also affect how the recommendations are implemented and will necessitate flexibility and adaptability.

Trends and opportunities are changing at an increasingly rapid pace. In recognition of this, the recommendations should be considered a living document and should be reviewed annually and updated every 5-10 years.

Other relevant District of Saanich plans and policies that must be considered in the prioritization and implementation of the recommendations include:

- ***Official Community Plan***
- ***Corporate Strategic Plans***
- ***Parks and Recreation Master Plan***
- ***Older Adults Strategy***
- ***Youth Development Strategy***
- ***Early Childhood Development Strategy***
- ***Strategic Facilities Master Plan***

Recommendations

6.1 Programs

1 MULTICULTURAL PROGRAMS

Expand opportunities for multicultural programs and activities.

Multicultural programs and activities have a minimal dedicated budget and are primarily done on an opportunistic basis. There are opportunities to more fully integrate multiculturalism into the suite of recreation programs, services, activities and experiences through celebrations and arts, as well as improve the sense of welcome for newcomers and diverse populations. Increased multiculturalism could include conversation groups or meet-ups, themed cooking or food programs, celebration of a broader range of cultural holidays, and including more diverse cultural aspects into arts, dance, and music programs. There are also partnership opportunities with non profits, churches, and other community organizations working with diverse populations. Additional engagement with community organizations and partners is needed to identify the best opportunities for the Saanich community.

2 EARLY CHILDHOOD AND SCHOOL AGE CHILDREN

Focus on improving services that serve young children and young families, including implementation of strategies from the Early Childhood Development Strategy. A more detailed look specifically at programs and services for school age children is warranted to bridge the gap between the Early Childhood Development Strategy and the Youth Development Strategy.

There is a need for a look at childcare, early childhood programs, preschool, school age programs, and out of school care as a whole. It was evident through engagement with the public, stakeholders, staff, and partners that there is unmet demand, but also a lack of clarity on how best to meet the needs of the community. While the Early Childhood Development Strategy was an important step forward, there is a need for further work to achieve some of the key strategies and to embrace the leadership role in bringing community organizations and regional partners together. In particular, developing a strategy for child care in cooperation with the child care community is critical. A separate but related issues is the need to support young families and new Canadian families, as well as the increasing prevalence of children who need accommodations to participate.

3 OLDER ADULT

Focus on improving programs, services, activities and facilities related to older adults, including integration of strategies from the Older Adults Strategy.

Programs that serve older adults will be an important focus over the next 10 years as the number of older adults increases. Programming specifically for older adults includes, but is not limited to, waterfit and other aquatics programs, physiotherapy and rehabilitation services, meet-ups and social activities, gentle fitness and walking programs, arts and culture programs, and pickleball. Improved services are also needed to accommodate older adults including improved and accessible communication; removing barriers to participation such as transportation, cost, and accessibility; increasing focus on the social and community aspects of facilities and programs; and enhancing partnerships with organizations who serve older adults.

4 EXPAND INTERGENERATIONAL PROGRAMS

Expand opportunities for intergenerational programs and activities, as well as coordination of opportunities for multiple family members to participate in different programs at the same time and same location.

Expand the range of programs that allow multiple ages and abilities to participate together. Examples of these programs include community festivals, family drop-ins, grandparent/grandchild programs, and mentorships. Some programs traditionally offered for adults (age 16+) could be opened to allow family members to participate together.



Recommendations

6.1 Programs

5 YOUTH DEVELOPMENT

Focus on improving programs, services, activities and facilities related to youth, including integration of strategies from the Youth Development Strategy.

Youth are one of the most vulnerable demographics and also remain one of the most difficult demographics to engage in recreation, health and wellness. Continuing to focus on creating facilities that are welcoming to all youth and finding creative ways to encourage youth to participate is an ongoing challenge. Several key strategies that emerged from the Youth Development Strategy and in the development of this report should be integrated into Saanich Recreation's approach including:

- Offer more affordable, accessible activities that are youth friendly and respectful of diversity
- Offer more challenging indoor and outdoor activities
- Expand opportunities for recreation to reduce stress and anxiety
- Build programming and environments that respond to the unique needs and trends, including co-development of programs with youth
- Keeping up with preferred communication methods and engagement through social media
- Partner with Island Health and School Districts 61 and 63 to enhance youth recreation, health wellness

6 ARTS PROGRAMS

Develop more opportunities for visual and performing arts programs and experiences at all facilities and focus on Cedar Hill Recreation Centre as a community hub for excellence in arts-focused spaces, programs, and services.

Numerous indicators will push demand for arts programming even further over the next decade. Arts programs are very popular and many book up quickly, particularly at Cedar Hill Recreation Centre. This is an area where Saanich could focus. Older adults are downsizing to smaller spaces and many not have room for crafts and hobbies anymore; arts are a great way to incorporate multiculturalism and newcomers; arts are increasingly seen as valuable for stress relief, social connections, and opportunities for building community pride. There can also be economic tie-ins to tourism, local artists, and festivals. Many municipalities are developing "art in the parks" or other public art programs. There is room to expand arts program offerings to include more dance, theatre, and music, as well as the already popular visual arts programs.

7

ENHANCE ACCESS FOR NEW CUSTOMERS

For high demand beginner programs that consistently have waiting lists, consider adding additional program spaces and limiting back-to-back registrations to improve equitable access. Also consider creating attractive "next steps" alternatives for participants at roughly the same time and location, if possible.

There is a need to balance consistent and convenient programs for existing customers while also creating opportunities for new people to participate. Creating attractive "next steps" means creating continuity for customers in terms of instructors and relationships with other participants. This could be through more drop-in times, facilitation of more casual interest clubs, and developing programs that serve multiple skill levels at the same time. Not all participants are able to move up to more challenging program levels, particularly for physical activities.



Recommendations

6.2 Places

8 COMMUNITY CENTRE APPROACH

Embrace the philosophical shift from "recreation centres" to "community centres", which better reflects the wide range of programs, services, activities and experiences offered and recognizes Saanich Recreation as the heart of the community. This also establishes support for strategic co-location of facilities and services

The "community centre" approach better reflects the current experience at Saanich Recreation facilities, current best practices, and the desires of the community. G.R.Pearkes Recreation Centre is an example of how this model is already happening in Saanich, as it is co-located with a public library and childcare operated by Saanich Neighbourhood Place. Co-location opportunities to consider include health services, libraries, childcare, and space for community organizations who provide programs and services that support community health and well-being. This is more than just about the building, though. The community centre approach ties in with program recommendations for expanded multicultural and intergenerational programs and a focus on inclusion.

9 GYMNASIUM SPACE

Add gymnasium space. There are opportunities at Cedar Hill Recreation Centre and Gordon Head Recreation Centre, but other locations could be considered. Consider a dividable double gymnasium for at least one location.

Gymnasiums are a fantastic multifunctional facility that can be used for numerous programs and activities from pickleball to bootcamps to family drop-ins to community festivals. They also have the benefit of a relatively low operating cost, especially compared to the range of opportunities provided. The two main opportunities are to replace the existing auditorium at Cedar Hill Recreation Centre and to add a gymnasium at Gordon Head Recreation Centre when it is renewed. In both cases, consider a double gymnasium to help accommodate summer camps along side other programs.

10 AQUATICS

Continue to expand the opportunities at Saanich Commonwealth Place for excellence in aquatics.

One highlighted value of Saanich Commonwealth Place (SCP) is that it is one of three in BC that can host large meets, is one of the only facilities nationally that can accommodate water polo and synchronized swimming, and the only facility in the region that can accommodate diving. When combined with the strong community support for the facility and programs, as well as the high participation in aquatics by the general public, it is evident that the District should continue to leverage this facility as a community asset and part of the Saanich brand. This means continuing to improve support amenities, technology, facility maintenance and upgrades, and support for events and competitions.

11 ICE ARENAS AND SUPPORT AMENITIES

Upgrade the changerooms at G.R.Pearkes Recreation Centre, plan for the replacement of the Gold Arena slab, and identify a location for at least 1 additional ice sheet in the community.

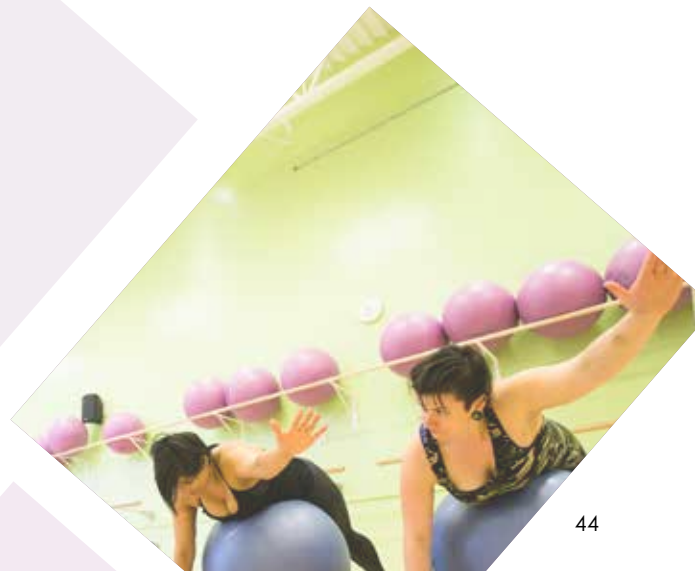
Ice utilization is at 80-100% at the two ice sheets at G.R. Pearkes and facility limitations are hampering equitable and adequate access for all. There are also ancillary facility limitations such as no change rooms for women's teams, no accessible change rooms, limited accessible viewing areas, and anticipated upcoming life-cycle replacement of the Gold Arena slab. Dedicated team change rooms are located outside in modular units and shipping containers.

There is also unmet demand for dry-floor space. Lacrosse, for example, has no indoor space in Saanich that can be used for its full season. The addition of a third ice sheet should be considered at G.R. Pearkes or another location. There could be benefits to considering another location because of the potential to plan for 1 new arena in the short term and an additional arena in the long term (i.e. for a future total of 4 arenas). An additional arena should provide more equitable access for dry-floor users, ice users, and the general public.

12 OUTDOOR AMENITIES

Add outdoor amenities and activity areas at all recreation facilities. Examples include play spaces, seating areas/plazas, walking paths/loops, outdoor fitness equipment, and event space.

There are untapped opportunities to enhance the indoor recreation, health and wellness components with complementary outdoor spaces and amenities, especially considering the health benefits of getting people outside. Having washrooms and adjacent indoor spaces increases the usability of outdoor spaces, as well. The walking loop at Cedar Hill Golf Course that links to the recreation centre is a great example of complementary outdoor spaces. Cedar Hill staff noted that the Activity/Multipurpose room would benefit from a direct outdoor connection.



Recommendations

6.2 Places

13

CHILDCARE

Expand childcare spaces at G.R.Pearkes, in cooperation with Saanich Neighbourhood Place. Consider where childcare space could be added at other recreation centres.

Saanich Neighbourhood Place currently operates child care services at G.R.Pearkes Recreation Centre and has recognized the need for additional affordable childcare spaces. The Early Childhood Strategy highlights the need to identify opportunities for increasing the number of care spaces and supporting community organizations that deliver services and programming.

14

ACCESSIBILITY

Conduct accessibility audits at all recreation centres and set priorities for implementing upgrades and modifications.

Saanich's recreation facilities were built more than 25 years ago and have been renovated and changed over time, resulting in accessibility challenges for users (eg. G.R.Pearkes Recreation Centre elevator, Gordon Head Recreation Centre's lift). Ensuring that the facilities are both welcoming and accessible, more than simply meeting codes, will be an increasingly important part of service delivery excellence.



15 FACILITY PARTNERSHIPS***Actively seek partners for future facility development.***

Developing partnerships is essential to the future provision of recreation, health and wellness facilities for the residents of Saanich. Key facility partners include School Districts 61 and 63, Island Health, Camosun College, and University of Victoria.

16 GORDON HEAD RECREATION CENTRE***Conduct a feasibility study for replacement of Gordon Head Recreation Centre as part of a new "community hub" site master plan for Lambrick Park.***

A feasibility study is needed to provide a cost benefit analysis for the future of Gordon Head Recreation Centre. There are numerous issues and opportunities at this facility, so it may be more effective to replace the facility instead of doing a substantial renovation, both in terms of capital and operating costs, as well as community benefits.

Gordon Head Recreation Centre has two spaces that are nearing the end of their useful life - the Bert Richman Building and the Wellness Annex. These are well-used spaces and their loss will put additional strain on other existing facilities. In addition, there are opportunities to implement other recommendations in this report such as expanding aquatics, creating larger and more welcoming public areas, providing space for childcare providers, expanding the office and reception area, provide better indoor/outdoor connections, integration with the park spaces, and possibly adding an ice arena.

Additional notes: A master plan for Lambrick Park is already planned for 2019.



Recommendations

6.2 Places

17 FITNESS CENTRES

Expand fitness centres - i.e. weight rooms and associated spaces such as fitness program rooms, stretching/mat areas, and equipment storage.

Fitness centres (including weight rooms, fitness class spaces, stretching areas, and associated spaces) are in high demand and meet the needs of the community by providing convenient, drop-in opportunities for self-directed work-outs. Three recreation facilities also provide space for associated services such as physiotherapy, rehabilitation, and personal training which are important for keeping people healthy and active. Expanding fitness facilities, adjacent areas for classes and stretching, and associated services can also provide increased revenues. Current trends are toward fitness centres that are roughly twice the size of the existing spaces.

18 YOUTH SPACE

Consider the addition of a space for youth at Cedar Hill Recreation Centre. This space could be dedicated for youth during certain hours, but also serve as an additional multipurpose space for arts and culture programming.

Cedar Hill Recreation Centre is the only recreation centre that does not have dedicated space for youth, and the population of youth is anticipated to rise over the next decade. A youth space could also provide extra multipurpose space at certain times of day and would enhance the ability of Cedar Hill to function as an arts and culture hub for the community.

19 ACTIVE TRANSPORTATION

Prioritize support for active transportation infrastructure and amenities at recreation centres.

The recreation centre entrances are predominantly focused on private vehicle access and parking. A shift is needed to create recreation centres that are more user-friendly for those using alternative transportation and transit. Examples of improvements include providing adequate bike racks in convenient locations, covered if possible; improving the safety of the pedestrian realm, particularly in navigating through parking lots; and create, improve, and communicate linkages to bike routes and walking paths.

20 OPERATING HOURS

Develop consistent hours of operation for all recreation facilities and expand hours of operation for drop-in spaces (i.e. fitness centres).

It is not clear how the current hours of operation were established at each recreation centre, but simplifying would provide clarity for the public, potentially improving use of facilities during early morning and late evening hours. Separate entrances for fitness centres and possibly other spaces for self-directed, drop-in activities should also be considered.

21 FUTURE DEVELOPMENT

Keep abreast of future urban developments near G.R.Pearkes Recreation Centre and how it may impact community needs and demand at that facility.

Redevelopment of the Silver City Theatres Cinema or Tillicum Centre would mean increased population at this location, which would put additional pressure on G.R. Pearkes Recreation Centre. Any plans for densification should be accompanied by additional recreation and community facilities and resources.



Recommendations

6.3 Policy

22 STAFFING STRATEGY

Undertake a recreation staffing strategy and explore the possibility of a regional

Program instructors, life guards, and other part-time or seasonal staff are often working at multiple recreation centres in the region in order to make a living. It is also difficult to fill staff positions for before/after school care, pro-D days and evening/weekend shifts. There may be opportunities to partner with other recreation providers in the region to help make this situation more sustainable for both staff and local recreation providers, but this initiative would need Saanich to take a leadership role and to be a strong champion.

23 STAFF TIME OPTIMIZATION

Continue to seek ways to make the highest and best use of staff time and skills.

Recreation programmers and recreation facility managers have seen the volume of administrative tasks increase dramatically over the last 5-10 years. Identifying ways to reduce, streamline, consolidate and manage this volume will enable staff to redirect their efforts toward those activities that make good use of their skills and training, increasing productivity. The District should also facilitate staff to pursue training during down times that will improve resilience and flexibility during peak demand. An example is training for working with children and youth or those with physical disabilities.

24 KEY REVENUE GENERATORS

Identify key revenue generators that can help balance out anticipated revenue decreases.

Revenue generators are essential to enabling the District to continue to offer a high level of recreation, health and wellness programs and services. While some amount of revenue generation is necessary, there is a danger of revenue generating programs and services being prioritized over those that provide the greatest benefits to the community. All revenue generators that impact facility access by the public should be carefully considered in terms of whether the financial benefits justify limiting public access. An example is the use of the field house for trade shows. Currently the field house is reserved for trade shows on weekends, but this prevents use by the public for recreation, health and wellness programs and activities. "Key revenue generators" would be defined as those that contribute to the financial sustainability of Saanich Recreation, but also provide significant community benefits.

25 PARTNERSHIP DEVELOPMENT STRATEGY

Develop a strategy for partnership development and incorporate time into staff work plans.

Determine key partners, assign staff liasons or working groups, establish a framework and schedule for regular discussions, identify potential partnership opportunities, set priorities and establish agreements for implementation. Monitor and ensure partnerships remain fresh and mutually beneficial and bring value and benefits to the community that couldn't be provided by Saanich alone.

26 VOLUNTEER SUPPORT

Expand support for volunteers and volunteer organizations.

The trend in volunteerism is shifting rapidly from long-term volunteering toward short-term, discrete volunteer opportunities that do not require significant or long-term commitments. Community organizations are increasingly struggling to find volunteers to fill board positions and keep up with administrative tasks, communication and technology trends. Burn-out of those strong community leaders is a significant risk that can result in loss of valuable recreation, health and wellness services in the community. Increasing support for community organizations is a way that Saanich can help maintain, and possibly even increase, the programs, activities and experiences available to the community without substantial increased resources. Adding more staff time for volunteer coordination and support is recommended. This is also linked to the Service Delivery recommendation on partnership development.

27 TRACK PROGRESS AND TRENDS

Improve tracking of participation trends and establish a set of metrics to track progress toward community benefits and outcomes.

A full-scale assessment of recreation programs, services, activities, experiences, and facilities is too cumbersome to do on a regular basis. By choosing a set of key metrics that are tied to desired community benefits and outcomes, Saanich Recreation can efficiently track its achievements. (Examples could include participation rates of youth, participation equity by gender, linking in with Island Health community health metrics, linking in with School District metrics, etc.).



Recommendations

6.3 Policy

28

EVALUATION FRAMEWORK

Establish a framework for evaluation of programs, services, activities, and experiences.

Previous planning work identified "core business" areas to provide direction to staff and help in decision-making. However, a more flexible approach is needed in order to keep Saanich moving forward, adapting to trends, being agile, and enabling creative thinking. A set of community benefits and desired outcomes would also help make those things explicit and apparent while identifying areas for improvement. It also allows for opportunism.

29

ONLINE RENTAL AND DROP-IN CALENDAR

Develop and pilot a "live calendar" for program spaces, starting with those that are under the greatest pressure (examples: ice areas, ceramics studio). Based on effectiveness and feedback, expand to integrate program space information for all recreation centres.

A "live calendar" would provide an opportunity to improve the utilization of spaces by showing available times, showing cancellations, and potentially enabling users to offer space sharing. The system could also provide customers with customizable notifications. Implementing this system for the ice arenas would be a high priority to help address ice allocation and access in the short-term. Ensure there are clear policies regarding reservations/bookings and the cut-off for refunds and cancellations.

30

PEAK DEMAND

Implement strategies to address peak demand during "prime time" hours.

Adjust fees and charges to reflect demand, as is already used to manage demand for ice time. Pricing models can either raise rates during peak times or decrease rates during off-peak hours. Pricing concepts from other sectors include things like happy hours, two-for-one deals, or group pricing. Pricing tiers can also be more complex than just prime vs. non-prime time with the inclusion of a super-prime time slots and ladder pricing based on the use by for-profit or non-profit entities. When considering rate changes, accommodations need to be made to keep access fair and affordable. Actively pursue partnerships with the School Districts for use of facilities during evenings and weekends, keeping in mind operational and staff impacts, as well as whether users will be well-served at off-site locations (i.e. Who are you asking to go to other facilities? Are there associated services needed that won't be available at the off-site location?).

31

CUSTOMER SELF-SERVICE

Continue to enhance customer self-service through improvements to digital and physical support amenities.

With increasing demands on staff time, as well as increasing expectations from customers for easy access to information and facilities, there will need to be ongoing identification of opportunities to improve efficiency and customer service. Examples of potential opportunities include improved organization of online information, website search engine optimization, scan cards or phone scanning technologies for drop-in facilities, customizable notifications, and “on now” boards with programs and room locations at all centres.

32

SCHEDULING AND REGISTRATION

Continue to enhance ease of access and meet customer needs by aligning registration dates across program areas and with other recreation, health and wellness providers, where possible.

Complex scheduling is a barrier to participation, for families in particular, where people may have to track different registration dates for multiple programs each season. In addition, when program registration starts only a few days after the release of the recreation guide, it means people have a very short time period to make decisions - particularly for high demand programs. Other recreation, health and wellness providers in the community (such as sports leagues, clubs, and camps) also have their own registration schedule, adding another layer of complexity. While total alignment is not likely possible, improvement is needed.



Recommendations

6.4 Price

33 COMMUNITY AMENITY CONTRIBUTIONS

Consider implementation of CACs to support increased demands on recreation services.

Community Amenity Contributions can be used to provide funding for amenities that will face increased demand due to development and densification. More information about CAC's are provided in the text box at right. This approach would need to be considered by the District holistically in terms of this and other services.

34 AFFORDABILITY

Improve affordability by working with regional partners to ensure the sustainability of the L.I.F.E. program and find ways to expand it. Establish a means-testing strategy for all financial assistance and discount programs.

Although most responses to the telephone survey indicated that cost was not a barrier, affordability was a significant concern for many user groups and community members. The L.I.F.E. program has not grown substantially over the last 10 years, and actually had a drop in the total dollars spent between 2011 to 2012. Overall, financial assistance needs will likely increase as the population ages. A means-testing strategy would focus discounts on those with financial needs rather than a broad discount based solely on age.

35 COMPETITIVE RATES

Continue to monitor fees and charges to ensure that Saanich rates are competitive and keep up with regional facility trends.

Saanich needs to balance cost recovery goals with affordability goals. Saanich needs to stay competitive within the regional context, but also does not want to have fees so low that participants from other jurisdictions overwhelm the facility capacity.



Community Amenity Contributions

Growth and development often lead to a demand for community amenities beyond what are provided by development cost charges.

To secure these additional community amenities, some local governments use community amenity contributions that are negotiated as part of a rezoning process.

Community amenity contributions (CACs) are negotiated amenity contributions agreed to by the developer and local government as part of a rezoning process initiated by the developer. Community amenity contributions typically include the provision of amenities, affordable housing and/or financial contributions towards amenities. The agreed-to contribution is obtained by the local government, if the local government decides to adopt the rezoning bylaw.

Source: Province of BC, Planning and Land Use Management Branch; Local Government Act, s. 482.





7 Implementation Plan

This plan provides recommendations for improvements to Saanich's recreation, health and wellness programs, activities, services, and experiences over the next 10 years. The following implementation plan outlines specific actions for each recommendation, along with identifying the staff lead, timeline, and cost. In many cases, the recommendations will be implemented over time through incremental improvements and refocusing of staff time. However, there are some cases where additional resources are needed.

This implementation plan is expected to be a living document that is adjusted and further developed over time. Revisiting this section of the study, in particular, on an annual basis is recommended.

Priorities

Priorities are indicated as HIGH, MEDIUM, or LOW.

Staff Lead

A staff lead has been identified for each action, but this does not mean other staff are not involved. Most actions will require coordination and communication between different staff groups.

Timeline

The proposed timeline designates each action as SHORT (2020-2022), MEDIUM (2023-2026), and LONG (2026-2030) TERM. However, many will be ongoing and may be implemented over time, as resources allow, and depending on partnership development.

Cost

Cost has been identified where an action is likely to require capital costs or a significant budget allocation, such as for consultants or specialists. If no costs are indicated, the recommendations are expected to be completed by incorporating them into existing staff work plans. Actual costs will be determined through additional planning, and final spending decisions are reserved for Council, to be made through the annual budget process.

7.1 Programs

1

MULTICULTURAL PROGRAMS

Expand opportunities for multicultural programs and activities. Links to numerous other recommendations - program partnerships, volunteer support, community centre model, arts programs, intergenerational programs.

Actions

- Increase the annual budget for development of multicultural programs.
- Continue to liaise with not-for-profits serving new Canadians or cultural communities to identify opportunities and improve outreach and partnerships.
- Continue to identify opportunities to diversify programs and activities to meet the needs of different cultural communities.
- Identify opportunities for multicultural artists, musicians, and dancers to perform or participate in community events.
- Increase development of marketing, promotional, and informational materials in more languages.

Priority: **HIGH**

Outcome

Increased participation by minorities and new Canadians.

Senior Management
SHORT - \$5,000

Programmers
SHORT

Programmers
SHORT

Community Events
SHORT- \$2,000

Marketing Department
SHORT - \$5,000

2

EARLY CHILDHOOD AND SCHOOL AGE CHILDREN

Focus on improving services that serve young children and young families, including implementation of priorities from the Early Childhood Development Strategy. A more detailed look specifically at programs and services for school age children is warranted to bridge the gap between the Early Childhood Development Strategy and the Youth Development Strategy. Links to recommendation to coordinate program schedules.

Actions

- Complete a Children and Families Strategy that builds on the Early Childhood/School Age Strategy and expands to include considerations for parents and care-givers.
- Adopt the childcare and childrens' programming framework (see Appendix C) to guide Saanich Recreation's involvement in meeting the needs of children and their families.
- Improve service for children who need accommodations to enable participation, such as those on the Autism spectrum or other conditions by pursuing partnerships with organizations and agencies with expertise and/or providing training and education for staff.
- Create summer camps that allow for full-day participation either through a single program or through combining two half-day programs with a bridging lunchtime program.
- Add full-day Pro-D day camps or half-day camps that can be combined.

Priority: **HIGH**

Outcome

Improved satisfaction of children, families and caregivers.

Senior Management
SHORT - \$25,000

Senior Management
SHORT

Programmers and Senior
Managers
SHORT - \$5,000

Programmers
SHORT - \$TBD

Programmers
SHORT - \$TBD

3 OLDER ADULT

Focus on improving programs, services, activities and facilities related to older adults, including integration of strategies from the Older Adults Strategy. Links to partnership development (include organizations serving older adults), intergenerational programs, arts and culture programs, strategic co-location of services, and facility accessibility audits.

Actions

- After OAS funding is confirmed by Council, allocate annual funding toward planning and implementing improvements for older adults.
- Liase with not-for-profits serving older adults to identify opportunities and improve outreach.
- Allocate staff time to identify health and fitness programs where better accommodation of different ability/intensity levels are needed. Work with program instructors to implement changes.

Priority: HIGH

Outcome

Increased participation by older adults and improved health and well-being.

**Senior Management
SHORT - TBD**

**Programmers
SHORT**

**Programmers
SHORT - \$10,000**

4 EXPAND INTERGENERATIONAL PROGRAMS

Expand opportunities for intergenerational programs and activities, as well as coordination of opportunities for multiple family members to participate in different programs at the same time and same location. Ensure collaboration and coordination between programmers. Links to recommendations for adopting a community centre model, older adults programs, children and youth programs.

Actions

- Identify the most popular childrens' programs and start offering that program for families to do together. Consider scheduling during evenings or weekends.
- Review existing programs and identify those that could accommodate multiple skill levels. Open those up to a broader range of ages.
- Allow children and youth to sign up for select programs along with their caregiver/parent, wherever possible.
- Make sure all registrants are aware of any changes in the participation age restrictions and use a special symbol in the recreation guide to identify intergenerational programs and activities.
- Offer caregiver discounts for the fitness centre during their childrens' programs.
- Explore ways to coordinate program schedules so start/end times match up to the greatest extent possible across programs at each facility.
- Explore opportunities to offer programs for different ages simultaneously.

Priority: MEDIUM

Outcome

Increase the number of programs that have diverse ages participating together.

**Programmers
SHORT**

**Programmers
SHORT**

**Programmers
SHORT**

**Marketing Department
SHORT**

**Senior Management
MEDIUM- \$TBD**

**Programmers
MEDIUM**

**Centre Programmers
MEDIUM**

7.1 Programs

5 YOUTH DEVELOPMENT

Focus on improving programs, services, activities and facilities related to youth, including integration of priorities from the Youth Development Strategy. Links to youth space, intergenerational programs, arts programs, outdoor spaces, and adopting a community centre approach.

Actions

- Continue to identify opportunities to expand drop-in and youth-led (i.e. developed cooperatively with staff) programs for youth.
- Create youth volunteer opportunities that build leadership skills and resumes.
- Continue to explore opportunities for youth to help lead programs and activities for younger children.
- Create opportunities for youth to help with community events.

Priority: MEDIUM

Outcome

Increased participation by youth.

**Programmers and Community Services
ONGOING**

**Community Services
MEDIUM**

**Programmers
SHORT - \$10,000**

**Community Events
SHORT - \$10,000**

6 ARTS PROGRAMS

Develop more opportunities for visual and performing arts programs and experiences at all facilities and focus on Cedar Hill Recreation Centre as a community hub for excellence in arts-focused spaces, programs, and services. Links to community centre approach, older adults programs, enhancing access,

Actions

- Develop a plan for retrofitting or building new spaces to address the most significant gaps in facility spaces to accommodate arts and culture programs.
 - Identify the types of spaces most needed to expand opportunities in performing arts (dance, music, theatre), as well as visual art programs that have consistent waitlists.
 - Identify which spaces at each of the Recreation Centres could accommodate these activities.
 - Identify those activities that do not currently have appropriate space available (i.e. too small, wrong floor, other limitations).
- Work with arts organizations to develop a Saanich Parks and Recreation “artist in residence” program for visual or performing artists that includes funding in exchange for providing a specified number/among of community art programs and activities.
- Create opportunities for artists to do demonstrations, display works, or perform at recreation centres, parks, and at events.
- Build more varied events and festivals to expand the community’s awareness of opportunities (i.e. bring arts to sporting events and vice-versa).

Priority: MEDIUM

Outcome

Increased participation in arts and culture programs; increased diversity of participants.

**Senior Management
SHORT TERM PLAN - \$15,000
PHASED IMPLEMENTATION**

**Partnership Coordinator
MEIDUM- \$15,000**

**Facility Managers, Programmers,
and Community Events
MEDIUM - \$5,000**

**Community Events
LONG - \$5,000**

7 ENHANCE ACCESS FOR NEW CUSTOMERS

For high demand beginner programs that consistently have waiting lists, strategize ways to improve equitable access. Strategies will vary depending on the type of program. Links to recommendations for facility improvements and expansions, program partnerships, and volunteer support.

Priority: **LOW**

Outcome

Improved opportunities for everyone to participate in popular activities.

Actions

- Identify the most popular programs (i.e. those with consistent waitlists) and identify potential strategies to increase the number of people who can participate in a program:
 - find a bigger space
 - buy additional equipment/supplies
 - shorten the program length and add a second session
 - add more classes at the same level
 - add more drop-in opportunities for popular programs and activities.

- Work with returning participants to develop “clubs” and provide them with space to continue to participate without an instructor, where appropriate and possible.

- If waitlists persist after exploring these (or other) options, it may be necessary to limit back-to-back registrations in the same program in order to give more people an opportunity to participate.

- Offer “try me” programs that allow participants to sample a number of different programs within a set time frame (helps participants identify the best fit).

Programmers and Facility Managers
MEDIUM - \$5,000

Programmers
MEDIUM - \$5,000

Programmers
MEDIUM/LONG

Programmers
LONG - \$TBD

7.2 Places

8 COMMUNITY CENTRE APPROACH

Embrace the philosophical shift from “recreation centres” to “community centres”, which better reflects the wide range of programs, services, activities and experiences offered and recognizes Saanich Recreation as the heart of the community. Links to recommendations for multicultural, intergenerational, and arts programs; adding gymnasiums; providing space for community groups; facility partnerships; and a feasibility study for Gordon Head Recreation Centre.

Actions

- Improve lobby spaces at Gordon Head Recreation Centre and G.R. Pearkes Recreation Centre. Note: Improvements at Gordon Head Recreation Centre may be limited and also dependent on the recommended feasibility study.
- Improve café and/or food services at Gordon Head Recreation Centre and G.R. Pearkes Recreation Centre.
- Engage potential partners and establish a list of potential co-location opportunities that could be added at each recreation centre. Prioritize health and well-being services, public facilities (such as libraries or neighbourhood houses), not-for-profit organizations, and childcare spaces.

Priority: HIGH

Outcome

More welcoming facilities with space for casual and social interactions and access to more diverse services.

Facility Managers
SHORT - \$10,000

Facility Managers
SHORT - \$50,000

Senior Management and Facility Managers
SHORT TERM PLAN
PHASED IMPLEMENTATION

9 GYMNASIUM SPACE

Add gymnasium space. Priorities are at Cedar Hill Recreation Centre and Gordon Head Recreation Centre, but other locations could be considered. Consider a dividable double gymnasiums where space allows.

Actions

- Explore feasibility and a concept designs for a gymnasium at Cedar Hill Recreation Centre. Coordinate with the consideration of an expanded fitness centre.
- Explore potential for a gymnasium or dry floor space at Gordon Head Recreation Centre as part of the Gordon Head Recreation Centre feasibility study.
- Explore potential for a gymnasium addition at G.R.Pearkes Recreation Centre.
- Renew or develop joint use agreements with both school districts for use of school gymnasiums during evenings and weekends.

Priority: HIGH

Outcome

A multifunctional gymnasium at every recreation centre provides expanded programming opportunities.

Facility Managers
SHORT TERM PLAN - \$20,000

See recommendation for Gordon Head Recreation Centre

Facility Managers
SHORT TERM PLAN - \$20,000

Partnership Coordinator and Facility Managers
SHORT

10 AQUATICS

Continue to expand the opportunities at Saanich Commonwealth Place for excellence in aquatics. Links to recommendations for fitness centres and community centre approach.

Actions

- Renew agreements with high performance groups at SCP. Consider incorporating new strategies to provide more access for the general public during peak demand times.
- Plan upgrades to the fitness centre and associated spaces to enable more dry land training opportunities.
- Review the facility’s supporting technology features regularly to ensure they remain functional and meet current standards.

Priority: HIGH

Outcome

Saanich Commonwealth Place continues to be a centre of aquatics excellence and accessible for all residents.

**Senior Management
SHORT**

**Facility Managers
MEDIUM - \$TBD**

**Facility Managers
ONGOING - \$TBD**

11 ICE ARENAS AND SUPPORT AMENITIES

Upgrade the changerooms at G.R.Pearkes Recreation Centre, plan for the replacement of the Gold Arena slab, and identify a location for at least 1 additional ice sheet in the community. Links to recommendations for facility partnerships, enhanced access for new customers, and Gordon Head Recreation Centre.

Actions

- Upgrade the change rooms at G.R.Pearkes.
- Review and update the ice allocation policy to identify ways to improve access to ice time for Saanich residents, teams, and clubs in the short term.
- Conduct a feasibility and location study to determine the best approach to adding at least one more ice sheet in the short term. Keep in mind that twin ice arenas and colocation with aquatics can both offer operational cost savings. Coordinate with other facility plans and feasibility studies.
- Continue to track regional ice sheet initiatives and seek opportunities to partner with others.

Priority: HIGH

Outcome

Improve access to ice and dryfloor space.

**Facility Manager
SHORT - \$50,000**

**Programmers
SHORT**

**Senior Management
SHORT TERM STUDY - \$50,000
CONSTRUCTION - MEDIUM TERM**

**Facility Manager
ONGOING**

7.2 Places

12 OUTDOOR AMENITIES

Add outdoor amenities and activity areas at all recreation facilities. Examples include play spaces, seating areas/plazas, walking paths/loops, outdoor fitness areas, and event space. Links to the recommendation for a feasibility study for Gordon Head Recreation Centre and Lambrick Park.

Actions

- Conduct site assessments for each recreation centre to identify opportunities for indoor/outdoor connections.
 - Prioritize casual seating, play spaces, outdoor program space, outdoor fitness opportunities and pathways.
 - Where adequate space is available, consider the potential for spaces that can host community events; these types of spaces could also help ease space challenges for summer camps.
 - Consider adding access to recreation facility washrooms from the outside, where possible, to allow use outside of facility operating hours.

Priority: HIGH

Outcome

Create better facilities through addition of outdoor amenities.

Facility Managers
SHORT TERM PLANNING
PHASE IMPLEMENTATION
\$150,000

13 CHILDCARE

Expand childcare spaces at G.R.Pearkes Recreation Centre, in cooperation with Saanich Neighbourhood Place. Consider other locations where childcare space could be added or out of school care programs could be offered.

Actions

- Advocate for and participate in a strategy to address the unmet demand for childcare, child-minding, and out-of-school care.
- Adopt the childcare and childrens' programming framework (see Appendix C) to guide Saanich Recreation's involvement in meeting the needs of children and their families.

Priority: HIGH

Outcome

New opportunities for co-located childcare are available.

Senior Management
SHORT - Staff Time

Senior Management
SHORT - Staff Time

14 ACCESSIBILITY

Implement recommendations from completed Rick Hansen Access Audits. Links to the recommendations to adopt a community centre model, outdoor amenities, and all facility upgrade recommendations.

Actions

- Establish priorities and phase in recommendations. Seek opportunities to tag on to other facility upgrades.

Priority: HIGH

Outcome

Facilities are welcoming and accessible for all.

Senior Management
SHORT - \$150,000

15 FACILITY PARTNERSHIPS

Actively seek partners for future facility development. Links to the recommendation for program partnerships, additional ice sheets, dry floor space, gymnasiums, fitness centres and Gordon Head Recreation Centre.

Priority: HIGH

Outcome

Facility partnerships create financially sustainable and improved recreation access and opportunities.

Actions

- Engage with University of Victoria regarding potential future facility partnerships.
- Engage with Camosun College regarding joint use agreements for existing facilities or potential for new facility development partnerships.
- Engage with Island Health regarding potential new facility development or co-location of services at existing or future Saanich facilities.
- Engage School Districts 61 and 63 in updating or developing joint use agreements for use of school facilities.

Senior Management and Facility Managers
SHORT - ONGOING

16 GORDON HEAD RECREATION CENTRE

Conduct a feasibility study for replacement of Gordon Head Recreation Centre as part of a new "community hub" site master plan for Lambrick Park. Links to the recommendations to shift toward community centres, increase aquatics, expanded fitness centres, more gymnasium space, and possibly additional ice sheets.

Priority: MEDIUM

Outcome

Gordon Head Recreation Centre offers expanded aquatics, supports existing user groups, and offers new and improved recreation access and opportunities.

Actions

- Conduct a feasibility study for major renewal or replacement of the Gordon Head Recreation Centre. Coordinate with the process for developing a site master plan for Lambrick Park. See the detailed description of the recommendation for more information.

Senior Management and Facility Managers

SHORT TERM STUDY
(Concurrent w/ Lambrick Park Plan)
\$70,000

MEDIUM TERM DESIGN
\$500,000

MEDIUM/LONG TERM IMPLEMENTATION
\$30-50 million (design dependent)

7.2 Places

17

FITNESS CENTRES

Expand fitness centres - i.e. weight rooms and associated spaces such as fitness program rooms, stretching/mat areas, and equipment storage. Links to the recommendation for strategic co-location of facilities and expansion of health partnerships with providers of physiotherapy, rehabilitation, massage, and kinesiology services; links to the recommendation for adding gymnasium space; links to the recommendation to expand fitness centre hours.

Actions

- Conduct feasibility studies and concept plans followed by detailed design and construction drawings for each fitness centre expansion:
 - G.R. Pearkes is the smallest fitness centre at 2,900 s.f. (270 sq.m). Expansion to at least 8,000 s.f. should be considered. Specialized area for dry floor training for ice sports participants should be considered.
 - Cedar Hill Recreation Centre: Last fitness centre renovation in 2011- Expand from 3,550 s.f. (330 sq.m) to ~8,000 s.f. (750 sq.m) with additional space for weights, clearances, stretching and equipment, and multipurpose space for classes and stretching.
 - Gordon Head Recreation Centre: Last renovated in 2010; Expand from 3,800 s.f. to ~8,000 s.f. with with additional space for weights, clearances, stretching and equipment, and multipurpose space for classes and stretching. Links to the recommendation for a feasibility study to explore future opportunities for major renovation or replacement of this facility.
 - Saanich Commonwealth Place: The fitness centre is the largest at 4,400 s.f. (410 sq.m), but is also recommended for expansion to 8,000 s.f. Consideration of space to accommodate dry floor training for high performance and aquatics club participants should be considered to further support the excellence of these programs.

Priority: **MEDIUM**

Outcome

Fitness centres, weight rooms and associated spaces are welcoming, accessible, and accommodate a wider range of fitness activities and programs.

Facility Managers
MEDIUM TERM PLAN
PHASED IMPLEMENTATION
\$2-4 million per facility

18

YOUTH SPACE

Consider the addition of a space for youth at Cedar Hill Recreation Centre. This space could be dedicated for youth during certain hours, but also serve as an additional multipurpose space for arts and culture programming.

Actions

- Identify a space at Cedar Hill Recreation Centre that can accommodate youth programs.
- Engage youth to help inform potential retrofits or additions to the space to make it inviting for youth and suitable for desired activities.

Priority: **MEDIUM**

Outcome

Youth feel welcome at all facilities and suitable space for desired activities.

Cedar Hill Recreation Centre
Facility Manager - SHORT

Cedar Hill Recreation Centre
Facility Manager - SHORT
\$50,000

19 ACTIVE TRANSPORTATION

Prioritize support for active transportation infrastructure and amenities at recreation centres. Links to the recommendation for adopting a community centre approach, accessibility improvements, and outdoor amenities.

Actions

- Conduct an inventory of active transportation routes and support amenities for each recreation centre including pedestrian and cycling routes from the nearest street or transit stop, evaluation of crosswalks, lighting, surface types, and support amenities such as covered bike racks, benches, bus shelters, large lockers, ebike charging stations, and water bottle filling stations.
- Set priorities and phase in implementation of upgrades and additions.

Priority: MEDIUM

Outcome

All facilities support and encourage alternative means of transportation.

Senior Management and Facility Managers
SHORT TERM PLAN
PHASED IMPLEMENTATION
\$150,000

20 HOURS OF OPERATION

Expand hours of operation with priority for fitness centres and possibly lane swimming. Improve consistency across the four facilities, where feasible. Links to recommendation for expansion of fitness centres and the staffing strategy.

Actions

- Extend fitness centre hours, particularly early morning and late night. Modifications to the access points (for example, single entry card-swipe doors for weight room access) may be beneficial in minimizing staff required.
- Test the demand for earlier/later pool hours for lap swims at SCP and Gordon Head Recreation Centre; facility staff and lifeguards may be the limiting factor.

Priority: MEDIUM

Outcome

Fitness centres and pools accommodate more participants.

Facility Managers
SHORT TERM PILOT

Facility Managers
MEDIUM TERM PILOT

21 FUTURE DEVELOPMENT

Keep abreast of future urban developments near G.R.Pearkes Recreation Centre and how it may impact community needs and demand at that facility. Links to the recommendation regarding Community Amenity Contributions.

Actions

- Advocate for involvement of the Director of Parks and Recreation in major development or redevelopment planning discussions and application reviews.
- Advocate for recreation amenities to be considered if and when rezoning or development permit applications come in.

Priority: LOW

Outcome

Saanich actively plans for additional recreation facilities to meet the demands of an increasing population.

Senior Management
ONGOING

7.3 Policy

22

STAFFING STRATEGY

Undertake a recreation staffing strategy and explore the possibility of a regional recreation staffing strategy. Links to recommendations on hours of operation, partnerships, and all recommendations related to increasing offerings.

Actions

- Conduct an internal staffing strategy to identify challenges and opportunities in meeting demand for recreation staff. Focus should be primarily, but not limited to, fitness instructors, life guards, aquatic instructors, and other part-time or seasonal staff.
- Champion a regional recreation staffing strategy that will:
 - Identify key challenges in meeting demand for recreation staff.
 - Identify key challenges for recreation staff in terms of sustainability of the current approach across the region.
 - Identify opportunities to address these challenges in a consistent way on a regional basis.

Priority: HIGH

Outcome

Saanich is able to recruit and retain staff and staff have sustainable schedules and work opportunities.

**Senior Management, Facility Managers, and Programmers
SHORT - \$15,000**

**Senior Management
SHORT - \$10,000**

23

STAFF TIME OPTIMIZATION

Continue to seek ways to make the highest and best use of staff time and skills. Links to the recommendation for tracking and evaluation.

Actions

- Strike a 3-4 staff working group who can become part of a team to do a strategic review of administrative tasks including:
 - Documenting administrative processes and tasks
 - Categorizing based on level of importance, complexity and skills needed
 - Identify tasks that can be eliminated or reduced.
 - Identify tasks that could potentially be consolidated to one or more staff persons.
- Hire Additional Administrative Staff: Additional administrative staff will likely be needed, assuming significant cuts to administrative tasks are unlikely and trends overall are toward increasing administration, tracking, and reporting.

Priority: HIGH

Outcome

Staff have manageable work loads and can focus on putting their specialized skills to use.

**Senior Management, Facility Managers, and Programmers
SHORT**

**Senior Management
SHORT - Based on outcomes from the task above**

24 KEY REVENUE GENERATORS

Identify key revenue generators (i.e. those that make a profit) that can help balance out anticipated revenue decreases, and also recognize the importance of programs that do not generate revenue but meet important community needs. Links to the recommendation regarding volunteer support and partnerships.

Actions

- Create a revenue generation strategy including:
 - Create a list of programs, activities, and services that do or could generate revenue.
 - Evaluate the list based on how well they align with current and anticipated community needs.
 - Strategize ways to increase revenue generators that best meet community needs.
 - Identify partners who can provide services efficiently while maintaining affordability (example: existing health service providers).
 - Identify opportunities to provide non-revenue generating programs, activities and services through volunteers, clubs, or with other organizations.
 - Enable more self-directed groups and clubs by providing facility space.

Priority: HIGH

Outcome

Saanich Recreation has the tools, information and strategies to support long-term financial sustainability.

**Facility Managers and Programmers
SHORT**

25 PARTNERSHIP DEVELOPMENT STRATEGY

Develop a strategy for partnership development and incorporate time into staff work plans. Links to the recommendation for establishing a community centre approach (i.e. potential co-location of facilities).

Actions

- Establish a partnership coordinator and supporting roles in the Division who will set a standardized approach to partnership development. Additional staff may be needed.
 - Establish primary contact(s) in the recreation department for each partner and incorporate time into their work plans allocated to partnership development.
 - Establish a framework for ongoing discussions and communication with partner organizations (i.e. regular meeting schedule).
 - Establish regular check-ins with senior staff to discuss progress and action items.
 - Ensure initiatives and key action items are captured in meeting minutes to ensure continuity should staff change on either end.
- Engage Camosun College and University of Victoria in discussions regarding development of student co-ops, internship, and work opportunities.
- Engage Camosun College and University of Victoria in discussions regarding future recreation facility development and joint use agreements.
- Engage Island Health in discussions of programs and services that could be offered at Saanich facilities.

Priority: HIGH

Outcome

Partnership development is prioritized and yields new opportunities.

**Senior Management and appropriate Facility Managers or Programmers
2020 - Staff Time**

**Senior Management
Ongoing - Staff Time**

**Senior Management
Ongoing - Staff Time**

**Senior Management
Ongoing - Staff Time**

7.3 Policy

26 VOLUNTEER SUPPORT

Expand support for volunteers and volunteer organizations. Links to recommendations on program partnerships.

Actions

- Dedicate more staff time to support non-profit organizations who provide recreation, health and wellness programs, services, or activities.
- Establish a policy of providing facility space to non-profit organizations for meetings and volunteer work taking into consideration the following:
 - Identify low-demand times and underutilized spaces at each recreation centre.
 - Determine the demand for space and types of spaces needed (number of groups, possible hours needed per group).
 - Set a baseline number of hours annually for free community use based on demand and availability of space.
 - Establish an application process for groups to apply for spaces. Ensure clear criteria and communication of deadlines that align with the recreation guide program schedules.
 - Outline guidelines and expectations to ensure that groups understand that there is more demand than can likely be met, so access to spaces is provided for a limited period of time and renewal is not guaranteed.
 - Suggest contribution of volunteer hours back to the community centre by organizations receiving free space.

Priority: MEDIUM

Outcome

Volunteers and volunteer organizations can improve their provision of community recreation, health and wellness programs, services, or activities.

Senior Management
MEDIUM

Senior Management
MEDIUM

27 TRACK PROGRESS AND TRENDS

Improve tracking of participation trends and establish a set of metrics to track progress toward community benefits and outcomes. Links to the recommendation regarding staff time optimization.

Actions

- Identify a list of potential metrics to track, set highest priorities, establish methodologies and schedules, and determine who will be responsible for tracking and reporting.

Priority: MEDIUM

Outcome

Saanich Recreation has the information and tools to support decision making.

Coordinated between staff levels
SHORT

28 EVALUATION FRAMEWORK

Establish a framework for evaluation of programs, services, activities, and experiences. Links to the recommendation for key revenue generators and tracking progress and trends.

Actions

- Determine what successful programs and services look like and provide staff with an easy-to-use tool for ongoing evaluations of program offerings.

Priority: MEDIUM

Outcome

Staff have the tools they need to support programming decisions.

Coordinated between staff levels
MEDIUM

29

CUSTOMER SELF-SERVICE

Continue to enhance customer self-service through improvements to digital and physical support amenities.

Actions

- Prioritize search engine optimization for the parks and recreation website so existing or potential customers can easily find information on programs, registration, and facilities.
- Stay abreast of and implement technological advances that improve customer convenience and reduce staff time requirements.

Priority: MEDIUM

Outcome

Improve customer service and reduced staff time.

**Marketing and IT Staff
SHORT - \$20,000**

**IT Staff and Facility
Managers
ONGOING**

30

ONLINE RENTAL AND DROP-IN PROGRAM CALENDAR

Develop and pilot an online for program spaces, starting with those that are under the greatest pressure (examples: ice areas, ceramics studio). Based on effectiveness and feedback, expand to integrate program space information for all recreation centres.

Actions

- Continue the online calendar for the ice surfaces at G.R.Pearkes Recreation Centre. Evaluate the effectiveness and use biannually.
- Identify other facility spaces that could also benefit from an online calendar and implement a pilot program.
- Update rental/booking policies and procedures.
 - Incentivize users who are not planning to use their bookings to provide adequate notice so spaces can be made available to others.
 - Review and update policies regarding bookings, reservations, and cancellations regularly and ensure they coordinate with the online calendar system.
 - Ensure a marketing and communications strategy supports these initiatives, including direct notices to existing and potential user groups where feasible.

Priority: LOW

Outcome

Facility utilization increases and user groups are more satisfied with opportunities for access.

**Facility Manager
ONGOING**

**Facility Managers
MEDIUM - \$5,000**

**Facility Managers
MEDIUM - \$10,000**

7.3 Policy

31

PEAK DEMAND

Implement strategies to address peak demand during “prime time” hours. Links to recommendations regarding extended operating hours and fitness centre expansions.

Actions

- Incentivize off-peak use of fitness centres through discounts for early morning and late night users. Coordinate with the recommendation to expanded hours for fitness centres.
- Identify other high demand spaces and explore opportunities for similar incentives for off-peak use (i.e. ceramics studio, gymnasiums).
- Engage users to get input and feedback on the success of these strategies and ensure a strong marketing and communication campaign.

Priority: LOW

Outcome

Incentives for off-peak use reduces facility demand during peak hours.

**Facility Managers
MEDIUM/LONG**

32

SCHEDULING AND REGISTRATION

Continue to enhance ease of access and meet customer needs by aligning registration dates across program areas and with other recreation, health and wellness providers, where possible.

Actions

- Allow two weeks between release of the recreation guide and the start of registration.
- Research registration dates of other popular community recreation, health and wellness organizations and work collaboratively toward alignment, where possible.

Priority: LOW

Outcome

Reduced barriers to participation.

**Marketing Staff
SHORT**

**Marketing Staff
MEDIUM-ONGOING**

7.4 Price

33 COMMUNITY AMENITY CONTRIBUTIONS

Consider implementation of CACs to support increased demands on recreation services. Links to the recommendations for facility upgrades.

Actions

- Advocate for the development of policies to introduce Community Amenity Contributions to help fund future facility development.
- Advocate for involvement of the Director of Parks and Recreation in major development or redevelopment planning discussions, application reviews, and CAC negotiations.

Priority: HIGH

Outcome

Saanich has the financial resources to provide services to meet the needs associated with population growth.

Senior Management ONGOING

Senior Management ONGOING

34 AFFORDABILITY

Improve affordability by working with regional partners to ensure the sustainability of the L.I.F.E. program and find ways to expand it.

Actions

- Continue to review the LIFE program with partners and support findings from the review.
- Implement a regular marketing and communications campaign to promote use of the L.I.F.E. program.
- Identify community organizations who can help with outreach and promotion of the L.I.F.E. program for hard-to-reach populations.
- Consider expanding the L.I.F.E. program and replacing other pricing discounts that are not means-tested.
- Offer more free multi-generational drop-in programs, particularly on statutory holidays and weekends.

Priority: HIGH

Outcome

Recreation, health and wellness opportunities are available and affordable for everyone.

Senior Management ONGOING

Marketing and IT Staff ONGOING

Programmers SHORT

Senior Management MEDIUM

Programmers SHORT - \$10,000

35 COMPETITIVE RATES

Ensure that Saanich fees, charges, and products are competitive and keep up with regional facility trends.

Actions

- Continue to conduct an annual survey of regional fees and charges. Consider rate changes based on regional trends.

Priority: MEDIUM

Outcome

Rates for recreation programs, activities and services are competitive and offer affordable options.

Senior Management ONGOING

Appendix A

District of Saanich

Market Analysis: Recreation, Wellness and Health Programs, Services, Activities and Experiences

COMMUNITY ENGAGEMENT SUMMARY

LEFS
ASSOCIATES

Engagement Summary Report

March 26, 2019

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- Appendix C: Round 1 Open House Comments**
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- Appendix E: Round 1 Public/Stakeholder Workshop Notes**
- Appendix F: Round 1 Stakeholder Group Interviews - Notes**

INTRODUCTION

In order to ensure that the District of Saanich is able to continue to meet the needs of residents for recreation, health and wellness programs, services, activities and experiences, Saanich Parks and Recreation completed a Market Analysis from spring 2018-spring 2019. The Market Analysis explores the needs and expectations of residents, currently and over the next 10 years, with a focus on the District's four community recreation campuses: Saanich Commonwealth Place, Cedar Hill Recreation Centre and Golf Course, Gordon Head Recreation Centre, and G.R. Pearkes Recreation Centre.

An important part of the Market Analysis project was engagement with residents, stakeholder organizations, and District staff. Engagement occurred in two rounds in the project: an initial round to gather input to the analysis and a second round to gather feedback on draft findings and recommendations.

This report provides a summary of the results of both rounds of engagement. The first round took place in June and July of 2018 and the second round took place in February 2019. The results of the first round was combined with other information such as demographics, participation data, recreation and societal trends, District of Saanich policies and practices, initiatives in other municipalities in the region, public policy, and industry best practices to develop key findings and recommendations. The second round of engagement was used to test the draft recommendations with the public and to provide an opportunity for the community to help guide priorities.

ENGAGEMENT ACTIVITIES

The initial round of engagement involved a variety of activities to provide multiple opportunities for residents and stakeholder organizations to provide input to the Market Analysis. Altogether, more than 550 members of the public provided input, including people who participated in phone and online surveys and people who provided more than 750 comments at an open house and on interactive display panels posted at the District's recreation facilities and at special events. In addition, 39 stakeholder organizations provided input, including sports and recreation clubs and organizations, community support organizations, Island Health, School Districts 61 and 63, Camosun College and the University of Victoria.

The specific engagement activities are detailed in Appendix A, which is followed by appendices with detailed engagement results. Key themes that emerged in this round of engagement are discussed in the next section.

ROUND 1 ENGAGEMENT RESULTS

This section describes the key themes that emerged from the initial round of engagement. Detailed engagement results are provided in the appendices to this report, and were used extensively in the Market Analysis, informing the key findings and recommendations.

Saanich recreation programs and facilities are well-used and appreciated, and in some cases, at or beyond capacity.

The District of Saanich offers a wide variety of popular recreation programs at its four community recreation campuses. In engagement for this project, residents and user groups expressed high satisfaction with, and appreciation for, these programs and the opportunities provided at the four recreation facilities.

In the phone survey undertaken for this project,¹ more than half of adults (53%) and two-thirds of children (70%) in Saanich who engage in recreational, health and wellness activities use Saanich recreation centres for their activities. Female residents and residents with children at home are more likely to use Saanich recreation facilities.²

The most widely used Saanich recreation facility is Saanich Commonwealth Place, used by 70% of Saanich residents. 50% of Saanich residents use Gordon Head Recreation Centre, 42% use Cedar Hill and G.R Pearkes Recreation Centres and 29% use Cedar Hill Golf Course. More than half of the people who use Saanich Commonwealth Place and Gordon Head Recreation Centre do so at least once a month, while the majority of those who use the other Saanich facilities use them less frequently.

The most common recreation activities people participate in are swimming, walking, going to the gym, biking, fitness classes, participating in cultural activities, and running or jogging. The most popular activities participated in by children are swimming, soccer, gym sports such as basketball and volleyball, and activities for younger children such as playing in playgrounds. The programs and services most commonly used by Saanich residents are aquatics (73%), fitness centres (59%), and ice arenas (44%).

In the phone survey, 82% of residents said that they are currently satisfied with the availability and accessibility of recreation, health and wellness programs, activities and services provided by the District of Saanich, and almost half (48%) said they are very satisfied. Satisfaction is somewhat higher for people

¹ The phone survey was designed to be statistically reliable (with a margin of error of +/-5.7% at the 95% confidence level), so its results are representative of the Saanich population overall. The online survey was not statistically reliable, but was another opportunity to gather input from the community.

² 60% of female residents use District of Saanich recreation facilities compared to 46% of male residents; 66% of residents with children use District of Saanich recreation facilities compared to 46% without children.

with children at home: 90% said they are satisfied compared to 78% of residents without children at home. This is consistent with satisfaction with the various programs offered by the District, with satisfaction highest for children’s programs (97%), and ranging between 85% and 90% for other kinds of programs,³ except for visual and performing arts, where satisfaction was 76%. Similarly, satisfaction with particular facilities is high, ranging from 93% for Saanich Commonwealth Place to 84% for G.R. Pearkes Recreation Centre.

Consistent with the high satisfaction rates, less than half (45%) of phone survey respondents could think of facilities or programs that are lacking or in need of improvement. Similarly, the number of survey respondents who said they are dissatisfied is low: 6% of phone survey respondents said they are dissatisfied overall, 4% or less said they are dissatisfied with particular programs, and 5% or less said they are dissatisfied with a particular facility.⁴

The open house display panels and interactive displays included a question about what people love about Saanich recreation and many people provided comments. They appreciate the helpful and friendly staff, excellent facilities, and programs and classes such as children’s programs, aquafit, and fitness classes. They like the affordability and accessibility of Saanich Recreation centres and the wide variety of programs available.

However, some stakeholders and members of the public also noted that programs and facilities are at capacity: pool, ice, dry floor, and multi-purpose facilities were all identified by stakeholder groups and members of the public as being in short supply. Several recreation

“I feel blessed to be able to access 3 fantastic facilities. Clean, well staffed, accessible. Thanks.”

“Wonderful staff - knowledgeable; friendly”

“Best pool right here.”

“Having the community together for something positive, for growth”

“Affordable, clean, friendly, variety”

“Kids programs, rec online, active living guide, b-day parties, staff!”

“Library, pool gym are all connected into one building”

“Waterfit, things for all ages - smiles”

“The staff is warm & friendly, they make seniors feel welcome”

“There’s a rec ctr close by, no matter where you live. Good rates & staff”

“Inclusive and affordable”

“Interesting classes”

“Great environment, happy people”

“Family programs, community dinners”

- A selection of comments in response to “What do you love about Saanich Recreation”

³ Seniors programs, fitness classes, fitness centres, ice sheets/arena, aquatics, health and wellness.

⁴ The number of online survey respondents who said they are dissatisfied is somewhat higher: 13% overall and ranging between 0% and 19% for particular programs, with higher dissatisfaction for ice sheets/arena (19%), senior’s programs (17%), visual and performing arts (14%), children’s programs (9%) and fitness centres (9%). For facilities, the percentage of people who expressed dissatisfaction ranges from 3% for Saanich Commonwealth Place and Cedar Hill Golf Course to 18% for G.R. Pearkes Recreation Centre.

user groups noted that they do not have sufficient space to meet demand, and would be able to expand their programs if more space was available. Similarly, in the survey, one of the most common suggestions for improvement was to offer more programs such as fitness and sports programs which currently fill up too fast.

“We rent rooms in Gordon Head and Cedar Hill for group activities, but the space and time are very limited. We need more affordable space!”

- comment made at Open House, June 14, 2018

Several people made comments on the interactive displays at Cedar Hill Recreation Centre and G.R. Pearkes Recreation Centre requesting that pools be added to these facilities. People noted that the pool at Saanich Commonwealth Place is always busy and requested additional access, such as more length swimming and seniors’ programs. A few people suggested that the pool or whirlpool at Gordon Head Recreation Centre should be expanded and several requested water slides or a water park. However, only 6% of phone survey respondents and 7% of online survey respondents identified a need to provide more swimming pools or renovate existing pools, and this suggestion ranked lower than other suggestions for improvement including improve schedules (15% of respondents), offer more fitness/sports programs and services (12%), provide more or renovate existing fitness/community centres (8%), and provide more options for children/youth (7%).

Ice user groups noted that more ice is needed in Saanich and in the Greater Victoria area. Similarly, the need for more ice was identified at the public/stakeholder workshop and in comments at the open house and on the interactive displays. However, only 3% of phone survey respondents and 9% of online survey respondents identified a need to provide more rinks or renovate existing rinks.

There may also be a need for more dryfloor space, with Saanich Lacrosse noting that they must access dryfloor facilities elsewhere in the region for the beginning of their season because the ice at G.R. Pearkes Recreation Centre does not come out until May. Victoria Boardworks (diving club) also noted that they could use better dryland training facilities at Saanich Commonwealth Place.

People noted that the fitness centres at Saanich Commonwealth Place and Cedar Hill Recreation Centre are too small, and there were several comments on the interactive displays at Cedar Hill Recreation Centre requesting improvements and additions to the fitness equipment there. In the phone survey, offering more fitness/sports programs and services and providing more or renovating existing fitness/community centres were the second and third most common suggestions for improvement, respectively (the first was to improve schedules - offer programs year-round, extend hours, etc.).

“Ceramics studio time is very quickly sold out. It is an excellent studio; it needs expansion; one or more new studios are required; programme needs expansion.”

- comment made at Open House, June 14, 2018

People also requested more gymnasium space, particularly to accommodate basketball and volleyball, as well as more art studio space and more racquet courts. Additional details on suggestions for possible new facilities are provided in the detailed engagement notes. People noted the value of flexible, multi-purpose spaces that can be used for different activities.

Many people said they would like to have more outdoor/nature programming, taking advantage of the outdoor spaces adjacent to the District’s recreation centres. Suggestions included nature therapy, outdoor early-morning exercises for seniors, an outdoor nature playground next to Cedar Hill Recreation Centre, art outside in green space, outdoor exercise areas adjacent to Saanich Commonwealth Place, and more outdoor adult and child care opportunities.

Many people also highlighted the need for active transportation opportunities, and linking Saanich recreation centres to bike and walking trails.

About half of phone survey respondents (48%) said they use other public or private recreation, health and wellness facilities in Saanich or the Greater Victoria Area, with people with children more likely to use these facilities (60% compared to 43% of people without children). The more popular facilities are Oak Bay Recreation Centre, Crystal Pool, and the YMCA. The most common reasons for using these facilities include convenient location (40%), the classes and programs offered (29%), and the facilities and amenities offered (23%). About 10% of people who use other facilities cited value for money or scheduling and times of availability as reasons for using these facilities.

“A space for night time recreation outside with lights, food & drink, dancing music, tai chi, parties”

- comment made on interactive display at Gordon Head Recreation Centre

Residents would like more drop-in classes and more options available in the evening.

There were several comments at the open house and on the interactive displays identifying the need for more drop-in and evening programs, as well as expanded operating hours for District recreation facilities and the Cedar Hill Golf Course Clubhouse.

The majority of residents (72%) participate in recreational activities during the evening. In the phone survey the most common suggestion for improvement was to improve schedules, making hours more convenient or offering programs year round. Lack of time, followed by inconvenient program schedules, were the main reasons given for not participating more often in recreation, health or wellness activities.

“Offer more evening figure skating sessions especially in May/June. The current times are difficult to organize for those of us with day jobs.”

- comment made on interactive display at G.R. Pearkes Recreation Centre

The kinds of programs and activities people suggested during engagement are discussed below under “Programming”.

Recreation centres should be community hubs and reflect and welcome the communities they serve.

Recreation centres can be more than places where people only come to exercise or take classes - they can be community hubs where all members of the community feel welcome, where they can access a variety of programs and services, or just hang out and informally socialize with their neighbours.

In engagement, residents and stakeholder organizations said that Saanich recreation centres should be made more welcoming to the diverse communities they serve, through design of the physical space to make it feel welcoming and to provide space for informal socializing, and through the kinds of programs and services provided, such as more multi-cultural programming. There were suggestions for providing opportunities for socializing and community-building, such as community art programs and meet-ups for people with common interests. A few people commented favourably on having the library and pool together at Saanich Commonwealth Place.

“Diversify holidays observed, celebrated. Include Pride, Ramadan, etc.”

- comment made on interactive display at Saanich Commonwealth Place

“Integrate socialization with fitness programs - coffee or lunch after class - helps newcomers meet people with similar interests.”

- comment made at Open House, June 14, 2018

Food is an important element. Recreation centres can, and do, provide services that help with food security for families, such as the community kitchens and dinners that Saanich Neighbourhood Place provides at G.R. Pearkes Recreation Centre and hosting pick-up sites for the Good Food Box. Community meals and kitchens are opportunities not only to assist with food security and teach cooking, meal planning and nutrition, but they are also excellent opportunities for socializing.

High performance sport at Saanich Commonwealth Place brings significant social and economic benefits.

Saanich Commonwealth Place is home to several high performance sport groups including competitive swimming, diving, water polo and synchronized swimming. The facility is well-loved and only one of three facilities in British Columbia that can host large meets. It is also one of the only facilities nationally that that can accommodate competitive water polo and synchronized swimming and the only facility in the region that can accommodate diving.

The Greater Victoria Sport Tourism Commission noted that the presence of high performance sport at Saanich Commonwealth Place brings important social benefits. Saanich has a disproportionately high number of high performance athletes. Children who are able to swim and dive next to high performance athletes are inspired to become high performance athletes themselves. Additionally, as also noted by aquatics stakeholders, Saanich Commonwealth Place and the programs hosted there are a draw to high performance athletes from across Canada who relocate to Saanich with their families

Aquatics stakeholders noted that Vancouver Island teams generally place in the top 3 or 4 of 70 teams. They also noted that the popularity of swimming is consistently high, which is echoed in the phone survey in which swimming was identified as the most popular recreation activity of adults and children in Saanich.

The Greater Victoria Sport Tourism Commission and aquatics stakeholders noted that high performance sport at Saanich Commonwealth Place also brings important economic benefits. In addition to attracting high performance athletes and their families to relocate to Saanich, many meets are held at Saanich Commonwealth Place, attracting several thousand people to the Greater Victoria area each year. Holding meets at Saanich Commonwealth Place also allows the teams hosted there to avoid costs of traveling to attend meets in other places, helping to keep sport more affordable.

An operating agreement and endowment from the 1994 Commonwealth Games has subsidized the cost of operating Saanich Commonwealth Place. High performance sport groups are worried about potential increases in costs when the agreement expires, making sport unaffordable for some athletes.

Involvement of young people in recreation, health and wellness program delivery provides benefits to the community and to the young people involved.

Stakeholders who work with youth in Saanich noted that young people tend to disconnect from recreation and sport in their teenage years, and sometimes even younger. They suggested that opportunities for volunteering, leadership, and coaching may entice young people to remain connected with recreation and sport, or to reconnect, since these kinds of opportunities contribute to young people's goals, such as high school graduation or post-secondary admission, and may be of interest for people who are less interested in recreation or sports activities.

Students at Camosun College and the University of Victoria receive specialized training and participate in applied research that is directly relevant to the recreation, health and wellness programs and services the District of Saanich can, and does, provide. Internship and co-op opportunities for these students provide the students with valuable real-world experience and allow the District of Saanich to deliver a range of recreation, health and wellness programs and services at low cost. While the District of Saanich does already provide co-op and internship opportunities for Camosun and University of Victoria students, these programs could be expanded to include a broader range of disciplines and numbers of students.

Integration of recreation and health

Representatives of stakeholder organizations, such as Island Health and Camosun College, noted that exercise provides important health benefits, such as improved physical and mental health. Health outcomes are only partially related to health care, with the remainder due to environmental factors. Recreation can make a significant contribution, through providing opportunities for staying active as well as opportunities for socializing, combating isolation.

“Would be great to complement services with medical services (nurses/clinic/GP)”

- comment made at Open House, June 14, 2018

“Dementia is expanding to huge numbers. A day respite program where yoga and fitness are using medical and social workers (partners)”

- comment made at Open House, June 14, 2018

As community hubs and places where people engage in exercise and sport, recreation centres can and do host complementary health services such as rehabilitation, screening for diseases like high blood pressure and diabetes, and nutritional counselling. As discussed above, delivering services wholly or partially by students can be a way to keep these services affordable.

Suggestions for health and wellness programs made during engagement include meditation and mindfulness classes, fitness programs for people with health issues such as people in treatment for cancer, more programs addressing anxiety and trauma, health and recreation combined programs, screening programs, injury rehabilitation programs, pre- and post-natal programs, respite programs for caregivers, and healthy eating and weight management classes.

Meeting the needs of different demographic groups

Children and families

Stakeholders who work with families in Saanich noted that affordable childcare continues to be a need for families in Saanich. For working parents, there is a need to book-end school time with before- and after-school camps/programs. Similarly, Saanich recreation can help to supplement licensed preschool childcare with unlicensed children’s programming.

“Many of the summer camps are not full day in the summer which make them impossible for working parents.”

- comment made at Open House, June 14, 2018

In engagement, people asked for more programs for young children including drop-in programs; programs for kids such as health and fitness camps, rock climbing, outdoor/nature school, after school music programs, and ballet; more half-day programs for school-aged kids during the summer; and increased childminding.

Physical literacy is an important approach in recreation, and is a core focus of the District’s partnership with the Pacific Institute for Sports Excellence. Physical literacy is similar in concept to reading literacy in that it aims for the development of fundamental skills that are essential to active and healthy living.

Youth

During engagement for this project, the high incidence of depression and anxiety among youth was cited as an area of concern, and one that can be effectively addressed in part by recreation. The representative from Island Health noted that exercise, participation in teams and groups, yoga and meditation can help alleviate depression and anxiety. As discussed above, young people tend to disconnect from recreation in their teen years, or even earlier. The representative from SD 61 suggested that reaching into schools to provide information on recreation opportunities as well as multiple entry points to sports and recreation can help to increase participation. Professor PJ Naylor from the University of Victoria’s School of Exercise Science, Physical and Health Education noted the need to reach out to vulnerable kids in

schools and the representative from Saanich Neighbourhood Place noted that they have more demand than they can handle for services for youth.

As discussed above, opportunities for volunteering, leadership, and coaching can increase the participation of young people who might not otherwise be interested in recreation.

Suggestions made during engagement included more programming and resources for youth, such as youth volleyball; intramural sports and/or sports leagues; resources/groups for LGBTQ and youth of all backgrounds; more teen/adult classes; and a youth centre and skate park at Cedar Hill Recreation Centre.

In 2015, Saanich undertook a Youth Development Strategy (YDS), and the findings and recommendations of the YDS continue to be relevant.

“If you have a type of activity for youth (i.e. kids 6 – 9, something active and fun), offer the same activity for every age group. I’m 17, there are tons of programs for youth 12 & under that I’m interested in, but nothing similar for my age group. Looking at the activity booklet makes me sad and uninterested. I don’t have anything interesting to me. Older kids & adults like fun activities just as much as children. Broaden the horizons. Engage everyone.”

- comment made at Open House, June 14, 2018

Adults

During engagement, it was observed that there is a kind of life cycle for participation in sports and recreation, in which participation is high for people in their late teens and 20s, then falls off in the late 20s and 30s as people focus on families, then increases again in the late 30s and onward as people focus again on individual pursuits.

The Victoria Sport and Social Club, which offers social league sports for adults, sees high and growing participation in sports by adults, and this is echoed in comments at the open house and interactive display requesting recreation opportunities for adults such as more length swimming, performance arts classes and performance opportunities (acting, music, dance), and volleyball lessons (see also “Programs” below). Having programs in recreation centres can help adults to connect to others in their neighbourhood and community, helping to reduce isolation.

The family and work demands of adults mean that the timing and flexibility of programming is important, and provision of child care may make participation more feasible for some. Childminding was identified as a need in comments at the open house and interactive displays. Similarly, providing opportunities for parents to take part in recreation programs and activities with their children, or at the same time as their children, can help adults stay active.

Older adults

An important demographic trend in Saanich is the increasing share of older adults in the population. At the same time, as noted during engagement, older adults are healthier and more active than they have been in the past. These two factors combined will create significant and growing demand for recreation programs and activities by older adults. Additionally, physical activity and socializing play important roles in allowing seniors to be healthy and live independently.

“An innovative program for seniors not bingo & bridge”
- comment made on interactive display at Cedar Hill Recreation Centre

In engagement, people requested increased programming in general for older adults, adult day care and respite for caregivers, evening classes for people 50+ who still work, a focus on non-physical programs for older adults, more pool time for older adults, an integrated program for older adults with exercise and social programs, bike safety classes and guided rides, aging backwards classes, and gentle exercises.

“Integrated program for seniors, one stop shopping exercise & social programs”
- comment made on interactive display at Gordon Head Recreation Centre

Although it was not specifically cited as for older adults, there were a few comments at the open house requesting expanded pickleball programming and marking pickleball lines on tennis courts. In the phone and online surveys, only 2% of respondents identified pickleball as an activity they participate in, and 2% of phone survey respondents and 9% of online survey respondents identified the need for more or renovated outdoor sports facilities such as tennis/pickleball courts, sports fields, etc.

In 2016, Saanich undertook an Older Adults Strategy (OAS), and the findings and recommendations of the OAS continue to be relevant.

Immigrants

In engagement, multi-cultural stakeholder organizations noted that recreation centres can play an important role at welcoming newcomers and helping them to become a part of the community. The District should ensure that its services are accessible to people whose first language is not English and should aim to provide opportunities for multi-cultural activities and programs. The District might also consider posting a calendar of multi-cultural events on its website.

Social isolation is an important issue for newcomers. Youth and older adults are the most vulnerable, and need safe places where they can gather and socialize, with programming specifically for them.

Partnerships are an effective way to deliver recreation, health and wellness programs and services.

Partnerships with program providers and community organizations enable the District of Saanich to meet the needs of the community for recreation, health, and wellness programs, services and activities, and will be important to the District’s ability to continue to meet these needs in the future.

“More arts & culture - maybe in collaboration with other orgs in community?”

- comment made at Open House, June 14, 2018

The District has mutually beneficial partnerships with program and service providers who develop and deliver a variety of programs in District recreation facilities. Organizations providing recreation programs highlighted that consistency in scheduling and long-term agreements allow them to provide consistent services and schedules to their clients over time and to enable them to recoup investments in program development. Representatives of recreation user groups such as sports clubs noted that cooperation among user groups can help ensure that scarce recreation facilities are optimally used, for instance with groups trading under-used or un-used space with each other.

The District, along with the other municipalities in the Greater Victoria area, have joined in a Health and Recreation Partnership with Island Health that provides a forum for ensuring effective use of resources and identification of gaps and needs.

“Work in partnership with existing groups - don’t reinvent the wheel - use partners to support programs”

- comment made at Open House, June 14, 2018

The District has had a variety of partnerships with School Districts 61 (Victoria) and 63 (Saanich) and there are agreements in place for use of space in several schools. School District representatives noted that there are opportunities to expand the scope of the partnership with the School Districts, including through offering recreation programming before, during and after school; providing opportunities for students to participate in real-world problem-solving and projects (“Design Thinking”); providing leadership opportunities for older students to deliver recreation programs to younger students; providing work experience opportunities; and providing guest speakers and specialized instructors.

Partnerships with the University of Victoria and Camosun College provide mutually beneficial opportunities for student-led community projects, internships and co-op placements, and staff professional development. They can also provide opportunities for shared use of facilities and for collaboration and resource-sharing for creation of new facilities.

Technology

In engagement, stakeholders and members of the public made suggestions on incorporating technology in recreation delivery, such as through RFID/scanning access to facilities, use of virtual reality in programs and activities (e.g., virtual racing on stationary bikes), lights and cameras in pools for optimizing performance, and use of social media to disseminate information about programs.

“Let us self scan to get in to the gym in the am”

- comment made on interactive display at G.R. Pearkes Recreation Centre

At the same time, social media and video games can increase isolation, making even more important to maintain accessible recreation programs and activities to combat this isolation. The challenge is to provide recreation opportunities that are attractive to people who are interested in video games: one way is through the complementary use of technology like virtual bike racing on stationary bikes.

Accessibility

Barriers to participation in recreation include cost, transportation, and accessibility for people with physical or mental challenges or who have particular cultural requirements.

In engagement, affordability was frequently raised as important. Saanich, and the Greater Victoria area more generally, is an expensive place to live. Families who are struggling to make ends meet will not be able to afford “extras” such as recreation, making the Leisure Involvement for Everyone (LIFE) pass and reduced rates for people such as children, students, and seniors particularly valuable. In the phone survey, fewer than 10% of respondents cited cost as a barrier to participation; of these people, 65% believe that there is not enough financial support for low income residents to ensure equitable access and participation.

At the same time, stakeholders and members of the public often noted how accessible and affordable Saanich recreation programs are.

There were a few comments at the open house and interactive displays mentioning that transit access could be improved and user groups identified parking at G.R Pearkes as an issue. The representative from SD 61 noted that transportation can be a barrier for participation of children and youth in recreation programs if it is too far for them to safely walk or cycle from school or their homes to a recreation centre. One way to alleviate this barrier is by providing recreation programs at school, before or after school. Another is to improve opportunities for active transportation and transit to recreation centres. Active transportation also provides additional ways for children, and all people, to be active. During engagement for this project, active transportation was frequently identified as important.

“Consider the network of trails as part of the recreation infrastructure, walking + cycling + how it can be supported.”

- comment made at Open House, June 14, 2018

In the phone survey, distance to facilities was cited by 5% of respondents as a reason for not participating in recreation, health and wellness activities. Just over half of these people (54%) said they are willing to travel no more than 15 minutes to get to a recreation, health and wellness program, service or activity, but the remaining 46% would be willing to travel 20 minutes or longer, up to 30 minutes.

The District can continue to make its recreation facilities accessible to people with physical challenges, through mechanical and design modifications. Delivery of programs for people with mental health issues could be undertaken in collaboration with groups such as the Canadian Mental Health Association.

Multi-cultural groups noted the need for culturally-sensitive programming, such as women-only swim times.

Programming

During engagement for this project, people provided many suggestions and requests concerning recreation, health and wellness programming. There was the greatest interest and desire for more and/or better programming in the following program areas:

- More convenient drop-in swim times
- More aquafit classes and length swimming;
- Yoga, stretching, meditation and mindfulness;
- Tai chi;
- Dance (Zumba, tap, ballet, line-dancing);
- Fitness classes, including circuit training, HIIT and step;
- Racquet sports, especially tennis and pickleball;
- Cycling/spin classes;
- Outdoors/nature programs, including fitness, arts and recreation outdoors;
- Music lessons;
- Performing arts (acting, spoken word, poetry);
- Disc golf; and
- Archery.

ROUND 2 ENGAGEMENT RESULTS

The second round of public engagement for the Saanich Recreation Market Analysis Study included an online survey and two open houses. A Community Summary Report was posted online which summarized the key findings and draft recommendations based on the first round of engagement and other project work to date.

There were approximately 100 attendees at the two open houses and over 1,000 responses to the online survey. The responses to the online survey are summarized below, followed by a summary of comments from the two open houses. The results have been considered in the refinement of the draft recommendations and in determining priorities for implementation.

Open Houses:

Cedar Hill Recreation Centre

February 5, 2019, 6-8pm

G. R. Pearkes Recreation Centre

February 6, 2019, 6-8pm

Online Survey:

Community Summary Report and Online Survey

January 28, 2019 to February 25, 2019

1,058 responses

ONLINE SURVEY

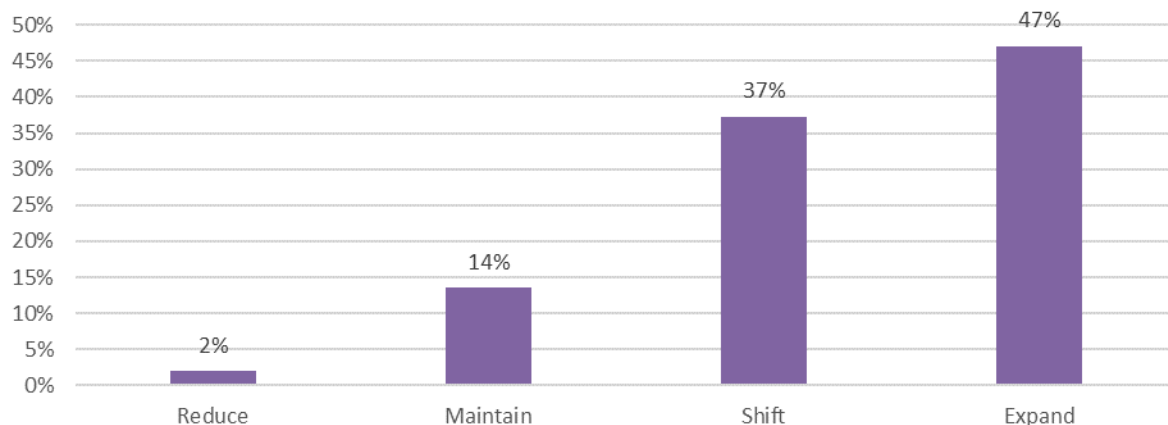
Responses were predominantly positive and there were many comments that highlighted areas of high importance for the community. The following is a summary of the survey results for each question.

Q1. WHICH OF THE FOLLOWING IS THE BEST APPROACH FOR SAANICH RECREATION OVER THE NEXT 10 YEARS?

- Reduce: Saanich Recreation could offer fewer programs and facilities and I would still be satisfied.
- Maintain: Saanich Recreation should continue to offer the same programs and facilities.
- Shift: Saanich Recreation should shift its offerings to meet changing or increasing community needs rather than adding more.
- Expand: Saanich Recreation needs to expand its offerings to meet the needs of the community.

The survey responses showed the greatest support for expanding offerings to meet the needs of the community. However, the “shift” approach was a close second. This suggests a combination of these approaches would be appropriate, with expansion in areas where there is known or anticipated unmet demand.

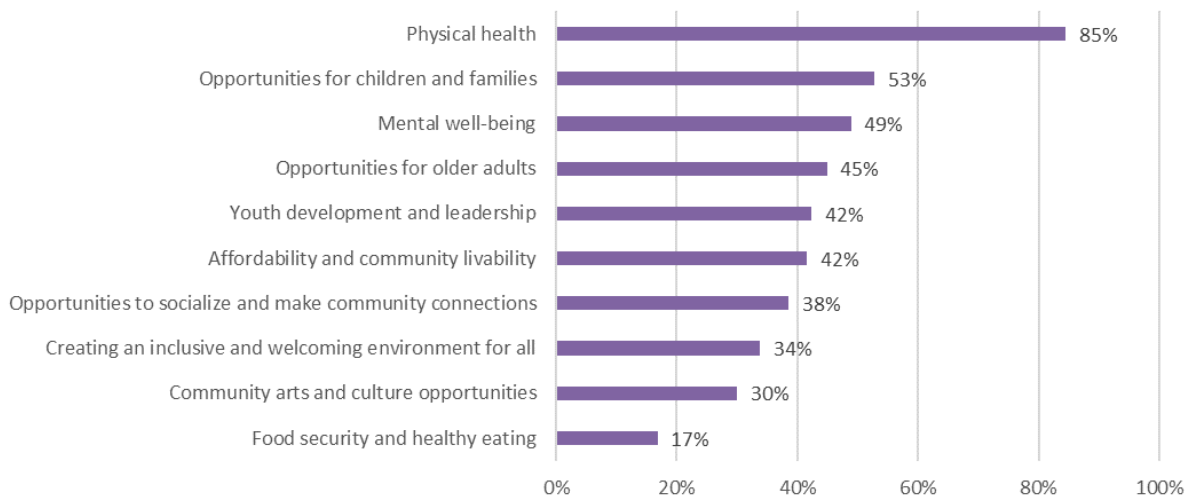
Which of the following is the best approach for Saanich Recreation over the next 10 years?



Q2. THE FOLLOWING COMMUNITY BENEFITS WILL PROVIDE A FRAMEWORK FOR DECISION-MAKING FOR SAANICH RECREATION STAFF AS THEY PLAN IMPROVEMENTS TO PROGRAMS, SERVICES, AND FACILITIES. WHICH COMMUNITY BENEFITS WOULD YOU LIKE TO SEE AS THE HIGHEST PRIORITIES? CHOOSE UP TO 5.

Physical health was the most frequently selected community benefit, with the top five benefits being opportunities for children and families, mental well-being, and opportunities for older adults. Youth development and affordability tied for the fifth spot.

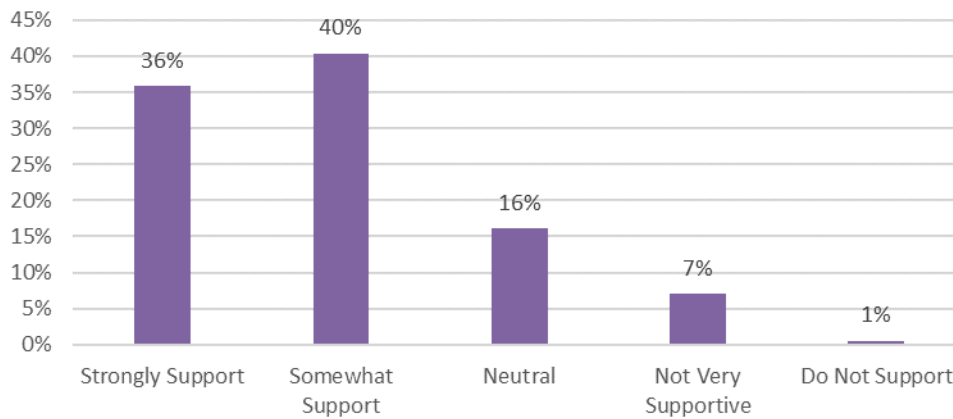
Which community benefits would you like to see as the highest priorities?



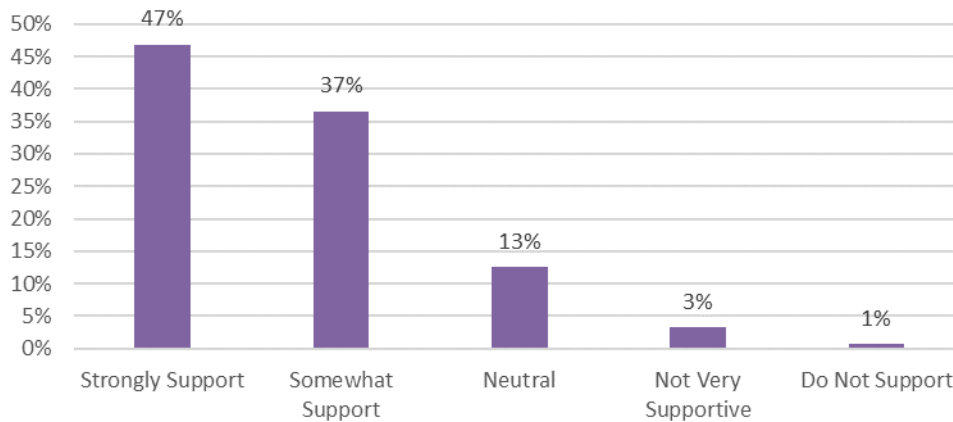
Q3-Q6. TO WHAT EXTENT DO YOU SUPPORT THE RECOMMENDATIONS FOR PROGRAMS, FACILITIES, SERVICE DELIVERY, AND PRICE?

Survey respondents were asked to provide feedback on their overall support for the recommendations under each of the main categories of programs, facilities, service delivery and price. The feedback was positive with over 70% of survey respondents indicating “somewhat support” or “strongly support” for all the recommendation categories. The recommendations for facilities had the highest level of “strong support” at 47%, as well as the highest combined “strongly support” and “support” at 84%. The following four charts provide more detailed results for each question.

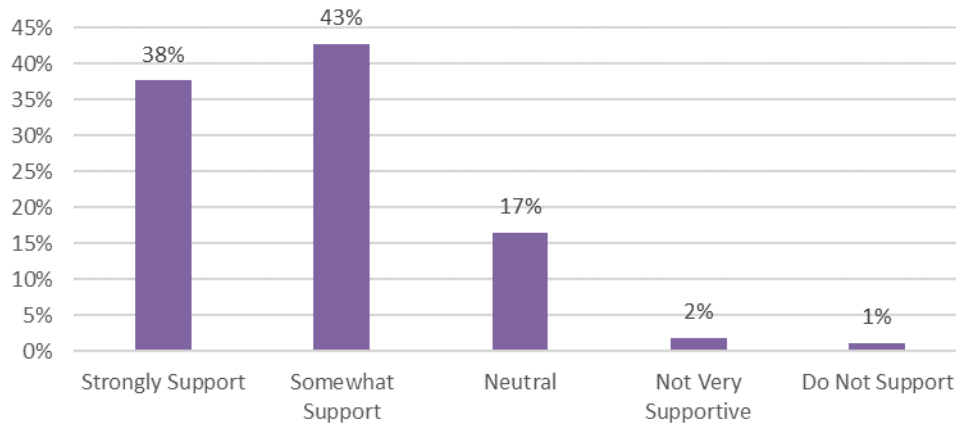
To what extent do you support the recommendations for programs?



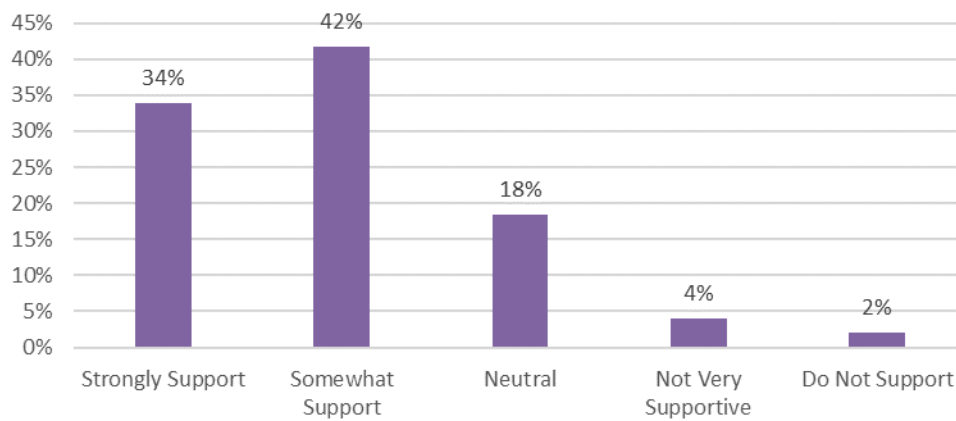
To what extent do you support the recommendations for facilities?



To what extent do you support the recommendations for service delivery?



To what extent do you support the recommendations for price?



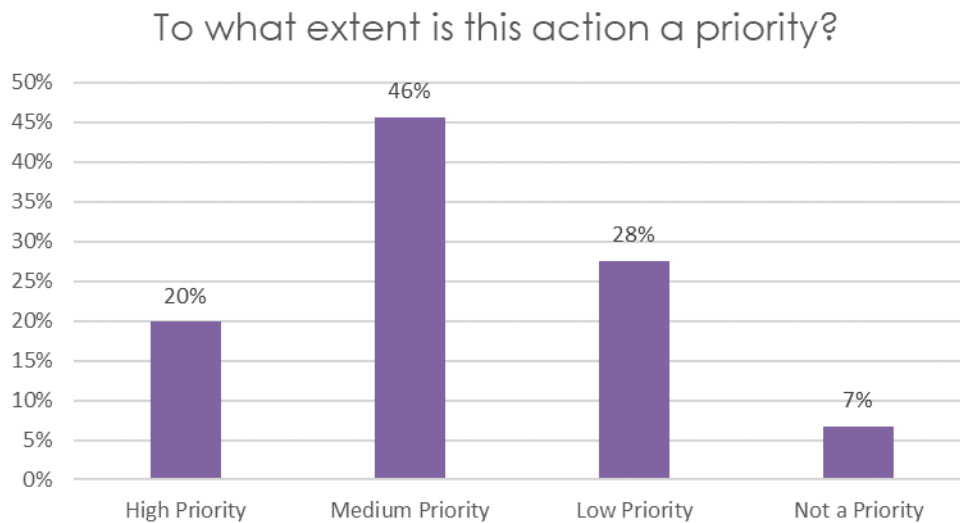
ADDITIONAL DRAFT RECOMMENDATION DETAILS

Three questions in the survey sought to get specific feedback on three of the Draft Recommendations: building arts and culture offerings, increasing and improving ice sheets, and facility partnerships as an approach for new facilities. Survey respondents most often identified expanding arts and culture as a medium priority (46%), while responses to an additional ice sheet and arena upgrades were split between high and medium priority (32% and 38% respectively). There was strong support for pursuing new facilities through partnerships (77% support or strongly support).

The following three charts provide the detailed breakdown of responses to questions 7-9.

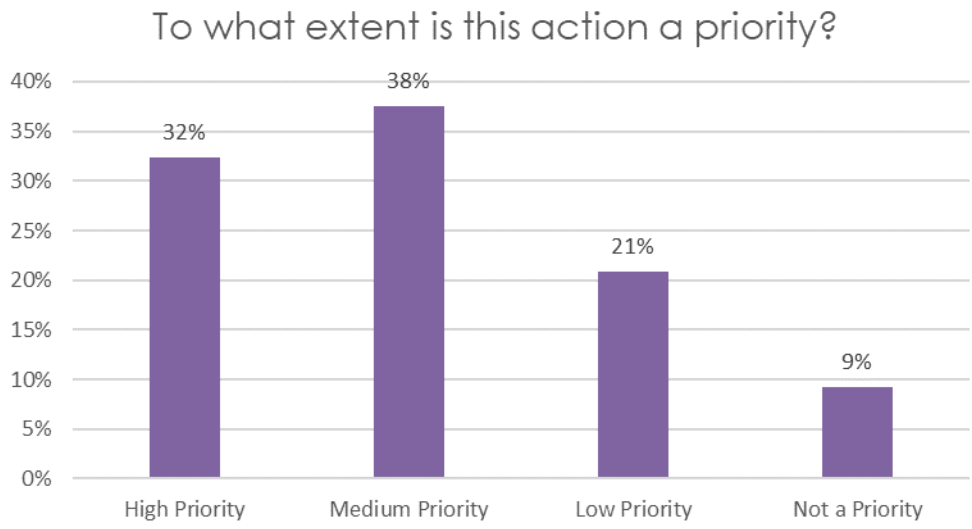
Q7. ARTS + CULTURE

Arts and culture programs and facilities are in high demand. Building on the success of the Cedar Hill Recreation Centre arts facilities, that facility could be expanded to create a community hub of arts excellence. Spaces at other recreation centres could also be retrofitted to accommodate more arts and culture programs.



Q8. ICE

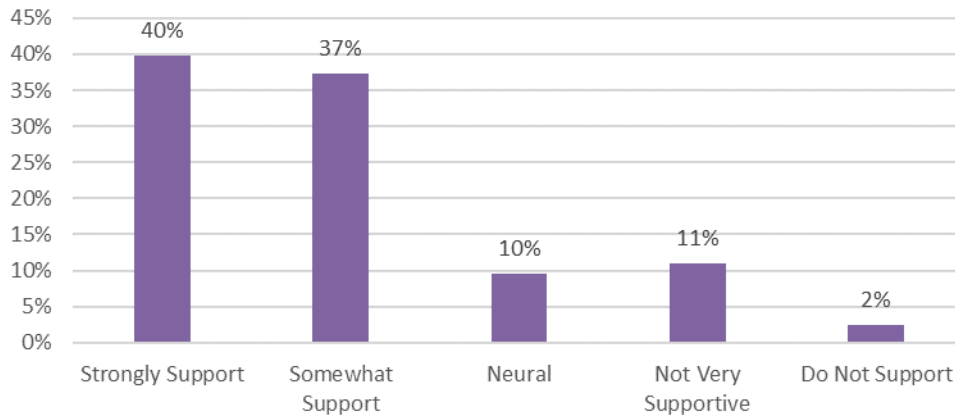
There is demand for more ice time from multiple user groups as well as demand from lacrosse for more use of the dry floor. At least one additional ice arena is needed, in addition to maintenance and upgrades to the existing arenas and change rooms. Additional work is needed to outline the details of cost, location, design, and partnerships. To what extent is this action a priority?



Q9. FACILITY PARTNERSHIPS

There is potential to partner with other institutions to develop new recreation facilities. Partnerships can result in lower costs and higher quality facilities for Saanich residents. However, partnerships may also restrict community access, as at Saanich Commonwealth Place, where high performance aquatics programs are prioritized at certain times. Considering the benefits and drawbacks, to what extent do you support this approach to recreation facilities?

To what extent do you support this approach to recreation facilities?



OPEN ENDED RESPONSES SUMMARY

The last question in the survey gave survey respondents an opportunity to provide any other comments. There were 337 responses, which were summarized and collated into the themes below. Overall, the comments supported many of the draft recommendations, offered some great new ideas, and highlighted that there are opportunities to explore improvements to the golf course and club house, as well as outdoor recreation and sports fields in the future.

Do you have any other comments?

Programs

- More beginner programs / gentle fitness programs for seniors
- Don't limit participation in classes / Support for "next step" class options
- Parent/small child programs in the afternoon (not just morning)
- Computers, cyber security, technology for seniors
- Some seniors are still working and can't do daytime programs
- Support health, physical activity, and partnerships for children and youth
- Focus on high quality basic programming rather than stretching thin on specialized programs
- Offer similar programs at all facilities to make them more accessible for people who have to use transit
- Programs for adults with developmental disabilities during the day
- Support for volunteer opportunities for youth
- Dancefix at all centres (maybe consider popular programs at all facilities, if instructors are willing?)
- Need programs for working families, single parents, and shift workers

Childcare

- Need more
- Need childminding to enable parents to participate in fitness classes (only at SCP currently)
- Gordon Head and SCP both used to run after school care, but it was deemed too onerous for staff time, but this is a big community need.
- Need more flexibility for spring break and summer camps
- Desperate need for more, affordable after school care, daycare, prod and spring break camps. An excellent program model is the Creative Pathways program offered at Cedar Hill Recreation Centre.

Facilities

- Indoor/outdoor space adj to community centres

- Improve food services (Cedar Hill, Gordon Head, Pearkes)
- Gordon Head fitness centre is not busy
- Don't distribute facilities widely – focus on the four existing
- Indoor walking/indoor track (one suggestion was access to field house for walking)
- Seniors' social spaces
- Accessibility improvements
- Front desk designs to bring staff up to counter height, not be behind computers.
- Library branch at Cedar Hill RC
- Cedar Hill is difficult to access by transit/bike
- Shower stalls at community centres, not communal
- Ensure universal washrooms at all facilities
- Healthy/environmentally friendly facilities

Fitness

- Too busy, need more space
- Don't raise prices
- Extend hours (early morning, especially)
- Provide women – men – all spaces in fitness centres

Gymnasiums

- Support for more gymnasium space
- Co-locate indoor and outdoor facilities (badminton courts @ Sutcliffe Rd)
- Gymnasiums are the best value; there is a big need for volleyball space (#1 girls sport in Canada)

Aquatics

- Support for high performance sports
- Negative toward high performance sports/events
- Don't raise prices/costs
- More is needed
- More high performance aquatic space needed / swim meets are disruptive to regular users
- Outdoor pool
- Heat/water therapy at all rec centres for therapy/older people – sauna, whirlpool/hot tub would draw local seniors
- Gordon Head is too small to accommodate all the demand – lap swim, aquafit, lessons, etc.
- Improve steam room and sauna at SCP

- Changerooms at Gordon Head

Arenas

- Need ice time for women's hockey program development
- Need ice time for figure skating
- More ice sheets are needed
- More dry floor arena space (box and field lacrosse)

Arts and Culture

- Expand ceramic/clay studio

Gordon Head

- Parking lot and playground need attention
- Pool space is too small to accommodate all the needs (water fit, lap swim, lessons, etc.)

Tennis/Racquets

- Need more indoor and outdoor tennis courts
- Need outdoor tennis courts in groups of 4 to accommodate group/club play
- Add tennis at SCP
- Squash will likely want to expand at CHRC in the next 5 years

Outdoor recreation

- Don't allow commercial fitness instructors to use parks
- Lots of suggestions for improving the golf club house – hours, services, food, access, etc.
- Need free outdoor fitness opportunities
- Provide outdoor programs to reduce burden on facilities

Service Delivery

- Prioritize partnerships
- Registration – Separate winter/spring registration dates?
- Allow more time between release of schedules and registration dates.
- Align dates with other organizations' registration dates where possible.
- Late hours at pools
- Early morning hours for fitness
- Gender inclusivity in marketing materials, registration forms (i.e. pronoun options)
- Better promotion of events

- Have staff dedicated to phone registrations during busy times so front desk staff don't have to do both in-person customers and phone customers simultaneously.
- Need better oversight of access (i.e. people not paying, esp. at Gordon Head)
- Ensure L.I.F.E. program participants get equal treatment
- Need programs that are accessible at all times, not just daytime (i.e. some with mobility issues work)
- Travel/outreach to isolated parts of the community and diverse groups who generally don't use facilities
- Support for partnerships
- More outreach to First Nations and urban Indigenous, Friendship centre partnership/engagement

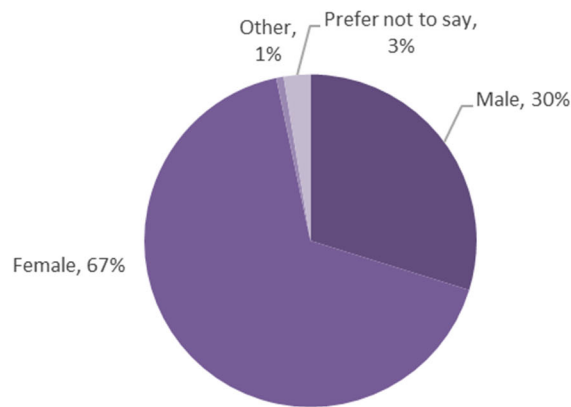
Price/cost

- 2-tier pricing for Saanich vs. non-Saanich
- Phase in improvements, be financially responsible
- Support for financial aid programs like L.I.F.E.
- Monthly pass option needed
- Provide discounts for programs for those with annual memberships
- Need to eliminate discount rates for high demand programs/waitlist programs
- Low cost for basic programs, higher cost for specialty programs
- Free days/times for seniors (swimming, fitness)
- Provide space for groups to meet, especially when those groups provide services or benefits back to the community
- Need student discounts; fitness in particular
- Outreach is needed for financial support programs to get better uptake

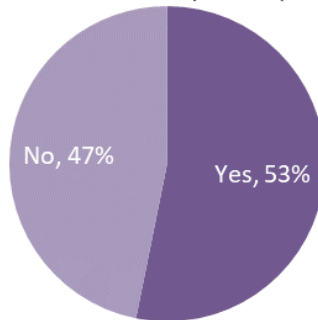
WHO ANSWERED THE SURVEY?

Most survey respondents were women and were between the ages of 35 and 64. There were 10 responses from youth (age 16-24) and approximately 40 from people over the age of 74. Most survey respondents were from Saanich (80%) or Victoria (10%), and there was no significant difference in the survey results between those from Saanich and those from other places. Over half of survey respondents had purchased a multi-admission pass or access pass in the past year (i.e. frequent Saanich Recreation facility users).

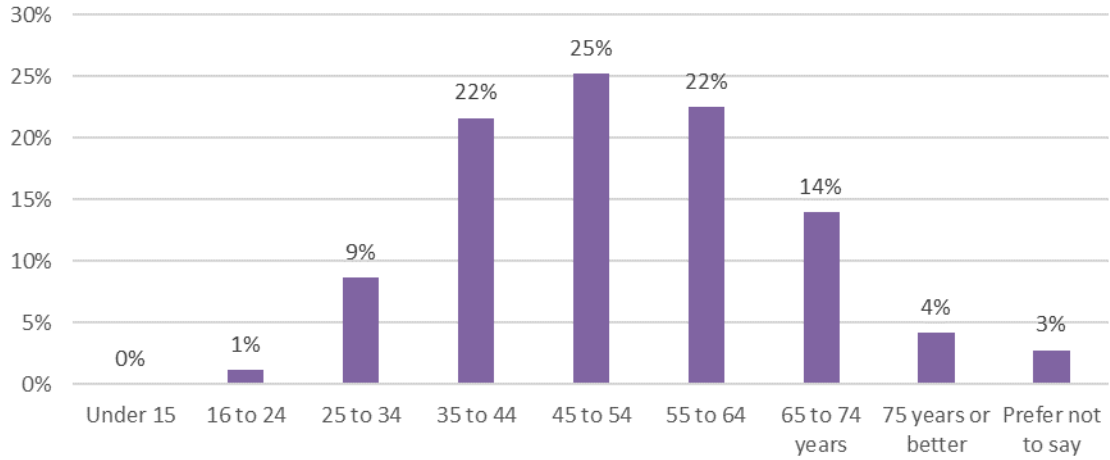
What is your gender identity?



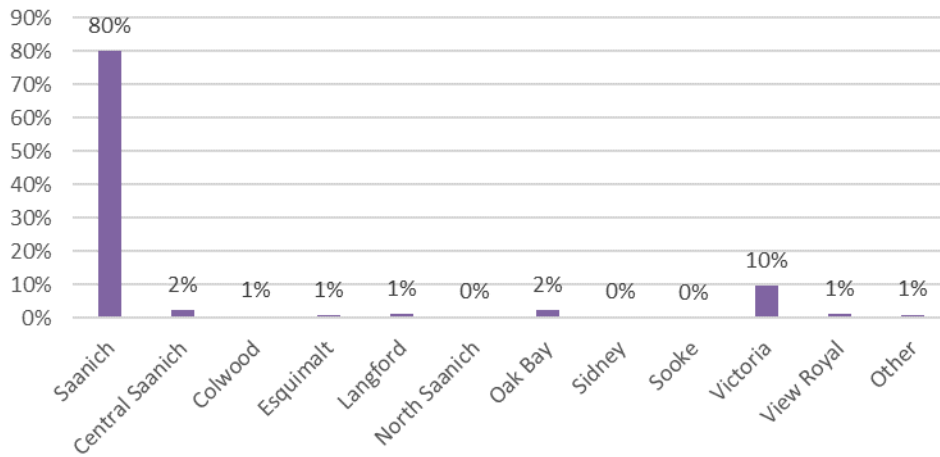
Have you or a member of your household been a Saanich Parks & Recreation facility annual Access Pass or Multi Admission Pass holder within the past year?



What is your age?



Where do you live?



ROUND 2 OPEN HOUSE FEEDBACK

Overall, the feedback on the Community Summary Report and draft recommendations were positive. The following are the detailed comments written on post-it notes and added to the display board at the open houses. The title of each board is listed, along with a summary of key themes.

Did We Hit the Mark? Feedback

- Hit the mark
- Thank you, you already do a good job & I'm sure you will improve even further
- Bike racks in every park
- Thanks for having a session at CHRC
- Thanks, let's repeat in 5 years
- more sidewalks
- people with memberships should get more discounts on personal training, reg programs...etc.

Key Themes: Generally positive; Active transportation.

Draft Recommendations: PROGRAMS

- Youth and older adult
- Youth and family strategy
- Older adult programs
- Trial programs, was done last year, first week in January to allow people to try new things offer quarterly
- More family programs like drop-in badminton etc. but more
- Tie into needs before/after school care e.g.: transport or programs at schools
- With more ice surfaces, more programs can be offered. Edge classes to music for teens, kids with disabilities, seniors. Help with mental health & make people feel good
- I really wish there was a flex pass (say 10-12x) so I could try a variety of fitness classes. As a 60+ it's somewhat hard to find a class that matches my fitness level & available times. It can be disheartening to join a long established group who are fit b/c they've been at it for ages
- Transit yes
- Transit
- More late night transit
- Intergenerational "play" equipment outdoors

- Great idea! Intergenerational services that includes seniors
- Great idea! Long overdue. Seniors should not be segregated from the rest of society & resilience research shows children benefit greatly from multi-generational gatherings & activities or groups
- For sure! Even ages such as older teens or young adults could benefit & would have interest
- Wide range of programs is great throughout the year
- Yes please! More art-based (plus other activities) at all facilities will make art more accessible and make these facilities more community based
- Yes, minorities are under represented in many activities
- Create intergenerational partnerships connecting seniors with youth
- More diversity, young men were playing cricket in a local park
- Absolutely, maybe putting more posters in parks & public places where people may notice them. Café, Malls etc. Immigrant families have a harder time joining or knowing about programs
- Great idea! Lots of programs fill up so fast & we miss out if we're not right on it.
- Re-adjusting current approach to registration demand. Have you considered restricting 1st week of registration to Saanich residents? Not that I necessarily want to see this done, but curious as to the pros & cons as you see it
- I would hope to see programs & activities opened up to MORE cultures. I note the SPD/SFD lobby is apparently filled with lanterns celebrating Chinese New Year. That's great. Did the Municipality also encourage displays for Hobiye? For Nowruz? For Eid?
- Some sort of folk fest celebrating Saanich cultural groups

Key Themes: Support for youth, older adults, and family programming; Intergenerational programming; drop-in and late night programs; Transit; Before and after school programming; Cultural Diversity/minority representation

Draft Recommendations: FACILITIES

- More ice rinks please
- There is room for a rink at GH
- Expand to use small space after hours for physical activities walking, yoga etc.
- Before upgrades start on the gold rink there needs to be another ice surface or many youth programs will suffer & have no where to go
- New ice at Pearkes
- Re: Ice Improvements - Yes, this is desperately needed. Two new surfaces would be ideal
- Create the community hub atmosphere with food drink opportunities

- Improve maintenance upkeep at Pearkes ie: overhead door in the gold rink never closed
- Cleaner changerooms at Commonwealth
- Recently visited children's nursery in Phoenix AZ & I really wish to see something like that here That is when Art + kids combined
- I support indoor children's play area/museum idea for toddlers and youth
- Municipality needs to share space for ? With space for library meeting space & community kitchens partner with schools which have land share costs
- Pool in Tillicum area
- Re: manage peak demand times - Yes, so crowded at peak times
- More gym space needed - night longer - community use - inclement weather indoor space
- The number of people using the fitness/weight rooms has really increased at CH making it difficult to use equipment. The weight room needs to be expanded
- How about gymnasium space at Pearkes first? Area residents need more activities than just skating, child care, fitness equipment. Seems most focus here is on skating.
- I know this is almost hearsay but has Saanich reached maximum pickleball? Maybe add basketball hoops at centres
- Opportunity to build beach volleyball courts within the green space surrounding GHRC/CHRC & Commonwealth
- Outdoor rink would be awesome idea
- Outdoor rink?
- Re: indoor/outdoor connections at recreation centres: Yes, most definitely more outdoor activities
- I think the number of families in this area could certainly sustain future development in Tillicum area
- More rinks
- Work with BC Transit to provide better & easier access to all rec centres
- Great idea. If you build it they will come (in a sustainable way)
- Prioritise support for active transportation especially in upgrading transit facilities - bringing transit closer to facilities
- Supporting active transportation is the highest priority. People need to get out of our cars. All aspects of recreation centres should offer opportunities that replace car dependant transportation to get to recreation
- There is room for a rink at CHRC
- A youth designated space at CHRC. As in a youth drop in space, as currently exists at SCP, Pearkes & GH? Then yes! However, I am curious if there is the youth population
- Yes please, more youth space

- Not all people with mobility/accessibility issues need or qualify for Handidart. Many can use regular transit. If it closer to the facilities.
- need another Ice surface before Gold rink renovations start or youth programs will have nowhere to go
- Any additional options for daycare or childcare are great news
- Crucila There are not enough childcare spaces anywhere & a community centre is a perfect location for it
- Set priorities for accessibility upgrades & needs. Yes!
- Expand Pearkes weight room. It needs upgrading & move room for stretching.
- Programs for excellence are important for youth
- Yes, pools are over-crowded and we could use more pool space, programs, times
- A pool at Pearkes would be great

Key Themes: Accessibility; Maintenance; Transit and active transportation; Childcare; Ice rinks; Outdoor facilities.

Draft Recommendations: SERVICE DELIVERY

- Both physical recreational programs conventionally thought of as recreation and community spaces are essential, especially as housing densifies & people need to get out of their tiny homes & socialize
- Facility sponsorship possibilities
- 100% support shift to community centres
- Need community meeting space and shift to broader definitions of recreation. Areas where population is expanding (Shelbourne/Quadra) need community centres
- Re: Community Centre approach: Yes, they are so much more than recreation centres. Possibly why more people don't come to the centres as much recreation provides differently than community. If what they do are community, should be focused on community
- Additional child care! Parents need support
- Consider adding additional child care programs including infant spaces
- Having more combined (all ages) classes for yoga - kids, adults
- Have a volunteer program that includes the ability to earn discounts in programs. To earn free activities so that people on low income have more access to programs & activities
- Just be sure the staff are connected to the community they serve
- Partnerships with schools & libraries. Share space & funding (municipality & provincial resources)
- More evening options for fitness/waterfit

- Partnerships b/w rec centres ie: rec passes website to search programming across all centres
- Re: Live Calendar - Does this mean a central website place to search programming
- Provide a range of activities where all family members can participate ie: parent and child yoga not mom & babe
- More stick & puck at times outside of work hours. Currently it's only 1 x a week after 6pm
- Provide toddler age activities on evenings & weekends to support families of 2 parent working M-F full-time

Key Themes: Importance of both recreational and community-focused aspects of facilities; Childcare; Evening and weekend programs.

Draft Recommendations: PRICE

- Yes, monitor fees explore sponsorship to offset cost
- Advertise widely in multiple ways all free & low cost programming & available discounts & subsidies such as LIFE. Allow people to volunteer to earn programming
- Community amenity contributions a good idea. We need to put money into community centre to build quality of life in our community
- Consider free & low cost programs & activities be for Saanich residents first
- Parks & Rec need funding from community amenity contributions. We need Parks & Rec where we are increasing density building smaller living spaces
- Yes please must be accessible
- Is the current business model cost recovery the best? Other Models?
- More advertising for the prescription for health program
- Pricing for high low peak demand
- Priorities for young families
- Cost of activities for families is too high

Key Themes: Sponsorship and alternate revenue models; Advertise programs/get the message out; Free/low-cost programming for residents, volunteers, families.

APPENDIX A: ENGAGEMENT ACTIVITIES - DETAILS

PUBLIC ENGAGEMENT ACTIVITIES

- Open house - June 14, 2018 at Saanich Commonwealth Place: 150 participants (estimated)
- Online survey - June 11-July 15: 106 respondents
- Statistically valid telephone survey with a margin of error of +/-5.7% at the 95% confidence level: 300 respondents
- Interactive displays: June 19-July 15
 - Saanich Commonwealth Place
 - Cedar Hill Recreation Centre
 - Gordon Head Recreation Centre
 - G.R. Pearkes Recreation Centre
 - Cedar Hill Golf Course
 - Saanich Municipal Hall
 - Special events: Music in the Park, Strawberry Festival, Canada Day Event

STAKEHOLDER ENGAGEMENT ACTIVITIES

- Group interviews: 15 stakeholder organizations in 7 group interviews
- Individual interviews: 13 stakeholder organizations
- Online questionnaire: 11 respondents
- Workshop - June 21, 2018: 8 participants, including 1 member of the public and 7 representatives of 5 stakeholder organizations
 - Cedar Hill Golf Course
- Management Team

FIRST NATIONS ENGAGEMENT

- Interview on June 15, 2018 with
 - Social Development Youth Coordinator, Tsartlip First Nation
 - Youth Wellness Coordinator, Tsawout First Nation

PARTICIPATING STAKEHOLDER ORGANIZATIONS

Boardworks Diving	Punjab Dance School
Camosun College	Racquet Club Figure Skating Club
Canadian Fitness Coaching	Richmond Hockey
Chinese Group at Gordon Head Recreation Centre	Saanich Braves Jr B
Community Living Victoria	Saanich Figure Skating Club
Eli Pasquale Basketball	Saanich Minor Lacrosse
Emmanuel Baptist Church	Saanich Neighbourhood Place
Family Caregivers Network	Saanich Water Polo School
Gorge Soccer	School District 61 (Victoria)
Island Health	School District 63 (Saanich)
Island Swimming	Tourism Victoria
KidSport	Ueshiba Aikido
Kuk Sool Won	University of Victoria
Lakehill Lawnbowling	Victoria Ballroom Dance Society
Matsubuchi Hockey	Victoria Bowmen
Pac Coast Swimming	Victoria Canoe and Kayak Centre
PISE	Victoria Dian Punjabi Group
Power to Be	Victoria Immigrant & Refugee Centre Society
Prospect Lake Soccer	Victoria Sport and Social Club
	Victoria Table Tennis Club

APPENDIX B: RESULTS FROM THE TELEPHONE AND ONLINE SURVEYS

June 2018

Recreation, Health and Wellness Programs,
Activities, Services and Experiences:
Community Survey



MUSTEL GROUP
MARKET RESEARCH



➤ Foreword

Introduction

The following report summarizes the findings from a District of Saanich survey regarding recreation, health and wellness programs, activities, services and experiences. The survey was administered by telephone among a random selection of residents, and was available on-line to residents, visitors and stakeholders interested in expressing their opinions.

Telephone Survey Methodology

- A total of 300 interviews were conducted by telephone with a random selection of residents, 18 years of age or over.
- The margin of error on the sample is +/-5.7% at the 95% confidence level.
- Specific steps were taken to insure the sample is representative of the community at large including:
 - sample drawn at random from an up-to-date database of published residential listings and cell phone listings;
 - next birthday method employed to randomize respondent selection within the household;
 - up to 6 calls made to each household/individual to reduce potential bias due to non-response;
 - final sample weighted by gender within age to match Statistics Canada Census data.

Telephone Survey Methodology, cont.

- Interviewing was conducted by Mustel Group interviewers weekday evenings and during the day on weekends from June 11th to 23rd, 2018.
- The questionnaire used is appended.
- Detailed computer tabulations are provided under separate cover.

Open-Access On-line Survey Methodology

- A total of 106 residents participated in the open access survey that was made available at the time of the telephone survey. The open link was open from June 11th until July 15th, 2018.
- The analysis of findings in this report focuses on the random survey results but the findings from the online survey are displayed in the charts. The online results should however be interpreted with caution as the findings may not be reflective of the broader community. In general they appear to be more active and higher users of district facilities. The sample is also skewed slightly to females and seniors 65 to 74 years of age.



Executive Overview

Recreation, Health and Wellness Activities Habits and Barriers

- **Types of Activities:** Swimming and walking are the most common recreation, health or wellness activities participated in by District of Saanich residents on a regular basis. This is followed by going to the gym, biking, fitness classes, participating in cultural activities, and running or jogging.
- The most popular activities participated in by children are swimming, soccer, gym sports such as basketball and volleyball, and activities for younger children such as playing in playgrounds.
- More than half of adults (53%) and two-thirds of children (70%) who are active, use Saanich recreation centres for their activities.
- **Barriers:** Lack of time, followed by inconvenient program schedules are the main reasons for not participating more often in recreation, health or wellness activities. Fewer than one-in-ten are constrained by cost or lack of programs or services.
- **Usual Time for Recreation:** The majority of residents participate in recreational activities during the evening (72%). This applies equally to those with and without children. One-quarter do so in the morning (24%), and 17% in the afternoon.

Saanich Public Facilities and Programs

- **Overall Satisfaction:** The large majority of residents (82%) are currently satisfied with the availability and accessibility of recreation, health and wellness programs, activities, and services provided by the District of Saanich, including almost half that are very satisfied (48%).

Saanich Public Facilities and Programs (cont'd)

- **General Programs & Services Used:** The programs and services most commonly used by District of Saanich residents are the aquatics (73%) and fitness centres (59%), with just less than half utilizing the ice arenas (44%).
- **Satisfaction with Programs & Services Used:** Consistent with overall satisfaction for recreational programs and facilities, the majority of those using the programs and facilities offered in Saanich are currently satisfied with them (76-97% either very or somewhat satisfied), with just 4% or less expressing any dissatisfaction for any programs, services or facilities.
- **Specific Saanich Public Facilities Used:** The most commonly used indoor facility is Saanich Commonwealth Place (70%), followed by the Gordon Head Recreation Centre (50%), though Cedar Hill and G. R. Pearkes Recreation Centres are also quite popular (each used by 42%).
- **Satisfaction with Saanich Public Facilities Used:** As with programs and facilities in general, the majority of those using these specific indoor and outdoor facilities are satisfied with them (84-93% satisfied overall), with just 5% or less in each case expressing any dissatisfaction.
- **Frequency:** The most frequently used facilities are Saanich Commonwealth Place and Gordon Head Rec Centre, each used at least once a month or more by about half of their patrons (51% and 49% respectively).



➤ Executive Overview (cont.)

Use of Private Facilities or those Outside Saanich

- **Use:** About half of all residents say they use various other private recreation, health and wellness facilities in Saanich or public or private ones in the Greater Victoria area (48%).
- Residents using other facilities attend a broad range of gyms, programs and activities, and other healthcare or wellness services. The more popular facilities include the Oak Bay Rec Centre and Pool (16%), the Crystal Pool and Fitness Centre (10%), and the YMCA (10%).
- **Reasons for Use:** The most common reason for using these other facilities is the convenient location (40%), followed by the attraction of specific classes, programs or activities offered at the facilities (29%).
- **Frequency:** Among those that use a private facility or visit a public facility elsewhere, two-thirds do so at least once-a-week or more, with a further 15% doing so one to three times a month.

What is Needed

- **Facilities or Programs Lacking:** When asked what indoor facilities or programs might be lacking in Saanich, the most common suggestions are to improve schedules to make hours more convenient or offer programs year-round, and to offer more programs such as fitness and sports programs which currently fill up to fast.

Preferences to Pay for Improvements

- Residents appear most open to a combination of tax increases and increasing user fees (59%) to pay for improvements.

Communications

- **Current Sources:** Residents of the District of Saanich get their information about recreation, health and wellness programs, activities, services and facilities from a variety of sources, though most commonly from recreation program guides (70%), the District website (62%), and through word of mouth (57%).
- Other popular sources include the local paper (43%) and recreation centre bulletin boards (42%).
- **Preferred Sources:** For receiving information, residents most commonly prefer the Saanich website (58%), closely followed by brochures or pamphlets picked up at the recreation centres (55%).
- Also popular are special features in newspapers (45%), and brochures or pamphlets picked up at events or festivals (40%).

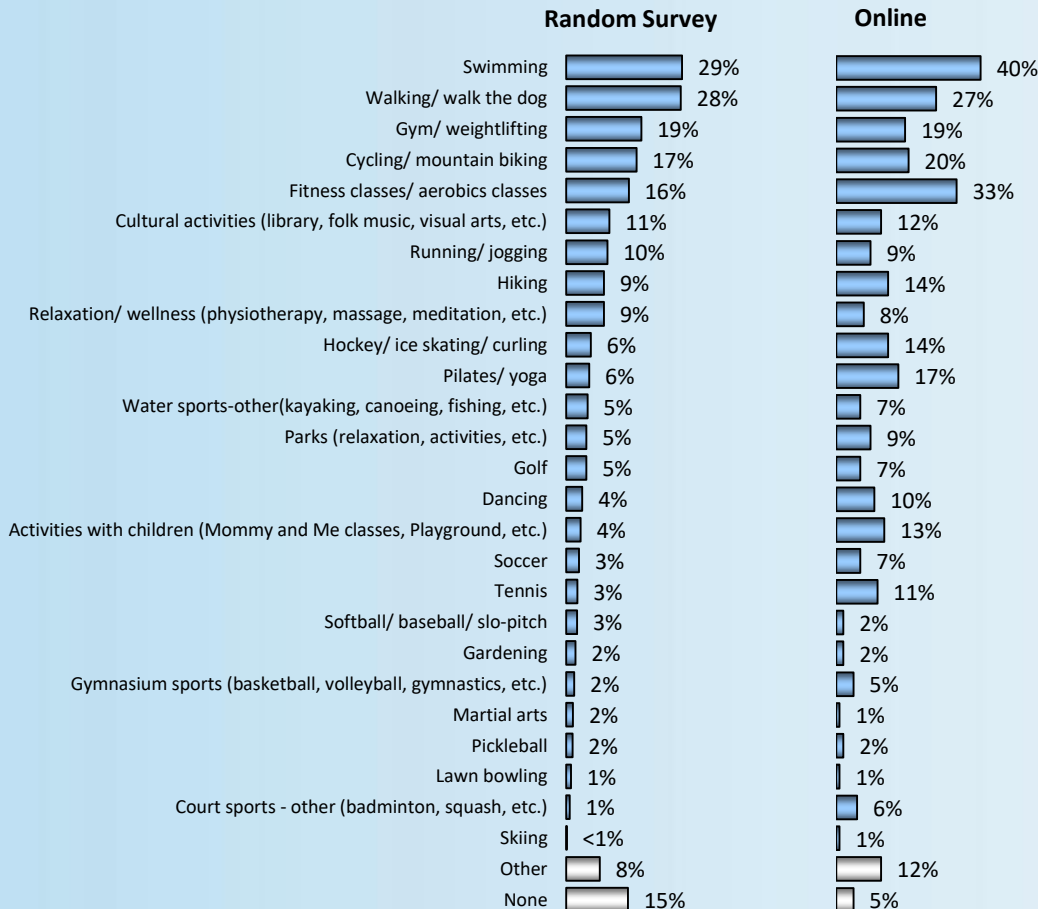


MUSTEL GROUP
MARKET RESEARCH

Detailed Findings



➤ Recreation, Health and Wellness Activities Participate in on Regular Basis



- Swimming (29%) and walking (28%) are the most common outdoor recreational, health and wellness activities participated in by District of Saanich residents on a regular basis.
- Residents also participate in a wide range of other activities. Just some of these, participated in by between 10% and 19% of residents include: going to the gym, biking, fitness classes, participating in cultural activities, and running or jogging.
- Participation in most activities is largely consistent amongst the various demographic segments. Differences that do exist include males more likely to go biking and running, and females more likely to attend fitness classes or engage in cultural activities.
- Among residents completing the on-line survey, higher levels report doing some of the listed activities, such as swimming, fitness and aerobics classes, hockey, Pilates and yoga, dancing, activities with children, and tennis.

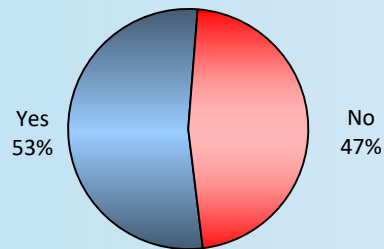
Base: Total Random (n=300)
Total Online (n=106)

Q.1) What recreational or cultural activities do you participate in on a regular basis outside the home?

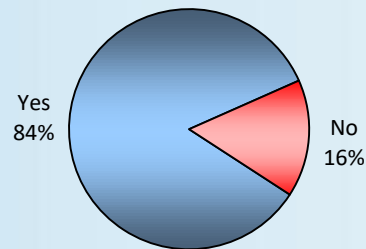


➤ Are Activities Done at Saanich Recreation Centres

Random Survey



Online



- More than half of those who engage in recreational, health and wellness activities do so at Saanich recreation centres (53%).
- Female residents are somewhat more likely than males to make use of recreation centres in Saanich (60% compared with 46% of males).
- Also more likely to utilize Saanich recreation centres are those with children at home (66% compared with 46% of those without children).
- Note that online respondents are more inclined to have used District facilities.

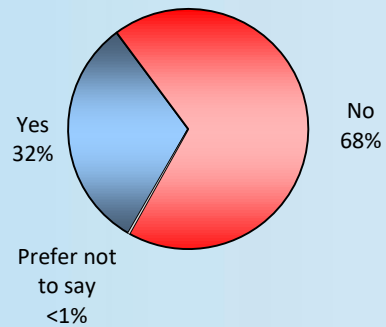
Base: Total Random participating in activities (n=250)
Total Online participating in activities (n=101)

Q.1a Do you do any of those activities at Saanich Recreation Centres?

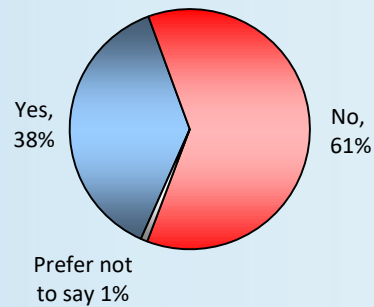


Children Under 18 Years of Age Living at Home

Random Survey



Online



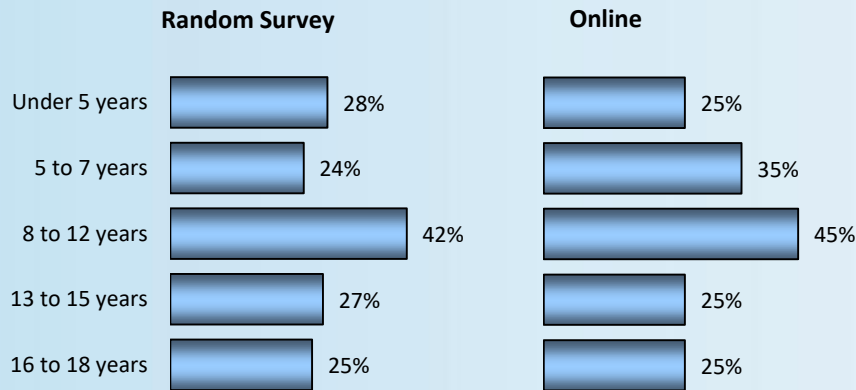
- One-third of residents have children under the age of 18 years, with a similar proportion among those completing online.

Base: Total Random (n=300)
Total Online (n=106)

Q.2) Do you have children under the age of 18 years of age living at home?



➤ Ages of Children Living at Home



- Households with children include a range of ages, with more than two-thirds that include children under the age of 13 (72%), and four-in-ten with children aged 13 to 18 years (40%).

Base: Total Random with children living at home (n=75)
Total Online with children living at home (n=40)

Q.2a) How old are they?



➤ Types of Activities Children Enjoy

Base: Those with children under 18 living at home	Random (75) %	Online (40) %
Swimming	54	70
Gymnasium sports (basketball, volleyball, gymnastics etc.)	26	15
Soccer	24	25
Activities with children (Mommy and Me classes, playground, etc.)	21	13
Dancing	18	15
Cultural activities (library, folk music, visual arts, etc.)	15	18
Hockey/ ice skating/ curling	11	15
Martial arts	11	5
Court sports – other (badminton, squash, etc.)	8	3
Softball/ baseball/ slo-pitch	8	10
Water sports – other (kayaking, canoeing, fishing, etc.)	7	5
Gym/ weightlifting	6	13
Cycling/ mountain biking	5	13
Hiking	4	13
Tennis	4	8
Parks (relaxation, activities, etc.)	3	10
Walking/ walk the dog	2	10
Pilates/yoga	1	5
Golf	1	5
Fitness classes/ aerobics classes	1	3
Running/ jogging	-	13
Skiing	-	5
Other	19	35
None	10	3

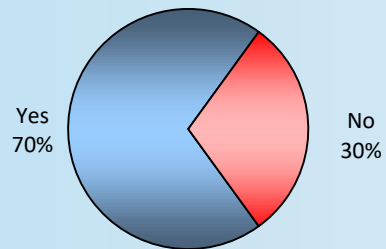
- The most popular activities participated in by children are swimming, soccer, gym sports such as basketball and volleyball, and younger children activities such as playing in playgrounds.
- Also popular are dance, cultural activities such as music and the arts, hockey or skating, and martial arts.

Q.3) What type of recreational or cultural activities does your child or children enjoy?

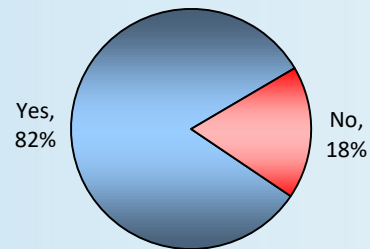


➤ Are Activities Done at Saanich Recreation Centres By Children

Random Survey



Online



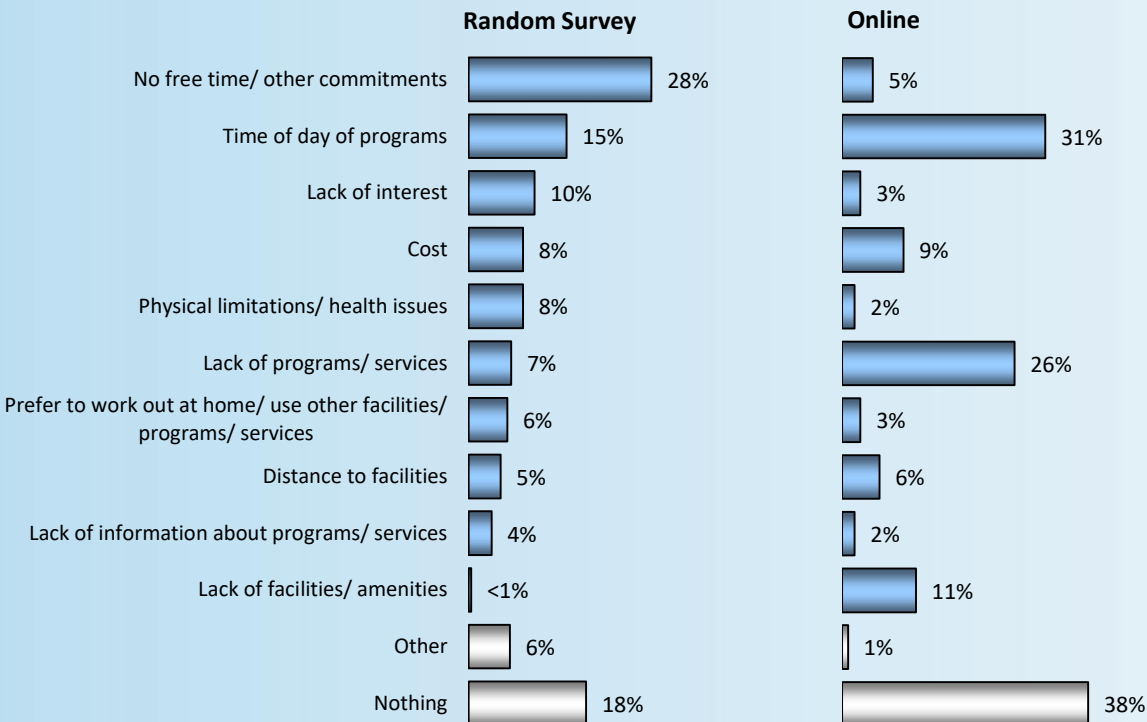
- Among those children regularly participating in activities, the majority, 70%, do so at Saanich recreation centres.
- Again online respondents are more likely to have used District facilities.

Base: Total Random with children participating in activities (n=69)
Total Online with children participating in activities (n=39)

Q.3a) Do they participate in any of those activities at Saanich Recreation Centres?



➤ Reason For Not Participating More Often



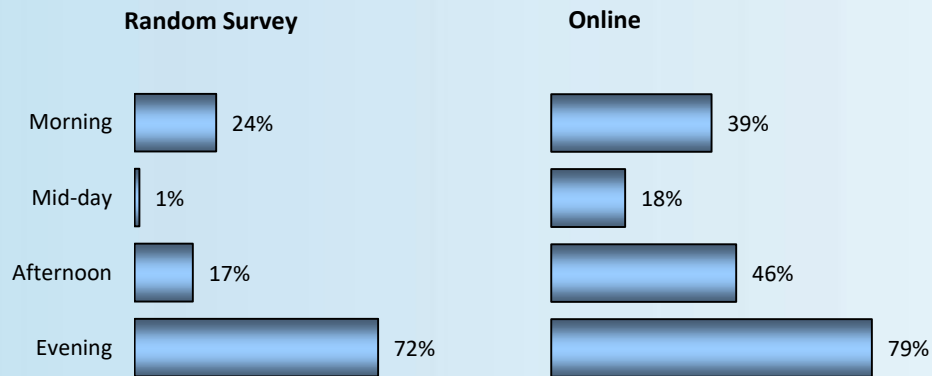
- Lack of time, followed by inconvenient program schedules are the main reasons for not participating more often in recreational or health or wellness activities.
- Fewer than one-in-ten are constrained by cost or lack of programs or services.
- For those completing online, time of day of the programs and a lack of programs or services are the key reasons for not participating more often in recreational or health or wellness activities.

Base: Total Random (n=300)
Total Online (n=106)

Q.4) What, if anything, prevents you from participating in such programs, activities or services?



➤ Time of Day Most Likely to Participate in Activities



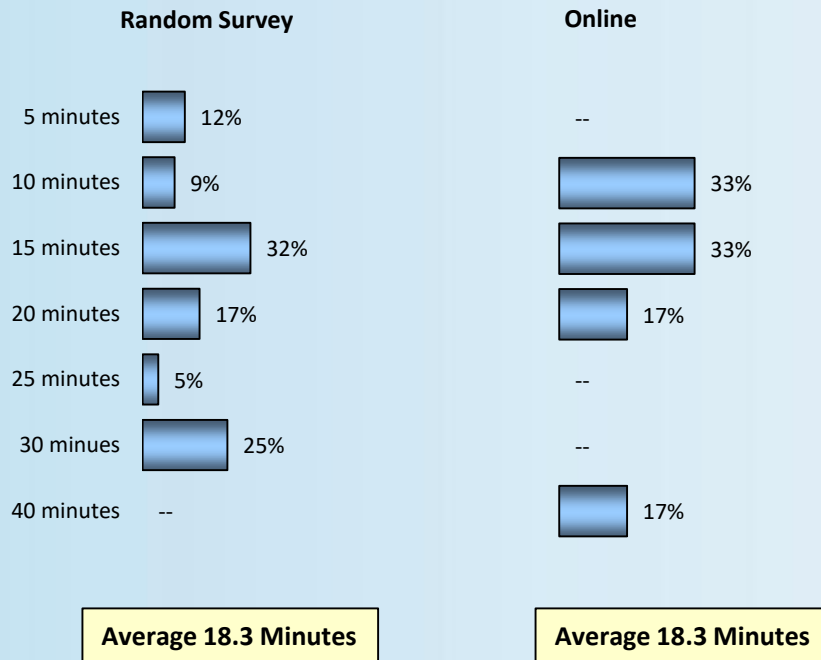
- The majority of residents are most likely to participate in activities during the evening (72%). This applies equally to those with (72%) and without (71%) children under the age of 18.
- One-quarter do so in the morning (24%), with 17% in the afternoon.
- Mid-day is the least popular time.

Base: Total Random state that time of program is an issue (n=37)
Total Online state that time of program is an issue (n=33)

Q.4a) What time of day are you or your children most likely to participate in a recreation, health and wellness program, service or activity?



Distance Willing to Travel for Recreation, Health & Wellness Programs, Services or Activities



- On average, those who perceive distance as a barrier to participating in recreational activities would be willing to travel just less than twenty minutes (mean 18.3 minutes) to do so.
- Just over half say they will travel no more than 15 minutes (54%), but the remaining 46% would be ready to travel 20 minutes or longer.

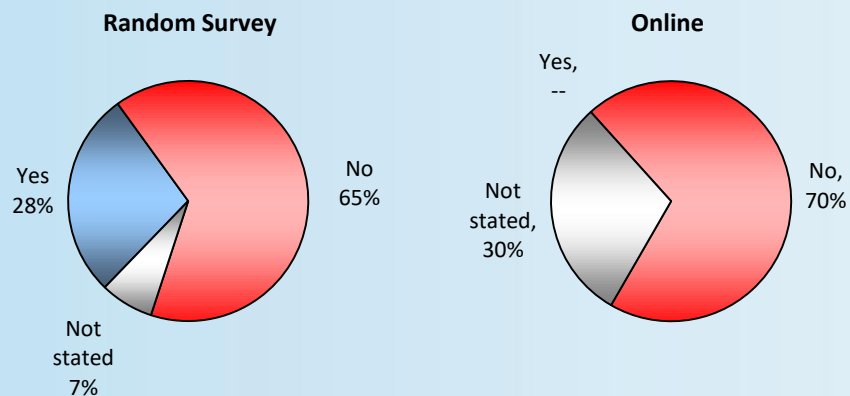
Base: Total Random state that distance to facilities is a barrier to participation (n=14*)
 Total Online state that distance to facilities is a barrier to participation (n=6*)

Q.4b) How far are you willing to travel (in minutes) to get to a recreation, health and wellness program, service or activity?

*Caution: small base size



➤ Adequacy of Financial Support for Participation Among Low Income Residents



- Among those that consider cost as a barrier to participation in recreational activities, the majority believes there is inadequate financial support available for low income residents to ensure equitable access and participation (65%).

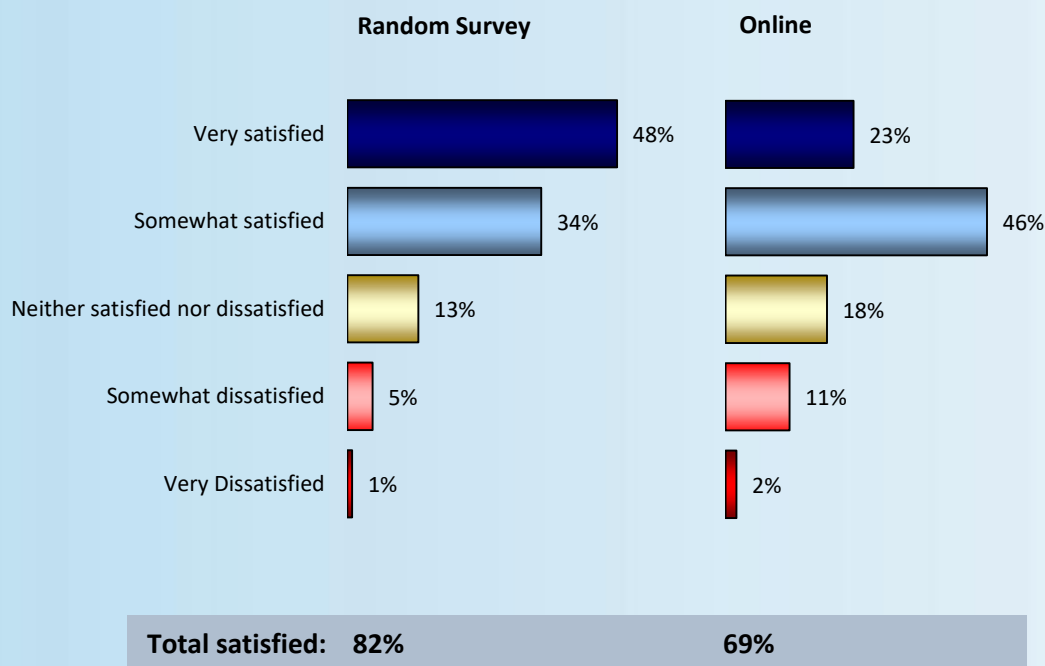
Base: Total Random state that cost is a barrier to participation (n=24*)
Total Online state that cost is a barrier to participation (n=10*)

Q4c) Is there enough financial support for low income residents to ensure equitable access and participation?

*Caution: small base size



➤ Satisfaction with Recreation, Health and Wellness Programs, Activities and Services Provided by District of Saanich



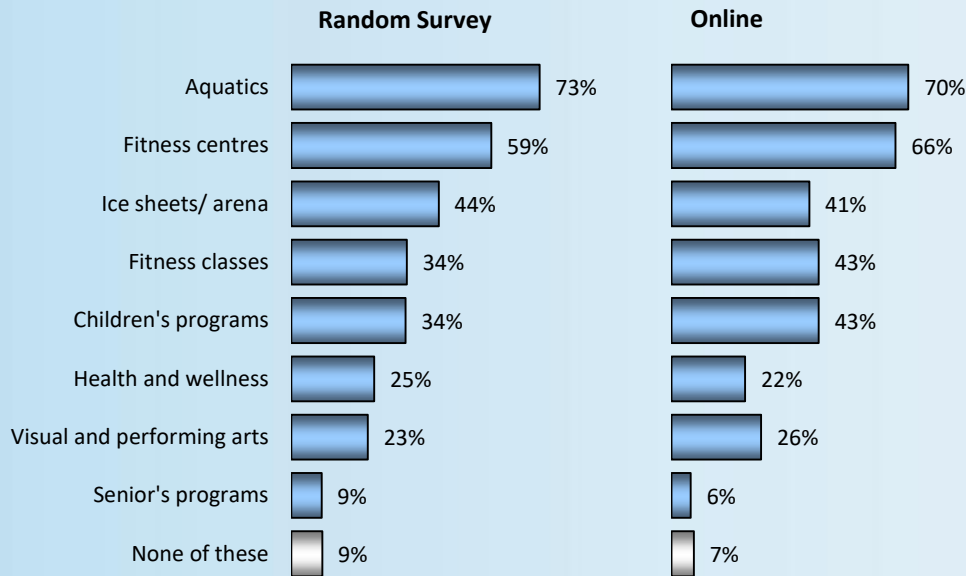
- The large majority of residents (82%) are currently satisfied with the availability and accessibility of recreation, health and wellness programs, activities, and services provided by the District of Saanich, including almost half that are very satisfied (48%).
- Satisfaction is consistent amongst age and gender segments, though somewhat higher amongst those with children under the age of 18 (90% very or somewhat satisfied compared with 78% of those without children).
- While not as strong, the majority of those completing online are also currently satisfied with the availability and accessibility of recreation, health and wellness programs, activities, and services provided by the District of Saanich.

Base: Total Random (n=300)
Total Online (n=106)

Q.5) Overall, how satisfied are you with the availability and accessibility of recreation, health and wellness programs, activities, and services provided by the District of Saanich?



➤ Programs and Facilities Used



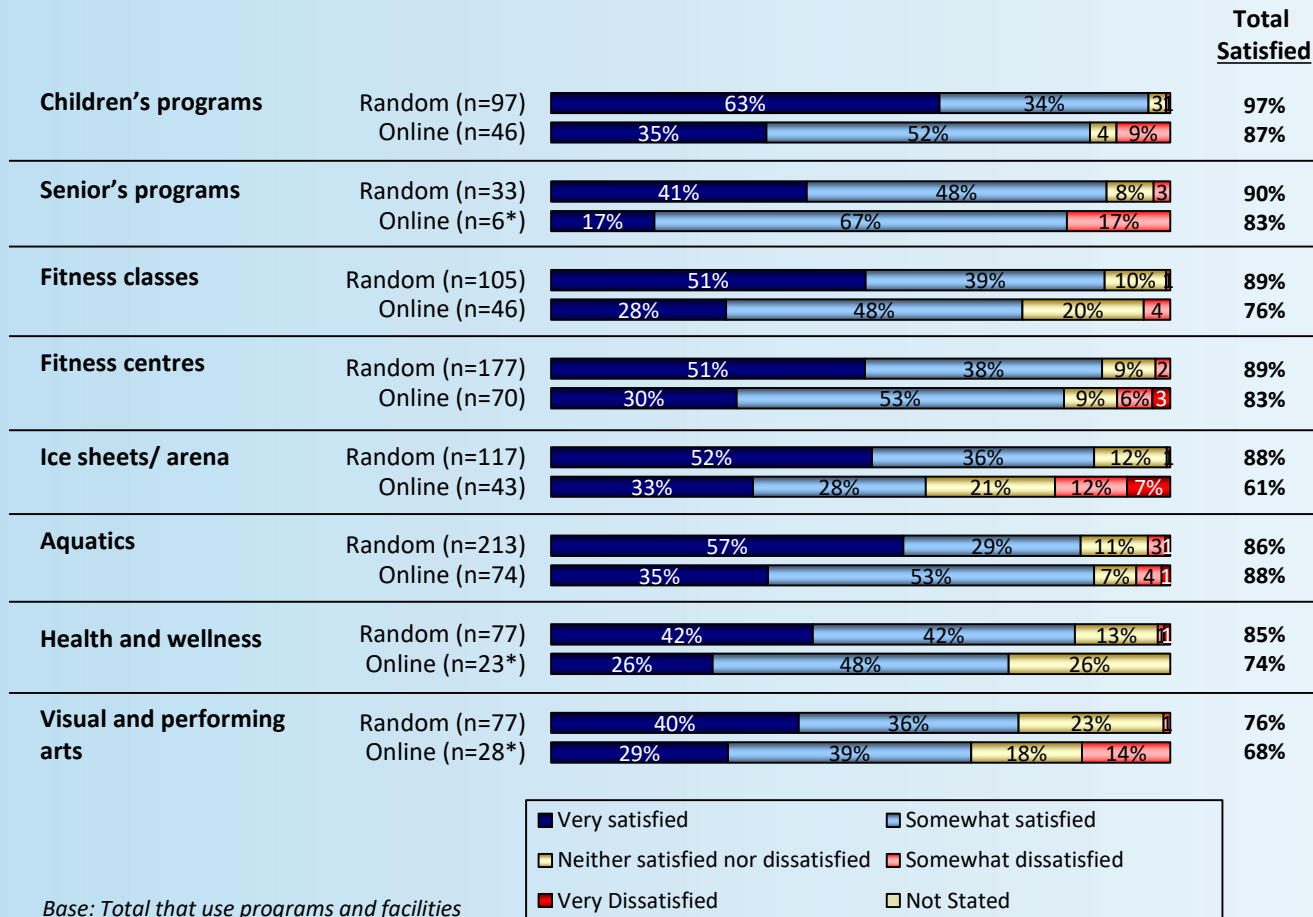
- The programs and services most commonly used by District of Saanich residents are the aquatics (73%) and fitness centres (59%), with just less than half utilizing the ice arenas (44%).
- Children's programs and fitness classes are each used by one-third of residents, with one-quarter participating in health and wellness programs, and a similar proportion engaging in visual and performing arts (23%).

Base: Total Random (n=300)
Total Online (n=106)

Q.6) Have you ever used any of the following:



➤ Satisfaction with Programs and Facilities



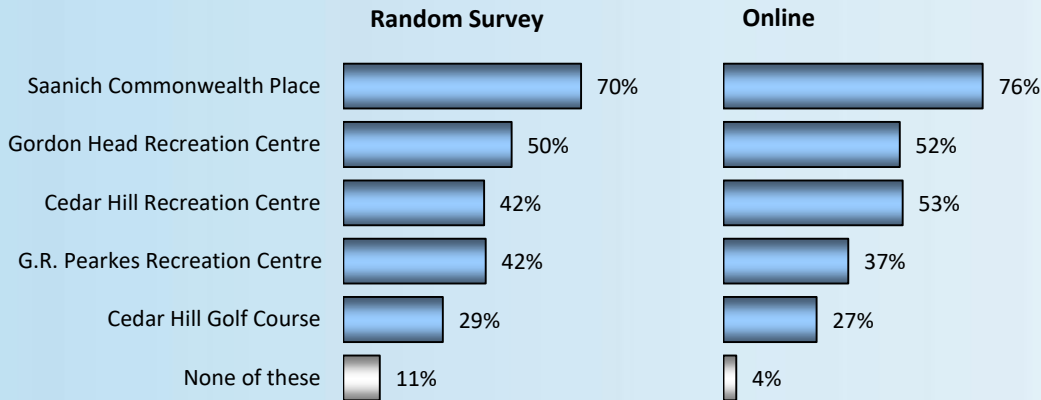
- Consistent with overall satisfaction for recreational programs and facilities, the majority of those using each of the various programs and facilities offered say they are currently satisfied (between 76% and 97% are either very or somewhat satisfied).
- Four-in-ten or more in each case say they are “very satisfied”, with just 4% or less in each case expressing any dissatisfaction.

Base: Total that use programs and facilities
*CAUTION: Small Base Sizes

Q.6a) Overall, how satisfied are you with each of the following offered by the District of Saanich at their facilities?



➤ Indoor Public Recreation or Cultural Facilities Used



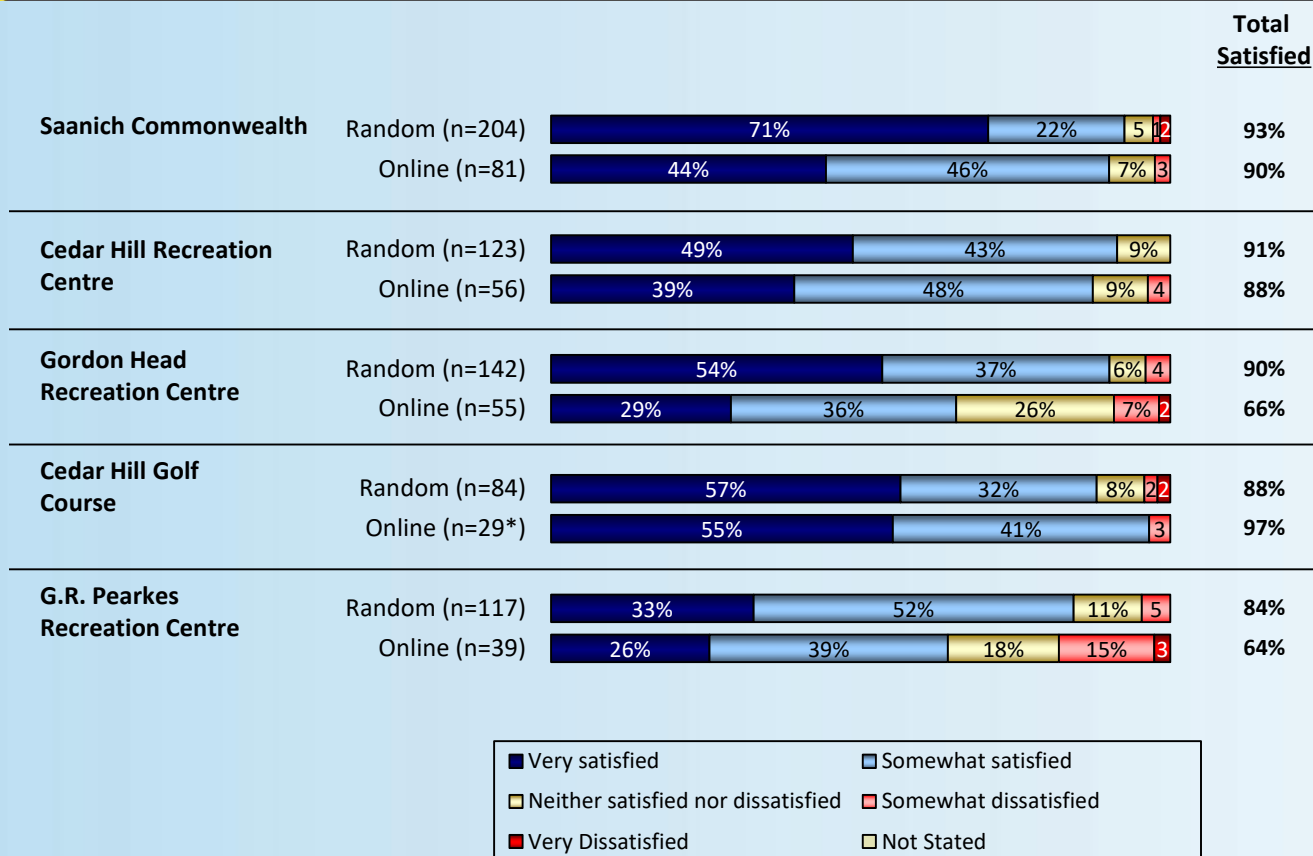
- The most commonly used indoor public recreation or cultural facility is Saanich Commonwealth Place (70%), followed by the Gordon Head Recreation Centre (50%).
- Also commonly used are Cedar Hill and G. R. Pearkes Recreation Centres (42% each).
- Though least utilized, almost one-third of residents use Cedar Hill Golf Course (29%).

Base: Total Random (n=300)
Total online (n=)

Q.7) Which of the following indoor public recreation or cultural facilities do you use?



➤ Satisfaction with Facilities



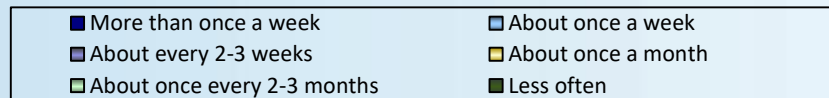
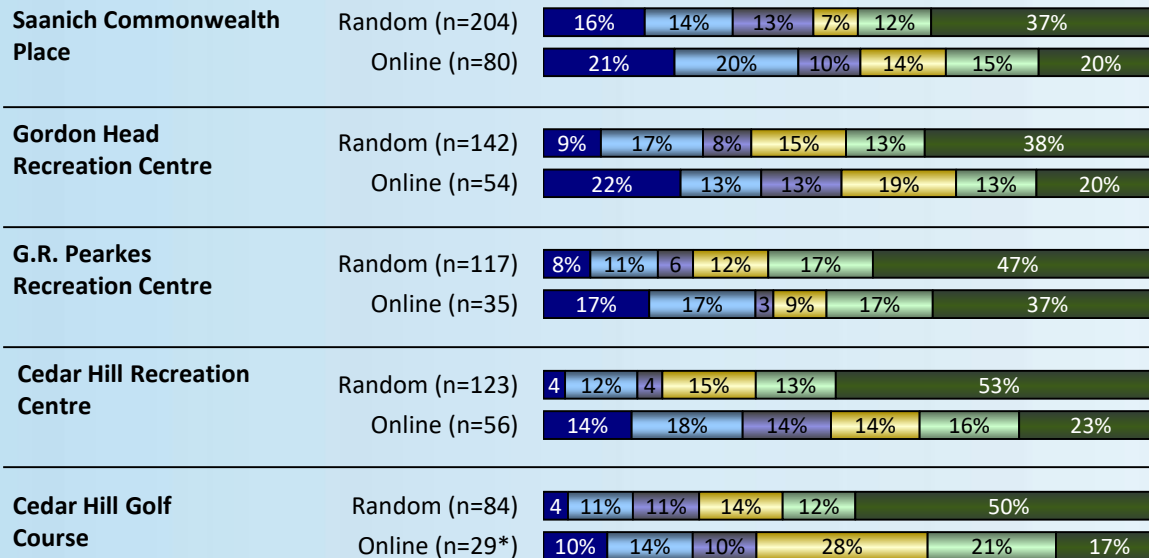
- As with programs and facilities in general, the majority of those using these specific indoor and outdoor facilities are satisfied with them (84-93% either very or somewhat satisfied).
- For most facilities, half or more say they are “very satisfied”, with just 5% or less in each case expressing any dissatisfaction.

Base: Total that use facility
*CAUTION: Small Base Sizes

Q.7a) How satisfied are you with each of the following facilities?



➤ Frequency of Using Public Indoor Recreation or Culture Facilities



- The most frequently used facilities are Saanich Commonwealth Place and Gordon Head Rec Centre, each used at least once a month or more by about half of their patrons (51% and 49% respectively).
- The majority of those using the other facilities tend to do so quite infrequently, with almost two-thirds in each case using them once every two to three months or less often (61-66%).

Base: Total that use the facility

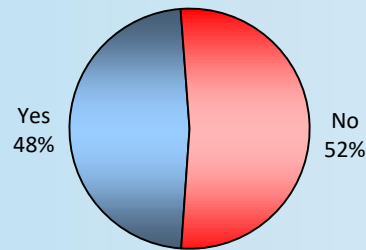
*CAUTION: Small Base Sizes

Q.7b) How often do you use...

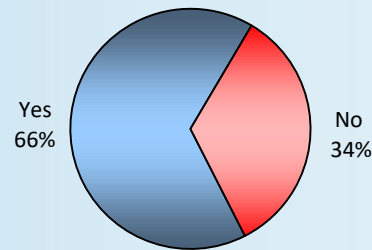


➤ Use of Private or Public Facilities in Saanich or Greater Victoria

Random Survey



Online



- About half of all residents say they use various other private recreation, health and wellness facilities in Saanich or private or public facilities in Greater Victoria area (48%).
- Those with children 18 or younger are somewhat more likely to use such facilities (59% compared with 43% of those without children).

Base: Total Random (n=300)
Total Online (n=106)

Q.8) Do you use any other private or public recreation, health and wellness facilities in Saanich or the Greater Victoria area?



➤ Private or Public Facilities in Saanich or Greater Victoria Used

Base: Total use private or public facilities in Saanich or Greater Victoria	Random (137) %	Online (70) %
Misc. gyms/ fitness facilities	29	29
Misc. activities/ sports programs/ facilities	19	11
Oak Bay Recreation Centre/ Pool	16	20
Misc. healthcare/ wellness services	12	7
Crystal Pool & Fitness Centres	10	9
YMCA	10	4
Centres for athletics, recreation and special abilities (CARSA/ UVIC gym)	8	7
Panorama recreation	7	11
Misc. cultural facilities/ programs	7	4
Esquimalt Rec Centre/ Pool	6	6
Misc. golf courses	6	3
Misc. parks/ trails	6	7
Misc. sports fields/ arenas/ courts	4	14
Henderson Recreation Centre	3	7
Facilities at home	1	-
Miscellaneous	-	1
Not stated	-	4
<i>Q8a) What facilities</i>		

- Residents using other facilities attend a broad range of gyms, programs and activities, and other healthcare or wellness services.
- The more popular facilities include the Oak Bay Rec Centre and pool (16%), the Crystal Pool and Fitness Centre (10%), and the YMCA (10%).



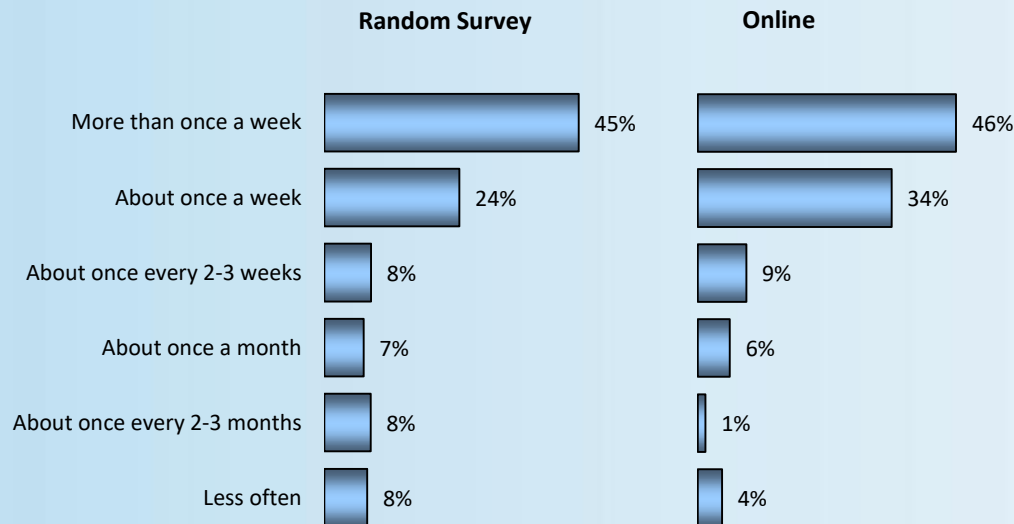
Reason for Use of Private or Public Facilities in Saanich or Greater Victoria Used

Base: Total use private or public facilities in Saanich or Greater Victoria	Random (137) %	Online (70) %
Convenient location	40	24
Specific classes/ programs/ activities offered	29	34
New/ better facility/ variety of amenities offered	23	26
Health/ wellness	14	4
Scheduling/ times of availability	10	29
Value for money/ cheaper	10	10
Reputation/ higher quality (staff, services, etc.)	8	9
Familiarity	8	4
Location of children's programs/ activities	4	10
Have membership	5	3
Miscellaneous	-	1
Not stated	<1	-
<i>Q8b) Why do you use these facilities?</i>		

- The most common reason for using these other facilities is the convenient location (40%), followed by the attraction of specific classes, programs or activities offered at the facilities (29%).
- Other reasons of note include the quality of the facilities or amenities they offer (23%), specific health and wellness services offered (14%), convenient program schedules (10%), and value for money (10%).
- Online respondents report similar reasons.



➤ Frequency of Using Private or Public Facilities in Saanich or Greater Victoria



- Among those that use a private facility or visit a public facility elsewhere, two-thirds do so at least once a week or more, with a further 15% doing so one to three times a month.
- Frequency amongst online respondents does not differ significantly at these sample sizes.

Base: Total use private or public facilities in Saanich or Greater Victoria
Random (n=137)
Online (n=70)

Q.8c) And how often do you participate in those programs and/or use those facilities?



➤ Recreation Programs, Activities Lacking or In Need of Improvement

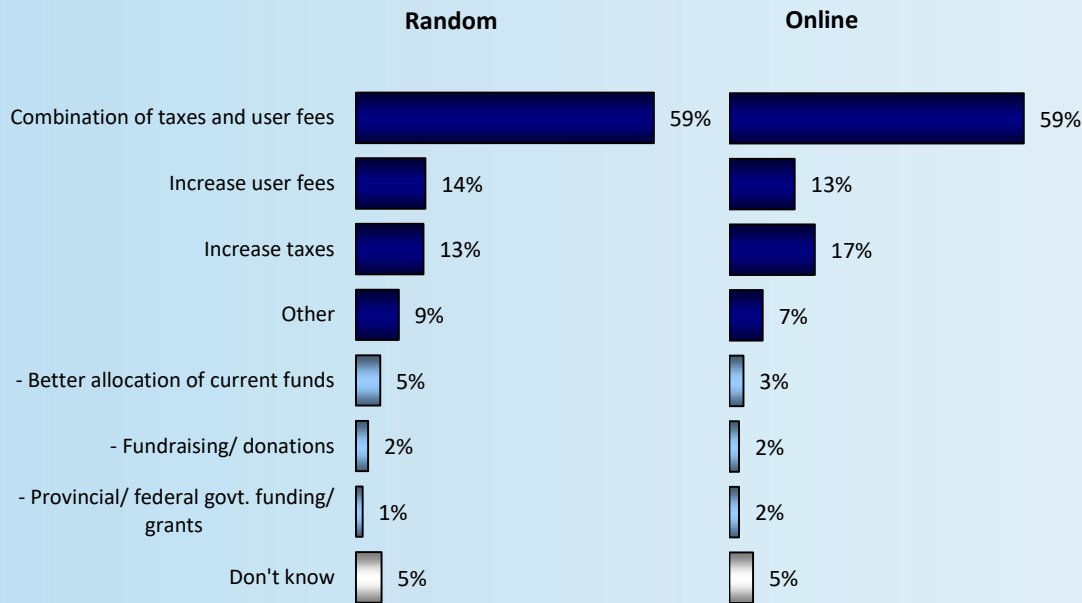
	<u>Random</u> (300) %	<u>Online</u> (106) %
Improve schedules (offer programs year round, extend hours, etc.)	15	17
Offer more fitness/ sports programs/ services (classes fill up too fast, parkour, etc.)	12	21
More/ renovate fitness/ community centres (more room, new equipment etc.)	8	14
More options for children/ youth (advanced programs, coaching, variety of services)	7	15
More/ renovate swimming pools (deck, changing rooms, etc.)	6	7
Reduce fees/ offer more drop in programs/ activities	4	12
Improve communication/ advertise what is available	4	7
Offer more social/ educational/ community programs/ services (daycare, mental health, programming, etc.)	4	4
Improve staffing/ instruction/ supervision at facilities	3	8
More/ renovate rinks	3	9
Improve maintenance of facilities (indoor and outdoor)	3	6
Offer more arts/ cultural programs (music, quilting, theatre, etc.)	3	4
More/ renovate outdoor facilities (tennis/ pickleball courts, sports fields, etc.)	2	9
More indoor sports facilities (softball, tennis, track, etc.)	1	5
Miscellaneous	2	5
Not stated	55	26

Q.9) What recreation programs, activities or experiences are lacking or needing improvement at Saanich Recreation Centres?

- Less than half of all residents could think of a facility or program lacking or in need of improvement (45%).
- The most common suggestions are to improve schedules making hours more convenient or offering programs year round, and to offer more programs such as fitness and sports programs which currently fill up too fast.
- Some other suggestions, each made by fewer than one-in-ten residents, include renovate or build more community centres and swimming pools, provide more child and youth programs, make programs more affordable or offer more drop-in options, and improve the way programs and services are advertised or communicated.
- Online suggestions largely echo those from the telephone survey.



➤ Preferred Methods of Paying to Improve Parks, Recreation and Services



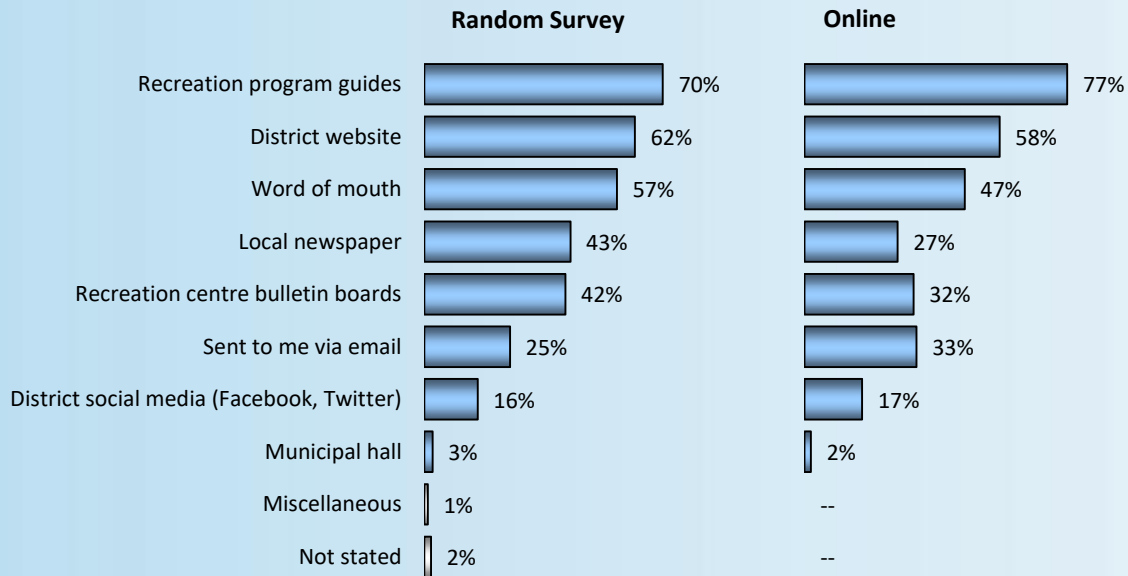
- The most commonly suggested method of paying for improvements is a combination of taxes and user fees (59%).

Base: Total Random (n=300)
Total Online (n=106)

Q.10) How would you prefer that Saanich pays for any new or improved parks, recreation, services and facilities?



➤ Current Sources of Information about Recreation, Health and Wellness



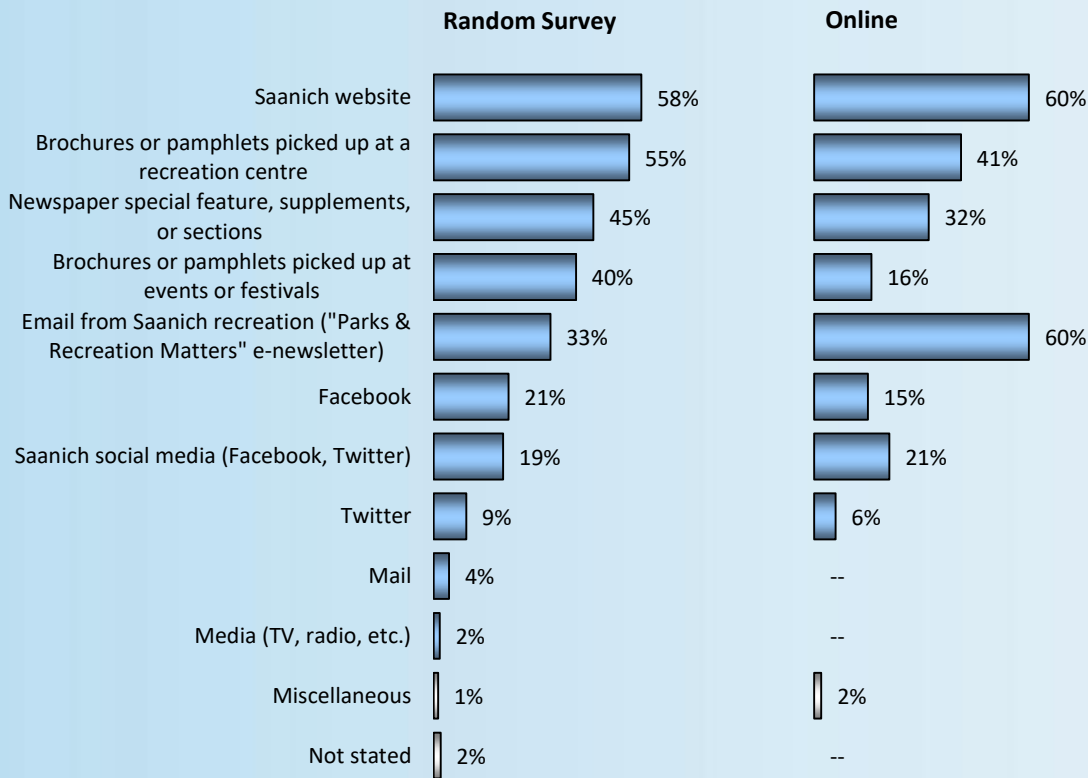
Base: Total Random (n=300)
Total Online (n=106)

Q.11) Where do you get information about recreation, health and wellness programs, activities, services and facilities?

- Residents of the District of Saanich get their information about recreation, health and wellness programs, activities, services and facilities from a variety of sources, though most commonly from recreation program guides (70%), the District website (62%), and through word of mouth (57%).
- Other popular sources include the local paper (43%) and recreation centre bulletin boards (42%).
- Some less popular sources of information are via email (25%) or District social media (16%).
- Program guides are particularly popular with female residents (81% versus 59% of males), and those with children (82% versus 65% of those without).
- Also more popular among families are the District website (79% versus 54% of those without children), rec centre bulletin boards (53% vs 36% respectively), and via email (35% vs 21%).



➤ Preferred Method to be Informed



Base: Total Random (n=300)
Total Online (n=106)

- Asked their preferred method for receiving information about Saanich parks and recreation programs, services, activities and experiences, residents most commonly prefer the Saanich website (58%), closely followed by brochures or pamphlets picked up at the recreation centres (55%).
- Also popular are special features in newspapers (45%), and brochures or pamphlets picked up at events or festivals (40%).
- One-third of residents would like to be kept updated via email, with one-in-five preferring Facebook, and a similar proportion preferring Saanich's own social media feeds.
- The Saanich website is somewhat more popular amongst males (65% vs 52% of females), and those aged under 45 years (69% vs 46-54% of those aged 45+).
- Females are somewhat more likely to prefer being updated through newspaper features (52% vs 37% of males), or contact via email (41% vs 24% of males).



MUSTEL GROUP
MARKET RESEARCH

Demographics



➤ Demographic Profile

	<u>Random</u> (300) %	<u>Online</u> (106) %
Gender		
Male	48	34
Female	52	62
Prefer not to say	-	4
Age		
15 to 24	8	2
25 to 34	11	8
35 to 44	21	21
45 to 54	17	20
55 to 64	18	17
65 to 74 years	14	26
75 years and over	12	2
Prefer not to say	-	6
Area of Residence		
Saanich	100	89
Victoria	-	7
Oak Bay	-	1
Sidney	-	1
Colwood	-	1
View Royal	-	1
Other	-	1
Member of Household Purchased Annual Pass within Past Year		
Yes	27	45
No	73	55

- The random sample was weighted to match census statistics on the basis of age within gender.
- The on-line survey sample is unweighted. Note this group is skewed slightly to females, seniors 65 to 74 years of age and annual pass holders.



MUSTEL GROUP
MARKET RESEARCH

Questionnaire

DISTRICT OF SAANICH MARKET ANALYSIS STUDY: RECREATION, HEALTH AND WELLNESS PROGRAMS, SERVICES, ACTIVITIES AND EXPERIENCES

PHONE/ONLINE SURVEY (FINAL JUNE 11, 2018)

Parameters: 300 participants, randomly selected and aligned to the demographic profile of Saanich. Results will be reliable +/-5.7% at the 95% confidence interval. The questionnaire will be approximately 6-8 minutes in length (approximately 15-20 questions).

Preamble should include definition of recreation, health and wellness:

- Recreation means any leisure activities such as sports, fitness/exercise, visual or performing arts, music, social clubs, etc.
- Health and wellness means participation in activities specifically to maintaining physical and mental health such as physiotherapy/rehabilitation, participation in chronic disease clinics or support groups, primary health monitoring, mental health support services

INTRO:

Recreation, health and wellness services are essential to supporting a healthy and thriving community, and it is important to understand growing and changing demands in our community.

The District of Saanich is evaluating the recreation, health and wellness programs, activities, services and experiences it provides at its four recreation facilities:

- ☐ Saanich Commonwealth Place
- ☐ Gordon Head Recreation Centre
- ☐ Cedar Hill Recreation Centre/Cedar Hill Golf Course
- ☐ G.R. Pearkes Recreation Centre

The results of this study will guide the actions of the Saanich Parks and Recreation Department for the next 10 years. and will include recommendations concerning:

- ☐ Priorities for improving recreation, health and wellness programs,
- ☐ Priorities for improving recreation facilities, and
- ☐ Improving overall delivery of these services to Saanich residents.

For information about our policies regarding collection of personal information, please click [here](#).

The personal information gathered through this study, including your opinions and demographic information, will be held in the strictest confidence, compiled with those of other respondents and used for research purposes only, according to the codes and standards of the Marketing Research and Intelligence Association (MRIA). No personally identifying information will be stored with the survey data which, once collected, will be handled in accordance with the provisions of the (BC) Personal Information Protection Act (PIPA). "Questions can be directed to the District's Privacy Officer at: 770 Vernon Ave, Victoria BC, V8W 2W7, T. 250 475-1775, E: foi@saanich.ca. "

1. What recreational, health and wellness programs, activities, and services do you use or participate in on a regular basis outside the home?

1a. Do you do any of those activities at Saanich Recreation Centres?

2. Do you have children under the age of 18 years of age living at home?

¹ Yes

² No

2a. IF HAVE CHILDREN: How old are they?

3. IF HAVE CHILDREN: What recreational, health and wellness programs, activities, and services do your children use or participate in on a regular basis outside the home?

3a. Do they participate in any of those activities at Saanich Recreation Centres?

4. What prevents you from using or participating in such programs, activities, or services?

4a If time of day of programs is an issue: What time of day are you or your children most likely to participate in a recreation, health and wellness program, service, or activity?

Morning

Mid-day

Afternoon

Evening

4b. If travel distance to a facility is an issue: How far (in minutes) are you willing to travel to get to a recreation, health and wellness program, service or activity?

4c. If cost is an issue: Is there enough financial support for low income residents to ensure equitable access and participation?

5. Overall, how satisfied are you with the availability and accessibility of recreation, health and wellness programs, activities, and services provided by the District of Saanich?

Very <u>satisfied</u>	Somewhat <u>satisfied</u>	Neither satisfied nor <u>dissatisfied</u>	Somewhat <u>dissatisfied</u>	Very <u>dissatisfied</u>
<input type="radio"/> ⁵	<input type="radio"/> ⁴	<input type="radio"/> ³	<input type="radio"/> ²	<input type="radio"/> ¹

6. Have you ever used X (from table below)? Have you ever used any of the following? IF YES: Overall, how satisfied are you with PROGRAM AREA offered by the District of Saanich at their facilities?

	Very <u>satisfied</u>	Somewhat <u>satisfied</u>	Neither satisfied nor <u>dissatisfied</u>	Somewhat <u>dissatisfied</u>	Very <u>dissatisfied</u>
Aquatics	<input type="radio"/> ⁵	<input type="radio"/> ⁴	<input type="radio"/> ³	<input type="radio"/> ²	<input type="radio"/> ¹
Ice Sheets/Arena	<input type="radio"/> ⁵	<input type="radio"/> ⁴	<input type="radio"/> ³	<input type="radio"/> ²	<input type="radio"/> ¹
Fitness Centres	<input type="radio"/> ⁵	<input type="radio"/> ⁴	<input type="radio"/> ³	<input type="radio"/> ²	<input type="radio"/> ¹
Fitness Classes	<input type="radio"/> ⁵	<input type="radio"/> ⁴	<input type="radio"/> ³	<input type="radio"/> ²	<input type="radio"/> ¹
Visual and Performing Arts	<input type="radio"/> ⁵	<input type="radio"/> ⁴	<input type="radio"/> ³	<input type="radio"/> ²	<input type="radio"/> ¹
Health and wellness	<input type="radio"/> ⁵	<input type="radio"/> ⁴	<input type="radio"/> ³	<input type="radio"/> ²	<input type="radio"/> ¹
Children’s programs	<input type="radio"/> ⁵	<input type="radio"/> ⁴	<input type="radio"/> ³	<input type="radio"/> ²	<input type="radio"/> ¹
Seniors’ programs	<input type="radio"/> ⁵	<input type="radio"/> ⁴	<input type="radio"/> ³	<input type="radio"/> ²	<input type="radio"/> ¹

7. Which of the following indoor public recreation or cultural facilities have you used?

	Yes	No
Saanich Commonwealth Place	<input type="radio"/> ²	<input type="radio"/> ¹
Cedar Hill Recreation Centre	<input type="radio"/> ²	<input type="radio"/> ¹
G.R.Pearkes Recreation Centre	<input type="radio"/> ²	<input type="radio"/> ¹
Gordon Head Recreation Centre	<input type="radio"/> ²	<input type="radio"/> ¹
Cedar Hill Golf Course	<input type="radio"/> ²	<input type="radio"/> ¹

7a. IF YES: How satisfied are you with each of the following facilities?

	Very satisfied	Somewhat satisfied	Neither satisfied nor dissatisfied	Somewhat dissatisfied	Very dissatisfied
Saanich Commonwealth Place	<input type="radio"/> ⁵	<input type="radio"/> ⁴	<input type="radio"/> ³	<input type="radio"/> ²	<input type="radio"/> ¹
Cedar Hill Recreation Centre	<input type="radio"/> ⁵	<input type="radio"/> ⁴	<input type="radio"/> ³	<input type="radio"/> ²	<input type="radio"/> ¹
G.R.Pearkes Recreation Centre	<input type="radio"/> ⁵	<input type="radio"/> ⁴	<input type="radio"/> ³	<input type="radio"/> ²	<input type="radio"/> ¹
Gordon Head Recreation Centre	<input type="radio"/> ⁵	<input type="radio"/> ⁴	<input type="radio"/> ³	<input type="radio"/> ²	<input type="radio"/> ¹
Cedar Hill Golf Course	<input type="radio"/> ⁵	<input type="radio"/> ⁴	<input type="radio"/> ³	<input type="radio"/> ²	<input type="radio"/> ¹

7b. FOR EACH “YES” TO LIST IN 7: How often do you use:

- ⁶ More than once a week
- ⁵ About once a week
- ⁴ About once every 2-3 weeks
- ³ About once a month
- ² About once every 2-3 months
- ¹ Less often

8. Do you use any other private or public recreation, health and wellness facilities in Saanich or the Greater Victoria Area?

- ¹ Yes
- ² No

8a. IF YES: What facilities?

8b. IF YES: Why do you use these facilities?

8c. IF YES: And how often do you participate in those programs and/or use those facilities?

- ⁶ More than once a week
- ⁵ About once a week
- ⁴ About once every 2-3 weeks
- ³ About once a month
- ² About once every 2-3 months
- ¹ Less often

9. What recreation programs, activities, services or experiences are lacking or needing improvement at Saanich Recreation Centres?

10. How would you prefer that Saanich pays for any new or improved parks, recreation, services and facilities?

- ¹ Increase taxes
- ² Increase user fees
- ³ Combination of taxes and user fees
- ⁹⁶ Other: please describe _____

11. Where do you get information about recreation, health and wellness programs, activities, services and facilities?

- Word of mouth
- District website
- District social media (Facebook, Twitter)
- Local newspaper
- Recreation centre bulletin boards
- Municipal Hall
- Recreation Program Guides
- Sent to me via email
- Other (SPECIFY)

12. What's the best way to inform and make you aware of Saanich Parks & Recreation programs, services, activities and experiences?

- Saanich website
- Saanich social media (Facebook, Twitter)
- Email from Saanich Recreation ("Parks & Recreation Matters" e-newsletter)
- Newspaper special feature, supplements, or sections
- Facebook
- Twitter
- Brochures or pamphlets picked up at events or festivals
- Brochures or pamphlets picked up at a recreation centre

13. We have just a few more questions to ensure we are speaking to a representative group of people in the community.

A. Are you:

- ¹ Male
- ² Female
- ⁹⁹ Prefer not to say

B. Into which of the following age categories may I place you?

- ⁰ Under 15
- ¹ 16 to 24
- ² 25 to 34
- ³ 35 to 44
- ⁴ 45 to 54
- ⁵ 55 to 64
- ⁶ 65 to 74 years
- ⁷ 75 years or older
- ⁹⁹ Prefer not to say

D. Where do you live? (online only)

- Saanich
- Central Saanich
- Colwood
- Esquimalt
- Langford
- North Saanich
- Oak Bay
- Sidney
- Sooke
- Victoria
- View Royal
- Other

E. Have you or a member of your household purchased a Saanich Parks & Recreation facility annual Access Pass or Multi Admission Pass within the past year?

APPENDIX C: OPEN HOUSE COMMENTS

SHAPE OUR TOMORROW

every. one. matters.

Welcome!

What is the future of recreation, health and wellness in Saanich?
every.one.matters - and that means YOU!

This open house is one of several opportunities to tell the District of Saanich Parks and Recreation Department what you would like to see for recreation, health and wellness in Saanich, now and in the future.

Including this open house, there are other ways to tell us what you think:

- Online survey: <https://survey.givingopinions/saanichparks>
- Interactive displays at the recreation centres
- Stakeholder/public workshops:
 - The stakeholder/public workshops will be an opportunity to have in-depth discussions with others in the community about Saanich's recreation, health & wellness programs and facilities, future demand, gaps and barriers for access.
 - You can register for a workshop at this open house or by sending an email to marketanalysis@saanich.ca

We are also looking at participation rates, demographic projections, and talking to user groups and other interested organizations to give us an overall picture of current and future needs for recreation, health and wellness programs, activities and services in Saanich.



Recreation, Health + Wellness Market Analysis

The District of Saanich wants to ensure that it is delivering the best recreation, health and wellness programs and services to Saanich residents, now and in the future

We need your input to understand what is great about Saanich recreation, health and wellness programs, services and facilities and what is needed currently and in the future. This open house is an important source of that information.

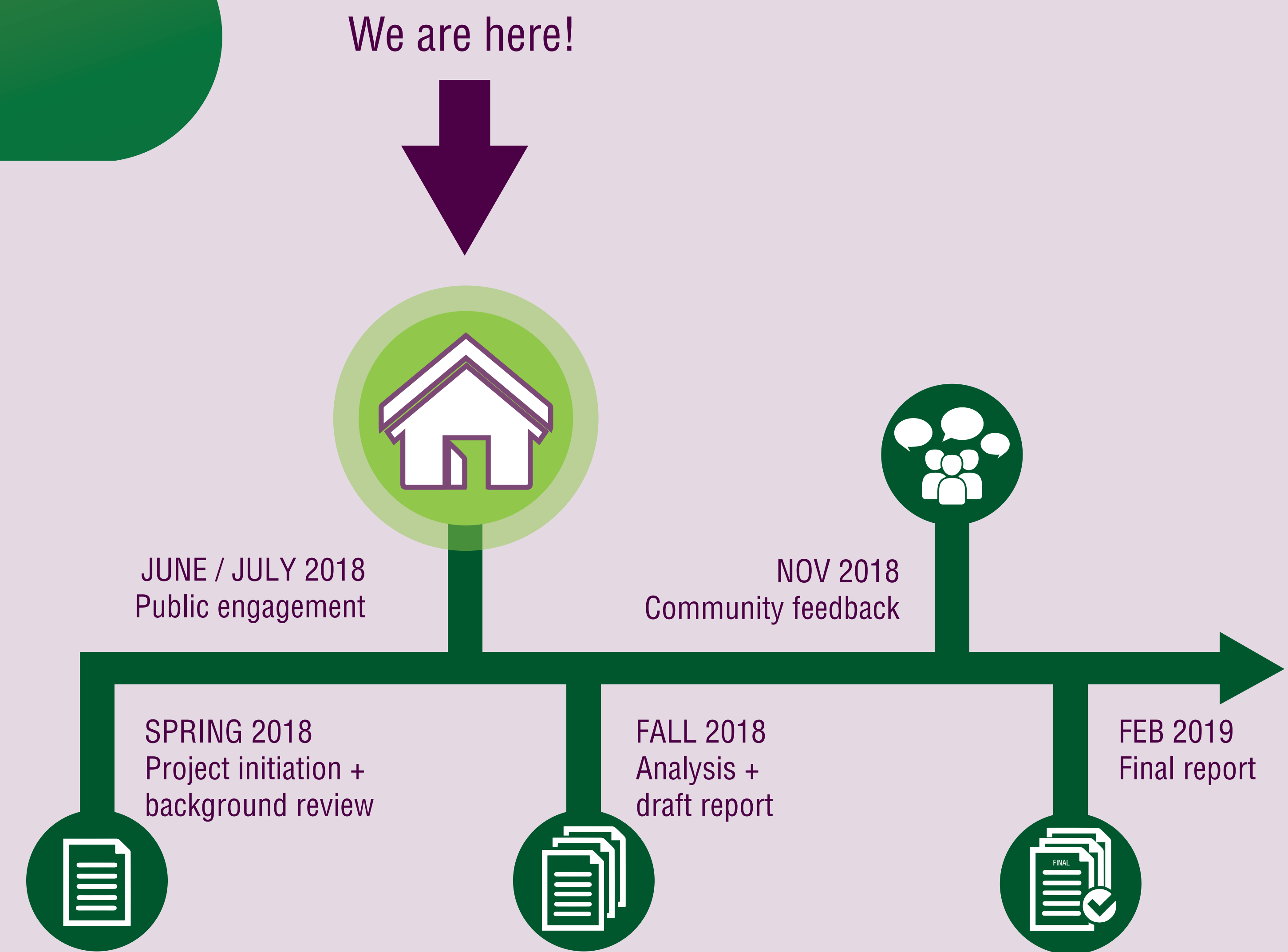
Over the coming months, the District (with consultants LEES+Associates) will be exploring current and future recreation, health and wellness needs in Saanich.

The results of this Market Analysis will guide the actions of the Saanich Parks and Recreation Department for the next 10 years and will include recommendations concerning:

- Priorities for improving recreation, health and wellness programs
- Priorities for improving recreation facilities
- Improving overall delivery of these services to Saanich residents

Please check the project website for more information and updates on the project:

<http://saanich.ca/marketanalysis>



*Help shape the future of
recreation, health and wellness
in your community!*



DISTRICT OF SAANICH
MARKET ANALYSIS

RECREATION, WELLNESS AND HEALTH PROGRAMS, SERVICES, ACTIVITIES + EXPERIENCES

Recreation, Health + Wellness Are Important

Recreation is the pursuit of physical, social, intellectual, creative and spiritual experiences that enhance individual and community wellbeing

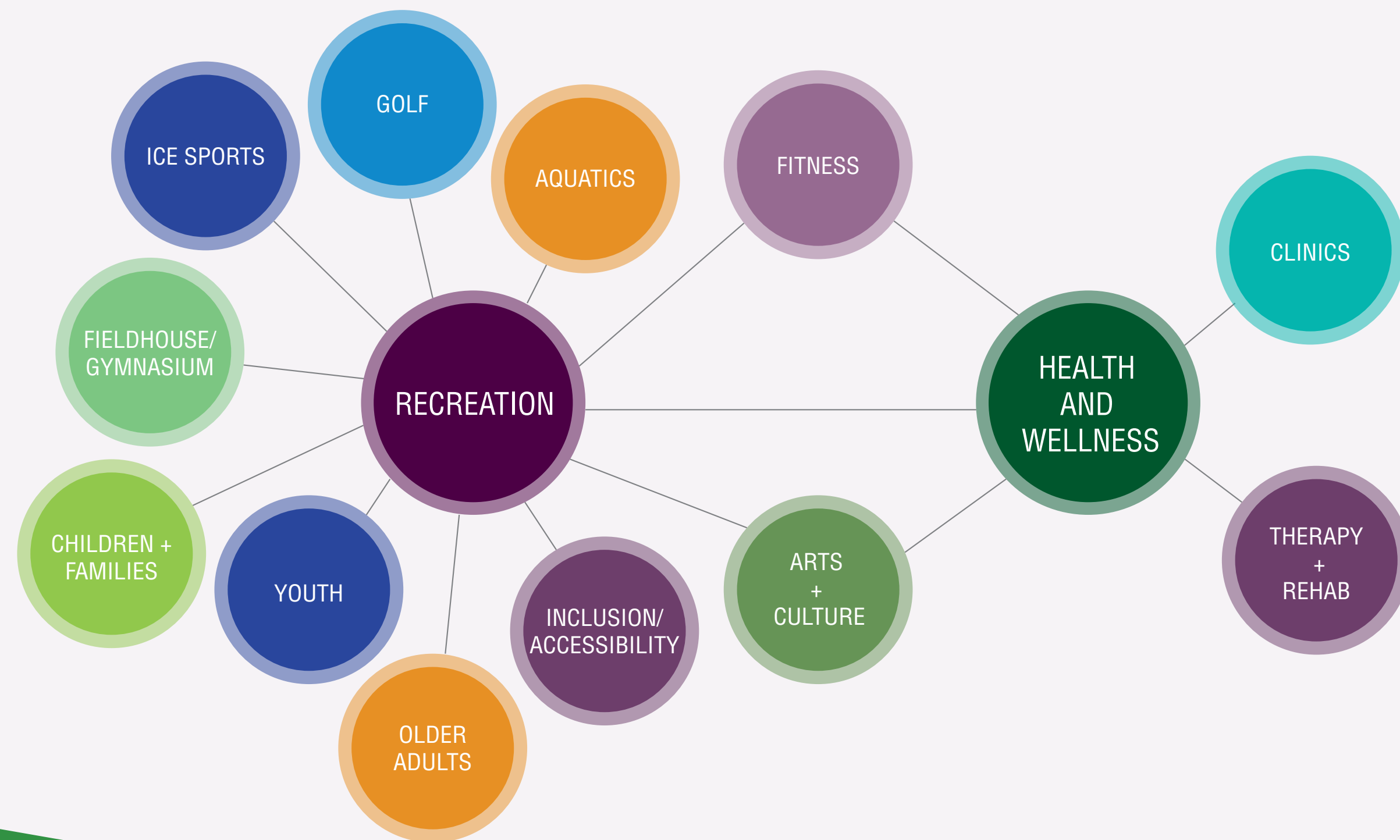
Recreation, health and wellness: Recreation, health and wellness:

- Enhance mental, physical and social wellbeing
- Build strong families and communities
- Help connect people to nature
- Provide economic benefits to the community.

Recreation is a fundamental human need in all ages and stages of life.

Recreation is for everyone; all people and communities deserve equitable access to recreational experiences.

Health and wellness are essential – for being able to work, study, care for loved ones, live independently and enjoy life.



Saanich Recreation, Health + Wellness Programs + Services

Saanich has four recreation centres and one golf course:

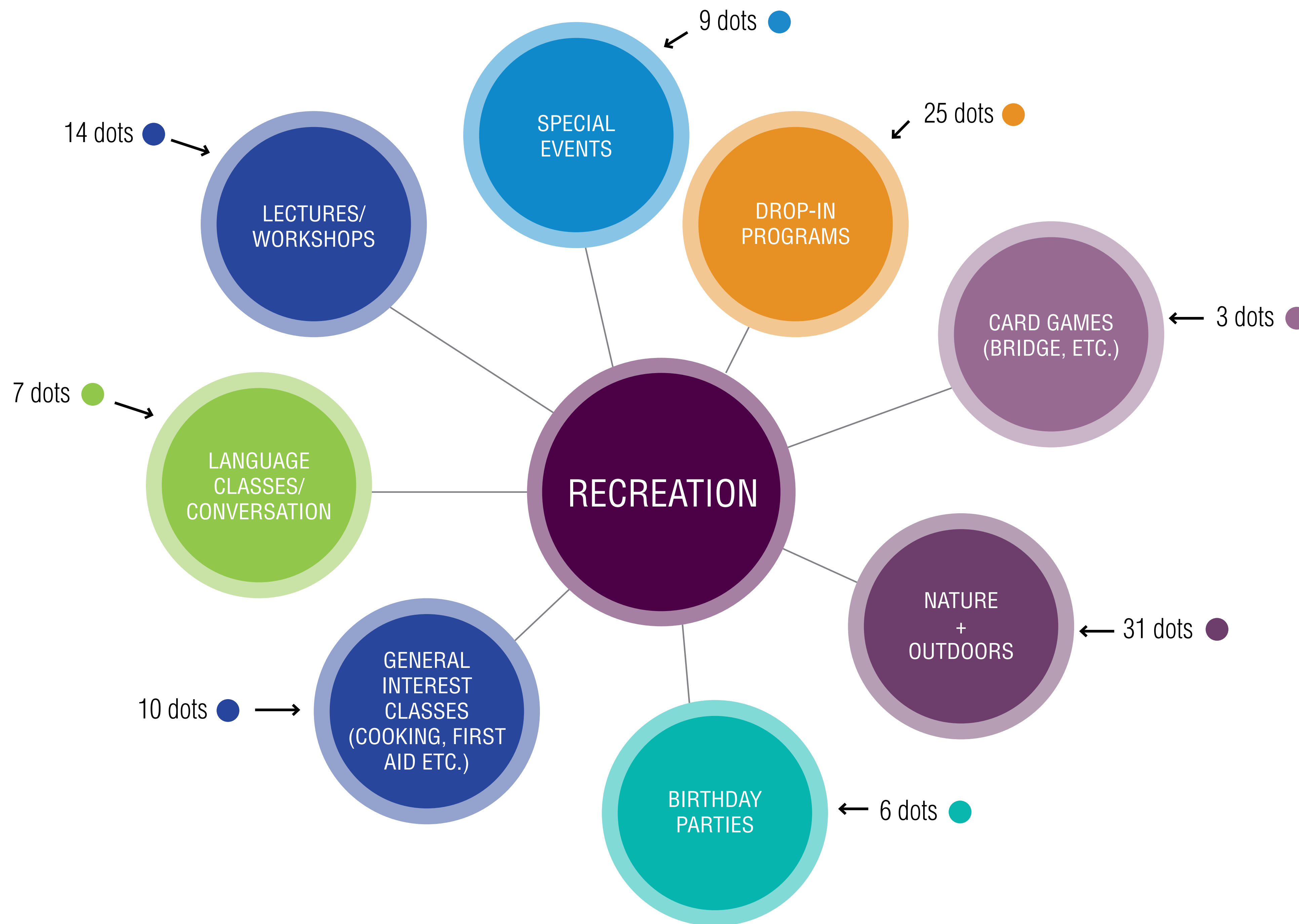
- Saanich Commonwealth Place
- Cedar Hill Recreation Centre/Golf Course
- G.R. Pearkes Recreation Centre
- Gordon Head Recreation Centre



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 @saanich

Recreation

Please place dots near the recreation programs and activities that you think Saanich Recreation should focus on and/or expand in the future. Where are the biggest needs and gaps? What new programs or activities might be added? Use sticky notes to share your thoughts!



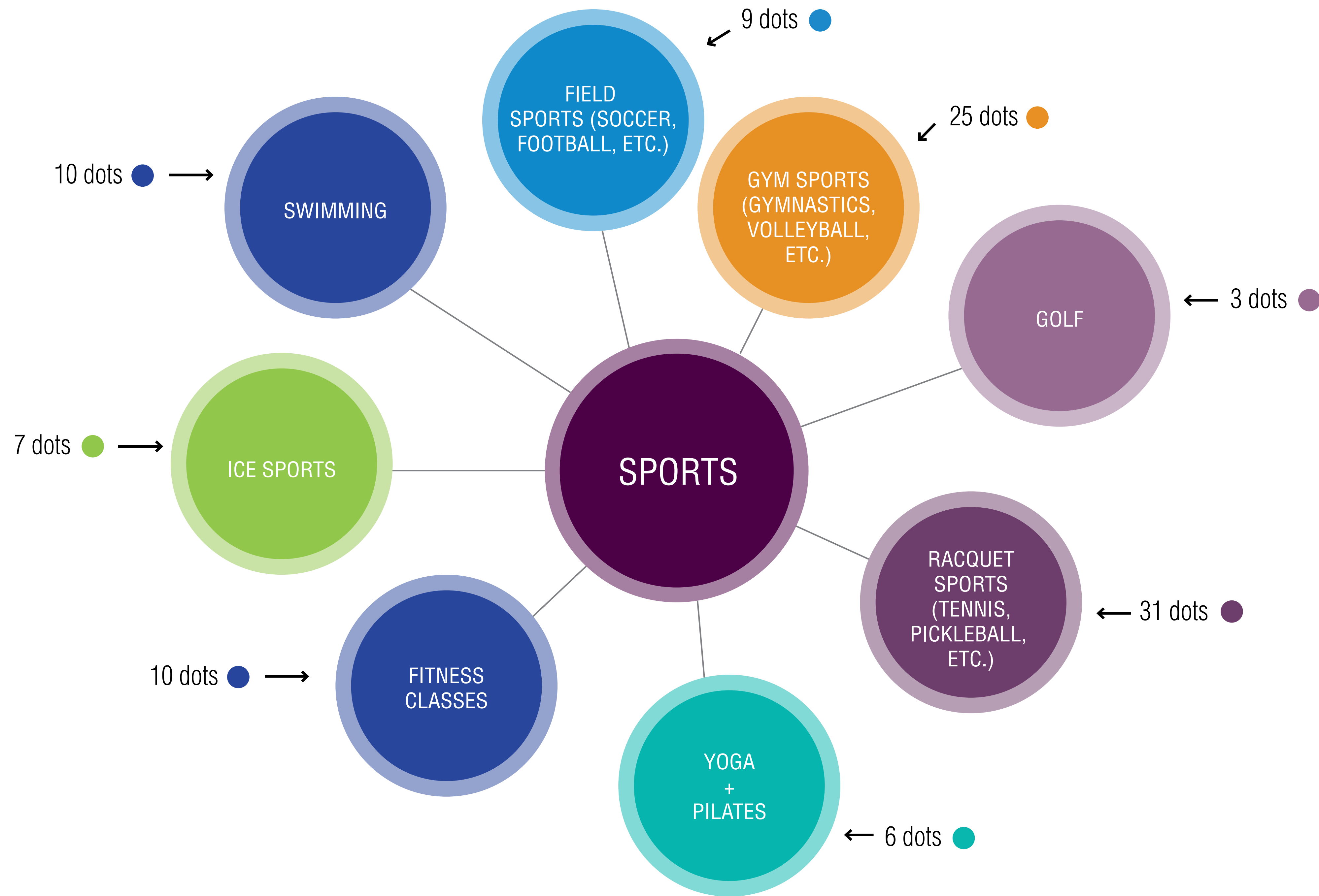
Place your sticky note comments here

- Less yoga and WAY more dance: 2 step, swing, salsa
- opportunities to teach fitness, stability, fall prevention “outside rec centers”. Many at risk people can’t go to the gym so must learn home skills
- Be able to pay monthly by visa direct deposit
- Later start to programs. Not everyone is an early riser. 11, noonish or later.
- Move “older adults” between Recreation and Health and Wellness - then you may have the chart right.
- Not everyone uses programs as a daycare service. More half-day programs for school-aged kids during summer!
- What about 5 campus? Integrate green space + bldg.
- Include community art projects to build community
- dig out the old existing skate park at Cedar Hill Rec + add a youth indoor/outdoor space beside it with first-aid + pool tables etc.; create small kids area + older kids area
- Trails count too!
- Please keep Cedar Hill going and affordable
- Senior activities in morning
- Lack of seniors programming @ Commonwealth
- Consistent sch in the pool
- Not all seniors can get mobile and out the door before lunch. Please have afternoon deep water fit. Thank you!
- Facilities needed to offer wood working equipment + tools
- Health + rec combined program
- Integrate cycling into the recreation support, offerings + culture
- Need more STEP classes, especially more basic step classes
- Access to wood working equip
- Non-traditional sports - those that cater to the non-athletic, but are still active e.g., Archery
- Need yoga classes as drop-ins - yoga is helpful + healthful for all ages. It should not be limited to registered classes. The community would benefit greatly.
- Need more drop-in classes in general. Maybe have classes in larger rooms to accommodate more people too!
- Rebounder classes. Would need to buy rebounders.
- Use the green space & forest around each centre i.e., campus
- Would be great if the former Royal Oak Golf Course could become a connected park/green space to SCP
- Music! Performance opportunities! Tap dance (daytime). For adults
- Move to digital multi-player & social for person to person
- More line dancing options
- Summer soccer, partner with local soccer clubs to offer more
- More in regards to soccer
- Add a new hub/circle for community building
- Consider the network of trails as part of the recreation infrastructure, walking + cycling + how it can be supported
- Work in partnership with existing groups - don’t reinvent the wheel - use partners to support programs
- Disc golf course
- Environmental lectures & courses of interest in that area
- Saanich has great parks, let’s give more activities in sharing knowledge about nature for the visitors. More talks on natural & human history. Thanks



Sports

Please place dots near the sports programs and activities that you think Saanich Recreation should focus on and/or expand in the future. Where are the biggest needs and gaps? What new programs or activities might be added? Use sticky notes to share your thoughts!



Place your sticky note comments here

- More adult length swimming
- continue to support swimming despite the expiration of the legacy operating fund in Aug 2019
- Library + pool at Commonwealth great combo
- pool time - Island Swimming - still a challenge - kids up at 5 am until 7:30 PM to have the time required
- My family loves private swim lessons for the kids, but are very disappointed that they are not offered over Christmas & Spring Break school vacations.
- would love to see more young children classes on M/W/F; Extended childminding hours to afternoon; better swim drop in times for toddlers (adults only before fun swim is frustrating)
- kayaking lessons, paddleboard lessons
- What about water yoga?
- more gymnasium space for b-ball, v-ball, table tennis, court sports, informal activities
- Facility that has 3 full-sized basketball courts
- Indoor training facility for baseball & softball at Lambrick Park/Gordon Head Rec Centre (possibly on the site of the old Bert Richmon Building)
- Very limited gymnasium access, need more gyms!!
- What about running track; spin classes
- Fitness facility at Commonwealth is too small and lacks space for all users + requirements
- Fitness for those with health issues
- more courts for all racquet sports
- we'd like more indoor tennis facility
- Commonwealth should have dedicated times for intermediate/advanced pickleball play time as they do for beginners
- 4 excellent squash courts at Cedar Hill Rec Centre
- Tai chi support!
- Archery
- need to create bike paths both east-west and north-south on Cedar Hill Golf Course
- No bike paths on Cedar Hill Golf Course
- Bike paths everywhere that they fit ... but separate from pedestrians where possible
- cycling outdoors, we need safer roadways + cycling options (i.e., West Saanich Road)
- Consideration of velodrome in Saanich as a central hub to promote safe cycling, skills, active transport
- disc golf
- outdoor nature playground at Cedar Hill Golf Course next to parking lot to increase use of food services + encourage park + walk to Doncaster
- green space + forest, add programs that go outside the centre
- Take advantage of Gorge Waterway & Park, water activities, paddleboard
- more drop-in yoga for we who cannot commit to a regular class schedule
- More later evening yoga options, e.g., 7:00, 7:30 start times
- More yoga & pilates classes, should have as drop-in too! Very healthful! For all ages! Less stress!
- A yoga class for moms during child minding hours
- would like to see hot yoga facility in Saanich Rec
- Better facilities for group activities (bike rides, run training) whether club or Saanich operated
- Lawn Bowling, 3 clubs, all ages sport
- Lawn bowling, 3 clubs in town, little to no promotion
- Canada's finest outdoor horseshoe facilities + clubhouse
- 4 community soccer clubs, great
- Connect rec programs with all the gold facilities in Saanich!
- many fields and outdoor spaces
- five turf fields
- Third ice rink @ Pearkes or, another ice rink facility in Saanich

Health + Wellness

Please place dots near the health and wellness programs, activities and services that you think Saanich Recreation should focus on and/or expand in the future. Where are the biggest needs and gaps? What new programs, activities or services might be added? Use sticky notes to share your thoughts!



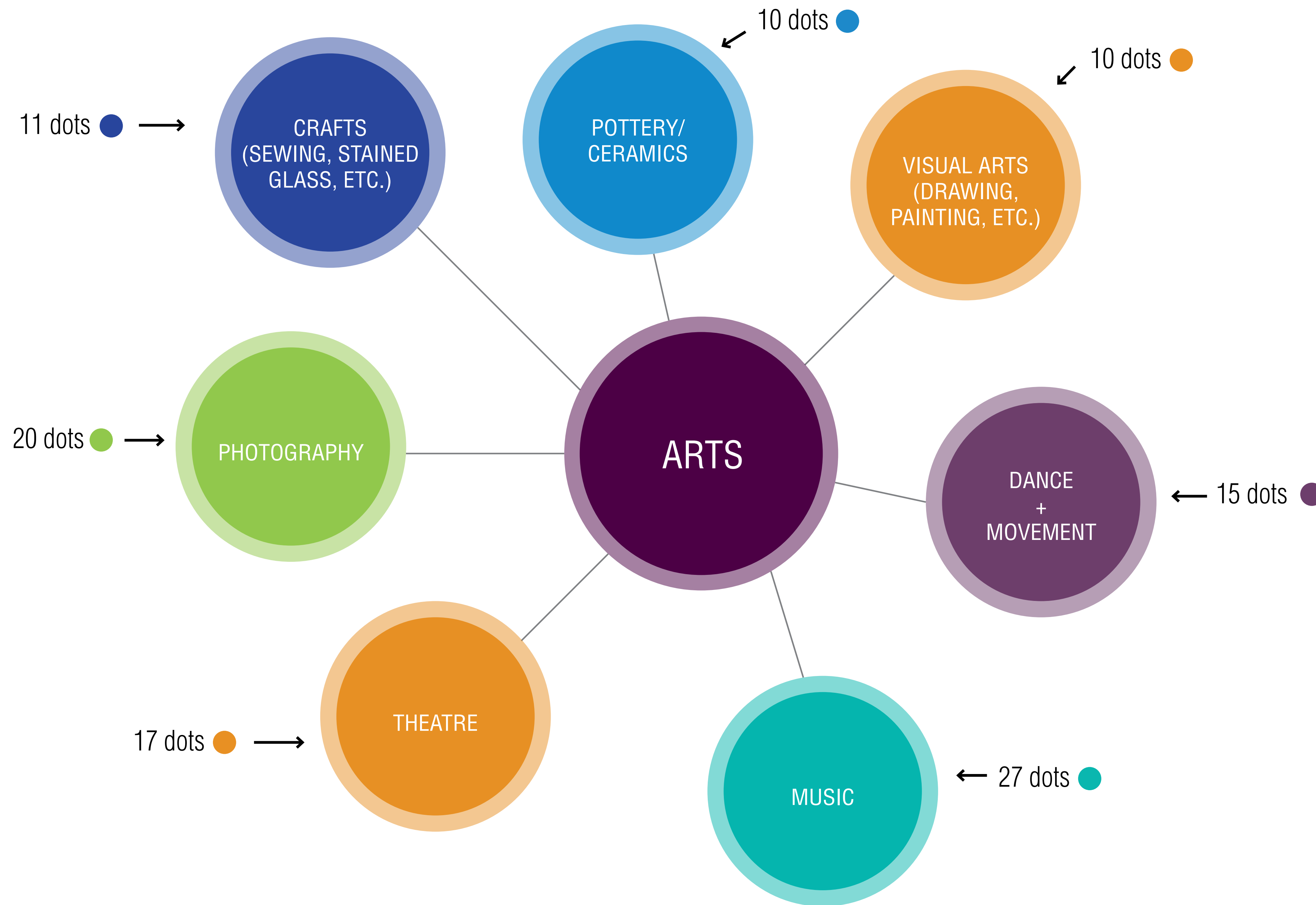
Place your sticky note comments here

- healthy living outside breath in the green space
- Atrial fib screening, kardia
- mindfulness + meditation for families
- huge opportunities in this area
- living healthy heart/mind/body
- mindfulness (goes with meditation)
- meditation?
- meditation drop-in + evening classes
- there should be some form of exercise classes for people in cancer treatment. Classes on post-cancer treatment - now what.
- Let's talk biodiversity - what does that mean for our health and well-being
- more pre or post-natal classes or options
- Injury rehab programs, esp concussion
- Dementia is expanding to huge numbers. A day respite program where yoga and fitness are using medical and social workers (partners)
- diabetes
- neighbourhood/place building grants e.g., City of Victoria
- More "hanging out" space at rec centres. Cedar Hill has a pretty good space but other rec centres don't
- healthy eating & weight management classes



Arts

Please place dots near the arts programs and activities that you think Saanich Recreation should focus on and/or expand in the future. Where are the biggest needs and gaps? What new programs or activities might be added? Use sticky notes to share your thoughts!



Place your sticky note comments here

- Performance arts (other than theatre); spoken word, slam poetry, author readings, poetry
- art outside in green space
- music after school programs at Cedar Hill Rec or Cedar Hill Golf Club; pick up kids at local schools
- photography field trips
- group music lessons: guitar, piano, band, ukulele
- Establish a forum or means to establish meet-up groups for common interests - photography, music (jamming), painting/crafts; more drop-in facilities
- focus on isolated populations, new families to Canada and don't stop youth programming at 18 years old
- Victoria photography tour
- woodworking, bird watching field trips, environmental
- Many of the summer camps are not full day in the summer which make them impossible for working parents. We are forced to use St. Margaret's camps because they're full day.
- Could use land behind Commonwealth for seniors facility
- Digital arts, online sharing with meet/social
- More arts & culture - maybe in collaboration with other orgs in community?
- Community arts programs that bring communities together
- Ceramics studio time is very quickly sold out. It is an excellent studio; it needs expansion; one or more new studios are required; programme needs expansion
- Offer more dance/Zumba at Cedar Hill Rec - adult & child
- More performance arts - i.e. music for adults
- Saanich ukuleles! + lessons - ongoing (not just a playing group)
- Drop in dance lessons or music lessons for shift workers

Other Facilities

Do you use facilities other than Saanich recreation centres for recreation, health and wellness activities? (For example, private fitness gyms, YMCA, Camosun College, etc.)

Use sticky notes to tell us what other facilities you use + why

- All the green space & forest that surround the 3 centres
- Vancouver Island Paddling Aym & Baats
- Beaver Lake Park trails
- Oak Bay, Panorama Rec for Tennis; UVic for squash, climbing
- An indoor velodrome
- Victoria Gymnastics
- Victoria Canoe & Kayak Club
- UVic pool
- Dance Victoria & Woman's Institute for Zumba
- School gyms
- Oak Bay track
- Crystal Pool
- Many of the bigger parks (Elk Lake, MT Doug, CHP) for nature, hiking
- CARSA
- Panorama: cleaner pool; better times for water aerobics; less busy classes
- The trails around our parks are important for fitness/health
- Greater Victoria needs an indoor velodrome that could be part of a Rec Centre.
- Saanich and Greater Victoria need additional skating rinks to meet needs of growing population.
- Crystal Pool & Juan de Fuca

- Zumba, kickboxing
- Victoria Curling Club
- Beach Volleyball courts
- Fit in motion; personal training
- PISE UVic
- UVic
- Outdoor Archery
- There is year round horseshoe pitching for all ages at Glanford Park.
- Baseball parks – Gordon Head, Layritz – keep youth engage
- Pub night once a month at Cedar Hill golf club would be great. Rental facility availability of Cedar Hill golf club with-out requiring food services. Make it more affordable like Windsor Pavillion at Oak Bay Rec.
- We rent rooms in Gordon Head and Cedar Hill for group activities, but the space and time available are very limited. We need more affordable space!
- Better safety along West Saanich Road cycle Lanes (north of Royal Oak). This area does not have pedestrian access.
- Central Saanich Park for Tai Chi, Juan de Fuca Senior Centre for Tai Chi & crafts
- Prenatal yoga at private studios

- Camosun College Fitness Centre – great for trainers & in-expensive
- The Senior Centre at Aberdeen Care – Yakimovich Wellness classes
- Gordon Head, Crystal Pool
- Studio 4 (gym downtown)

Saanich recreation, health and wellness programs + activities

What do you love about Saanich Recreation?

Please use sticky notes to tell us what you love about Saanich Recreation programs, services, experiences, and facilities

- The diversity of offerings
- Horseshoe Pitching
- staff are very helpful – they are great.
- Affordable, clean, friendly, variety
- The Commonwealth Pool & place is an excellent facility.
- Nature benefits: connect with nature (information & communication)
- Evening aqua fitness
- Multiple locations with excellent facilities; great staff; affordable
- Children's programming: music pups, jumping jellybeans, variety of choices.
- I love Sandy's drop-in body sculp class
- SCP – staff fitness centre
- Having the community together for something positive, for growth
- Designated pickle ball courts & designated tennis courts – these two courts should not overlap each other.
- A tennis facility; distributed locations; affordable; variety' fairly well inter-connected by trails for cycling/walking.
- Wonderful staff – knowledgeable; friendly
- I love the pool. I love quiet times when us old folk can walk in the airing tank.
- Steam room needs updating. Gordon Head is updated & great.
- Great facilities.
- Support for local soccer clubs. Much better than other municipalities.
- Hockey rink
- Local parks like Glanford – loads things to do in Saanich
- Nature walks & other nature pros
- Natural parks with trails
- Disc golf course
- I feel blessed to be able to access 3 fantastic facilities. Clean, well staffed, accessible. Thanks.
- Tennis court – resurfacing has been good so far; more works to be done.
- Lawn bowling clubs
- Friendly & fun
- Thank you for great support in archery.
- Best pool right here.
- CP: an excellent facility – great, helpful staff; good programs; very supportive
- Affordable

Additional programs + services

Please use sticky notes to tell us any additional programs and services you would like to access at a Saanich Recreation Centre

- More pleasant outdoor exercise areas at CWP
- Walking trails but ones where cyclists do not rein
- Let field user groups use the grass field in the summer.
- More programs for seniors particularly at Commonwealth Centre.
- Intermediate & advanced lessons for pickleball
- Out of school care e.g. before & after school childcare (other municipalities offer this already).
- More support and collaboration with community groups/associations
- More green level trails – more off-road bike trails
- Outdoor archery
- More general gathering (unscheduled, unprogrammed) spaces
- Classify trails by difficulty & provide list on website
- Increase childminding hours and locations
- Trails walkways expanded through Commonwealth.
- Tai chi
- Pickle Ball
- I enjoy using the Commonwealth Place fitness room but find some excess. Move heavy equipment away from designated area. Being 76, I find this most inconvenient. Please ensure weights are replaced. Also, there are people using the stretching mats for socializing. Mats should be left for committed fitness participants.
- More outdoor adult & child day care opportunities
- More music & performance (theatre) arts – daytime if possible, for adults
- Would be great to complement services with medical services (nurses/clinic/GP)
- (In the weight room) sets you with a personal trainer
- I love the access by road to Commonwealth Center. Even in rush hours I can manage this easily. I have benefitted greatly from deep water fit but find there are often too many people in the allocated space. More lanes afternoon classes (drop in).
- Bigger change room.
- Youth volleyball



Shaping (Y)our Future

What one thing could Saanich do better to improve your experience?

Write your response on a sticky note + add it below

- Shelbourne St cycling solutions
- Need X-walk at Maplewood & Camrose Crescent. Very unsafe block on Maplewood Camrose to Holloway. Will not walk on that block. Too many car crashes into fence & sidewalk. Scary.
- Better (newer) gym equipment. Trainers to help gym stay clean and safe. Check out Nelson, BC (NDCC), Fit Techs.
- Outdoor clay and/or grass and/or hard courts for tennis user at Cedar Hill Recreation Centre.
- Allow over night camping for weekend tournaments.
- Classes outside, e.g. weight & circuit out on grass behind SCP.
- An indoor swimming track would be awesome.
- The Common Wealth Gym is too small. There are often wait time for equipment. I attend this gym 3 times a week & often find a problem of finding space to skip.
- Set up a disc golf course.
- Campus program – use green space (forest with inside programs).
- Cheaper entry.
- Please check the temperature/ventilation in the pool (SCP). It's very hot.
- It's helpful if facilities are on bus routes.
- Communicate more clearly when pool facilities are being subject to mixed use. Like diving or water polo.
 - With water polo a continuous high pitch whistle is used. Let customers know ahead of time if they want to use the pool in these areas.
- Please clean the family change rooms at Common Wealth more often.
- Cedar Hill Recreation Centre longer summer hours & weekends.
- More safe, mapped cycling routes, connectors to trail systems
- Lower the cost of programs offered.
- Be more responsible. Work more collaboratively. Don't always say no.

- Have late midnight swims maybe once a week like Oak Bay Rec does.
- West Saanich Road is very unsafe for walkers or cyclists. Same goes for Wilkinson & Interwater.
- Collaboration with volunteers working to clean up and restore our parks
- Indoor training facility for baseball and softball use year-round at Lambrick Park/Gordon Head Recreation Centre (possibly on the site of the old Bert Richman Building).
- More pool time.
- Be better partners.
- Special events start earlier in morning to accommodate families with young children, e.g. strawberry fest, bike festival, etc.
- More toddler/ young child classes on a greater variety of days & times.
- More variety of equipment i.e.. Crunch machine for core focus
- It is impossible to walk on Lochside Trail. It is promoted & very used as a commuting route and walkers are at their peril. Put up a walking only lane. Asking cyclist to be considerate is not practical, although it is ideal.
- Focus on older adult non-physical program.
- Add another ice rink. Can be used for lacrosse too.
- Youth & masters cycling facilities – indoor & outdoor.
- Walking & cycling trails connection/leading to/from facilities
- Work & coordinate with natural houses in Saanich.
- The entrance to the Cedar Hill Park on the golf course from Tolmie Ave off of Maplewood is a serious accident waiting to happen. A sidewalk is needed!
- Same variety of classes available at all centres.
- At CWP – floors at yoga studios need more frequent cleaning, please.
- More pool time for older people.
- Facilitate and nurture community (vs just a recreation centre).
- When you repave a road, build it to last.

- At SCP, purchase more land; increase parking; expand weight room; expand hot tub & change room.
- It would really be appreciated if sign up sheets for drop in classes could be signed well before ½ hr prior to the class – this would give people time to warm up, or have a quick dip in the pool while they waited. Also, what purpose does ½ hr before the class serve?
- I would like to know your earthquake prep plans. How would you respond – esp. people in the pool, do lifeguards have a plan?
- If you have a type of activity for youth (i.e. kids 6 – 9, something active and fun), offer the same activity for every age group. I'm 17, there are tons of programs for youth 12 & under that I'm interested in, but nothing similar for my age group. Looking at the activity booklet makes me sad and uninterested. I don't have anything interesting to me. Older kids & adults like fun activities just as much as children. Broaden the horizons. Engage everyone.
- Focus on using existing facilities and parks to offer after school programming. Eg Cedar Hill Rec. & esp. Cedar Hill golf club for afterschool care program for Doncaster.
- Better cycling routes. To all schools, designated north south bike paths through Cedar Hill golf course & east/west
- Tai Chi classes.
- More nature.

Shaping (Y)our Future

Tell us one innovative idea for the future of Saanich Recreation

Write your response on a sticky note + add it below



- Offer homes to small sports like JDF does for lawn bowling.
- More indoor courts: basketball, volleyball, badminton, indoor swimming
- Indoor training facility (for year-round use) for baseball and softball
- encourage Saanich City Council to protect Royal Oak Golf Course to remain in ALR. Recreation use expansion for Commonwealth on those grounds in regards to nature & meditation programs.
- Disc golf course
- Gym fitness
- Equestrian
- Youth center & skate park at Cedar Hill
- Keep ALR Lands – do not develop Royal Oak Golf Course
- Kayaking
- Better integration connection to bike path network
- Encourage digital multi-player to come out & socialize offline
- Work with current partners to advance existing sports
- More outdoor programs in parks
- Partnerships
- Build leadership and networking in the community
- More outdoor/nature school aged kids & preschool programming at Cedar Hill Park
- Better bike paths running across & uptown Cedar Hill Golf Course
- Appreciating the increase in safe bike lanes. Include a bike lane for West Saanich Rd.

- Consider height of gymnasiums when considering groups to access those gyms
- Mark tennis courts as pickle ball
- Exercise circuits programs for people recovering from medical illness
- Partner with Saanich neighbourhood place to offer their type of programming throughout Saanich
- There is too small no user fee parking. There is no such thing as free parking – it's only a matter of how and who pays
- Integrate socialization with fitness programs – coffee or lunch after class – helps newcomers meet people with similar interests
- Add disc golf, baskets to Cedar Hill Golf Course (being done at Metchosin Golf Course)
- Staff support to community associations to put on neighborhood events
- Disc Golf park at Layritz, Hyacinth, Lambrick
- Use Royal Oak Golf Course as a disc golf course
- Add a track for runners & jogging
- Outdoor nature playgrounds in existing parks
- Go green. Include the campus in the program
- Work with Victoria, Oak Bay etc. to create multi-district/facility passes access to each other's programs (reciprocals)
- Outdoors recreation in greenspace
- Communication exhibition conference facilities
- Support for cycling & active transport
- Partner with UVic School of Music to provide singing, voice, choirs, etc.

- More emphasis to make our community centres (aka “re” centres) as true community centres. – rebrand as community centres; - have most programmes/services available at all centres. I don't want to drive/bus across the municipality to take X class, only available at Gordon Head, for example; - centres can then grow to become the true hearts of the communities and neighbourhoods. I think this will build a stronger, more connected community and Saanich.
- Junior Rock Climbing for 8 – 13 year-old. The galloping goose by Uptown and Municipal building has been used by my 12 year-old. He sleeps very well after.
- Outdoor amphitheater on Cedar Hill Park slope above ICC centre & below volunteer center for outdoor concerts/films/lectures/gatherings/nature talks & nature preschool + after-school care.
- Free swimming lessons for kids.
- Everyone was walking and biking. Cars are a large (illegible) expanse. Encourage more transit. Educate that cars are expansive.
- Single occupant cars are a drain on the tax system.
- Create more parking @ SCP next to Portuguese Church.



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DISTRICT OF SAANICH
MARKET ANALYSIS

RECREATION, WELLNESS AND HEALTH PROGRAMS, SERVICES, ACTIVITIES + EXPERIENCES

Feedback on this open house

How was this open house? Could we have done things differently to gain your opinions and ideas?

Please tell us - write it on a sticky note + add it below

- Good – talk to us more regularly
- Excellent – you can see that we want to be included in planning
- Pearkes Arena needs to be updated
- Very good, should do more often
- Good idea
- Ad was misleading, 5-8 PM. Thought it was a 3-hr workshop.
- I like this format. I can contribute here & still set my workout in.
- Good to know that the survey is professionally done & done by professionally 3rd party consultation.
- Disappointed in your advert – I came thinking you needed me till 8PM.
- I appreciate the engagement with stickers & post-its. Would like a bit more information from face-to-face interaction but you had a great turn-out.
- Interesting; maybe more interactive with people; needed more catchy display in the hallway but the email/Facebook ad brought me in.
- Good promotion on social media – where I saw the event. Drop-in open house is ideal at this stage.
- Quiet, easy, perfect. Publicity said “drop-in”, not workshop.
- More focus on use of rec. facilities for community meeting & community building
- Facilitate an interactive session that would encourage participants to interact with each other. Stimulate discussion between and among participants.
- Good idea but a survey for a wider audience may also be good.
- Perfect! Thank you.
- Well done!
- Excellent – have community engagement on an ongoing basis
- Great event. Perhaps send a Saanich rep to neighborhood groups & association meetings
- What about costs? Saanich facilities must pay for themselves
- Encourage communication between staff & community
- An effective way to receive feedback. Not everyone has a computer etc. to go online. I appreciate all the ideas contributed without discussion to which some people feel they cannot contribute.
- Leaves much out. Obtaining more parks & seniors health education.
- More posters, etc. Monthly wall. Focus of (illegible). Larger weight room, larger change room, more gyms – tell us!
- I enjoyed seeing the effort going forward in making a plan for the recreation hubs in Saanich, Thank you.



LEES
ASSOCIATES



DISTRICT OF SAANICH
MARKET ANALYSIS

RECREATION, WELLNESS AND HEALTH PROGRAMS, SERVICES, ACTIVITIES + EXPERIENCES

APPENDIX D: INTERACTIVE DISPLAY COMMENTS

Interactive display panels were placed at the following locations from June 19, 2018 to July 15, 2018:

- Saanich Commonwealth Place
- Cedar Hill Recreation Centre
- Gordon Head Recreation Centre
- G.R. Pearkes Recreation Centre
- Cedar Hill Golf Course
- Saanich Municipal Hall

Community members were invited to provide comments on the display panels, in response to several questions. Their comments are provided below, organized according to the location of the panels where the comments were provided. Samples of the display panels are provided at the end of this appendix.

SAANICH COMMONWEALTH PLACE

What do you love about Saanich Recreation?

- Loved Leah's WaterFit June 28th. Good job!
- Activities
- Kids programs, rec online, active living guide, b-day parties, staff!
- Free parking
- Emma's pilates class. More pilates and barre class
- The people, front desk staff, library
- Mom and Babe classes
- Excellent fitness instructors, free pool use after class
- I loved the reused GH pool I swam in as a child. Good use of asset
- Commonwealth pool and the library
- Library, pool gym are all connected into one building
- That it's big
- Friendly, love the mats/stretching area in the weight room
- Free wifi
- Great AquaFit instructors
- Love the pool & the library

What one thing could Saanich do better to improve your experience?

- Free seniors swim (x 4)
- Seniors get too much already
- Tiles around pool are too slippery
- public access - too expensive
- 9:00am aerobics (Susan) too loud
- more lane options during club times
- Steam room
- More lane swim time at GH
- Make a water-slide park
- More bathrooms to escape practice
- At least one cold or temp controlled shower
- A/C
- Finish sun deck with glass panels, tanning beds & outside shower
- Add bike lanes on Shelbourne
- Anyway to reduce chlorine and chemicals is great
- Clean change rooms, enforce no street shoes in pool area
- Clearwater pool system to reduce chlorine
- Repair & replace locks in universal change room
- Add another water slide
- Bathrooms/showers near pool area are gross. Power wash them like Oak Bay
- Give out free drinks
- A/C in common area
- Too much marketing of Saanich Recreation
- Cyclists should warn walkers when passing on Lochside trail
- SCP does not shorten the opening hrs on Sat/Sun in the summer
- .25 cent lockers instead of .50
- Turn down the music on morning aerobics (Susan)
- More vending machines
- More step classes on evenings & weekends
- More consistency with pool times
- More TRX classes at various times
- Longer library hours 8am-9pm & 7 days a week
- Powerwash the sauna on a regular basis
- Stricter rules on people who are loitering
- Need showers in the gym. Don't like going downstairs
- Child's playground precludes homeless campers
- More intense AquaFit classes
- More fun swim times & more hot tubs
- Would like community gardenplots to be developed at SCP
- New steam room
- Keep the swimmers & snorkelers out of the water walking pool during early bird time
- Fix wifi it's too slow
- Diverify holidays observed, celebrate. Include Pride, Ramadan etc
- Make sure you follow your pool schedule. You make the trip, get here & NO access
- Programs for toddlers & preschoolers at the same time.
- 2 wheel chair buttons in the library bathrooms

Tell us one innovative idea for the future of Saanich Recreation.

- Enforce rules at parks - Scoop your horse poop
- Outdoor playground, new PA system, update lifeguard uniforms
- Bigger gym area. Spin classes
- Use cleaner on floor regularly. Proper regular cleaning of deck & pools especially change rooms
- After improving bike access to some centres, offer bike safety classes & guided rides to seniors
- Force people to be active & to exercise. It should be free to be healthy
- Less cost per visit, make it more accessible
- More cutting edge classes
- Wave flow rider
- Enlarge the sauna, hot tub & steam room
- No. Saanich Parks doesn't empower it uses.
- 2020 walk to rec centres all over vs 1970 drive to centralized rec centres
- Check out Panorama youth pass \$69/year
- Single track mountain bike trails in all parks
- Incentives to attract & retain instructors
- More than 1 wifi network
- A/C in common area
- Increase the # of free passes from the GVPL to attend facilities. Waitlist is 2+ years long
- More resources/groups for LGBT+ youth of all backgrounds
- Current MLA positions - greater chance for funding & facility upgrades.

Do you use facilities other than Saanich Recreation Centres for recreation, health + wellness activities? (For example, private fitness gyms, YMCA, Camosun College, etc,)

- Yoga in the water
- Need another ice rink
- Would be nice to have long safe walking path around swim pool
- I use my street & block for walking
- Panorama - they have free annual kids passes for all kids in household when adult buys one. Pool has great availability
- Oak Bay because of swim times, free masks with pass & cheaper rates
- Good Life Fitness for their classes
- YMCA

Are there any additional programs and services you would like to access at a Saanich Recreation Centre?

- Funding - many existing progress/facilities cost more to maintain
- Womens only time in the gym. Entitled men take over the machines as if it's ok
- water walking class on Tues & Thurs
- Urban farm at Cedar Hill
- Ringette at Pearkes
- Composting, better recycling. Look at Burnaby they have figured it out. Poor attempt at garbage composting, everything just thrown in the trash
- Municipal Leadership
- Step classes
- Going to need a second EV station soon. It doesn't need to be free
- A well equipped woodworking carving facility, like the Juan de Fuca centre. So many of us have downsized & cannot have our own shop
- Early morning yoga (6:00am) used to have one at SCP
- Open gym on the court at SCP, waste of space when not rented.
- Stretch class
- Drop in HIIT, more high intensity
- More spin classes
- Ensure there is length swimming available at all times at SCP
- Length swims available at all times
- Adult volleyball lessons
- Communication, cooperation, implementation, invigoration
- Ringette at GRP
- Tai Chi
- Adult fitness classes from 4-6
- Things to do with kids under 3 when older kids in camp. Swimming during day
- Hiit class should be drop-in
- Drop in yoga

CEDAR HILL RECREATION CENTRE

What do you love about Saanich Recreation?

- WaterFit, things for all ages - smiles
- Staff is very friendly, always smiling
- Helpful staff
- Friendly staff, walking trails, gallery
- Wifi at all centres
- Inclusive for all ages & capabilities
- Golf course trail is well maintained and managed
- The public nature of the rec ctrs art is very welcomed
- The staff is warm & friendly, they make seniors feel welcome
- Well kept
- Staff, patrons, ease of access
- Love this ctr. Everything is great
- Beautiful flowers, great front desk staff
- There's a rec ctr close by, no matter where you live. Good rates & staff
- Everfitt program, art gallery
- Love the gallery
- Grace & Lisa at the front desk. Welcoming efficient & friendly
- Everfitt program, variety of programs, great staff, well kept facilities
- Inclusive for all ages & incomes
- Affordability & diverse programs
- Need grab bar for safety in shower area. Need ballet barre at least 3' in length in weight room
- Lots of options for seniors
- Inclusive environment
- Lots of variety
- Great gyms
- Very nice staff
- Colbys classes functional fitness, weights
- Beautifully maintained, friendly helpful staff, Everfitt program
- Inclusive & affordable
- Beautiful art spaces, gallery
- Staff & location
- Osteofit, staff at front desk are great, building service workers as well
- The staff, Nathan Bailey & John Miller. Tennis courts are clean

What one thing could Saanich do better to improve your experience?

- Cheaper studio rental off-peak hrs for ballroom practice
- More bike paths
- Wide loop bands that don't roll down
- The price to use fitness facilities are more than any other in Victoria (ie YMCA & Steve Nash) but offer very little in exchange The gym is always packed. When equipment breaks down it's down for a long time.
- Rubber flex dumbbells. The metal ones are so old.
- New dumbbell weights that aren't melting to the rack
- 1 or 2 more stairmasters
- Lights in gym are too bright
- If people could be more considerate. Clean machines after use. More towels & sprayers.
- Dumbbells that go up to at least 85lbs. A hex bar for squat & dead lifts
- New programs for the elliptical trainers more virtual hikes in other places (New Zealand, Canada?)
- More space for floor exercises
- Art spaces double billed. Swimming & general memberships double billed
- Heavier & more kettlebells. Maybe a poster with instruction on how to use safely
- Need a hair dryer in the womens change room
- Reduce the age for a free membership to 75 or 80
- Self controlled heat/air. Cold in lounge too hot in gym
- Double billing of space
- Fixing things in a timely manner. Barre bar broke in Feb & it's now July.
- Open at 6am & earlier on weekends
- More rehab section to increase floor space
- Fitness classes & physio take up a lot of floor space in the gym. Either reduce your price or expand your space
- More classes for younger people
- Am 81 & don't like being turned away for my exercise after 26 years of regular attendance
- Put the barre back in the weight room as I need it for my exercises
- Separate gym for women with smaller circuit equipment or separate weight room for men (noisy)
- More programs addressing anxiety & trauma - art therapy
- Womens showers need 2nd bench & better hooks that don't give way
- More fans for gym
- Weight room partitioned off with wall or glass door
- There should be different teacher each time in our exercise classes
- More empathy/sympathy from fitness instructors for those who are suffering from arthritic pain
- Choice of own lock or .25 cent lockers
- Another rotating stair machine
- New free weights, some have melted & are hazardous & sticky
- More privacy in womens showers & changerooms. Curtained cubicles
- Allow patrons to use empty spaces. Gyms, changerooms

- Get better scales like at SCP. Put them in public spaces not hidden in locker room
- Drop-in yoga. Need more drop-in classes yoga & pilates
- New equipment mats, more 5lb weights in multi-purpose room. More cleaning supplies
- More spacious change rooms. 4 x GH size
- Reduce senior age to 55
- Relax space with newspapers
- More elliptical machines
- Automatic towel dispensers that actually work!
- Another stairmaster
- More art studio spaces
- Another stairmaster, see the use of the machine compared to other aerobic equipment
- Open gym earlier
- Maintain weightroom equipment better
- Discount for OAP's for the regional pass
- Increase mat area or other floor space
- Free admission for over 70
- Free admission for over 75
- Put mirrors & barre back in fitness room
- Open gym earlier 5:30
- Open the café based on weekend events. Summer squash & tennis

Tell us one innovative idea for the future of Saanich Recreation.

- Build a pool for CHRC. A big deficit to not have one. Lots of room & would be successful
- Too crowded at circuit class
- An innovative program for seniors not bingo & bridge.
- Besides Grace being the BEST! It would be nice if the circuit users would "switch off" when resting to share equipment
- Acting classes for adults
- Fitness/core fat burn classes like Tillicum
- Replace weights for 50+ fitness, stretch & strengthen class. Paint is worn & hands smell awful after use.
- Discount on Tennis for annual membership holders
- A program which encompasses the work of Nadine Harris Burk around resilient communities
- Add an upper floor, need more space for classes
- When is the barre coming back to weight room
- Directional arrows for parking lot
- Salt water pools & whirlpools
- More drop in classes in the evening
- Indoor pool at CH
- A library with comfy seating
- A plaque for hanging key chains in the gym
- Zumba & Yoga drop-in in the evening
- Drop in artists need their own studio
- Kick it up a notch for the café, add espresso machine
- Better service by bus/public transit
- Skate park

- Before & after care for summer camps. Otherwise as a working parent I cannot access CH Rec
- Tai Chi classes at more times of the day/weekend. For those not yet retired
- Aging backwards fitness classes
- More drop-in circuit classes afternoon or evening, drop in yoga, walking groups

Do you use facilities other than Saanich Recreation Centres for recreation, health + wellness activities? (For example, private fitness gyms, YMCA, Camosun College, etc.)

- Cordova Bay badminton club
- SeaParc
- PISE, Great facility, many community programs. Love the new track
- Oak Bay Rec

CEDAR HILL GOLF COURSE

What do you love about Saanich Recreation?

- Awesome golf course
- Conditions, excellent greens
- Love being a member
- Best course
- Green staff is great

What one thing could Saanich do better to improve your experience?

- Expand the menu, more pub food, open longer
- Expand the hours of the restaurant
- Clubhouse or snackbar open 1/2 hr before 1st tee time to get coffee or breakfast sandwich
- More mulligatawny soup
- Put the tree that fell on hole 9 in the pond for turtles
- Keep the clubhouse open until 9pm. Coordinate with proshop
- Open restaurant before clubhouse so I don't have to go elsewhere
- Hate the co-ed bathroom sick of cleaning up after the men
- Open kiosk during weekdays, coordinate with proshop
- Bigger bicycle signs for safety
- Clubhouse open til later on week days or even the kiosk
- Extend hours on weekend
- Better practice facilities
- More dogs on leash signs
- Raised boardwalk at Panama Flats so it can be used all year

GORDON HEAD RECREATION CENTRE

What do you love about Saanich Recreation?

- Best sauna ever been in, consistently hot. Steam room is another story. Womens change rooms, showers too hot
- GH steam room & sauna
- Interesting classes
- Free community events
- Social activities
- Lots of options for yoga
- Clean facility
- Family annual pass
- Friendly understanding staff
- Incredible building service workers
- Friendly staff
- Lots of water fitness classes
- Opportunity to socialize in foyer
- Clean facility
- Great environment, happy people
- Nice staff & close by
- Easy to get to

What one thing could Saanich do better to improve your experience?

- Lifeguards should step in when lane swimmers are going too slow in the fast lane, change signage
- Soap in family changerooms
- More parks with zip lines
- Have lasers in the pool
- Bathing suit dryers in the changerooms, so we don't have a wet bag when we get home
- Swim suit dryers in all facilities
- Giant slide with colour & lights
- More room for swimming, shallow pool is too crowded
- A big water slide. Floating race course
- A big water slide.
- A koi pond outside
- Waterpark, snorkeling classes
- Waterpark for kids & adults
- A larger pool in GH with various types of kids events like Oak Bay. Longer facility hours to accommodate working families
- Improve the man-made pathway to parking lot beside lawn bowling. Very muddy in fall
- Have \$25 monthly pass more often not just in May
- More space in the whirlpool
- Improve wifi
- Pave the spare parking lot. Gravel gets stuck in gym runners which then impacts the gym floor
- A giant adult sized hamster wheel
- A more fun waiting area
- Less expensive pottery classes, more sculpture classes
- Music is too loud & not suitable for a relaxing bath. Spa music perhaps. Loud music damages ears
- Have a rope swing & bigger slide
- More rafts
- A comfy lounge

- A fountain with fish inside. Lots of places to eat.
- Mini golf
- Bowling lanes
- Camping theme based
- A space for night time recreation outside with lights, food & drink, dancing music, tai chi, parties
- Chinese Pavilion in Saanich
- Make facilities more attractive from the outside. Fountain, lights, fish
- Outdoor early morning exercises for drop-in seniors, or pre-work exercise outdoors drop-in 5 days per week

Tell us one innovative idea for the future of Saanich Recreation.

- Kick boxing
- Classes for people with disabilities. Social groups, swim groups, exercise groups
- Kids health & fitness camps. Eat healthier & get more active.
- Women only kickboxing & zumba
- More drop-in classes in evening at GH. Most are at SCP
- Have ballet camps
- Archery
- Bowling alley
- More drop-in classes in evening
- Yoga & Zumba drop-in classes in evening
- More leadership programs for young kids. More multi-cultural events
- Evening classes for 50+ who still work. Gentle yoga, zumba gold
- Community kitchen at GH or CH.
- Skinny dipping
- Lots of big thrilling water slides
- integrated program for seniors, one stop shopping exercise & social programs
- Facilities that enable persons with disabilities to swim in a quieter environment
- A park with a place for kids to play with restaurant & cafes around it. Food, drinks, trees for shade & bands to play music

Do you use facilities other than Saanich Recreation Centres for recreation, health + wellness activities? (For example, private fitness gyms, YMCA, Camosun College, etc.)

- Advanced martial arts with Gabriel Varga downtown
- YMCA & Camosun
- Steve Nash
- Tai Chi Vic West
- YMCA

G.R. PEARKES RECREATION CENTRE

What do you love about Saanich Recreation?

- Skating is the best especially RCV
- Skating
- Skating
- Skating
- That you can skate here
- Spin classes are great but start too late
- Locks for lockers
- Staff work hard to keep building in good shape
- Family programs, community dinners
- Skating disco party
- Bad skating
- Wide range of programs
- It's a friendly environment
- Love it but more evening Hiit classes for people who work Mon to Fri
- Smiling faces at front desk
- Intense level drop-in classes

What one thing could Saanich do better to improve your experience?

- A gym only pass. A pass that is less expensive for people who don't need the pool or rink
- Turn music down in weight room
- Feedback on our suggestions in form of brochure
- No cap on pickleball sessions
- GRP has no art programs
- Greater music variety in fitness room
- Warmer welcome at Pearkes
- More affordable passes
- More family, kid, adult programs
- Wheelchair rental station
- Improved & enlarged mens changeroom & lockers
- Open at 5:30 or self scan to get in gym in am
- Move the squat machine 2' towards the drink fountain so it is clear of the pole between it & the bench press
- Let us self scan to get in to the gym in the am
- Stop collecting ages in database
- Please make the receptionists smile & be nice. So unpleasant
- Have a skating rink only for the people in the club
- Get rid of green & orange card system. Slow & old fashioned
- Mellow music in the fitness studio, or turn the volume down
- Tell staff to stop throwing cig butts on the ground
- Care about the environment, you staff to throw cig butts
- Let's have some water in the vending machines
- Instructors should be able to exercise before their classes
- More value for drop-in for the monthly pass
- Instructors to use facility before or after class

Tell us one innovative idea for the future of Saanich Recreation.

- Pool at GRP
- Swimming pool at GRP
- Swimming pool at GRP
- Swimming pool at GRP
- Bringing back Friday night skating in the dark
- Swimming pool at GRP
- Swimming pool at GRP
- Inside running track
- More ice surfaces
- Pool & expanded gym
- Swimming pool at GRP
- Swimming pool at GRP
- Swimming pool at GRP
- Swimming facilities & indoor walking facilities
- 5:15 spin classes
- Movie night
- Cheesburgers
- Friday night lights for skating
- Free ice cream, sushi. Allow teenagers to hang out & not harassed by staff
- More seniors respite classes to benefit caregivers

Do you use facilities other than Saanich Recreation Centres for recreation, health + wellness activities? (For example, private fitness gyms, YMCA, Camosun College, etc.)

- Steve Nash
- CARSA, Ian Stewart at UVIC
- YMCA Westhills, JDF
- Steve Nash Fitness World
- VI Fitness before shut down
- Crystal Pool

Are there any additional programs and services you would like to access at a Saanich Recreation Centre?

- More teen classes 13+
- Ice sheets
- Childminding for workout classes
- More spin classes between 4:30 & 5:30 starting time
- Ballet for kids
- Restorative yoga
- Art programs
- A comfortable safe walking arena for seniors
- More teen/adult classes like ballet
- More seniors gentle exercises or stretch & strength during the day
- 3-3:15 work out class, stress reduction class
- Offer more evening figure skating sessions especially in May/June. The current times are difficult to organize for those of us with day jobs
- Tai Chi
- Another sheet of ice
- Stick & puck for all ages
- More drop-in playgroups for families with babies & toddlers under 3
- Table tennis

APPENDIX E: PUBLIC/STAKEHOLDER WORKSHOP NOTES

PUBLIC/STAKEHOLDER WORKSHOP - NOTES

Date: June 21, 2018
Time: 6:30-8:00 pm
Location: Cedar Hill Recreation Centre

Discussion:

1. *What current and expected future trends are you seeing for recreation, health and wellness in Saanich and the region?*
 - *What implications does this have for Saanich recreation programs and facilities?*
 - *Are there opportunities for new partnerships? Are there opportunities for coordinated use of regional facilities?*

Demographic changes

- Increase in older adults
- Older people are more fit than they were in the past - “60-year-olds working out like 40-year-olds”
- Strong junior programs, decrease in participation in 20s-30s (as people have children) then increase in participation in 40s
- Access to team sports as people age is not as “easy”
- Pickleball - meets aging demographic “need”
- age friendly
- social aspect - battle isolation
 - Rec ctr for connection
- Also increasing registrants in Can Skate (3-9 year-olds)

Technology

- Equipment that participants can use (e.g., virtual programs on stationary bikes)
- RFID access/smart phone (balance of people and technology), “Gate kickers”
- Ease of access
 - registration
 - no line-ups for access to facilities
- This is especially important to younger demographics

Ice

- Monopolization of “ice purchasers”
 - Hockey 101 buying available ice time (privatization); participants pay Hockey 101 - they are making money
 - Could Saanich run its own hockey league (20-30 year-olds)?
- Inequity of ice allocation
- Historical allocations are not fair
- Not enough ice for all the potential users
- Rink schedule needs to better coincide with availability of intended participants (e.g., stick and puck offered for 5-12 year-olds during the day)
- Rent half the ice to maximize use - 2 groups using it at the same time
- Membership “peaks out” because not enough ice time

Need to access facilities by bike, transit

- connector trail - cycling trails, bike lanes
- transit access - closer to door

Increasing participation of women - swim/running

- promote for more men?
- childminding needs/appreciated

Immigrant population doubling - English language learners

- Language barriers - requires support
- Online support/information
- Social media - promotion, spread the word

2. *What current and expected future needs are you seeing for recreation, health and wellness in Saanich and the region?*

- *What implications does this have for Saanich recreation programs and facilities?*
- *Are there opportunities for new partnerships? Are there opportunities for coordinated use of regional facilities?*

Capacity

- Assessment of demands and needs
 - Diverse needs, how are decisions made re: who gets the next dollar
- Increased demand for ice sheets, pools, multi-use spaces
- Respond to increased population densification with increased capacity
- Busy times getting busier

Program options and timing

- Increase class options with respect to timing and frequency, time classes to meet needs of working folks
- More options for activities (e.g., running races, fitness facilities)
 - Creative use of time/space
 - Quality and consistency is key
- Program reg's - service, leadership, citizenry (e.g., Veshiba, Aikido)
- Multi-use concurrent - parents active when kids in class

Kinds of programs, activities

- Adventure programming and facilities
- Beginner/advanced instruction of hockey
- Continued need for structured and unstructured participation
- Have virtual "try-outs" of sports
 - Pearkes Rec App
- Dependency/addiction to video games
 - more access (more facilities) could improve health/community
 - put more resources into facilities

Marketing and promotion

- Social media is an effective method of promoting organizations' programs compared to the Active Living Guide
 - Participants share info about programs through social media
 - Youth: Snapchat, Instagram

- Adults: Facebook
- Advertising - where does the 3% levy on revenue go?
- In-house screen use to advertise Saanich programs?
- Opportunities for places to share info about programs among parents
- “I’d love to hear - ‘I heard about this program through Saanich’”

Transportation - coordination, access

Partnerships

- Private/public partnerships are worth investigating (win/win - e.g., Squash Club)
 - alternative funding sources
 - Increase partnerships - SA Council
 - partnerships with racquet club, I/ Stewart, with municipality
 - ICA - increase in-house / Island Health
 - Partnership with Saanich is key to minimizing barrier
3. *What barriers do people in Saanich face for accessing recreation, health and wellness programs and services? Are there unique barriers that particular groups or types of people in Saanich face?*
- *How is this likely to change in the future?*
 - *How might those barriers be removed or reduced?*
- How to get children involved?
 - Schools are a big factor
 - Q: how do you get youth involved in non-school sports?
 - A: develop non-school sports leagues
 - A: develop intramural league for sports
 - Do youth know of opportunities in Saanich rec?
 - Lack of awareness of programs/services
 - Availability of space/rooms/pool/ice

APPENDIX F: STAKEHOLDER GROUP INTERVIEWS - NOTES

AQUATICS GROUPS

Date: June 13, 2018

Location: Gordon Head Recreation Centre

Stakeholder Groups Attending: Pacific Coast Swimming, Saanich Water Polo, Island Swimming Club

Discussion:

- Aquatic Club users include swimming, water polo, synchro, triathlon, diving
- Popularity of swimming is consistently high. Competitive swimming and water polo is steadily growing in popularity.
- Pools are in high demand for seniors, rehab programs
- Pacific Coast Swimming
 - 12 school teams, competitive, lessons
 - 1000+ kids plus 26 coaches
- Island Swimming has similar numbers (~1000 kids) for lessons and competition
- Facilities used for training: Gordon Head, Commonwealth, Esquimalt, Panorama, UVIC, Oak Bay
- Schools have 4 competitions annually (250 school team kids) at Commonwealth, plus ~5 swim meets, individual and provincial tournaments (bring 200-800 competitors)
- Island teams are usually in the top 3 or 4 of 70 teams
- Commonwealth an excellent facility. Important from a national perspective as people move/ come to train and compete here which brings revenue and reduces costs of facility. Brings in high revenue for District through its use. One of only facilities that adult water polo and synchro can use. National Draw, economic revenue for Saanich and Victoria.
- Swimmers worried about Commonwealth funding ending.
- Pool Facility Requirements:
 - Pool size (50m) - competitive length. One of few in country that can host large competition events.
 - Room on deck for swim teams
 - Spectator Space- stands and viewing areas
 - Deep tank **especially for water polo, synchro, diving
 - Moving bulkhead
 - Small storage space and office space
 - Change room facilities with separated stalls (**important especially for youth)
 - Having a concession to raise money for teams
- Dry Training Area needed: multi-purpose room, dry floor, track outside, small storage space
- Having a track near the pool is beneficial for dry training
- Swimming pool is ALWAYS busy

- Water polo and Synchro need deep tank so youth and adults can train (can't touch bottom)
- Cost is a barrier for Waterpolo and Synchro with travel and costume fees
- Cost is a barrier for competitive swimming due to travel and equipment
- Time and language can be a barrier for Swim Club as parents must volunteer
- Partnership Programs very successful. Active Living Guide/ Saanich helps with promotion.
- Lacking programming to keep youth (specifically teen males) engaged. Youth coaching programs successful but could strengthen partnership with schools by creating opportunities for school credits. Could District facilitate a health and wellness partnership with athletics creating leadership credits?
- Constant waiting list. Pools always full. Lane rental is expensive.
- Need to create a para-swim program. Ensure pools have proper lifts for access.

ICE GROUPS

Date: June 12, 2018

Location: GR Pearkes Recreation Centre

Stakeholder Groups Attending: Saanich Skating Club, Saanich Braves, Saanich Junior Braves

Discussion

- Hockey popularity is extremely high and still growing.
- Not enough space for demand, people turned away (especially minor hockey), must go to other municipalities. Currently 2 arenas, could fill 4+ rinks easily with demand.
- Conflict: Public skate takes precedence over leagues and clubs. Breaks up ice time, especially during events.
 - Events should have priority over public skate similarly to swimming
 - "Pond" recreation rink could accommodate public skate
- Space requirements:
 - Ice with stands and broadcasting area, locker rooms, multi-purpose rooms/ dry floor training space, storage space, office space and club room (skating)
 - Need same location for ice and dry training
 - Additional amenities: café/ viewing and social area would be beneficial
 - Current storage space/ locker room is a container outside
- Hockey brings in huge revenue for rec centres, should be given priority for big events
- Barrier: Lack of space and ice time, means teams have to travel to play/ practice, pay private arenas for ice time (\$\$\$)
- Barrier: Communication- need further advance notice of scheduling and programming
- Barrier: Figure Skating-no consistency in scheduling. Can't advertise in rec program, people don't sign up if there are no times listed/ changing schedules and locations

- Lack of consistency in Figure Skating means people opt to compete in other municipalities
- Barrier: Ice comes out in spring, lose training space. Need year round spaces.
- Barrier: Ice times not approved until August- too late for many people to plan kids practices
- Cost is a barrier. Ice time and equipment is expensive.
- Peak ice times 3pm- 9pm
- Would like a combined ice time for intergenerational play (ex. Sundays). Younger and older players can skate together. Hockey has offered to cover costs.
- Partnerships: Having difficulty partnering with admin organizing (Juan de Fuca good example of successful partnership)
 - Hockey and Skating together, ensure there is no unused ice time, relay empty ice to other teams/ clubs
 - Multi-use facility: ice, dry training area could house hockey, skating, soccer
 - Interest in school partnerships
- Saanich currently provides affordable monthly rec passes
- Pearkes does a good job of supporting transient populations
- Parking is an issue.

DRY FLOOR/ FIELD HOUSE USERS

Date: June 12, 2018

Location: GR Pearkes Recreation Centre

Stakeholder Groups Attending: Saanich Lacrosse

Discussion

- Current Dry Floor main users groups: Lacrosse, Ball Hockey, Saanich Express, Baseball
- Potential users: dryland training, soccer, basketball, roller derby, markets, events, wheelchair rugby/lacrosse/basketball
- Steady increase in participation/ membership, especially in youth
- Saanich Box Lacrosse and Victoria Minor Ball Hockey have never had enough time/ space to meet needs
- Lacrosse season is *March- July* but only have access to dry floor from *May-June* so have to travel to other municipalities to play for 3 months of every season
 - Eg. Panorama Rec
 - July Provincials can never be held in Saanich as no space
 - Need set floor time and location starting in March/April
- Saanich is only municipality with no dry floor time in April, most have 2+ arenas open in April
 - Nanaimo good example of success. 3 arenas + new outdoor covered dry floor
- Covered outdoor dry floor would alleviate some scheduling troubles. Could be multiuse.

- Practice times are afterschool, evenings, weekends
- Schools currently partner with field lacrosse, if a dry floor covered area was built near a school they could partner with box lacrosse. School can use in day, sports in evenings/ weekends.
- JDF offers “Intro to Lacrosse,” Saanich could add this program to increase membership
- Space and time is a major barrier. Having to turn people away, play in other Districts.
- Transportation is a barrier. Having to travel far to practice becomes costly.
- Girls Lacrosse rapidly growing, but no space so have to commute to Nanaimo.
- Lacrosse has diverse user group. High First Nations membership.
- Wheelchair rugby, lacrosse, basketball can be played on dry floor or gym (Eagle Ridge dry floor good example)
- Basketball popularity rapidly increasing but no space. 104 teams turned away.
- No gym space available at night
- Potential Partnerships with a multi-sport facility: baseball, basketball, lacrosse, ball hockey, soccer, Paralympic sports
 - Eg. Calgary Soccer Centre multi-sport facility, Eagle Ridge Langford Dry Floor Partnership
- Larger associations often hold field times and no way to notify if not going to use and others could take time. Is there a way to make a schedule that could address this flexibility?
- Pearkes parking fills up quickly

RACQUETS GROUPS

Date: June 11, 2018

Location: Cedar Hill Recreation Centre

Stakeholder Groups Attending: Victoria Table Tennis Club

Discussion

- Table Tennis is only available at Cedar Hill
 - Oak (Henderson Facility) runs summer league
 - Pearkes has 2 tables for seniors/ youth
 - Oak Bay Youth Club has 1 table
- Increase in popularity in recent years
 - Large age demographic, various skill levels
 - Affordable sport option
 - Hugely popular in Asian and European cultures
 - Great for seniors
 - Potential for pairing with Alzheimer’s and Parkinson’s Wellness Programs

- Table Tennis Club is self-organized non-profit group
 - Certified coaches
 - Organizes annual competitive championship tournament (~50 competitors)
- Currently Table Tennis only run as a drop in at Cedar Hill
 - No official time allotment/space to practice and grow league
 - Adults only drop in restricts youth and families
 - 1 hour 'family time' a week, expensive drop in not worth it for 1 hour allotment
 - Parents want children to be able to learn
 - Age restriction at Cedar Hill means that those <16 years cannot practice here by themselves
 - Need youth drop in time, coach could be there to supervise
- Desire to partner with schools (similar to Vancouver and North Vancouver morning programs)
 - Previously ran a program at Reynolds Secondary School
- Potential partnership with BC Winter Games and BC/ National Table Tennis Association
- Looking for sponsorship for Championship
- Facility Requirements:
 - Gym space or multi-purpose room 2-3 times a week for 2 hours for club practice (can share gym space)
 - Storage space for min 2-3 tables
 - Evenings and weekends scheduling for practice/ seniors in day
- Lack of flexibility in schedule is a barrier
- Need for longer family time hours

ARTS GROUPS

Date: June 11, 2018

Location: Cedar Hill Recreation Centre

Stakeholder Groups Attending: Victoria Ballroom Dance Society

Discussion

- Victoria Ballroom Dance Society: ~420 members, operating since 1980s, non-profit with annual fee membership
- Highly active membership (meetings, events, drop ins), average age of 40-50 yrs, growing interest especially in seniors
- Board of Volunteer members aimed at outreach, work to gain membership

- Senior Participation: Dance provides mental and physical health benefits
 - Society travels to seniors homes to give demos and lessons
 - All levels and abilities are welcome
- Weekly practice in Cedar Hill main hall (Wed eve), open to all members, rotate dance styles
- Rent hall for special functions, monthly boardroom meetings held in multipurpose room
- Costs are barrier. Space rental is high.
- Stigma is a barrier. Many don't understand club potential. Demonstrations by competitive members tries to help this.
- "Summer Dance Monday Sessions" held to increase awareness, gain members
- Could District provide multiuse room once a month for larger club's meetings?
- External practice and dance lessons happen at Silver Threads, Royal Oak Woman's Institute, Ukrainian Church, Cadboro Bay Hall
- Logistics is a barrier. Moving locations for practices can restrict people's access.
- Sound Quality is a barrier. Need space with proper acoustics.
- 6 week lessons offered at subsidized rate
- Events: Ticket cost covers rental, food and beverage, occasionally DJ or band
- Room Requirements: large space for club practice, smaller for competitive/ lessons (sprung floor and mirrors helpful), good acoustics/ sound system, multiuse room for administration meetings
- Partnerships:
 - Nanaimo Ballroom Dance Group- share events
 - UVIC Ballroom Club
 - Schools: Oak Bay High, Dancaster
 - Seniors Homes
 - YMCA
 - Quadra Art Program- created Arts promotion
- Dance and Arts could share promotion. Saanich could assist.
- Diverse culture membership. Trying to include other dance forms not strictly "ballroom."
- Same sex partnerships welcomed, hope to increase LGBTQ+ membership
- Want to attract more youth to dance. School partnerships and demonstrations. Update music.

MULTI-CULTURAL GROUPS

Date: June 15, 2018

Location: Cedar Hill Recreation Centre

Stakeholder Groups Attending: Emmanuel Baptist Church, Gordon Head Recreation Centre Chinese Group, Victoria Immigrant & Refugee Centre Society, Victoria Dian Punjabi Group, Punjab Dance School

Discussion

- Chinese activities at Gordon Head Recreation Centre:
 - English language class
 - volunteers really help with comprehension and speaking
 - Chinese singing
 - Chinese social - Wednesday evenings
 - ping pong, cards, choir
 - Mandarin language classes for children
- Victoria Dian Punjabi Group hosts a group for women and family that meets once a month (run by donation):
 - Cooking, eating, dancing, singing, language
 - Build bridges/ networking
 - Fundraising
 - Picnic once a year
 - Intergenerational connections
- Victoria Immigrant & Refugee Centre Society
 - Resettlement centre, providing services for 3000 people per year
 - Programs include:
 - Settlement services, including children-youth
 - Employment services - for people aged 18-30, professionals and trades who are trained overseas
 - Low fee-for-service ESL service, for people who don't qualify for other ESL programs
 - Welcome Gardens - pairing newcomers with residents
 - BC Settlement and Immigration Services
 - 250-300 volunteers
- Saanich has more newcomers than seniors, yet there is much less support and programs for newcomers

- Proposal to repurpose currently empty Emily Carr building as Asian Cultural Exploration Centre:
 - Provide office space for Victoria Chinese Association, Victoria Korean Association and other non-profit Asian cultural groups and associations
 - Multi-purpose rooms for activities and events
- There will be a multi-cultural festival in 3 weeks, with 21 different cultural groups participating - demonstrates cultural diversity in this region
- Social isolation is a huge problem
- Youth and seniors are the most vulnerable
 - They need safe places to gather and socialize, with programming specifically for them
 - Could use Pearkes for youth nights:
 - language classes
 - dance
 - interaction with seniors
 - music
 - Temple Topaz has program for seniors.
 - Transportation is a barrier.
- Lack of permanent space for minority groups to congregate learn/ preserve languages/ intergenerational socialization.
- Possibility of promoting and preserving language programs.
- Moon Festival - Indian Cultural Association used to run, now Saanich runs. Very good multi-cultural event.
- Saanich has funding every year for associations.
- Language is a concern for parents - they would like their children to speak their languages.
- Saanich recreation programming is skewed to mainstream.
 - e.g., don't see Indian dance programs in Saanich recreation offerings
- Need to have a vision for recreation centres = community centres
 - Welcoming place for everyone
- Rental prices of multi-use spaces are a barrier.
- Should provide website and publications in different languages.
- Host a multicultural calendar on Saanich website - easy way to publicize events.
- Be aware of and accommodate cultural sensitivities.
 - e.g., women's only swim time
- Focus on women - on ways to engage and support them.

Appendix B



ARCHITECTURAL FEASIBILITY STUDY REPORT FOR

PROJECT TITLE

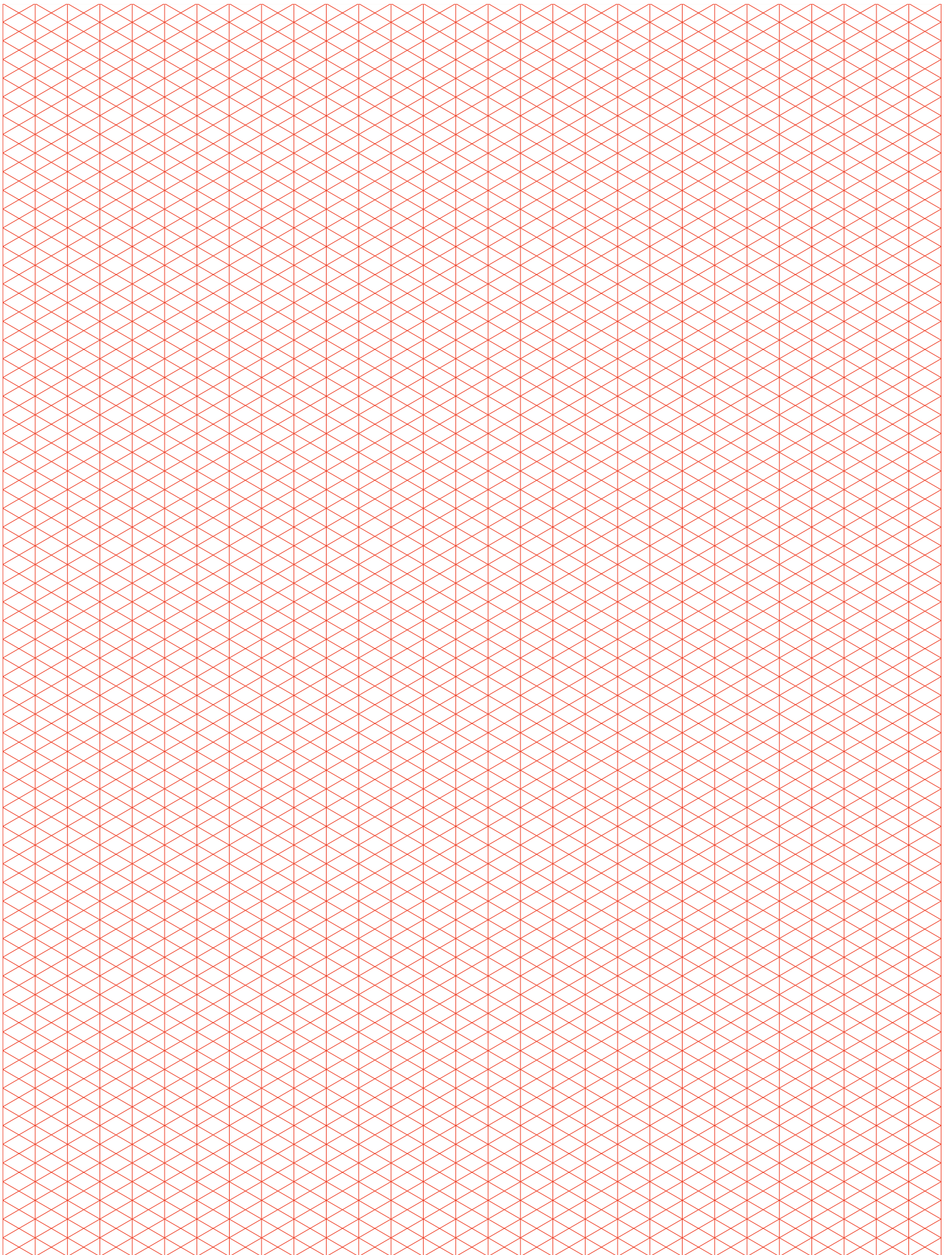
District of Saanich
Recreation Facilities Analysis

PREPARED FOR

District of Saanich

DATE

November 29, 2018





Carscadden

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INTRODUCTION

As a part of **the Market Analysis Study: Recreation, Wellness and Health Programs, Services, Activities and Experiences** report by Lees and Associates, Carscadden Stokes McDonald Architects has undertaken a Facility Analysis of the existing four community recreation centres in the District of Saanich. Included in this analysis are the

- Cedar Hill Recreation Centre
- Gordon Head Recreation Centre
- GR Pearkes Recreation Centre
- Saanich Commonwealth Place

The analysis was completed after visiting each of the facilities and reviewing the spaces and programs with the staff, reviewing and measuring the existing drawings, and comparing to current gaps and trends in the District and around British Columbia.

The analysis resulted in priorities for each of the facilities and/or recommendations for future review and study.



CURRENT TRENDS IN PARKS, RECREATION AND CULTURE

There are trends in recreation and culture that could be considered and it is recommended that these trends and others identified in the future be incorporated into a project vision at the beginning of schematic design.

Community and Recreation

Community and recreation are interrelated concepts in a modern community building, supporting the nomenclature of “Community Recreation” Centres. Social connectivity which combats loneliness can be encouraged with meeting spaces, informal spaces, seating spaces, and pleasing environments. These kinds of interactions can be as important for a healthy lifestyle as traditional sport or active recreation.

Combination and Co-location

Contemporary facilities are often finding partners to provide community services “under one roof”. This can be seen in the co-location of community and recreation space, libraries, preschools and daycares.

Inclusive Design

The trend for current and future facilities is to provide non-threatening, welcoming and inclusive community spaces. Washrooms and change rooms should be fully accessible and inclusive of trans and gender diverse individuals.

In addition, there is an emerging holistic approach to accessibility for physical and cognitive disabilities with the Rick Hansen Accessibility Certification Program which looks to provide “Meaningful Accessibility” above what is simply required by code.

Programming for Busy People

Programming that can accommodate flexibility and shorter usage is gaining in popularity. Drop-in classes appear to be on the rise, and regular, long duration classes are not.



Provide a Full and Positive Experience

Over recent decades, primary program spaces and parks have seen greater focus on aesthetics and user experience and advancement in design excellence. Great examples of this are aquatic centres, which have seen the transformed of natatoriums from windowless boxes to light-filled, beautiful spaces. This focus can also be seen in other public spaces. Natural ventilation and light, cleanliness, durable materials, and accessible design top the list of critical design factors that are being applied to both primary spaces and secondary “support” spaces.

Loose Fit

Loose Fit is a general trend that applies to the ability to utilize an asset in different ways over time. Loose Fit anticipates future unknown building modifications and programming directions and is a recommended design principle to help create buildings with longevity and that can be modified easily to facilitate the community spaces of the future.

For example, buildings can be designed with structural and envelope systems that accommodate radical internal layout changes in subsequent years. Buildings can also be designed for multiple uses to increase length of use and types of use including generic shaped rooms, moveable partitions, and non-specific program spaces. For example, “Multipurpose Rooms for Senior Use” rather than “Seniors Centre” can set the tone for other uses before and/or after peak uses by a user group.

A very interesting development is simultaneous overlapping of traditionally distinct uses. Current examples include combining cafes with recreation facilities, libraries with community centres, and youth spaces with seniors spaces. This strategy could be pushed to consider overlapping cultural and recreational uses such as galleries and recreation centres, museums and libraries.

Active Transportation

We have observed that the trend towards active transportation has increased. Special interests and councils generally spearhead this with the goal of altering the fabric of the street by injecting active transportation and participation into a realm that has traditionally been sequestered for the car. Examples include bike lanes and walking paths which can provide convenient connection routes between neighborhoods and relieve vehicular congestion.

Reclaiming Urban Space

Hand-in-hand with active transportation is the reclamation of urban spaces for people. As a correction from the transportation centric development of the 20th century, reclaimed areas, sometimes titled “tactical urbanism”, are taking the form of parklets in place of parking spaces, the “Highline” in New York instead of elevated rail, and temporary or permanent plazas instead of streets. These are cultural and park opportunities that can be put back into the existing fabric of a city.



FACILITY REVIEW - CEDAR HILL RECREATION CENTRE

Facility Size

The total gross floor area of the facility is approximately 5,800 SM (62,400 SF)



Facility History

The facility construction and renovation history is approximately as follows.

- 1973 - Original Gym is constructed
- 1988 - Tennis Courts are added
- 1993 – Additions are completed to Multi Purpose, Lobby, and Squash Courts
- 1997 - Fitness area expanded
- 2011 - Arts addition completed
- 2012 - Sprung floor is renovated in the Gym



Facility Space Breakdown

The major space are currently allocated as follows:

Category	Space	Area (SM)	Serves
Program Area	Fitness (Weight Room)	330	Neighbourhood
Program Area	Multi-Purpose including <i>Auditorium (Gymnasium)</i> <i>Seniors Wing</i>	575 415 160	Neighbourhood
Program Area	Courts <i>Tennis Courts</i> <i>Squash Courts</i>	2,650 2,390 260	District
Program Area	Arts including: <i>Art Studio 1 and 2</i> <i>Ceramics</i> <i>Dance</i> <i>Gallery</i>	475 <i>190 total</i> 135 90 60	District
Childcare	Activity Room	75	Neighbourhood
Public Area	Washrooms & Change Rooms	210	Facility
Public Area	Circulation and Lounge	570	Facility
Administration	Office and Reception area	330	Facility
Support	Technical, Utility, Janitorial, Storage	455	Facility



FACILITY ANALYSIS - CEDAR HILL RECREATION CENTRE

Program Area - Fitness

The Fitness Centre peak times are M-F 630-1100, 1700-2100 and is popular. The facility is well laid out, but would benefit from additional space for weights, clearances, stretching and equipment. A future additional multi-purpose space could be used for classes and stretching.

The fitness space is about 330 SM. Current trends for these types of spaces for new facilities are often closer to 750 SM. Based on current popularity and current trends, an expansion should be considered.

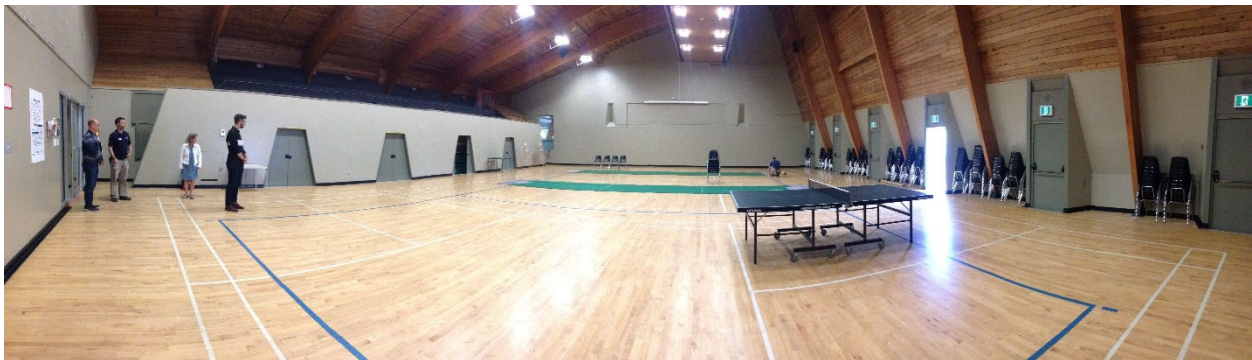
Program Area – Multi-Purpose

The existing multi-purpose spaces include the Auditorium (Gymnasium) and the Activity Multi-Purpose room.

The Gymnasium is the most used room, and at 400 SM it has the capacity for 3 pickleball courts. This is well below a standard gymnasium size of 650 SM (which can accommodate 8 pickle ball courts). The Gymnasium averages eight program changes per day and includes an upper viewing gallery. It does not have air conditioning

Due to its age and size below current standards, the Gymnasium has the opportunity for replacement.

Activity Multi-Purpose Room is the second most used space. Programs include senior's activities, table tennis, yoga, pilates, dancing, and fitness. It was observed that a connection directly from the exterior would be beneficial by staff.





Program Area – Courts

There are two court areas including a series of four squash courts and three covered tennis courts – all of which appear to be in good condition.

The squash courts are well used, largely by the local club who offer services to the public as well. The club employs a pro to provide additional instruction.

The tennis courts are Tennis Federation Certified Courts and are used for tennis as a ball sport. The space is also utilized for after school care and summer camps.

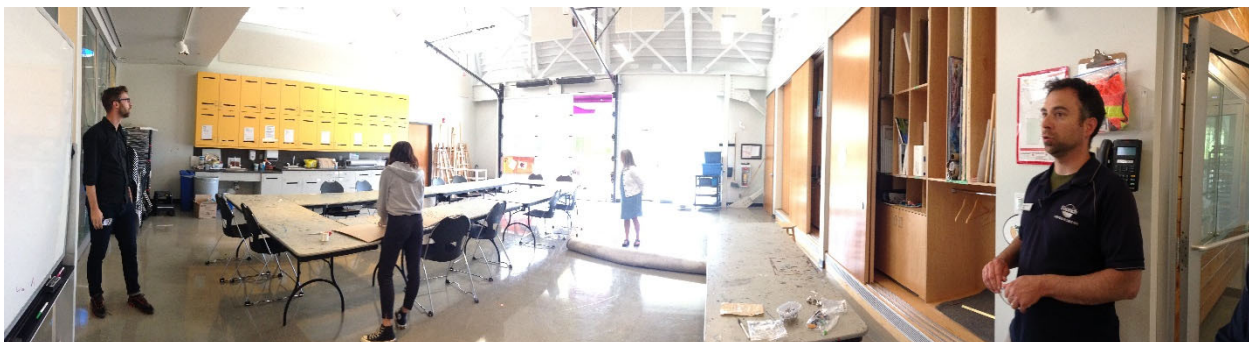


Program Area – Arts

The arts wing was added in 2011. There are arts focussed rooms including dance room, gallery, pottery and ceramics studio, art studio, and an activity room. In addition, the circulation corridors feature permanent art installations and display areas for artist and public work.

The spaces are well used, bright and modern. There is some desire to add more space for clay and additional art storage. Of the spaces, the dance room is currently the least used. It is 70 SM and is often too small for activity programs.

A Childcare space in the Activity Room is also included which currently has space for 20 AM and 20 PM kids.





Public Area – Washrooms and Change Rooms

Washrooms and change rooms appear acceptable for the current building size and are located in convenient locations in the building. The change rooms are modest, but appear adequate and are proximate to the courts and weight room. Washrooms are proximate to the gymnasium, multi purpose and the arts rooms.

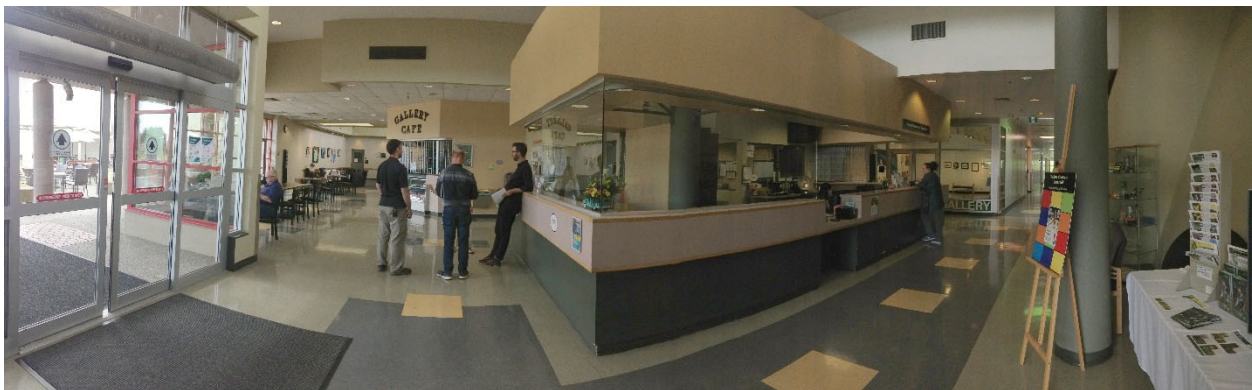
There is an accessible toilet room for universal, gender neutral use.

Future expansions might consider adding universal, gender neutral washrooms and/or change rooms as observed in current and future trends.

Public Area – Circulation and Lounge

In general the corridors are open and wide enough for patron flow. Seating and displays are present for informal interaction and interest.

The lobby café and entry court area are well used amenities that appear to meet current demand for food sales and informal meeting space. The food service is a server run by staff.



Administration – Office and Reception

In general, the demand for reception services appears to be greater than the space allocated and current staffing requirements are outpacing the office size.

Support – Technical, Utility, Janitorial, Storage

There were no reported concerns with the current allocation of support spaces on site.



FACILITY NEEDS AND RECOMMENDATIONS - CEDAR HILL RECREATION CENTRE

Gaps and Trends

The facility spaces are rated based on current gaps and future needs to provide a relative rating system to help identify opportunities and priorities.

Current Gap	Future Trend Multiplier	Priority
1 – No current gap	x1 – Low growth	1-2 – Low priority
2 – Repeated shortfall on space	x2 – Moderate Growth	3-6 – Medium priority
3 – Significant shortfall on space	x3 – High growth	9 – Highest priority

Use	Spaces	Current Gap	Future Trend Multiplier	Priority
Fitness	Fitness room	3-Consistently busy	x3– High growth	9
Multi-Purpose	Gymnasium	3–Busy and undersized	x3– High growth	9
Childcare	Childcare room	2-Well used	x3- High growth	6
Childcare	Multi purpose rooms	1-Available space	x3- High growth	3
Youth	none	3-No available space	X2-Moderate Growth	9
Older Adults	Multi-purpose rooms	2-Some available space	X2- Moderate Growth	6
Squash	Courts	1-Available space	x1-Low growth	1
Tennis	Tennis	1-Available space	x1-Low growth	1
Arts	Dance, Gallery, Pottery, Ceramics, Studio, Activity	2-Busy and popular	X2-Moderate growth	4
Lounge	Lounge Café	1-Available space	x2-Moderate growth	2
Washrooms	Washrooms	1-Available space	x1-Low growth	1
Change Rooms	Change Rooms	2-Busy	x1-Low growth	2
Reception	Reception	3-Undersized	x1-Low growth	3
Administration	Admin Offices	3-Undersized	x1-Low growth	3



Overall Recommendations

This is a well maintained, popular facility. Recent investment into the arts rooms support the ongoing commitment to this building. There were no observed reasons to consider any significant changes such as relocation, demolition, or decommission. It is feasible to maintain, renovate and expand this facility to meet the needs of the community in the foreseeable future.

Priority Recommendations

1. The Auditorium (Gymnasium) is very busy, aged and undersized. Large spaces for recreation, health and wellness programs is a growing trend because of their flexibility. The replacement of the Auditorium with a 7,500 SF (approx.) full size Gymnasium is recommended. This could include a divider to allow for two concurrent programs.
2. The Fitness Centre is a medium sized facility of 330 SM which is often busy. Demand for drop-in fitness is a growing trend. Expanding the Fitness Centre to about 2x the size is recommended. Also, with the increase in the population of older adults anticipated over the next 10 years, there is an opportunity to partner with Island Health to include spaces such as clinics or multipurpose spaces that can support preventative health programs and rehabilitation.
3. As the youth population is on the rise in Saanich, additional multi-purpose and/or dedicated youth space is recommended. All the other recreation centres have youth space. Perhaps the space might also have opportunities for additional art programming in non-peak times to augment the existing destination quality arts and culture programming.

Other Recommendations

1. Child, youth and seniors populations are expected to rise in Saanich. Floor area and programming should anticipate additional growth and demand. It is expected that the Priority Recommendations will, in part, address some of these demands.
2. The courts are currently well used, but expansion is not a priority at this time.
3. The existing Dance Room was noted as under-used. The room might be a target of renovation or expansion to accommodate some of the Priority Recommendations above. Alternatively, a larger dance space could be added and the existing dance room be used for other programs.



FACILITY REVIEW – GORDON HEAD RECREATION CENTRE

Facility Size

The total gross floor area of the facility is approximately 3,390 SM (36,500 SF)



Facility History

The facility construction and renovation history is approximately as follows.

- 1973 - Original Building is constructed
- 1995 - Main entrance to central Reception desk & waiting room is constructed
- 1995 – Leisure Pool added
- 2000 – Renovation to add accessible change rooms for pool and add fitness room
- 2009 – Renovation to add universal change room for pool
- 2009 – Addition of multi purpose rooms



Facility Space Breakdown

The major space are currently allocated as follows:

Category	Space	Area (SM)	Serves
Program Area	Fitness	355	Neighbourhood
Program Area	Multi-Purpose including <i>Bert Richman Auditorium (dividable)</i> <i>Auditorium</i> <i>Wellness Annex</i> <i>Backdoor Youth Centre</i> <i>Multi-purpose</i> <i>Multi-purpose</i>	765 235 200 115 90 90 35	Neighbourhood
Childcare	Preschool Multi-purpose	85	Neighbourhood
Program Area	Natatorium including <i>25m, 6 lane lap pool</i> <i>Leisure Pool</i> <i>Warm Tot Pool</i> <i>Hot Pool</i>	1160 330 125 40 25	District
Public Area	Washrooms and Change Rooms	250	Facility
Public Area	Circulation and Lounge	300	Facility
Administration	Office and Reception	185	Facility
Support	Technical, Utility, Janitorial, Storage	270	Facility



FACILITY ANALYSIS – GORDON HEAD RECREATION CENTRE

Program Area - Fitness

The fitness centre is popular and is medium size at about 355 square meters. Current trends for these types of spaces for new facilities are often closer to 750 SM. Based on current popularity and current trends, an expansion should be considered.

The fitness room is accessed via honour system at the front reception and features a dedicated stretch area. There is a shared office space for a physiotherapist.

Program Area – Multi-Purpose

There are a variety of multi purpose rooms in this facility. There is a Youth Multi Purpose Room and Medium Multi Purpose Room that is currently licensed for preschool; both of which are located with direct access to the exterior amenities.

The Large Multi Purpose is used for children programming, fitness classes, dance, and TRX. It is co-programmed with the Fitness Centre.

In addition, there is a Preschool Multi Purpose Room that includes internal washroom facilities that can accommodate 18 children for AM and PM care. In the summer, this space is also used as swim classroom.

A smaller multi purpose room is used for music classes.

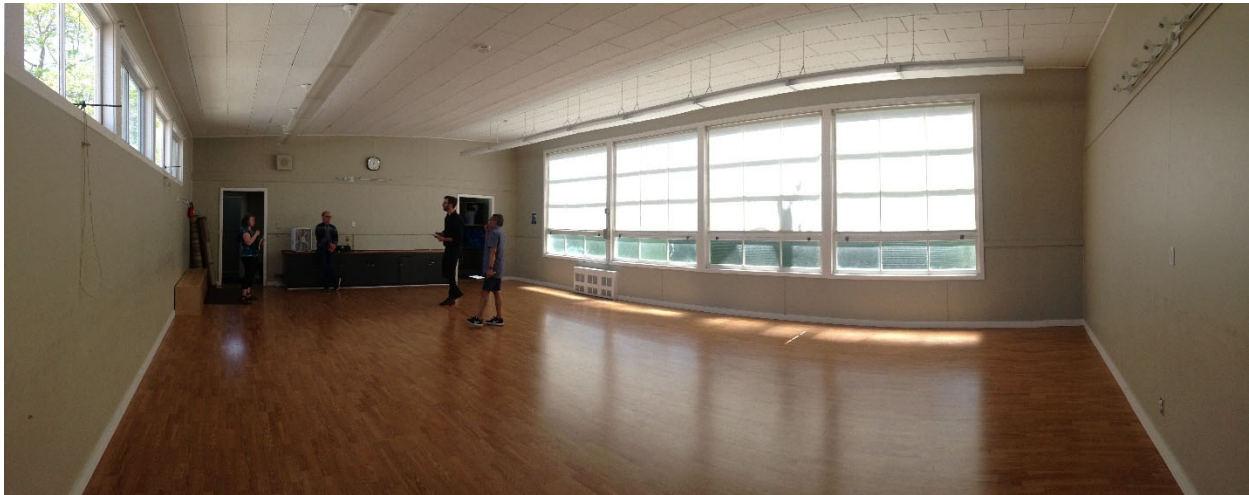
The 2009 addition included a large multi purpose space near the entry that is dividable. This space is used for rentals, preschool programming, activity, and dance





Program Area – Annex Multipurpose

There is an annex adjacent to the building that is used as a multipurpose room. Programming includes pilates, yoga, and preschool activities. The annex is in poor condition and will require repair or replacement in the near future.



Program Area – Natatorium

The natatorium includes a leisure pool, warm tot pool, hot pool, and 6-lane, 25m lane pool. In addition, there are both steam and sauna rooms.

The pools are popular, especially for children and families; and with the Saanich Commonwealth Place largely dedicated to high performance sports, Gordon Head remains a good choice for fitness, lessons, leisure and social aquatics for recreational and casual users.

The natatorium lacks acoustic treatment and solar shading. As the staff and lifeguard station is located in the previous viewing gallery, currently, there is no viewing area into pool.

An analysis was completed in 2015 (see Gordon Head Recreation Centre Summary Report Aquatic Programming Visioning Report November 2015) which, at that time, recommended a future addition of a leisure tank with diving, laps, a climbing wall, and a waterslide; and a new sauna and expanded change rooms to suit.



Public Area – Washrooms and Change Rooms

Washrooms appear acceptable for the current building size and are located in convenient locations in the building.

There is an accessible toilet room for universal, gender neutral use.

The pool change rooms have undergone renovations to offer improvements to accessibility and universal use. The current bathing load as defined by BC Health Act is 342 patrons. The change rooms can accommodate 220 patrons suggesting that the current change rooms are undersized by about 33%. (see *Gordon Head Recreation Centre Summary Report Aquatic Programming Visioning Report* November 2015).

Public Area – Circulation and Lounge

In general the corridors are open and wide enough for patron flow.

The lobby area is small and does not adequately accommodate the needs for general lounge and meeting area or events.

Administration – Office and Reception

The current reception and administration areas are at capacity. Future renovations should not further reduce these areas and expansion should be considered if this facility is expanded.

Support – Technical, Utility, Janitorial, Storage

There were no reported concerns with the current allocation of support spaces on site.



Additional Programming Spaces

There is a joint agreement with neighbouring Gordon Head Middle School and Lambrick High School to use facilities Monday-Friday 630 pm - 1030pm (*Fob access only). The spaces available include a gymnasium, art room, food lab, dance room, band room, and computer room. There are typically 2-3 programs run per day.

There is also an adjacent building called the Bert Richman Building used for martial arts classes, swing dance, gymnastic camp, and rental which includes storage, change rooms, concession (summer only), and upper lounge for baseball. The building is in poor condition and will require renovations or replacement in the near future.





FACILITY NEEDS AND RECOMMENDATIONS – GORDON HEAD RECREATION CENTRE

Gaps and Trends

The facility spaces are rated based on current gaps and future needs to provide a relative rating system to help identify opportunities and priorities.

Current Gap	Future Trend Multiplier	Priority
1 – No current gap	x1 – Low growth	1-2 – Low priority
2 – Repeated shortfall on space	x2 – Moderate growth	3-6 – Medium priority
3 – Significant shortfall on space	x3 – High growth	9 – Highest priority

Use	Spaces	Current Gap	Future Trend Multiplier	Priority
Fitness	Fitness room	3-Consistently busy	x3-Low growth	9
Multi-Purpose	Multi-purpose	2-Busy and undersized	X2- Moderate growth	4
Childcare	Childcare room	2-Well used	x3- High growth	6
Childcare	Multi purpose rooms	1-Available space	x3- High growth	3
Youth	Youth Multi-purpose	2-Well used	X3- High growth	6
Older Adults	Multi-purpose rooms	2-Some available space	X3-High growth	6
Aquatics	Natatorium	See below	See below	
Lounge	Lounge Café	3-Undersized	x2-Moderate growth	6
Washrooms	Washrooms	1-Availabel space	x1-Low growth	1
Change Rooms	Change Rooms	3-Undesized	x1-Low growth	3
Reception	Reception	2-Moderate	x1-Low growth	2
Administration	Admin Offices	3-Moderate	x1-Low growth	2



Overall Recommendations

This is a well maintained, popular facility. There are some significant upcoming changes to the recreation context that will affect the recommendations.

1. The Bert Richman Building and Wellness Annex are aging and are not expected to be available in the near future.
2. Saanich is currently reviewing the high performance component to the programming. Although unlikely, if high performance programming leaves, the public access to aquatics would greatly increase in Saanich.
3. The Crystal Pool is currently being designed at this time which will offer additional destination aquatics, again potentially affecting the demands at Gordon Head.

Based on this, it is recommended to revisit this facility once the future programming of Saanich Commonwealth Place is confirmed and once Crystal Pool is completed before committing to significant aquatic renovations or additions.

Priority Recommendations

1. The Fitness Centre is a medium sized facility of 350 SM which is often busy. Demand for drop-in fitness is a growing trend. Expanding the Fitness Centre to about 2x the size is recommended.

Other Recommendations

1. If attendance to the pools remains high (high performance remains at Saanich Commonwealth, and Crystal Pool does not significantly affect participation trends), renovations and/or additions to the pool should be considered. The recommendations to add more family and leisure options in the *Gordon Head Recreation Centre Summary Report Aquatic Programming Visioning Report* would be reasonable to provide additional recreation experiences. In addition, upgrades to the change rooms should be included



FACILITY REVIEW – G.R. PEARKES RECREATION CENTRE

Facility Size

The total gross floor area of the facility is approximately 10,750 SM (115,700 SF)

Facility Space Breakdown

The major space are currently allocated as follows:

Category	Space	Area (SM)	Serves
Program Area	Fitness	270	Neighbourhood
Program Area	Multi-Purpose including <i>Ross Room</i> <i>Lam Room</i> <i>Teen Room</i> <i>Bell Irving Room</i> <i>Lam Room</i> <i>Garden Room</i> <i>Club Room</i> <i>SNP Board Room</i>	810 220 115 110 105 95 85 50 30	Neighbourhood
Program Area	Ice Rinks and Fieldhouse including <i>Ice Rink Gold</i> <i>Ice Rink Green</i> <i>Fieldhouse</i>	6260 1690 2000 2570	District
Public Area	Washrooms and Change Rooms	1095	Facility
Public Area	Circulation and Lounge	1350	Facility
Administration	Office and Reception	80	Facility
Support	Technical, Utility, Janitorial, Storage	450	Facility



Facility History

The facility construction and renovation history is approximately as follows.

- 1968 – Gold Arena is constructed
- 1997 – Green Arena is added
- Unknown dates – renovations to the Fitness Centre, Gardom Room, Library, SMP Corridor, and upstairs MP



Program Area - Fitness

The fitness centre is located in the previous Gold Arena viewing gallery and includes spin, TRX, washrooms and an office. It is very popular and modest in size at about 270 square meters. Current trends for these types of spaces for new facilities are often closer to 750 SM. Based on current popularity and current trends, an expansion should be considered.

The fitness room is accessed via honour system at the front reception.





Program Area – Ice Rinks and Fieldhouse

The Gold Arena features spectator seating with stadium seats. Although it is not NHL regulation size, it is popular for junior team play. The rink has no accessible change rooms, limited accessible viewing areas, and a non-functioning snowmelt. The ice plant is at the end of its life and is need of replacement.

The Green Arena is regulation NHL size. The change rooms are not accessible and have limited capacity for female players.

The rinks are dry in alternating years for 1.5 months.



Dedicated Team Change rooms are revenue sources and are currently located outside in modular units and shipping containers

Fieldhouse is very well used for trade shows, banquet, camps and sports and can accommodate 8 pickleball courts. There are some accessibility issues as there is no wheelchair access from the main entrance side of the fieldhouse. The existing floor is concrete which is not the preferred surface for many dry floor or indoor sports. The primary daytime use of the space is pickleball, and weekends are dedicated to trade shows rentals. The space is not suitable for box lacrosse due to the surface type and lack of boards.





Public Area – Washrooms and Change Rooms

The change rooms are well maintained and well used. There are a number of shipping containers used for additional change rooms at this time which indicate a high demand for more change rooms.

Public Area – Circulation and Lounge

In general the corridors are open and wide enough for patron flow. The lobby areas are generous and well used for informal gatherings, skate change, concession and viewing. The elevator is not handicapped accessible.

Administration – Office and Reception

There are 15 administration plus 3-5 instructors at any given time at the facility.

Additional Programming Spaces

A branch of the Greater Victoria Public Library is part of the centre. Although it does not represent a significant recreation component or potential, it creates a more multifunctional and interesting facility by contributing to the overall “community centre” feel.

Saanich Neighbourhood House operates in the facility, utilizing the Bell-Irving, Owen and Lam multi-purpose rooms. They currently provide childcare space.



FACILITY NEEDS AND RECOMMENDATIONS – GR PEARKES RECREATION CENTRE

Gaps and Trends

The facility spaces are rated based on current gaps and future needs to provide a relative rating system to help identify opportunities and priorities.

Current Gap	Future Trend Multiplier	Priority
1 – No current gap	x1 – Low growth	1-2 – Low priority
2 – Repeated shortfall on space	x2 – Moderate growth	3-6 – Medium priority
3 – Significant shortfall on space	x3 – High growth	9 – Highest priority

Use	Spaces	Gap	Trend	Priority
Fitness	Fitness room	3-Consistently busy	x3– High growth	9
Multi-Purpose	Multi-purpose	3-Busy and undersized	x2-Moderate Growth	6
Childcare	Childcare room	2-Well used	x3- High growth	6
Adults	Multi-purpose rooms	2-Some available space	x3- High growth	6
Ice Rink	Ice Rinks	3 – Near 100% capacity	X2 – Moderate growth	6
Fieldhouse	Fieldhouse	1 – No current gap	x1 – Low growth	1
Lounge	Lounge	1-Available space	x2-Moderate growth	2
Washrooms	Washrooms	1-Available space	x1-Low growth	1
Change Rooms	Change Rooms	3-Undersized	x1-Low growth	3
Reception	Reception	2-Moderate	x1-Low growth	2
Administration	Admin Offices	3-Moderate	x1-Low growth	2



Overall Recommendations

This is a well maintained, popular facility. There is little space for addition of more ice rinks on the site, but there is significant demand for more ice time and dry floor time in Saanich and in the region. Funding is currently being sought to complete necessary life cycle replacements to the Gold Rink. If the slab required replacement in the future based on technical upgrade requirements, a new, larger slab should be considered. Additional ice sheets are needed to meet existing and anticipated demand.

Priority Recommendations

1. The Fitness Centre is a medium sized facility of 270 SM which is often busy. Demand for drop-in fitness is a growing trend. Expanding the Fitness Centre to about 2x the size is recommended.
2. The existing change rooms are currently being supplemented by additional space in sea-cans. Improved and additional change rooms are a priority recommendation.

Other Recommendations

1. The youth, childcare and multi-purpose spaces are well used.



FACILITY REVIEW – SAANICH COMMONWEALTH PLACE

Facility Size

The total gross floor area of the facility is approximately 7,876 SM (84,800 SF)



Facility History

The facility construction and renovation history is approximately as follows.

- 1993 – Original recreation centre is constructed for the 1994 Commonwealth Games
- 2002 – Renovation of weight room (reopened in 2004)



Facility Space Breakdown

The major space are currently allocated as follows:

Category	Space	Area (SM)	Serves
Program Area	Fitness	410	Neighbourhood
Program Area	Multi-Purpose including <i>Gary Oak Room (Gymnasium)</i> <i>Multipurpose Room</i> <i>Dance Room</i> <i>Cedar Room</i> <i>Youth Centre</i> <i>Douglas Fir Room</i> <i>Pacific Dogwood</i> <i>Arbutus Room</i> <i>Aquatic Classroom</i>	1600 700 220 160 150 140 90 60 50 30	Neighbourhood
Program Area	Natatorium including <i>50m-8 lane lap pool</i> <i>25m warm-up pool / dive pool</i> <i>Leisure wave pool</i> <i>Tot pool</i> <i>Hot pool</i> <i>Open Program Space (north-west end)</i> <i>Open Program Space (west end)</i>	4220 1,080 830 260 25 20 150 170	District +
Public Area	Washrooms and Change Rooms	590	Facility
Public Area	Circulation with Lounge	1430	Facility
Administration	Office and Reception	355	Facility
Support	Technical, Utility, Janitorial, Storage	890	Facility



Program Area - Fitness

The Fitness Studio and weights room is popular and hosts health service providers who offer physio and chiropractic treatment. A larger space was noted as desired to reduce demand, waits, and overlap with circuit training classes and drop-in users

Currently, the Fitness Centre is for general public fitness and is not suitable for high performance training

Program Area – Multi Purpose

The Gary Oak Room (Gymnasium) is approximately 700 SM and accommodates gymnasium sports, pickleball, archery, after school care, and occasional rentals. The room is very popular and well used.

However, the Gymnasium does have an underused kitchenette and lack of storage.

There are a variety of additional multi-purpose spaces ranging from about 220 to 30 SM. These spaces offer public programming, and at times, some are utilized for swim meet gathering areas.

The Dance Studio has sprung floors.

The Teen Centre meets the needs of various age groups and is not dedicated for Youth. It has a servery used for cooking classes, music studio, and councillor room used as a meeting space (no counselling services at this time)





Program Area – Natatorium

The facility is home to several high performance sports groups including competitive swimming, diving, water polo, and synchronized swimming. This facility is one of three that can host large meets, and is one of the only facilities nationally that can accommodate water polo and synchronized swimming and the only facility in the region that can accommodate diving. The funding agreement will expire in 2019 with continued support until 2020 at which point agreement will change. Notwithstanding the funding arrangements, there is a desire to keep high performance sports groups at the building.

The facility includes an 8-lane, 50 m competition lap pool, dive pool / warm-up pool, leisure (wave) pool, hot pool (capacity of 11 people), and tots pool.

The 8-lane, 50 m pool is for high performance users exclusively except for some daytime hours on non-meet days. There are timing rooms to facilitate competitions.

Public Area – Washrooms and Change Rooms

There are separate change rooms for high performance sports and the general public. Generally, both are smaller than modern standards. If this facility were to revert to a community pool without high performance, renovations to increase the universal change room size and options should be considered.

Public Area – Circulation and Lounge

The facility features a common lobby area, a lounge that is part of a café space that is contracted to a third party, and an outdoor deck. The café can double as informal meeting space. The lobby includes a Proshop which is profitable, especially during swim meets

The circulation and lobby areas are well sized, but due to the popularity, the public areas appear crowded at times.

The overall circulation suffers from a lack of simplicity which results in a loss of overall efficiency. This is particularly noticeable in terms of reception services, as described below.

Administration – Office and Reception

Due to the circulation layout, there are three reception service counters including the main desk, the fitness studio, and the lower level.

A portion of the lower floor is dedicated to High Performance Offices (Pacific Institute of Sports Excellence). This area could be repurposed in the future, depending on rental agreement negotiations.



FACILITY NEEDS AND RECOMMENDATIONS – SAANICH COMMONWEALTH CENTRE

Gaps and Trends

The facility spaces are rated based on current gaps and future needs to provide a relative rating system to help identify opportunities and priorities.

Current Gap	Future Trend Multiplier	Priority
1 – No current gap	x1 – Low growth	1-2 – Low priority
2 – Repeated shortfall on space	x2 – Moderate growth	3-6 – Medium priority
3 – Significant shortfall on space	x3 – High growth	9 – Highest priority

Use	Spaces	Current Gap	Future Trend Multiplier	Priority
Fitness	Fitness room	3-Consistently busy	x3– High growth	9
Multi-Purpose	Multi-purpose	2–Busy	x2–Moderate Growth	4
Childcare	Childcare room	2-Well used	x3- High growth	6
Youth	Youth Multi-purpose	2-Well used	x3- High growth	6
Older Adults	Multi-purpose rooms	2-Some available space	x3- High growth	6
Pools	Pools	1-Available space	X2-Moderate growth	2
Lounge	Lounge	1-Available space	x2-Moderate growth	2
Washrooms	Washrooms	1-Available space	x1-Low growth	1
Change Rooms	Change Rooms	3-Undersized	x1-Low growth	3
Reception	Reception	2-Moderate	x1-Low growth	2
Administration	Admin Offices	3-Moderate	x1-Low growth	2



Overall Recommendations

This is a well maintained, popular facility. Planning for the facility currently depends substantially on the future of high performance sports groups and PISE use of the facility. Other regional considerations include the future renovation of Crystal Pool in Victoria.

Priority Recommendations

1. The Fitness Centre is a medium/large sized facility of 410 SM which is often busy. Demand for drop-in fitness is a growing trend. Expanding the Fitness Centre to about 1.5x the size is recommended. There may be consideration for adding high performance fitness space that could be returned to public use in the future

Other Recommendations

1. Improvements to administration space, reception desks and change rooms are recommended in medium to long term planning.

Appendix C

Proposed Childcare Framework: Where does Saanich Recreation fit?

	Direct provider	Provides facility space	Supports others to provide elsewhere	Notes
<i>daycare (ages 1-4)</i>		x	x	Work with existing daycare providers and non-profit organizations. Provide more space at District facilities and help other providers to increase the supply in the community.
<i>caregiver + tot programs</i>	x	x		Seek opportunities to offer new programs by bringing in others to deliver programs at District facilities.
<i>early childhood programs</i>	x	x		Seek opportunities to offer new programs by bringing in others to deliver programs at District facilities.
<i>preschool</i>		x	x	District is already providing some space in its facilities, but there is demand for more.
<i>school age programs</i>	x	x		School districts 61 and 63 are key partners in providing programs and facilities for school age children and youth.
<i>before/after school care</i>		x	x	Transportation between schools and recreation centres and facility space are barriers to the District being a direct provider. School districts 61 and 63 are key partners. Potential to offer programs at schools.
<i>summer camps</i>	x		x	District already provides substantial summer camp opportunities. Space is a limiting factor to providing more. School districts 61 and 63 are key partners. Potential to offer programs at schools.
<i>pro-d day camps</i>	x		x	Space is a limiting factor to providing more. School districts 61 and 63 are key partners. Potential to offer programs at schools.

Appendix D

District of Saanich

Market Analysis Study: Recreation, Wellness and Health Programs, Services, Activities and Experiences

Preliminary Analysis Report

LEFS
ASSOCIATES

Preliminary Analysis Report

December 5, 2018

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We acknowledge that the District of Saanich lies within the traditional territories of the Lkwungen (Laykwung-gen) peoples known today as Songhees and SXIMEŁŁŁ (Esquimalt) Nations and the WŚÁNEĆ (weh-saanich) peoples known today as WJOLEŁŁP (Tsartlip), BOKÉĆEN (Pauquachin), SŦÁUTW_ (Tsawout), WŚIKEM (Tseycum) and MÁLEXEŁ (Malahat) Nations.

The development of this Plan was guided by input from the following individuals:

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EXECUTIVE SUMMARY

The District of Saanich is undertaking a Market Analysis Study to inform and guide the District in charting its recreation, wellness and health programs, activities, services and experiences. Through this project, the District will enhance its readiness and ability to address the needs and expectations of Saanich residents; ensure its offerings and operations are appropriate, accessible, affordable, and sustainable; and identify capital investment opportunities to ensure that District recreation facilities infrastructure has the ability and potential to accommodate and provide the recreation, wellness and health programs, activities, services and experiences expected by the community.

The project process includes four deliverables, of which this is the second. The future deliverables will culminate in the Market Analysis Study Final Report, which will provide specific recommendations, identify priorities, and establish implementation strategies.

The current state of recreation, health and wellness programs, activities, services and experiences offered by the District of Saanich is by and large very positive in terms of community appreciation, high participation rates, and satisfaction. However, several gaps were identified in the current suite of programs and services, as well as limitations of the existing facilities. There were also several areas identified where *future* anticipated needs and demand will put significant additional pressure on existing resources.

When considering these gaps, needs and demands, it is important to recognize that recreation is unique in that it provides value to the community, but is also revenue-based. Challenges such as aging facilities, limited capacity, and increasing demand have an impact on the value provided to the community and result in lower revenues. As such, continued investment and improvement is necessary to maintain a high level of service, meet the expectations of the community, and have a good cost recovery rate, especially within the competitive regional context.

The structure of the report is formed around five key areas: People; Programs, Services and Activities; Places; Price and Promotion; and Policy. Key findings from each are summarized below.

People Perspective

Among the most significant trends is the anticipated increase in the population over 65 years of age over the next decade. This will have impacts in all areas from the types of programs, services, activities and experiences offered to the design of facilities to the cost of services to potential partnerships. Because this shift is happening across Canada and has been anticipated for a number of years already, a lot of thought has already been put into this area. Saanich itself has completed an Older Adults Strategy and has relevant objectives and policies in the OCP and the Parks and Recreation Master Plan.

Although the growing population of aging adults is the driving force behind many of the strategies and opportunities that are being identified, initiatives that improve inclusivity and provide better experiences for older adults will benefit all ages and abilities. Some key focus areas include:

- Aim for universal accessibility in facilities and enable continued active lifestyles for all ages and physical abilities. Many facilities are technically accessible, but that doesn't mean access is easy, encouraging, supportive, or welcoming.

- Incorporate more health and wellness programs, activities, services and the facilities to support them. Examples include rehabilitation, physiotherapy, health monitoring services, and potentially even clinic spaces. Island Health is a key partner in identifying the greatest needs and best opportunities. Interweaving healthy and active living into existing programs is another way that Saanich can refine its current offerings to bring more value.
- Incorporate more social and cultural programs, activities, services and the facilities to support them. Examples include more community festivals, social and special interest clubs and meet-ups, arts and crafts programs and studio spaces, performing arts programs and spaces, and a variety of “general interest” programs which aren’t within the traditional category of recreation.
- Embrace the shift from “recreation centres” to “community centres” through smart co-location of services and amenities as facilities are renovated or new facilities are developed. Take a proactive leadership approach to the development of key partnerships for delivery of services and facilities.

There is also an expected increase in the number of children and youth under 15 years of age. Meeting the needs of children and youth has always been a strong focus of public recreation, and will continue to be important in Saanich. Children’s programming should focus on physical literacy, healthy living, arts and culture, and programs for a diverse range of interests, while also continuing to offer recreational sports programs.

Youth programs will need to continue to evolve, and would be ideally developed in collaboration with youth in the community. The Saanich Youth Strategy indicated a need to build programming and environments that respond to the unique needs and trends of youth and to reframe and expand current youth spaces to engage a broader range of youth.

Families are increasingly challenged to make time for recreation, health and wellness due to busy schedules, demanding work schedules, and increased households with two working parents.

Some key focus areas include:

- Continue and expand early childhood, school age, and youth programs, activities, services, and the facilities to support them. Among the most important are before and after school programs and out-of-school/summer camps. Daycare spaces are also needed, but would primarily be pursued through partnerships.
- There are more children and youth who need extra support (those on the autism spectrum, for example) participating in programs and activities, so increasing support to staff through partnerships, training, and creative program planning is needed.
- Increase the number of drop-in programs and activities and improve scheduling to accommodate those still in the work force, especially those with families. Improvements should include coordination of program schedules for different age groups and more family-oriented drop-in programs in the evenings and weekends.

- Increase intergenerational and family-oriented programs. Grandparents may be taking on significant childcare roles, and working parents may want activities for the whole family in the limited leisure time they have available.

Programs, Services and Activities

Saanich has a recreation niche in aquatics which stemmed from the presence of high performance aquatics groups at Saanich Commonwealth Place. This has been a focus for a number of years and all public engagement indicated that it should continue. The interest and lots of participation in swimming demonstrate how high level facilities and programs can inspire the entire community. There may be other niches that could generate similar enthusiasm. Good candidates would include things that can be life-long pursuits and have some kind of special events, as is the case with swimming.

There is a need to adjust schedules to accommodate more drop-in opportunities, improve alignment with people's free time, and get more use out of existing facilities. This could mean extending hours, allowing direct access to some space (i.e. swipe card for fitness centre), and offering more drop-in programs during evenings and weekends.

Places

Saanich facilities are well maintained and popular. They were originally built between 1968 (G.R.Pearkes Recreation Centre) and 1993 (Saanich Commonwealth Place) and have been expanded and upgraded to meet growing demand over time. There is potential for more expansion and upgrading of existing facilities, but there is a question moving forward of whether this approach will be effective for all four recreation centres and desired amenities. A different strategy might be needed to meet future needs, such as partnering with others on a new facility.

The key amenities that need expansion are the fitness centres at all the facilities (weight rooms and cardio machine areas), along with adding more adjacent spaces for stretching, independent mat exercises, and areas for physiotherapy and rehabilitation services.

The Bert Richman Building and Wellness Annex at Gordon Head Recreation Centre are reaching the end of their useful life and will need significant renovation or replacement in the short term (i.e. within the next 5 years). The Gordon Head Recreation Centre site would also benefit from an overall site master plan incorporating future opportunities for indoor and outdoor spaces and joint facilities with the adjacent Lambrick Park Secondary School.

It is recommended that the Cedar Hill Recreation Centre Auditorium be replaced with a full-size gymnasium, along with adding more multi-purpose space and a dedicated youth space.

Price and Promotion

Saanich offers a wide range of price points and product types, as well as financial assistance programs for those living on a low-income. Comparison with regional fees and product types confirmed that fees for Saanich facilities are equal or slightly higher than those charged at other facilities. There is not much room to increase fees at this time, considering the regional context. 13% of the District of Saanich residents live below the low income line. Following trends over the past 10 years this number will only continue to rise

and the District will need to continue and expand financial assistance programs, such as the L.I.F.E. program, to support these residents.

Overall, Saanich recreation facilities have a strong cost recovery rate of 62%. However, budgetary challenges cited in the Financial Plan 2018-2022 include declining revenues and shifting demographics that are likely require more financial support for the aging population. In the community phone survey, a majority of residents suggested that the preferred method for paying for improvements to facilities and services is through a combination of taxes and user fees. This is consistent with the existing strategy of the District.

Partnerships

Fostering and developing partnerships is an increasingly important strategy to increase and improve recreation, health and wellness services for the Saanich community. By collaborating, coordinating, and developing strong partnerships, the Saanich Recreation Division will be able to improve in its areas of strength while leveraging the knowledge, skills, and resources of others to expand the scope of the benefits it brings to the community.

The District's primary service delivery model is direct delivery, which means that the District owns and operates the recreation centers and has staff who plan and deliver programs, as well as other organizations that rent space to deliver programs and services. As needs and demand for recreation, health and wellness programs, activities, services and experiences increase and shift, the development of partnerships will be critical to maintaining and improving the District's ability to serve the community. Key partners are Island Health, School Districts 61 and 63, but there are many more opportunities to create mutually beneficial partnerships with diverse organizations and institutions in terms of programs, activities, services, experiences and facilities.

Policy

Overall, the District's policies adhere to best practices and the range and types of policies required. Analysis of policies identified the need for consistent formatting, some copy editing, and updating of older policies. Creating a comprehensive hard copy or digital booklet containing all the policies for ease of reference would be beneficial, as would scheduling regular updates.

The fees and charges bylaw is well conceived and provides clear, but nuanced direction regarding the mandate of the Parks and Recreation Division regarding cost recovery expectations. It recognizes that there is a balance to be struck between programs that bring in revenue and those that don't, and that that most recreation programs and services provide benefits to both individuals and the community.

1 INTRODUCTION

The District of Saanich is undertaking a Market Analysis Study to inform and guide the District in charting its recreation, wellness and health programs, activities, services and experiences. Through this project, the District will enhance its readiness and ability to address the needs and expectations of Saanich residents; ensure its offerings and operations are appropriate, accessible, affordable, and sustainable; and identify capital investment opportunities to ensure that District recreation facilities infrastructure has the ability and potential to accommodate and provide the recreation, wellness and health programs, activities, services and experiences expected by the community.

This project process involves four deliverables. The first deliverable was the Engagement Summary which provided key findings from engagement with the public, stakeholders, and staff conducted in spring and summer 2018. This report is the second deliverable, which combines the public engagement key findings with assessments of the recreation, health and wellness programs, services, and activities data; assessments of the District's recreation facilities; and consideration of relevant current trends and best practices.

The analysis in this report provides a summary of findings that synthesize the diverse range of information, highlight interconnections, and provides insight into the future. Through this process of analysis, the end goal is to identify priority areas that will rise to strategies around:

- Priorities and strategies for programs and services;
- Facility redevelopment and new facility development;
- Business model;
- Partnership opportunities;
- Innovative initiatives; and
- Smart management practices.

This report stops short of suggesting recommendations, but the themes and conclusions will be the drivers for outlining draft recommendations in the next phase of the project. Future phases of the project will include Draft Recommendations, a second round of engagement with the public to gather feedback on the draft recommendations, and a Final Report.

1.1 METHODOLOGY

The methodology of the analyses was formed around five key areas: People; Programs, Services and Activities; Places; Price and Promotion; and Policy. Within these realms, Table X outlines the primary sources of information that were used to explore the recreation programs, services, activities and experiences in the District and within the regional context.

The findings in this report are supported by a considerable amount of data on programs, services, activities and facilities, as well as research conducted during this project including public engagement, demographic projections, the regional context, and trends and best practices relevant to the District of Saanich. Many of these sources of information were analyzed from multiple perspectives because the same data can have a variety of implications on recreation in Saanich.

This report brings in highlights from these sources of information, with a majority of the detailed information provided in the Appendices.

People:	<ul style="list-style-type: none">▪ 2016 Census - Statistics Canada▪ Public Engagement Summary Report: Public engagement conducted as part of this project included<ul style="list-style-type: none">○ a statistically valid phone survey,○ public online survey,○ group interviews with stakeholders
Programs, Services and Activities:	<ul style="list-style-type: none">▪ Saanich Recreation Guides 2017/2018▪ Registered program participation data by facility, season, and age category▪ Membership pass use data by facility, type/business area, and age category▪ Point of sale visits data by facility, business area, and age
Places	<ul style="list-style-type: none">▪ Facility assessments▪ Facility condition assessments▪ Regional scan of facilities and amenities
Price and Promotion	<ul style="list-style-type: none">▪ Saanich Recreation Products and Prices▪ Regional benchmarking of products and prices
Policy	<ul style="list-style-type: none">▪ District of Saanich Council Policies and Bylaws▪ Parks and Recreation Division Policies▪ Regional scan of fees and charges bylaws

1.3 ANALYSES

Compilation and analysis of the various sources of information centered on answering the following key questions:

- How are the demographics of the community likely going to change over the next 10 years and what are the implications for recreation programs, services, and activities?
- What programs, services, and activities are in demand from the perspective of the public? How does this compare to the available data on programs, services and activities offered and participation numbers?
- Are the existing facilities equipped to meet the needs of Saanich residents based on the existing and anticipated future needs and demand for programs, services, and activities? If not, what improvements or new facilities are needed over the next 10 years and in the long term?
- What are the key considerations for the District within the regional context, particularly in terms of other service providers and facilities?
- What trends and best practices could influence the District's provision of recreation programs, services, activities, and facilities?
- What is the potential for partnerships across all aspects of recreation programs, services, activities, and facilities?

The answers to these questions will lead to the development of recommendations for improvements and changes to the programs, services, activities, and facilities offered by the District of Saanich Recreation Division, as well as key areas for partnership development.

2 THE PEOPLE PERSPECTIVE

2.1 DEMOGRAPHIC AND POPULATION PROJECTIONS OVERVIEW

POPULATION PROJECTIONS

The District of Saanich is the most populated municipality on Vancouver Island, with a population of 114,148, representing a third of Greater Victoria (Statistics Canada, 2016). According to the 2016 census, 3.1% of people identified as Aboriginal compared to the BC average of 5.8%, and 21.7% identified as a visible minority compared to 29.7% in BC.

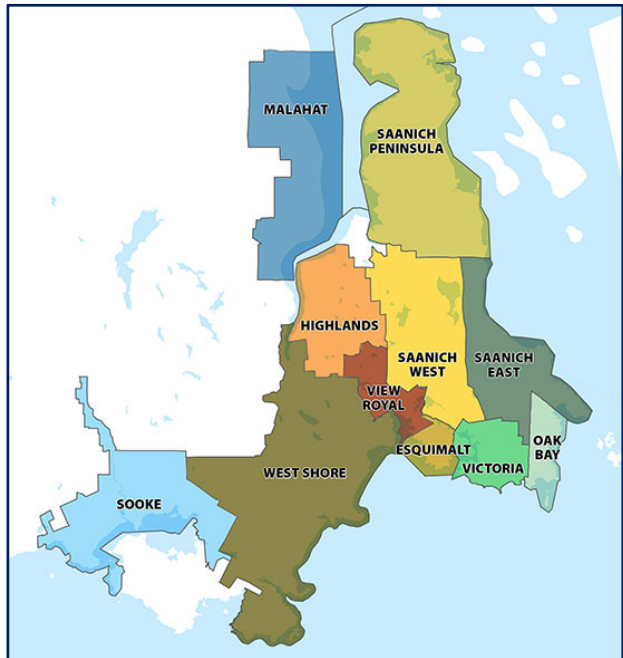
The District of Saanich is expected to have an annual growth rate between 0.45% and 0.61% over the 20 year period 2016-2036, which means a predicted population increase of 12-15,000 people by 2036. However, the Capital Regional District predicts a 28% growth in population from 2011-2036, which would result in an additional 20,000 people in Saanich by 2036 (Futures, 2014).

In the Capital Regional District, 50,000 more people are expected to move to the West Shore, 32,000 more people to the Core Area including the District, and 9,000 more people moving to the Saanich Peninsula (MXD, 2013). Changes in geographic distribution and age distribution will also have an impact in the CRD (Futures, 2014).

AGE DISTRIBUTION

On average, the population of Saanich is slightly older than the BC average at 43.5 yrs compared to 42.3 years. Populations of older adults will see the largest change, with one in three residents estimated to be over the age of 65 years in the next decade. These dramatic differences will see a 57% increase in 65-74 year olds and a 111% increase in 75+ year olds (Futures, 2014).

Population:	114,148 People
Population:	52% Female 48% Male
2036 Annual Growth Projection:	0.49%-0.61%
2036 Population Projection:	125,871 – 128,911
Average Age:	43.5 yrs
Land Area:	103.78 km ²
Population Density:	1,099.9 ppl/km ²
Total Private Dwellings:	49,422
High school Diploma:	87%
Post-Secondary Education:	60.4%
Unemployment Rate:	5.7%



On the opposite end of the age spectrum, youth under 15 years in the CRD will see a significant jump in the next 10 years, although little change is expected in the 15-24 and 25-34 age categories (Futures, 2014). It is estimated that over the next decade the CRD will support an additional 10,000 children. By 2040, BC Stats predicts that the 9.4% of the population will be under 15 years, and 31.3% will be over 65 years within Greater Victoria (Statistics Canada, 2016). This bookend distribution of age categories will impact how the District of Saanich will need to allocate services when planning for the future.

Figure 1: District of Saanich Age Distribution in 2016, (Statistics Canada, 2016)

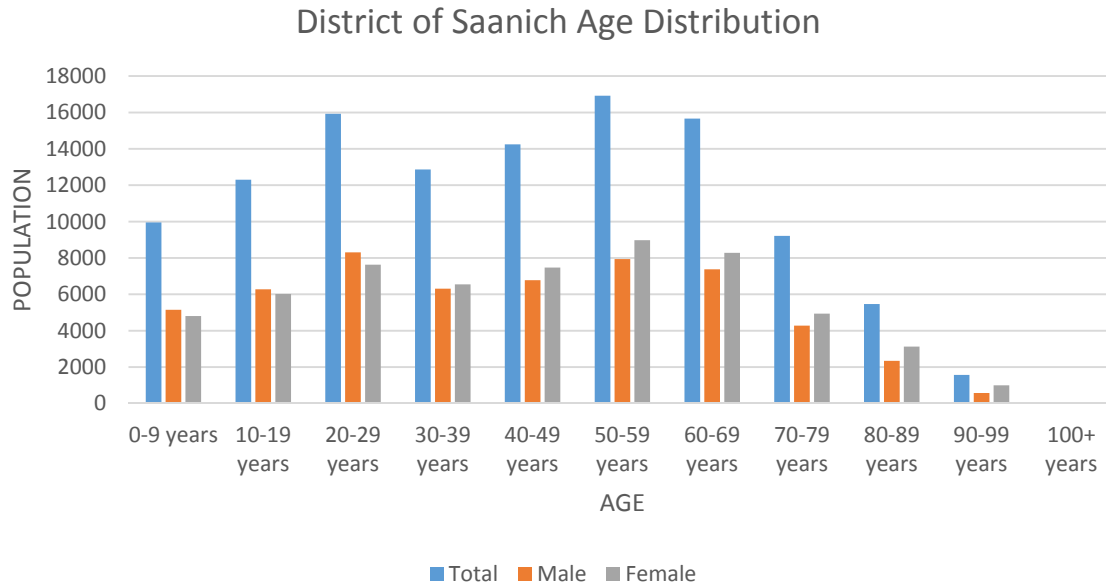
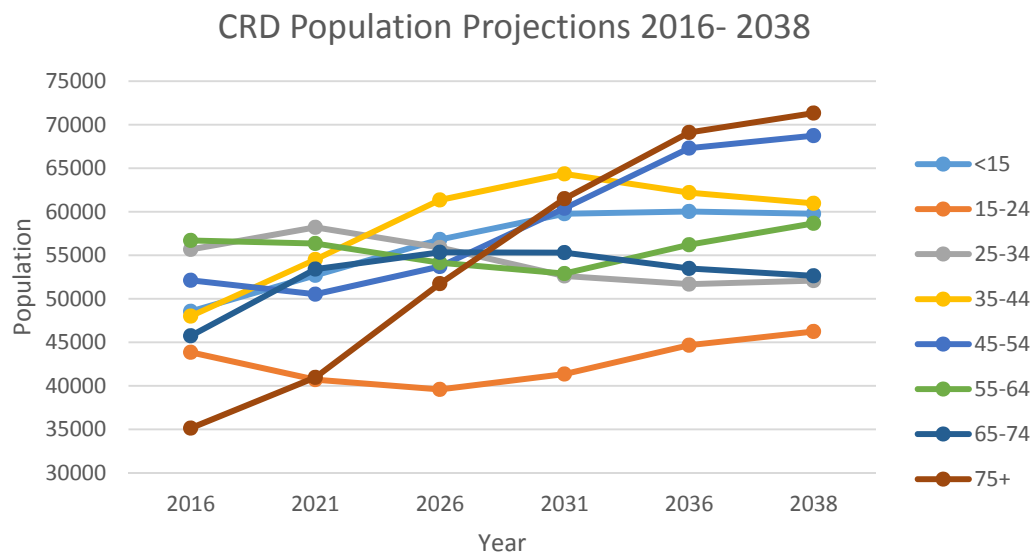


Figure 2: Capital Regional District Population Projections (Futures, 2014)



Implications of Population Projections

The following are the key implications for programs, services, and activities, and facilities overall. Further discussion of the needs and demand implications for specific demographic groups including older adults, youth, newcomers, people with low income, Indigenous people, LGBTQ2+ people are discussed in more detail in Section 2.2.

- The need for programs, services, activities, and facilities for District of Saanich residents is anticipated to increase, as the population is projected to increase by 12-15,000 people over the next 20 years, reaching 126,000-129,000 by 2036. CRD population increase estimates are even higher;
- The need for programs, services, activities, and facilities to serve older adults is anticipated to increase. There is an expected 57% increase in 65-74 year olds and a 111% increase in 75+ year olds in the next decade.
- The need for programs, services and facilities to serve youth is expected to increase. Youth under 15 years in the CRD will see a significant jump in the next 10 years; CRD will support an additional 10,000 children.
- Current trends and best practices show that many Recreation Divisions are putting more effort is being inclusive by providing programs, services, activities and facilities that are welcoming and accessible for LGBTQ2+, Aboriginal people, newcomers, visible minorities, those with disabilities, and low income people than ever before.
- Partnerships will be an essential part of meeting the needs of vulnerable populations due to the need for specialized knowledge and training, as well to access to diverse funding sources. Strengthening the role of recreation centres as clearing houses for information about other community resources could improve access and awareness in the community.

2.2 DEMOGRAPHIC GROUPS ANALYSES

This section explores the issues, needs, and demand of specific demographic groups in more detail and highlights the implications related to the four main topic areas of programs, services and activities; facilities; price; and partnerships.

2.2.1 CHILDREN

While the overall proportion of children in the District of Saanich is not anticipated to increase significantly over the next decade, especially compared to the population of older adults, children have traditionally been a key demographic group served by Recreation Divisions across Canada. The needs of children have been increasing as the number of households with single parents or two parents working full time mean there is more need for support in the realm of childcare including daycare, early childhood education, before and after school care, and camps for Pro-D days and school breaks.

Studies show that children aren't getting the physical activity needed to best support development. The links between physical activity and health in the pediatric population show correlation with physical fitness, motor competence, weight status, academic achievement, brain and mental health and the list goes on (ParticipACTION, 2018). These connections between mind and body need to be fostered for children to reach their full emotional, intellectual and mental potential (ParticipACTION, 2018). In Canada, 62% of 3- to 4- year olds and only 35% of 5- to 17- year olds are getting the recommended activity levels for their age group (ParticipACTION, 2018). Obesity is rising with unhealthy food options often being the cheaper alternative. Furthermore, screen time is increasing across all age groups with 76% of 3-to 4- year olds getting more than the recommended amount (ParticipACTION, 2018). This need for a promotion of physical activity is something the District can provide through their childcare and early education programs, as well as insuring all children have access to physical education through partnerships.

Implications

Programs, Services and Activities

- Increased need for programs, services, and facilities for children. The proportion of children with vulnerabilities (measured by Early Development Instrument: social, physical, emotional, language and communication) has been increasing since 2009.
- Increase need for early childhood education that supports physical literacy throughout their daily routine.
- Increase need for a diversity of programs for children that acknowledge and accommodate identity changes from traditional socio-normative programming.
- Increase need for programs, services, and activities to support mothers in pre- and post-natal periods and families during early development years.
- Creation of food security services to ensure children have access to healthy eating options.

Places

- Increase in childcare facilities to support families with working parents. Trends show that increasingly more families are requiring both parents to retain jobs resulting in an increased need for daycare facilities and before/after school care.
- Updating of childcare facilities to ensure all are universally accessible and are welcoming for those with physical and mental disabilities. Increased recognition for the need to include sensory friendly areas for children with autism spectrum disorder.

Price

- Reducing cost barriers for parents, particularly young parents, who are struggling to afford childcare and afterschool programming.
- Increase availability of drop-in and free activities for families.
- Availability of free or low cost food programs to ensure all children receive healthy meals.

Partnerships

- The School Districts and not-for-profit organizations are key partners in meeting the needs of school-age children in the community.
- Not-for-profit organizations, such as Saanich Neighbourhood House, are key partners in meeting the needs of young children age 0-4 (i.e. younger than school age).
- Private childcare providers
- There are opportunities to partner with private businesses to offer specialized programs at Saanich facilities, such as the martial arts program at Gordon Head Recreation Centre.

2.2.2 YOUTH

Youth today are experiencing unprecedented challenges from social, economic, and health related forces than before. The Youth Development Strategy (District of Saanich, 2015) highlighted that youth are more sedentary with only 5% of 12-17 year olds getting the daily recommended physical activity, leading to a lack of physical literacy among children and increased mental health struggles. Overprotection of youth has decreased development in resiliency, judgement, and decision making skills, and increases in screen based activities has led to a nature deficit among Generation Zero (District of Saanich, 2015). Only 37% of 11- to 15- year olds in Canada are playing outside for more than 2 hours per day, yet 51% are engaging in more screen time than recommended (ParticipACTION, 2018).

Youth today are more accepting of diverse identities, however these changes in self-identification can lead to barriers to participation when facing traditionally organized recreational programming. Mental barriers, such as stress and anxiety, not feeling welcome and lack of confidence, along with more logistical barriers such as cost and transportation are leading reasons for lack of youth participation. Encouraging youth to participate in physical activity needs to be stressed as not only to increase fitness, but as an aid in improving mental health, academic achievement, and self-esteem (ParticipACTION, 2018).

The proportion of children with vulnerabilities (measured by Early Development Instrument: social, physical, emotional, language and communication) has been increasing since 2009 (Health, 2015). Children and youth with disabilities are less active. Physical activity provides opportunities to enhance interaction and communication skills which results in improved daily functioning and quality of life (ParticipACTION, 2018). Creating healthy environments that support all children and youth in an equitable way is critical to the health of the population. This includes supporting mothers in pre-and post-natal periods, families during early development years and children and youth as they grow.

Implications

Programs, Services and Activities

- Creative, self-directed, and/or co-created programs between recreation staff and youth are needed. For example, a recreation centre has a “Hip-Hop Night” created by youth with a variety of activities including hip-hop and rap performance and recording opportunities, dancing, and graffiti art.
- Youth leadership and volunteer opportunities provide great experiences for youth as well as value for the community.
- Increase in drop-in and non-competitive recreational activities that can accommodate youth who are unable to participate in long-term programming.
- Increase need for a diversity of programs for youth that acknowledge and accommodate identity changes from traditional socio-normative programming.
- Increase in social programming and activities that promote team building, inclusivity, and self-confidence.
- Increase in risk related activities, such as challenging outdoor activities that aim to improve decision making skills, resiliency and judgement, and promote outdoor recreation.

- Increase in services that can aid teens in career and life planning and address stress management.
- Creation of food security services to ensure youth have access to healthy eating options.

Places

- Gordon Head Recreation Centre is adjacent to a secondary school and so has potential for expanded youth programs and services.
- Cedar Hill Recreation Centre does not currently have a dedicated space for youth.
- Transportation can be a barrier, so providing “one-stop” facilities that can serve youth for multiple hours at a time requires food services in or nearby and ideally more than one activity space.
- Programs for youth do not necessarily require dedicated spaces, but space for youth to just hang out casually is desirable at all recreation centres. Flexible spaces that have indoor/outdoor capacities are popular for youth areas.
- Communication to and engagement of youth populations should capitalize on their preferred systems such as social media.
- Ensure facilities and appropriate equipment are available for physical fitness for children and youth with brain-based and physical disabilities (ParticipACTION, 2018). Communicate with families and communities that children with disabilities are welcome to participate in programs.

Price

- Cost is often a barrier to youth participation and can contribute to youth dropping out of sports and other activities.

Partnerships

- To improve services for youth, foster partnerships with the School Districts and youth services organizations to identify needs of youth in Saanich and to coordinate and collaborate to improve the range of opportunities for recreation, health and wellness for youth.
- Through engagement we learnt youth want more say in what programming is offered. There are opportunities to pair with youth groups or schools to get a greater understanding of needs and give youth the self-determination they seek.
- Consider partnering with schools to provide school credits for youth leadership opportunities to encourage involvement.
- Partner with schools to encourage youth to participate in daily physical activities- promoting less screen time and more time moving outdoors. According to school administration, 33% of grade K-8 students are getting less than 150 minutes of physical education a week (ParticipACTION, 2018). Understanding that physical activity reduces stress and anxiety, insisting youth programs ensure physical activity is further promoted during times of stress. Provide training opportunities for educators about active learning strategies.

2.2.3 ADULTS

Adults are often forgotten in social programming that focuses on youth or older adult populations. With a shrinking adult population in Saanich, pressures to provide for the rest of residents will become increasingly apparent. Ensuring the health and wellness of this age group continues will be essential to District functioning.

In 2015, Canadian Community Health highlighted how mental health issues are increasingly apparent for adults struggling with stress, anxiety, depression (CCHS, 2015). Currently there are many recreation opportunities for adults but engagement has highlighted a lack of health and wellness and social programming offered. Social isolation or loneliness is a common occurrence for adults and this lack of community can lead to a breadth of other health problems. Increasing availability of social programming and wellness services will help the District tackle these social problems.

Island Community Mental Health offers GROW, a mental health and wellness program for adults that provides recreation activities, mental health programming, and services in healthy living and life skills (ICH, 2018). A new initiative, the Young Adult Engagement Project, has begun as a response to community requests and will develop programming that targets young adults (19-30 years). This request shows a lack of existing services and highlights a need for more health and wellness programming to support adult populations.

Lack of time is a consistent barrier for adults. Many people are not able to join long term teams or classes due to scheduling conflicts. Ensuring that short term programs, workshops, drop in activities and non-programmed recreation space is available can help increase participation.

Implications

Programs, Services and Activities

- Likely increase in health and wellness programs for adults. This can include mental and physical wellness, life skills, and social networking.
- A continued array of diverse recreation and cultural activities that includes drop in and non-programmed activities for spontaneous recreation.
- Availability of specialized interest courses or workshops that appeal to adults.

Places

- Updating of facilities to provide accessible and welcoming spaces for all residents.
- Availability of drop in and non-programmed recreation space.
- Availability of event space for rental.

Price

- Cost is a consistent barrier, especially for young adults, for participation. Engagement highlighted how fees for drop-in activities were seen as high. Ensuring low cost activities are available will encourage participation.

2.2.4 OLDER ADULTS

With a rapidly increasing older adult population, for the first time in Canadian history there will be more 65+ year olds than those under 14 years (District of Saanich, 2017). One in three people in Saanich will be over 65 years of age in the next decade. Average household size is predicted to decline from 2.17 to 2.02 by 2036 with higher levels of retiree populations, meaning more people will be living alone (MXD, 2013), many of whom are likely to be older adults.

Through the Older Adult Strategy conducted in 2017 and the Global Age Friendly Cities Project (District of Saanich, 2008), older adults identified that diversified programming, age-friendly spaces and enhanced community and communication should be key focuses for the future. With a longer life expectancy and increased health, there is a much larger range of programs needed to satisfy this population. Cost, transportation, and proximity to facilities were included in the barriers to participation. Cultural differences, including language barriers and lack of suitable programming, were also identified as obstacles. With 25% of adults (65+ years) living alone, the importance of a universally accessible space that can foster meaningful social connections and create a sense of community will only grow.

Island Health and the Inter-municipal Recreation Committee of the Capital Health Region acknowledged the importance of partnering to serve a growing older adult population in 2016, with the creation of the Health and Recreation Partnership (HARP). This partnership joins the resources of these two organizations to better provide a collaborative and innovative approach to health promotion, prevention and individual care (HARP, 2016).

Implications

Programs, Services and Activities

- Likely increase in demand for programs for those with physical challenges, rehabilitation programs, illness recovery programs (e.g. stroke, heart attack, etc), health and wellness education (e.g. living with diabetes, maintaining strong bones). This is supported by current trends and best practices, as well as in the public engagement results. (see Section 3.x)
- Aquatics will remain popular with this demographic, particularly aquatic aerobics classes. (see Section 3.x)
- Likely increase in demand for arts and culture programs and activities as well as low impact outdoor programs such as bird watching, nature photography, and walking. (see Section 3.x)
- Likely increase in demand for programs that promote social connections and engage older adults like activity clubs, storytelling projects, community art projects, social events, festivals and community meals. (see Section 3.x)
- Possible increase in demand for intergenerational programs such as grandparent/grandchild programs or programs where older adults and children or youth participate together and learn from each other. (see Section 3.x)

Places

- Universal accessibility and special features in recreation facilities for those with mobility, hearing, or sight challenges will be needed more than ever.

- Welcoming lobby spaces and areas for casual interactions, meet-ups, and relaxing.
- Recreation centres could offer noise reduced times in the weight room and pool for those with hearing issues.

Price

- A greater number of older adults in the community may mean that more people are on fixed incomes and may qualify for financial assistance programs. This will increase demand for free or low-cost programs.

Partnerships

- The Recreation Division is not the only organization serving older adults, so coordination and collaboration will be an important component in serving older adults of all ages, interests, and abilities. Key partners serving older adults in Saanich include Island Health, Health and Recreation Partnership (HARP), Take Heart, TIME, Stay Active and Prevent Falls, Group Medical Visits, Group Exercise Program for Mental Health and Addiction Services, Seniors Serving Seniors, the YMCA and various Community Associations.
- More older adults could result in an increase in volunteers, but the way in which most people choose to volunteer has also shifted from long-term commitments to individual organization to one-time, discreet volunteer events.

2.2.5 NEWCOMERS

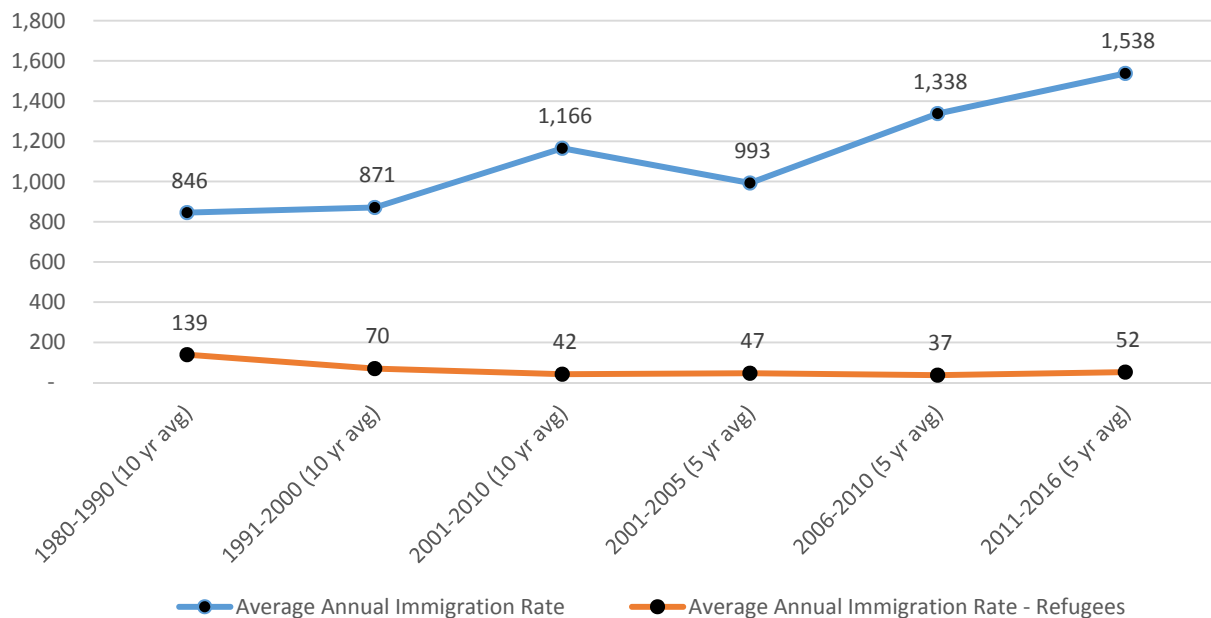
In 2011, approximately 20% of the District of Saanich residents identified as immigrants (Statistics Canada, 2016). Over the past 10 years, 14,385 people have immigrated to the Greater Victoria area, and 40% (5,695) of those people have settled in the District of Saanich (Statistics Canada, 2016).

The annual rate of immigration has doubled since the 1980’s (Statistics Canada, 2016) and the diversity of immigrants has increased as the countries of origin have shifted from European to more Asian countries of origin, particularly in the last decade (Inter-Cultural Association, 2016). This means that a higher proportion of immigrants do not speak English as their first language.

From 2006-2011 roughly 60% of immigrants arriving in Saanich were from countries in Asia (BC Stats, 2011). The top four visible minorities within the District of Saanich are of Chinese, South Asian, Filipino and African heritage (BC Stats, 2011).

Unlike overall Saanich age distribution, immigrants coming to the island are in their pre-retirement years, primarily between the ages of 25-44 years. Newcomers are more likely to have postsecondary education than the overall population of Saanich (65.8% vs. 60.4%), yet have a lower employment rate (52.8% vs. 60.8%) than the total population, possibly highlighting the difficulties of transitioning to a new place (BC Stats, 2011). In a study completed in 2016, 44.9% of newcomers say they have “experienced a lot of difficulty” when moving to Greater Victoria (Inter-Cultural Association, 2016). The same survey noted that recreation and immigration/settlement services were the formal services that helped the most in decreasing barriers to settlement. The District stands in a position to help connect individuals and organizations and offer services that meet the needs of newcomers in Saanich.

Figure 3: Average Annual Immigration Rate for Greater Victoria



Implications

Programs, Services and Activities

- On average, 570 people immigrate to the District of Saanich per year (10 year average 2006-2016); 60% of immigrants arriving in Saanich are from countries in Asia (Statistics Canada, 2016). Programs, services, and activities offered for all age groups need to accurately reflect cultural needs of the community.
- Increased need for outreach, programs and services to reduce social isolation and build community connections, particularly for new immigrants. The number of people living alone will likely increase as the number of older adults increases. 44.9% of newcomers say they have “experienced a lot of difficulty” when moving to Greater Victoria. Recreation is a service area that can help reduce barriers to settlement (Inter-Cultural Association, 2016).
- An increase in language classes and opportunities for language exchanges can aid in building community and provide networking for newcomers.
- Services that aid newcomers in finding jobs can help counter the trend for higher unemployment rates for recent immigrants. With more of the population becoming retirees, ensuring newcomers can find employment can help reduce the pressure on the shrinking workforce demographic.

Places:

- Non programmed spaces are key for newcomers to be able to socialize and meet other residents of Saanich. Social events, such as dances or festivals, foster a sense of community and can help build connections.
- Facilities that meet the appropriate cultural needs of residents, such as separated changing facilities or multilingual signage, are needed to accommodate all users.

Price:

- Over 16% of newcomers in Saanich experience low income. Reducing the costs of programs and providing free services for job assistance and settlement services can help people transition to their new homes.

Partnerships:

- Partnering with existing organizations like the Inter-Cultural Association of Greater Victoria, Immigrant Welcome Centre, Victoria Immigrant and Refugee Centre Society (VIRCS), Newcomers Club, Saanich Women’s Active Newcomer’s (SWANS), and the Welcome House Project will strengthen the District’s ability to assist newcomers.
- Opportunities to partner with different community associations to host cultural events such as Chinese New Year or Diwali Festival.

2.2.6 INDIGENOUS PEOPLE

There are at least seven First Nations whose traditional territories are in Saanich including Pauquachin, Tsawout, Tsartlip, Tseycum, Malahat, Songhees and Esquimalt Nations. With 3.1% of the District of Saanich identifying as Aboriginal, there is a lack of services to support health and wellness, education or cultural programming (AHIP, 2018).

In fall 2017, the District of Saanich began formal acknowledgement of the traditional territories in which the District's boundaries lie as all Council and Committee of the Whole meetings. Further, Council laid the ground work to initiate formal government to government relationships with the seven First Nation governments listed above and directed staff to create an Interdepartmental Working Group to create a staff report outlining a thorough assessment of the June 2015 Truth and Reconciliation's Commission's "94 Calls to Action" report, and identify potential initiatives for District to explore with neighbouring First Nations governments.

In October 2018 Council supported the following actions / activities be undertaken to assist in creating a welcoming and authentic environment for Indigenous and non-Indigenous people:

- Cultural Safety and Humility Training for Staff and Council
- Continued building of formal Government to Government relationships
- Council Awareness and Opportunities
- Website update
- Signage (welcome signage at District of Saanich facilities).

While the above acts as a starting point for the Corporation, there is much work that can and could be done from a recreation, wellness and health perspective.

In Saanich, Indigenous children aged 14 and under represent 19.3% of the total Indigenous population and 3.8% of all children in Saanich, however, there is a lack of programming and representation of Indigenous children in Saanich. There is a need to develop and deliver programs to support families and places for cultural learning, including language and traditional knowledge, and ensure equitable access to District services for Indigenous populations.

Health disparities persist within the Indigenous population due to the impacts of colonization and Aboriginal specific racism. The Aboriginal Health Initiative Program (AHIP) currently supports community based projects through Island Health. In 2013, the province created the BC First Nations and Aboriginal People's Mental Wellness and Substance Use Plan. It highlights how the effects of colonization, residential schools, First Nations and Metis land appropriation, Indian hospitals and child welfare intrusion continue to affect Indigenous populations. These extreme traumas have led to learned violence, loss of language, emotional security, family connections and respect for Indigenous culture (FNHA, 2013).

Removing discrimination against First Nations and Aboriginal people's struggling with mental wellness and substance abuse and promoting learning for all residents on the effects of colonization is identified as a key target moving forward.

Implications

Programs, Services and Activities

- An increase in cultural programming and diverse representation is needed in Saanich. Children represent a fifth of the total Indigenous population.
- Intergenerational programming would be a good option to cultivate cultural learning, the sharing of language and traditional knowledge.
- An increase of programs and services that assist families struggling with mental health and substance abuse, and an increase in preventative programming.
- An increase in available services for pre-natal, post-natal and early childhood development.
- Following federal guidance, the District needs to create initiatives that address the Truth and Reconciliation Commission's Calls to Action. The CRD has the First Nations Relations Division and the District of Saanich will need to create their own division to ensure these Call to Actions are followed through on all levels of government. The District has an opportunity to promote learning for all residents on the effects of colonization.

Places

- Cultural training is required for the District's workforce. Indigenous programs should be run according to cultural customs.
- Multiuse spaces should be promoted as spaces available for Indigenous groups to use for cultural events, programming and activities.
- Diversity in representation in District programs and advertisement is needed.

Price

- 13% of Indigenous peoples struggle with low income. Subsidized programming and free or low cost activities can encourage participation.

Partnerships

- The District of Saanich will need to reach out to the seven First Nations whose traditional territories are in Saanich to understand what programming and services would best serve their communities. This partnership will be key to maintain through all cultural programming.
- Partnering with schools and early childhood education to ensure Indigenous history and knowledge is being taught.

2.2.7 LOW INCOME

Cost is a consistent barrier to participation across the majority of services. People experiencing low income has almost doubled in the last 10 years, with 7.5% in 2006, 14% in 2011 and 13% in 2016 (Statistics Canada, 2016). By 2015 that represented 13,760 Saanich residents struggling financially (Statistics Canada, 2016). The cost of housing in the District is high, as shown by the fact that residents spent a higher percentage of their income on housing than the BC average. In 2016, over 30% of Saanich residents were renters and of this 44.5% spent more than 30% of their income on shelter (BC Stats, 2011).

Vulnerable populations are more likely to experience low income. For example, 16.1% of immigrants within Saanich experiencing financial difficulty. Furthermore, in the province of BC, it is estimated that 29% of older adults live below the poverty line (District of Saanich, 2017). As the population of older adults increases, the proportion of the population below the poverty line may also increase.

Financial Assistance through LIFE (Leisure Involvement for Everyone) provides regional assistance with discount coupons, drop in admissions, or discounted annual memberships. In 2013, over 5000 participated in LIFE programming, and they received 39,515 visits (District of Saanich, 2013). In 2017 this number has increased to 42,900 visits and it is only expected to increase (District of Saanich, 2017). The Canadian Tire Jumpstart program additionally provides assistance for children ages 4-18 for sports, dance and other extracurricular activities and The Saanich Legacy Foundation provides another source of funding through kidsFUNd which offers programming for kids 3-18 in recreation. More information on these programs is provided in Section 5.6 Financial Assistance Programs.

Implications

Programs, Services and Activities

- Continued/increasing need to serve low income people. Approximately 29% of older adults live below the low income line and ~14% of Saanich population is below the low income line.
- Increasing food security programming by providing snack/lunch options to ensure youth are receiving healthy foods in childcare and youth recreation programming.
- Increased need for access to basic services by homeless population. Studies show ~20% of the homeless population are children or youth.
- Providing outdoor programming, such as community gardens, can benefit the 40% of residents who live in smaller housing options and might not have access to their own leisure space (Statistics Canada, 2016).

Places

- Low income and the cost of housing are the primary reasons people experience homelessness in Saanich (CEH, 2018). The District can support these populations by providing access to facilities for showers, washrooms and common social space. In winter, recreation centres can be used as warming centres.
- Providing safe and welcoming social spaces without stigma can aid families who are struggling financially.
- Community kitchens aid in food security and provide safe spaces for people to gather.

Price

- 13% of the District of Saanich residents live below the low income line. Following trends over the past 10 years this number will only continue to rise and the District will need to continue and expand financial assistance programs to support these residents.
- A third of older adults in BC live below the poverty line. With a rapidly increasing population of older adults in Saanich, the District will need to plan to assist this population as they transition into retirement.
- Providing free or low cost food options can encourage healthy eating.

Partnerships

- There may also be opportunities to support other service providers in the community in their efforts or to develop innovative programs and services for low income or those with housing insecurity.
- There is an opportunity to expand partnerships with food assistance programs, such as Saanich Neighbourhood Place Community Kitchen or the Victoria Native Friendship Centre, to provide healthy food sources for people with low income.
- Partnering with job and career assistance programs can aid those seeking employment.

2.2.8 LGBTQ2+

In 2015, the Saanich Council approved a LGBTQ2+ subcommittee for a one year trial which produced a report on needed diversity within Saanich programming. Responses from the trial highlighted a need for diversity in Saanich publications and photography, a need for updated forms and privacy around gender in Saanich facilities, and a statement in the Saanich Active Living Guide that recreation facilities are inclusive and welcoming to transgender people. Additional outcomes emphasised the lack of youth programming and representation of the Indigenous community, and a gap in medical access and school education for the LGBTQ2+ community.

The District of Saanich offers programming for LGBTQ2+ youth and has some universal/family change rooms, but more could be done to provide opportunities to other age groups, as well as to consider updating facility washrooms and change rooms, signage, policies, and marketing materials.

Implications

Programs, Services and Activities

- An increase in LGBTQ2+ youth programming can build community in these vulnerable populations.
- An increase in health and education services for LGBTQ2+ is needed to fill a gap in current schooling.
- Providing LGBTQ2+ friendly social events and activities can help build community for adult populations who increasingly experience isolation.
- Offering Queer fitness programs can help reach those that may not feel comfortable in traditional recreation classes or the weight room.

Places

- An update of facilities is needed to ensure people of all identities feel welcome in Saanich facilities. Ensuring there are universal change rooms, washrooms and signage that welcomes all peoples is important for individual wellness and safety.
- Diversifying Saanich marketing will encourage inclusion and acceptance of all residents.

Price

- Providing free sexual health services to those in the LGBTQ2+ community is essential to encourage individual health and wellness.

Partnerships

- Partnering with school districts to include inclusive and diverse health education.
- Partnering with local LGBTQ2+ groups to plan social events with residents.

3 PROGRAMS, SERVICES AND ACTIVITIES PERSPECTIVE

The District of Saanich offers an extensive range of recreation, health and wellness programs, services, activities and experiences for all ages and abilities. This section reviews the District’s offerings in relation to the key issues identified by the public, anticipated trends and best practices, and actual data from the recreation centres including registered program participation, point of sale pass use (i.e. drop-in), and membership pass use (i.e. pass scans). All of the participation data and charts are provided in Appendix A, with highlights and key data included here.

3.1 PROGRAMS, SERVICES AND ACTIVITIES OVERVIEW

Saanich offers registered programs and drop-in activities at each of their four recreation centres. The categories of programs, services and activities are summarized in Figure 4.

Figure 4: Programs, Services, and Activities Areas



3.1.1 REGISTERED PROGRAMS OVERVIEW

Registered programs are those offered on a specific schedule and with registration required to participate. While recreation trends indicate that demand for drop-in programs and activities is high, registration is necessary for many programs because they require specific instructors and/or they require booking of specific spaces. Registration also allows the District to set minimum participation numbers that ensure a level of cost recovery, which is important for managing the overall cost recovery level of recreation programs, services, activities, and facilities overall.

In 2017, over 13,000 programs and activities were offered and over 49,000 registrations were recorded. The registrations do not necessarily represent 49,000 different people, as people are free to sign up for multiple programs, which many people do throughout the year. Overall, this means an average of less than 4 participants per program or activity, which indicates that some programs are not attracting very many participants and there is an opportunity to refine the District's offerings. Programming staff are already continually seeking ways to improve the programs and activities offered to best meet the needs of the community, and this analysis is intended to help provide some insight in that regard.

Fitness and health had the most participants in 2017 (12,206) of which 86% were women. The second highest participation was in swimming programs (12,154) which had a more even split between participation by men and women (52% and 48%, respectively). Fitness/health and swimming programs had approximately three times more participants than the next most popular category of arts, but this appears to be primarily due to the number of programs offered. Considering all the arts programs together, including crafts, visual art, theatre, music, and literary programs, these programs are very popular (4,736 participants total). Arts programs had an average of 5 participants per program while fitness and health programs had an average of 3.5 participants. Swimming programs had the highest average number of participants per program at 29.

Although within this data set, skating appears to only have 4,276 participants, it should be noted that this only considers participation in programs offered directly by the District of Saanich and does not include programs offered by organizations who rent time at G. R. Pearks, such as minor hockey and figure skating.

Daycamps, if considered as one category including performing arts, crafts and visual art, general, specialty, and sports camps, is fifth on the list in terms of program participation with over 3,000 participants in 2017 (3,114).

General interest programs had high participation numbers (4,784), but due to the inconsistency in what is included in this category, it primarily serves to highlight the wide range of programs offered, from girls-only Pro-D day activities for youth to bridge for adults. There are opportunities to clarify categories of registered programs and activities to help improve tracking.

Public Engagement Findings

- The most popular activities for adults are swimming, walking, gym/fitness, biking, fitness classes, cultural activities, and running/jogging. The most popular activities for children are swimming, soccer, gym sports, and playing in playgrounds.
- Satisfaction with programs is very high (at least 76%) in all areas.

Table 1: Registered Program Participation by Category

Program	Total
Fitness & Health	12,206
Swimming	12,154
Skating	4,276
Sports	2,862
Martial Arts	1,016
Racquets	726
Rehab	152
TOTAL	33,392
Arts	110
Arts - Crafts & Visual	1,747
Arts - Dance	1,876
Arts - Theatre / Music / Literary	880
Arts - Theatre, Music	79
Arts, Crafts & Music	42
Arts, Theatre & Music	2
TOTAL	4,736
Camp - Performing Arts	101
Arts Camp - Crafts & Visual	450
Daycamp-General	806
Daycamp-Specialty	1,757
Daycamp-Sports	835
TOTAL	3,949

General Interest	4,784
Education / Leadership	400
Special Events	379
Parent & Tot	365
Food	271
First Aid and Safety	269
Family & Special Events	153
Social	117
Preschools	83
Languages	76
Education	61
TOTAL	6,958
TOTAL - ALL CATEGORIES	49,035

3.1.2 REVIEW OF REGISTERED PROGRAMS PARTICIPATION BY GENDER

Overall, more women participate in registered programs than men. Women are predominantly participating in fitness and health programs and arts programs, making up 86% and 75% of participants, respectively. Men most frequently participate in physical activities and sports, with more participation than women in swimming, skating, sports, martial arts, and racquet sports. This pattern is also seen in children and youth camps where arts camps are dominated by girls and specialty and sports camps are dominated by boys. Overall, participation in camps is fairly evenly split between boys and girls, as is participation in general daycamps. Table X illustrates these findings.

Participation in registered programs at Saanich recreation centres in 2017 was 59% by female and 41% male.

Table 2: Registered Program Participation – Comparison of Participation by Gender

Green = Programs with majority female participants. Orange = Programs with majority male participants.

Program	Total	Female	Male	Female	Male
Fitness & Health	12,206	10,482	1,724	86%	14%
Swimming	12,154	5,846	6,308	48%	52%
Skating	4,276	1,531	2,745	36%	64%
Sports	2,862	1,234	1,628	43%	57%
Martial Arts	1,016	304	712	30%	70%
Racquets	726	327	399	45%	55%
Rehab	152	92	60	61%	39%
TOTAL - Fitness and Sports	33,392	19,816	13,576	59%	41%
Arts	110	76	34	69%	31%
Arts - Crafts & Visual	1,747	1,386	361	79%	21%
Arts - Dance	1,876	1,515	361	81%	19%
Arts - Theatre/Music/Literary	1,003	631	372	63%	37%
TOTAL - Arts	4,736	3,608	1,128	76%	24%
Camp - Performing Arts	101	80	21	79%	21%
Arts Camp - Crafts & Visual	450	288	162	64%	36%
Daycamp-General	806	405	401	50%	50%
Daycamp-Specialty	1,757	834	923	47%	53%
Daycamp-Sports	835	300	535	36%	64%
TOTAL - Children/Youth Camps	3,949	1,907	2,042	48%	52%
General Interest	4,784	2,207	2,577	46%	54%
Education / Leadership	461	274	187	59%	41%
Languages	76	50	26	66%	34%
Food	271	162	109	60%	40%
First Aid and Safety	269	183	86	68%	32%
Social	117	32	85	27%	73%
Preschools	83	51	32	61%	39%
Parent & Tot	365	193	172	53%	47%
Family & Special Events	532	396	136	74%	26%
TOTAL - Other	6,958	3,548	3,410	51%	49%
TOTAL - ALL CATEGORIES	49,035	28,879	20,156	59%	41%

3.1.3 REVIEW OF REGISTERED PROGRAMS OFFERED BY AGE CATEGORY

The District of Saanich recreation centres offer programs generally under four age categories: Early Childhood, School Age, Youth, and Adults, although there is some overlap between these categories. For example, most adult programs are open to those 16 years and older and programs for children and youth have a variety of minimum and maximum ages.

Of the more than 13,000 registered programs and activities offered, most are for children and youth (57%) compared with to adults (43%). Only Gordon Head Recreation Centre tracked seniors’ programs separately, so these were combined into the “adult” program category.

The following table compares the actual percentage of the general population that falls into each age category with the proportion of programs and the proportion of participants in each age category. It is not surprising that children’s programs and participants have more programs offered and participants relative to their proportion of the population, as this is generally a key focus of municipal recreation services. As the population ages, there may be a need to track programs differently to ensure that there are enough opportunities for older adults. However, adults and seniors tend to participate in more drop-in programs and independent activities than registered programs.

Table 3: Comparison of District of Saanich Population to Registered Programs Offered and Participation by Age Category

	Percentage of General Population	Percentage of Activities Offered	Percentage of Participation by Age Category
Early Childhood 0-4	4%	21%	20%
School Age 5-14	10%	32%	32%
Youth 15-19	7%	4%	7%
Adult 20+	80%	43%	41%

The following table highlights the top five categories in terms of the number of programs offered for each age category. For example, for early childhood age group, the most programs are currently offered in swimming, skating, dance, theatre/music/literary, and parent & tot programs. Swimming has the most programs offered for children and youth. For adults, the most registered programs are offered in the fitness and health category by a significant margin. Swimming, skating and arts – crafts & visual are programs that are offered most frequently for three or more age categories.

Table 4: Number of Programs Offered by Age Category

Program	Early Childhood	School Age	Youth	Adult/Seniors*
Fitness & Health	8	21	22	3405
Martial Arts	1	342	9	96
Racquets	2	215		222
Skating	271	378	30	72
Sports	29	133	42	143
Swimming	1687	2430	271	417
Rehab				115
TOTAL - Fitness and Sports	1998	3519	374	4470
Arts	8	18		
Arts - Crafts & Visual	5	178	43	550
Arts - Dance	227	89		328
Arts - Theatre / Music / Literary	158	58	5	28
TOTAL - Arts	398	343	48	906
Camp - Performing Arts		9		
Camp - Crafts & Visual		32	10	
Daycamp-General	32	38		
Daycamp-Specialty		148	16	
Daycamp-Sports	2	47		
TOTAL - Children/Youth Camps	34	274	26	0
General Interest	87	44	31	25
Education/Leadership		59	22	
Languages				44
Food			7	71
First Aid and Safety				67
Social		2	8	
Preschools	89			
Parent & Tot	166			
Family & Special Events	24		10	29
TOTAL - Other	366	105	78	236
# of Programs and Activities	2796	1339	226	2048

3.1.4 REVIEW OF REGISTERED PROGRAMS PARTICIPATION BY AGE CATEGORY

This section compares participation in different registered program categories by age category. Table 5 shows the participation numbers by program type for each age group and highlights the top five categories with the highest participation numbers. Swimming was in the top five for all age categories. Skating was in the top five for all children and youth categories, though lower numbers than swimming. As noted previously, participation in skating is only cited for programs offered directly by the District of Saanich and does not include programs offered at District of Saanich facilities by other organizations such as minor hockey. Dance made the top five for both early childhood and adults. Fitness and health programs was the top area of participation for adults by a large margin and also had the second highest participation for youth.

Table 5: Number of Participants in Programs by Age Category

Program	Early Childhood	School Age	Youth	Adult/Seniors*
Fitness & Health	70	95	394	11,647
Swimming	4,175	5,566	922	1,491
Skating	1,297	2,231	274	474
Sports	249	1,213	194	1,259
Martial Arts	11	726	58	221
Racquets	13	436		277
Rehab				152
Total Fitness and Sports	5,815	10,267	1,842	15,521
Arts	50	56		
Arts - Crafts & Visual	42	238	88	1,379
Arts - Dance	818	302		756
Arts - Theatre / Music / Literary	214	499	10	284
Total Arts	1,124	1,095	98	2,419
Camp - Performing Arts		101		
Camp - Crafts & Visual		373	77	
Daycamp-General	363	443		
Daycamp-Specialty		1,541	216	
Daycamp-Sports	37	798		
Total Camps	400	3,256	293	0
General Interest	854	359	246	171
Education / Leadership		169	292	
Parent & Tot	365			
Food			57	164
First Aid and Safety				269
Family & Special Events	223		106	203
Social		20	97	
Preschools	83			
Languages				76
Total Other Categories	1,525	548	798	883
TOTAL - ALL CATEGORIES	8,864	15,166	3,031	18,823

As a point of reference, the number of program registrations was compared to the total number of Saanich residents within each age category. While the program registrations do not represent unique participants, it does illustrate the high participation rates of children in registered programs. Adults are more likely to participate in recreation through point-of-sale drop-ins and membership passes.

Table 6: Comparison of Saanich Population with Program and Point of Sale Participation

	Approximate number of Saanich residents	Program Registrations*	Point of Sale Drop-Ins
Early Childhood 0-4	4,555	8,864	35,654 [†]
School Age 5-14	10,485	15,166	
Youth 15-19	7,220	3,031	9,107
Adult 20+	87,495	18,823	80,074 [^]

*not necessarily unique participants

[†]child point of sale

[^]combined adults, seniors, and all ages point of sale

3.1.5 POINT OF SALE DROP-INS AND MEMBERSHIP PASS USE OVERVIEW

When considered together, it appears that Saanich residents participate in recreation by dropping in to recreation centres to use facilities or participate in programs and activities that do not require registration at a higher rate than those who sign up for registered programs. This echoes comments from the public that there is demand for more drop-in programs. However, it should be noted that a registered program often represents multiple sessions, so 45,884 registrations could actually mean over 275,000 individual visits.

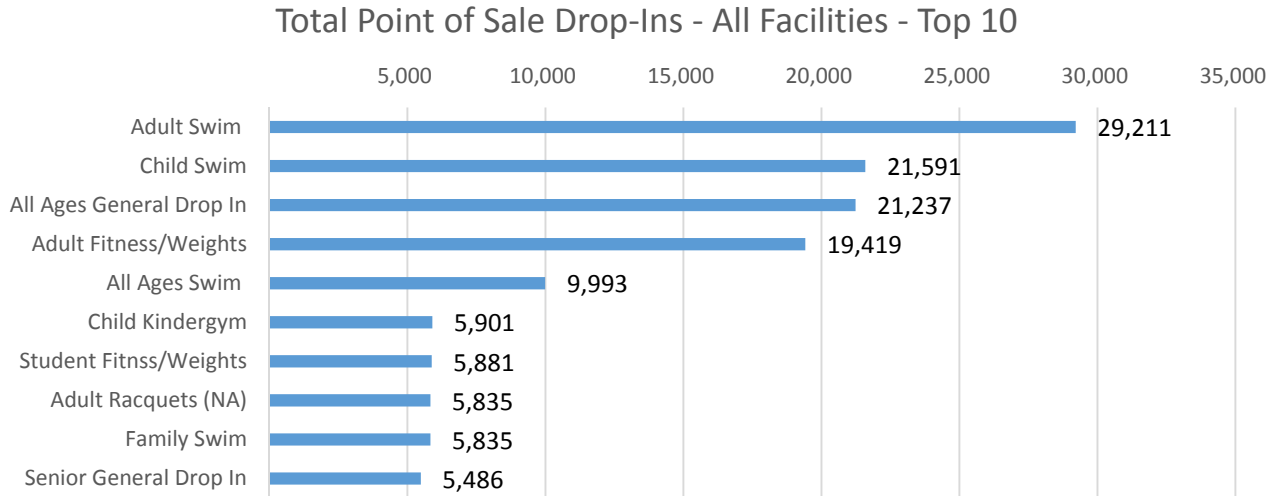
Comparison of Facility Use in 2017

- 599,601 membership pass uses
- 176,427 point of sale drop-ins
- 45,884 program registrations

Most membership pass scans allow general access to swimming, fitness centres, or ice arenas when they are open to the public. Saanich Commonwealth Place and Gordon Head Recreation Centre had the most membership pass scans, which aligns with other data and public engagement input that swimming is likely one of the top recreational activities across the board. Membership passes and point of sale drop-in uses are the primary ways people access the fitness centres for self-directed workouts and likely represent a significant proportion of the membership pass use.

Swimming and access to fitness centres topped the list of drop-in uses, as well as child kindergym and racquet sports. All four facilities have fitness centres, three offer kindergym, two have swimming, and only one offers racquet sports (Cedar Hill Recreation Centre).

Figure 5: Total Point of Sale Drop-Ins - All Facilities - Top 10



3.1.6 REVIEW OF POINT OF SALE DROP-INS AND MEMBERSHIP PASS USE BY AGE CATEGORY

Adults make up the greatest proportion of drop-in and members pass use overall, with seniors comprising the second most frequent users of membership passes. Adults and children are the most frequent users of point of sale drop-in passes.

Table 7: Total Number of Pass Scans by Age Category

Age	Membership Pass Scans	Point of Sale Drop-Ins
Child	7,880	35,654
Youth	23,492	9,107
Student	46,415	12,139
Adult	246,154	66,879
Senior	218,162	13,177
All Ages	86,954	32,533
Family	14,011	6,938
TOTAL	643,068	176,427

3.2 PROGRAMS, SERVICES AND ACTIVITIES ANALYSES BY DEMOGRAPHIC GROUP

This section explores the key findings from the programs, services, and activities analyses for each demographic group: children, youth, adults, and older adults.

3.2.1 CHILDREN

Public engagement findings

- In engagement, people asked for more programs for young children including drop-in programs; programs for kids such as health and fitness camps, rock climbing, outdoor/nature school, after school music programs, and ballet.
- There was demand for increased childminding.
- Some requested more half-day programs for school-aged kids during the summer while others cited the challenges of half-day programs for working parents.
- Physical literacy is an important approach in recreation, and is a core focus of the District's partnership with the Pacific Institute for Sports Excellence. Physical literacy is similar in concept to reading literacy in that it aims for the development of fundamental skills that are essential to active and healthy living.
- Affordable childcare continues to be a need for families in Saanich. For working parents, there is a need to book-end school time with before- and after-school camps/programs.

Programs, services and activities key findings

- Saanich offers a wide range of camps for children during school breaks and has improved this service by offering day-by-day registrations that allow for great flexibility for families to tailor participation to their schedules and vacations. Staff noted the high demand for children's camps.
- Based on public engagement input, it would be beneficial to coordinate schedules of children's camps such that two half-day programs could be combined to create a full-day experience.
- Saanich provides space for unlicensed children's programs, but there is potential to partner with other organizations or service providers to offer more unlicensed or licensed childcare, as there is demand for both.
- A majority of the full-year programs for preschoolers are all offered at the same time of day (12:15-2:15pm).

Implications for facilities

- Providing more children's camps, before and after school care, and childminding create challenges at existing facilities.
 - Summer camps require a significant amount of facility space, especially if campers are divided by age and interests. There was also public engagement input and staff

corroboration that indicated that adults and older adults would like access to programs and facilities year round and do not want to be displaced in the summer.

- Before and after school care is challenging for facilities in a similar way in terms of requiring a significant amount of space for a relatively short period of time (3-6pm), but that period of time is in high demand by other age groups. There are also potential issues of transportation between elementary schools and recreation centres.
- This is an area where enhancing the partnership with the School District is essential. Saanich recreation staff are open to offering programs off-site (i.e. not at recreation centres) and are doing so at Saanich parks. Partnering to offer camps and before and after school care at schools should be explored as an options.

Trends

- In general, reductions in school sports programs are shifting demand to recreation centres. This may or may not currently be the case in Saanich, but it is important to track in order to adjust if necessary in the future.
- Staff noted the trend of increasing participation by children with special needs. This is a potential area to create partnerships with organizations with specialized training and skills in this area. Evidence supports this, as there were over 6 times the number of students in the BC school system in the Autism Spectrum Disorder category in 2016 compared to 2000 (BC Teachers Federation, 2018).
- Staff noted that children are increasingly expected to specialize in sports at an early age with 9 year olds participating 2-3 times per week. There is also growth in the number of sports academies and the number of participants. This may contribute to the trend toward earlier drop-out rates cited by stakeholder organizations.
- Co-locating preschools and daycares at recreation centres is a growing trend due to the benefits such as better access to a variety of activities for the children (i.e. skating or swimming, for example), opportunities to engage and communicate with parents about other recreation centre offerings, and potential opportunities for simultaneous activities by family members of all ages and possibly reducing driving time to multiple facilities.
- While women remain the majority of the primary caregivers for children, there is a trend toward more fathers being the primary caregivers, as well as more diverse family compositions (same-sex couples with children, for example). As such, consideration should be given to renaming programs that have historically been marketed as “mom and tot” to “parent and tot” to be more welcoming and inclusive. There is also an opportunity to provide programs specifically geared toward supporting and connecting fathers and LGBTQ2+ parents and their families.

3.2.2 YOUTH

Public engagement findings

- Stakeholders who work with youth suggested that opportunities for volunteering, leadership, coaching and co-op/internship type programs may entice young people to participate, since these kinds of opportunities contribute to young people's goals, such as high school graduation or post-secondary admission. This is reflected in the program participation data which shows education/leadership as one of the top 5 registered programs.
- Saanich staff indicated that there are very limited resources and services for youth regionally, especially for those who are not in critical/crisis situations. Saanich recreation, health and wellness programs, services, activities and experiences could help address that gap at the appropriate place in the continuum (i.e. not necessarily providing crisis services, but connected to and part of the community of care).

Programs, services and activities key findings

- Participation in programs and activities by youth in Saanich drops off significantly when compared to early childhood and school age children. This is a trend seen in many communities and happens for numerous reasons such as increasing school, social or work commitments and challenges, increased costs, increasing emphasis on competition in sports, and possibly not being able to participate with friends as teams are divided more by skill level. Peer pressure and how an activity is perceived by friends is also an important factor. Youth also tend to become more self-conscious of participating in physical activities.
- Despite the drop-off in actual participation, staff indicate that they could fill 2-3 times the space with youth programs. Currently, only 7% of programs offered by Saanich recreation are aimed at youth.
- Key program areas where youth are participating in Saanich are swimming, fitness, skating, general interest, and education/leadership. Those 16 and over are often allowed to participate in adult drop-in and registered programs, so there may be more participation than indicated.
- A challenge for youth is providing programs that interest them but still aiming to incorporate health and wellness (including a snack break or a meditation break during a program, for example).
- The Saanich Youth Strategy indicated a need to build programming and environments that respond to the unique needs and trends of youth and to reframe and expand current youth spaces to engage broader range of youth.

Implications for facilities

- Serving youth requires providing spaces where they feel welcome and wanted and have the opportunity to take part in programs and activities that interest them. Cost is also a significant barrier, so free drop-in spaces are often the solution. All the recreation centres have dedicated youth spaces except Cedar Hill Recreation Centre. While youth spaces are generally only used after school, it is possible to have a youth space that is used for other programs during morning or school hours.

- Gymnasiums are an important flexible space to provide drop-in sports and physical activities for youth. Weight rooms are also often popular with teens.
- Youth need diverse programming, so facilities should increasingly be designed to include spaces for arts, dance, theatre, crafts, cooking, technology/coding activities and other non-sports programs.

Trends

- There are more gender split programs for youth, particularly for physical activities, to ensure that girls are comfortable participating. Girls are not encouraged to participate in certain activities, so may need safe spaces to develop new skills and interests (example: skateboarding).
- Key trends are to plan broad-based programs with variety (i.e. don't think singularly), to be flexible, and to empower youth to participate in defining what they want.
- As with younger children, staff are seeing increasing numbers of youth with special needs, increased social isolation, decreased independence, and decreased mental health. This is a potential area to create partnerships with organizations with specialized training and skills in this area.
- "Maker spaces" have surged in popularity recently. Although most often found in the school setting so far, it also has potential for engaging youth at community centres. Maker spaces provide space, tools, and resources for design and creation of things depending on what the desired focus is. It could be 3D printing, small electronics, print-making, etc. Maker spaces could also be an opportunity for intergenerational participation and learning through volunteer mentors or space supervisors. There are threads of this idea already happening in Saanich, such as the programs offered at SCP by Engineering for Kids Vancouver Island and the woodworking class for adults.

Partnerships

- There needs to be expansion of the Health and Recreation Partnership (HARP) agreement (currently District of Saanich and Island Health) to include the schools as well.
- Local Area Teams were convened with youth services, police, schools, and island health. One of the outcomes was a youth health clinic.

3.2.3 ADULTS

Public engagement findings

- The most common activities people participate in are swimming, walking, working out at the gym, biking, fitness classes, participating in cultural activities, and running or jogging.
- There is demand for more drop-in and evening programs, as well as for expanded operating hours for District recreation facilities.
- There was a high and growing participation in sports by adults indicated during public engagement. Specific requests for programs included more length swimming (particularly at SCP), performance arts classes (acting, music, and dance), and volleyball.
- There was demand expressed for intergenerational programs where parents and children can participate together, as well as coordinated program schedules that allow parents to participate in a program or activity at the same time as their children.

Programs, services and activities key findings

- Free programming and events have significantly increased in popularity and there is way more diversity at free community events than at the recreation centres generally.
- Gordon Head Recreation Centre and G.R. Pearkes are both seeing decreasing participation in general registered programs and a shift toward drop-in programs.
- There is demand for tennis programs (currently a waiting list) and pickleball is growing exponentially. There is a challenge balancing beginner vs. advanced level tennis and pickleball. Some people are competitive and some just want to be social.
- Overall there is unmet demand for fitness programs and drop-in fitness classes. There is increasing demand for small group fitness training (1:4), but as those services often use the fitness centre weight rooms there are space constraints and impacts to drop-in users.
- High and increasing demand for drop-in studio space for people who want to just do their own thing. Ceramics is very popular, but other art disciplines are in demand as well.
- Beginner classes are very popular, but once people are attached to a class they keep taking it over and over. This limits new people from participating in beginner classes.

Implications for facilities

- There is increased demand for evening/weekend programs for adults who are working and are unlikely to be able to participate during the day. This may put increased pressure on facilities at peak times.
- Drop-in programs are in demand, particularly fitness classes. Fitness centre spaces and associated spaces need to be expanded to meet demand.
- Leisure pursuits have changed significantly over the last 30 years and will continue to do so. Activities such as fitness uses, pickleball, spinning and yoga are examples of relatively new activities that are now considered standard. Recreation facilities need to be flexible and adaptable, and there should be an expectation that facilities will have to be modified over time to meet changing needs.

Trends

- There is a general life cycle trend of participation where there is a drop off in the late 20's and early 30's as people focus on families and have young children. However, interest and participation then increases in the late 30's and onward as people have more time to spend on individual pursuits.
- Demand for more drop-in programs with lower levels of commitment and with modified schedules is a wider trend, not unique to Saanich residents. There continues to be increasing demands on drop-in opportunities in recreation and cultural facilities, and scheduling should ensure that these are available throughout the day. (Source: BCRPA Strategic Plan for the Parks, Recreation and Culture Sector in BC, 2008). This trend is being fueled largely by an increase in families with two working parents and higher work expectations. 1 in 5 Canadians feel high time pressure, with women and single parents feeling the "time crunch" most severely (Canadian Index of Wellbeing, 2016).
- The community facilities as a "one-stop shop" model is increasingly popular, as would be expected of anything that enables people to streamline their lives. A central location where people can meet multiple needs at once not only is beneficial for users, it also can increase the reach of compatible services, creating a bigger impact.
- There is an opportunity to offer more programs by identifying those that require lower staffing levels and lower instructor expertise and therefore can be offered at a lower cost. Examples are volunteer led programs, drop-in independent arts activities, and partner-led programs using recreation spaces.

3.2.4 OLDER ADULTS

Public engagement findings

- There is unmet demand for programs for older adults in the evenings, including programs for older adults who are still working.
- Older adults want access to programs and spaces year round, since they are not tied to the school calendar as other demographic groups may be.
- Pickleball, tennis, arts and culture, interest-based clubs, and aquatics are of particular interest to older adults, although their interests are diverse.
- There is a sense from staff that expanded rehab, massage, and health clinics would be well used if more was provided. People are also doing rehabilitation on their own, especially at Gordon Head Recreation Centre.

Programs, services and activities key findings

- Waterfit classes are packed; 5-7 classes a day and they are full; average age is 60-70. Water walking and water running are also increasingly popular (need designated lanes separate from lap swimmers).
- There are more older adults in active programs like fitness classes, so a wide range of levels need to be accommodated in regular programs. An example is balancing beginner vs. advanced level tennis and pickleball. Some people are competitive and some just want to be social.
- More health services could be offered, such as Take Heart, diabetes drop-ins, blood pressure monitoring, nutrition and food programs.
- As the population ages, there may be increased desire for “field trips” that start from an easily accessible place such as a recreation centre to help reduce the transportation barrier for seniors. Saanich already provides some outdoor recreation programs such as walking and bird watching programs, but there is room for more.
- While adults and older adults are not separated out in the program participation data, arts programs are very popular with older adults. Arts programs are in the top 5 in terms of number of programs offered and number of adult participants.

Implications for facilities

- Increased need for facilities to be universally accessible, welcoming, and easy to access by public transportation or walking.
- There will continue to be a need to provide places for older adults to be social and connected to their community. This means inviting and comfortable lobby areas, basic food services/cafes, and flexible drop-in spaces.
- There is evidence that facilities will need to include more spaces that can accommodate health and wellness services and partners such as larger fitness centres, areas for rehabilitation, more areas for stretching, and co-located space for clinics and other health services partners.

3.3 ANALYSES BY PROGRAM AREA

3.3.1 FITNESS AND SPORTS

Public engagement findings

- Program capacity is limited by the facilities, particularly in terms of the number and availability of fitness and sports.
- There is unmet demand expressed by user groups and the public for dryfloor and gymnasium sports including lacrosse, basketball, volleyball, drop-in sports, dryland cross-training (such as for divers), and indoor training for baseball and softball. Other potential dryfloor users include wheelchair sports (rugby/lacrosse/basketball), roller derby, and indoor soccer.
- There is increased demand for year-round access to activities, programs and services.
- 69% of access pass holders primarily regularly participate in self-directed activities such as weight room use or lane swimming compared to 31% who primarily participate in drop-in fitness or sports program¹.

Programs, services, and activities key findings

- Participation is high in fitness and sports programs, drop-in activities, and membership pass use. Fitness and health had the most participants in 2017 (12,206) of which 86% were women.
- There is an extensive range of fitness programs offered from numerous different types of fitness circuit-type programs to over 20 different types of yoga. There are also over 20 different drop-in health and fitness classes offered at all four recreation centres.
- Those who take drop-in classes and have a membership pass may be choosing programs based on the schedule, as well as the location. It may be helpful to have a summary calendar of programs that shows daily offerings for all the recreation centres, as is done for the Yoga calendar.
- Sports programs offered include archery, basketball, indoor bicycle training, pickleball, triathlon training, volleyball, and water polo. Drop-in sports include badminton, basketball, table tennis, pickleball, ball hockey, volleyball, archery, and netball.
- Sports programs are one of the only areas where participation by men is higher than women.
- Programs for children and school age children have a broad range of sports and physical activities and there is awareness and integration of the concept of physical literacy indicated in the recreation guide.

Facilities

- Gymnasiums are one of the most flexible spaces with innumerable programming options. Full size gymnasiums are most desirable, as they can accommodate multiple games of various court sports (volleyball, badminton, pickleball), as well as full-court basketball and indoor soccer. Currently, basketball programs and drop-in are held at school gymnasiums.

¹ Access Pass Survey conducted by the District of Saanich in 2018.

- The lacrosse season is 5 months (March-July), but the ice arena is only converted to dry floor for less than 2 months during that period. Box Lacrosse requires boards, so the existing fieldhouse or one of the existing gymnasiums are not suitable options.

Trends

- Seasons for organized sports are expanding and off-season camps and training are increasing. This can cause conflicts for children and youth who play multiple sports but who are pressured into early specialization, which has been shown to be counter-productive in athletic development.
- Facilities that enable year-round participation in activities are in demand including indoor walking tracks, indoor soccer facilities, year-round ice arenas, and indoor tennis and pickleball.
- Futsal is a type of indoor soccer that is played with a heavier, low-bounce ball on a hard court, like a gymnasium. It is a compact, quick game that is fun in its own right, but also improves footwork and speed that can benefit outdoor, full-field soccer players. Current there is an adult league that plays at G.R. Pearkes, but there is potential to offer this activity for children and youth.
- Obstacle courses and parkour are two trends that have emerged over the past few years spurred on by competitions such as the Tough Mudder. These activities could be popular with a range of age groups.

3.3.2 HEALTH AND WELLNESS

Public engagement findings

- Stakeholder organizations highlighted the opportunity for integration of complementary health and wellness services at recreation centres, such as rehabilitation, screening for diseases like high blood pressure and diabetes, and nutritional counselling.
- Suggestions for health and wellness programs made during engagement include meditation and mindfulness classes, fitness programs for people with health issues such as people in treatment for cancer, more programs addressing anxiety and trauma, health and recreation combined programs, screening programs, injury rehabilitation programs, pre- and post-natal programs, respite programs for caregivers, and healthy eating and weight management classes. Some of these are already offered at Saanich recreation facilities.

Programs, services, and activities key findings

- Three recreation facilities have health service partnerships with companies that provide physiotherapy, massage, personal training, and kinesiology. Some of these programs are specifically geared toward rehabilitation and older adults. There is potential to expand the range of services and to engage more partners to provide health and mental wellness programs and services.
- Many of the programs that are not specifically defined as “health and wellness” nevertheless contribute to the physical, emotional, mental and social health of participants.

Trends and Best Practices

- Integration of health and wellness initiatives with recreation and parks services is a trend that has been building over the past decade, largely driven by increased rates of obesity, diabetes, and other chronic diseases in both adults and children.
- The most common model is for the municipality to provide the facilities and then to find the appropriate partner or service provider to deliver the programs and services. Oversight by the District would be needed to ensure services are affordable and accessible to the public.

3.3.3 AQUATICS

Public engagement findings

- The public highly values the aquatic programs available at the District's two aquatic facilities.
- Swimming was identified as the most popular recreation activity of adults and children in Saanich in the phone survey.
- There was some demand more seniors' aquatics programs and more length swimming availability.
- More accessible times for public access to the pool was also cited in the Access Pass Survey (conducted by the District of Saanich in 2018).

Programs, services, and activities key findings

- Swimming tops the list for registered program participation for children.
- Swimming tops the list for point-of-sale drop-in participation overall.
- High performance sports programs including competitive swimming, diving, water polo and synchronized swimming have a majority of the space available at Saanich Commonwealth Place, particularly during prime time and weekends. As a result, Saanich has a disproportionately high number of high performance athletes.

Implications for facilities:

- The main limitation for offering more aquatics programs is in the facilities. At Saanich Commonwealth Place, it is the booking of most of the aquatic space for high performance sports groups. At Gordon Head, the limitation is the size of the pool as well as the need for improved accessibility features (i.e. shift from mechanical to built-in features).
- For some, the smaller size of the pool at Gordon Head (6 lane, 25 m lap pool) may be a desirable feature, as it provides a more community/local atmosphere compared with the provincial and national attraction of Saanich Commonwealth Place.

3.3.4 ICE SPORTS

Public Engagement Findings

- Ice user groups noted that more ice is needed in Saanich and in the Greater Victoria area. Similarly, the need for more ice was identified at the public/stakeholder workshop and in comments at the open house and on the interactive displays. However, in the public phone survey, 88% of respondents were satisfied or very satisfied and only 1% dissatisfied. Only 3% of respondents cited the need for more or improved ice rinks.
- Minor Hockey would like both ice arenas available year-round to accommodate additional programs such as tournaments, camps, and training that are in demand in the off-season.
- Figure skating is in need of more ice time and on a consistent schedule.
- There is demand for more intergenerational opportunities.
- Lacrosse is currently the main user of the arena when it is converted to dryfloor, although there were other groups who would likely use the facility if it was available such as ball hockey and summer camps. The lacrosse season runs from April – July and must use other spaces outside of Saanich for practices and games during a majority of the season (G.R. Pearkes Arena is only available for approximately 6 weeks).

Programs, Services and Activities Key Findings

- Saanich staff are connected with regional facilities and check in annually on statistics such as cost, hours per player, and programmed ice time vs. rentals. Saanich provides the same hours per player as other municipalities, but provides less time to figure skating than others. There is demand for Hockey 101 and other adult groups, as well as figure skating.
- Ice utilization rates are very high, but staff noted that there is still capacity at late evening times as only a few groups will play as late as midnight. Ice is especially busy during evenings and weekends, and Minor Hockey is the primary morning user.
- Staff have indicated that available ice time for the public has slowly been reduced over time as demand from Minor Hockey and the Spectrum Academy has increased.
- There is a need to revisit the ice allocation policy to resolve several aspects including the priority of different uses. Questions that need further exploration include:
 - Should events such as hockey tournaments, be prioritized over public skate times, as is done at Saanich Commonwealth Place?
 - What is the appropriate balance between dry floor needs and demand for off-season hockey programs and activities?
 - How might the ice allocation process enable new or smaller programs to grow?

Trends

- Sports academies have increased in number and in participation, but cost and time commitment is a barrier for many. Spectrum Academy is an example of a hockey-focused academy run through the school district that has seen significant growth.

- Ice sports, as with other sports, have become year-round activities with regular season play, playoffs, and off-season camps, training, and tournaments.
- The number of ice hockey players in Canada has increased by approximately 11% overall between 2010 and 2017, but with some fluctuation in participation by year (International Ice Hockey Federation, 2018).

Facilities

- A business case should be done to determine whether adding a third or fourth ice arena is feasible. This would include a more detailed evaluation of demand from all different ice user groups, exploration capital and operational cost implications, and opportunities for partnerships.

3.3.5 DAYCAMPS, CHILDCARE, AND PRESCHOOL

For an analysis of daycamps, childcare and preschool programs, services and activities, refer to Section 3.2.1.

3.3.6 ARTS AND CULTURE

Public engagement findings:

- Arts programs are in demand and fill up fast, including ceramic studio time.
- There is interest in more community art programs.
- 1 in 10 residents said they participate in cultural activities on a regular basis; this was the sixth most popular category for both adults and children (Mustel Group Market Research, 2018).
- While there was a high rate of satisfaction with visual and performing arts programs and facilities cited in the public survey (75%), this category had the most room for improvement compared to other categories.
- There are opportunities for more multi-cultural dance, music, and art programs that incorporate newcomers, especially youth and older adults.

Programs, Services and Activities Key Findings

- There is a wide range of arts and culture programs and activities offered by Saanich Recreation including open (drop-in) art and ceramics studios, visual arts programs, and sewing and crafts programs, dance, music and theater.
- There are visual and performing arts programs for children and youth, as well as daycamps.
- Overall, the mix of arts and culture programs could be expanded to include more performing arts and more multicultural activities.
- Consolidation of most arts programs at Cedar Hill Recreation Centre has benefits and drawbacks in that there may be efficiencies found in having all the supplies in one place and not requiring duplication of facilities; however, there may be overcrowding due to this being the only facility with high quality spaces and supplies.

Trends

- Canadian participation in arts, culture and heritage is growing at both a national and provincial level. Based on a 2010 National survey of consumption behaviors on the arts, culture and heritage activities, and focusing specifically on British Columbia, Hill Strategies found that between 1992 and 2010:
 - Museum attendance increased in British Columbia by 17%;
 - Art Gallery attendance increased by 48%, and
 - Attendance at Performances of Cultural or Heritage Music, Dance or Theatre increased by 76%.
- During this period, the population of British Columbia increased by 31% to 4,497,000 people. Attendance at performances in British Columbia increased almost 2.5 times more rapidly than the population (Hill Strategies, 2010).
- A brief report published by Heritage Canada in December 2011 on the Economic Impacts of Cultural and Sport Tourism in Canada 2007 examines the economic impact of travelers who attended cultural events, attended sporting events or participated in team sports in 2007. Regarding tourism receipts, the report indicates that tourists who attended cultural activities spent a total of \$8.0 billion in 2007 while sports tourists spent \$2.1 billion, about four times less than cultural tourists. Interestingly, while British Columbians spent \$100 million on live sporting events in 2008, they spent \$200 million on live performing arts (Hill Strategies, 2010).

Facilities

- Multipurpose spaces could be enhanced to provide flexible spaces suitable to accommodate more arts and culture programs. Space for more drop-in arts programs would likely be well-used.
- Theatres were not included in this analysis, but could be considered in the context of future facility upgrades.

3.3.7 OTHER PROGRAM AREAS

Public engagement findings:

- There was interest in more social and community-building programs and meet-ups for people with common interests.
- The importance of food and food-related programming was highlighted (i.e. community dinners, cooking classes, meal planning and nutrition, etc.). Recreation centres do offer some programs and services related to food. For example, Saanich Neighbourhood Place provides community kitchens and dinners at G.R. Pearkes Recreation Centre.
- There were suggestions from the public for more multi-cultural programming. Free community events are extremely popular, particularly with newcomers. They help create social connections, increase a sense of belonging, and build community pride.

Programs, Services and Activities Key Findings

- Language classes are limited to Mandarin for school age children and French, Spanish, and English conversation for adults. This could be an area for expansion, particularly conversation groups that can connect new Canadians to other community members.
- There are limited first aid programs due to limited space and instructors, but these are important not only for staff, but for community members.
- Languages, First Aid, and Food programs are predominantly offered to adults, but could be expanded to include more for school age and youth demographics.
- There are a few programs officially in the “social” category for youth and school age children. However, there is potential to facilitate meet-ups and informal interest groups that can primarily be self-directed.

Trends and Best Practices

- **Nutritional Programs:** Increasing awareness of the link between nutrition and health has led to development of new programs that combine fun physical activities and games with nutrition education and exploration of healthy foods. Children and youth programs, in particular, can be made multifunctional by providing healthy snacks, teaching kids how to make healthy foods, and other nutritional education components. New ideas for programs for adults tend to combine nutrition education components into programs in a more social way through things like community kitchens that can host community meals, canning classes and events, and cooking classes. Food and nutrition-related programs are a great way to engage with new Canadians, as well, with entrepreneurial programs such as classes on catering or recipe development.
- Combining food programs with gardening and food production activities can further enhance nutrition and food-related programs. None of the recreation centres currently have community garden space, but it would be a natural fit and could integrate with food and nutrition programs. For example, a seniors gardening group could provide produce for a youth cooking class creating an opportunity for intergenerational connections.
- Other complementary services that can support increased participation by reducing barriers include low-cost equipment rentals, free equipment libraries, and hosting community gear and equipment swaps.

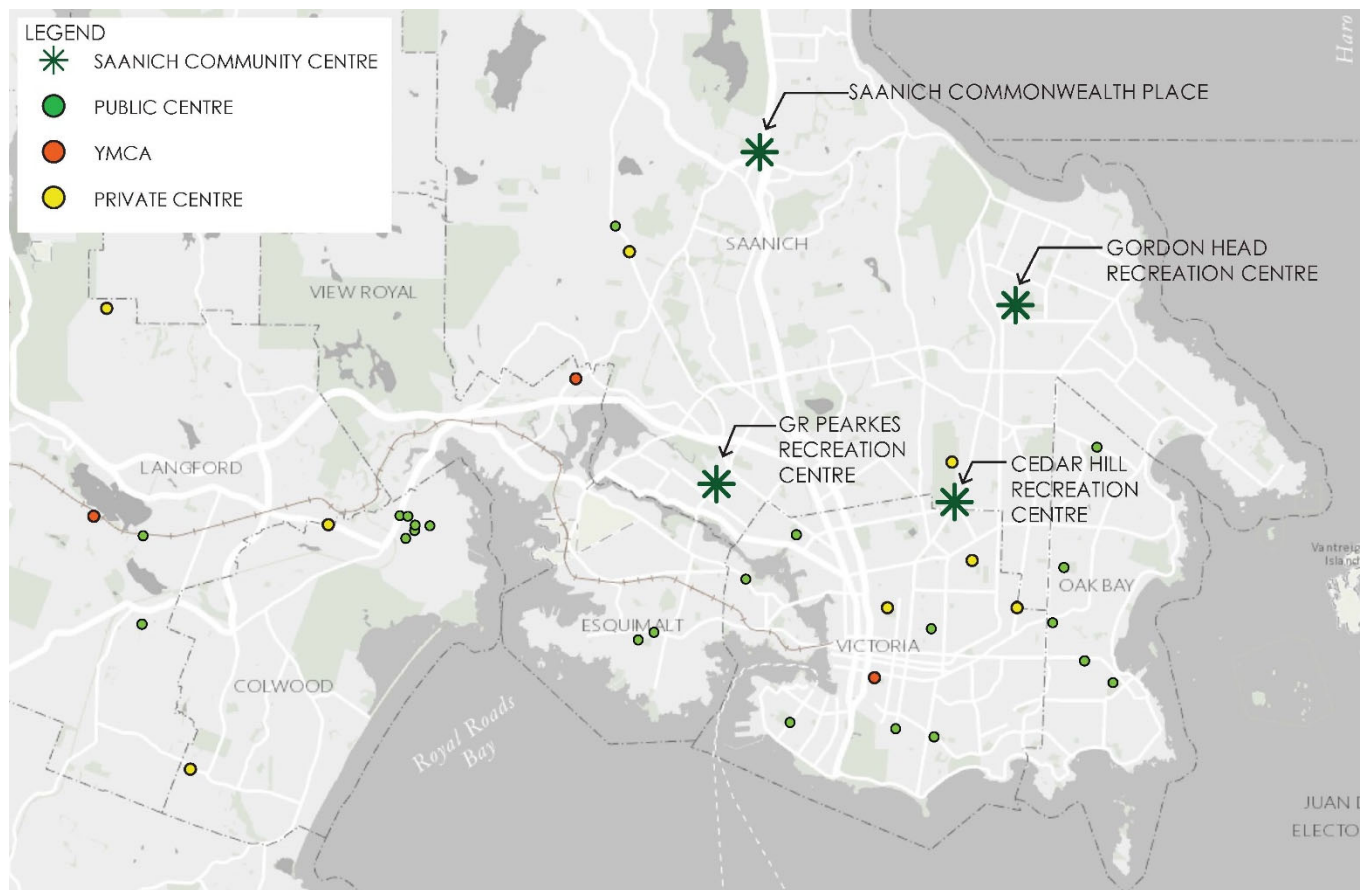
4 PLACE PERSPECTIVE

4.1 REGIONAL CONTEXT

The District of Saanich and the City of Victoria are the two largest municipalities within the CRD and own and operate their own recreation facilities. Many of the smaller municipalities in the region share facilities and costs. One example is the West Shore Parks & Recreation Society, which operates via the Operating, Maintenance and Management Agreement between the City of Colwood, the City of Langford, the District of Metchosin, the District of Highlands and the Town of View Royal. The Juan de Fuca Recreation Centre, Centennial Centre, and The Q Centre are jointly owned and operated by the members. There are some non-governmental recreation facility options available throughout the CRD as well, including the YMCA and the Pacific Institute for Sports Excellence.

Half of Saanich residents use regional facilities, with the most popular being Oak Bay Recreation Centre, Crystal Pool, and the YMCA.

Figure 6: Map of Regional Recreation Facilities



4.2 DISTRICT FACILITIES OVERVIEW

The District of Saanich owns and operates four recreation centres: Cedar Hill Recreation Centre, Gordon Head Recreation Centre, G.R. Pearkes Recreation Centre, and Saanich Commonwealth Place (SCP). The following table provides an overview of the current offerings of four recreational facilities in Saanich.

Table 8: Overview of District of Saanich Facility Offerings

Facility	Total Facility Area (m ²)	Multipurpose room area (m ²)	Types of program area currently provided								
			Fitness	Dance Room	Youth Centre	Gymnasium/ Fieldhouse	Racquet Courts	Arts Studio	Ice Rink	Pool	Early Childhood ²
Cedar Hill	5,800	596	X	X		X	X	X			X
Gordon Head	3,390	739	X	X	X					X	X
G.R. Pearkes	10,750	1011	X	X	X	X			X		
SCP	7,876	528	X	X	X	X				X	

Data from each recreation facility was analyzed to determine to what extent people are travelling to each recreation facility. Postal code data from participants were mapped, with the results found in Appendix B. The results indicated that people travel from across the CRD to visit District of Saanich recreation centres. Cedar Hill Recreation Centre and Gordon Head Recreation Centre appeared to have a very strong neighbourhood impact, with Cedar Hill being popular with Victoria and Oak Bay residents, which is not surprising as it is the closest to those municipalities. Further analysis may be necessary to discern the magnitude of these patterns and identify implications.

As part of this study, Carscadden Stokes McDonald Architects completed an Architectural Feasibility Study Report, which included a detailed assessment of each of the four recreation facilities in Saanich. They looked at current offerings of each facility along with facility usage statistics and future demand projections to identify priority areas for expansion and improvements for each facility. A full report is provided under a separate cover. Facility utilization data is also provided in Appendix C. The Saanich Strategic Facilities Master Plan was also reviewed and provided a baseline understanding of the recreational facilities and current challenges.

Overall, there is 27,816 m² of recreation facility space owned and operated by the District. This is supplemented by other program spaces at schools, partner organizations, and outdoor locations. The following table shows how much recreation space would be needed to maintain the current recreation space per 1,000 residents. This does not indicate specifically that more space is needed or what type, but gives an indication of the potential magnitude of impact that population growth alone may have.

² Early Childhood spaces are those with the primary purpose of providing space for early childhood programs and services. The rooms include furniture and fixtures appropriate for use by young children. These rooms may also be used for other purposes.

Table 9: Recreation Centre Space per 1,000 Analysis

	Current Provision m ²	Current Provision per 1,000 residents (2016 Census Population)	Additional Area Required to maintain current level of service (2036 Population 129,000)
Total Recreation Facility Area	27,816 m ²	240m ² /1,000 residents	3,660 m ²
Multi-purpose Area	2,874 m ²	25m ² /1,000 residents	378 m ²
Fitness Centre Area	1,140 m ²	10m ² /1,000 residents	150 m ²

4.2.1 PUBLIC ENGAGEMENT RESULTS

Through engagement with the public and stakeholders, the following were the main overall findings regarding facilities:

- Facility satisfaction is very high based on both phone and online surveys, so all of the comments and suggestions below should be weighed with this in mind.
- Facility capacity is potentially hindering program expansion. Several recreation user groups noted that they do not have sufficient space to meet demand, and would be able to expand their programs if more space was available.
- Most used facilities are aquatic centres, fitness centres, and ice arenas.
- Facilities cited as being at capacity included pools, ice arenas, dry floor facilities, and multipurpose spaces.
- The facilities have highest demand during evening hours. This may be resulting in the perception of lack of capacity (see facility utility rates earlier in this section).
- In the survey of Access Pass holders conducted by the District of Saanich, most used only Saanich facilities (37%). The top 5 other facilities that people indicated using included Oak Bay Recreation Centre (17%), independent yoga studios (10%), Esquimalt Recreation Centre(9%), Henderson Recreation Centre(9%), and Panorama Recreation Centre(8%).

4.3 KEY FINDINGS AND PRIORITIES BY FACILITY

The key findings and priority recommendations for each facility identified in the architectural feasibility study report are summarized below. These recommendations will be further evaluated in order to establish priorities, determine appropriate timelines, identify potential partnerships, and take regional context considerations. Some of these facility recommendations will require development of business cases in order to determine the financial feasibility and impact to taxpayers relative to the benefits.

4.3.1 CEDAR HILL RECREATION CENTRE

- **Replace Auditorium with a full-size Gymnasium.** The current Auditorium is very busy, outdated and undersized. Trends indicate that demand for large multi-purpose spaces that can be used for recreation, health and wellness programs is on the rise due to flexibility of use.
- **Expand existing Fitness Centre to double the current size (330m²).** The current Fitness Centre is busy and expansion will accommodate for growing demand of drop-in fitness activities.
- **Create additional multi-purpose and/or dedicated youth space** to accommodate for the rising youth population in Saanich. Cedar Hill is the only recreation facility that lacks dedicated youth space and a youth centre was specifically mentioned by the public. A multipurpose youth space could also provide additional art programming in non-peak times to augment the existing arts and culture programming.
- The addition of **tennis courts** was also identified in the Strategic Facilities Master Plan.

4.3.2 GORDON HEAD RECREATION CENTRE

- **Expand existing Fitness Centre to double the current size (448m²).** The current Fitness Centre is busy and expansion will accommodate for growing demand of drop-in fitness activities.
- The **Bert Richman Building and Wellness Annex** are aging and are not expected to be suitable for programming in the near future. Groups who currently use those spaces should be included in future planning.
- **Future facility upgrades:** There is demand for more access to aquatics, but it is recommended to wait until the future programming of Saanich Commonwealth Place is confirmed and after Crystal Pool is completed before considering any significant aquatic renovations.
- A **site master plan** should be considered as part of any substantial facility upgrades, as there are potential opportunities due to being adjacent to substantial parkland and Lambrick Park Secondary School.
- Expansion of **pool space and fitness** amenities was also identified in the Strategic Facilities Master Plan.

4.3.3 G.R. PEARKES RECREATION CENTRE

- **Expand existing Fitness Centre to double the current size (286m²).** The current Fitness Centre is busy and expansion will accommodate for growing demand of drop-in fitness activities. This was also identified in the Strategic Facilities Master Plan.

- **Improve and expand existing changerooms.** Existing changerooms are being supplemented by additional space in sea-cans which is an insufficient solution in the long-term.

4.3.4 SAANICH COMMONWEALTH PLACE

- **Expand existing Fitness Centre to approximately 1.5 times the current size (112m²).** The current Fitness Centre is busy and expansion will accommodate for growing demand of drop-in fitness activities. There is potential to consider addition of high-performance fitness space which could be returned to public space in the future depending on demand.

4.3.5 NEW FACILITIES

- There is high demand for more ice time. A business case should be done to determine whether adding a third or fourth ice arena is financially feasible. This would include a more detailed evaluation of demand from all different ice user groups, exploration capital and operational cost implications, and opportunities for partnerships within the region.
- Another ice arena could have the added benefit of allowing more dryfloor time for lacrosse and ball hockey, if ice could be removed from one of the arenas for a longer period of time than currently allowed each year. Depending on the regional context, this could be a potential niche for Saanich.

4.4 TRENDS AND BEST PRACTICES

4.4.1 FLEXIBLE, MULTI-USE FACILITIES

There has been a clear shift from stand alone to multi-use facilities and will continue. This also includes a shift from separate youth and seniors' centres; these are now more commonly integrated into multi-generational facilities. (Source: BCRPA Strategic Plan for the Parks, Recreation and Culture Sector in BC, 2008). Recreation facilities need to be flexible and adaptable, and there should be an expectation that facilities will have to be modified over time to meet changing needs.

4.4.2 CO-LOCATION OF COMMUNITY AMENITIES WITH RECREATION CENTRES

There has been a trend towards including community amenities and social spaces within recreation centres to promote a community aspect. Social connectivity can be supported through meeting spaces, informal spaces, and seating. Supporting social activities within recreation centers can contribute to the overall wellbeing of individuals as social interactions can be as important for a healthy lifestyle as traditional sport or active recreation.

Contemporary facilities are often finding partners to provide community services "under one roof". Often community and recreation space can be found alongside libraries, preschools, daycares and wellness amenities. Similarly, recreation centres are being located within proximity to commercial and residential developments. The co-location of recreation centres with community amenities and residential

developments not only encourages participation of the community in recreation programs by being a convenient destination but also creates a neighbourhood hub and place of business.

4.4.3 CONNECTIONS TO OUTDOOR SPACES

The indoor spaces should not be the only consideration when planning and designing community recreation facilities. Connecting indoor and outdoor spaces create numerous opportunities for new programs, services, activities and experiences. Examples include community events that can spill outside to a courtyard, adding community gardens space to support food programs, including change rooms or storage space for outdoor sports groups, adjacent walking loops, indoor/outdoor aquatics spaces, and playgrounds.

4.4.4 SHIFT TOWARDS MULTI-PURPOSE SPACES

Multi-purpose spaces have seen an increase in popularity across recreation centres. The benefit of multi-purpose rooms rather than dedicated space allows for flexibility of use and programming. By providing multi-purpose space, recreation centres can support more and a wider variety of programming ensuring spaces are being used to their maximum potential. Offering more multi-purpose spaces results in higher participation and involvement from the community.

4.4.5 ACTIVE TRANSPORTATION

There is an increasing trend toward use of active transportation. More and more individuals are choosing to walk or cycle instead of driving. The District of Saanich is working on an Active Transportation Plan to guide future transportation development and planning. As a common destination for the community, recreation facilities play an important role in the active transportation network. Recreation centres can promote the healthy lifestyle and increased activity by supporting the various methods of active transportation.

5 PRICE AND PROMOTION PERSPECTIVE

5.1 SERVICE DELIVERY MODEL

Saanich is currently operating primarily as a direct provider in terms of recreation facilities and an extensive range of programs. The range of programs and services is extended even further through partnerships with community organizations and other service providers.

Big moves with respect to operating models do not seem warranted at this time. We heard rather emphatically that the community likes the way the system is governed now. Bringing forward a new operating model that reduces direct provision is unlikely to be received favorably by the community. However, as demand for expanded high quality programs and facilities increases, focusing on strengthening existing partnerships (especially School Board) and creating new partnerships would certainly extend the reach of the current model and resources, as would dedicated staff to coordinate volunteers.

5.1.1 STAFF AND INSTRUCTORS

Staffing challenges were cited during engagement with recreation staff, particularly in terms of recruiting and retaining aquatics staff and program instructors. This is a common challenge that is made even more difficult by the regional context where there are many recreation service providers potentially competing. Saanich could try to shift the challenge of the regional context into a benefit by collaborating and coordinating with other services providers to recruit and share staff and instructors. In cases where not enough work hours can be offered by one facility or provider, a partnership with another service provider could provide supplemental hours. There is also a need to build and sustain strong relationships with instructors and paying them at a rate that retains them, while being regionally competitive and keeping cost recovery requirements in mind. There are also opportunities to recruit youth, older adults, or new Canadians.

Another challenge cited by staff was the increasing administrative burden, which has the majority of their time away from planning, developing, and implementing programs and activities and engaging with partners and the community. Strategies for streamlining internal processes should be explored, as improved efficiency will enhance staff's ability to focus their skills and experience on the highest and best use.

The District currently has one staff position dedicated to marketing and communications, which primarily is focused on the recreation guide. If there was an investment of additional staff time, there is potential for increased communication of opportunities which would bolster the success of programs, particularly new or innovative programs. There could be substantial benefits of expanding communications capacity in terms of developing partnerships and supporting volunteers. Public engagement input indicated that there are opportunities to increase awareness and promotion of recreation programs, services and facilities through outreach through community organizations institutions such as schools and Saanich Neighbourhood House (suggested by a School District representative).

5.1.2 VOLUNTEERS

Over the past several years, public agencies and non-profit, voluntary organizations responsible for the provision of leisure and culture programs, services, facilities, and other opportunities have seen a decline in the volunteers on whom they rely and an ongoing shift away from core funding (Canadian Index of Wellbeing, 2016). Similar to what is being seen in recreation participation, the way in which volunteers wish to become involved is shifting toward drop-in, low commitment opportunities such as coming out for an event or a planting day. Main reasons for not volunteering from the Canada Survey of Giving, Volunteering and Participating (2010) include did not have the time, do not want a long-term commitment, preferred to give money instead of time, no one asked.

Municipalities are increasingly adding volunteer coordinators to their staff teams in order to support community organizations who are struggling to maintain their capacity.

5.2 PARTNERSHIPS

Fostering and developing partnerships is an increasingly important strategy to increase and improve recreation, health and wellness services for the Saanich community. Research continues to emphasize the need to consider not just physical fitness and traditional forms of recreation, but all the other aspects of physical and mental health such as social connections, mental health, nutrition and healthy living in all aspects of life.

The Saanich Recreation Division is well-situated within a community of organizations working toward similar goals but each with different approaches, knowledge, and skill sets. By collaborating, coordinating, and developing strong partnerships, the Saanich Recreation Division will be able to improve in its areas of strength while leveraging the knowledge, skills, and resources of others to expand the scope of the benefits it brings to the community.

5.2.1 ISLAND HEALTH

Island Health is a key strategic partner over the next 10 years. For Saanich residents, Island Health (VIHA) offers a variety of programs and initiatives aimed at improving health and wellbeing that align well with the Saanich Recreation Division's focus. There is an existing Health and Recreation Partnership (HARP) that formed officially in 2017 and provides a forum for collaborating and sharing of information on trends, gaps in services, and how to maximize the effectiveness of grant funding.

There is great potential through this forum to identify the best ways for Saanich to support health and wellness in the community through the programs, services, and activities offered at the recreation centres. Partnership opportunities could include anything from developing co-located facilities to providing rehabilitation programs to information sharing and training. Island Health also works with the School District and, as an example of co-locating facilities, has a new primary care clinic at the new secondary school in Langford. Co-location can lower barriers for people, bolster awareness of the services offered, and create a culture of preventative health.

5.2.2 ISLAND COMMUNITY MENTAL HEALTH

Island Community Mental Health is another strategic partner that has significant overlap in focus in the area of wellness. Island Community Mental Health has a variety of recreation and wellness programs for different ages, abilities and mental health concerns including supported employment and education programs, dementia support and respite, and recovery focused day programs. The GROW program (Gateway to Resources and Options for Wellness), provides services for adults in physical activity, mindfulness and relaxation, cognitive behavioural therapy, nutrition and healthy living, and life skills such as financial literacy, public speaking, cooking and social interaction.

The District of Saanich's current programs, services, activities and experiences take a more indirect approach to supporting mental wellness, recognizing the benefits of things like physical health and fitness, arts activities, and social connections to people's mental health. As needs in this area increase, there may be ways to incorporate mental wellness more directly. Incorporating programs and services into recreation centres, it may break down barriers and reduce stigmas for people who need support. However, services to those with mental health needs must be done with sensitivity and requires a gradual approach to expanding opportunities in this area.

Input from Island Health highlighted the following priorities:

- Continuing and expanding exercise and wellness programs for everyone (i.e. low barrier);
- Integration of social supports and partners within the area of health and wellness programs ;
- Programs for youth to address increased depression and anxiety (examples include exercise, social activities, movement/yoga, mindful meditation, and programs that empower youth leadership); and
- Serving seniors through a variety of means including social programs, exercise, and healthy eating programs.

5.2.3 SCHOOL DISTRICTS 61 AND 63

Saanich is served by two school districts: the Greater Victoria School District (SD#61) and the Saanich School District (SD#63) have schools in the District of Saanich including elementary schools, middle schools and secondary schools. Schools are particularly important in fighting the childhood obesity epidemic, as well as to help develop social skills, support youth mental health, and develop leaders. The Saanich Youth Strategy included the objective to increase shared responsibility for youth recreation with school districts 61 and 63.

The school districts are the primary link to children and youth in the community, providing education to school age children in Saanich. It is well known that there is a crisis in children's health in terms of increased incidence of obesity, lack of outdoor play, lack of physical activity, increased social isolation, and increased depression and anxiety. Children are dropping out of recreational activities at earlier and earlier ages, and there are limited opportunities for children and youth to get re-engaged later.

Partnership opportunities with the school districts include offering recreation programs in schools, after school programs, improving awareness of recreation programs that are beyond just physical activities and

sports, and creating more leadership and mentoring opportunities that give children and youth something they have ownership of.

School District 61 already partners with the Pacific Institute of Sports Excellence to offer a 10-week program in physical literacy and fundamental movement skills at schools. There is potential to expand this and other types of programming at schools, either during school hours or the critical period between the end of school and when many parents get home from work.

There is also potential for partnership in terms of facilities. An example of an existing partnership is that the Gordon Head Recreation Centre has access to Lambrick Park Secondary School (SD#61) in the evening hours.

A regular forum where the District of Saanich and school district representatives can discuss partnership opportunities, share information, and collaborate is needed to determine where the best opportunities exist.

Saanich OCP Recreation Policies:

Consult, at least annually, with School Districts 61 and 63, and post-secondary institutions, to coordinate infrastructure, including the shared use of lands and facilities for recreation and community use.

5.2.4 SAANICH NEIGHBOURHOOD PLACE

Saanich Neighbourhood Place (SNP) provides family support programs, food security programs and services, and childcare. They currently have a part time licensed preschool at the G.R.Pearkes Recreation Centre, but meeting demand for affordable childcare has been one of their biggest challenges. The main areas for potential partnership are childcare, youth services, food security and community kitchen programs, and family support programs. SNP suggested that SNP could provide licensed childcare and Saanich could provide unlicensed childcare. However, there is also the potential for Saanich to provide facility space for both types of childcare, with programs in either case being provided by others, of which SNP could be one.

Ensuring communication and coordination between Saanich staff and SNP staff in terms of planning and scheduling of programs, maximizing use of facilities, and strategically expanding childcare services will bring greater benefits to the community, especially vulnerable populations.

5.2.5 COMMUNITY ORGANIZATIONS - FACILITY RENTERS

There are many organizations and clubs, some of which are non-profit societies, which rent space at one of the four recreation centres and offer programs, services and activities for their members. Generally, members of the public are free to join, provided there is enough space. The community model is beneficial in that fewer Saanich staff hours are required to plan and deliver programs directly, the organizations can potentially access grants and financial support not available to the District, and it encourages volunteerism and a greater level of involvement. Working with and enabling community organizations and clubs is an essential component that bolsters the overall ability of the District of Saanich Recreation Division to provide high quality and diverse recreation, health and wellness programs, services, activities and experiences.

Challenges faced by organizations and clubs include:

- Uncertain and/or not enough access to facilities
- Unsuitable spaces for their program or activity
- Cost of renting space can be a challenge

From the perspective of the District of Saanich, challenges include:

- Ensuring that spaces are multifunctional and available equitably
- Providing spaces that meet the needs of rental users (limited storage is a barrier, for example)
- Meeting demand for peak times, such as 3pm-9pm and weekends

5.2.6 CAMOSUN COLLEGE

Camosun College provides recreation opportunities for its students, staff, and faculty, but currently is focused primarily on fitness. The campuses do not have aquatics, ice or racquets facilities. They offer their own programs and also lease space to the Pacific Institute of Sports Excellence, who also has offices at Saanich Commonwealth Place. Camosun rent space at Saanich Commonwealth Place for courses, as well. There is potential for future development of shared facilities.

Saanich has been a good partner for their student internship program and student-led community support programs, but there is an opportunity for more engagement through student co-ops, in particular. The students are a great resource, as they have training in health, exercise as medicine, and education disciplines that are directly related to Saanich Recreation. Areas where Camosun is looking to grow include serving the aging population, adaptive sports, and increased inclusion of the Indigenous population.

5.3 FINANCIAL OVERVIEW

The District Parks and Recreation Division currently has revenues of approximately \$12 million and an annual tax subsidy of around \$6 million (District of Saanich, 2018). Current budgetary challenge cited in the Financial Plan 2018-2022 include declining revenues and shifting demographics that are likely to result in higher level of subsidy needed to serve the aging population. The proportion of the total operating fund dedicated to Parks and Recreation in 2017 was approximately 13.5%. This percentage was increased slightly to 13.6% in 2018.

The ongoing and increasing demands on a limited tax base will continue to be a challenge with respect to provision of recreation services in Saanich. This will necessitate continuing to foster a culture of continuous improvement and striving for best/next practices. It will also mean that the rationale and need for recreation services should be confirmed and promoted at every opportunity so that the fundamental importance of Saanich Recreation as a pillar of a healthy community is not only understood, but finds form in Saanich’s strategic and financial plans.

Table 10: Parks and Recreation Budget as a proportion of the General Operating Fund

District General Operating Fund 2017	\$ 116,007,300.00
\$ change 2017- 2018	\$ 4,674,900.00
% change 2017-2018	4%
Parks and Recreation Budget	\$ 15,669,300.00
\$ change 2017-2018	\$ 776,000.00
% change 2017-2018	5%

Figure 7: Parks and Recreation Division Budget 2017

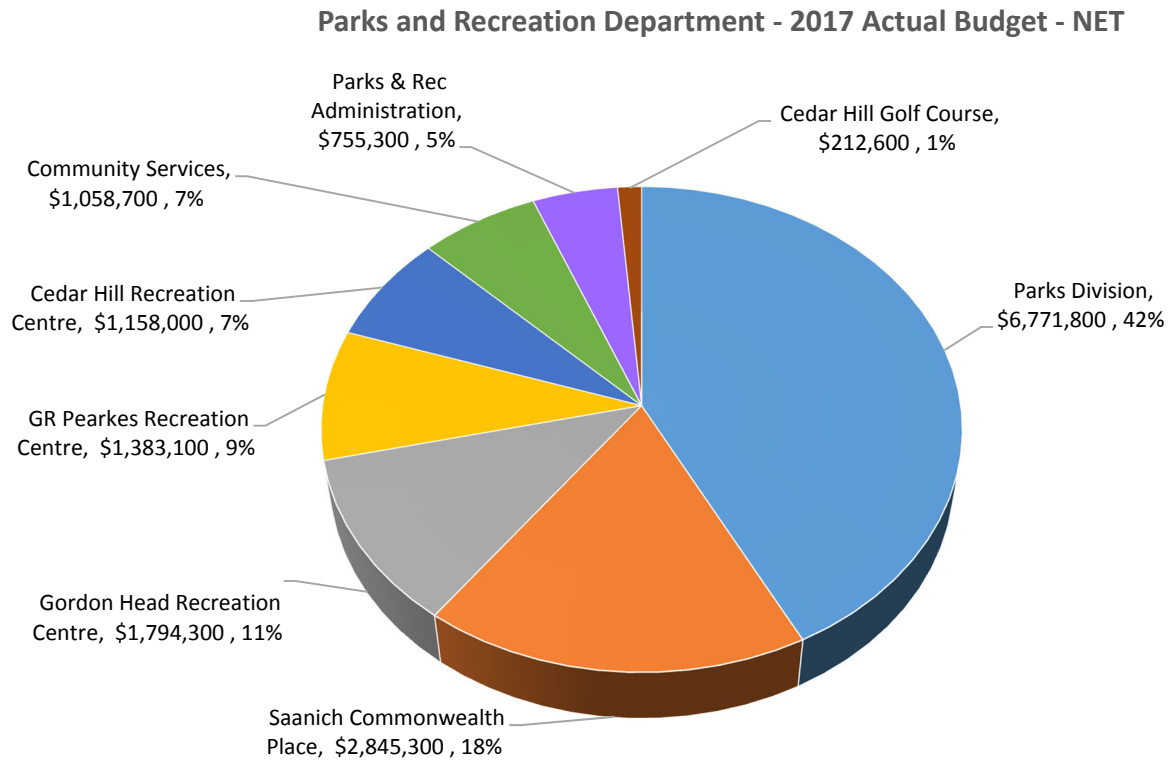


Figure 8: Recreation Facility Revenues 2017

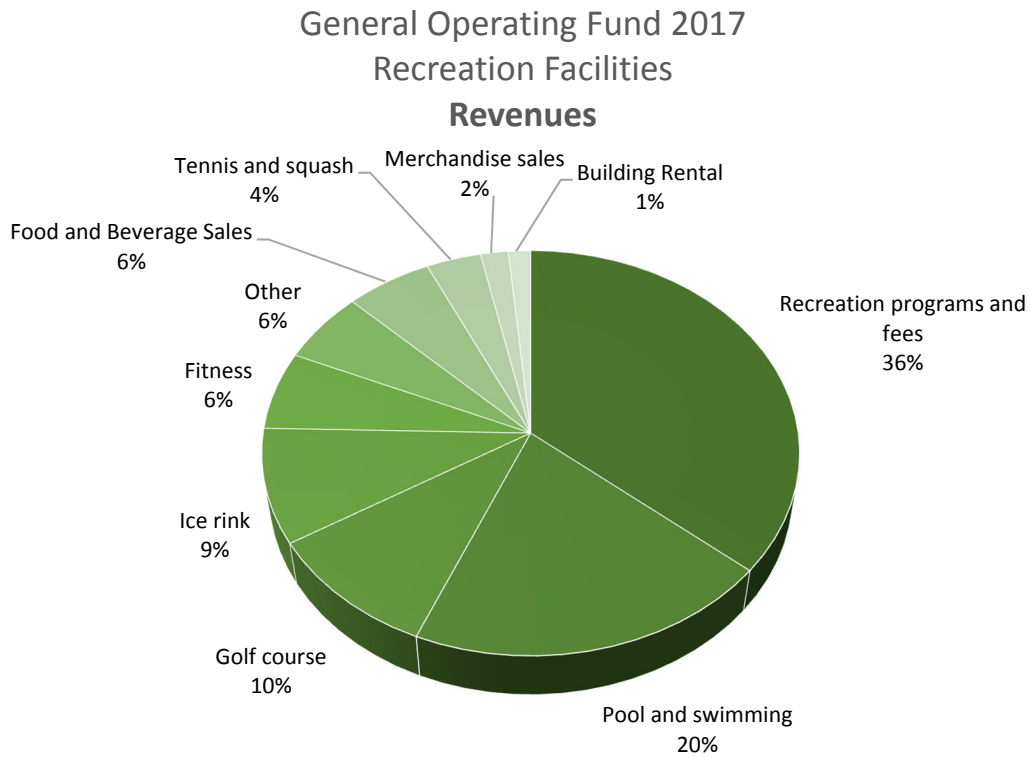
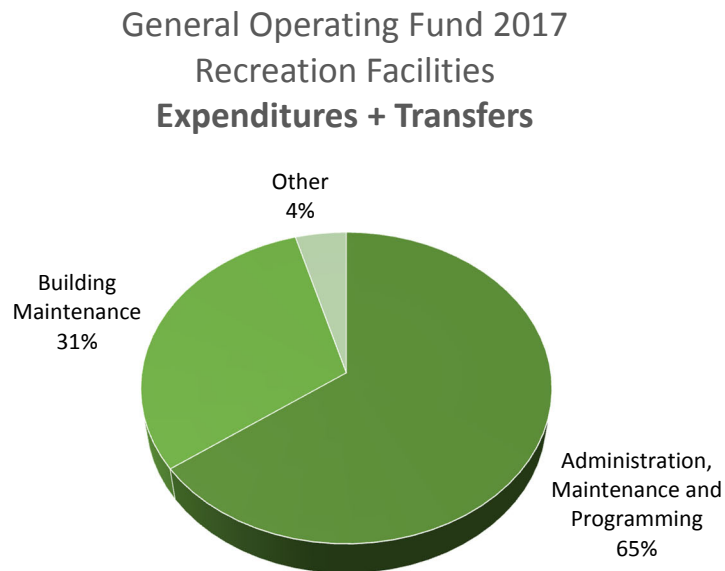


Figure 9: Recreation Facility Expenses



5.4 FINANCIALS ANALYSIS - FACILITIES

The financial plan for the Saanich Recreation Division outlines that the management and operation of the District’s recreation assets is linked to the overall mandate to support social well-being by ensuring residents can connect with self, community, the District and the region. There is not a policy in place to require cost recovery, but it is evident that every effort is made to find opportunities for revenue and cost recovery while also pursuing service excellence and meeting the diverse needs of Saanich residents. Investment in Saanich recreation facilities yields numerous benefits for individuals and the community as a whole.

At this time, all Saanich recreation facilities have a good cost recovery rate. Overall, the cost recovery rate of Saanich facilities is 62%. Cedar Hill Recreation Centre had the lowest cost recovery rate, but overall, Saanich Commonwealth Place receives the most financial support from the District.

In the community phone survey, a majority of residents suggested that the preferred method for paying for improvements to facilities and services is through a combination of taxes and user fees. This is consistent with the existing strategy of the District.

Table 11: Facility Cost Recovery by %

	% Cost Recovery
Cedar Hill Recreation Centre	39%
Gordon Head Recreation Centre	57%
GR Pearkes Recreation Centre	58%
Saanich Commonwealth Place	63%
Cedar Hill Golf Course	93%

5.4.1 SAANICH COMMONWEALTH PLACE

Given the significant community support for the facility and competitive programs provided at SCP, there is a need to work out an agreement for addressing the anticipated operational budget gap. An approach that balances cost increases with additional funding from the District would ensure this important community resource continues to provide valuable benefits while also attempting to address affordability concerns of participants, clubs and teams and possibly improving access for the public. Ensuring a low barrier to participation in aquatic sports is essential to maintaining the role of this facility as the premier community recreation amenity.

5.4.2 HEALTH SERVICES PROVIDERS

There is a partnership with health services providers at Saanich Commonwealth Place, Cedar Hill Recreation Centre, and Gordon Head Recreation Centre, all of which are providing a source of revenue. Net revenues to the District ranged from 11% to 26% at Saanich Commonwealth Place, depending on the service. At Cedar Hill, the primary services are provided by Everfitt and is primarily kinesiology. Physiotherapy and personal training services were used by 757 people in 2017. In addition, four programs that are specifically designed for older adults, including Gentle Fit, Osteofit Beginner, Osteofit Life, and Stronger Bones, had 1,090 participants (60% of those using Everfitt services at Cedar Hill Recreation Centre).

Expanding complementary services such as massage, physiotherapy, and kinesiology can be beneficial for enhancing cost recovery for the District while also providing a needed and complementary service that enhances health and wellness for patrons. The caution is to ensure that facilities continue to be predominantly accessible and affordable public amenities.

The tables below show the reporting information for each service provider. To improve future analysis, it would be helpful to develop a standardized contract and reporting structure for external service providers. Reporting should track, at a minimum, gross revenues, net revenues to the District, program/service participant numbers and demographics. The contractual arrangement with Shelbourne Physiotherapy should be adopted for all health service providers, as it sets out predetermined percentages for dividing revenues, and the fees for programs and services are agreed upon between the District and the contractor. Ideally, comparable programs and services at each recreation centre should be consistent, regardless of the contractor.

Table 12: Saanich Commonwealth Place – Health Services Provider Data

Health Service	Net Revenues to the District	% of Partner Revenues to the District
Massage	\$ 22,509.00	13%
Physiotherapy	\$ 19,900.00	11%
Kinesiology	\$ 9,000.00	26%

Table 13: Cedar Hill Recreation Centre - Health Consultant Data

Year	Members	Gross Revenues	% increase in revenues
2013	1092	\$ 81,804.27	
2014	1382	\$ 113,087.13	38%
2015	1613	\$ 124,444.86	10%
2016	1725	\$ 134,541.89	8%
2017	1847	\$ 145,091.58	8%

Table 14: Gordon Head Recreation Centre - Health Partnership Data

Net Revenues	
2016	\$ 58,099.69
2017	\$ 64,945.19

5.5 ADMISSION PRODUCTS AND FEES

Price benchmarking was completed based on a review of products, fees and charges for all thirteen municipalities in the Capital Regional District using data from their websites and bylaws. Saanich presently offers 25 access pass options categorized by age group and an adult regional pass. In addition to access passes, single drop in fees are also available.

Table 15: 2018 Access Pass Types and Fees

	2018 Saanich Access Pass Fees						
	1X	10X	25X	3 Month	6 Month	Annual	Monthly Fee
Child	\$ 3.50	\$ 29.00	\$ 68.25	-	-	-	-
Youth	\$ 4.25	\$ 41.25	\$ 96.50	\$ 109.25	\$ 189.00	\$ 321.25	\$ 26.77
Student	\$ 5.75	\$ 44.00	\$ 103.25	\$ 117.00	\$ 200.50	\$ 342.00	\$ 28.50
Senior	\$ 5.75	\$ 44.00	\$ 103.25	\$ 117.00	\$ 500.50	\$ 342.00	\$ 28.50
Adult	\$ 6.75	\$ 59.00	\$ 137.50	\$ 156.00	\$ 270.00	\$ 458.75	\$ 38.23
Family	\$ 13.50	\$ 117.75	-	-	-	\$ 917.75	\$ 76.44
Regional	-	-	-	-	-	\$ 492.00	\$ 41.00

The types of passes and admissions offered to different user demographics by recreation facility and program providers in the CRD are not consistent. The most popular offerings across all user types are the 1x drop-in admission (88%), 10x drop-in admission (73%), 1-month pass (43%), and the annual pass (47%). It is worth noting that the District of Saanich does not offer a 1-month pass, despite its popularity at other venues.

5.5.1 FEES COMPARISON

Public input regarding cost and affordability was not well defined. On the one hand, stakeholders and the public often noted how accessible and affordable Saanich recreation programs are, but ensuring continued affordability was frequently raised as important. In the phone survey, fewer than 10% of respondents cited cost as a barrier to participation; of these people, 65% believe that there is not enough financial support for low income residents to ensure equitable access and participation.

The cost of different types of admissions were averaged across the facilities in the region and then compared to the District of Saanich’s cost structure. For 1x drop in admissions the District of Saanich is below average by between 6-12%, but that is the only time this occurs. For the rest of their offerings Saanich is consistently above average. The most dramatic example of this is the 3-month pass, which the District has priced at more than 30% higher than the average. It is unclear as to why this is, but one suggestion is that this is perhaps due to the cost sharing that happens amongst the smaller municipalities. It is also a pass type that is not widely available outside of Saanich, which may have skewed the results as well.

This review of costs suggests that there is not much room for the District to increase fees at this time. However, a periodic scan of regional fees and charges should be done to ensure the District is consistent with other municipalities. Additional point of sale data is included in Appendix A.

5.5.2 FACILITY RENTALS

Regional facility rental information was compiled, but upon filtering and analysis it was deemed to be inconsistent and lacking. Not all of the sub-divisions within the Capital Regional District have a facility rental fee schedule within their recreation bylaws, and those that do have this schedule do not have it for all their facilities. What can be summarized from the high-level look at the available facility rental information is that costs do not seem to be standardized. The costs vary widely from location to location. This could be due in part to many things such as facility age, amenities offered, etc. There is no cost recovery component to most bylaws so the way that prices are determined is not transparent.

5.6 FINANCIAL ASSISTANCE PROGRAMS

District of Saanich offers discounted recreation passes and registration fees for low-income individuals through the L.I.F.E. program (Leisure Involvement For Everyone). Those eligible for the L.I.F.E. program must demonstrate that their total combined gross family income is within or below the low income threshold range as indicated on the Statistics Canada Low Income Thresholds tables. The program provides a 50% discount on a program registration or pass twice a year. Additional details are outlined in Saanich Recreation Services Department Policy No. 6 (Last updated March 3, 2000). This type of program, which identifies need based on income rather than age, adheres to best practices.

Demographics in Saanich indicate that approximately 14% of residents, or 16,000 individuals, could potentially be eligible for the L.I.F.E. program (Statistics Canada, 2016). In 2016, however, only 3,626 purchases were made through the program and less than 100 were annual passes. The most frequent use of subsidized passes was for drop-in children’s and adult swimming at Saanich Commonwealth Place (516 and 222 scans, respectively).

The program appears to be having the greatest impact on adults and children, but has had very little use by seniors. A conservative estimate is that, at most, 22% of low-income residents are currently taking advantage of the program³. This is not an insignificant impact, but demonstrates room for expansion through increasing awareness, improving outreach, and reducing barriers wherever possible. There was also a drop in the number of participants from 2011 to 2012 (~5,500 annually to ~3,500 annually). The reasons for this need to be identified and adjustments made to bring participation back up, as appropriate.

Table 16: 2016 L.I.F.E. Purchases Summary

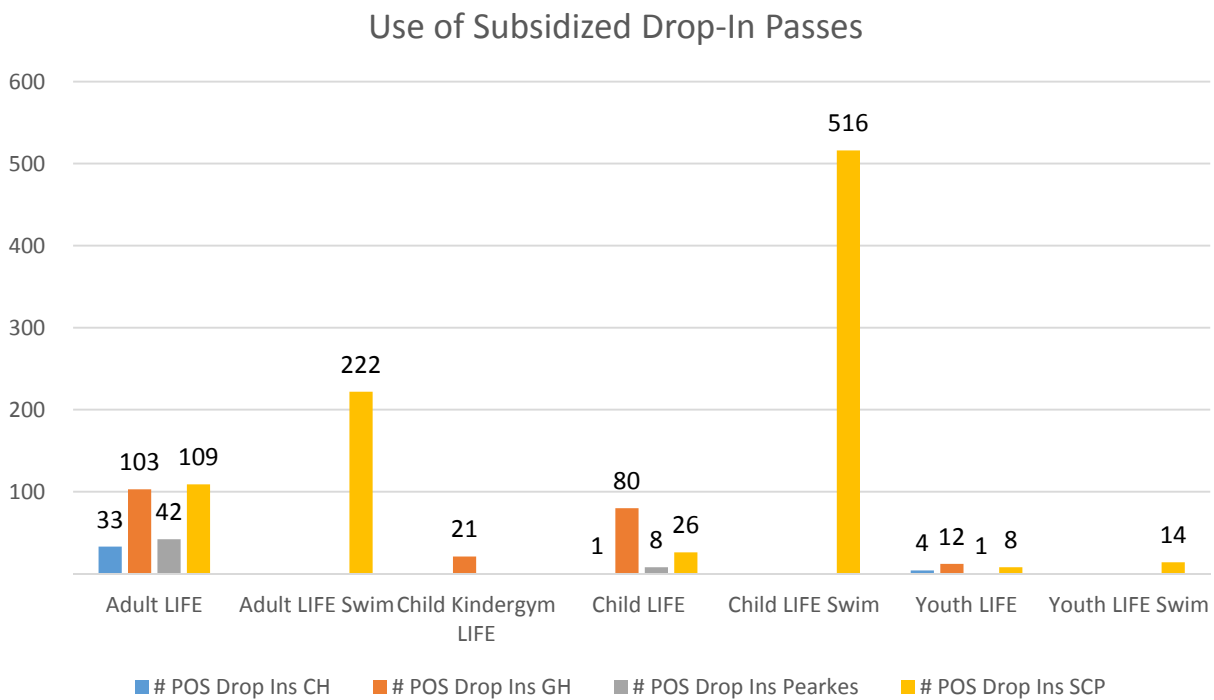
2016 L.I.F.E. Purchases							
January – June				July - December			
	Admission Card	Early Registrations	50% off Annual Pass	Admission Card	50% off Annual Pass	Total	
2016	Adult	1,578	293	37	387	2	2,297
	Child	615	103	0	146	0	864
	Senior	0	0	22	0	8	30
	Teen	321	47	4	62	1	435
	Totals	2,514	443	63	595	11	3,626

³ Assuming each of the 3.626 purchases are separate individuals, which may not be the case.

Table 17: 2017 Subsidized Pass Usage

2017 Subsidized Pass Usage		
Age Category	Pass Type	# of Scans
Adults	Subsidy - General Access	25,800
Child	Subsidy - General Access	3,363
Seniors	Subsidy - General Access	7,168
Youth	Subsidy - General Access	4,962
TOTAL	Subsidy - General Access	41,293

Figure 10: Summary of Subsidized Drop-In Pass Usage Type



Canadian Tire Jumpstart

The Canadian Tire Jumpstart Charities helps kids in financial need participate in organized sports and physical activities by assisting with the costs associated with registration, equipment and/or transportation. The program has a significant impact in Saanich, as demonstrated by the summary of 2017 funding in the table below. This program is different than the L.I.F.E. program in its inclusion of equipment and transportation, both of which are barriers to participation that can be particularly difficult to overcome.

Table 18: Summary of 2017 Jumpstart Program Participation and Value

2017 Jumpstart Program Stats		
Grant Type:	Amount:	# of kids supported:
Individual Recreation Jumpstart Funds	\$13,882.25	97
Community Organization Support	\$47,506.00	256
Big Play Hockey Program	\$2,480.00	5
Community Services Programs:		
April-June After School Programs:	\$4,400.00	46
Sept 2017 - June 2018	\$14,800.00	150
Totals:	\$83,068.17	554

KidsFUNd

The Saanich Legacy Foundation and Saanich offer program funding of up to \$150/year per child for children 3-18 years of age to participate in recreation programs and activities. Applications are available online and can be submitted to the Recreation Manager. In 2017, 32 children were assisted.

There is an opportunity to differentiate the KidsFUNd niche, as there is some duplication with what is covered by other financial assistance programs.

Table 19: Summary of KidsFUNd Program Participation and Value

KidsFUNd Program	# of kids assisted	Total \$ amount
2017 Total	32	\$2,672.91

5.6.1 HOURS OF OPERATION AND SCHEDULES

There is demand for extended hours of operation and the most common suggestion for improvement from the public phone survey was to improve schedules and making hours more convenient. Lack of time, followed by inconvenient program schedules, were the main reasons given for not participating more often in recreation, health or wellness activities.

Scheduling of Programs

Public engagement input highlighted the demand for more evening (“prime time”) programs, the need for improved scheduling of drop-in programs and activities. Overall, the goal should be to align program schedules with the leisure time available by residents.

The majority of residents (72%) participate in recreational activities during the evening and a quarter do so in the morning (24%) (Mustel Group Market Research, 2018). In the Access Pass Survey conducted by the District of Saanich, access pass customers were asked at what time(s) of day they typically visit and use their recreation centre (more than one selection was permitted). The top times of day during weekdays were 9am – noon (39%), 5-7pm (26%), and 7-9pm (24%); for weekends, the top times were 9am-noon (36%) and noon-3pm (19%). For a more detailed assessment of this data, the number of participants could be compared to the number of programs and drop-in opportunities during each time period.

Hours of Operation

Hours of operation were compared with the three most popular regional facilities cited in the phone survey. The Oak Bay Recreation Centre (including pool) has the longest hours of operation and generally stays open the latest.

Weekday fitness centre hours are comparable to other regional facilities. However, on weekends, Saanich fitness facilities generally do not open as early as other facilities. For example, only Gordon Head Recreation Centre opens at 6:00am on Saturdays. Opening and closing times for Saanich pools are comparable to the other facilities, with the exception of Oak Bay Recreation Centre. On weekends, Saanich pools do not open as early as other pools.

Overall, District of Saanich facilities are not consistent in their hours of operation, which could lead to confusion for patrons. They are also the only facilities that have shorter fitness centre hours in the summer (G. R. Pearkes).

Table 20: Hours of Operation Comparison

Facility	Fitness M-F	Fitness Weekend	Pool M-F	Pool Weekend
Saanich Commonwealth Place	5:00am-10:00pm	8:00am-8:30pm	5:30am-10pm	8:30am-8:30pm
Gordon Head Recreation Centre	6:00am-10:30pm	6:00am-8:30pm F-Sat 7:30am - 8:30pm Sun	6:00am-10:30pm	6:00am-8:30pm F-Sat 7:30am -8:30pm Sun
Cedar Hill Recreation Centre	6:30am-10:00pm	8:00am-9:00pm		
G.R. Pearkes Recreation Centre	6:00am-10:00pm	7:00am-10:00pm 7:00am-6:00pm (summer)		
Oak Bay Recreation Centre	6:00am - midnight	6:00am - 11:00pm	6:00am - 12:30am	6:00am - 12:30am
Victoria Downtown Y	5:30am-10:30pm	7:00am-9:00pm	5:30am-10:30pm	7:00am-9:00pm
Crystal Pool (Victoria)	5:30am-11:00pm (10pm Fri)	6:00am-6:00pm Sat 8:30am-6:00pm Sun	5:30am-11:00pm (10pm Fri)	6:00am-6:00pm Sat 8:30am-6:00pm Sun

5.6.2 POINT OF SALE AND REGISTRATION BEST PRACTICES AND TRENDS

Online Registration

- Ensure that your online recreation software is set up to make the registration process intuitive and easy. Setup your prompts and waivers to be done during checkout, residency requirements, and payment requirements.
- In all online advertising, include a clickable link to the exact program. Don't make the public search for the activity you advertised and they are interested in.
- In print advertising, give a short link to online registration and clear menus to find the activity.
- Make login for registration as easy as possible. Enable social sign-ons so users don't need to setup a whole new account, if possible.
- Give immediate confirmation of registration and clear communication of what to expect ("we'll see you on the first day," "look out for an email the day before with instructions on where to meet," etc.)
- Enable registration on a mobile platform.

Front Desk Best Practices

- Enable scanning of cards or mobile devices to streamline the sign-in process for pass holders to access drop-in facilities like fitness centres and swimming pools.
- Allow direct access for pass holders to some facilities to enable extended hours of use (i.e. fitness centres).

Registration System Best Practices

- Choose a subscription-based POS that makes it easy for you to scale up (or down) depending on your needs.
- Choose an existing system that is commercially available without major customization, that is in use by other similar agencies in other jurisdictions of a similar size and complexity, and proven to operate effectively over time so that will allow the District to continue to leverage the investment well into the future as the needs of the District continue to grow and evolve.
- Finding the right system can lower operating costs and avoid technical obsolescence.
- Ensure staff are aware of how to communicate with customers/participants in case of emergencies.
- Match the registration system data that is collected with a desired set of standard reports so that staff can track key performance metrics over time.

Marketing/Customer Communication

- 83% of program registrations are completed by moms – and now moms prefer mobile access to information and registration (ActiveNET Webinar: Marketing Your Parks & Rec to Mobile, Millennial Moms).
- People expect the mobile experience to be as good, or better, than desktop.
- There is a higher percentage of lower income people with mobile phones compared to broadband internet at home. Over half have a smartphone.
- Provide notices for upcoming registration opening dates to past customers, particularly for high-demand programs and programs for which repeat registration is likely/beneficial. An example is swimming lessons. Registration date publicity is also important for enabling new participants to access high demand programs in a fair and equitable way.
- Provide notices for seasonal schedule changes, Pro-D day offerings, special events, and closures for maintenance or other.
- Create opportunities for people to boost social media communications. Some customers/people may like or follow your social media page, but it also may pay off to pursue targeted marketing and to create opportunities for people to spread the word about programs and services through social media.
- Track your social media presence. Only 16% of phone survey respondents said they got information about recreation, health and wellness from social media, while 40% said they would prefer to get information that way.

6 PUBLIC POLICY PERSPECTIVE

6.1 REVIEW OF DISTRICT RECREATION POLICIES

Overall, the District's policies adhere to best practices and the range and types of policies required. Analysis of policies identified the need for consistent formatting, some copy editing, and updating of older policies. Creating a comprehensive hard copy or digital booklet containing all the policies for ease of reference would be beneficial, as would scheduling regular updates.

Fees and Charges Bylaw

The fees and charges bylaw is well conceived and provides clear, but nuanced direction regarding the mandate of the Parks and Recreation Division regarding cost recovery expectations. It recognizes that there is a balance to be struck between programs that bring in revenue and those that don't, and that that most recreation programs and services provide benefits to both individuals and the community. The bylaw was more comprehensive than those for most others in the CRD.

Grants

The community grant programs are well considered but some of the amounts seem rather low. If the District of Saanich is to serve more people with more, higher quality programs then partnerships, however small, are crucial. Consideration of increasing the grant program budget could result in more funds going to partners that typically leverage those amounts significantly with volunteer effort and/or other funding, where allowed.

Financial Assistance Programs

Analysis of the District of Saanich's financial assistance programs is provided in Section 5.5.

6.2 REGIONAL CONTEXT

Only 6 of the municipalities in the CRD have bylaws relation to recreation fees and charges. The City of Victoria and the District of Saanich are included in this count, so the smaller divisions have not been politically mobilized around these issues individually. Many of them share facilities through the West Shore Parks & Recreation Society, or direct those living in their boundaries to use the facilities in the adjacent divisions.

Among the six municipality bylaws, there is absolutely no standardization occurring between the bylaws. Through review of the bylaws, 20 different components were extracted from the bylaws. Most of these occur in only one or two of the bylaws. The most commonly occurring components are an admission fee schedule and a facility rental fee schedule. However, it is worth noting that many of the instances of this are in fact referring to the same facilities.

The Township of Esquimalt has the only bylaw that explicitly mentions the LIFE program, even though it is offered by most of the major recreation facilities. The District of Saanich offers life passes but it is not mentioned in their bylaw.

The District of Saanich's bylaw only contains four out of twenty of the various bylaw components that noted in the review of other municipality bylaws. Currently, they include:

- Cost Recovery for Program Registration Fees Framework
- Degree of Subsidy Framework
- Grants for Facility Rental Fee Framework
- Admission Fees Schedule

Associated policies could be consolidated into a single policy document to improve the ease of use and to facilitate regular, structured reviews and updates.

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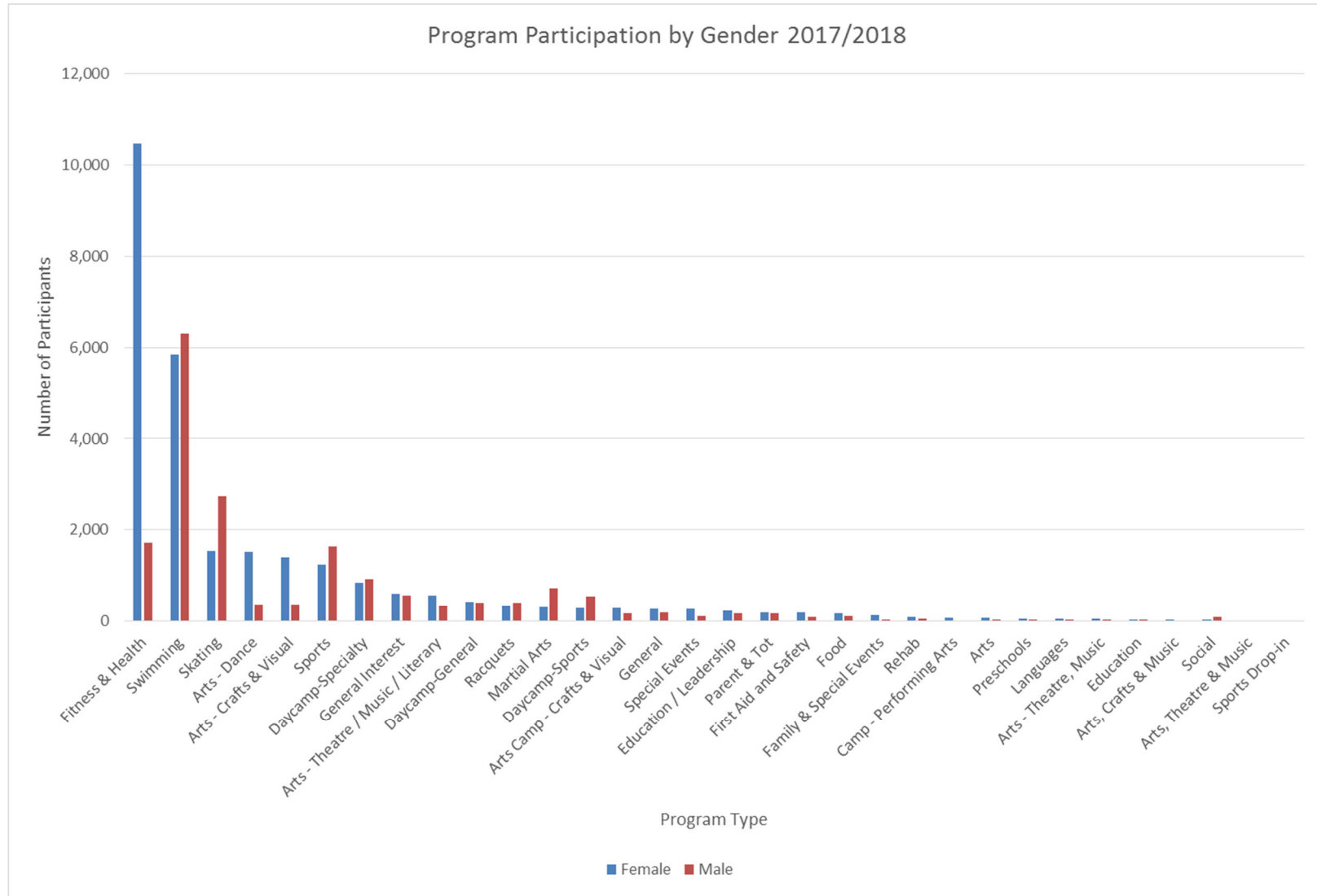
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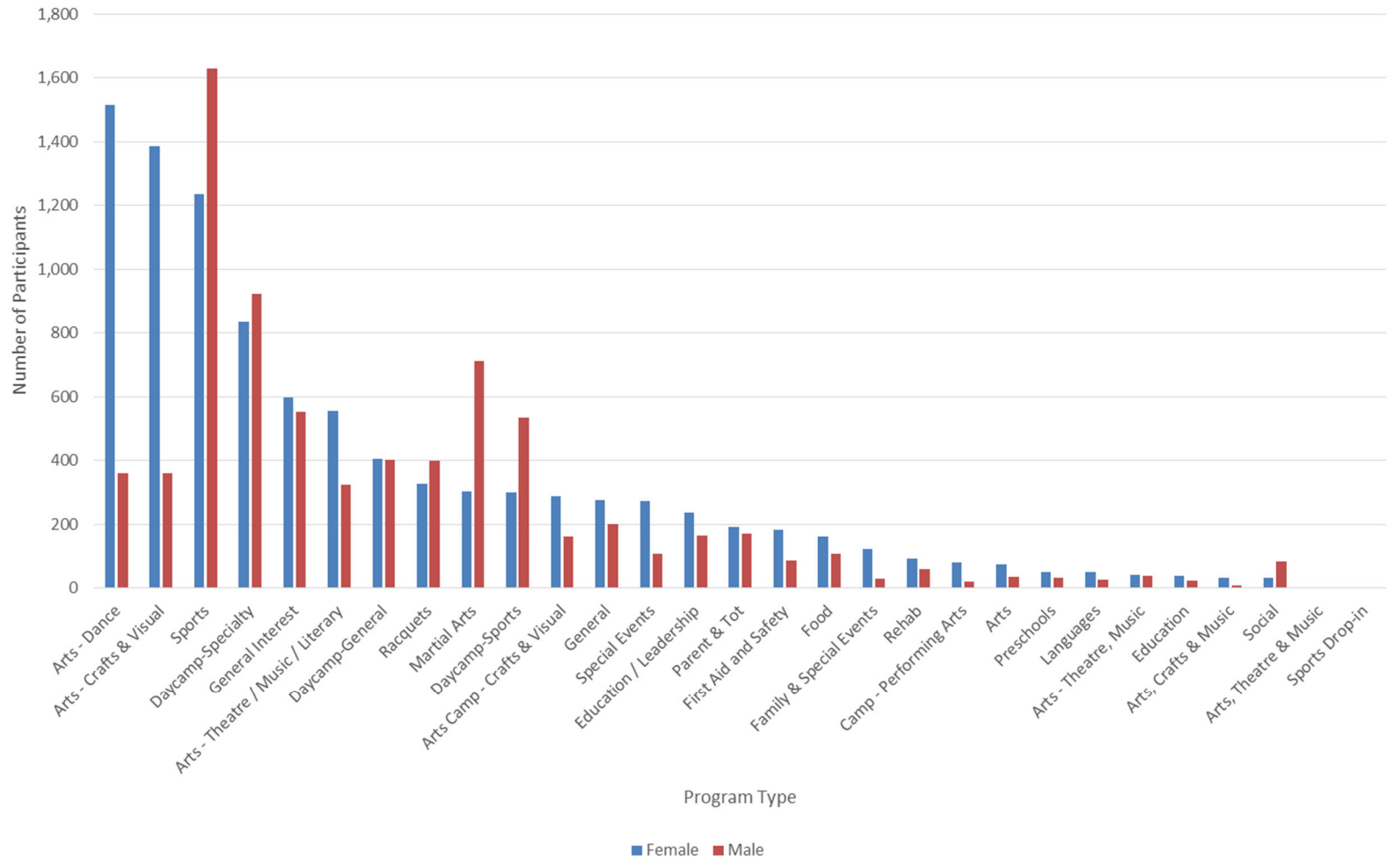
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1 REGISTERED PROGRAM PARTICIPATION

1.1 PARTICIPATION DISTRICT WIDE



Program Participation by Gender 2017/2018 - Excluding Fitness/Health, Swimming, Skating

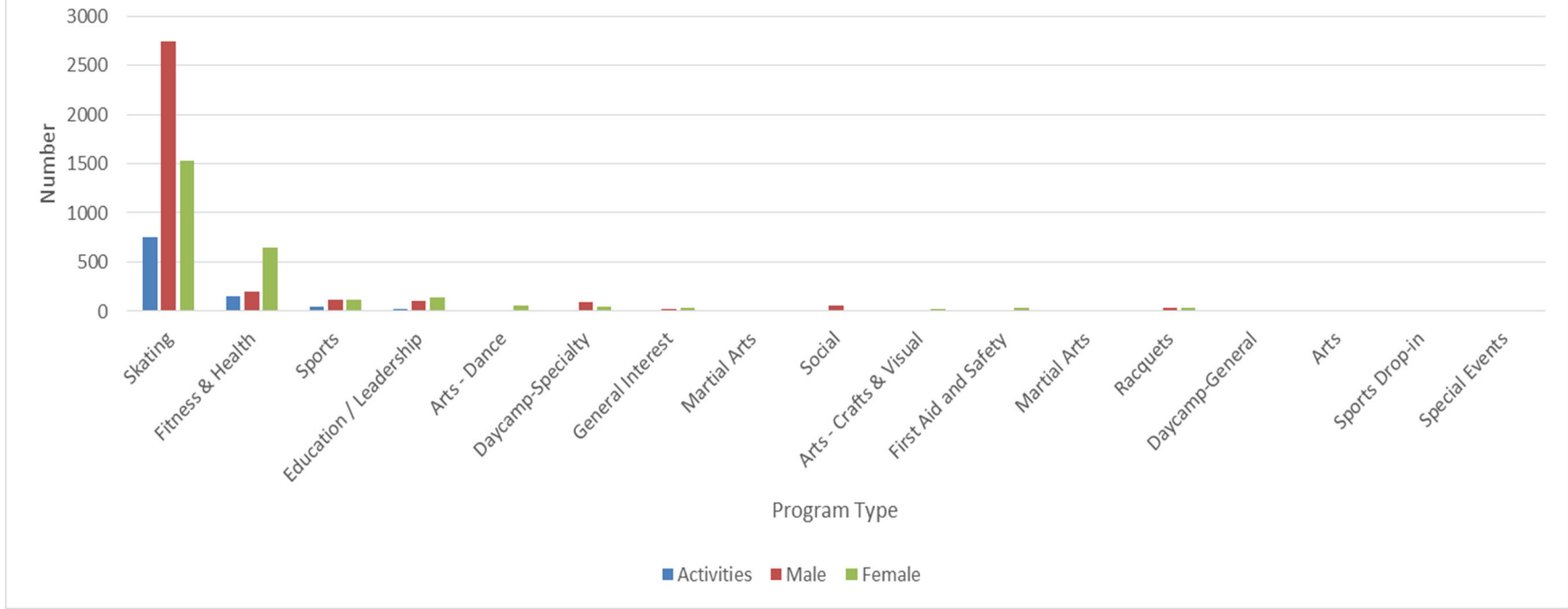


1.2 PARTICIPATION BY RECREATION FACILITY

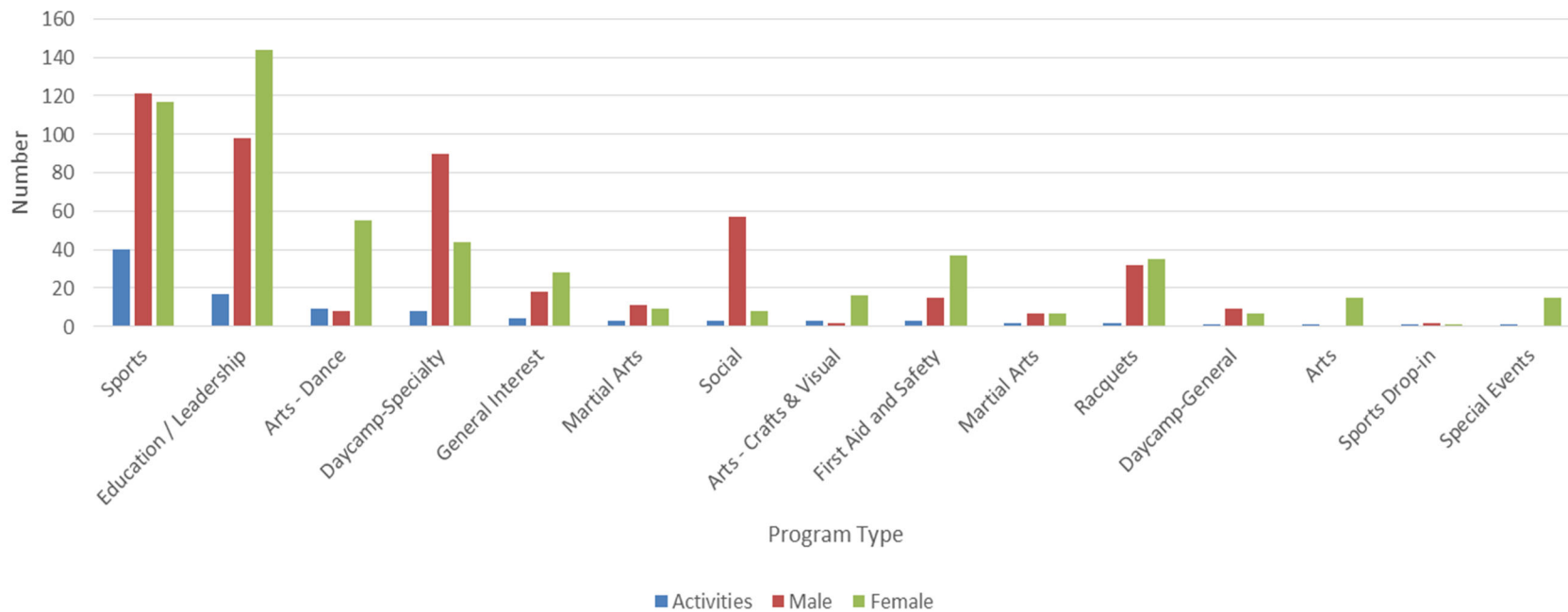
1.2.1 G.R. PEARKES RECREATION CENTRE

<u>Pearkes TOTAL Program Type Annual</u>					
Program	Activities	Male	Female	Avg Ppl/Activity	Space Req?
Skating	751	2,745	1,531	6	
Fitness & Health	156	193	647	5	
Sports	40	121	117	6	
Education / Leadership	17	98	144	14	
Arts - Dance	9	8	55	7	
Daycamp-Specialty	8	90	44	17	
General Interest	4	18	28	12	
Martial Arts	3	11	9	7	
Social	3	57	8	22	
Arts - Crafts & Visual	3	2	16	6	
First Aid and Safety	3	15	37	17	
Martial Arts	2	7	7	7	
Racquets	2	32	35	34	
Daycamp-General	1	9	7	16	
Arts	1	0	15	15	
Sports Drop-in	1	2	1	3	
Special Events	1	0	15	15	
TOTAL	1005	3,408	2,716		

Pearkes Total Programs 2017/2018



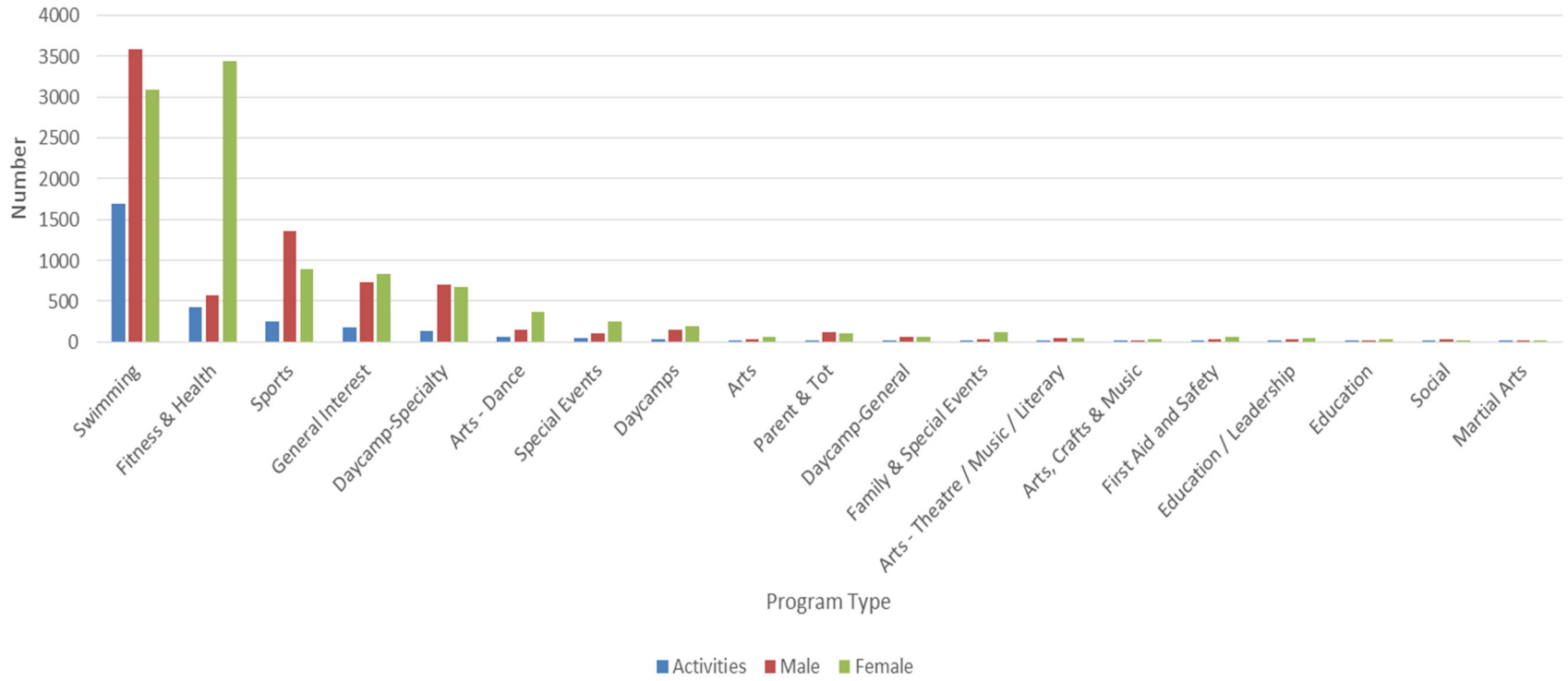
Pearkes Total Programs 2017/2018 - Excluding Skating and Fitness/Health



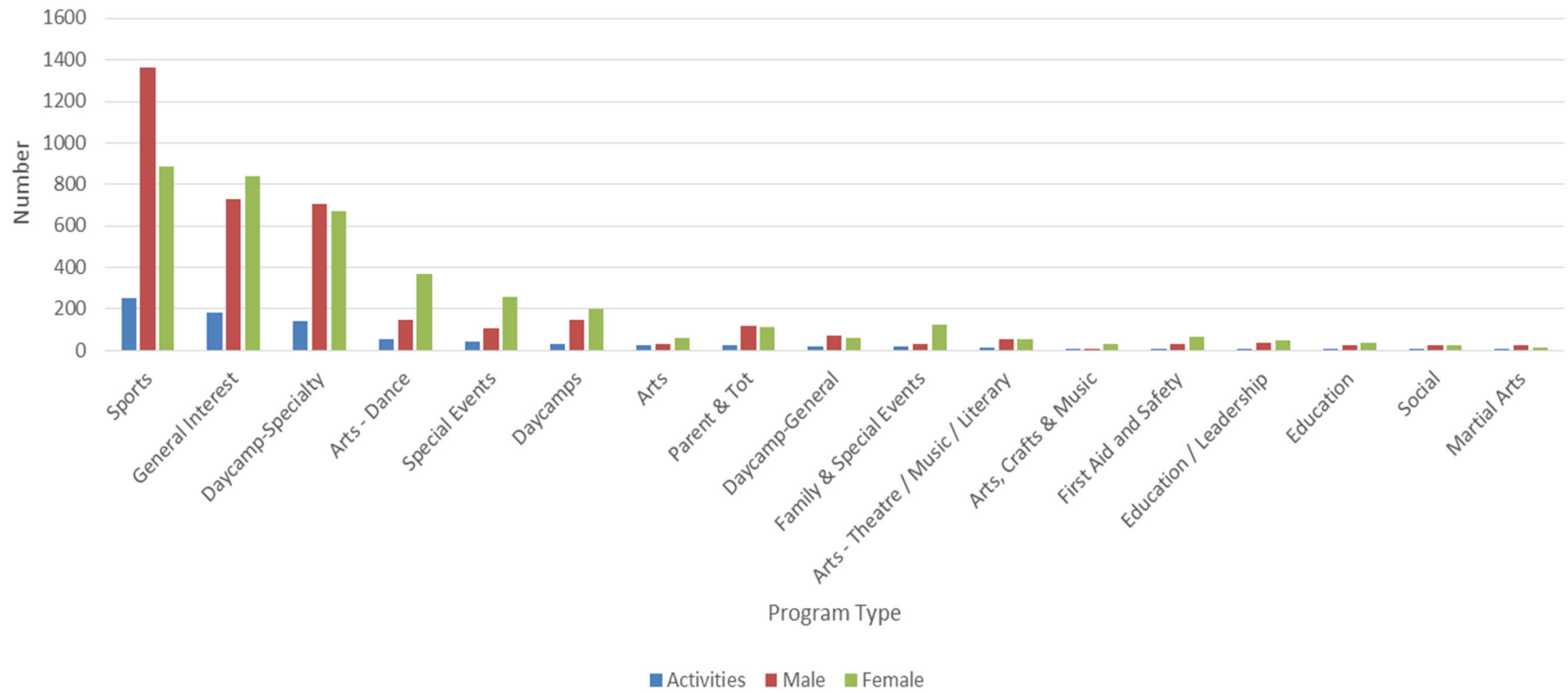
1.2.2 SAANICH COMMONWEALTH PLACE

SCP TOTAL Program Types Annual			
Program	Activities	Male	Female
Swimming	1698	3,583	3,081
Fitness & Health	423	570	3,434
Sports	255	1364	889
General Interest	182	732	837
Daycamp-Specialty	139	705	672
Arts - Dance	57	150	367
Special Events	45	107	257
Daycamps	31	146	201
Arts	25	33	58
Parent & Tot	24	118	110
Daycamp-General	18	70	60
Family & Special Events	17	29	124
Arts - Theatre / Music / Literary	12	55	55
Arts, Crafts & Music	9	9	33
First Aid and Safety	8	30	68
Education / Leadership	8	37	49
Education	8	23	38
Social	7	28	24
Martial Arts	7	23	11
TOTAL	2973	7,812	10,368

SCP Total Programs 2017/2018



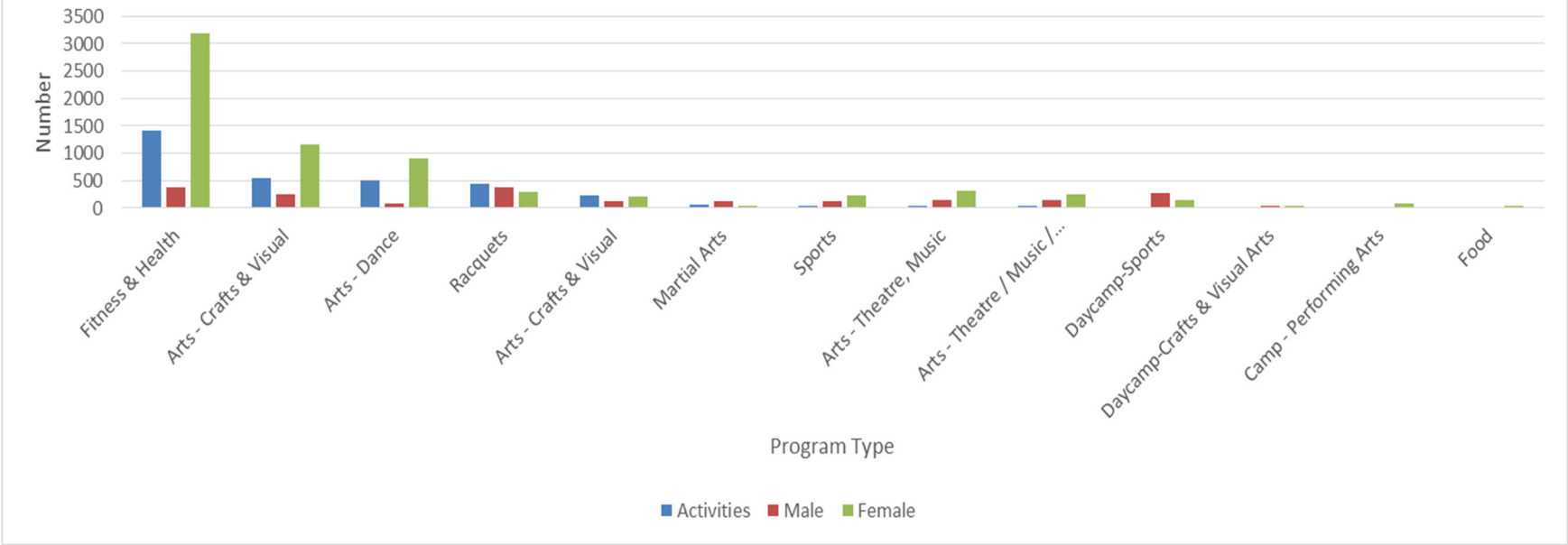
SCP Total Programs 2017/2018 - Excluding Swimming and Fitness/Health



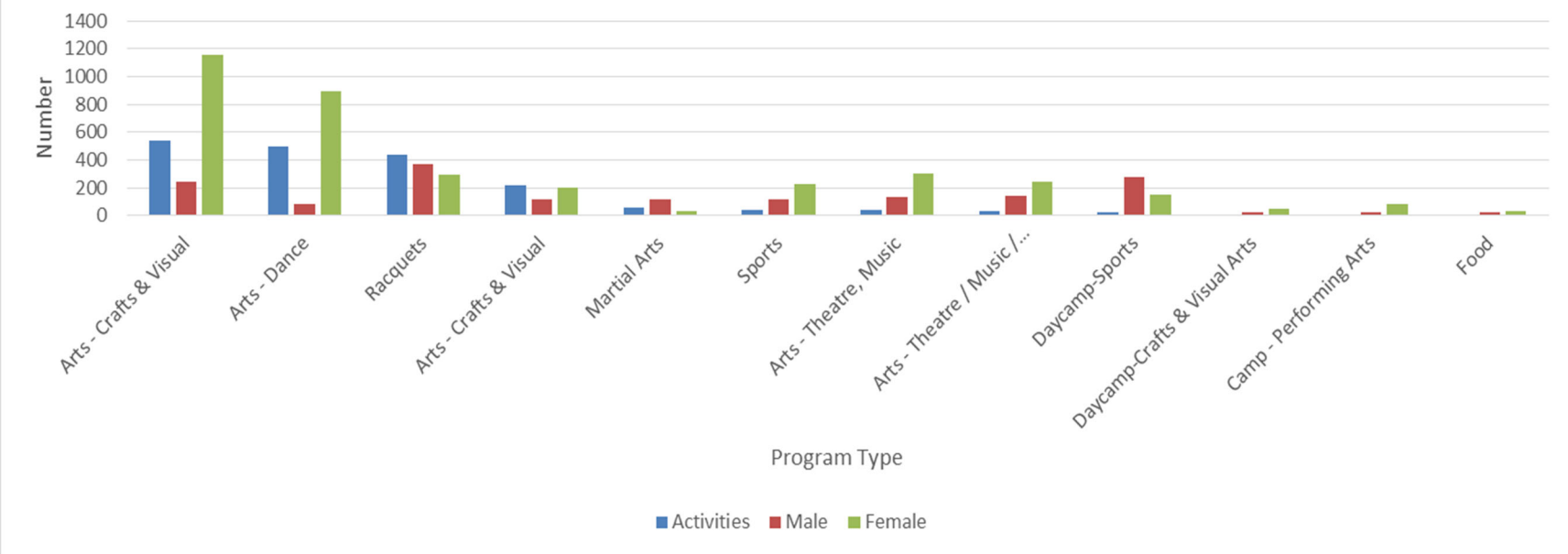
1.2.3 CEDAR HILL RECREATION CENTRE

<u>Cedar Hill TOTAL Program Types Annual</u>			
Program	Activities	Male	Female
Fitness & Health	1415	387	3,196
Arts - Crafts & Visual	543	246	1157
Arts - Dance	496	81	897
Racquets	437	367	292
Arts - Crafts & Visual	219	113	203
Martial Arts	60	117	33
Sports	41	118	223
Arts - Theatre, Music	41	138	303
Arts - Theatre / Music / Literary	35	141	247
Daycamp-Sports	26	279	150
Daycamp-Crafts & Visual Arts	10	28	49
Camp - Performing Arts	9	21	80
Food	5	22	36
TOTAL	3337	2058	6866

Cedar Hill Total Programs 2017/2018



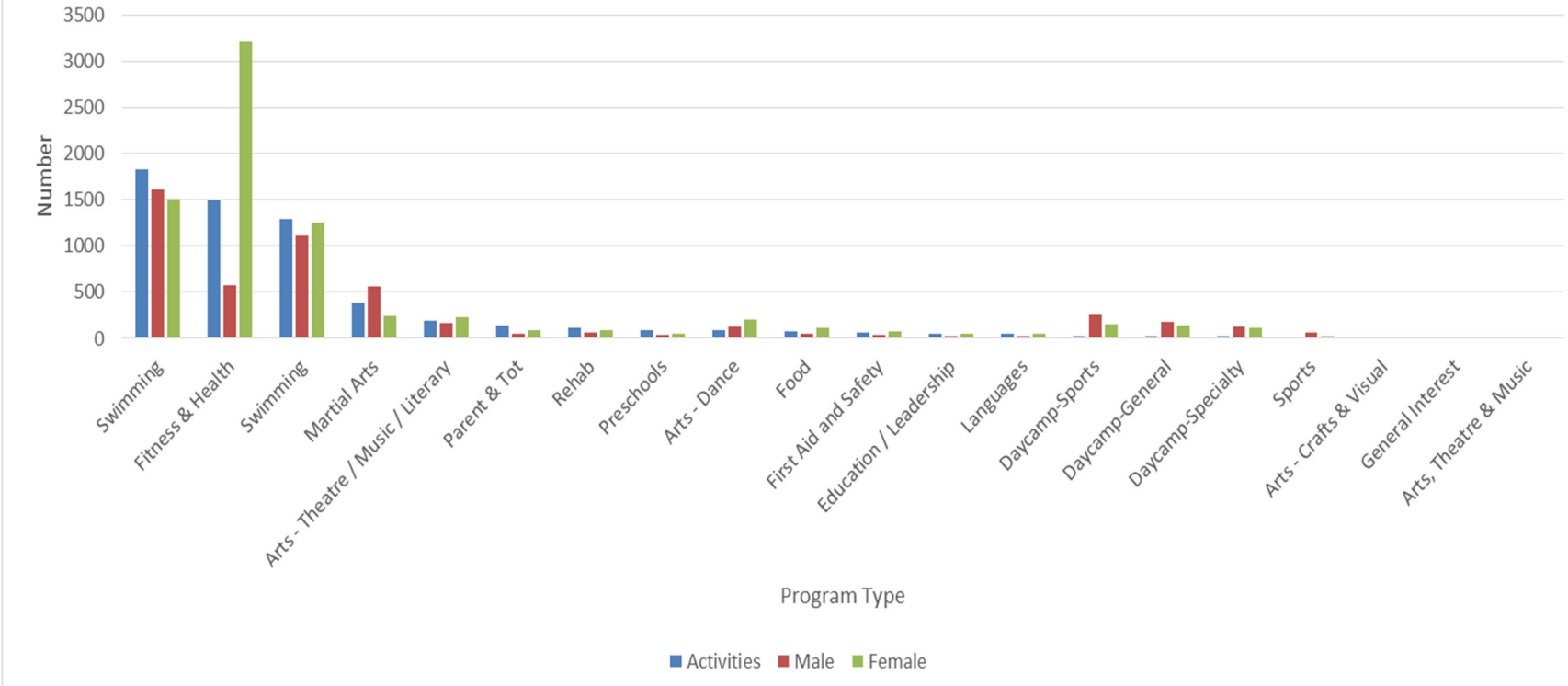
Cedar Hill Total Programs 2017/2018 - Excluding Fitness/Health



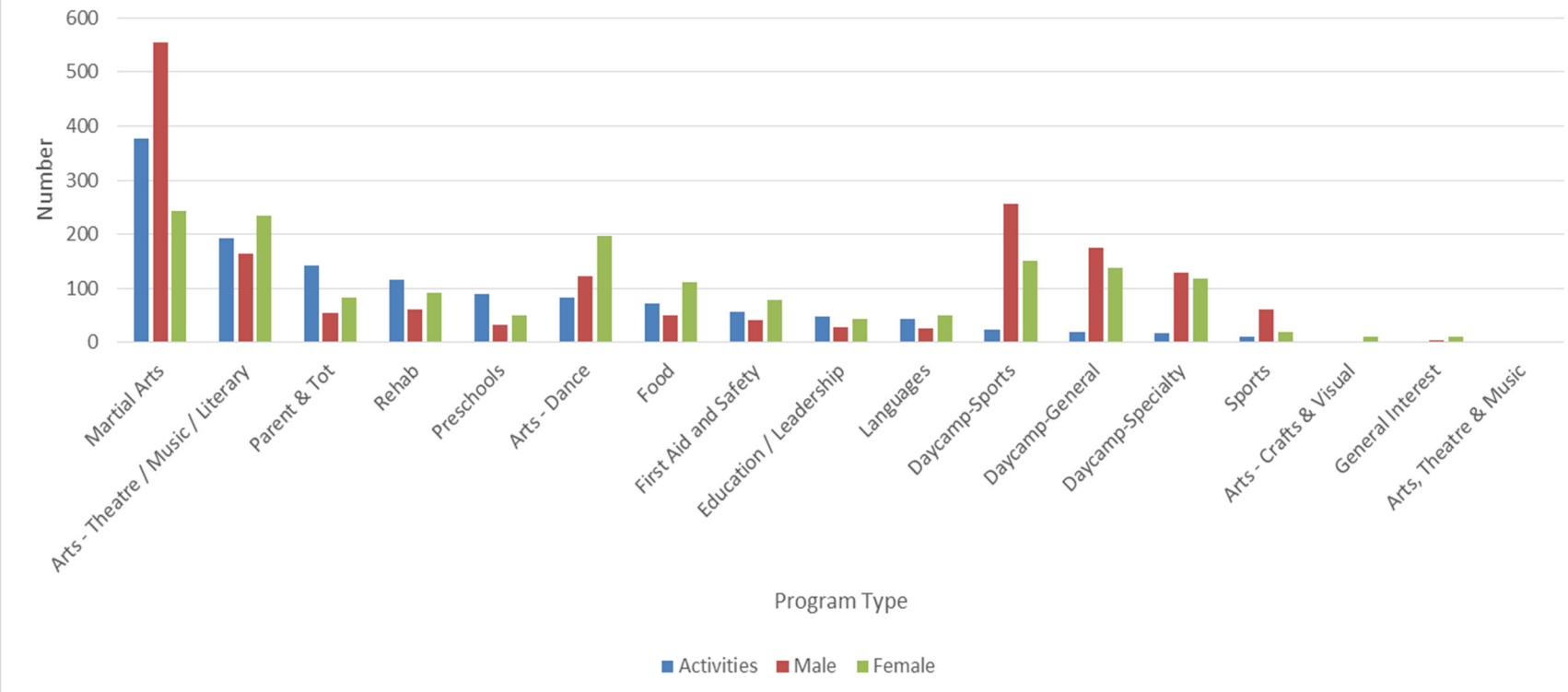
1.2.4 GORDON HEAD RECREATION CENTRE

<u>Gordon Head TOTAL Program Types Annual</u>			
Program	Activities	Male	Female
Swimming	1822	1,609	1,509
Fitness & Health	1493	574	3,205
Swimming	1285	1,116	1,256
Martial Arts	376	554	244
Arts - Theatre / Music / Literary	192	163	234
Parent & Tot	142	54	83
Rehab	115	60	92
Preschools	89	32	51
Arts - Dance	82	122	196
Food	73	51	112
First Aid and Safety	56	41	78
Education / Leadership	48	29	43
Languages	44	26	50
Daycamp-Sports	23	256	150
Daycamp-General	20	176	137
Daycamp-Specialty	17	128	118
Sports	11	61	19
Arts - Crafts & Visual	2	0	10
General Interest	1	5	10
Arts, Theatre & Music	1	1	1
TOTAL	5892	5,058	7,598

Gordon Head Total Programs 2018/2018



Gordon Head Total Programs 2018/2018 - Excluding Swimming, Fitness/Health

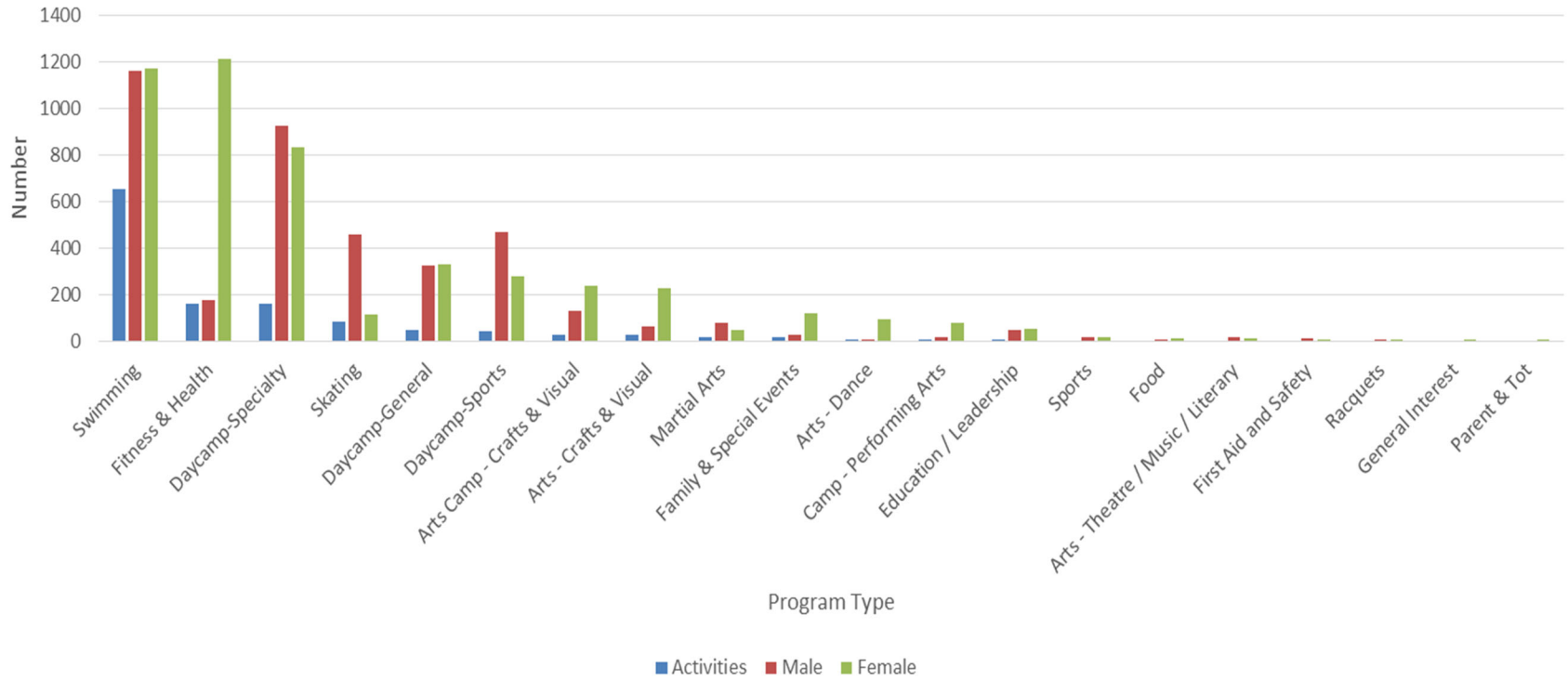


1.3 REGISTERED PROGRAM PARTICIPATION BY SEASON

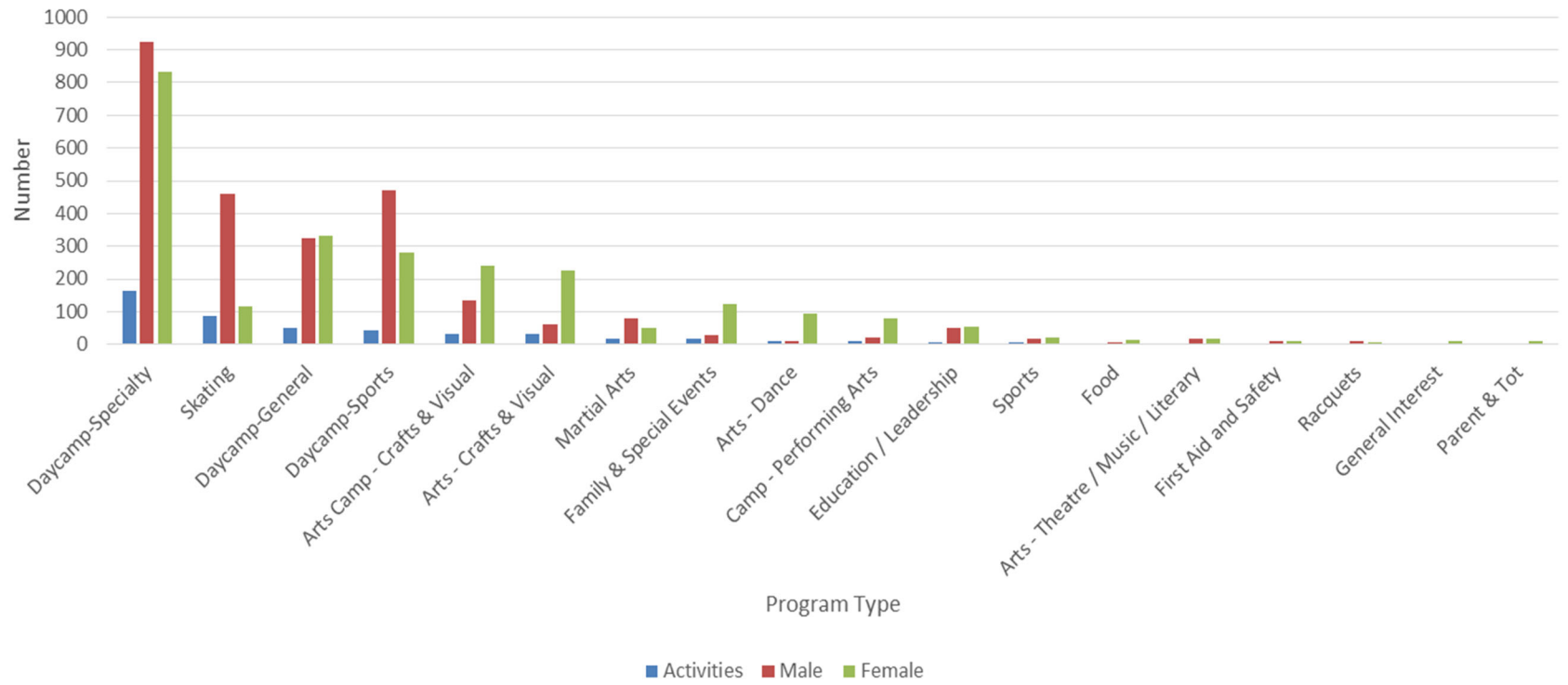
1.3.1 SUMMER REGISTERED PROGRAMS – ALL FACILITIES

<u>Summary of Saanich Summer</u>			
Program	Activities	Male	Female
Swimming	653	1,159	1,170
Fitness & Health	165	180	1,214
Daycamp-Specialty	164	923	834
Skating	86	460	115
Daycamp-General	50	324	332
Daycamp-Sports	43	470	281
Arts Camp - Crafts & Visual	32	134	239
Arts - Crafts & Visual	31	63	227
Martial Arts	17	79	49
Family & Special Events	17	29	124
Arts - Dance	10	11	95
Camp - Performing Arts	9	21	80
Education / Leadership	7	51	54
Sports	6	19	20
Food	3	7	15
Arts - Theatre / Music / Literary	3	18	16
First Aid and Safety	3	12	9
Racquets	2	11	7
General Interest	2	1	11
Parent & Tot	1	3	11
TOTAL	1304	3,975	4,903

Total Saanich Summer Programs 2017/2018



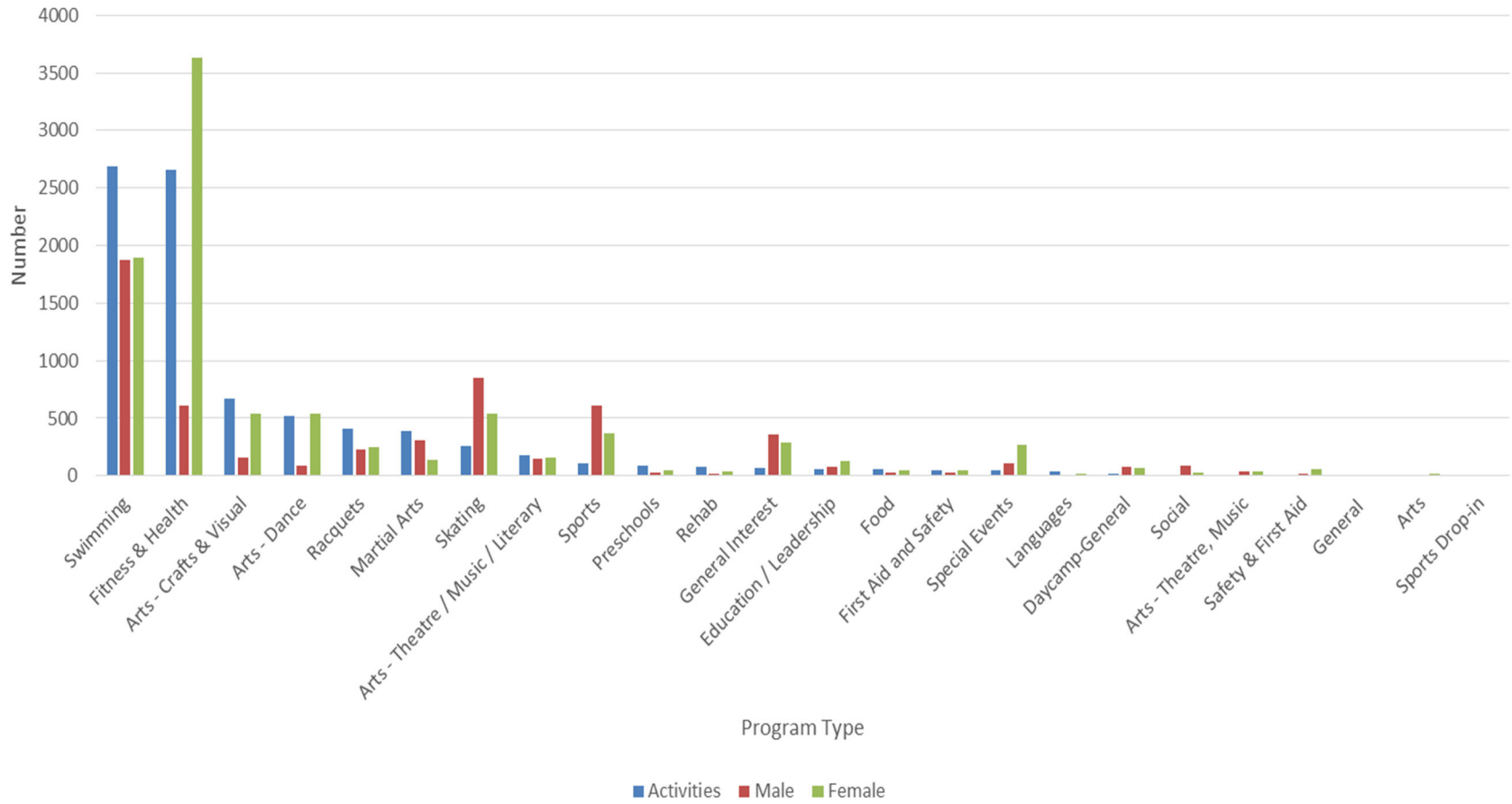
Total Saanich Summer Programs 2017/2018 - Excluding Swimming, Fitness/Health



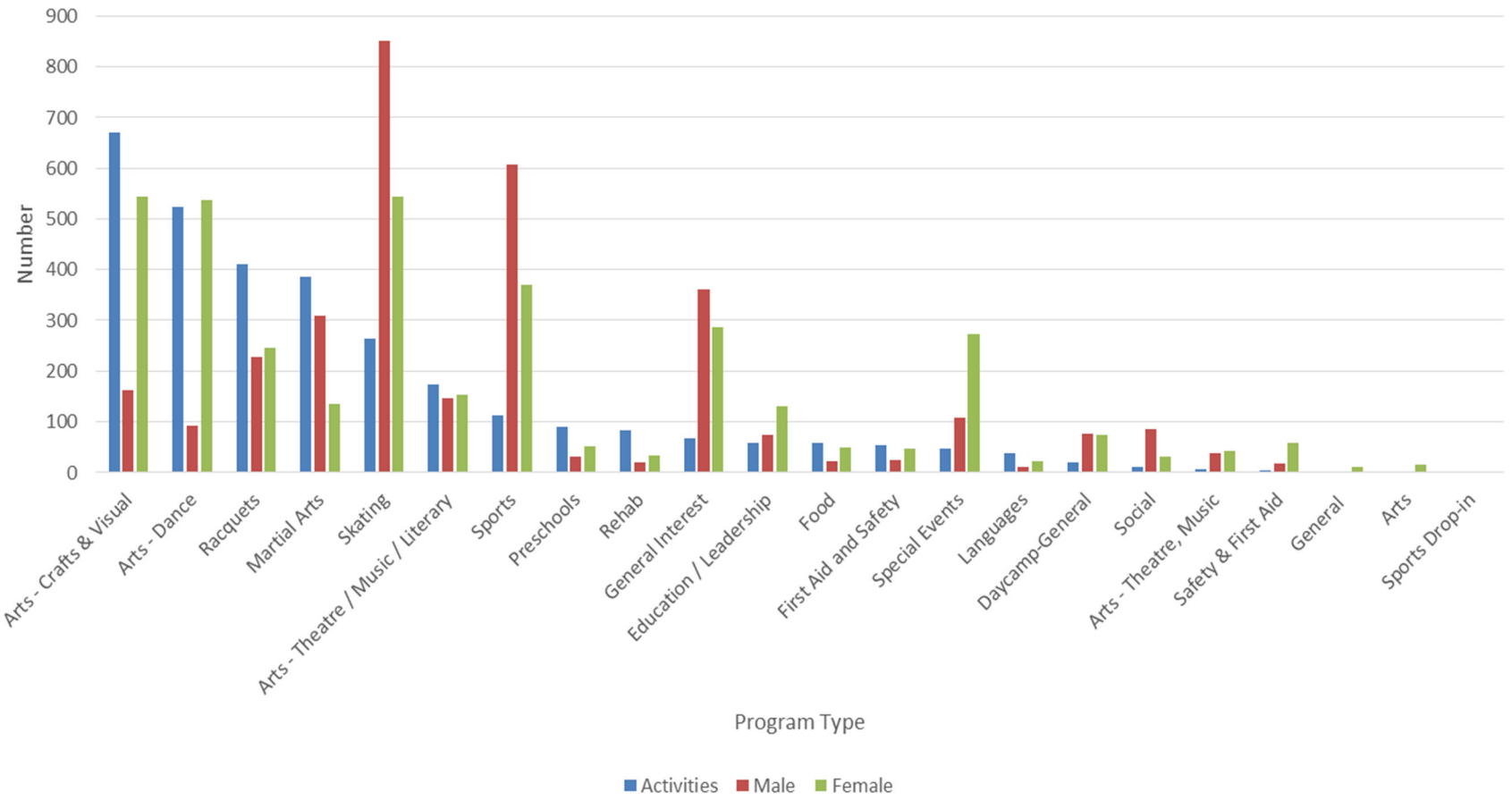
1.3.2 FALL REGISTERED PROGRAMS – ALL FACILITIES

<u>Summary of Saanich Fall</u>			
Program	Activities	Male	Female
Swimming	2691	1875	1892
Fitness & Health	2662	608	3,630
Arts - Crafts & Visual	670	162	544
Arts - Dance	523	92	537
Racquets	411	228	246
Martial Arts	386	308	134
Skating	263	852	543
Arts - Theatre / Music / Literary	174	146	154
Sports	112	607	369
Preschools	89	32	51
Rehab	82	20	34
General Interest	68	361	287
Education / Leadership	58	75	131
Food	58	23	49
First Aid and Safety	53	25	48
Special Events	46	107	272
Languages	37	11	21
Daycamp-General	20	77	73
Social	10	85	32
Arts - Theatre, Music	7	37	42
Safety & First Aid	5	18	59
General	2	1	10
Arts	1	0	15
Sports Drop-in	1	2	1
TOTAL	8429	5752	9174

Total Saanich Fall Programs 2017/2018



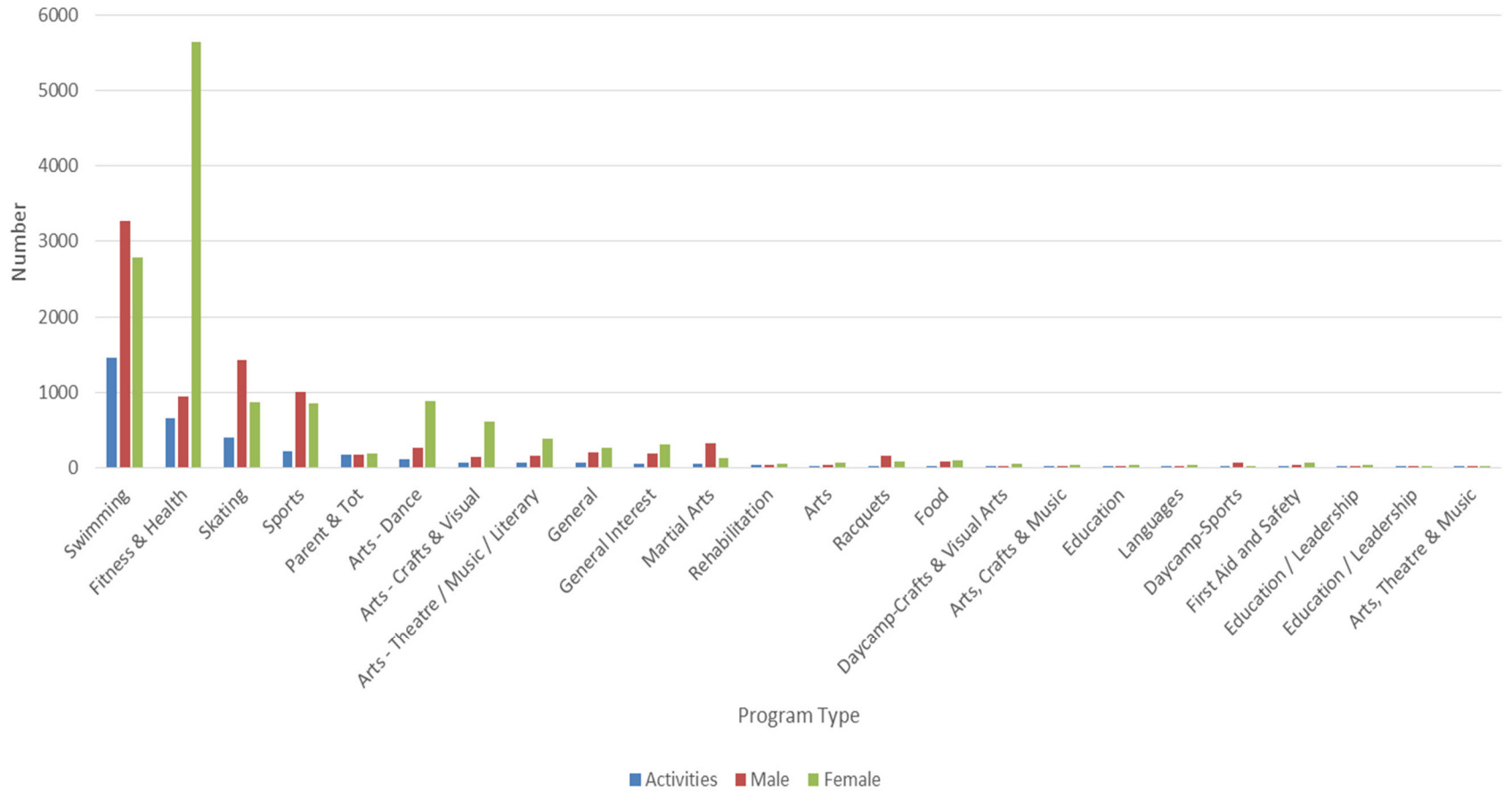
Total Saanich Fall Programs 2017/2018 - Excluding Swimming, Fitness/Health



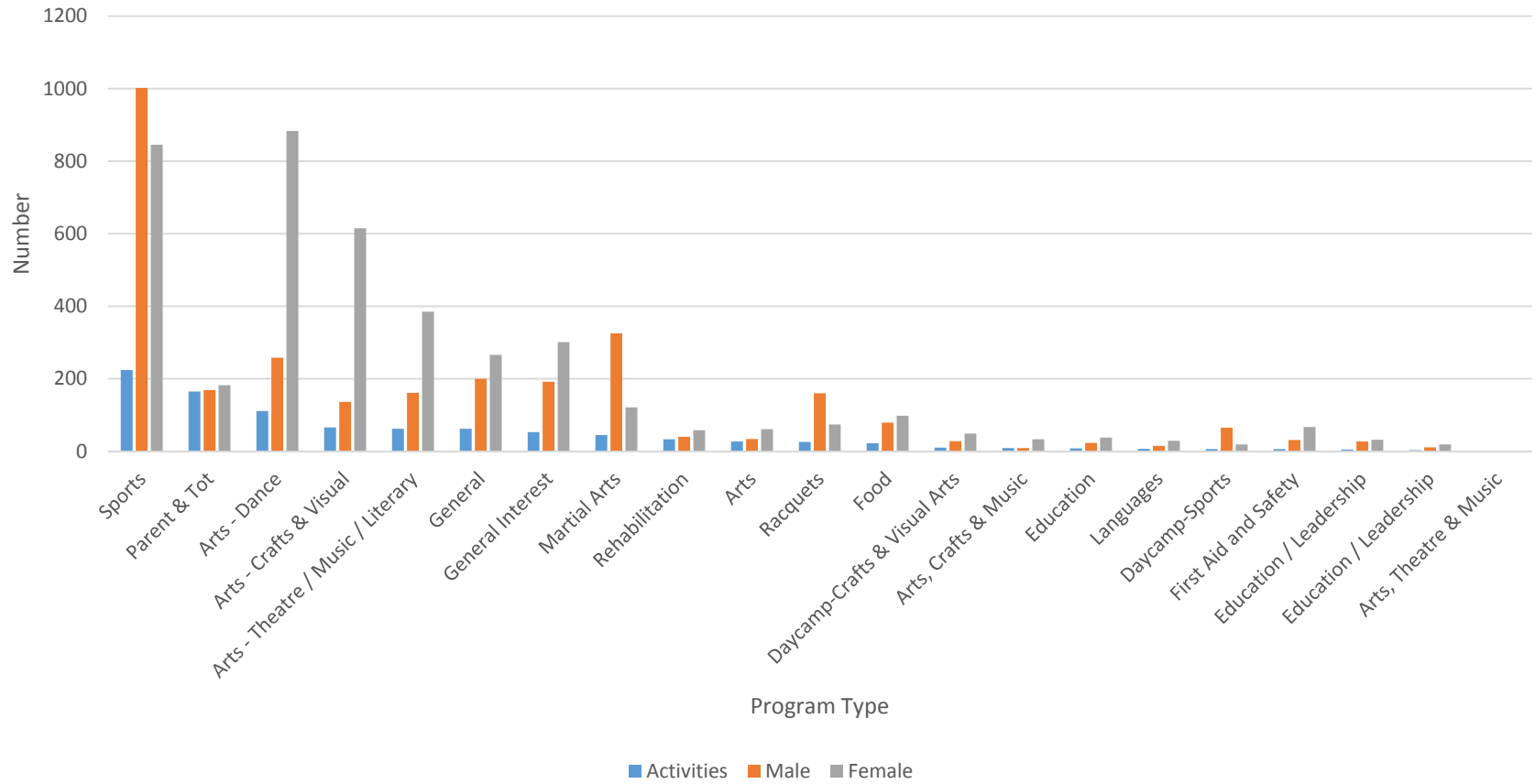
1.3.3 WINTER/SPRING REGISTERED PROGRAMS – ALL FACILITIES

<u>Summary of Saanich Winter/Spring</u>			
Program	Activities	Male	Female
Swimming	1461	3,274	2,784
Fitness & Health	660	936	5,638
Skating	402	1433	873
Sports	224	1,002	845
Parent & Tot	165	169	182
Arts - Dance	111	258	883
Arts - Crafts & Visual	66	136	615
Arts - Theatre / Music / Literary	62	161	385
General	62	200	266
General Interest	53	192	301
Martial Arts	45	325	121
Rehabilitation	33	40	58
Arts	27	34	61
Racquets	26	160	74
Food	22	79	98
Daycamp-Crafts & Visual Arts	10	28	49
Arts, Crafts & Music	9	9	33
Education	8	23	38
Languages	7	15	29
Daycamp-Sports	6	65	19
First Aid and Safety	6	31	67
Education / Leadership	5	27	32
Education / Leadership	3	11	19
Arts, Theatre & Music	1	1	1
TOTAL	3474	8,609	13,471

Total Saanich Winter-Spring Programs 2017/2018

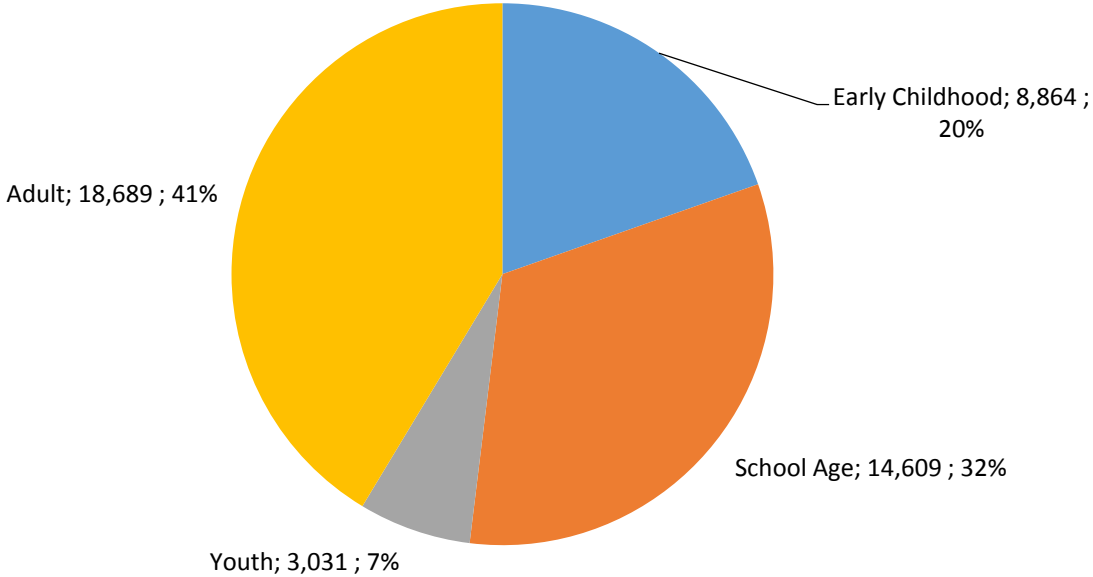


Total Saanich Winter-Spring Programs 2017/2018 - Excluding Swimming, Fitness/Health

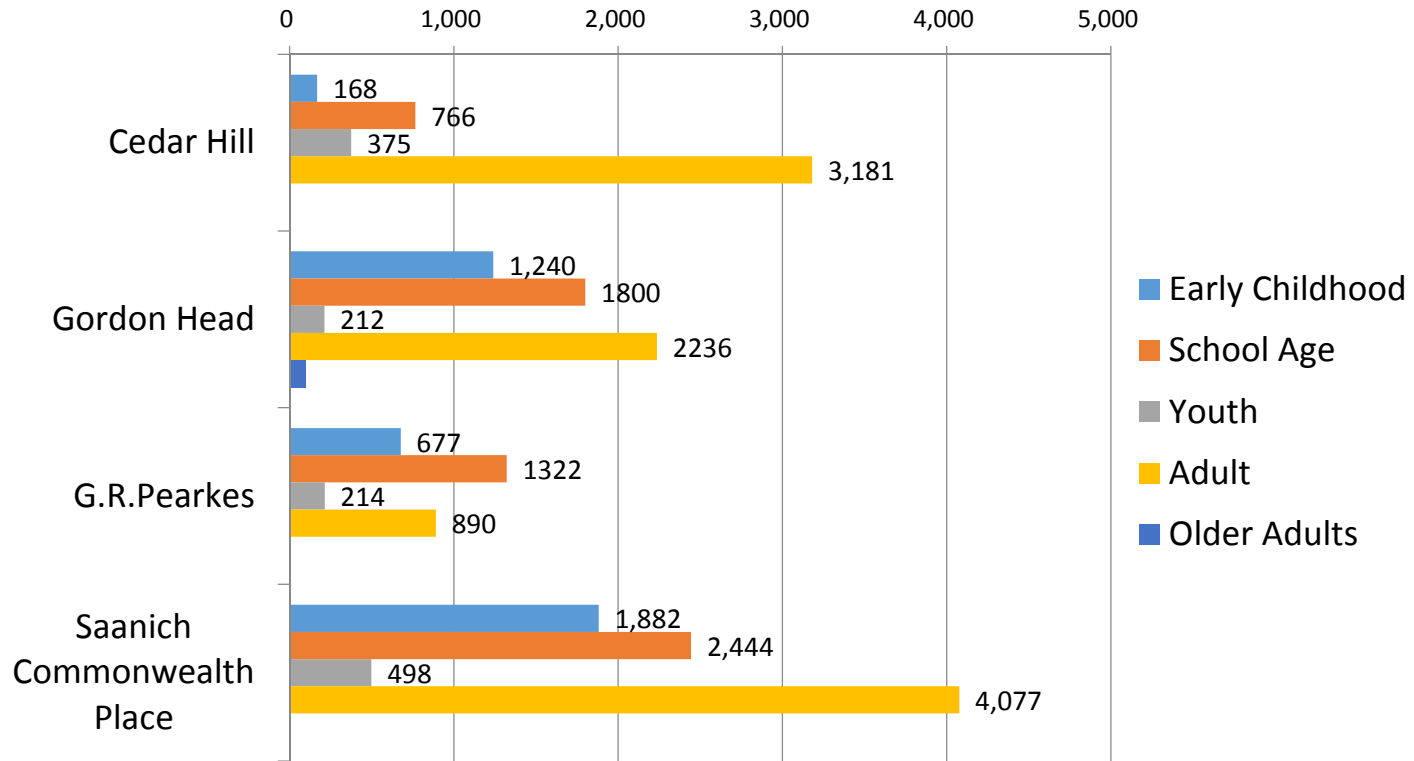


1.4 REGISTERED PROGRAMS BY AGE CATEGORY

Registered Programs by Age Category - All Facilities



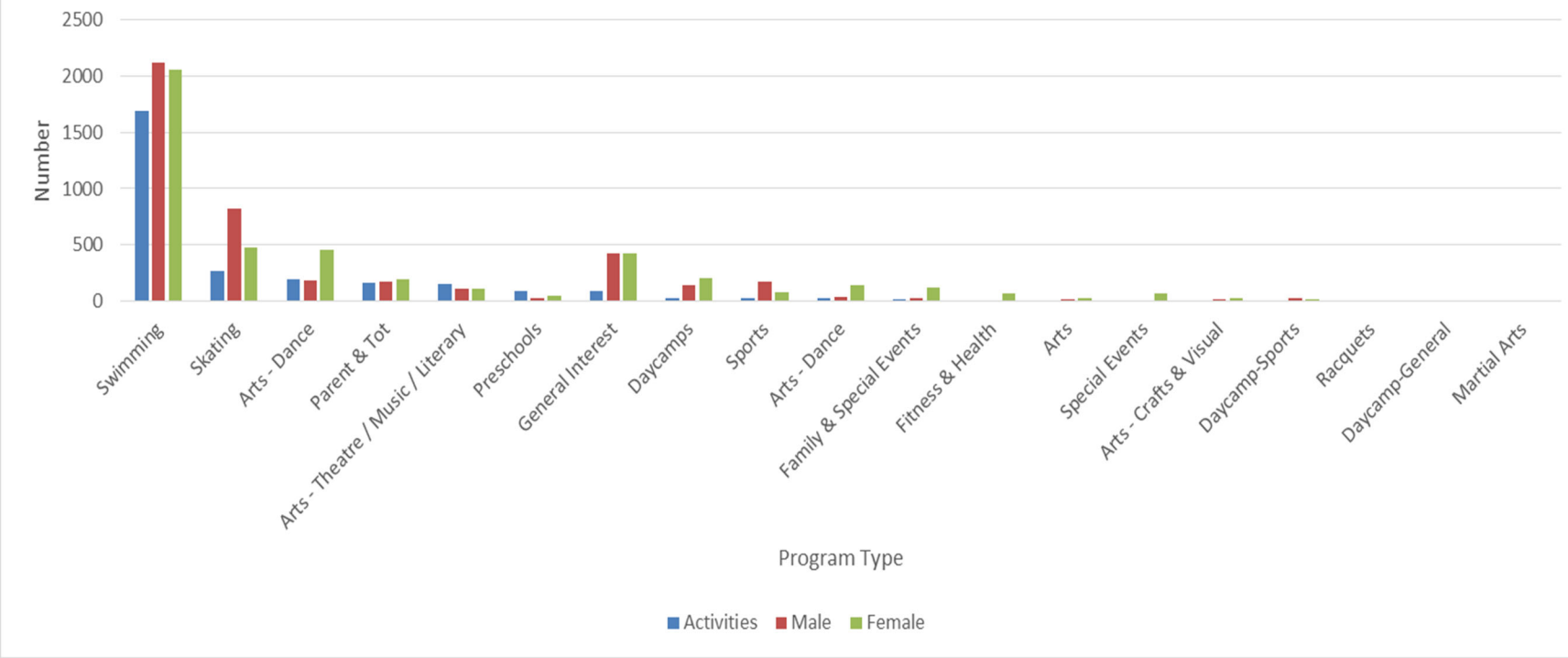
Registered Program Participation by Age by Facility



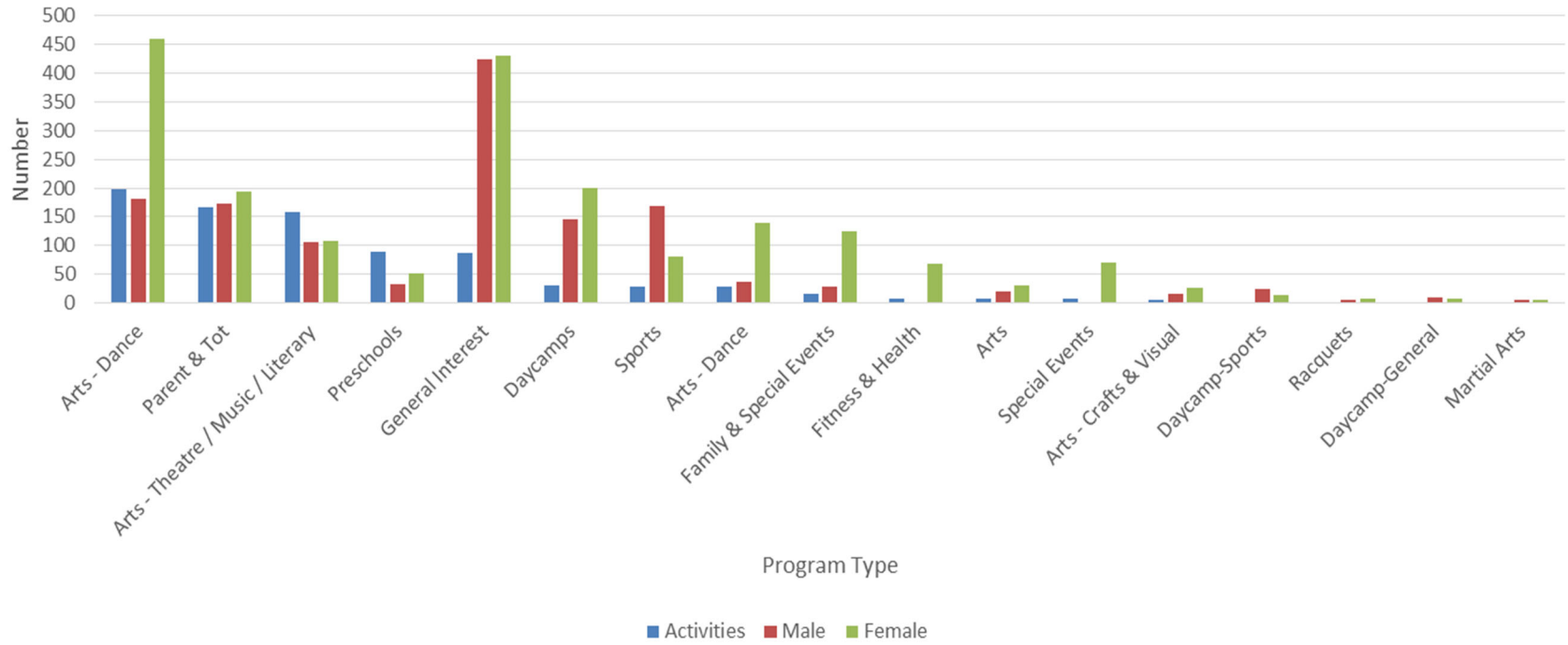
1.4.1 EARLY CHILDHOOD REGISTERED PROGRAMS – ALL FACILITIES

<u>Saanich Childhood Program Types Annual</u>			
Program	Activities	Male	Female
Swimming	1687	2,123	2,052
Skating	271	817	480
Arts - Dance	198	182	460
Parent & Tot	166	172	193
Arts - Theatre / Music / Literary	158	106	108
Preschools	89	32	51
General Interest	87	424	430
Daycamps	31	146	201
Sports	29	169	80
Arts - Dance	29	37	139
Family & Special Events	17	29	124
Fitness & Health	8	2	68
Arts	8	20	30
Special Events	7	0	70
Arts - Crafts & Visual	5	16	26
Daycamp-Sports	2	24	13
Racquets	2	5	8
Daycamp-General	1	9	7
Martial Arts	1	6	5
TOTAL	2796	4,319	4,545

Total Saanich Childhood Programs 2017/2018



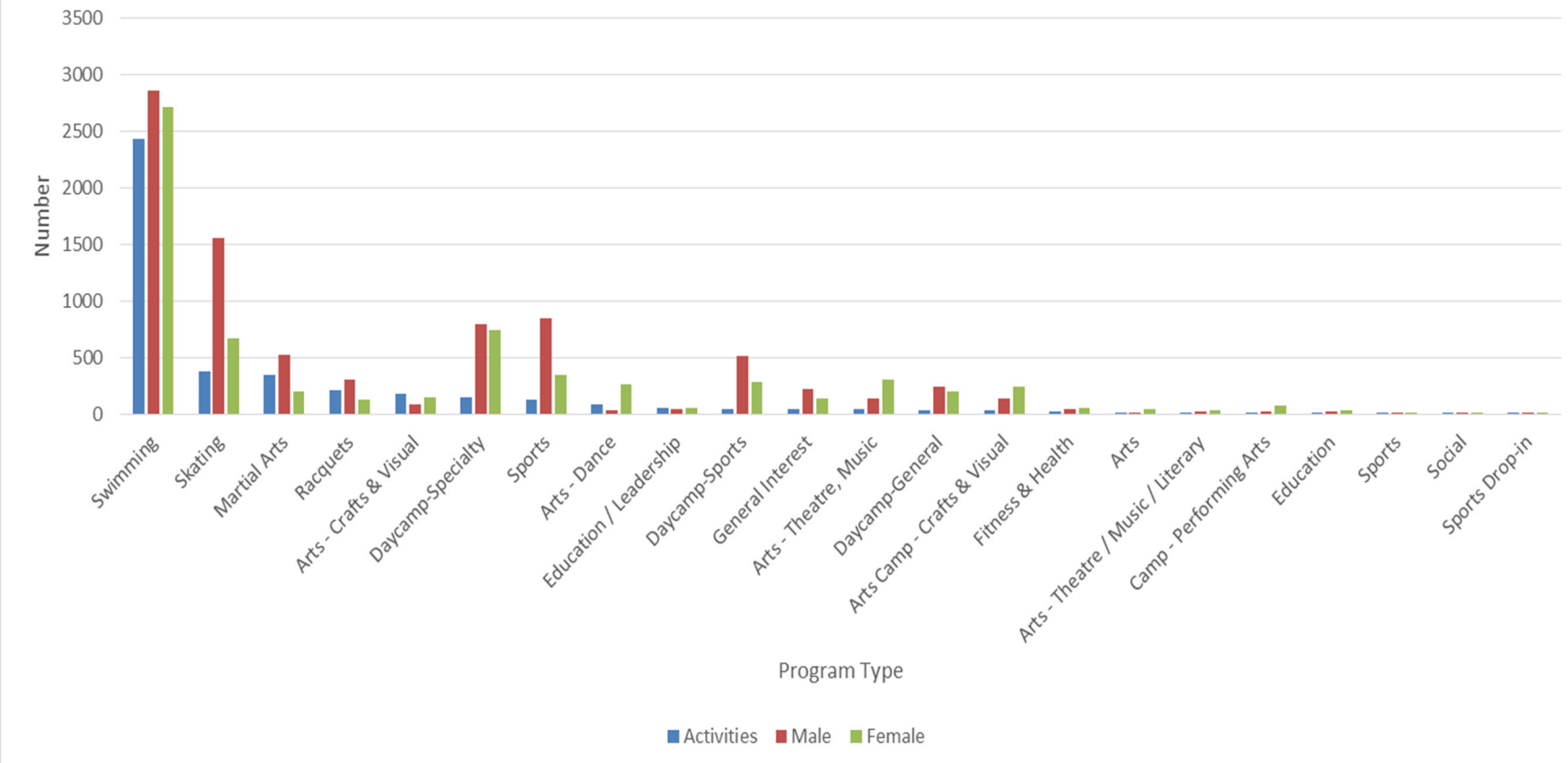
Total Saanich Childhood Programs 2017/2018 - Excluding Swimming/Skating



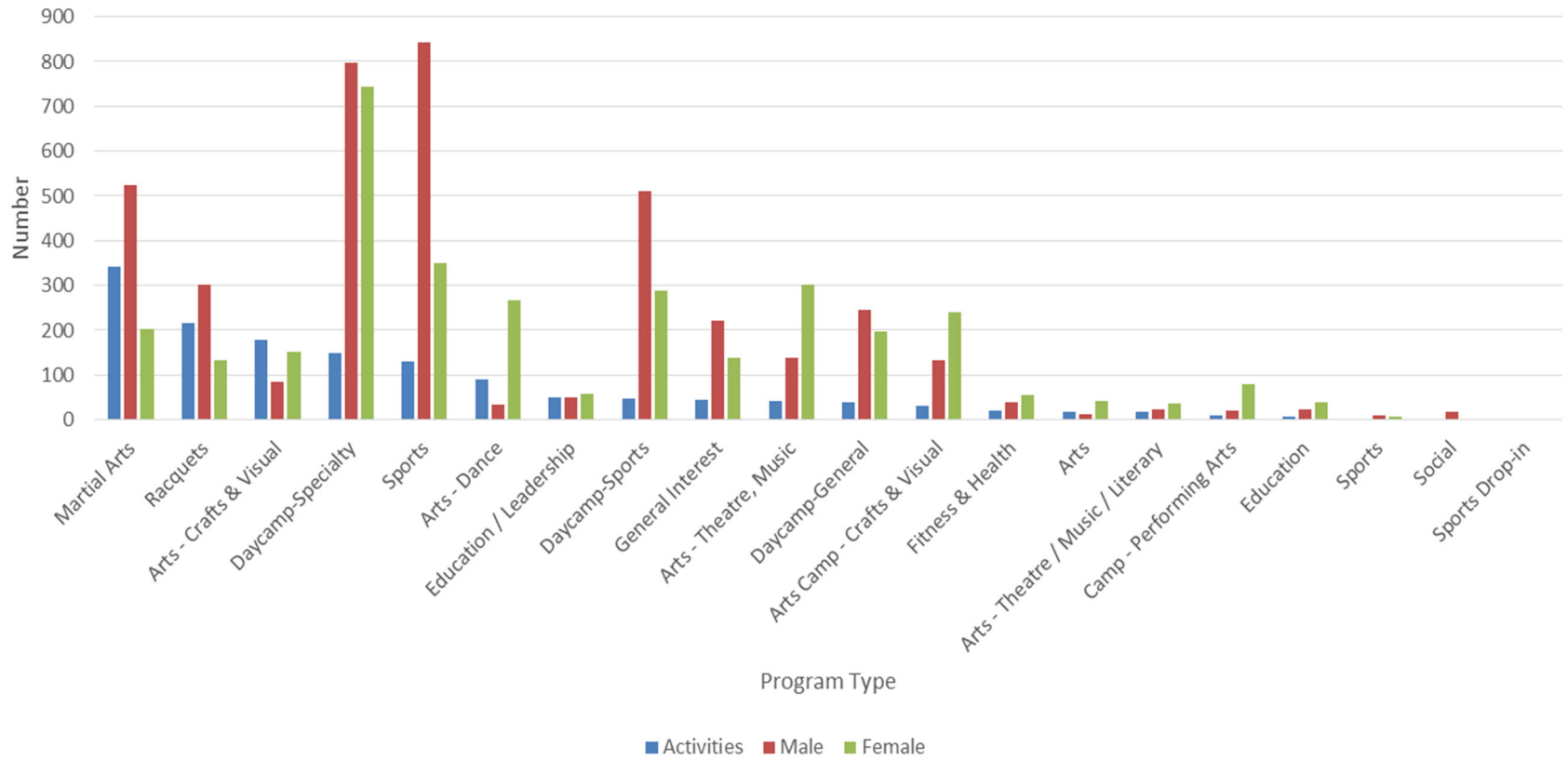
1.4.2 SCHOOL AGE REGISTERED PROGRAMS – ALL FACILITIES

<u>Saanich School Age Program Types Annual</u>			
Program	Activities	Male	Female
Swimming	2430	2,858	2,708
Skating	378	1,556	675
Martial Arts	342	524	202
Racquets	215	303	133
Arts - Crafts & Visual	178	85	153
Daycamp-Specialty	148	798	743
Sports	130	843	349
Arts - Dance	89	34	268
Education / Leadership	51	50	58
Daycamp-Sports	47	511	287
General Interest	44	222	137
Arts - Theatre, Music	41	138	303
Daycamp-General	38	246	197
Arts Camp - Crafts & Visual	32	134	239
Fitness & Health	21	40	55
Arts	18	13	43
Arts - Theatre / Music / Literary	17	22	36
Camp - Performing Arts	9	21	80
Education	8	23	38
Sports	3	11	7
Social	2	17	3
Sports Drop-in	1	2	1
TOTAL	4242	8,451	6,715

Total Saanich School Age Programs 2017/2018



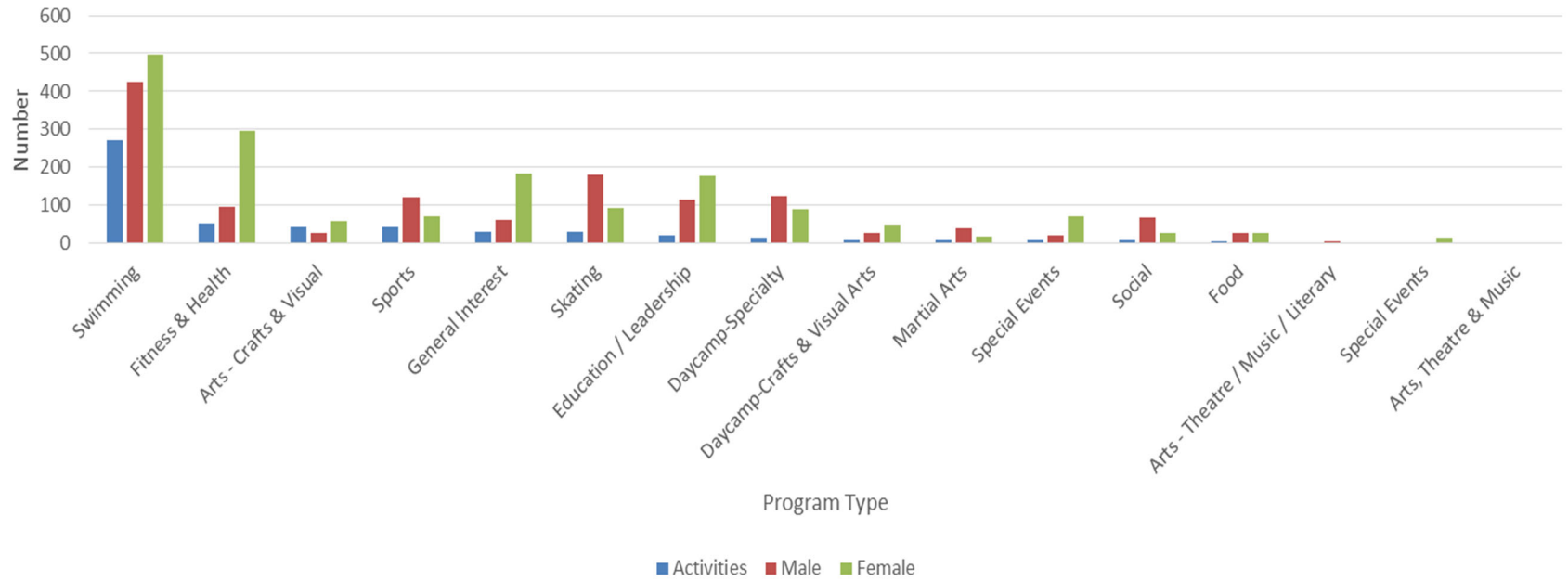
Total Saanich School Age Programs 2017/2018 - Excluding Swimming, Skating



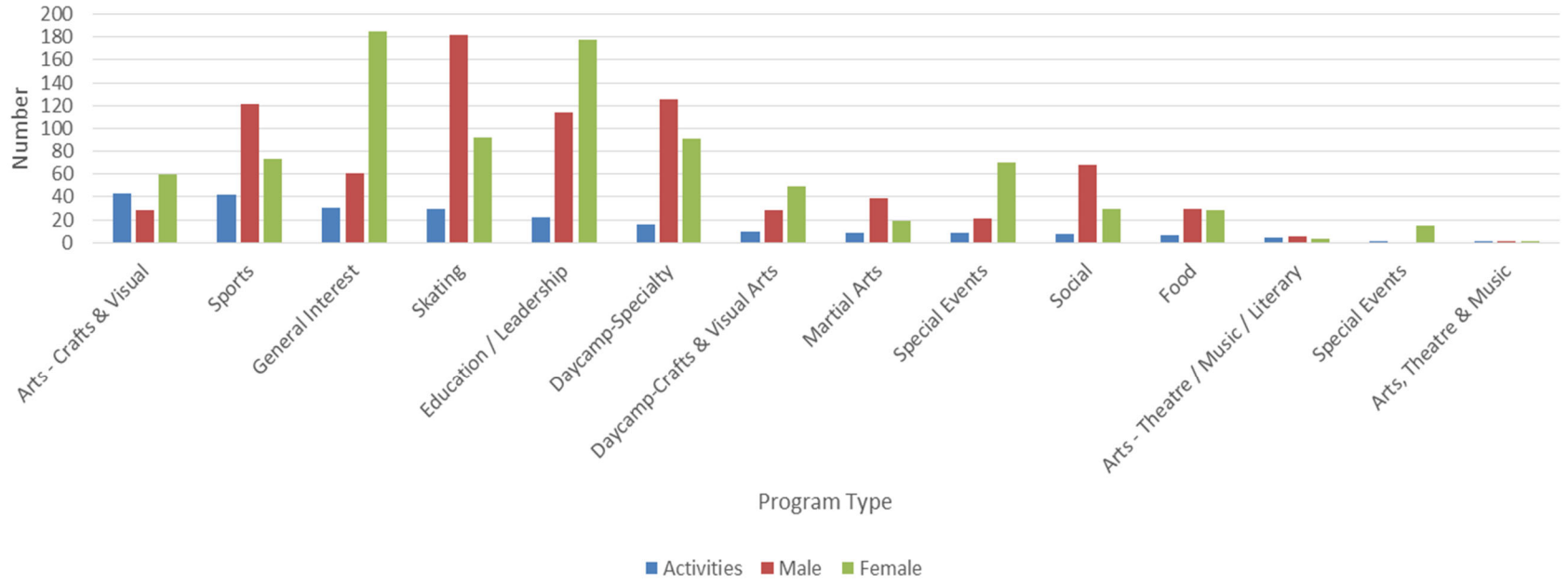
1.4.3 YOUTH REGISTERED PROGRAMS – ALL FACILITIES

<u>Saanich Youth Program Types Annual</u>			
Program	Activities	Male	Female
Swimming	271	425	497
Fitness & Health	53	96	298
Arts - Crafts & Visual	43	28	60
Sports	42	121	73
General Interest	31	61	185
Skating	30	182	92
Education / Leadership	22	114	178
Daycamp-Specialty	16	125	91
Daycamp-Crafts & Visual Arts	10	28	49
Martial Arts	9	39	19
Special Events	9	21	70
Social	8	68	29
Food	7	29	28
Arts - Theatre / Music / Literary	4	5	3
Special Events	1	0	15
Arts, Theatre & Music	1	1	1
TOTAL	557	1,343	1,688

Total Saanich Youth Programs 2017/2018



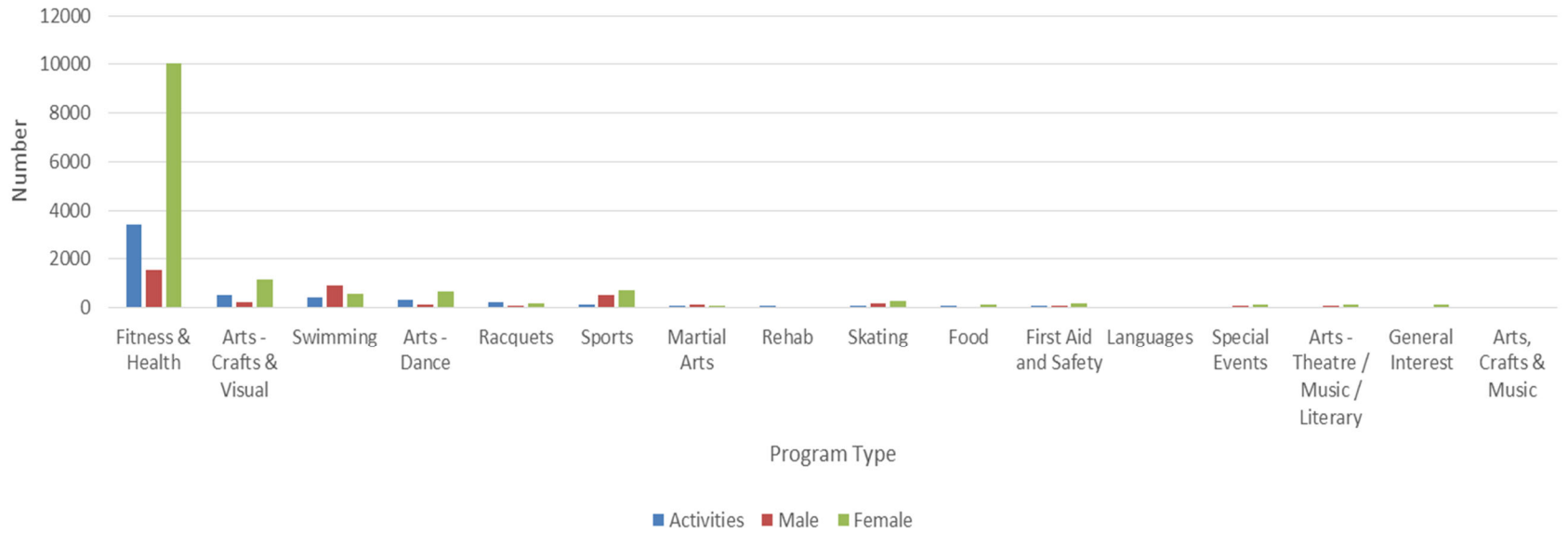
Total Saanich Youth Programs 2017/2018 - Excluding Swimming, Fitness/Health



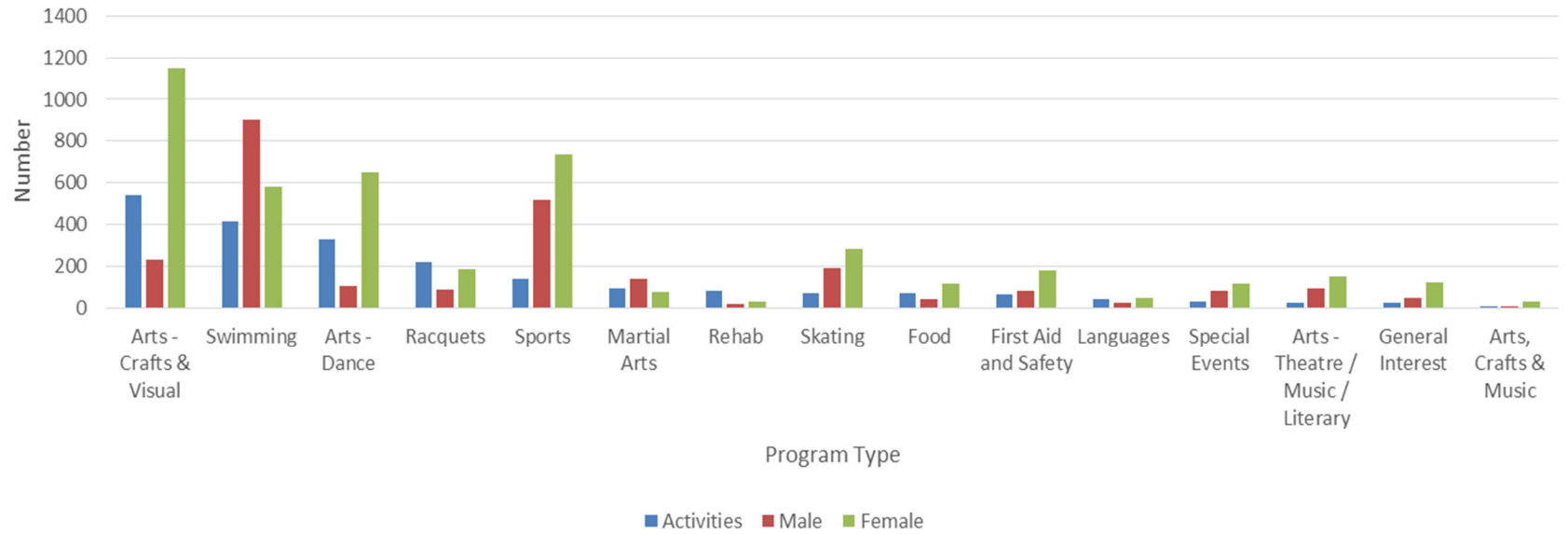
1.4.4 ADULT REGISTERED PROGRAMS – ALL FACILITIES

<u>Saanich Adult Program Types Annual</u>			
Program	Activities	Male	Female
Fitness & Health	3395	1,574	10,049
Arts - Crafts & Visual	541	232	1,147
Swimming	413	900	579
Arts - Dance	328	108	648
Racquets	222	91	186
Sports	143	520	739
Martial Arts	96	143	78
Rehab	82	20	34
Skating	72	190	284
Food	71	44	120
First Aid and Safety	67	86	183
Languages	44	26	50
Special Events	29	86	117
Arts - Theatre / Music / Literary	28	92	150
General Interest	25	48	123
Arts, Crafts & Music	9	9	33
TOTAL	5565	4,169	14,520

Total Saancih Adult Programs 2017/2018

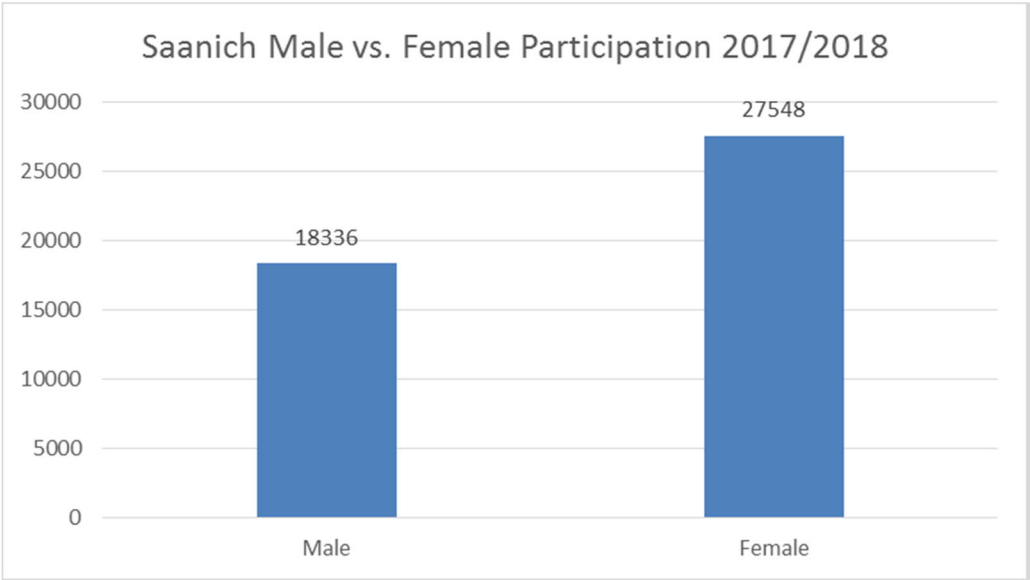


Total Saancih Adult Programs 2017/2018 - Excluding Fitness/Health



1.4.5 SENIOR REGISTERED PROGRAMS – ALL FACILITIES

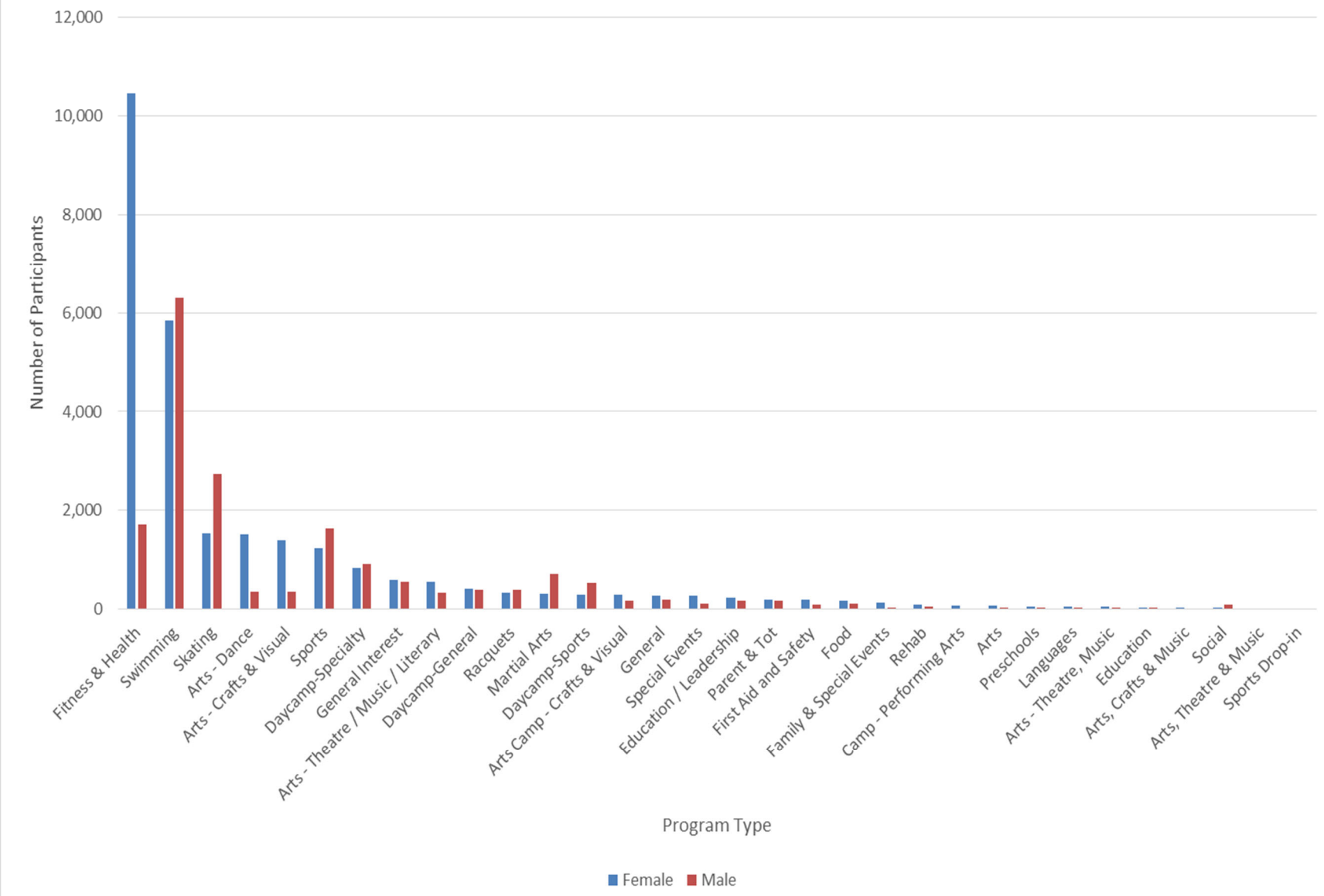
<u>Saanich Senior Program Types Annual</u>			
Program	Activities	Male	Female
Rehabilitation	33	40	58
Fitness & Health	10	12	12
Swimming	4	2	10
TOTAL	47	54	80
<u>Summary of Saanich Male vs. Female Participation</u>			
Male	Female		
18336	27548		



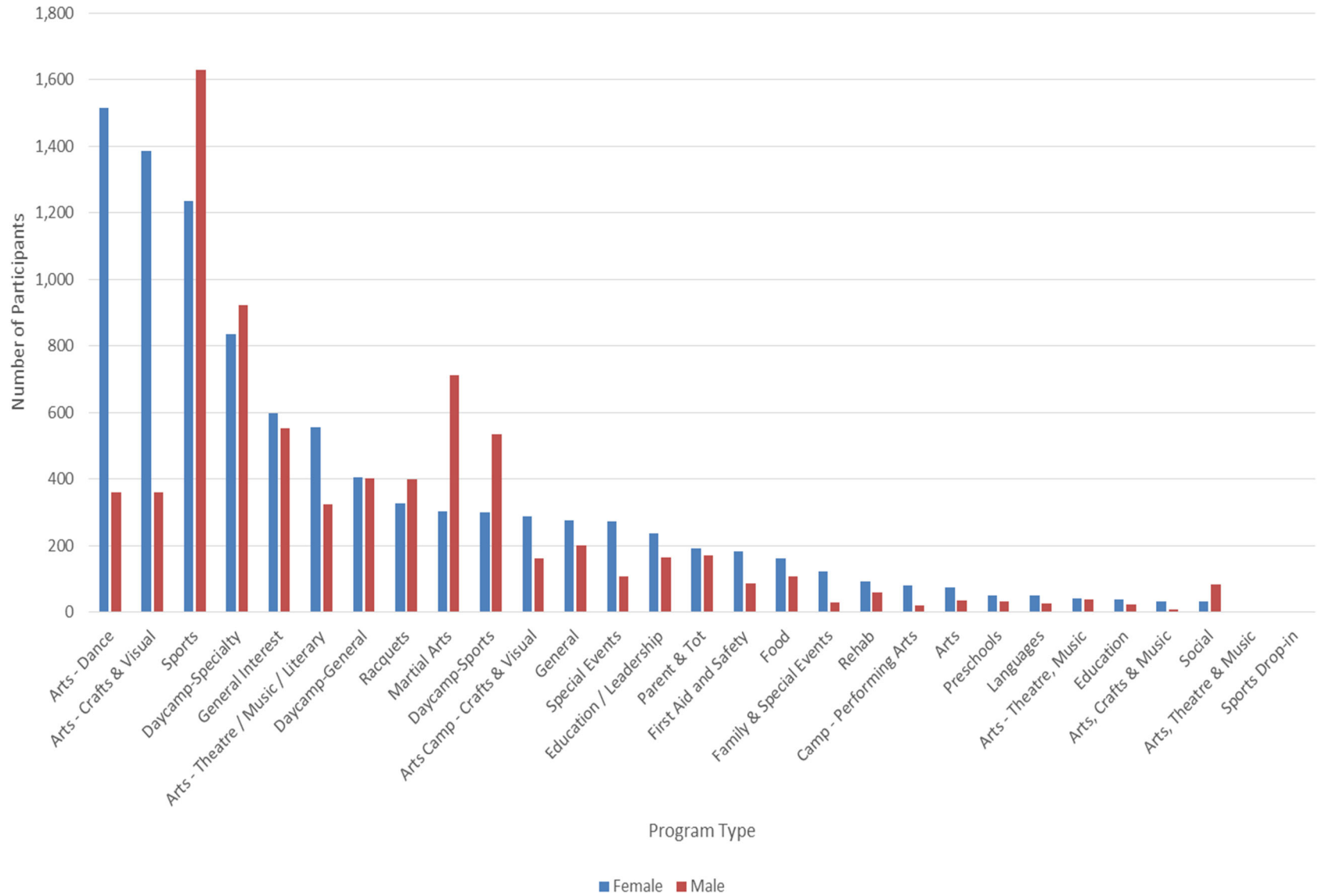
1.5 GENDER PARTICIPATION FOR REGISTERED PROGRAMS

<u>Summary of Saanich Female/Male Participation Annual</u>		
Program	Female	Male
Fitness & Health	10,482	1,724
Swimming	5,846	6,308
Skating	1,531	2,745
Arts - Dance	1,515	361
Arts - Crafts & Visual	1,386	361
Sports	1,234	1,628
Daycamp-Specialty	834	923
General Interest	599	554
Arts - Theatre / Music / Literary	555	325
Daycamp-General	405	401
Racquets	327	399
Martial Arts	304	712
Daycamp-Sports	300	535
Arts Camp - Crafts & Visual	288	162
General	276	201
Special Events	272	107
Education / Leadership	236	164
Parent & Tot	193	172
First Aid and Safety	183	86
Food	162	109
Family & Special Events	124	29
Rehab	92	60
Camp - Performing Arts	80	21
Arts	76	34
Preschools	51	32
Languages	50	26
Arts - Theatre, Music	42	37
Education	38	23
Arts, Crafts & Music	33	9
Social	32	85
Arts, Theatre & Music	1	1
Sports Drop-in	1	2
TOTAL	27,548	18,336

Program Participation by Gender 2017/2018



Program Participation by Gender 2017/2018 - Excluding Fitness/Health, Swimming, Skating



2 POINT OF SALE VISITS

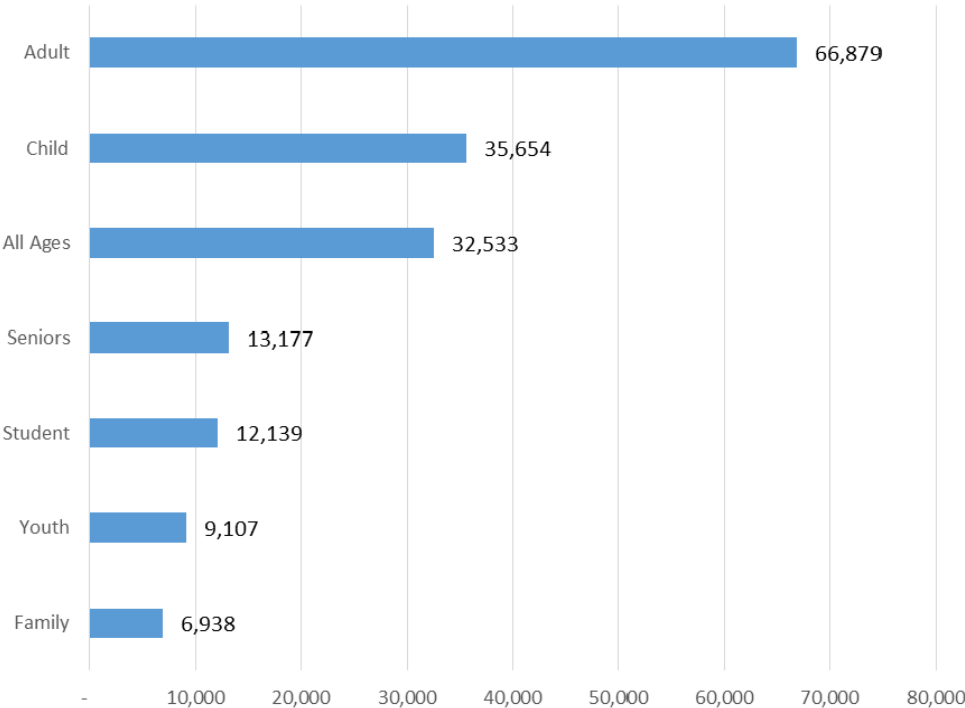
2.1 TOTAL POINT OF SALE VISITS

Age/Business Area	# POS Drop Ins CH	# POS Drop Ins GH	# POS Drop Ins Pearkes	# POS Drop Ins SCP	TOTAL
Adult Arts (NA)	287				287
Adult Fitness/Weights	2,586	2,990	6,135	7,708	19,419
Adult General Drop In	5	818	34	1,012	1,869
Adult LIFE	33	103	42	109	287
Adult LIFE Swim				222	222
Adult Racquets (NA)	5,835				5,835
Adult Skate (NA)			2,987		2,987
Adult Skate Hockey			2,285	2,285	4,570
Adult Sport	791	58	475	508	1,832
Adult Swim		10,410		18,801	29,211
Adult Yoga	40	3		317	360
All Ages Fitness/Weights		429		132	561
All Ages General Drop In	362	3,877	633	16,365	21,237
All Ages General Service	107	0	199	287	593
All Ages Sport (NA)	149				149
All Ages Swim		9,897		96	9,993
Child Childminding	0	0	0	430	430
Child General Drop In (NA)	0	0	22	0	22
Child Hockey (NA)	0	0	8	0	8
Child Kindergym	0	2144	1236	2521	5901
Child Kindergym LIFE (NA)	0	21	0	0	21
Child Kindergym/Swim	0	18	0	311	329
Child LIFE	1	80	8	26	115
Child LIFE Swim	0	0	0	516	516
Child Racquets (NA)	64	0	0	0	64
Child Skate (NA)	0	0	1720	0	1720
Child Sports (NA)	0	5	0	0	5
Child Swim	0	5241	0	16350	21591
Family Skate (NA)			1,095		1,095
Family Swim		1,414		4,421	5,835
Family Weight Room (NA)	1	5	1	1	8

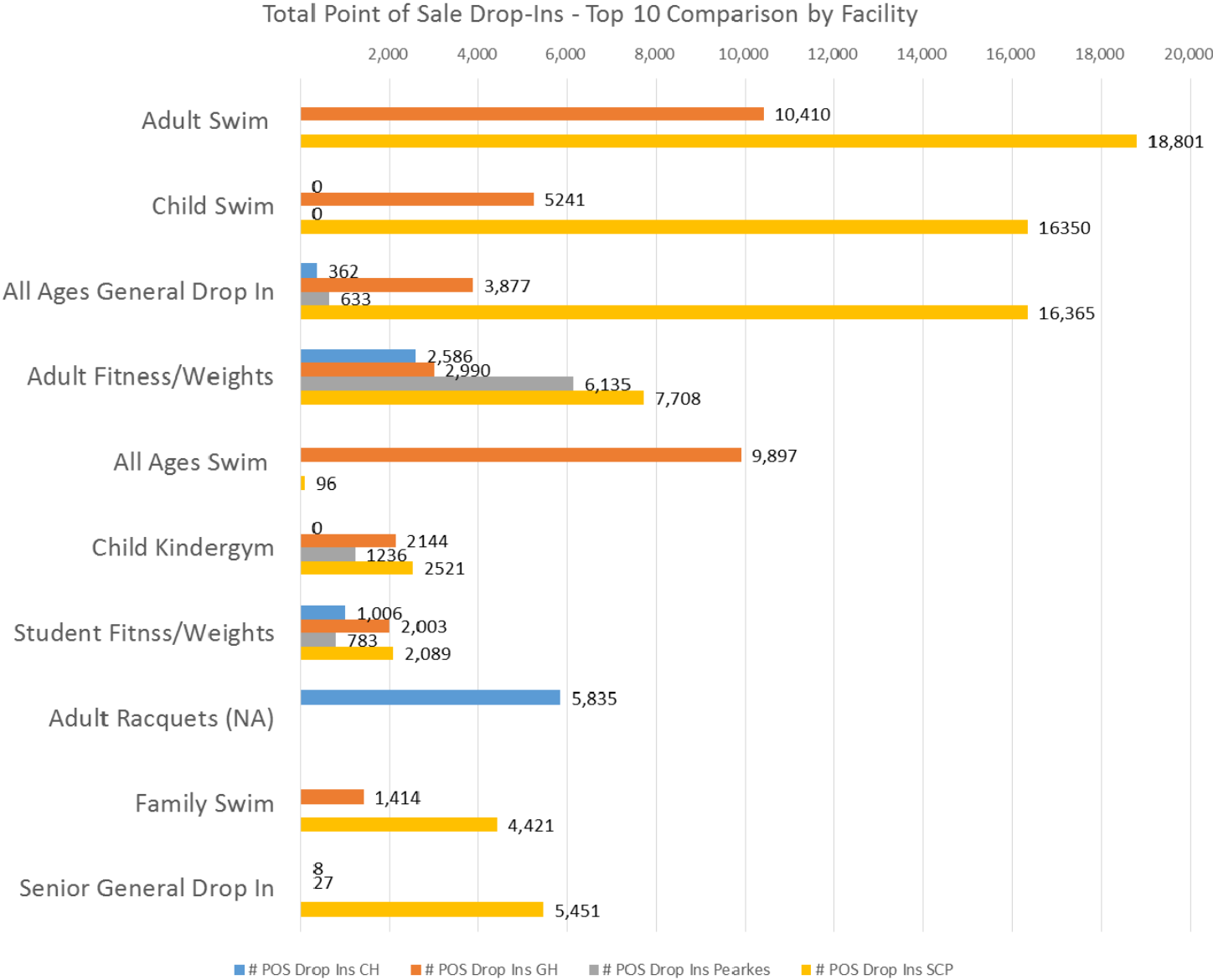
Senior Fitness/Weights	552	242	320	1,493	2,607
Senior General Drop In	8	27		5,451	5,486
Senior Racquets (NA)	204				204
Senior Skate (NA)			193		193
Senior Skate Hockey (NA)			270		270
Senior Sports			473	251	724
Senior Swim		1,327		2,366	3,693
Student Fitness/Weights	1,006	2,003	783	2,089	5,881
Student Racquets (NA)	164				164
Student Skate (NA)			581		581
Student Skate Hockey (NA)			152		152
Student Sports	63		72	412	547
Student Swim		1,417		3,397	4,814
Under 5 Skate (NA)			260		260
Under 5 Swim (NA)		4,672			4,672
Youth Fitness/Weights	305	672	113	867	1,957
Youth General Drop In			21	38	59
Youth LIFE	4	12	1	8	25
Youth LIFE Swim				14	14
Youth Partnerships (NA)	2	10			12
Youth Promotions (NA)			2		2
Youth Racquets (NA)	1,108				1,108
Youth Skate (NA)			1,134		1,134
Youth Skate Hockey (NA)			8		8
Youth Sports	2		2	1,421	1,425
Youth Swim		1,147		2,216	3,363
Total	13,679	49,042	21,265	92,441	176,427

2.2 POINT OF SALE VISITS BY AGE/BUSINESS AREA

Total Point of Sale Drop-Ins by Age/Business Area

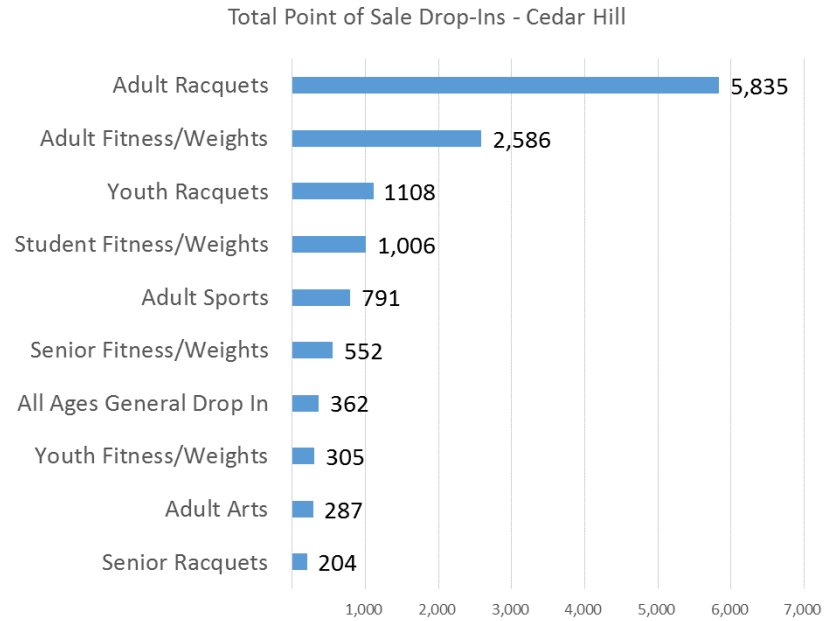


2.3 POINT OF SALE VISITS BY FACILITY



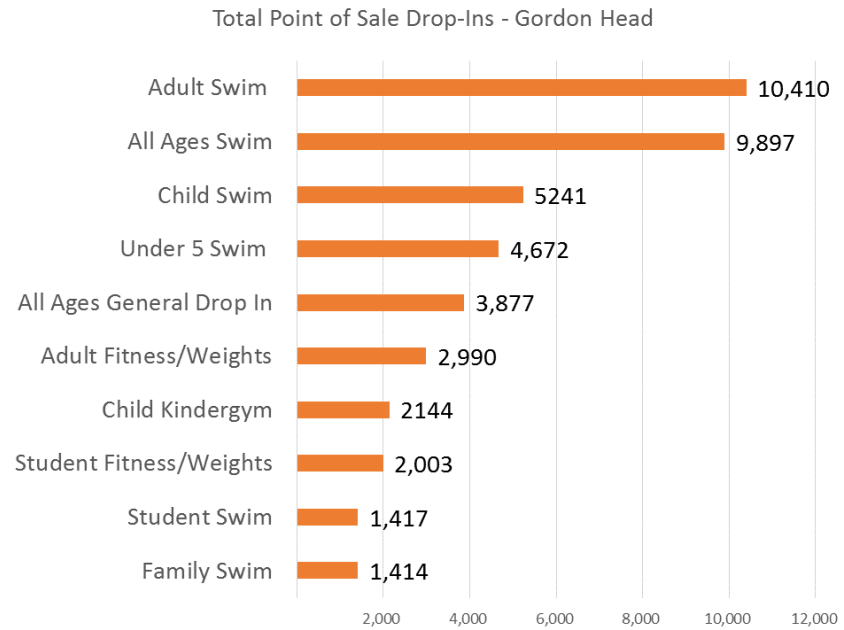
2.3.1 CEDAR HILL RECREATION CENTRE

Child LIFE	1
Family Fitness/Weights	1
Youth Sports	2
Youth Partnerships	2
Youth LIFE	4
Adult General Drop In	5
Senior General	8
Adult LIFE	33
Adult Yoga	40
Student Sports	63
Child Racquets	64
All Ages General Service	107
All Ages Sport	149
Student Racquets	164
Senior Racquets	204
Adult Arts	287
Youth Fitness/Weights	305
All Ages General Drop In	362
Senior Fitness/Weights	552
Adult Sports	791
Student Fitness/Weights	1,006
Youth Racquets	1108
Adult Fitness/Weights	2,586
Adult Racquets	5,835
Total	13,679



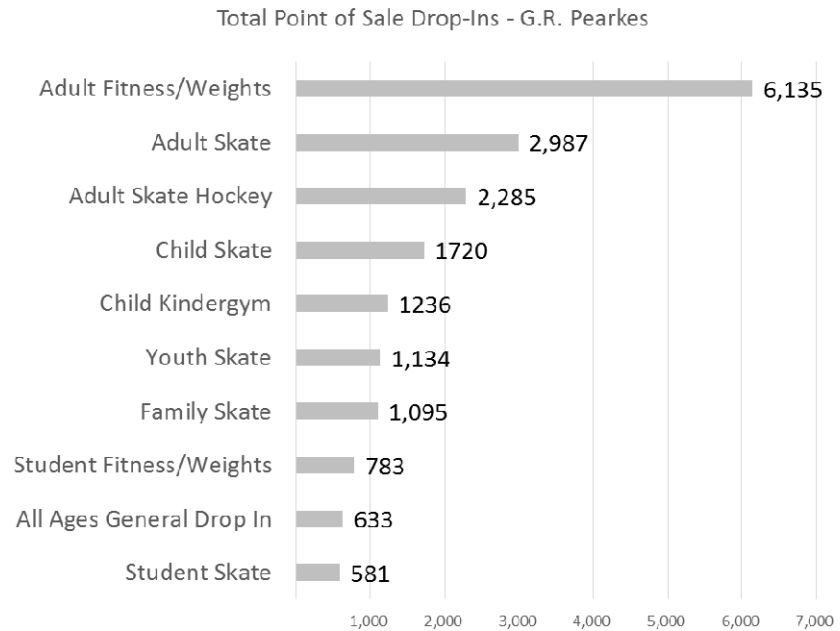
2.3.2 GORDON HEAD RECREATION CENTRE

Adult Yoga	3
Child Sports	5
Family Fitness/Weights	5
Youth Partnerships	10
Youth LIFE	12
Child Kindergym /Swim	18
Child Kindergym LIFE	21
Senior General	27
Adult Sports	58
Child LIFE	80
Adult LIFE	103
Senior Fitness/Weights	242
All Ages Fitness/Weights	429
Youth Fitness/Weights	672
Adult General Drop In	818
Youth Swim	1,147
Senior Swim	1,327
Family Swim	1,414
Student Swim	1,417
Student Fitness/Weights	2,003
Child Kindergym	2144
Adult Fitness/Weights	2,990
All Ages General Drop In	3,877
Under 5 Swim	4,672
Child Swim	5241
All Ages Swim	9,897
Adult Swim	10,410
Total	49,042



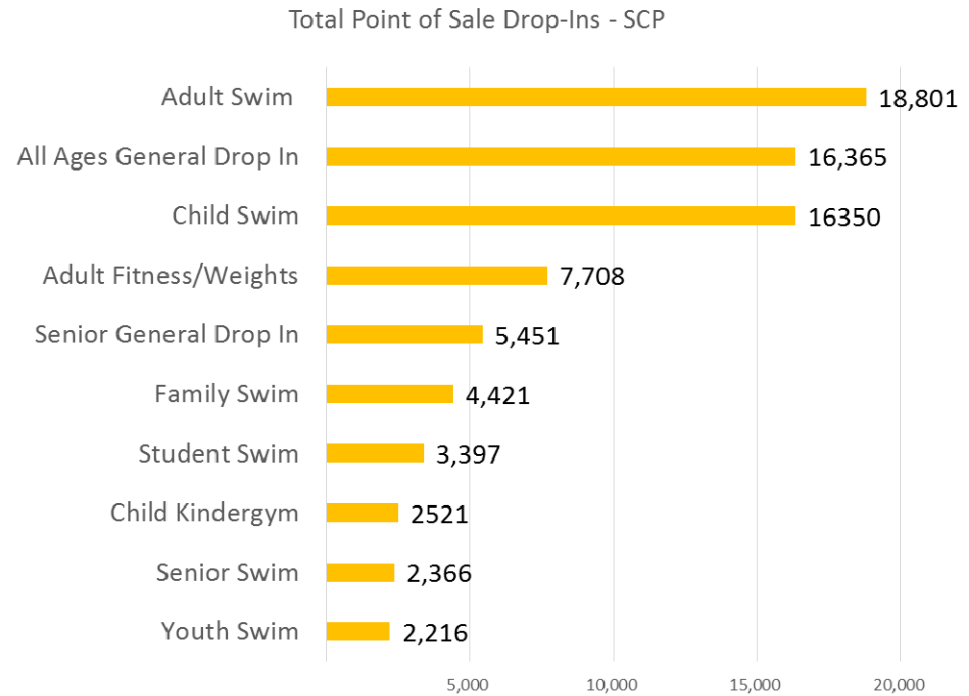
2.3.3 G.R.PEARKES RECREATION CENTRE

Family Fitness/Weights	1
Youth LIFE	1
Youth Sports	2
Youth Promotions	2
Child LIFE	8
Child Hockey	8
Youth Skate Hockey	8
Youth General Drop In	21
Child General Drop In	22
Adult General Drop In	34
Adult LIFE	42
Student Sports	72
Youth Fitness/Weights	113
Student Skate Hockey	152
Senior Skate	193
All Ages General Service	199
Under 5 Skate	260
Senior Skate Hockey	270
Senior Fitness/Weights	320
Senior Sports	473
Adult Sports	475
Student Skate	581
All Ages General Drop In	633
Student Fitness/Weights	783
Family Skate	1,095
Youth Skate	1,134
Child Kindergym	1236
Child Skate	1720
Adult Skate Hockey	2,285
Adult Skate	2,987
Adult Fitness/Weights	6,135
Total	21,265



2.3.4 SAANICH COMMONWEALTH PLACE

Family Weight Room (NA)	1
Youth LIFE	8
Youth LIFE Swim	14
Child LIFE	26
Youth General Drop In	38
All Ages Swim	96
Adult LIFE	109
All Ages Fitness/Weights	132
Adult LIFE Swim	222
Senior Sports	251
All Ages General Service	287
Child Kindergym/Swim	311
Adult Yoga	317
Student Sports	412
Child Childminding	430
Adult Sport	508
Child LIFE Swim	516
Youth Fitness/Weights	867
Adult General Drop In	1,012
Youth Sports	1,421
Senior Fitness/Weights	1,493
Student Fitnss/Weights	2,089
Youth Swim	2,216
Senior Swim	2,366
Child Kindergym	2521
Student Swim	3,397
Family Swim	4,421
Senior General Drop In	5,451
Adult Fitness/Weights	7,708
Child Swim	16350
All Ages General Drop In	16,365
Adult Swim	18,801
Total	90,156



3 MEMBERSHIP PASS USEAGE

3.1 MEMBERSHIP PASS USAGE BY TYPE/BUSINESS AREA

Pass Type/Business Area	# of Scans
General Access	495,355
Subsidy - General Access	41,293
Promotions - General Access	29,012
Squash	11,388
Employee	9,248
Partnerships - Pool & Weight Room	3,261
Fitness	2,552
Personal Training - Fitness	2,479
Rehab	1,807
Kinesiology	1,529
Tennis	573
High Performance - Fitness	401
Physiotherapy	256
Massage Therapy	218
Pottery	125
Physical Therapy	63
General Service	17
Loyalty Pass	13
Sports	11
TOTAL	599,601

3.2 MEMBERSHIP PASS USAGE BY AGE

Age	# of Scans
Adult	246,154
Senior	218,162
All Ages	86,954
Student	46,415
Youth	23,492
Family	14,011
Child	7,880
TOTAL	643,068

Adult - Pass Types	
Pass Type/Business Area	# of Scans
General Access	198,281
Subsidy - General Access	25,800
Squash	8,957
Employee	5,667
Partnerships - Pool & Weight Room	3,261
Fitness	2,552
Promotions - General Access	811
Tennis	573
Pottery	122
Personal Training - Fitness	79
Physical Therapy	35
Loyalty Pass	12
Sports	4
TOTAL	246,154

Child - Pass Types	
Pass Type/Business Area	# of Scans
General Access	4,510
Subsidy - General Access	3,363
Promotions - General Access	7
TOTAL	7,880

Youth - Pass Types	
Pass Type/Business Area	# of Scans
General Access	17,898
Subsidy - General Access	4,962
Squash	632
TOTAL	23,492

Family - Pass Types	
Pass Type/Business Area	# of Scans
General Access	12,375
Squash	1,636
TOTAL	14,011

Student - Pass Types	
Pass Type/Business Area	# of Scans
General Access	46,252
Squash	163
TOTAL	46,415

Senior - Pass Types	
Pass Type/Business Area	# of Scans
General Access	210,977
Subsidy - General Access	7,168
General Service	17
TOTAL	218,162

3.3 MEMBERSHIP PASS USAGE BY FACILITY

Facility	Membership Pass Scans
SCP Total Scans	278,186
GH Total Scans	180,018
CH Total Scans	91,229
Pearkes Total Scans	50,168
TOTAL	599,601

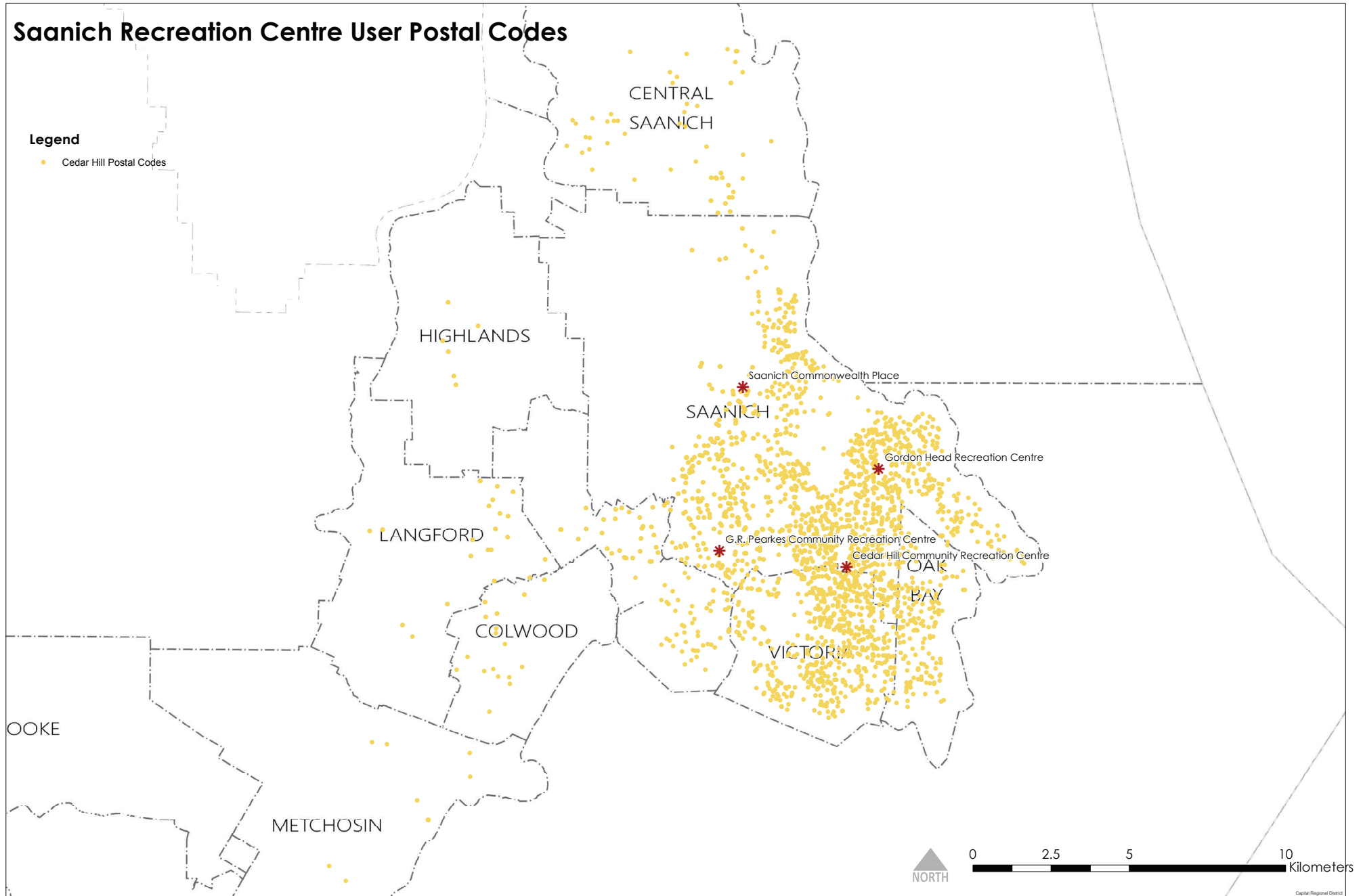
3.4 FINANCIAL ASSISTANCE PASS USAGE

2017 Subsidized Pass Usage		
Age Category	Pass Type	# of Scans
Adults	Subsidy - General Access	25,800
Child	Subsidy - General Access	3,363
Seniors	Subsidy - General Access	7,168
Youth	Subsidy - General Access	4,962
TOTAL	Subsidy - General Access	41,293

Saanich Recreation Centre User Postal Codes

Legend

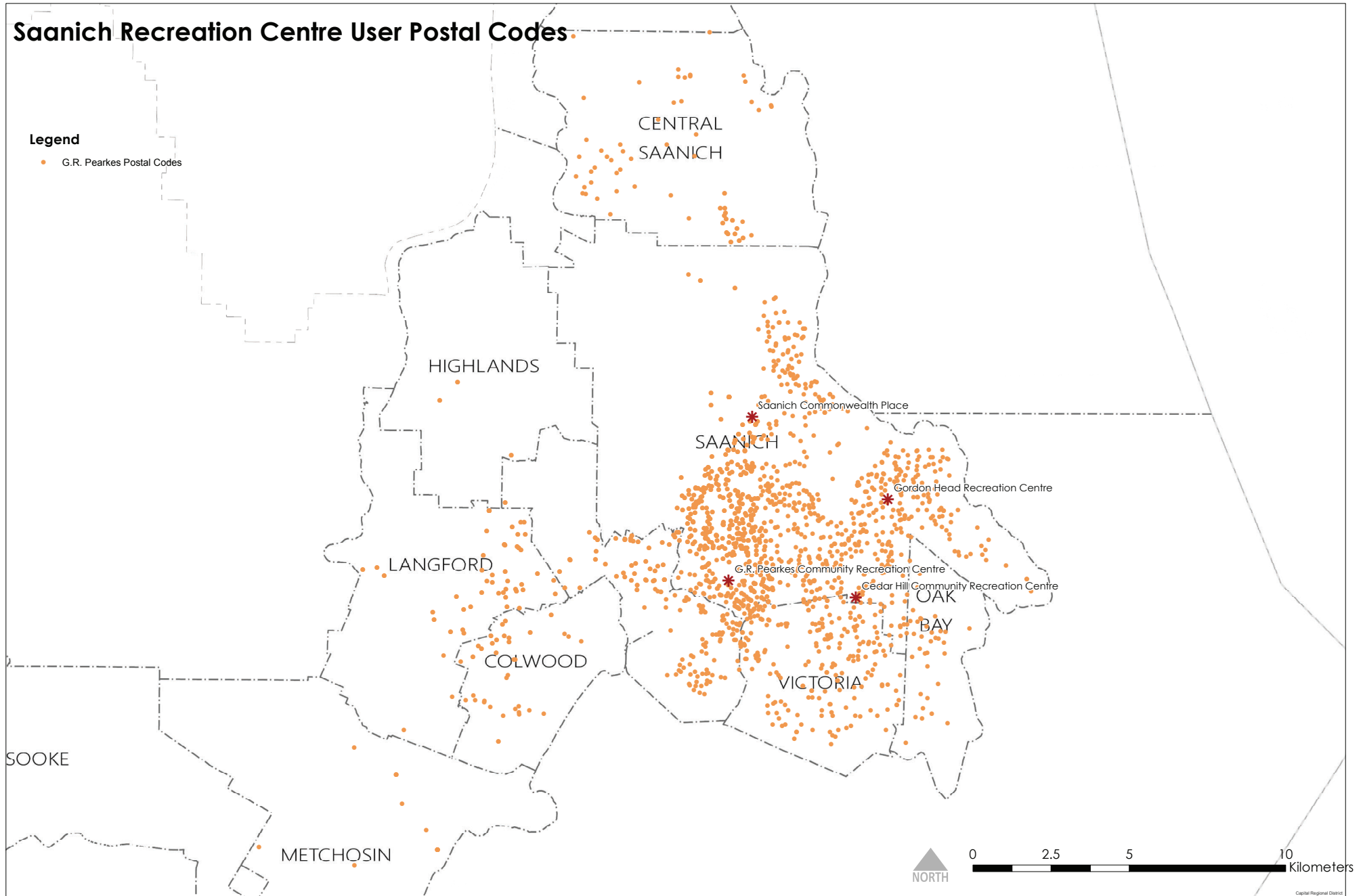
• Cedar Hill Postal Codes



Saanich Recreation Centre User Postal Codes

Legend

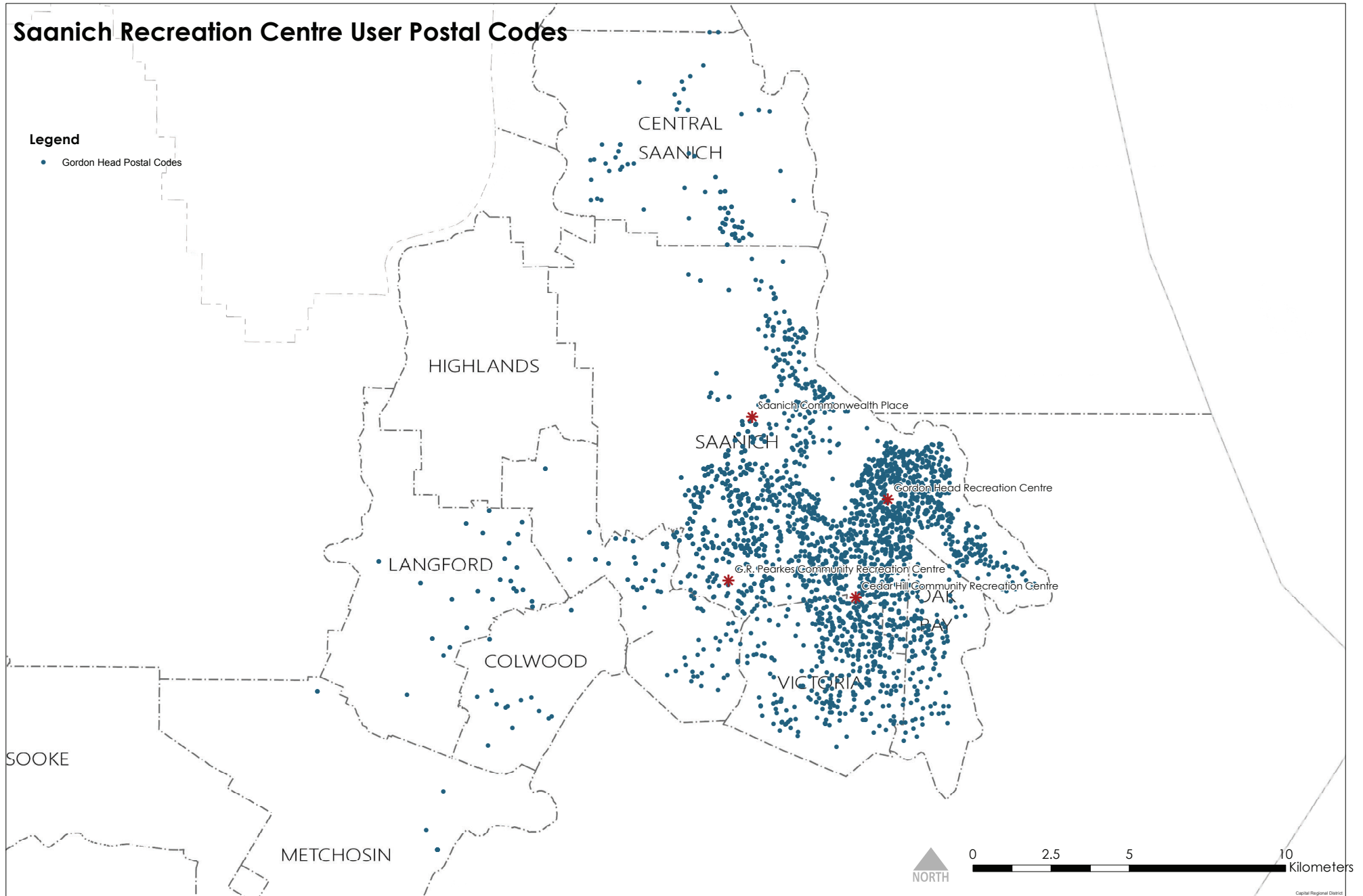
• G.R. Pearkes Postal Codes



Saanich Recreation Centre User Postal Codes

Legend

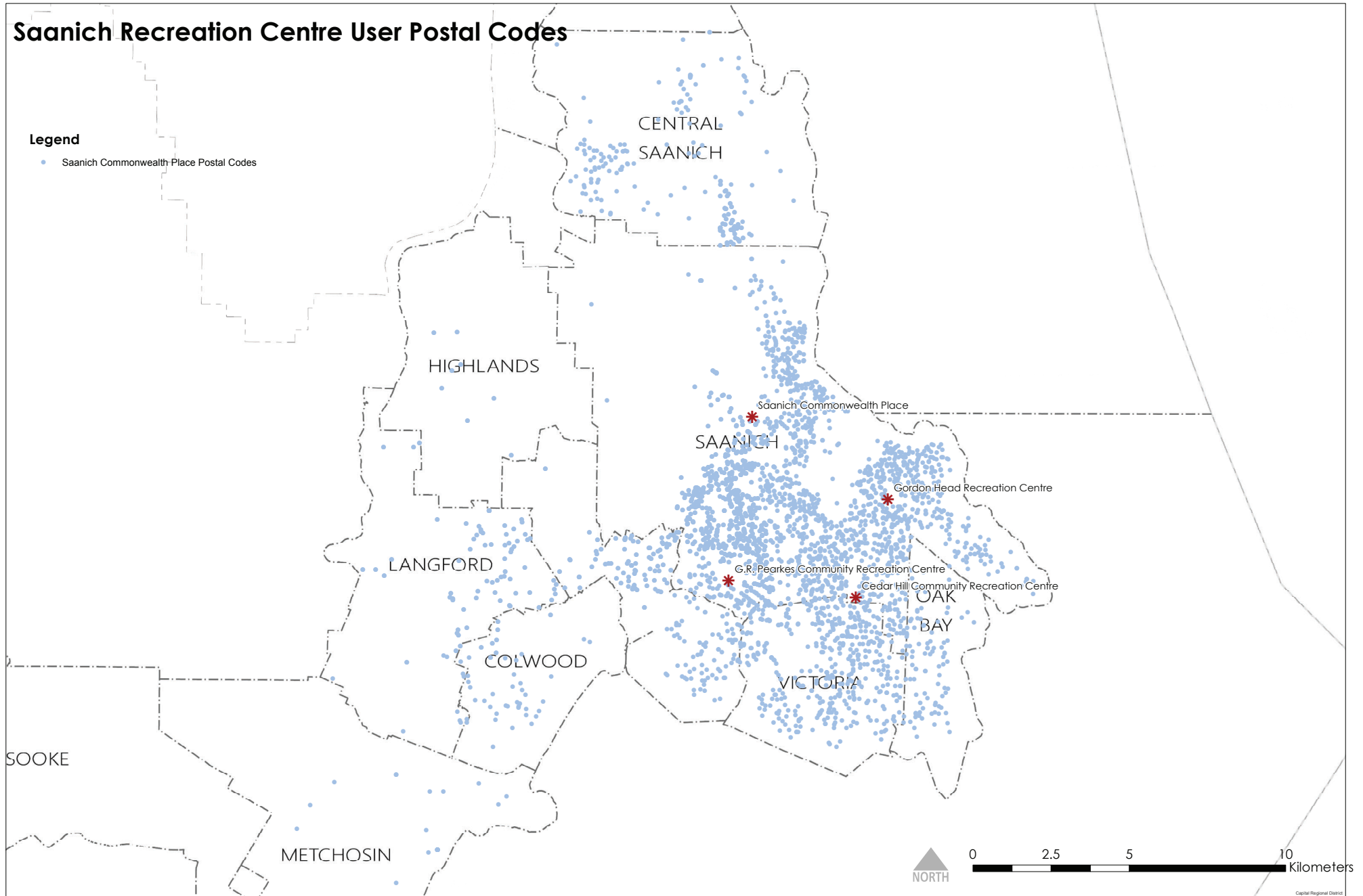
- Gordon Head Postal Codes



Saanich Recreation Centre User Postal Codes

Legend

- Saanich Commonwealth Place Postal Codes



APPENDIX C

DISTRICT FACILITIES UTILIZATION RATES

The following tables summarize the facility utilization rates for each facility during 2017. Additional details for each season are possible, if further exploration is warranted. At face value, all the utility rate data indicates that there is capacity at all four recreation centres. Additional discussion and analysis is needed to determine the other contributing factors that may be affecting facility utilization.

Note: Line items in gray were excluded from the overall facility utility, as these are not programmed spaces that can be reserved and therefore the data does not reflect actual utility of these spaces. They are shown here for clarity regarding what was included and excluded from the analysis.

Table 1: 2017 Cedar Hill Recreation Centre Utilization Rates

CEDAR HILL RECREATION CENTRE			
Facility Space	Hours Utilized	Hours Available	% Utilized
CH Art Room 2	5082:32:00	8760:00:00	58%
CH Tennis Courts All	6470:30:00	11296:00:00	57%
CH Auditorium	3204:00:00	5731:57:00	56%
CH Squash Courts	3584:30:00	9656:40:00	37%
CH Seniors Wing	2488:55:00	6752:30:00	37%
CH Activity Room	2363:25:00	6465:00:00	37%
CH Ceramics Studio	2960:00:00	8760:00:00	34%
CH Dance Studio	1673:50:00	6695:00:00	25%
CH Art Room 1	1592:00:00	8760:00:00	18%
Avg for Program Spaces	29419:42:00	72877:07:00	40%
CH Rental Office	1009:15:00	5640:00:00	18%
CH Weight Room	238:00:00	3139:00:00	8%
CH Lounge	447:15:00	6022:30:00	7%
CH Gallery Cafe	256:35:00	6022:30:00	4%
CH Gallery	238:53:00	8760:00:00	3%
CH Lounge Patio	24:45:00	2986:30:00	1%

Table 2: 2017 Gordon Head Recreation Centre Utilization Rates

GORDON HEAD RECREATION CENTRE			
Facility Space	Hours Utilized	Hours Available	% Utilized
GH Lap Pool	3536:30:00	5202:00:00	68%
GH Bert Richman Auditorium	3169:50:00	5202:00:00	61%
GH Dance/Fitness Studio	2717:16:00	5202:00:00	52%
GH Leisure Pool	2508:00:00	5202:00:00	48%
GH Feltham Room	2426:41:00	5202:00:00	47%
GH Multipurpose Room 1	2270:40:00	5202:00:00	44%
GH Auditorium	2145:29:00	5202:00:00	41%
GH Backdoor Teen Centre	1819:30:00	5202:00:00	35%
GH Wellness Annex	1705:40:00	5202:00:00	33%
GH Kenmore Room	1601:50:00	5202:00:00	31%
GH Preschool Room	1548:00:00	5202:00:00	30%
GH Weight Room	1131:30:00	5202:00:00	22%
GH Pool (incl. Lanes 1-6)	870:00:00	5202:00:00	17%
GH Lawn Bowls	630:45:00	5202:00:00	12%
GH Pool Lane Rental Master 1	354:00:00	5202:00:00	7%
GH Pool Lane Rental Master 2	135:30:00	5202:00:00	3%
Avg for Program Spaces	28571:11:00	83232:00:00	34%

Table 3: 2017 G.R. Pearkes Recreation Centre Utilization Rates

GR PEARKES RECREATION CENTRE			
Facility Space	Hours Utilized	Hours Available	% Utilized
Pearkes Ice Rink Green	6922:58:00	6570:00:00	105%
Pearkes Ice Rink Gold	5237:05:00	6570:00:00	80%
Pearkes Owen Room	3894:10:00	5422:00:00	72%
Pearkes Bell-Irving Room	3858:35:00	5422:00:00	71%
Pearkes SNP Kitchen	2965:08:00	5422:00:00	55%
Pearkes SNP Board Room	2915:39:00	5422:00:00	54%
Pearkes Lam Room	2788:17:00	5422:00:00	51%
Pearkes Fieldhouse Court #1	2639:12:00	5422:00:00	49%
Pearkes Fieldhouse Court #4	2267:10:00	5422:00:00	42%
Pearkes Fieldhouse Court #3	2182:31:00	5422:00:00	40%
Pearkes Fieldhouse Court #2	2088:04:00	5422:00:00	39%
Pearkes Ross Room	1947:00:00	5422:00:00	36%
Pearkes Gardon Room	1940:00:00	5422:00:00	36%
Pearkes Flipside Teen Lounge	1848:00:00	5422:00:00	34%
Pearkes Clubroom	1270:08:00	5422:00:00	23%
Avg for Program Spaces	44763:57:00	83626:00:00	54%
Pearkes QA Office	857:23:00	5422:00:00	16%
Pearkes QA Room	648:47:00	5422:00:00	12%
Pearkes Fieldhouse Parking Lot	624:49:00	5422:00:00	12%
Pearkes Weight Room	455:30:00	5422:00:00	8%
Pearkes Concourse Green	427:30:00	5422:00:00	8%
Pearkes Concourse Front	336:00:00	5422:00:00	6%
Pearkes Concourse Gold	304:00:00	5422:00:00	6%
Pearkes Concession	197:10:00	5422:00:00	4%

Table 4: 2017 Saanich Commonwealth Place Utilization Rates

SAANICH COMMONWEALTH PLACE			
Facility Spaces	Hours Utilized	Hours Available	% Utilized
SCP Teach Pool	5023:15:00	7332:00:00	69%
SCP Competition Pool	8303:30:00	14664:00:00	57%
SCP Garry Oak Room	4076:55:00	7332:00:00	56%
SCP Cedar Room	3928:12:00	7332:00:00	54%
SCP Dive Tank	3750:45:00	7332:00:00	51%
SCP Dance Studio	3106:25:00	7332:00:00	42%
SCP Douglas Fir Room	3100:55:00	7332:00:00	42%
SCP MP Studio	2986:00:00	7332:00:00	41%
SCP Arbutus Room	2833:45:00	7332:00:00	39%
SCP Pacific Dogwood Room	2369:55:00	7332:00:00	32%
SCP Aquatic Classroom	2362:20:00	7332:00:00	32%
SCP Wave Pool	2205:30:00	7332:00:00	30%
SCP Garry Oak A	589:00:00	7332:00:00	8%
SCP Garry Oak B	454:15:00	7332:00:00	6%
Avg for Program Spaces	45090:42:00	109980:00:00	40%
SCP Weight Room	1568:55:00	7524:00:00	21%
SCP Upper Mezzanine	1376:00:00	7332:00:00	19%
SCP Lobby A	1108:30:00	7332:00:00	15%
SCP Lower Lobby	874:00:00	7332:00:00	12%
SCP North Hallway	795:15:00	7332:00:00	11%
SCP Parking Lot	634:15:00	7332:00:00	9%
SCP Lobby B	88:00:00	7332:00:00	1%
SCP Youth Sound Studio	8:00:00	7332:00:00	0%
SCP Youth Centre	37067:30:00	7332:00:00	506%

Note: Youth facilities were excluded due to data anomalies. Clarification/verification of data is needed.