Peninsula

Capital Regional District

625 Fisgard St., Victoria, BC V8W 1R7

Notice of Meeting and Meeting Agenda Peninsula Recreation Commission

Thursday, April 28, 2022

6:00 PM

Via <u>Teleconference</u> Greenglade, Room 6 2151 Lannon Way, Sidney, BC V8L 3Z1

R. Imrie (Chair), H. Gartshore (Vice Chair), K. Frost, C. McNeil-Smith, P. Murray, G. Orr, N. Paltiel, C. Rintoul, R. Windsor

- 1. Territorial Acknowledgement
- 2. Approval of Agenda
- 3. Adoption of Minutes of March 24, 2022
- 3.1 Minutes of the March 24, 2022 Peninsula Recreation Commission meeting

Recommendation: That the minutes of the Peninsula Recreation Commission meeting of

March 24, 2022 be adopted as circulated.

<u>Attachments:</u> <u>Minutes – March 24, 2022</u>

- 4. Chair's Remarks
- 5. Presentations/Delegations
- 5.1 Saanich Peninsula Piranhas Board of Directors
- 6. Commission Business
- **6.1** First Quarter Statement of Operations

Recommendation: There is no recommendation. This report is for information only.

<u>Attachments:</u> Staff Report: Financial Statement of Operations — First Quarter of 2022

6.2 Strategic Plan

Recommendation: That the Peninsula Recreation Commission approve the final draft of the Panorama

Strategic Plan — 2022-2026 as presented

Attachments: Staff Report: Panorama Strategic Plan — 2022-2026

- **6.3** Jumpstart Multi Sport Court Report Verbal
- **6.4** Programs and Services Update Verbal
- 7. New Business
- 8. Adjournment

The next meeting is May 26, 2022



Minutes of a Meeting of the Peninsula Recreation Commission Held Thursday, March 24, 2022, in Room 6 at Greenglade Community Centre, 2151 Lannon Way, Sidney, BC

Present in Room 6:

Commissioners: R. Imrie (Chair), H. Gartshore (Vice-Chair), K. Frost, B. Fallot,

P. Murray, G. Orr, C. Rintoul, N. Paltiel

Staff: L. Brewster, Senior Manager; R. Anderson, Acting Manager, Program

Services; M. Curtis, Manager, Facilities and Operations; S. Henderson, Senior Manager, Real Estate, CRD Real Estate and SGI Administration; M. Medland, Senior Financial Advisor, CRD Financial Services; A. Sharp,

Manager, Administrative Services; D. Toso (recorder)

Present Electronically:

Commissioners: C. Jensen

The meeting was called to order at 5:28 pm

1. Territorial Acknowledgement

Commissioner Frost provided a territorial acknowledgement.

2. Approval of Agenda

MOVED by Commissioner Rintoul, **SECONDED** by Commissioner Orr, That the agenda be approved with the addition of:
-Item 8: Motion to close the meeting

CARRIED

3. Adoption of Minutes of February 24, 2022

MOVED by Vice-Chair Gartshore, **SECONDED** by Commissioner Orr, That the minutes of the February 24, 2022 meeting be adopted.

CARRIED

4. Chair's Remarks

Chair Imrie provided an update on the upcoming Women's Hockey Tournament and the Peninsula Panthers advancing to the final round of the VIJHL championship series.

5. Presentations/Delegations: There were none.

6. Commission Business

6.1 Panorama Recreation Services 2022/2023 Fees and Charges

A. Sharp provided an overview of the report.

Discussion ensued regarding:

- Negotiated fees for banner and Arena B screen are for advertising and not minor hockey
- Fees and Charges were taken into account at budgeting time
- Daycare at Greenglade is a Panorama program so there is no line item for renting out Greenglade classroom for third-party daycare use.

MOVED by Commissioner Rintoul, **SECONDED** by Commissioner Paltiel,

The Peninsula Recreation Commission recommend to the Capital Regional District Board: That the proposed fees and charges be approved for inclusion in the 2022/2023 Fees and Charges Bylaw for Panorama Recreation Services.

CARRIED

6.2 Maintenance Update Report

M. Curtis provided an overview of the report.

MOVED by Vice-Chair Gartshore, **SECONDED** by Commissioner Frost, That the Peninsula Recreation Commission receive this report for information.

CARRIED

6.3 Jumpstart Multi Sport Court Update - Verbal

M. Curtis provided an overview of the report.

MOVED by Commissioner Frost, **SECONDED** by Commissioner Rintoul, That the Peninsula Recreation Commission receive this report for information.

CARRIED

6.4 Jumpstart Multi Sport Court Program Delivery Update - Verbal

R. Anderson provided an overview of the report.

MOVED by Commissioner Orr, **SECONDED** by Commissioner Frost, That the Peninsula Recreation Commission receive this report for information.

CARRIED

7. New Business: There was none.

8. Motion to close the meeting in accordance with the Community Charter Part 4, Division 3, Section 90 (1) (e) the acquisition, disposition or expropriation of land or improvements, if the council considers that disclosure could reasonably be expected to harm the interests of the regional district.

MOVED by Chair Imrie, **SECONDED** by Commissioner Paltiel,

That the Commission close the meeting in accordance with the Community Charter Part 4, Division 3, Section 90 (1) (e) the acquisition, disposition or expropriation of land or improvements, if the council considers that disclosure could reasonably be expected to harm the interests of the regional district.

CARRIED

The meeting was closed at 6:08 pm.

The Commission rose from the closed session at 6:46 pm without report.

9. Adjournment

MOVED by Commissioner Rintoul, **SECONDED** by Vice-Chair Gartshore, That the meeting be adjourned at 6:46 pm.

o p	CARRIED
CHAIR	
RECORDER	



REPORT TO PENINSULA RECREATION COMMISSION MEETING OF THURSDAY April 28, 2022

SUBJECT FINANCIAL STATEMENT OF OPERATIONS – FIRST QUARTER OF 2022

ISSUE

To provide financial information to the Commission for the first quarter of 2022.

BACKGROUND

The first quarter financial results are now available for the period ended March 31, 2022. The statement of operating revenue and expenses for the three months ended March 31, 2022 is attached as Appendix A.

In 2022, conditions remained in flux as health orders continued the uncertainty relating to the pandemic. Arena, racquet sports and adult community recreation are out-performing budget expectations, while weights, fitness and rehab continues to be impacted by restrictions. Youth community recreation has been relatively unaffected and is on track with budget. Revenue reductions are largely offset by reduction in cost related to the supply of programs and activities and the close monitoring of discretionary expenditures.

After three months of operations, actual results should be at 25% of budget utilization.

- Overall revenue is on target at 24% of budget utilization, with admission revenue lower than budget and rentals well over budget expectations.
- Program revenue is slightly below budget at 21% budget utilization. Aquatic youth lessons
 are not meeting budget expectations; weights, fitness and rehab programs are increasing
 in participation at slightly lower than budget expectations; youth community recreation is
 meeting budget expectations; while arena, adult community recreation and racquet sports
 adult programs are exceeding budget expectations.
- Rental revenue was over budget expectation at 37% budget utilization. Court rentals are well over budget expectations with revenue greater than the same period in prior years. Ice and aquatic rentals are also over budget expectations.
- Overall direct operating costs were below budget expectations due to reduced programs, services and facility use.
- Overall indirect costs are slightly below budget expectations at 22% budget utilization.
- All expenses are closely monitored and continue to remain within forecasted values.

CONCLUSION

Overall performance is on target with budget expectations, even though health orders impacted the operation during the first quarter of 2022. Arena, adult community recreation and racquet sports will likely out-perform budget expectations and balance out areas below budget expectation such as weights, fitness and rehab.

RECOMMENDATION

There is no recommendation. This report is for information only.

Submitted by:	Allison Sharp, Manager Administrative Services, Panorama Recreation
Concurrence:	Lorraine Brewster, Senior Manager, Panorama Recreation

ATTACHMENT:

Appendix A – Panorama Recreation – Statement of Operations (3 Month ended March 31, 2022)

APPENDIX A - PANORAMA RECREATION - STATEMENT OF OPERATIONS (3 MONTH ENDED March 31, 2022)

	% of Budget	2022	2022 Year	2021 Year	Actual difference 2021 to 2022	2020 Year	2019 Year	2018 Year
DIRECT OPERATING REVENUES Admissions & pass sales	Utilized 18%	1,399,736	247,749	200,956	in Dollars by % 46,792 23%	324,253	389,253	364.943
Partnerships (Employee Wellness included until Mar 2020)	0%	2,000	-		0 #DIV/0!	46,443	54,120	48,111
Programs Rentals	21% 37%	1,960,528 914,946	419,434 340,046	238,288 236,666	181,146 76% 103,380 44%	372,264 195,362	406,710 281,437	424,165 282,722
Sponsorships, grants & donations Other (fees, commissions)	68% 18%	92,177 122,013	62,962 22,274	9,461 6,861	53,501 565% 15,413 225%	88 36,905	2,863 37,123	2,738 40.784
TOTAL DIRECT OPERATING REVENUES	24%	4,491,400	1,092,464	692,232	400,232 58%	975,315	1,171,506	1,163,462
DIRECT OPERATING EXPENSES								
Instructional Services	15% 13%	357,457 145,263	54,519 19,553	33,185 4,799	21,334 64% 14,755 307%	71,513 18,729	70,034 29,621	78,836 32,332
Operating supplies Repairs & Maintenance (pool, arena, racquet)	10%	213,388	22,362	23,798	(1,435) -6%	19,300	36,158	21,707
Travel & vehicle costs	42%	16,984	7,073	5,894	1,179 20%	5,055	5,847	6,782
Wages & Benefits Other (Staff training, licences, fees, dues, memberships)	19% 19%	2,758,225 32,341	530,921 6,089	352,520 3.794	178,401 51% 2.296 61%	541,478 8.761	525,804 12.502	512,184 11,663
TOTAL DIRECT OPERATING EXPENSES	18%	3,523,658	640,518	423,989	216,529 51%	664,836	679,965	663,503
CONTRIBUTION DIRECT OPERATIONS	47%	967,741	451,947	268,243	183,703 68%	310,479	491,540	499,959
INDIRECT EXPENSES- ADMIN., MAINTENANCE								
Advertising Capital	8% #DIV/0!	46,665	3,572	3,694 128	(123) -3% (115) -90%	8,391	10,378	4,000
Contract for services & legal	45%	44,727	20,114	6,437	13,677 212%	2,273	7,608	4,246
CRD charges (IT, HR, payroll, finance) Insurance	24% 0%	477,784 45,820	117,048	128,520	(11,472) -9% - #DIV/0!	109,147	91,905	85,344
Leasehold Improvements	0%	40,000	-	-	- #DIV/0!	-	-	-
Licences, fees & dues	17%	122,172	20,561	16,715	3,847 23%	10,181	19,079	20,113
Rentals - Facilites and Equipment (CSCC & NSMS) Repairs & Maint. (general)	7% 12%	79,981 104,770	5,714 12,603	(18,170) (896)	23,884 -131% 13,499 -1507%	(29,334) 20,039	1,708 10,476	(556) 16,570
Supplies	37%	154,277	56,741	44,837	11,904 27%	59,312	43,214	34,484
Travel & vehicle costs	24% 23%	28,467 701,425	6,738	10,095	(3,358) -33% 86,038 110%	4,856	3,652	7,230
Utilities (hydro, sewer, water & phone) Wages & Benefits	23%	2,858,378	164,130 618,621	78,092 528,946	89,675 17%	141,198 704,323	118,045 611,519	110,381 600,870
Other (meetings, printing costs,admin. staff training)	18%	57,786	10,563	660	9,903 1501%	11,759	14,497	12,234
Contingency TOTAL INDIRECT EXPENSES	0% 22%	50,000 4,812,252	1,036,418	799,059	237,359 30%	1,042,144	932,081	894,916
	2270	1,012,202	1,000,110		20.,000	.,0.2,	552,551	00 1,0 10
INDIRECT REVENUES Payments in lieu of taxes & Recovery	110%	159,359	175,170	161,891	13,279 8%	160,875	170,910	191,783
Interest income	0%	9,420	-	487	(487) -100%	(378)	334	
TOTAL INDIRECT REVENUES	104%	168,779	175,170	162,378	12,792 8%	160,497	171,244	191,783
NET CONTRIBUTIONS (DEFICIT)	11%	(3,675,732)	(409,301)	(368,437)	(40,864) 11%	(571,168)	(269,296)	(203,174)
TRANSFERS & DEBT Equipment Replacement Fund	25%	396,000	99,000	53,793	45,207 84%	99,000	99,000	81,250
Transfers to General Capital Fund	#DIV/0!	396,000	99,000	55,795	45,207 64% - #DIV/0!	99,000	99,000	61,250
Transfer to Capital Reserve fund	0%	308,402	-	-	- #DIV/0!	-	-	-
Transfer to Internal Reserve Debt-interest payments	0% 0%	7,961 294,954	_	224	- #DIV/0! (224) -100%	1,821	791	421
Debt-Principal payments	0%	507,439	=	-	- #DIV/0!	-	-	-
MFA Debt Reserve interest TOTAL TRANSFERS & DEBT	7%	1,514,756	99,000	54,017	- 44,983 83%	100,821	99,791	81,671
NET BEFORE REQUISITION & PRIOR YEAR SURPLUS	10%	(5,190,487)	(508,301)	(422,454)	(85,847) 20%	(671,989)	(369,088)	(284,845)
Requisition	0%	5,190,486		_	- #DIV/0!			_
Prior year's surplus	078	-	-	259,421	(259,421)	-		
NET OPERATIONS		(1)	(508,301)	(163,033)	(345,268) 212%	(671,989)	(369,088)	(284,845)



REPORT TO PENINSULA RECREATION COMMISSION MEETING OF THURSDAY, APRIL 28, 2022

SUBJECT Panorama Recreation Strategic Plan – 2022-2026

ISSUE SUMMARY

To seek approval for the final draft of the Panorama Recreation Strategic Plan – 2022-2026.

BACKGROUND

The Peninsula Recreation Commission has developed a new five-year strategic plan to prioritize and guide future initiatives for the delivery of recreational programs and services for the municipalities of Sidney, North Saanich and Central Saanich, as well as the residents of the Pauquachin, Tsawout, Tseycum and Tsartlip First Nations. The previous strategic plan came to term at the end of 2021.

The Peninsula Recreation Commission served as an advisory group for the plan and was engaged through a series of workshops at key steps in the strategic plan development process. Panorama Recreation staff also played a role in advising and supporting the consulting team that was retained to coordinate the development of the strategic plan.

Community engagement and research was undertaken to ensure that community needs, trends, and priorities on the Saanich Peninsula were identified. The analysis of the engagement and research findings assisted the project team and Commission in the development of the strategic plan.

<u>ALTERNATIVES</u>

Alternative 1

That the Peninsula Recreation Commission approve the final draft of the Panorama Strategic Plan 2022-2026 as presented.

Alternative 2

That the final draft of the Panorama Strategic Plan 2022-2026 be amended, as directed by the Peninsula Recreation Commission.

IMPLICATIONS

Environmental & Climate Implications

A number of potential projects and space needs were identified and prioritized through the strategic plan. Infrastructure enhancements, expansions and/or new development will be aligned with the regional Climate Action Strategy to reduce greenhouse gas emissions.

Intergovernmental Implications

Staff and the consultant reached out to the municipalities of Sidney, North Saanich and Central Saanich to share information through the strategic plan process and to ensure that the new strategic plan is aligned with the three municipalities' Official Community Plans. A representative from the WSÁNEĆ Leadership Council provided feedback, as well as set up a meeting with a number of representatives from the council to discuss the strategic plan.

Social Implications

Recreation programs and services provide mental, physical and social well-being and help to build strong families and communities. The strategic plan will continue to guide and build on future recreation programs and services.

Financial Implications

Staff prepare recommendations regarding funding, timing and service levels to deliver the next year's work through the annual service planning and financial planning process. Some of the action items identified in the Panorama Strategic Plan can be accomplished within existing service levels. Priority items that will require service adjustments will be progressed through work plans in 2023 that reflect subsequent budget planning. Staff will continue to leverage partnerships, programs and grant funding opportunities.

Service Delivery Implications

The strategic plan identifies the need to explore cost-effective opportunities to meet indoor community space and program service gaps. An increase in service delivery would be reviewed for consideration through the 2024 service planning and financial planning process.

Alignment with Board & Corporate Priorities

The 2019-2022 Capital Regional District (CRD) Corporate Plan highlighted recreation as one of the fifteen regional community needs. The CRD Board envisioned residents having access to appropriate and affordable recreation opportunities, an aspiration that the Panorama Strategic Plan 2022-2026 will advance by enhancing existing infrastructure and delivering additional recreational programming for residents.

CONCLUSION

The new five-year Panorama Strategic Plan outlines the vision for future programs and services. This plan will ensure that the Peninsula Recreation Commission and Panorama Recreation staff will make informed decisions for the delivery of recreation programming and facilities that are effective, efficient and align with community need.

RECOMMENDATION

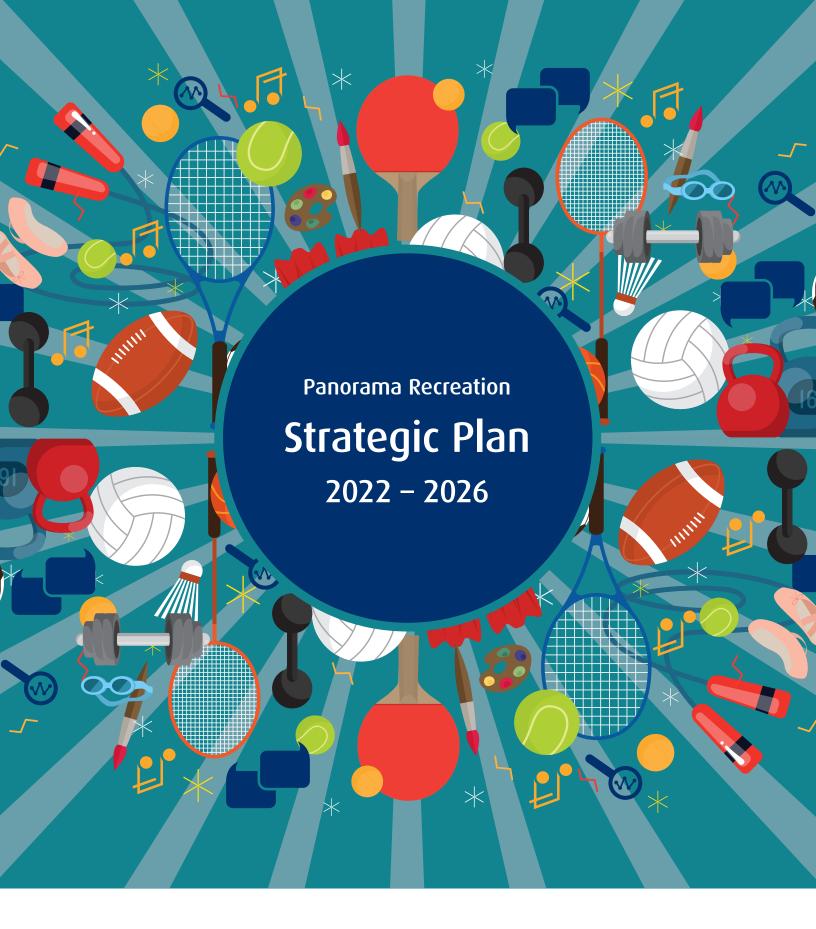
That the Peninsula Recreation Commission approve the final draft of the Panorama Strategic Plan 2022-2026 as presented.

Submitted by:	Lorraine Brewster, Senior Manager, Panorama Recreation Centre
Concurrence:	Larisa Hutcheson, P. Eng., General Manager, Parks & Environmental Services

ATTACHMENTS:

Appendix A: Panorama Recreation Strategic Plan – 2022-2026 Appendix B: What We Learned – Engagement and Research Findings Report

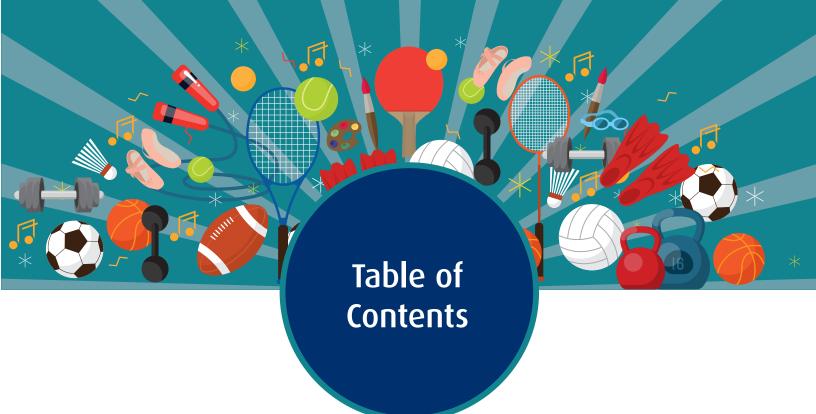
Appendix C: Internal Workshops Summary



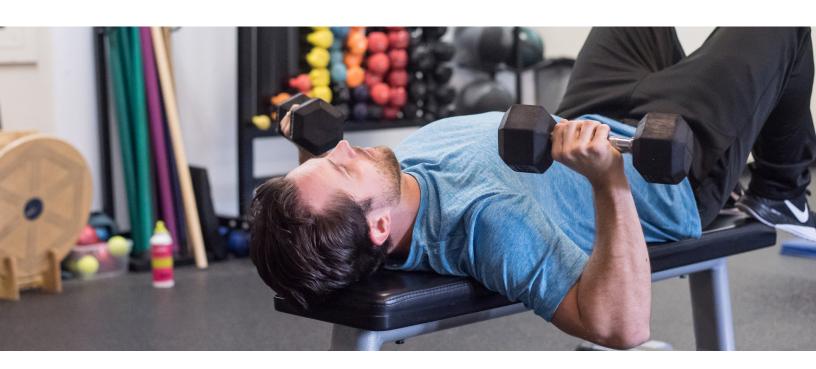


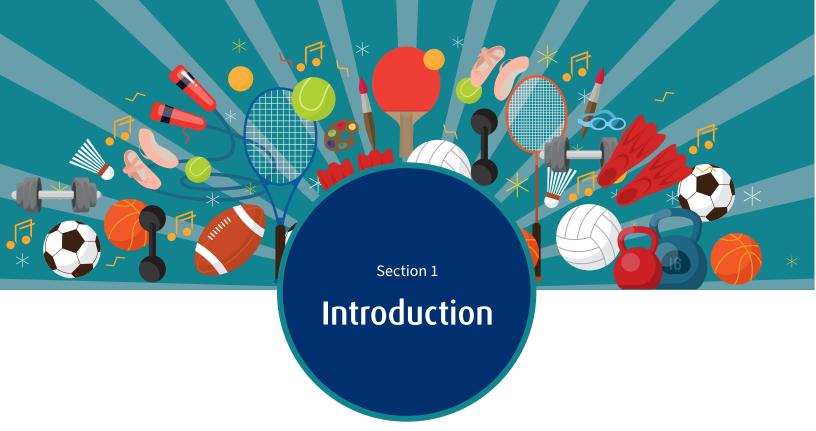






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2 Engagement and Research Summary	3	5 Programming, Service Delivery, and	
3 Strategic Plan Foundations	7	Community Capacity Building Focus	
Mission	8	Areas	15
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The Peninsula Recreation Commission (Panorama Recreation) has developed this new 5-year Strategic Plan to help prioritize and guide future initiatives and optimize the overall delivery of recreational opportunities. The new 5-Year Strategic Plan will furthermore help Commission members and staff make informed decisions across a number of areas and ensure the delivery of recreation programming and facilities is effective, efficient and aligned with resident needs.

About Panorama Recreation

The Peninsula Recreation Commission (Panorama Recreation) is a partnership of the municipalities of Sidney, North Saanich and Central Saanich, which are located just north of Victoria, B.C. on the Saanich Peninsula. The Commission serves the approximately 40,000 residents in these municipalities as well as the 2,400 residents of the Pauquachin, Tsawout, Tseycum and Tsartlip First Nations. Funding for the Commission's operations comes from user fees and requisitions from the three municipalities.

The main facility and service location is the Capital Regional District's Panorama Recreation Centre.

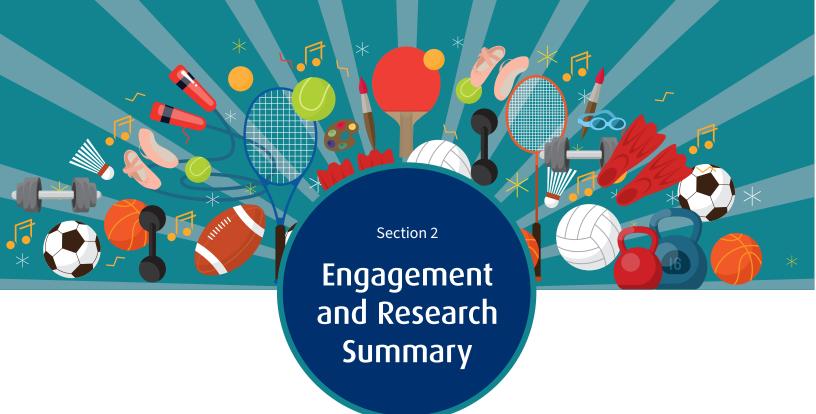
Panorama Recreation also operates the Greenglade Community Centre and offers some programming a the North Saanich Neighbourhood of Learning and Central Saanich Cultural Centre.

The following graphic summarizes the process used to develop the Strategic Plan. As reflected by the graphic, the Strategic Plan has been informed by research and community engagement (as further summarized in Section 2).



The Peninsula Recreation Commission served as an advisory group for the project and was engaged through a series of workshops at key steps in the Strategic Plan development process. Panorama Recreation staff also played an important role in advising and supporting the consulting team that was retained to coordinate the development of the Strategic Plan.





Engagement and research was undertaken to ensure that community needs, trends, and priorities on the Saanich Peninsula were well understood. The analysis of the engagement and research findings guided the project team and Commission in the development of the Strategies and Actions contained in Sections 5 and 6.

Provided in this section is an overview of the engagement and research methods and key themes.

The detailed findings from the engagement and research are contained in the "What We Learned" Engagement and Research Finding Report.





Stakeholder
Discussion Sessions

(8 discussion sessions)



Youth Survey

(256 responses)



Community Group

Questionnaire

(11 responding organizations)



(505 responses)

Overview of the Project Engagement

Overview of the Project Research



Service Area Analysis



Review of Utilization Data



Identification of Key Trends and Leading Practices

Key Themes from the Research and Engagement



Recreation is extremely valued and important to residents and their quality of life.



Beyond their own personal wellbeing, residents on the Peninsula appreciate the broad-based community and regional benefits provided by quality recreational opportunities.



Satisfaction levels with recreation programming and facilities is generally strong, but always with opportunities for improvement and a need to meet emerging needs and trends.



Age and the presence of children in households are key factors that influence activity participation and demand.



There is a continued demand for aquatics programming and the pool at the Panorama Recreation Centre is a highly valued amenity.



Recognizing that resources are finite, residents generally support the exploration of continued opportunities to develop new and enhanced spaces and support amenities that can improve the experience and facilitate new types of activities.



Like most geographic areas, the distribution of (and access to) recreation infrastructure is unbalanced across the Peninsula. Partnerships, outreach initiatives and potentially future facility development are all options that residents think should be explored to continue seeking geographic equity and reducing barriers to participation.



Other Important Community Characteristics and Potential Indicators of Recreation Need Over the Next Five Years

*Additional detail can also be found in the "What We Learned" Engagement and Research Findings Report.



The population of the recreation service area on the Peninsula is estimated at just over 40,000 residents. Growth rates over the past decade have ranged between 1-2% annually (slightly below, but generally aligned with, provincial averages).



All three of the municipal partners have recently or are in the process of renewing their Official Community Plans (OCP). OCP's are the overarching planning document in a municipality in British Columbia and outline the potential for future growth as well as the role that community services (including recreation) play in fostering quality of life.



The median age of residents on the Peninsula is older than the provincial average (Sidney: 59.8 years, North Saanich: 56.2 years, Central Saanich: 50.4 years, British Columbia: 45.5 years).



Current service provision levels for arenas (2 total ice rinks; 1 rink for every 20,000 residents) and pools (1 pool facility that services 40,000 residents) are generally well-aligned with those in urban areas across British Columbia.



The arenas, pool, and weight room at the Panorama Recreation Centre are well utilized. Most other spaces and amenities at the Panorama Recreation Centre and Greenglade Community Centre receive moderate to good levels of utilization but have capacity for more use.

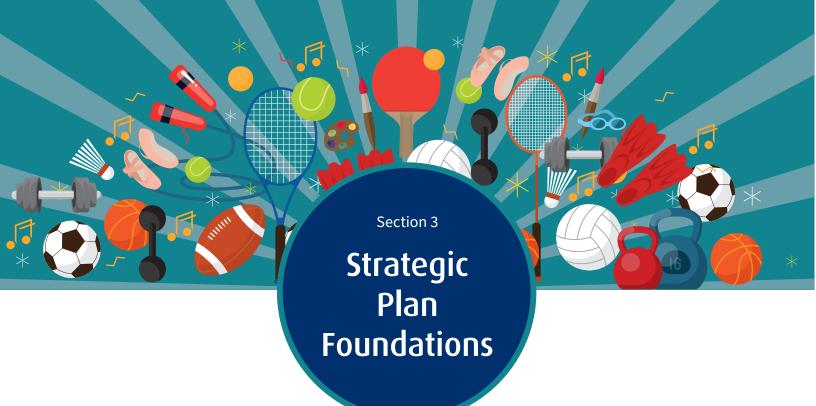


Spatial analysis reflects that approximately half of residents on the Peninsula are located within a 10-minute drive of an indoor recreation facility. Those residents that do not live within this catchment radius may perceive a recreation service level gap.



Trends and leading practices in the provision of public recreation infrastructure reflect the importance of ensuring that facilities are inclusive, accessible and perceived as providing a quality experience. These factors influence overall satisfaction levels and perspectives on community needs and gaps.





Recreation services are provided to achieve public benefit to all. Even those residents that don't regularly use facilities or participate in programming benefit from recreation by living in more vibrant, cohesive, healthier, and safe community.

The provision of recreation facilities and programming is also most efficiently and effectively provided when grounded in a clear understanding of the purpose, desired outcomes, and rationale for the ongoing investment in these services. This section outlines a **Mission and Service Delivery Objectives** that will guide Panorama Recreation over the next five years and provide a value based foundation for service delivery.



Mission

Panorama Recreation promotes individual and community wellness by providing recreation opportunities in an effective and efficient manner reflecting the needs of our communities.

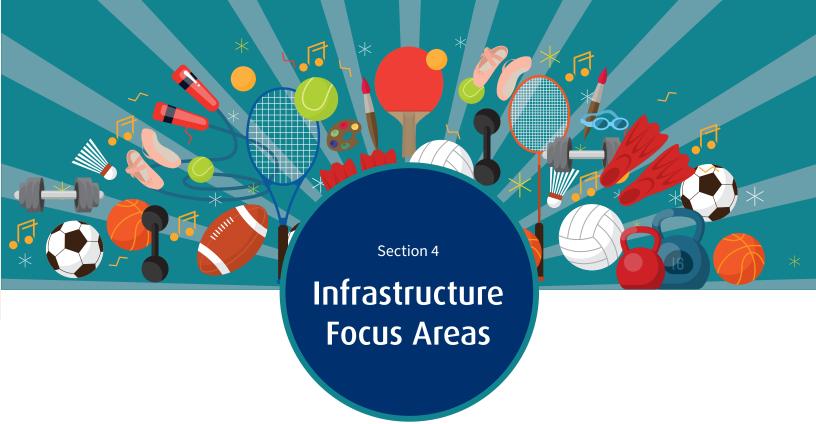
A <u>Mission</u> statement articulates an organization's primary reason for existence and high-level purpose. This Mission statement for Panorama Recreation has been renewed from the previous 5-year Strategic Plan.



Service Delivery Objectives

5 <u>Service Delivery Objectives</u> have been identified to provide tangible and measurable pillars that will guide the focus of Panorama Recreation as well as create potential performance indicators that can be used to assess the success and impacts of future investment and actions. These Service Delivery Objectives further the Mission statement and important resident values identified through the community engagement process.

Service Delivery Objective	What does this mean over the next 5 years?			
Inclusive	Recreation services are available to all residents regardless of age, ability level, socio-economic conditions, disability, sexual orientation, race, ethnicity, and location of residency on the Peninsula. Panorama Recreation will continue to evaluate its "mix" of activity offerings on an ongoing basis to ensure it provides recreation for all.			
Aligned	Panorama Recreation is focused on providing services that are aligned with community need and leverage the nighest possible amount of public benefit. Recognizing the dynamic nature of recreation services, Panorama Recreation will adapt as community needs and priorities evolve.			
Quality Focused	Programming offered by Panorama Recreation is of the highest possible quality and aligned with best practice. There is a continued culture of excellence and service quality within the organization that drives decision making and delivery.			
Collaborative	Panorama Recreation recognizes the delivery of recreation and related programming is best achieved through building relationships and community collaboration. Doing so will help maximize participation, leverage available resources, and expand the reach of services to more residents. Partnerships and collaborations will take a number of different forms (formal, informal, Panorama Recreation led, community led, etc.).			
Sustainable	 Panorama Recreation is committed to two types of sustainability: Practices that reduce its environmental footprint and use of resources, thereby reflecting a commitment to addressing climate change and showing environmental leadership. Ensuring that recreation services (facilities and programming) are financially sustainable within the funding realities of the three partner municipalities. 			



Panorama Recreation operates two facilities, the Panorama Recreation Centre and the Greenglade Community Centre. In addition to those facilities, Panorama Recreation also provides programming at the Central Saanich Cultural Centre and North Saanich Neighbourhood of Learning. The ongoing costs of operating recreation infrastructure is significant, and Panorama Recreation will need to balance sustaining existing facilities with evaluating potential capital projects (including facility enhancements, expansions and new development).

Throughout the research and community engagement a number of potential projects and space needs were identified. Recognizing that Panorama Recreation will not have the resources to undertake all desired projects, priorities and realistic approaches need to be set.

Provided as follows in this section are Strategies and Actions pertaining to the potential projects that were brought forward and prioritized through the strategic planning process. Timing for each of the Actions is also identified.

Amenities at the Panorama Recreation Centre

- Pool
- Ice arena with two sheets of ice
- Weight room
- Indoor and outdoor tennis courts
- Racquetball and squash courts
- Numerous program rooms and multi-purpose space
- Fitness studic

Amenities at the Greenglade Community Centre

- Community gymnasium
- Weight room
- Fitness and dance studio
- Preschool
- Teen lounge
- Program rooms and multi-purpose spaces
- Pottery studio

Facility / Amenity	Strategy (What is the overall future approach for this area of programming and service delivery?)	Actions (What actions are needed to implement the overall Strategy?) Short Term (ST) = 0 to 3 Years Medium Term (MT) = 3 to 5 Years Long Term (LT) = 5+ years or undetermined	Rationale (What is the justification behind the suggested Strategy and Actions?)
Arena	Modernize the arena support spaces with a focus on equity and functionality.	A1: Proceed with design work and cost analysis for enhancements to the arena dressing rooms and adjacent support spaces. ST A2: Engage in dialogue with arena stakeholders to explore dressing room upgrades and partnership opportunities that can provide a public benefit. ST	 The current arena dressing rooms at the Panorama Recreation Centre do not align with modern standards and best practices for gender equity and accessibility. The arenas at the Panorama Recreation Centre continue to be well-utilized, especially during prime times and peak seasons. Trends and leading practices support providing recreation amenities and spaces that foster social connections. Improvements undertaken to the arena dressing rooms may also provide secondary, value-based modernization opportunities (e.g. accessibility improvements, re-configuring of inefficient spaces, etc.).

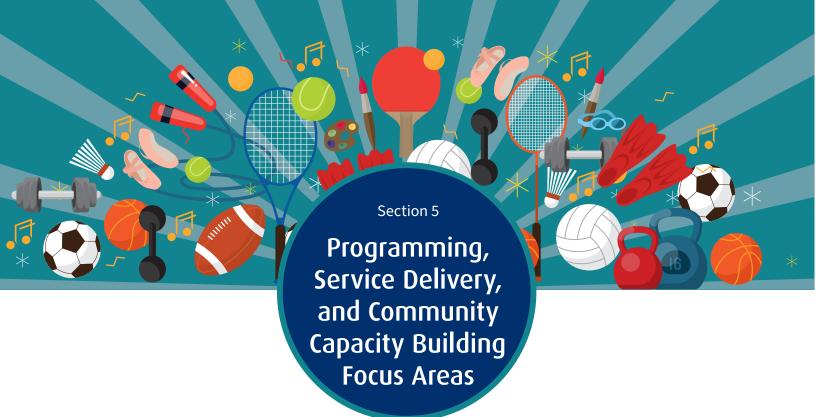


Facility / Amenity	Strategy (What is the overall future approach for this area of programming and service delivery?)	Actions (What actions are needed to implement the overall Strategy?) Short Term (ST) = 0 to 3 Years Medium Term (MT) = 3 to 5 Years Long Term (LT) = 5+ years or undetermined	Rationale (What is the justification behind the suggested Strategy and Actions?)
Dry-Floor Recreation, Sport and Wellness Spaces	Explore the viability and cost impacts of projects that can address gaps and expand recreation and related opportunities.	A3: Explore cost effective opportunities to meet indoor community space needs and identified gaps in Central Saanich. Undertaking this action may require further feasibility analysis and/or partnership discussions. ST A4: Consider the feasibility of developing a multi-sport facility in Central Saanich. ST / MT A5: Continue to monitor utilization of the weight room and other fitness, wellness, and program spaces at the Panorama Recreation Centre. If capacity challenges persist (or increase) over the next few years, proceed with investigating expansion options and cost impacts. MT	 The Central Saanich Recreation Needs Assessment (2019) reflected that there is a perceived service gap and desire for additional recreation opportunities in the Central Saanich area. Spatial analysis of indoor recreation facilities across the Peninsula validated that some residents may face geographic accessibility barriers. Available utilization data and the community engagement suggests that fitness and wellness spaces at the Panorama Recreation centre are well utilized. However, the long term impacts of the pandemic on activities and utilization require monitoring. Expanded dry floor recreation, sport and wellness facilities emerged as a priority through the engagement. Capital investment (expansions, retrofits, and new development) needs to be carefully examined to ensure limited resources and used in the most effective and viable manner.

Facility / Amenity	Strategy (What is the overall future approach for this area of programming and service delivery?)	Actions (What actions are needed to implement the overall Strategy?) Short Term (ST) = 0 to 3 Years Medium Term (MT) = 3 to 5 Years Long Term (LT) = 5+ years or undetermined	Rationale (What is the justification behind the suggested Strategy and Actions?)
Food Services	Make a decision on the best course of action to enhance food services at the Panorama Recreation Centre.	A6: Develop a business case for the provision of food services at Panorama Recreation Centre. ST	 Engagement undertaken previously by Panorama Recreation and for the Strategic Plan support demand for enhanced food services (enhancing food services and social spaces was top 5 priority in both the Public and Youth Surveys). Trends support that food services are an increasingly important aspect of the facility user experience and creating community connectedness. The long-term viability of food services at the Panorama Recreation Centre requires further analysis (it is unclear as to whether a critical mass or other location factors exists to support profitability).
Pickleball	Play a leadership role in helping to better understand indoor and outdoor pickleball needs and determine the best future course(s) of action.	A7: Conduct a pickleball strategy to further explore and understand participation levels, trends, and future infrastructure needs (and the best approaches for meeting these needs). ST	 Pickleball is an emerging sport and there are indications of demand for more infrastructure to support the sports growth in popularity. Further clarity is needed to understand the best locations for pickleball courts, the pros and cons of dedicated vs multi-use courts, the scale of court facilities needed, and the responsibility for providing pickleball courts.

Facility / Amenity	Strategy (What is the overall future approach for this area of programming and service delivery?)	Actions (What actions are needed to implement the overall Strategy?) Short Term (ST) = 0 to 3 Years Medium Term (MT) = 3 to 5 Years Long Term (LT) = 5+ years or undetermined	Rationale (What is the justification behind the suggested Strategy and Actions?)
Aquatics	Monitor pool utilization and activity trends and use this information to inform long-term actions and resource allocation.	A8: Ensure internal data collection systems enable sufficient tracking and analysis of overall pool utilization, trends, and preferences. ST A9: Budget for a pool expansion study when the trigger of 6-7 swims per capita is met over at least two consecutive years. LT A10: Work with municipal partners to explore outdoor leisure aquatics amenity opportunities like a splash pad / spray park. MT / LT	 Pre-pandemic, the pool at the Panorama Recreation Centre facilitated approximately 5 swims per capita. While this number suggests a high level of prepandemic use, 6-7 swims per capita is generally used as a trigger for a pool approaching capacity. As with other amenity types, post-pandemic preferences and utilization levels requires monitoring. Findings from the Public Survey clearly reflect that aquatics opportunities are highly valued and in-demand. However, given the costs associated with constructing and operating aquatics facilities it is important to carefully analyze the costs and benefits of pool expansion. If the pool at the Panorama Recreation Centre is expanded in the future, opportunities may exist to undertake the development of an outdoor aquatics feature at the same time (amenity and water systems synergies would likely exist).





Provided in this section are a number of Strategies and Actions pertaining to programming, service delivery and community capacity building that can ensure Panorama Recreation remains aligned with community needs and best practice. It is important to note that while some of the specific Actions suggest as shift in current practices, others are simply identified to re-embed or further build upon practices that already work well and help further achieve the Mission and Service Objectives identified in Section 3.

Strategy (What is our overall future approach for this area of programming and service delivery?)	Actions (What actions are needed to implement the overall Strategy?) Short Term (ST) = 0 to 3 Years Medium Term (MT) = 3 to 5 Years Ongoing (0) = Continual practice embedded in service delivery	Rationale (What is the rationale behind the suggested Strategy and Actions?)
Ensure that a commitment to reconciliation, decolonization and meaningfully working with local First Nations communities on the Peninsula is an ongoing priority.	A11: Work with the First Nations communities on the Peninsula to identify opportunities and platforms for ongoing dialogue. A12: Identify opportunities to promote recreation and related opportunities that exist in local First Nations communities and, likewise, work with these communities to promote recreational opportunities offered by Panorama Recreation. O	 Panorama Recreation is committed to its role in reconciliation and decolonization and is committed to providing recreation services to residents within the four First Nations communities on the Peninsula. The Final Report of the Truth and Reconciliation Commission includes Calls to Action with a direct relationship to sport, recreation and culture. Outreach with First Nations communities on the Peninsula conducted during the Strategic Plan suggests that more opportunities exist for collaboration and dialogue.

Strategy (What is our overall future approach for this area of programming and service delivery?)	Actions (What actions are needed to implement the overall Strategy?) Short Term (ST) = 0 to 3 Years Medium Term (MT) = 3 to 5 Years Ongoing (O) = Continual practice embedded in service delivery	Rationale (What is the rationale behind the suggested Strategy and Actions?)
Continue to focus on physical literacy as a key driver of program planning and delivery.	A13: Regularly audit the programming mix to assess and ensure balance and alignment with best practice in physical literacy. O A14: Ensure staff have sufficient physical literacy and fundamental movement skill training and development opportunities. O	 The principles and concepts of physical literacy are national best practices in recreation programming delivery. Focusing programming on these important principles and concepts can help facilitate resident activity and participation throughout the life course (therefore building healthier communities and a base of facility and program users).
Continue to focus on youth programming and activities.	A15: Continue to identify creative and innovative opportunities to engage children and youth in recreation with a focus on those not sufficiently active or involved in sport programming. A16: Continue to work with community groups and organizations to identify opportunities to reduce barriers and increase participation. A17: Investigate existing indoor climbing opportunities and engage with youth and private sector providers to reduce barriers to participation.	 While all age groups are important, the benefits of providing activity opportunities to youth are critical to ensuring lifelong physical and mental wellbeing. Findings from the Public and Youth Surveys validate that residents view children and youth programming as extremely important. The community engagement (public and youth surveys) identified a desire for more climbing opportunities on the Peninsula.



Strategy (What is our overall future approach for this area of programming and service delivery?)	Actions (What actions are needed to implement the overall Strategy?) Short Term (ST) = 0 to 3 Years Medium Term (MT) = 3 to 5 Years Ongoing (O) = Continual practice embedded in service delivery	Rationale (What is the rationale behind the suggested Strategy and Actions?)
Focus adequate resources on staff training, development and recruitment.	A18: Provide existing staff with opportunities to grow and acquire new skill sets, competencies and certifications. A19: Enhance community outreach efforts and collaborations to promote recreation as an employment opportunity.	 Recreation facilities are challenged to find employees with required certifications and skill competencies. Panorama Recreation can play an active role in providing employment opportunities on the Peninsula, especially among youth. Providing opportunities to gain new skill sets is key to staff recruitment and retention.
Ensure equity, inclusion and access are primary considerations across all areas of programming and service delivery.	A20: Continue to support and promote initiatives that addresses barriers to participation (including the Leisure Assistance Path and Leisure Involvement For Everyone program). A21: Continue to promote third party programs that address barriers to participation (KidSport, JumpStart and initiatives offered by other community organizations). A22: Regularly audit programming to ensure a sufficient mix of low and no cost opportunities across the age spectrum. A23: Continue to support and expand initiatives that promote inclusive within recreation and ensure opportunities exist regardless of race, ethnicity, gender, and sexual orientation(e.g. Safe Spaces program for LGBTQI+ individuals). A24: Review and, if necessary, refresh space allocations policies and practices to ensure equity and transparency. ST	 Findings from the engagement reflect that a variety of barriers to participation exist for some residents. Public sector recreation services are a justifiable investment only if opportunities exist for all residents. Panorama Recreation provides services to a region with diverse demographics and household characteristics. Some stakeholders and user groups indicated that they would like to better understand how space at Panorama Recreation facilities is allocated and assigned.

Strategy (What is our overall future approach for this area of programming and service delivery?)	Actions (What actions are needed to implement the overall Strategy?) Short Term (ST) = 0 to 3 Years Medium Term (MT) = 3 to 5 Years Ongoing (O) = Continual practice embedded in service delivery	Rationale (What is the rationale behind the suggested Strategy and Actions?)
Ensure that ongoing decision making is data driven and well-informed.	A25: Ensure staff have access to sufficient data management and analysis tools and ensure this information is used to inform programming decision making and scheduling. ST / O	 The recreation services sector is increasingly embracing the use of data and analytics to ensure programming and activities are aligned with community need and demand. Data analytics can help identify emergent trends, service gaps (e.g. areas with a higher proportion of residents that aren't active enough), inform marketing and communication tactics, and factors / motivators that can influence activity participation levels.
Identify opportunities to enhance communications and awareness.	A26: Ensure that the Panorama Recreation brand, key messaging, and website remain current (monitor on an ongoing basis and take action as/if deemed necessary). ST A27: Continue to evaluate and adapt communications, promotions and marketing tactics on an ongoing basis. O	 The Public Survey confirmed that residents get information on recreation opportunities from a variety of sources. The most prevalent sources are Panorama Recreation's website (83%), program brochure (56%), and social media (38%). Ensuring these communication mediums are kept relevant and up to date will be key. The community engagement findings presented mixed feedback on current communication and marketing tactics. 9% of Public Survey respondents indicated that they feel "very informed" about recreation opportunities with 58% indicated that they feel "informed". A handful of stakeholders also flagged that enhancements could be made to current communications and marketing methods. Overall, these findings suggest that Panorama Recreation is generally successful at promoting recreation opportunities with room to continuously improve.
Ensure overall service delivery success and implementation of the Strategic Plan are tracked, measure, and reported upon.	A28: Establish key performance indicators (KPI's) to measure alignment with the 5 Service Delivery Objectives. ST A29: Annually review and report on (internally and externally) the implementation status of the individual Actions contained in the Strategy. O	 Developing approaches to measure and track success aligns with best practice. Demonstrating progress reflects good use of public funds and transparency.



British Columbia Recreation and Parks Association (BCRPA)

Relevance: BCRPA offers a wealth of resources and supports to recreation providers within the province and fulfills and important advocacy role for the sector, ensuring that the broad based benefits of investment in recreation infrastructure is well understood by decision makers in all levels of government.

A Framework for Recreation in Canada 2015: Pathways to Wellbeing

Relevance: The Framework is essentially a Master Plan for the recreation sector in Canada and includes a renewed definition for recreation, a Vision, Mission, Values, Principles of Operation and five Goal areas (Active Living, Inclusion and Access, Connecting People and Nature, Supportive Environment and Recreation Capacity). Aligning with the Framework at the local level reflects a commitment to best practice and the broader objectives of the recreation sector across Canada.

Sport for Life and Long-Term Athlete Development

Relevance: Sport for Life is a leader in advancing physical literacy and lifelong activity participation. The Long Term Development (LTD) framework¹ consists of eight stages focused on ensuring basic skill development that can foster success (measured as lifelong physical activity for all and, for some individuals, success at advanced levels of sport). All National Sport Organizations in Canada are required to have an LTD plan.

The Bench - The Canadian Parks and Recreation Association's Online Resource

Relevance: The Bench provides the recreation sector with an online platform to learn and grow. The platform includes a resource library and discussion groups and has quickly become a key place to obtain information and supports on various initiatives and emerging topics.

¹ Formerly known as Long Term Athlete Development (LTAD)

Did You Know?

The Framework for Recreation in Canada 2015: Pathways to Wellbeing provides a guiding document for the public recreation sector in Canada. The importance of providing inclusive, accessible and integrated recreation opportunities is embedded throughout the five Goals identified in the Framework. Aligning with the Framework at a local level reflects a commitment to best practices and service delivery quality.

Five Goals from *A Framework for Recreation in Canada 2015: Pathways to Wellbeing*



Goal 1: Active Living
Foster active living through
physical recreation.



Goal 2: Inclusion and Access Increase inclusion and access to recreation for populations that face constraints to participation.



Goal 3: Connecting People and Nature
Help people connect to nature through recreation.



Goal 4: Supportive Environments
Ensure the provision of supportive
physical and social environments
that encourage participation in
recreation and build strong, caring
communities.



Goal 5: **Recreation Capacity** Ensure the continued growth and sustainability of the recreation field.









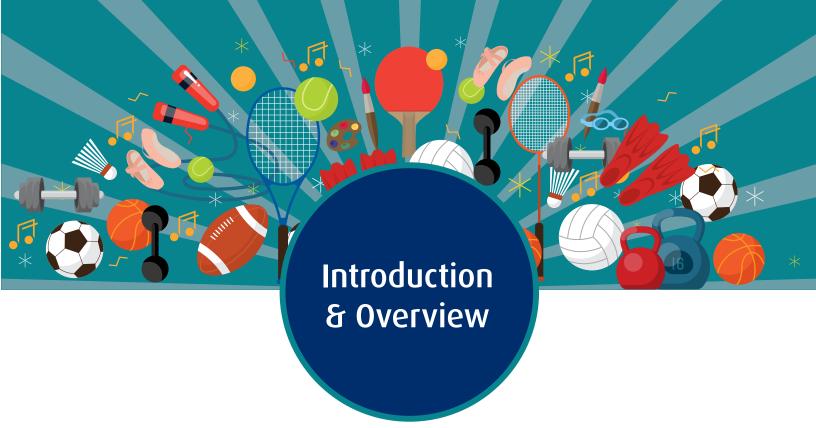








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About the Strategic Plan

The Peninsula Recreation Commission (Panorama Recreation) undertook the development of a new 5-year Strategic Plan from the summer of 2021 into early 2022. The previous Strategic Plan was developed in 2016 and helped guide a number of important facility and service delivery related initiatives. The new 5-Year Strategic Plan will help Commission members and staff make informed decisions across a number of areas, including:

- · Potential capital project priorities
- · Focus areas for programming
- Partnerships and collaborations with community organizations

The Strategic Plan process also presented an opportunity to re-affirm and adjust (where necessary) the philosophical foundations for service delivery and ensure clarity on roles and responsibilities.

About Panorama Recreation

The Peninsula Recreation Commission (Panorama Recreation) is a partnership of the municipalities of Sidney, North Saanich and Central Saanich, which are located just north of Victoria, B.C. on the Saanich Peninsula. The Commission serves the approximately 40,000 residents in these municipalities as well as the 2,400 residents of the Pauquachin, Tsawout, Tseycum and Tsartlip First Nations. Funding for the Commission's operations comes from user fees and requisitions from the three municipalities.

The main facility and service location is the Capital Regional District's Panorama Recreation Centre.

Panorama Recreation also operates the Greenglade Community Centre and offers some programming a the North Saanich Neighbourhood of Learning and Central Saanich Cultural Centre.



Engagement and Research Inputs

Strategic planning is most relevant, effectively conducted, and useful when it's well-informed and data driven. The following graphic illustrates the overall process used to develop the Strategic Plan and how the engagement and research informed the strategic planning process.



This "What We Learned" Engagement and Research Report document is intended to encapsulate the findings from the background work and analysis undertaken by the project team. The Report is divided into two parts:

- Part A: Engagement Findings (key themes and findings from the community and stakeholder engagement)
- Part B: Research Findings (non-engagement findings, analysis and key considerations)



Stakeholder Discussion Sessions

(8 discussion sessions)



Youth Survey

(256 responses)



Community Group

Questionnaire

(11 responding organizations)



Overview of the Project Engagement

Overview of the Project Research



Service Area Analysis

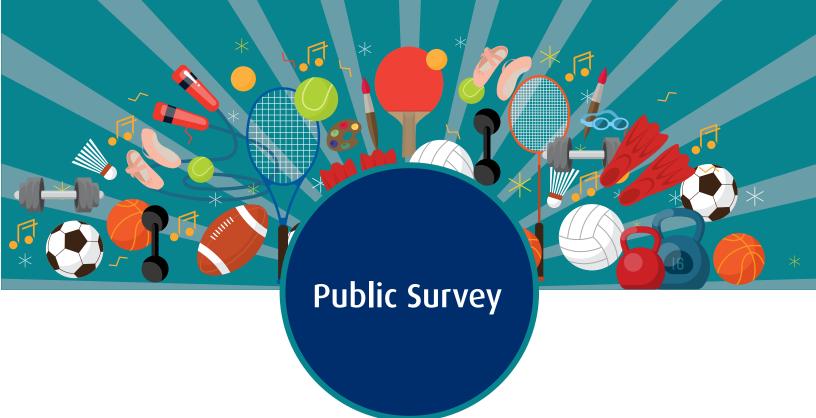


Review of Utilization Data



Identification of Key Trends and Leading Practices





Overview

A public survey was developed and fielded to gather broad based perspectives from residents on the current state of services, activity preferences and participation, and future needs for programming and facilities. The survey was made available through the Panorama Recreation website for approximately one month and promoted using social media, newspaper ads, and facility signage. Residents were also able to access a paper copy version of the survey at the Panorama Recreation Centre and Greenglade Community Centre. In total, 505 responses were provided to the survey.¹

Findings

The public survey findings are provided as follows in this section. The findings are generally presented in the order that the questions were asked in the survey.

Sub-segment analysis has been conducted for a number of survey questions to provide further insights based on characteristics such as age of household members and location of residency. This subsegment analysis is presented in call-out boxes

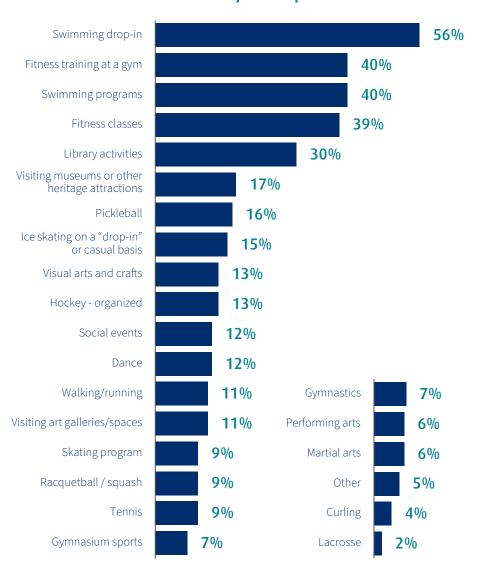
adjacent to the survey graphs where applicable.

¹ Note: not every respondent answered every question in the survey.

Favourite Activities

To begin the survey, respondents were provided with lists of indoor and outdoor activity types and asked to identify those types of activities that members of their household participate in on a regular basis (2 or more times per month). As illustrated by the graphs on this page and the following page, spontaneous / unstructured types of recreation represent a significant proportion of both indoor and outdoor activities.

Indoor Activity Participation



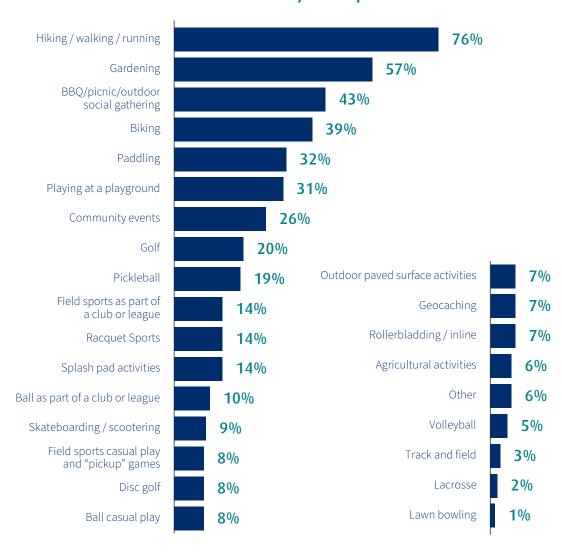


Sub-Segment Analysis

Top 5 indoor activities based on the presence of children, youth and teens (ages 0 to 19 years) and older adults (60-years) in responding households.

Responding households <u>with</u> children, youth and teens (0 – 19 years of age)	Responding households <u>without</u> children, youth and teens (no household members 19 and under)	Responding households <u>with</u> older adults (60 years of age and older)
1. Swimming drop-in (76%)	1. Swimming drop-in (41%)	1. Swimming drop-in (44%)
2. Swimming programs (68%)	2. Fitness training at a gym (37%)	2. Fitness training at a gym (36%)
3. Fitness classes (44%)	3. Fitness classes (34%)	3. Fitness classes (34%)
4. Fitness training at a gym (44%)	4. Pickleball (24%)	4. Swimming programs (28%)
5. Library activities (44%)	5. Swimming programs (21%)	5. Pickleball (24%)

Outdoor Activity Participation





Sub-Segment Analysis

Top 5 outdoor activities based on the presence of children, youth and teens (ages 0 to 19 years) and older adults (60+ years) in responding households.

Responding households <u>with</u> children, youth and teens (0 – 19 years of age)	Responding households <u>without</u> children, youth and teens (no household members 19 and under)	Responding households <u>with</u> older adults (60 years of age and older)
1. Hiking / walking / running (81%)	1. Hiking / walking (71%)	1. Hiking / walking (72%)
2. BBQ / picnic / outdoor social gathering (61%)	2. Gardening (60%)	2. Gardening (62%)
3. Playing at a playground (59%)	3. Biking (31%)	3. Biking (34%)
4. Gardening (51%)	4. BBQ / picnic / outdoor social gathering (30%)	4. BBQ / picnic / outdoor social gathering (32%)
5. Biking (50%)	5. Pickleball (28%)	5. Pickleball (29%)

Facility Utilization

Next, respondents were asked to identify how frequently members of their household use the various indoor facilities and amenities within the service area. The following three charts reflect respondents self-identified levels of utilization. As reflected by the charts, a high proportion of respondents indicated use of the Panorama Recreation Centre pool for a variety of purposes on a regular or semi-regular basis. Facilities used by over half of survey respondents (combined always, often or sometimes responses) were the weight room at the Panorama Recreation Centre (63%), the pool at the Panorama Recreation Centre (between 60 - 78% identified various uses of the pool), program rooms / spaces for fitness classes at the Panorama Recreation (56%), the arenas at the Panorama Recreation Centre (50% indicated casual, drop-in use of the arena) and the Greenglade Community Centre for classes and programs (50%).

Panorama Recreation Centre – Survey Respondents Utilization

	Always (5 or more visits per week)	Often (1 or 2 visits per week)	Sometimes (1 or 2 visits per month)	Rarely (a few times per year)
Weight Room	8%	23%	14%	18%
Pool (programs such as swimming lessons, swim club, aquafit)	8%	33%	13%	15%
Pool (lane swimming)	7%	21%	13%	19%
Program Rooms / Spaces for Fitness Classes	5%	20%	15%	16%
Arenas (hockey or skating programs)	4%	14%	9%	13%
Pool (leisure use such as family swim, drop-in swim, and play based swimming)	4%	27%	27%	20%
Tennis Courts (indoor and outdoor)	2%	8%	6%	11%
Arenas (public skating, stick and puck or shinny hockey)	1%	6%	14%	29%
Childminding	1%	2%	1%	6%
Racquetball and Squash Courts	1%	2%	4%	11%
Arenas (dry floor activities)	1%	1%	4%	12%
Multi-Purpose Rooms non-fitness classes (e.g. language courses, arts and crafts, etc.)	0%	4%	6%	24%

Greenglade Community Centre - Survey Respondents Utilization

	Always	Often	Sometimes	Rarely
	(5 or more visits per week)	(1 or 2 visits per week)	(1 or 2 visits per month)	(a few times per year)
Weight Room	4%	9%	10%	12%
Classes and Programs	4%	12%	12%	22%
Fitness Studio	3%	10%	10%	13%
Child Care	3%	1%	2%	3%
Teen Lounge	0%	1%	2%	3%

Other Facilities - Survey Respondents Utilization

	Always (5 or more visits per week)	Often (1 or 2 visits per week)	Sometimes (1 or 2 visits per month)	Rarely (a few times per year)
Central Saanich Cultural Centre (all programs and activities)	0.3%	4%	3%	8%
North Saanich Middle School (all programs and activities)	1%	5%	7%	11%



Sub-Segment Analysis

The following bullets identity notable differences and points of interest from the sub-segment analysis

- The presence of children, youth and teens (0 to 19 years) in respondent households influences aquatics and arena
 use.
 - » 81% of responding households with children, youth and teens reported that they use the pool at the Panorama Recreation Centre at least once a month for leisure aquatics purposes (e.g. family swim, dropswim, play based swimming, etc.) compared to 35% amongst respondents without children in their household.
 - » 40% of responding households with children, youth and teens reported that they use the arenas at the Panorama Recreation Centre at least once a month compared to 16% amongst respondents without children in their household
- Use of the weight room at the Panorama Recreation Centre was generally similar amongst households with and without children, youth and teens (36% of responding households with children, youth and teens use the weight room compared to 39% use amongst responding households without children and youth).
- Use of the Greenglade Community Centre for classes and programs was generally similar amongst households with
 and without children, youth and teens (47% of responding households with children, youth and teens use the facility
 for classes and programs compared to 56% of households without children, youth and teens).

Impacts of the Pandemic on Recreation Participation

56% of survey respondents indicated that they use trails and pathways more than prior to the pandemic and a comparable 54% of respondents do more outside in community parks and spaces than prior. Unsurprisingly, 49% of respondents indicated that they do more activities at home than prior to the pandemic. Notably, only 12% of respondents indicated that there have been no changes to their participation and activity habits as a result of the pandemic.

Impacts of the Pandemic on Recreation Participation Habits / Activities





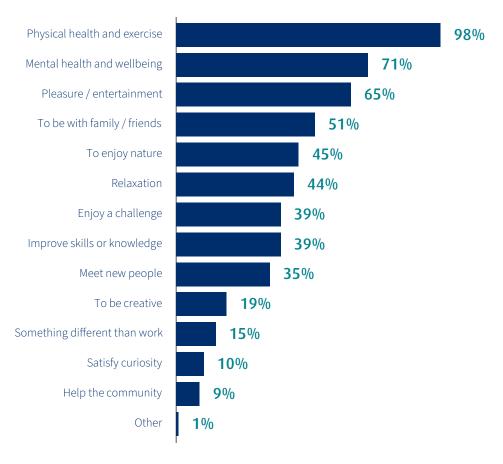
Sub-Segment Analysis

Responding households with children, youth and teens (0 to 19 years) appear to have been more impacted by COVID-19 with regards to their recreation activity participation. 64% of responding households with children, youth and teens indicated that they do more outside in community parks and spaces than prior to the pandemic compared to 50% of responding households with no children and youth. Notably, 44% of households with children, youth and teens indicated that they participate in less activities than prior to the pandemic compared to 37% of households without children, youth and teens.

Factors that Motivate Participation

Physical health and exercise (98%) were the biggest motivator for recreation participation. Mental health and wellbeing (71%) followed as the second most popular individual response. Notably, a combined 81% of respondents participate in recreation for social reasons such as to meet new people (35%) and to spend time with family and friends (51%).

Motivators of Recreation Participation





Sub-Segment Analysis

Top 5 motivators of recreation participation based on the presence of children, youth and teens (0 to 19 years) and older adults (60+ years) in responding households.

Responding households <u>with</u> children, youth and teens (0 – 19 years of age)	Responding households <u>without</u> children, youth and teens (no household members 19 and under)	Responding households <u>with</u> older adults (60 years of age and older)
1. Physical health and exercise (97%)	1. Physical health and exercise (99%)	1. Physical health and exercise (99%)
2. Mental health and wellbeing (76%)	2. Mental health and wellbeing (67%)	2. Mental health and wellbeing (67%)
3. Pleasure / entertainment (75%)	3. Pleasure / entertainment (57%)	3. Pleasure / entertainment (56%)
4. To be with family / friends (60%)	4. To be with family / friends (45%)	4. To be with family / friends (45%)
5. To enjoy nature (52%)	5. Relaxation (43%)	5. To enjoy nature (44%)

Importance of Recreation

Respondents were asked to identify how important recreation is to their household and the community. As reflected by the following chart, respondents clearly recognize the benefits of recreation with over three quarters indicating that recreation is very important to their household's quality of life (77%) and similarly, quality of life for all residents in the community (70%). Over half of the respondents agree that recreation is very important to the appeal and attractiveness of the community for current or future residents (64%).

How important is recreation to	Very Important	Important	Fairly Important	Slightly Important	Not at All Important
your household's quality of life	77%	17%	5%	1%	0%
quality of life for all residents in the community.	70%	22%	6%	1%	1%
the appeal and attractiveness of your community for current or future residents	64%	19%	11%	3%	2%



Sub-Segment Analysis

The responses to this question were similar among all survey respondent cohorts (based on the presence of children, youth and teens (0 to 19 years) and older adults (60+ years) in the household and location of residency within the area)



Overall Levels of Satisfaction

Respondents were asked to indicate their level of satisfaction with the recreation services provided by Panorama Recreation. As reflected in the chart below, most respondents indicated that they were either very or somewhat satisfied with the various aspects of recreation service.

	Very Satisfied	Satisfied	Neutral	Unsatisfied	Very Unsatisfied
The quality of facilities, amenities and spaces	28%	49%	15%	8%	1%
The quality and availability of programming	18%	43%	23%	12%	3%
The availability of opportunities for casual/ spontaneous recreation (activities that are not part of a team, league or program)	14%	32%	37%	13%	4%



Sub-Segment Analysis

Levels of dissatisfaction were similarly low for both responding households with and without children, youth and teens (ages 0 to 19). Responding households with children, youth and teens provided more "satisfied" responses compared to responding households without children, youth and teens that provided slightly higher levels of "very satisfied" responses.

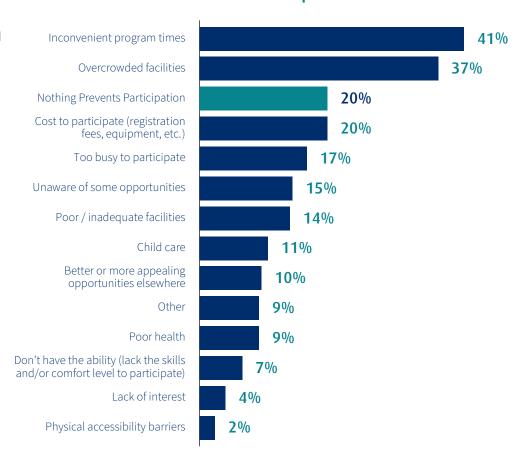
Analysis was also undertaken of satisfaction levels based on location of residency. The following chart identifies these sub-segment findings.

	The quality of facilities, amenities and spaces	The quality and availability of programming	The availability of opportunities for casual/ spontaneous recreation
	Very satisfied: 31%	Very satisfied: 20%	Very satisfied: 15%
Respondents in	Satisfied: 45%	Satisfied: 37%	Satisfied: 37%
Sidney	Dissatisfied / Very Dissatisfied: 9%	Dissatisfied / Very Dissatisfied: 15%	Dissatisfied / Very Dissatisfied: 10%
	Very satisfied: 25%	Very satisfied: 18%	Very satisfied: 12%
Respondents in	Satisfied: 50%	Satisfied: 43%	Satisfied: 33%
Central Saanich	Dissatisfied / Very Dissatisfied: 11%	Dissatisfied / Very Dissatisfied: 16%	Dissatisfied / Very Dissatisfied: 23%
	Very satisfied: 25%	Very satisfied: 15%	Very satisfied: 13%
Respondents in	Satisfied: 52%	Satisfied: 50%	Satisfied: 31%
North Saanich	Dissatisfied / Very Dissatisfied: 8%	Dissatisfied / Very Dissatisfied: 15%	Dissatisfied / Very Dissatisfied: 16%

Barriers to Participation

To get a sense of factors that may hinder participation, respondents were provided with a list of potential barriers and asked to identify any that prevent members of their household from participating in recreation. Inconvenient program times (41%) and overcrowded facilities (37%) were the top two barriers preventing respondent household members from participating. Interestingly, the third highest response was that nothing prevents participation (20%).

Barriers to Participation



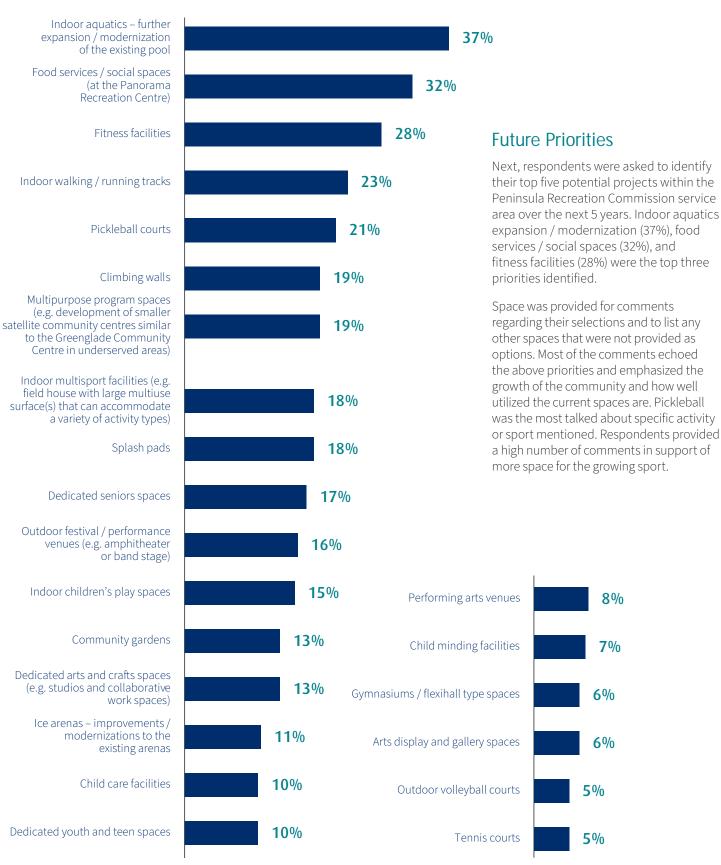


Sub-Segment Analysis

Top 5 barriers to recreation participation based on the presence of children, youth and teens (0 to 19 years) and older adults (60+ years) in responding households.

Responding households <u>with</u> children, youth and teens (0 – 19 years of age)	Responding households <u>without</u> children, youth and teens (no household members 19 and under)	Responding households <u>with</u> older adults (60 years of age and older)
1. Inconvenient program times (59%)	1. Overcrowded facilities (32%)	1. Overcrowded facilities (33%)
2. Overcrowded facilities (44%)	2. Inconvenient program times (30%)	2. Inconvenient program times (29%)
3. Too busy to participate (30%)	3. Poor / inadequate facilities (17%)	3. Poor / inadequate facilities (17%)
4. Child care (26%)	4. Cost to participate (17%)	4. Cost to participate (17%)
5. Cost to participate (24%)	5. Unaware of some opportunities (13%)	5. Poor health (13%)

Future Space Priorities





Sub-Segment Analysis

Top 5 future space priorities based on the presence of children, youth and teens (0 to 19 years) and older adults (60+ years) in responding households.

Responding households <u>with</u> children, youth and teens (0 – 19 years of age)	Responding households <u>without</u> children, youth and teens (no household members 19 and under)	Responding households <u>with</u> older adults (60 years of age and older)
1. Indoor aquatics – further expansion / modernization of the existing pool (51%)	Food services / social spaces at the Panorama Recreation Centre (32%)	Food services / social spaces at the Panorama Recreation Centre (32%)
2. Splash pads (38%)	2. Pickleball courts (31%)	2. Indoor aquatics - further expansion / modernization of the existing pool (28%)
3. Climbing walls (36%)	3. Fitness facilities (29%)	T3. Dedicated seniors spaces (29%)
4. Indoor children's play spaces (34%)	4. Indoor aquatics - further expansion / modernization of the existing pool (28%)	T3. Pickleball courts (29%)
5. Food services / social spaces at the Panorama Recreation Centre (33%)	T5. Indoor walking / running tracks (26%) T5. Dedicated seniors spaces (26%)	T5. Fitness facilities (26%) T5. Indoor walking / running tracks (26%)

Space priorities were also analyzed based on the respondents community of residence

Responding households in Sidney	Responding households in Central Saanich	Responding households in North Saanich
1. Indoor aquatics – further expansion / modernization of the existing pool (35%)	 Indoor aquatics – further expansion / modernization of the existing pool (42%) 	1. Indoor aquatics – further expansion / modernization of the existing pool (36%)
Food services / social spaces at the Panorama Recreation Centre (28%)	Food services / social spaces at the Panorama Recreation Centre (34%)	2. Food services / social spaces at the Panorama Recreation Centre (30%)
3. Indoor walking / running tracks (26%)	3. Pickleball courts (28%)	3. Fitness facilities (31%
4. Fitness facilities (23%)	4. Fitness facilities (27%)	4. Climbing walls (24%)
5. Multi-purpose program spaces such as the development of smaller satellite community centres similar to the Greenglade Community Centre in underserved areas (22%)	5. Indoor multi-sport facilities (25%)	5. Indoor walking / running tracks (21%)

Next, respondents were asked to identify any types of programming that they think need to be expanded within the Peninsula Recreation Commission service area. Types of programming identified as needing to be expanded by 20% or more of survey respondents are **highlighted** in the table below.

Programming	Children and Youth (ages 12 and under)	Teens (ages 13 - 18 years)	Adults (ages 19 - 59 years)	Older Adults (60+ years)	Current programming is sufficient	Not aware of what is currently available or needed
Nature / outdoor education programming	23%	16%	11%	18%	7%	24%
Dryland fitness and wellness programming	9%	13%	18%	22%	12%	26%
Aquatics Programming	19%	11%	12%	20%	20%	18%
Casual recreation programming ("drop-in" and unstructured types of programs)	14%	13%	20%	26%	11%	16%
Organized sports teams, leagues, and clubs	15%	14%	12%	11%	19%	30%
Visual arts and culture programming	11%	10%	12%	15%	12%	40%
Performing arts and culture programming	12%	11%	10%	12%	11%	43%
Programs for individuals facing social, physical, or cognitive barriers to participation	11%	13%	13%	17%	5%	40%
Programs that encourage socialization and mitigate social isolation	11%	14%	15%	29%	5%	26%



Sub-Segment Analysis

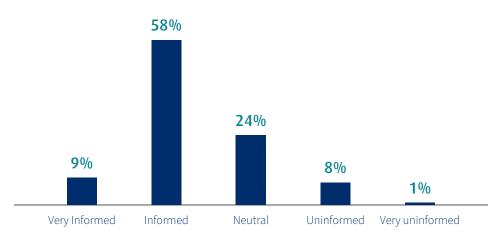
As would be expected, the respondents to this question identified priority areas for programming based on the age composition of their household. Households with children, youth and teens (ages 0 to 19 years) selected most program categories corresponding with those age groups while likewise older adult respondents identified programming priorities corresponding with their age groups.

Also notable, respondents from Sidney, Central Saanich, and North Saanich generally identified priorities for expanded programming that were consistent with the overall survey responses.

Communication

Overall, the majority of respondents feel informed about recreational opportunities in the Peninsula Recreation Commission service area with 67% identifying that they are informed or very informed. Less than 10% of respondents indicated that they are uninformed.

How well informed do respondents feel about recreational opportunities?





Sub-Segment Analysis

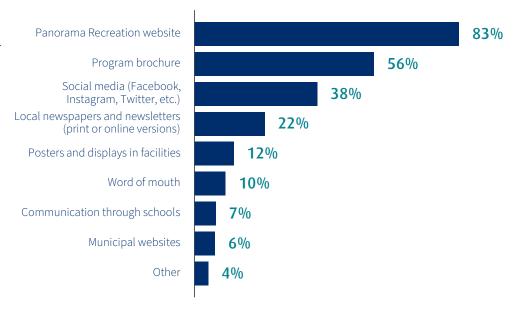
Overview of responses based on the presence of children, youth and teens (0 to 19 years) and older adults (60+ years) in responding households. *Neutral responses not included in the table.

	Very Informed	Informed	Uninformed / Very Uninformed
Children, youth and teens (0 to 19 years) in the responding household	9%	57%	9%
No children, youth and teens in the responding household	10%	58%	8%
Older adults (60+ years) in the responding household	10%	57%	8%



When asked about their preferred method of communication to learn about recreational programs and activities, 83% indicated the Panorama Recreation website, 56% indicated the program brochure and 38% indicated social media.

Preferred Communication Methods To Learn About Recreational Programs and Activities





Sub-Segment Analysis

Top 5 communication preference based on the presence of children, youth and teens (0 to 19 years) and older adults (60+ years) in responding households.

Responding households <u>with</u> children, youth and teens (0 – 19 years of age)	Responding households <u>without</u> children, youth and teens (no household members 19 and under)	Responding households <u>with</u> older adults (60 years of age and older)	
Panorama Recreation website (84%)	1. Panorama Recreation website (81%)	1. Panorama Recreation website (82%)	
2. Program brochure (52%)	2. Program brochure (58%)	2. Program brochure (63%)	
3. Social media (50%)	3. Social media (31%)	3. Local newspapers and newsletters (31%)	
4. Communication through schools (15%)	4. Local newspapers and newsletters (31%)	4. Social media (29%)	
5. Posters and displays in facilities (11%)	5. Posters and displays in facilities (13%)	5. Posters and displays in facilities (15%)	

General Comments

To conclude the questionnaire space was provided for respondents to offer additional comments and perspectives on recreation in the Peninsula Recreation Commission service area. Summarized below are themes from the comments provided.

- Pickleball remains a popular sport among seniors in the community and many comments reflected a perceived need for more space to accommodate its growing popularity.
- The general comments very strongly commend the hard working and wonderful staff of Panorama Recreation Centre.
- Facility hours of operation and timing of programs were noted as needing some improvements. Many comments suggest that there is a gap in fitness programs for adults before and after work.
- Respondents believe that there could be a wider variety of programming offered.

Respondent Profile

Community	Survey Respondents	Census (2016)
North Saanich	35%	27%
Central Saanich	34%	40%
Sidney	25%	28%
Other	4%	N/A
Tsawout First Nation	1%	4%
Tsartlip First Nation	0.4%	1%
Pauquachin First Nation	0.2%	1%

Tenure Living in the Area	% of Respondents	
Less than 5 Years	25%	
50 to 10 Years	19%	
More than 10 years	56%	





Overview

The project team conducted eight stakeholder discussion sessions with representatives from a variety of community organizations in the area. **Please refer to Appendix A for a list of organizations that participated in the sessions.**

The discussion sessions were conducted via Zoom and provided an opportunity for the project team to learn more about the specific organizations that deliver programming in the area and explore their perspectives on current facilities / amenities, trends, and future needs. While the discussions were wide-ranging and unique to every type of group, some common themes emerged. These themes and other notable points of interest are summarized as follows.



"Current State" of Their Program / Activity

- Most groups indicated that they were experiencing modest growth prior to the COVID-19 pandemic, but that pandemic related issues (limited capacities, restrictions, etc.) has had some impact on participation numbers.
- Groups had varying perspectives on the long-term impacts of the pandemic, however in general most felt that they would (at some point) get back to prepandemic numbers and grow upwards of that on the long-term.
- Younger children are the key driver of participant numbers for many groups. These groups expressed the importance of ensuring their programming is viewed as being appealing, safe, inclusive, and developmental beneficial and appropriate (e.g. contribute to the development of fundamental movement skills and physical literacy).
- A number of group representatives also indicated that quality is an important internal factor for their organization as it relates to growth. Some groups have limited growth of their program to ensure program quality remains high and/or to ensure the new members brought into the program are the right fit.
- The growth of sport academy type programs was identified as a potential threat to community based minor sports associations by a few groups.
- Most groups expressed that they have placed an emphasis on ensuring inclusion, equity and access across their organization and specifically the programming they provide.

Existing Facility Perspectives and Desired Improvements

- In general, most stakeholders believe that the CRD and Panorama Recreation have done an excellent job with maintenance and upkeep.
- The arena dressing rooms at the Panorama Recreation Centre were identified as requiring improvement. These suggested improvements varied amongst ice user groups but included: the need to add dedicated female / universal change rooms, shower upgrades, developing dedicated junior hockey dressing rooms, and additional storage adjacent to dressing rooms.
- Co-location of amenities (multi-purpose facilities) is preferred and a significant asset of the Panorama Recreation Centre facility and overall site. A handful of groups that operate across the region indicated that the Panorama Recreation Centre is their preferred program venue for this reason.
- The Panorama Recreation facility, like many of its age and generation, is somewhat choppy with regards to its layout and flow of people through the facility. A handful of stakeholders suggested that any opportunities to improve the openness and accessibility of the space should be considered.
- Varying opinions existed on food services as a
 potential deficiency at the Panorama Recreation
 Centre. Some groups indicated that not having
 better food services limited their participants /
 members experience at the facility, while others
 indicated that these amenities are less important
 and questioned their viability.

Future Facility Needs and Priorities

- The growth of pickleball was noted by multiple groups (including those not involved in court sports).
- Tennis and pickleball groups expressed the need for and benefits of dedicated "hub" spaces for each activity and the drawbacks of trying to accommodate both sports on the same site.
- The need for a covered dry-floor space (lacrosse box style facility) was identified by a handful of groups. It was suggested that this type of space could be used for a variety of activities, including lacrosse, pickleball, basketball, floor hockey, and spontaneous play / pick-up games.
- A few stakeholders expressed that a priority should be to continue animating the entire Panorama Recreation site to ensure all available space is used to the greatest possible benefit. The new multisport court was viewed as being an exciting and beneficial project by most stakeholders.

Other Notable Comments and Points of Interest from the Discussions

- Most stakeholders provided positive comments about Panorama Recreation staff.
- A few stakeholders indicated that they would like more opportunities to engage with other groups (e.g. quarterly or bi-annual user group meetings to share success stories, develop relationships, and discuss potential areas of collaboration).
- Space allocations was flagged as an issue by a few groups. These groups would like to better understand how facility space is allocated and in some cases questioned whether it has occurred in an equitable and transparent manner in the past.





Overview

A web link to a Community Group Questionnaire was sent to main contact individuals for organizations that deliver programming and/or use facilities on the Peninsula, providing them with another mechanism to provide input and share information about their programs, activities and future needs. In total, 11 groups provided a response. *Please refer to Appendix A for a list of organizations that participated in the sessions.*

Provided as follows in this section are the findings from the Community Group Questionnaire.



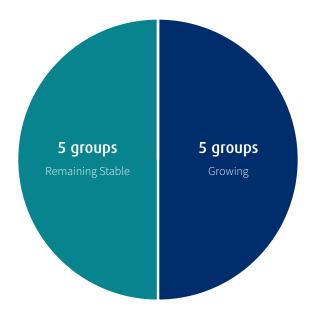
Findings

Historical and Anticipated Growth

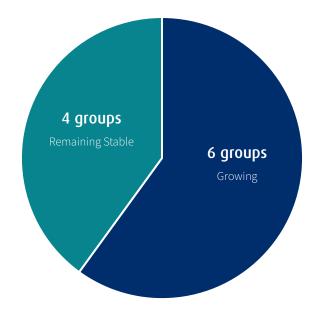
Group representatives were asked about the growth of participation / membership within their organization from 2018 – 2020 (prior to the COVID-19 pandemic) and the expectations for future growth over the next five years. Half of the organizations responded that their membership / participation had remained stable prior to the pandemic, and the other half reported that their organization had experienced some growth.

When asked about expected growth in the future, 2021 – 2025, approximately six out of the ten groups that responded to this question anticipated growing their participation / membership while the other groups predict that participation within their organization is likely to remain stable. None of the organizations expect to see a decline.

Growth Over the Past Few Years (2018 - 2020)



Growth Expectations in Future Years (2021 - 2025)



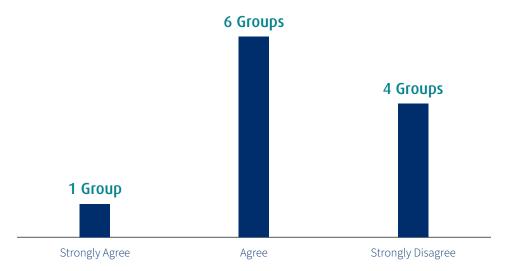
Satisfaction with Facilities and Spaces

Groups were next asked if the facilities and spaces that they use meet the needs of their organization. As reflected in the graph, the majority of groups agreed that the current spaces they use meet their needs.

*Facilities used by the groups: 8 groups use the Panorama Recreation centre, 2 groups use the Greenglade Community Centre, 1 group uses the North Saanich Neighbourhood of Learning, and 1 group uses the courts at Wain Park.

Agreement with the following statement:

The current spaces your group has access to meets your programming and activity needs.



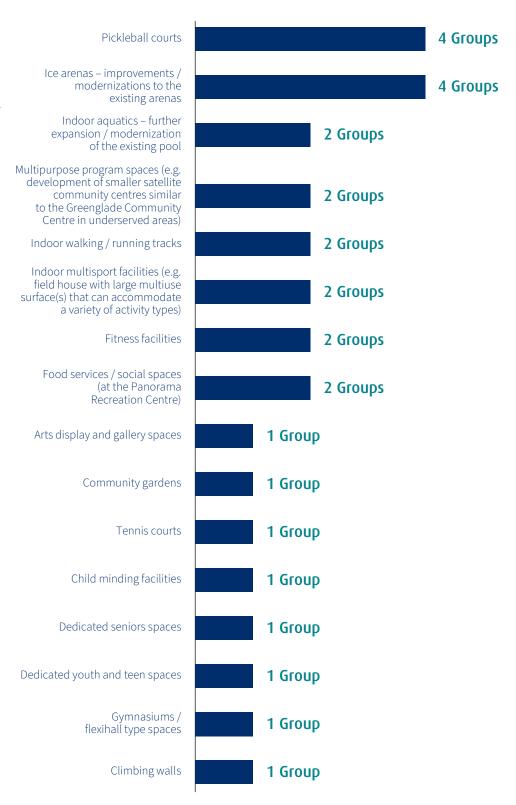


Future Project Priorities

When asked what potential projects the groups would like to see over the next 5 years, 4 groups indicated that they would like to see more pickleball courts developed and improvements/ modernizations to the existing ice arenas.

Space was provided for group representatives to explain their responses. Both tennis and pickleball user groups described the need for more dedicated pickleball courts. One organization reiterated their request for additional arena dressing rooms. Most sport organizations indicated that they have already outgrown existing facilities or anticipate doing so in the coming years. A need for an indoor track was also emphasized by a couple of group representatives.

What potential projects would you like to see over the next 5 years within the Peninsula Recreation Commission and service area



Organization Challenges

Organizations were asked to indicate any challenges that they are facing. Inadequate facilities and spaces (identified by 4 groups) and getting sufficient access to facilities and space (identified by 4 groups) were the top two challenges indicated by organizations. Increasing participation in the organizations and attracting and maintaining volunteers and coaches to support that participation, was listed by three groups as challenges that they are facing.

Group representatives were then asked to identify any supports or assistance that the Peninsula Recreation Commission or local municipalities could provide to help mitigate or better manage the challenges identified. Responses provided by multiple groups included infrastructure improvements / enhancements to the spaces they use and making additional funding available to support desired projects and initiatives. A number of positive comments towards local municipalities and the Commission were also provided.

What challenges is your organization facing?





Overview

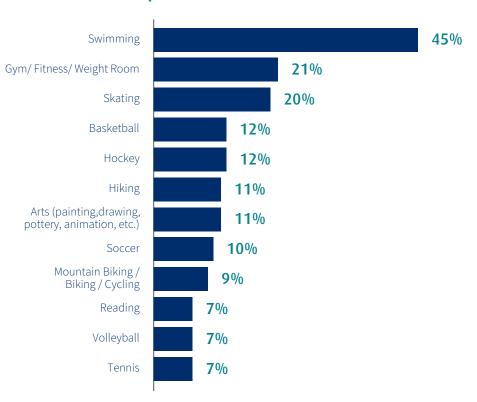
Garnering perspectives on recreation services and opportunities from youth was an important aspect of the project engagement. A brief youth questionnaire was developed and Panorama Recreation staff undertook a number of outreach initiatives to encourage participation (including visits to schools, making the survey available at youth focused programs / activities, visits to youth recreation "hot spots", etc.). In total, 256 youth participated in the survey. The adjacent chart reflects the age ranges of the youth that participated in the survey.

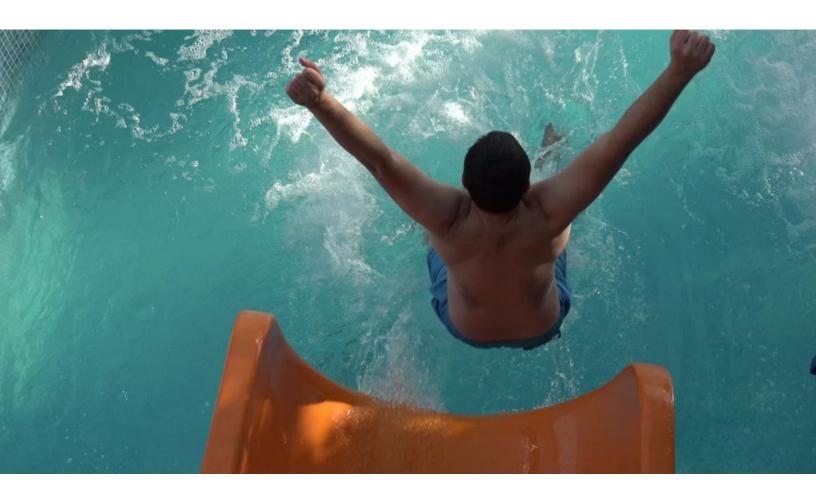
Age Groups	%
12 years and under	3%
13 to 15 years	54%
16 to 18 years	42%
Over 18 years	1%

Findings

To begin the survey, youth were provided with space to identify their top 3 recreational activities. There were over 70 different responses collected from this question; the top results are shown in the adjacent graph. Swimming (45%), using the gym/fitness centre or weight room (21%), and skating (20%), were there top 3 types of activities identified by responding youth.

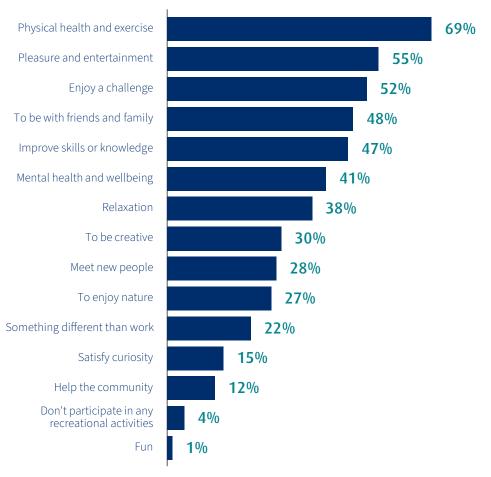
Top 10 Recreation Activities

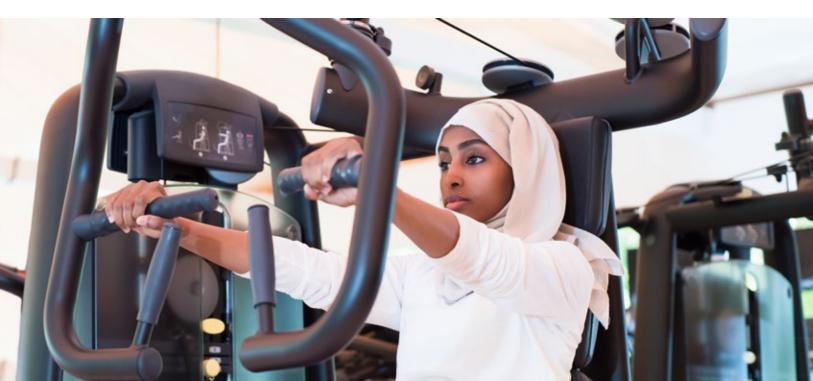




Youth were next asked about the factors that motivate their participation in recreation and related activities. The highest proportion of youth respondents indicated that they were motivated to participate in recreation activities by a desire to maintain physical health and exercise (69%). Over half of the youth respondents indicated that they are motivated by pleasure and entertainment (55%) and enjoying a challenge (52%). Social factors such as being with friends and family (48%) and the opportunity to meet new people (28%) were also selected as key motivators for youth participation.

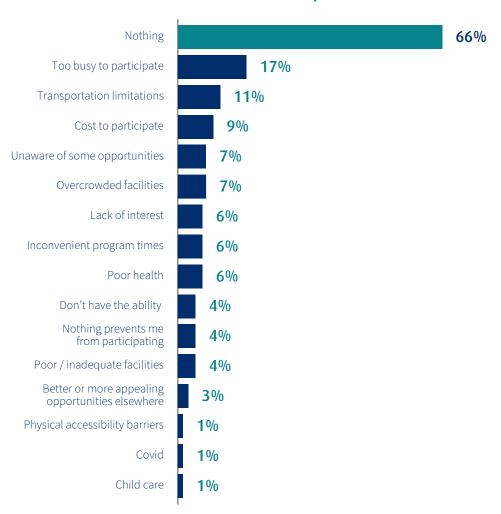
Motivators of Youth Participation





Next, youth were asked about any barriers they face to participating in recreational activities. Notably, the top response was that there is nothing preventing them from participating (66%). 17% said that they were too busy to participate and 11% indicated that they have transportation limitations.

Barriers to Youth Participation



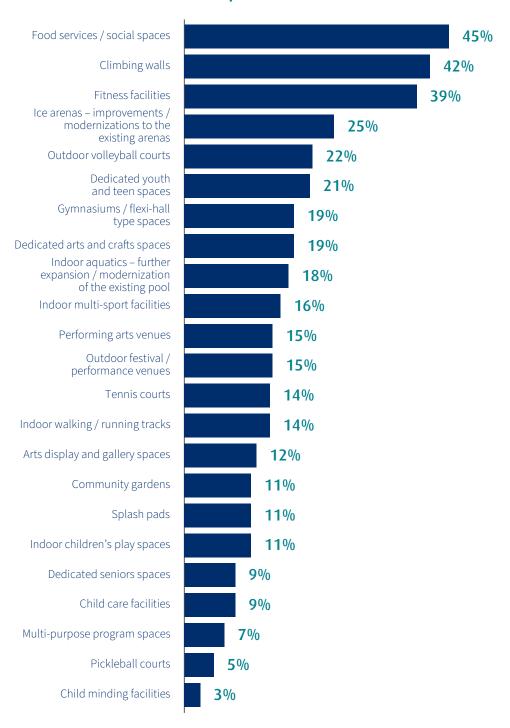


Youth were then provided with a list of potential projects and asked to select their top 5. Food services / social spaces (45%) was identified as a top priority with climbing walls (42%) and fitness facilities (39%) following closely behind. When youth were asked to explain their responses to this question the comments suggested that the fitness centres and weight rooms are well utilized (sometimes too crowded) and more space is needed. Youth indicated that the current climbing wall on the Peninsula (private facility) has similar capacity related comments and it was noted that they would like to have more access to this type of amenity. A place to gather and purchase food was also mentioned in the comments.

To conclude the survey, youth were provided with space to identify types of recreation programs and events that they would like to see improved, made easier to access or created if they don't already exist. Summarized below are the types of spaces and amenities most commonly identified in the 137 comments that were provided. Notably, approximately one-quarter (25%) of the comments expressed uncertainty or lack of knowledge about what was needed.

- Increased access to indoor sport amenities such as climbing walls, and basketball courts (15%)
- Increased access to outdoor sport courts and fields (10%)
- Improvements to facilities and increased access to arenas (11%)
- An Increase in aquatic activities and amenities (9%)
- An Increase in and updates to fitness centre equipment (8%)

Youth Space Priorities







Presented as follows in this section is an analysis of population, demographics and other key characteristics of Panorama Recreation's service area.

Note: The maps presented in this section reflect data from Esri Canada's Business Analyst tool which projects 2020 population data (in lieu of the recent 2021 Statistics Canada Census data not yet being available). Where applicable, references to the 2016 Statistics Canada Census of the Population are also provided in the text description.

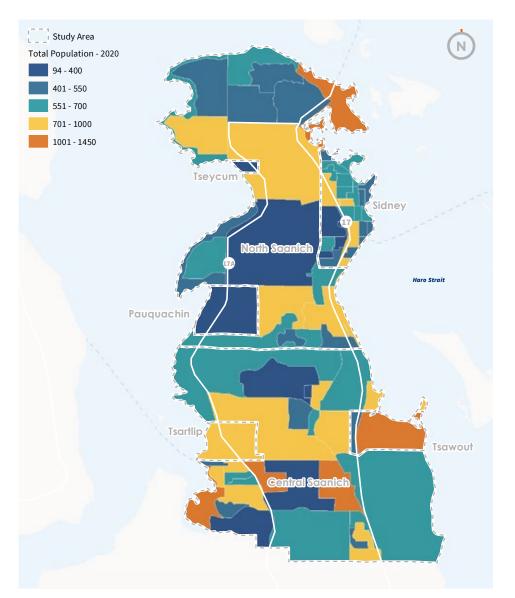


Population Density

Population density varies across the Saanich Peninsula. The 2016 Statistics Canada Census counted a total population of 41,975 residents within Panorama Recreation's service area.

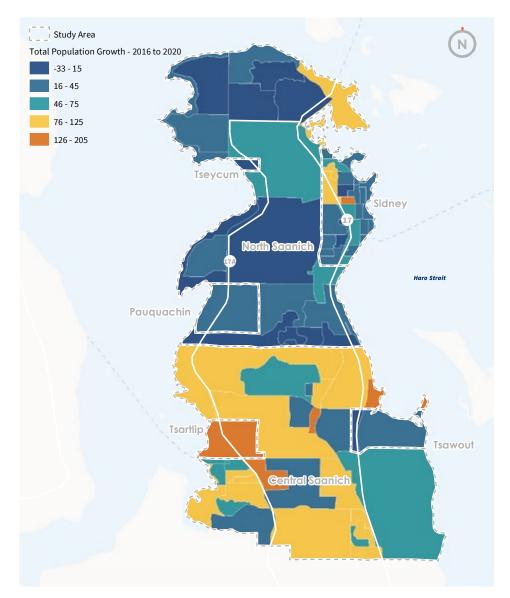
Population by Community (2016 Census Data)

Community	Population (2016)	
Central Saanich	16,814	
North Saanich	11,249	
Sidney	11,672	
Pauquachin First Nation	330	
Tsartlip First Nation	225	
Tsawout First Nation	st Nation 1,685	
Total	41,975	



Population Growth

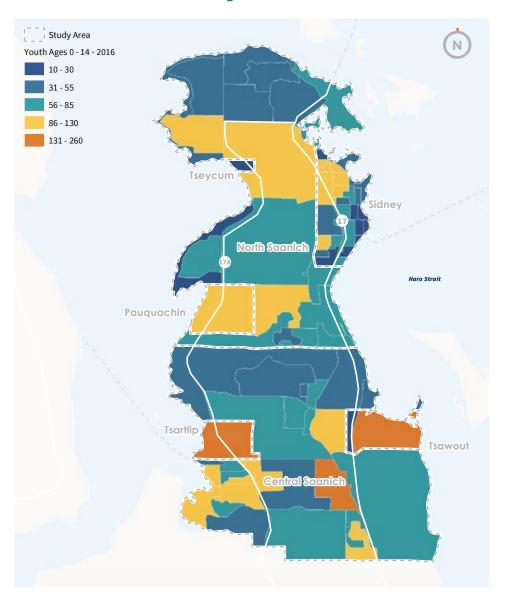
Population growth on the Saanich Peninsula has occurred at higher levels in Central Saanich and areas of downtown Sidney located adjacent to Highway 17. From 2011 to 2016, growth rates on the Peninsula were less than the overall provincial average (Central Saanich experienced the highest level of growth at 5.5%; the provincial average was 6.5%).



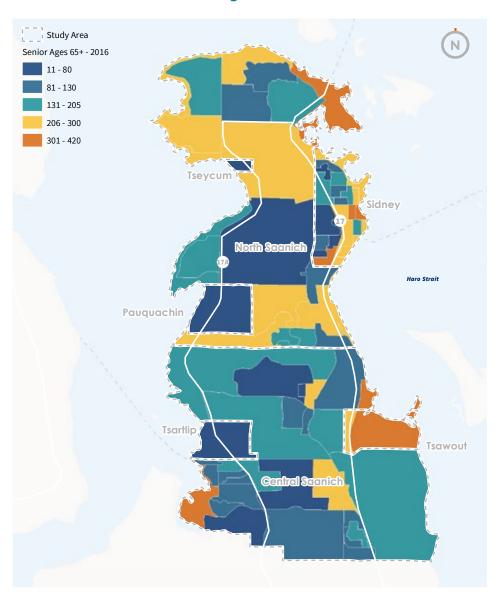
Geographic Age Distribution

The following two maps reflect the geographic distribution of youth and older adults in the Saanich Peninsula. Notable, the three municipalities have a significantly higher median age compared to provincial averages (Sidney -59.8 years, North Saanich – 56.2 years, Central Saanich – 50.4 years, British Columbia – 45.5 years). While Statistics Canada Census data is often incomplete or otherwise challenged to accurately capture population data from Indigenous communities, available data suggests that the four First Nations on the Saanich Peninsula have a significantly higher proportion of younger residents.

Youth Age Distribution



Seniors Age Distribution

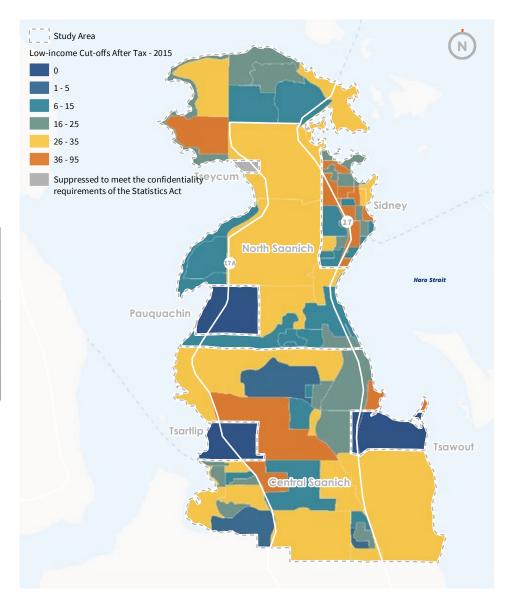


Indicators of Financial Barriers

Low-Income Cut-Offs- After Tax (LICO-AT) is the federal government's official measure of residents that fall below the poverty line. The adjacent map shows the spatial distribution of LICO-AT residents on the Saanich Peninsula. All three municipalities have a lower proportion of LICO-AT residents than the provincial average (see the chart below).

LICO-AT Residents by Community

Community	Prevalence of LICO-AT Residents (%)
Central Saanich	6.9%
North Saanich	6.1%
Sidney	10.9%
British Columbia	13.3%

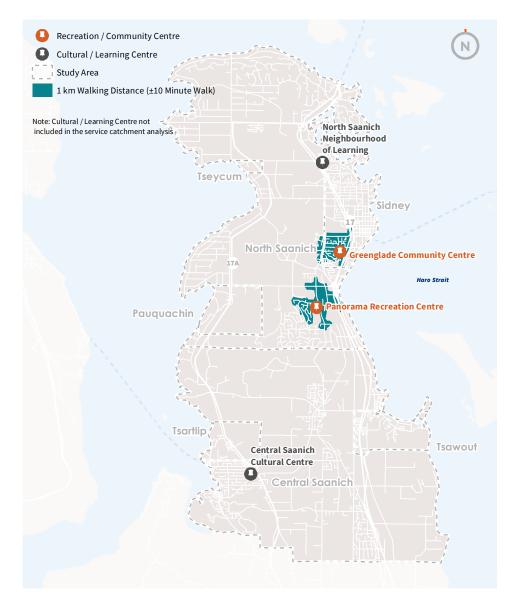


Access to Indoor Recreation Facilities

Analysis was also undertaken to further explore walkability and drive-ability to the two primary facilities operated by Panorama Recreation (Panorama Recreation Centre and the Greenglade Community Centre). The maps on the following pages reflect this analysis.

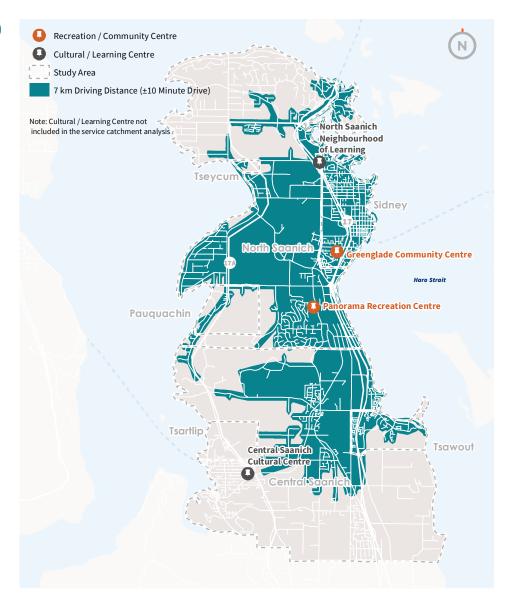
Walkability (Approximate 10 minute walk)

As would be expected, only a small proportion of residents are located within a 10 minute walking distance of the two facilities.



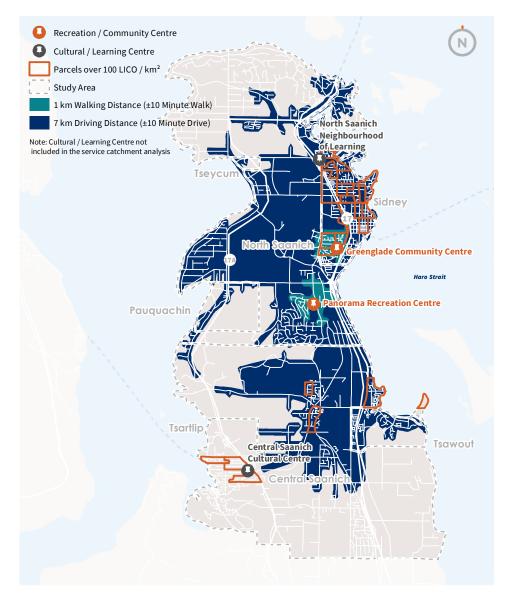
Drive-ability (Approximate 10 minute drive)

Approximately half of residents on the Saanich Peninsula are located within a 10 minute drive of at least one of the two facilities.



Combined Walking and Driving

The adjacent map overlays walkability, drive-ability, and property parcels with a higher prevalence of low income residents (LICO-AT). The most significant service gaps appear to be in Central Saanich and the northern areas of North Saanich. Notably, Greenglade Community Centre also services a number of nearby areas with a higher proportion of LICO-AT residents.





A high-level review of available programs and bookings data was undertaken to assess utilization of available capacity at facilities operated and used by Panorama Recreation. The chart on the following page reflects the findings from this analysis. As reflected in the chart, the consulting team has assessed the utilization of each space as "overused", "well-used", "moderately used", or underused".

Level of Use Assessment Description

Overused: The facility / amenity is at or over capacity and more supply may be needed to alleviate space challenges.

Well-Used: The majority of available capacity is utilized and some challenges may exist during peak times and / or seasons; however the facility / amenity still has enough capacity to meet current needs (future needs may require further exploration).

Moderately Used: The facility / amenity receives a relatively good level of utilization, however capacity challenges are unlikely to exist with a possible few exceptions (current supply is likely sufficient into the future.

Underused: The facility / amenity is not well utilized and capacity exists during most times and seasons. Action is likely required to make better use of this space.

Facility / Amenity	Indicators (2019 data unless otherwise indicated)*	Assessed Level of Use			
Panorama Recreation Centre Spaces					
Arenas	92% utilization of prime time, peak season ice	Well-Used			
Aquatics	207,491 annual swims » Equates to approximately 5 swims per capita » 70% of all swims are leisure and lap swims	Well-Used Well-Used Moderately Used / Well-Used			
	» 237 swimming lessons were not able to be accommodated in 2019				
Weight Room / Fitness Spaces	147,531 weight room visits26,097 fitness drop-in visits				
Indoor Tennis Courts	8,876 hours booked » Equates to approximately 70% utilization if assumed that the 4 available indoor courts have a 9 month primary season of use and are available for 12 hours per day				
Racquetball / Squash Courts	• 1,656 annual hours booked	Underused			
Greenglade Community Cent	re Spaces				
Pottery Studio	1,800 visits385 annual hours of programming	Well-Used			
Weight Room	• 12,388	Moderately Used			
Gymnasium	Utilization estimated at 64% of available hours (based largely on staffing availability)	Moderately / Well-Used			
Activity Rooms and Classrooms	 Utilization of the varies rooms varies All were utilized <50% in 2019 	Underused			
Mind and Body Studio	9,244 registered program visits7,996 drop-in program visits	Moderately Used / Well -Used			
Other Spaces Used by Panora	ma Recreation for Programming and Activities				
Neighbourhood Centre of Learning Gymnasium	25% overall utilization rate but well used during prime time, peak seasons	*Overall utilization doesn't tell the complete story with this space based on available hours and primary seasons of use			
Neighbourhood Centre of Learning Food and Textiles Classrooms	• 62 sessions in 2019	Moderately / Well-Used			
Neighbourhood Centre of Learning Other Classroom Spaces	Minimal data reported	Underused			
Central Saanich Cultural Centre Activity Rooms	Utilization of these spaces between 21% and 41%	Moderately Used			

^{*2019} data was used as this was the last complete year prior to the COVID-19 pandemic



Public sector recreation needs and preferences are impacted by numerous factors, including social trends, available resources, and market dynamics (e.g. supply of private sector providers, population characteristics, etc.). While local needs are the primary driver of program and facility decisions, an understanding of broader regional, provincial, and national trends and leading practices is important in helping identify potential future demands and opportunities to enhance the provision of current services. Identified in this section are a number of key trends and leading practices that are supported by research and/or the consulting teams observed experience.



Trends in Activity Participation



Concerning physical activity levels

Impacts: Physical activity and wellness levels remain concerning among most age cohorts, however the concern is greatest among children and youth age groups. The annual Report Card on Physical Activity for Children and Youth and the Public Health Agency of Canada (PHAC) continue to report that only a fraction of children and youth meet recommended daily and weekly physical activity guidelines.



Demand for spontaneous recreation

Impacts: Over the past decade there has been a continued shift from structured activity to spontaneous or casual activity. Recreation consumers are increasingly looking for pursuits that they can do on their own time without a formalized commitment. While the identification of this trend is not intending to suggest that organized recreation and sport pursuits are no longer popular or important, facility operators will need to ensure a balanced approach when determining how to best meet community needs and allocate available space.



Evolving older adult activity preferences

Impacts: Although many "traditional" activities remain popular among older adult populations, demands and preferences are evolving. Many younger cohorts of older adults (often termed the "baby boom" generation) have differing preferences than previous generations and are increasingly looking for moderately vigorous forms of physical activity and multi-generational programs. The rapid emergence of pickleball and the popularity of aquafitness and lane swimming are examples of activities whose popularity is often driven by older adult populations.



Changing volunteer activity preferences

Impacts: Available data from Statistics Canada reflects that overall levels of volunteerism among Canadians have remained relatively stable. However, volunteers are looking for vastly different experiences than in the past. The modern volunteer is driven by one or a combination of their children's programs and activities (in some cases mandated by the program provider) and the desire to gain new skills. Whereas past generations of volunteers tended to stay with a single organization for a long period of time, many individuals are now looking for shorter term volunteer opportunities (e.g. special events, positions with defined roles and terms, etc.).



Unknown impacts of the COVID-19 pandemic

Impacts: The long-term impacts of COVID-19 remain largely unknown, but there are some initial indications of how activity preferences may change permanently as a result of the pandemic. These potential impacts could include the continued demand for outdoor based recreation, continued expectations for facility sanitization and cleanliness, hesitancy or uncomfortableness with spaces that don't enable social distancing, and heightened awareness of vaccination requirements to access recreation facilities (with some consumers potentially making decisions accordingly).

Did you know?

24-Hour Movement Guidelines

Did you know?

Trends and Best Practices in the Delivery of **Recreational Opportunities**



Focus and equity and inclusion

Impacts: It is critical for public recreation service providers to ensure that programming and facilities are available to all residents regardless of race. sexual orientation, disability, income, and social standing. Maximizing equity and inclusion to recreational opportunities helps ensure that the investment in these services provides the greatest possible societal return. An increasing focus on equity and inclusion have led to many local governments revisiting allocations policies and practices, recognizing that in many cases historical practices re-embed and perpetuate privilege and do not adequately provide space for equity seeking groups.



Physical literacy

Impacts: Service providers are increasingly aware of physical literacy best practices and are integrating these concepts in recreation and wellness programming. Doing so ensures that appropriate opportunities exist for participants of all ages and abilities. An increased focus on fundamental movements skill development, particularly among children and youth, has positive long-term impacts and promotes activity throughout life. Sport for Life (S4L) and Long Term Athlete Development (LTAD) are examples of physical literacy best practices that promote age appropriate sport participation and skill development.



Partnerships and cross-sectoral collaborations

Impacts: Partnerships have always been important in the provision of public sector recreation services. However, the increasing cost of building facilities and providing programming has resulted in partnerships and collaborations becoming even more critical. Traditional partnerships such as joint use agreements with schools, inter-municipal service delivery partnerships (e.g. the Peninsula Recreation Commission model), and partnerships with local not for profit remain important. Increasingly, many recreation providers are also seeking cross-partnerships with public health and social service agencies aimed at increasing participation and expanded the reach of service offerings.



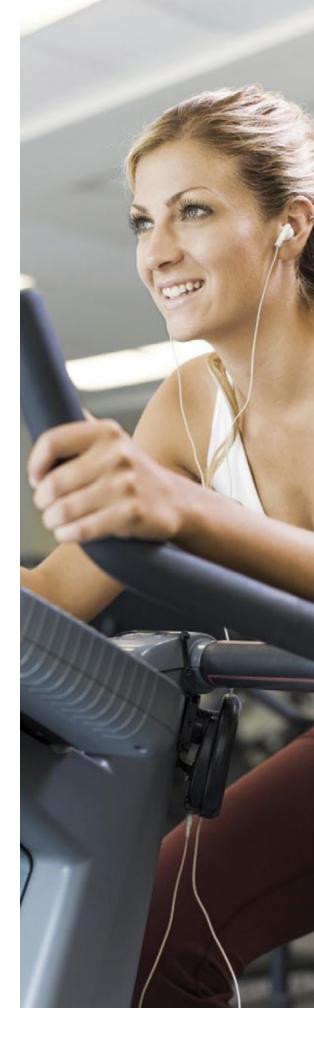
Alignment with provincial and national initiatives

Impacts: The recreation sector has been traditionally siloed with a lack of formal binding structures to tie the sector together at a broader level. However, the development of the Framework for Recreation in Canada: Pathways to Wellbeing in 2015 and other ongoing provincial and national initiatives have helped create a more cohesive sector with common goals and values.



A commitment to reconciliation and decolonization.

Impacts: The ongoing process of reconciliation and decolonization in Canada is top of mind for many individuals and groups. The recreation sector has a role to play by helping advance pertinent Calls to Action contained in the TRC final report. Meaningful dialogue with First Nations communities and a demonstrated commitment to working together will help achieve reconciliation and create understanding. Recreation can provide a platform for these conversations and build connections.



Recreation Infrastructure Trends and Leading Practices

* Flexible and adaptable spaces

Impacts: The benefits of designing highly adaptable multi-use spaces include the opportunity to create operational efficiencies, attract a wide spectrum of users, and procure multiple sources of revenue. Providing the opportunity for all family members to take part in different opportunities simultaneously at the same location additionally increases convenience and satisfaction for residences. Many new facilities are placing a preference on maximizing the development of larger span spaces that can be configured in different ways and more easily retrofitted to accommodate future needs and trends.

Social amenities

Impacts: The inclusion of social amenities provides the opportunity for multipurpose community recreation facilities to maximize the overall experience for users as well as to potentially attract non-traditional patrons to the facility. Examples of social amenities include attractive lobby areas, common spaces, restaurants and cafeterias, spectator viewing areas, meeting facilities, and adjacent outdoor parks or green space. It is also becoming increasingly uncommon for new public facilities, especially in urban areas, to not be equipped with public wireless Internet.

Integration between indoor and outdoor environments

Impacts: A growing trend in recreation facility design is to develop indoor environments that interact seamlessly with their adjacent outdoor environment, creating community "hubs" or campuses. Examples of indoor – outdoor synergies include public event spaces, indoor/outdoor walking trails, indoor/outdoor child play areas, and indoor/outdoor public art installations. Although there are a number of operational issues that need to be considered when planning indoor/outdoor environments (e.g. cleaning, controlled access, etc.) the concept of planning an indoor facility to complement the site it is located on (and associated outdoor amenities included) as well as the broader community parks and trail system is prudent and will ensure the optimization of public spending on both indoor and outdoor recreation infrastructure.

Revenue generating spaces

Impacts: Facility operators of community facilities are being required to find creative and innovative ways to generate the revenues needed to both sustain current operations and fund future expansion or renovation projects. By generating sustainable revenues outside of regular government contributions, many facilities are able to demonstrate increased financial sustainability and expand service levels.



Place-making

Impacts: The concept of place is gaining increasing attention within recreation facility design and space animation. This concept suggests that infrastructure can be used to connect residents with a community or "place". Integrating public art, designing the facility to "look and feel" like the community and the manner in which the space is animated (programmed) all contribute to place making.

Did you know?

maximize the value of available





Appendix A: Stakeholder and Community Group Consultation – Participating Organizations

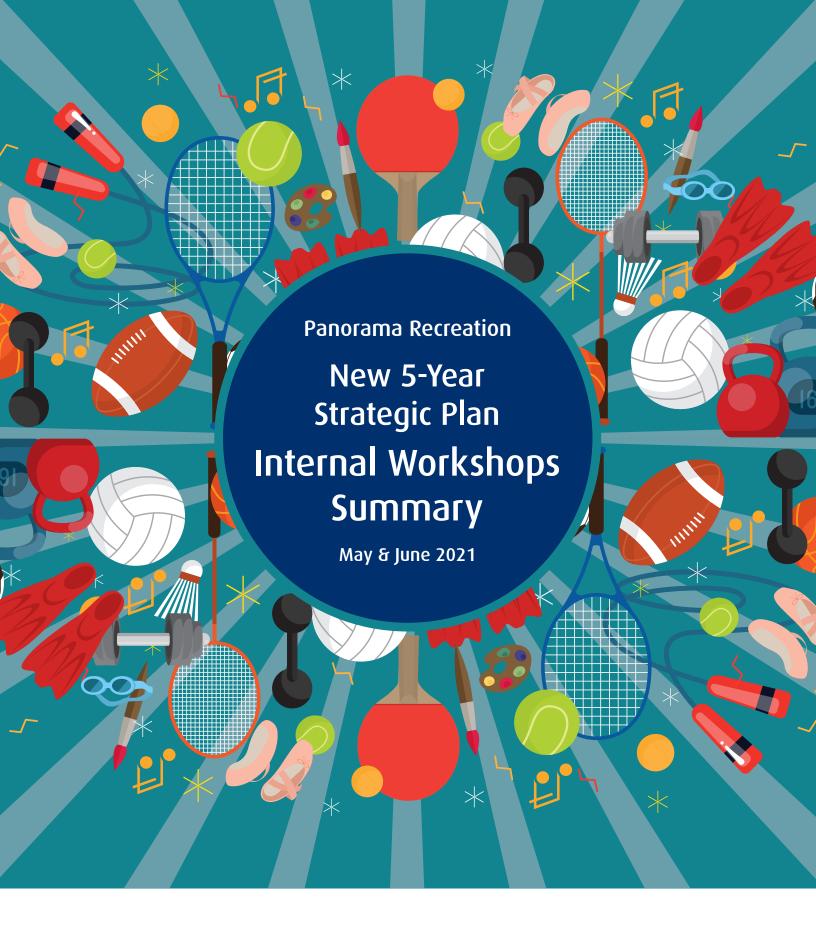
Organization	Participated in a Stakeholder Discussion Session	Provided a response to the Community Group Questionnaire
Leslie Global Sports (Hockey Camp Operator)	✓	
Old Crows Hockey club		✓
OneAbility / INclusion INcorporated	✓	
Pacific Coast Swimming	✓	✓
Parkland Secondary School		✓
Pender Island Otters Swim Club		✓
Peninsula Lacrosse Association	✓	
Peninsula Panthers Junior Hockey Club	✓	✓
Peninsula Minor Hockey Association	✓	
Peninsula Tennis Club	✓	✓
Retreads Oldtimer Hockey	✓	✓
Saanich Peninsula Pickleball Association	✓	✓
Saanich Peninsula Pickleball	✓	✓
Sooke Pickleball Group		✓











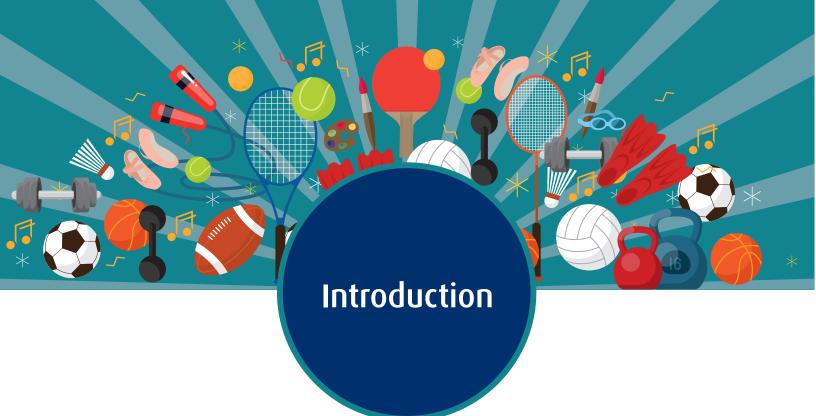








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Two internal workshops were conducted at the outset of the project to help the consulting team become further familiarized with the local service delivery context and initiate a conversation on key topics, issues, and opportunities that the new Strategic Plan will need to consider.

Workshop #1: Panorama Recreation Staff – conducted virtually on May 26, 2021

Workshop #2: Peninsula Recreation Commission – conduct inperson on June 15, 2021

This report document summarizes key findings from these workshops. It is important to reiterate that these workshops were held at the beginning of the project process and were not intended to culminate in the identification of specific solutions or move forward priorities – they were simply an initial opportunity to for internal input and dialogue. To provide an environment in which participants could speak freely and provide maximum value to the conversation, this report does not attribute comments to specific individuals but rather reflects overarching themes and points of interest.



Topic 1: Trends Observations

Recognizing that staff are local subject matter experts on the delivery of recreation and leisure activities, it is important to leverage their knowledge and understanding of activity preferences that are growing, emerging, declining, and changing / evolving. Noted below are key findings and themes from the discussion.

Activities that are growing in popularity

- Pickleball
- Use of common spaces for socialization, working / studying, and eating pre or post activity
- Aquatics (most activity types, including: leisure and "play" based aquatics, lessons, aquatic fitness programs and classes, and lane use)
- Continued growth of fitness (classes and spontaneous use of the weight room and cardio equipment)
- Anecdotally, it appears that youth are gravitating to spontaneous use outdoor spaces like skate parks and outdoor basketball courts more (this trend was part of the rationale for the new multi-sport court being installed at the Panorama Recreation Centre)

Expectations from facility and program patrons

- Increased expectations for cleanliness, staff response time to issues and inquiries, and the overall convenience of their experience
- WiFi continues to become more important; both for use in common spaces and the weight room (virtual workouts and connecting to fitness apps)
- · Demands for flexible programming
- Willingness to pay for convenience (e.g. people paying extra for swimming lessons in a desirable timeslot)

Other notable trends

- Older adults are looking for more dynamic and physically intensive activities; often prefer integration with overall adult offerings and multi-generational activities
- Increased need for childcare across the service area (including child minding to support activity participation)
- More inclusion requests to support participation by individuals facing a variety of physical and other barriers
- The impacts of COVID-19: many patrons have enjoyed their classes being moved outdoors, unknown how people will feel about gathering in confined spaces moving forward, varying perspectives on whether the pandemic will alter overall attitudes towards public spaces and facilities (will residents view facilities as more or less important?)
- Continued popularity of tennis and use of the indoor and outdoor courts



Topic 2: Strengths and Potential Gaps

Staff were next asked to self-assess the current state of service delivery, including overall strengths and gaps.

Strengths (What does Panorama Recreation do really well?)

- Responding to programming needs, changes and unforeseen circumstances (e.g. Panorama Recreation was one of the first facilities in the region to offer outdoor fitness when the pandemic started)
- Staff feels their work is supported by management and the Commission; coordinators and program staff are empowered and able to implement new offerings and services
- Special events are generally successful and well attended
- Facilities are well utilized and the perception of staff is that they are highly valued by the communities that they serve
- Quality of programming is excellent; the reputation of Panorama Recreation is definitely viewed as a strength
- Good working relationships with municipal staff from Sidney, North Saanich and Central Saanich
- Implementation of the previous Strategic Plan (with the exception of food services); demonstrates a commitment to planning and what they hear from the community
- The investment in the Greenlade Community Centre has created a highly valuable satellite "hub" for residents in that part of the service area

Potential Gaps (What do we need to do better?)

- Continue to integrate a holistic approach to physical literacy and activity throughout the lifecourse (ensure residents in every age cohort are provided with a diversity of offerings)
- Lack of on-site food service at the Panorama Recreation
 Centre (longstanding issue identified in the previous Strategic
 Plan; they are aware of it, but it has proven challenging to
 address)
- Lack of indoor space for spontaneous recreation activities and social gathering
- The Commission and CRD have generally done an excellent job with asset management and setting aside required funds; however aging infrastructure is always a risk as buildings and their systems age
- It's a continual challenge to engage teens and young adults (ages 13 – 20); need to continue identifying creative ways and offerings that appeal to these residents
- Staff challenge of finding operators and maintenance staff with the required tickets and certifications
- Unsupervised youth drop-in has resulted in some occasional incidents (vandalism to space and equipment)



Topic 3: Potential Future Focus Areas & Priorities

The next portion of the session shifted towards thinking about the future. Staff were asked to identify priorities and focus areas that they believe should be most important over the next 5 years and beyond.

Infrastructure Priorities (improvement, enhancements, and additions to facilities that Panorama Recreation is responsible for)

- The Panorama Recreation Centre, like many facilities of its era, is "choppy" and "boxy"; future space retrofits and expansions should be leveraged to create more flow through the building and open up spaces
- Food services and casual socializing space (further position the Panorama Recreation Centre as a community hub)
- Identify "easy win" opportunities to make spaces more functional (e.g. look at opportunities to retrofit multipurpose program rooms that are too small or not adequately equipped)
- The impending retirement of the aquatics expansion debenture may create some opportunity for capital investment; need to determine if it's best investing in enhancing existing spaces or providing new types of spaces
- An opportunity may exist to add more outdoor amenities on the Panorama Recreation Centre site; the addition of the multicourt surface could be leveraged to create a campus of activity

Service Delivery Priorities and Focus Areas (improvements and optimization of programs and services)

- Continue to think creatively and focus on getting more residents, more active
- Focus efforts and investment on underserved / underrepresented groups and individuals (generally across the parks and recreation sector a lot of resource goes into servicing the needs of residents that are already "sold" on the benefits; more effort is needed to targets those that aren't active enough or face barriers to participation)
- Balance meeting the needs of long-standing groups with those of new and emerging groups that need access to space and other resources
- Movement education (physical literacy; promote cross activity; make it a key priority to ensure residents are active for life)
- Opportunities exist to further engage and provide opportunities for residents from local First Nations communities
- Continue to look for mutually benefit partnerships, joint programming, and space leveraging opportunities with municipalities, the School District and other community organizations
- Continue to ensure the collection of and ongoing use of data to drive programming and facility animation decisions



Topic 4: Community Engagement Insights

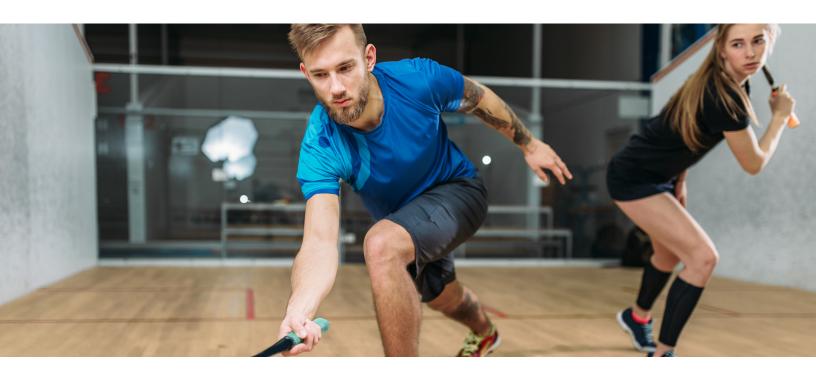
The last topic of the discussion focused on getting staff feedback on the upcoming community engagement process.

Engagement Targets (Who do we need to hear from?)

- General public in order to better understand their satisfaction levels, future priorities and what may have changed as a result of the pandemic)
- Non-facility users
- Those individuals and groups who aren't necessarily just the loudest voices
- Emerging and growing groups and activities (e.g. pickleball)

Other important engagement considerations

- Need to be flexible
- Provide multiple platforms (online and in-person if possible)
- Let the First Nations communities determine how they wish to be engaged
- It will be important for the Strategy to reflect diverse resident and community perspectives
- Use the Panorama Recreation Centre and Greenglade Community Centre to promote engagement opportunities
- Review previous engagement and identify opportunity to further explore key findings





Topic 1: Reflecting on the Previous Strategic Plan

The first part of the discussion focused on garnering insights from the Commission members on the previous Strategic Plan. It is important to note that the current Commission includes individuals that were part of the previous Strategic Plan process and others that were not.

The Value and Benefits of the Previous Strategic Plan

- It was generally a beneficial document and the Commission has been fairly successful at implementing most of the required Strategic Priorities and Initiatives
- Varying opinions on how applicable the Strategic Plan has been on an ongoing basis (some perspective that the document was too high level)
- The value of the document to Commission members often depends on their tenure and understanding of the historical context

Potential Learnings for the New Strategic Plan

- Opportunity for more visuals (charts, infographics, dashboards, etc.) and less / concise language
- Need a better linkage between the engagement / research and strategic direction provided in the document (overall, the new Strategic Plan should be more data driven)
- It may be beneficial to have two versions of the document; a detailed one for Commission and staff use and a summarized version for public consumption
- It was pondered if an opportunity may exists to align the lifespan of the new Strategic Plan with Commission and/or municipal elected official terms



Topics 2 and 3: Expectations for the new Strategic Plan and Priority Setting

The conversation was then shifted to explore Commission members expectations for the new Strategic Plan well as how priorities should be set. *Note: Expectations for the New Strategic Plan (Topic 2) and Priority Setting (Topic 3) were presented as separate topics during the session, however as the conversation went back and forth on both related topics the key findings and themes have been combined.*

Key Topics and Issues for the Strategic Plan

- Commission members pondered if Panorama Recreation should become more focused on specific activities and programming priorities, or continue to try and provide the broadest possible array of activities
- There is a need to investigate facility and space needs for a couple specific geographic areas:
 - » The Central Saanich Brentwood area (growing, previous needs assessment reflected the need for more local programming availability)
 - » North Saanich demand for a community hub; some belief that a new library can be multi-dimensional and integrated with other community spaces (North Saanich is currently served by a library in Sidney)
- Inclusivity, equity and access need to continue being important and ongoing priorities
- The Strategic Plan needs to provide clarity on a number of key facility and amenity topics and issues, including:
 - » Should available capital funds be spent on enhancing existing amenities or meeting gaps (increasing the supply of new facilities and amenities)?
 - » How can the demand for pickleball be addressed? And what is the best approach to providing infrastructure for this emerging activity?
 - » How can the Commission finally address food service needs in a way that is financially viable and meets community expectations?
- Mixed perspectives exist on whether service delivery role clarity is needed between the Commission and three partner municipalities (e.g. who is responsible for providing spaces and programming that fall into a grey area between recreation and parks?)

Important Planning and Priority Setting Considerations

- COVID-19 has created uncertainty, significantly decreasing revenues over the past year with the long-term impacts unclear (e.g. visitation levels, ability to return to normal capacities, etc.)
- Commission members also pondered if the pandemic will change resident attitudes and expectations towards programming, activities, and social gathering
- During this portion of the discussion it was reiterated that the research and engagement needs to be connected to the priorities in the new Strategic Plan
- The new Strategic Plan needs to distinguish between goals and objectives that are one-off (can be "checked off") vs ongoing (should always be a priority)
- Important to ensure that the new Strategic Plan is aligned with three OCP's
- Priorities identified in the Strategic Plan need to balance creativity and "outside the box" thinking with practically as there is not unlimited resources
- A number of Commission members expressed that potential service gaps (as identified through the research and engagement) should be priorities for investment
- The definition of "community demand" as a priority setting criteria was challenged by a few Commission members; the loudest voices should not simply drive priorities
 - » It was expressed that the difference between a "need" and a "want" requires clarity.

Topic 4: Community Engagement

To conclude the session, Commission members were asked to provide their perspectives and advice on the upcoming engage phase of the project.

Overall Thoughts on the Importance of Community Engagement to the Project

- Successful engagement will be critical to ensure buy-in to the Strategic Plan
- As previously mentioned, it will be important to ensure that the strategic direction provided in the new Strategic Plan is backed up and rationalized by the engagement
- The previous Strategic Plan did an ok job with community engagement; the new Strategic Plan needs to go the extra mile
- The engagement is timely given the (potential) changes and uncertainty brought forth by COVID-19

Advice and Considerations to Ensure Our Engagement Process is Successful

- First Nations have not been sufficiently engaged in the past; the new Strategic Plan needs to capture input from these communities
- Engaging youth during the summer months is challenging but needs to happen to ensure their perspectives are included
- The project team should align (and avoid duplication) with OCP engagement wherever possible
- A few Commission members reiterated that they are keen to explore how the pandemic will change participation and activity preferences









