

**MINUTES OF THE REGULAR MEETING OF COUNCIL HELD IN
THE COUNCIL CHAMBER, CITY HALL, 141 WEST 14th STREET,
NORTH VANCOUVER, B.C., ON MONDAY, JANUARY 19, 2009
AT 6:00 P.M.**

REPORTS OF COMMITTEES, COUNCIL REPRESENTATIVES AND STAFF

3. Civic Lands – Development Planning – File: 3380-02-L7

Report: Community Planner, Community Development, January 13, 2009.

Moved by Councillor Keating, seconded by Mayor Mussatto

THAT staff be requested to bring forward a short report providing answers to some of the important questions, outlined in the January 13, 2009 report of the Community Planner, and any other answers pertaining to Council's discussion this evening.

Moved by Councillor Keating, seconded by Councillor Clark

THAT the meeting recess to the Public Hearing scheduled for this evening regarding Bylaws Nos. 7978, 7965, 7970 & 7971.

CARRIED UNANIMOUSLY

A recorded vote was then taken on the motion.

Voting in favour: Councillor Heywood
Councillor Trentadue
Councillor Keating
Councillor Clark
Mayor Mussatto

Voting against: Councillor Fearnley
Councillor Bookham

The motion was **CARRIED** by a vote of five to two.



The Corporation of **THE CITY OF NORTH VANCOUVER**
COMMUNITY DEVELOPMENT DEPARTMENT

REPORT

To: Mayor Darrell R. Mussatto and Members of the Council
From: P.R. Penner, Community Planner, Community Development
SUBJECT: CIVIC LANDS – DEVELOPMENT PLANNING
File: 3380.02.L7
Date: January 13, 2009

The following is a suggested recommendation only. Please refer to Council Minutes for adopted resolution.

RECOMMENDATION

PURSUANT to the report of the Community Planner, dated January 13, 2009, entitled “Civic Lands – Development Planning”:

THAT staff be directed to pursue a phased plan for the refurbishment and redevelopment of the Harry Jerome Recreation Centre precinct leading to a replacement Community Recreation Centre at the site consistent with the findings of the North Vancouver Recreation Commission’s Recreation Needs Assessment and Indoor Recreation Facilities Plan;

THAT elements of the Recreation Needs Assessment and Indoor Recreation Facilities Plan, not yet recommended for the site, such as an arena complex be deferred pending further consideration to a future phase of the replacement plan;

THAT surplus property be identified as soon as possible to enable those surplus properties to be considered for sale or lease to assist in the financing of the replacement plan;

THAT staff pursue Integrated Resource Management design charrette opportunities as part of the redevelopment planning for the Harry Jerome Recreation Centre precinct;

THAT the Recreation Needs Joint Steering Committee be advised of the of the proposed preliminary work on a confidential basis;

ATTACHMENTS

1. Excerpt from the Lonsdale Recreation Centre Facility Assessment, CJP Architects, February, 2002;
2. Excerpt from the Master Plan for the Redevelopment of the Harry Jerome Recreation Complex, Coriolis Consulting Corp. et al, March 2005;
3. Conceptual site plans for the phased redevelopment of the Harry Jerome Recreation Centre site prepared by staff for discussion purposes.

PURPOSE

This report follows up on the North Vancouver Recreation Commission's report entitled Recreation Needs Assessment and Indoor Recreation Facilities Plan. A set of directions for staff are proposed that will enable the City to move forward with early phases of the Harry Jerome Recreation Centre (HJRC) renewal plan based on the recommendations of the study that are readily implemented. Similarly, recommendations of the study requiring more deliberation will be deferred for implementation at a later stage of HJRC replacement.

DISCUSSION

Background

A very thorough body of work is now available to Council and other decision makers concerning the replacement of the Harry Jerome Recreation Centre:

- March 2008, Recreation Needs Assessment and Indoor Recreation Facilities Plan, Commission Report to City and District Councils, North Vancouver Recreation Commission;
- August 2007, Indoor Recreation Facility Plan – Final Report, Professional Environmental Recreation Consultants Ltd. (PERC);
- 2006, Recreation Needs Assessment – Final Report, PERC;
- November 2005, Facility Condition Assessment – Final Report, Vanderweil Facility Advisors Canada Corp.;
- March 2005, Master Plan for the Redevelopment of the Harry Jerome Recreation Complex: Proposed Planning Directions, Coriolis Consulting Corp. et al;
- January 2005, Program Estimate #1 – Redevelopment of Harry Jerome Recreation Centre, BTY Group;
- March 2004, A Review of Present Tree Conditions in the Harry Jerome Precinct Area, Dunster & Associates;
- April 2003, Harry Jerome Recreation Complex – Leisure Needs and Space Assessment, PERC/Wilson & June Consultants;
- February 2002, Lonsdale Recreation Centre Facility Assessment, CJP Architects;
- September 2001, Lonsdale Recreation Traffic and Parking Study, G.D. Hamilton Associates Consulting Ltd.;

- June 2001, North Vancouver Recreation Commission Aquatic Review, Janna Taylor and Associates/Fay Baker Consulting.

All of these documents have been assembled and are on file in the City Clerk's office for Council's reference.

Facility Renewal or Facility Replacement?

Some of the consultant studies referenced above have examined the condition of existing facilities and the cost implications of renewing existing facilities or replacing them altogether. These studies include:

- The Lonsdale Recreation Centre Facility Assessment, CJP Architects (see Attachment No. 1);
- The Master Plan for the Redevelopment of the Harry Jerome Recreation Complex: Proposed Planning Directions, Coriolis Consulting Corp. et al (See Attachment No. 2); and
- The Facility Condition Assessment – Final Report, Vanderweil Facility Advisors Canada Corp

Some of the studies concluded that the facilities located at Harry Jerome had met or exceeded their operational life, and that building replacement, rather than building renovation, made the most sense from a financial and functionality perspective.

Staff believe that the conclusions of the previous work may or may not still be valid, and that the issue requires further analysis in the context of PERC's Indoor Recreation Facility Plan – Final Report, and the subsequent NVRC recommendations to City and District Councils. Such an analysis would be undertaken with the pre-development funding recently requested in the 2009 Project Financial Plan, and would provide a comprehensive analysis of new and/or renewed facilities, and the respective implications for factors such as:

- Cost;
- Functionality;
- Sustainability (energy efficiencies, etc.);
- Surplus lands/land sales/revenue generation;
- Operational efficiencies;
- Etc.

City and NVRC facilities management staff are meeting to discuss some of the issues with regards to the status of the existing facilities and will be available to provide a verbal update to Council when this report is considered.

Phased Redevelopment

The Mayor and the City Manager have been appointed by Council to work with their counterparts in the District and with the Recreation Commission to develop

recommendations on elements of the recent work that require more analysis and deliberation.

In large part, the Recreation Needs Assessment and Indoor Recreation Facilities Plan was produced in response to the City's desire, not simply to replace the facilities at Harry Jerome, but more strategically to build those facilities best located at Harry Jerome and most likely to be well used by our residents. Simply put, the recent work confirms the need at Harry Jerome for a swimming pool, gyms, community space and the existing theatre, as well as the potential for more cultural space. Less clear is the need to provide an arena complex at this site since two or more ice sheets co-located are a preferred development element from a cost and operational perspective.

From a capital planning and operational perspective, City staff have met and discussed the best next steps in light of the various findings. Based on Council discussions and public surveys it may be that the best approach will be to make a phased replacement of Harry Jerome the next major capital project for the City. A clear multiple phase plan with OCP amendments, as necessary, would be developed to do the following:

- Conduct a cost, operational and functional analysis of various building replacement and building refurbishment options;
- Determine which sites are to be retained for recreation facility and other civic uses;
- Identify other sites for uses that may be privately developed and their revenue-producing potential;
- Re-designate, rezone, market and sell surplus lands;
- Conduct further consultations with adjoining property owners (Silver Harbour, neighbouring properties) and tenants (North Vancouver Lawn Bowling) regarding land use and facility renewal plans.

Attachment No. 3 depicts conceptual development scenarios for the redevelopment of lands in the Harry Jerome precinct. **It should be stressed that, while the scenarios depict facility locations and redevelopment sites, no firm decisions have been made in either regard.** However, if a phased approach is endorsed it would likely occur in the following order:

- 1) Phase #1 - Predevelopment: In this first phase staff would be directed to determine if some surplus areas can be identified now, and redesignated for sale and development. These actions could create working capital and provide momentum for the overall project.
- 2) Phase #2 – Initial Construction, Land Sales & Development – As much as possible of the accepted parts of the Recreation Needs Assessment and Indoor Recreation Facilities Plan should be planned for in the development of Phase 2 of the Harry Jerome Redevelopment Plan. Council will need to deliberate on the complete range of these components but they will likely include a swimming pool, gymnasium and community rooms. It is anticipated that this development could all occur on the north side of East 23rd Street. A portion of the site needed for subsequent phases would be maintained for an on-grade parking lot. It is unlikely that an arena complex with ice sheet(s), and some of the cultural

services space would be possible in this initial (post-Olympics construction start) phase thus reducing the initial capital cost. Existing uses south of East 23rd Street, except perhaps Memorial Gym, would stay operational while the new buildings were constructed and, likely, the existing rink would remain open thereafter until an inter-municipal decision was made on rinks and Phase #3 was underway.

- 3) Phase #3 – Final Construction, Land Sales & Development – Once Phase 2 is completed, further surplus lands could be marketed creating more revenue to help pay for the Phase 2 or Phase 3 works. The joint planning process now underway will hopefully have determined if an arena complex, and cultural spaces are also required in Phase 3. Phase 3 could then be initiated in the area planned for these uses in the pre-development phase.

Optimistically, it is possible that this multi-phase project could start with planning in 2009, initial site preparation late 2009, Phase 2 construction post-Olympics 2010-2012, and Phase 3 in 2012-2014. Cash flow analysis, construction staging, and other factors will impact on this simple overview and may adjust time frames; however, staff believe that it is worthwhile to get the process started now so that we may be able to proceed quickly with construction when Council so determines.

INTEGRATED RESOURCE MANAGEMENT CHARRETTE

Harry Jerome Recreation Centre (HJRC) renewal is an ideal candidate for early planning of resource conservation. The precinct is on a large land area, adjacent to a transit corridor, and is a resource intensive multi-purpose facility that currently requires considerable energy and water inputs. Indeed it has been estimated that up to 25% of the City's corporate greenhouse gas (GHG) emissions are generated by the HJRC, and that there is the potential for up to 30% savings in energy consumption and associated emissions that could be realized through its renewal.

It is in this context that the City has been exploring a funded partnership with BC Hydro to commission an Integrated Resource Management (IRM) design charrette to identify what is possible for a sustainable recreation centre precinct that includes:

- Medium to high-density residential uses
- Commercial uses
- Recreational uses (pool, gymnasium, etc.)
- A seniors centre
- Open space

Features that could contribute to HJRC's sustainability might include:

- Grey water reuse
- Bio-fuel boilers
- Solar heat
- Ground source heat/cool
- Energy recovery from wastewater
- Heat recovery from electrical and electronic equipment

- Photo-voltaics
- Onsite composting
- Onsite waste water treatment (wetlands/greenhouse)
- A forested open space

There is also the potential to use the LEC as a vehicle to heat and cool a new HJRC precinct using multiple energy sources including grid, and on-site waste streams from residential, institutional and commercial facilities. The charrette would also be an opportunity to consider how redevelopment of the HJRC can align with the directions of the Central Lonsdale Planning Study and the 100 Year Visioning process.

BC Hydro has agreed to cost-share the integrated resource management (IRM) portion of a Harry Jerome design charrette, and have allocated up to \$25,000 for the task. With Council's endorsement staff will proceed to develop an IRM design charrette work plan in collaboration with BC Hydro.

RELATIONSHIP TO ADOPTED PROJECT FUNDAMENTALS

The earlier work on the Harry Jerome site redevelopment completed in 2005 led to the adoption of a number of project fundamentals by Council (see Attachment No. 2). The process proposed in this report is in accordance with those fundamentals. Council should be aware, however, that the Project Fundamental #8 calls for the provision of one hectare of informal open space in addition to Crickmay Park and Rodger Burnes Green. This is a significant commitment in terms of the space available, and its potential for facility siting and land sales / revenue generation. For example the Mickey McDougall Gym and the adjacent field is 1.045 hectare in area. It may be more feasible, and lead to a better overall design, to create several smaller open space parcels to fulfill this project fundamental.

NEXT STEPS

The City Library has now been completed, and it seems logical that the next large capital project for the City will be the renewal of the HJRC. There is a high level of interest in the community according to the most recent Ipsos-Reid study for replacement work to proceed at Harry Jerome. This support has been constant since the topic of replacement was first surveyed close to a decade ago. Staff has developed a reasonable set of next steps to begin the process of planning, designing and developing the Harry Jerome precinct with new public facilities, and revenue-producing development.

The first step in this proposed process is the endorsement of this report. Following Council's endorsement, an early next step will be communication to our partners, the District of North Vancouver and the Recreation Commission, of this proposal. Discussions will continue with BC Hydro regarding the proposed Integrated Resource Management (IRM) design charrette. A subsequent step will be contacting adjoining property owners (Silver Harbour, neighbouring properties) tenants (North Vancouver Lawn Bowling) and the interested public in this proposed sequence of projects.

Rezoning and project planning processes will then be required to determine the distribution of uses and the development of funding to enable the initial work to proceed.

FINANCIAL IMPLICATIONS

This will be a major project and considerable staff time and resources, including capital funding will be necessary as the project moves forward. A request has been made to the Finance Committee to consider \$1.2 million in funding over two years for the pre-development work proposed in this report in the 2009 Project Financial Plan. A separate report from the Recreation Commission has requested funds for HJRC building replacement, beginning in 2011.

In the past decade, the City has successfully funded a number of major capital projects using a combination of interest earnings on reserve funds, and land sales proceeds. This method of providing project funding may have to be modified or supplemented in order to fund the Harry Jerome project. Currently, only \$12.4 million in funds in hand has been identified for this project in the City's Capital Project plan. Identification of additional sources of funds will be a necessary part of the work going forward, and the requirement to secure such resources in advance of construction may lead to the development of phasing and scoping options in addition to those referenced in this report.

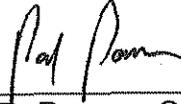
INTER-DEPARTMENTAL IMPLICATIONS

This report was developed through an interdepartmental process and supported by the Major Projects Committee. Next steps will be undertaken by the City Manager's Office; Community Development; Engineering, Parks and Environment and Finance, and the NVRC.

CORPORATE PLAN AND/OR POLICY IMPLICATIONS

The upgrading or replacement of the Harry Jerome Recreation Centre has been an increasing priority over the past decade, and this need is reflected in several policy documents and City corporate plans.

RESPECTFULLY SUBMITTED BY:



P.R. Penner, Community Planner
Community Development

APPROVED BY:



R.H. White, Director
Community Development

REVIEWED BY:



A.K. Tollstam
City Manager

Attachments

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LONSDALE RECREATION CENTRE FACILITY ASSESSMENT
City of North Vancouver, B.C.

February 15, 2002

201026-13

The following is a summary of the Facility Assessment of the Lonsdale Recreation Centre carried out by the following Consultant team for the City of North Vancouver.

Architects:	CJP Architects
Structural Engineers:	Read Jones Christoffersen Ltd.
Mechanical and Electrical Engineers:	Earth Tech (Canada) Inc.
Code Consultants:	Gage Babcock & Associates Ltd.
Cost Consultants:	BTY Group Quantity Surveyors

The emphasis of the study was on Building Condition (75%), but Facility Function (25%) was assessed, based on site observations and a review of the "Focus Group" reports (by the Recreation Commission).

The building condition assessment is the result of a site study of all the building elements. The buildings are broken down into "Elements", "Sub-Elements", "Assemblies", and "Components".

e.g. Element - Exterior Enclosure
 Sub-Element - Walls Above Grade
 Assembly - Wood Frame Walls
 Components - Siding
 Building Paper
 Sheathing
 Insulation
 Wood Studs

Weightings and scores are assigned to all Components and totaled to arrive at a building "Score".

The main building was divided up into four areas, the "Core", the "Flicka Gym", the "Pool", and the "Rink", to allow for a more accurate assessment of this otherwise large and complex building.

The scoring is from 1 to 10, with 10 representing 'as new' condition; 5 to 9 representing 'adequate' but requiring significant repairs and maintenance; 2 to 4 meaning replacement is required; and 1 equalling 'failure', immediate replacement required.

All the buildings scored in the mid range (4 above 50% and 2 below 50%). Life expectancy has been determined by subtracting a 50 year life expectancy from the building scores. For example, the building score for the Mickey McDougal Gym is 55.95, minus 50 (years), yielding a life expectancy of 5.95 years. This is a somewhat subjective number however;

LONSDALE RECREATION CENTRE FACILITY ASSESSMENT
City of North Vancouver, B.C.

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201026-13

as all the buildings can continue to function, with relatively high operating costs and the correction of deficiencies. The true end of a building's usefulness is the point at which the building is no longer suitable for its intended purpose due to physical deterioration, or the spaces are outdated and non-functional.

All the buildings perform adequately, but are dated and are subject to significant operating and maintenance costs and based on current Recreation Facility standards, are lacking functionally.

The following is a summary of the building scores and upgrade costs. See attached sheets for more details. Five (5) Year Costs include estimated current operating costs plus all the estimated repair and upgrade costs.

Mickey McDougal Gym

Score: 55.95
Life Expectancy: 5.95 years
Total Upgrade Costs: \$1,180,410
% of Replacement Cost: 30.84%

Memorial Gym

Score: 48.10
Life Expectancy: -1.90 years
Total Upgrade Costs: \$1,063,065
% of Replacement Cost: 29.14%

Rec Centre Core

Score: 55.81
Life Expectancy: 5.81 years
Total Upgrade Costs: \$1,471,699
% of Replacement Cost: 61.11% *

*Note: Costs are disproportionately high because electrical distribution cost for all four buildings is included in this building.

LONSDALE RECREATION CENTRE FACILITY ASSESSMENT
City of North Vancouver, B.C.

February 15, 2002

201026-13

Rec Centre Gym

Score: 53.28
Life Expectancy: 3.28 years
Total Upgrade Costs: \$848,873
% of Replacement Cost: 28.11%

Rec Centre Pool

Score: 47.81
Life Expectancy: -2.19 years
Total Upgrade Costs: \$923,556
% of Replacement Cost: 34.61%

Rec Centre Rink

Score: 57.42
Life Expectancy: 7.42 years
Total Upgrade Costs: \$1,120,000
% of Replacement Cost: 22.30%

The most significant cost items are those required by new building codes. All the original buildings and all subsequent additions were constructed to the building codes in effect at the time of construction. The introduction of more stringent building codes since the original construction, is the reason for these upgrade requirements, but they are only required if major renovations or additions are carried out on the old facilities.

All of the "Upgrade" costs, plus estimated operating costs have been totaled and compared to the estimated "New Facility" costs (as a percentage).

As can be seen, these costs today range from 22.3% to 61.1% of the "New Facility" costs.

In light of the indicated functional deficiencies at the existing facility, building repairs and upgrades noted in the "Facility Assessment" should be deferred until the functional adequacy of the Recreation Centre has been determined. A detailed "Functional Program" should be developed outlining the functional requirements for the facility. This document would outline in detail the required recreational programs to be carried out in the facility, complete with a list of all rooms and spaces required to provide these programs. A detailed site study and master plan could then be developed for the site. This plan would show the most feasible and economic way to provide these facilities on the existing site.

LONSDALE RECREATION CENTRE FACILITY ASSESSMENT
City of North Vancouver, B.C.

February 15, 2002

201026-13

Any of the existing building to be retained in the new facility could then be upgraded as required. This would avoid the cost of upgrading an old facility that does not or cannot meet the current recreational needs of the community.

Lonsdale Recreation Centre - Facility Assessment

Cost Summary

	Mickey Mc Dougal Gym	Memorial Gym	Rec Centre Core	Rec Centre Gym	Rec Centre Pool	Rec Centre Rink	Average Score	Total Costs
Building Score	55.95	48.1	55.81	53.28	47.81	57.42	53.06167	
Replacement Cost	\$3,829,420	\$3,648,030	\$2,408,100	\$3,019,540	\$2,868,600	\$5,022,000		\$20,595,690
Total Up Grade Costs	\$1,180,410	\$1,063,065	\$1,471,699	\$848,473	\$923,556	\$1,120,000		\$6,607,203
% of Replacement Cost	30.82%	29.14%	61.11%	28.10%	34.61%	22.30%		32.08%

Annual Operating Costs

	Existing Complex	New Complex
		% Savings \$ Savings
Energy	\$226,756	25.00% \$56,689
Capital Replacement Costs	\$903,400	60.00% \$542,040
Maintenance		
Material	\$205,204	40.00% \$82,082
Salaries & Wages	\$173,546	10.00% \$17,355
Custodial Salary	\$367,795	15.00% \$55,169
Total Physical Plant Operating Costs	\$1,876,701	Total Savings \$753,334

Estimated Replacement Cost	\$20,595,690
10% Discount for Single Building	\$2,059,569
Estimated New Facility Cost	\$18,536,121
Payback Time - YEARS	24.61

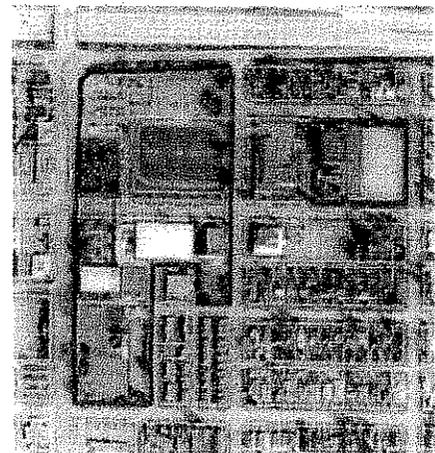
5.0 PROJECT FUNDAMENTALS

Work to date on the Master Plan has included the establishment of fundamental objectives, constraints, or parameters that should govern the Master Plan. This is an important step, to ensure that the next phase of the Master Plan process, which includes detailed conceptual planning, only considers alternatives that will meet the goals of the City and that are realistically achievable.

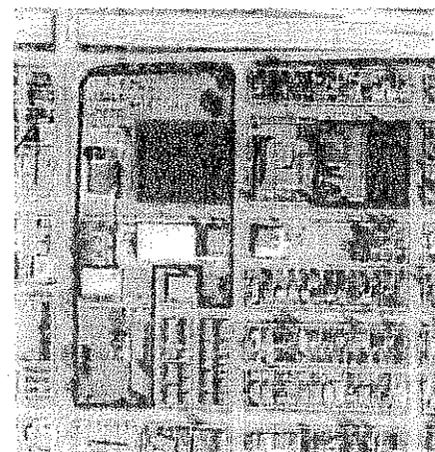
The Harry Jerome Master Plan should reflect these objectives, principles and decisions:

1. *All of the major recreation facilities should be replaced.* A detailed evaluation of the existing facilities concluded that the aquatic centre, ice rink, gyms, and miscellaneous spaces are outdated and that it is not cost-effective to renovate or upgrade them. The Master Plan will provide for all phased construction of new recreation facilities and demolition of all existing recreation facilities.
2. *Centennial Theatre will remain and is not expected to require any additional site area for expansion.* The current capacity of 700 seats and the current site are adequate for the long term. The Master Plan must make appropriate provisions for convenient access to parking and for drop-off for cars, buses, and taxis.
3. *No major recreation facility should be out of service.* The new facilities should be designed and phased so that the replacements are in service before the existing facilities are demolished. The main implication of this decision is that new facilities must be located on a part of the site that is vacant.
4. *The Master Plan for the Harry Jerome Recreation Complex will not include a soccer field.* The existing grass soccer field at Norseman Field and the small gravel practice field at Mickey McDougall will be replaced by a new artificial turf field elsewhere in the City. The location of the new artificial turf field is being determined by another study, but it has been decided that the artificial turf field does not have to be accommodated at Harry Jerome, either at grade or on the roof of some other facility.
5. *The Master Plan will not include a regulation-sized outdoor 400 m running oval.* A full-size outdoor oval for track and field training and events is not required as part of the program, in part because it simply requires too much land area. The Master Plan will include provision for informal indoor and outdoor running/jogging.
6. *The conceptual development plan and the implementation strategy should create the possibility for private sector*

Centennial Theatre



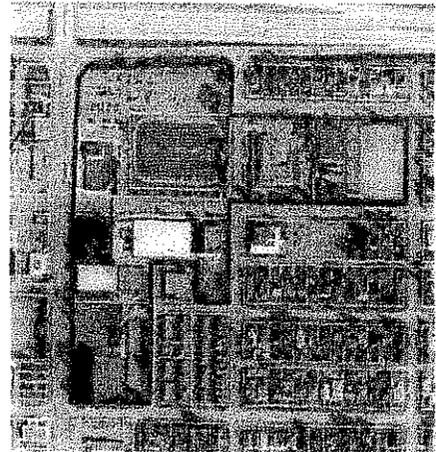
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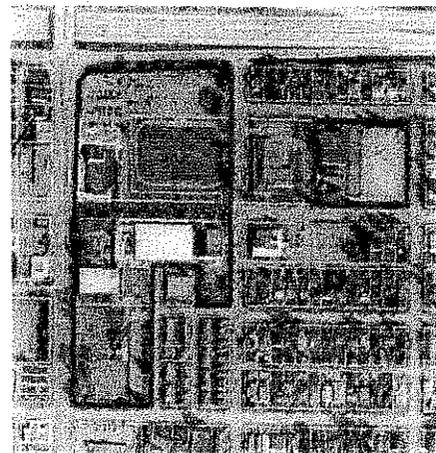
participation in the ownership, financing, and/or operation of some of the recreation facilities. This does not mean that the City has necessarily decided that the private sector will be involved, but the Master Plan should create the opportunity to consider this as one option to secure capital funding or reduce operating costs for some or all of the major facilities.

7. *The Master Plan should, to the extent possible without compromising the size and design of the recreation complex, create opportunities for the City to offer surplus land to the private sector for residential and/or commercial development. This achieves two objectives. First, a mixed use neighbourhood is more lively than a completely institutional precinct. Second, the disposition of surplus lands is a major possible source of funds, which will be necessary to help pay the large capital cost of the new facilities. The City has not yet determined whether surplus lands will be sold or leased on a long term basis.*
8. *The Master Plan must provide high quality outdoor open space. There are two small dedicated parks that front on Lonsdale that Council has directed are to be retained. Council has also directed that the Master Plan should aim to provide a large open space of approximately 1 hectare that is configured to provide for informal outdoor play. The Master Plan must also provide for routing the "Green Necklace" trail system through the Harry Jerome precinct.*
9. *The Master Plan should not include the closure of East 23rd Street, between Lonsdale and St. George's, as this is an important part of the local streets network. Closure would result in traffic impacts on the surrounding neighbourhood.*
10. *The recently completed Skateboard facility immediately north of Centennial Theatre is to be retained and integrated into the Master Plan.*
11. *The Master Plan must provide for a high level of pedestrian accessibility to and among the various facilities, as well as strong pedestrian connections to the surrounding neighbourhoods.*
12. *The Master Plan should incorporate principles of sustainability in the design, construction, and operation of the facilities.*
13. *The Master Plan should provide an appropriate amount of parking to meet the needs of Centennial Theatre and the Harry Jerome complex.*
14. *The Master Plan should aim to preserve the existing good quality, healthy trees in the existing Harry Jerome Precinct. Where possible, the siting of parks and pathways or setbacks for new buildings should be used as means to protect trees.*

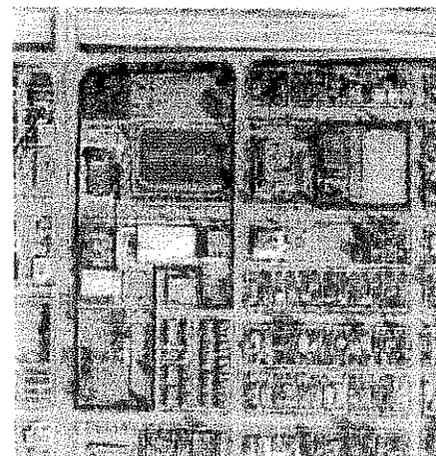
Parks



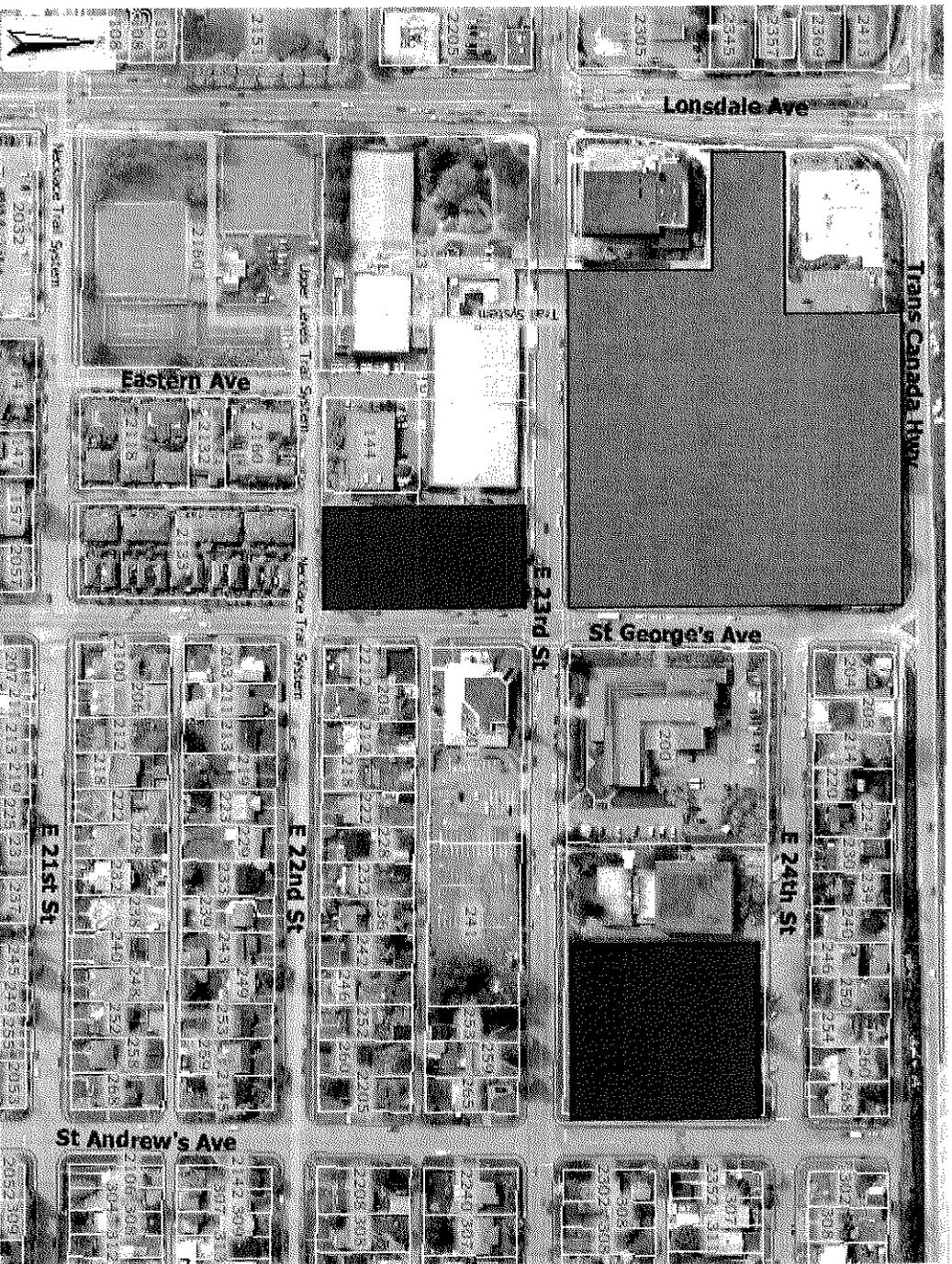
East 23rd Street
(between Lonsdale and St. George's)



Skateboard Park



Harry Jerome Redevelopment Scenarios



PHASE #1 - PRE-DEVELOPMENT

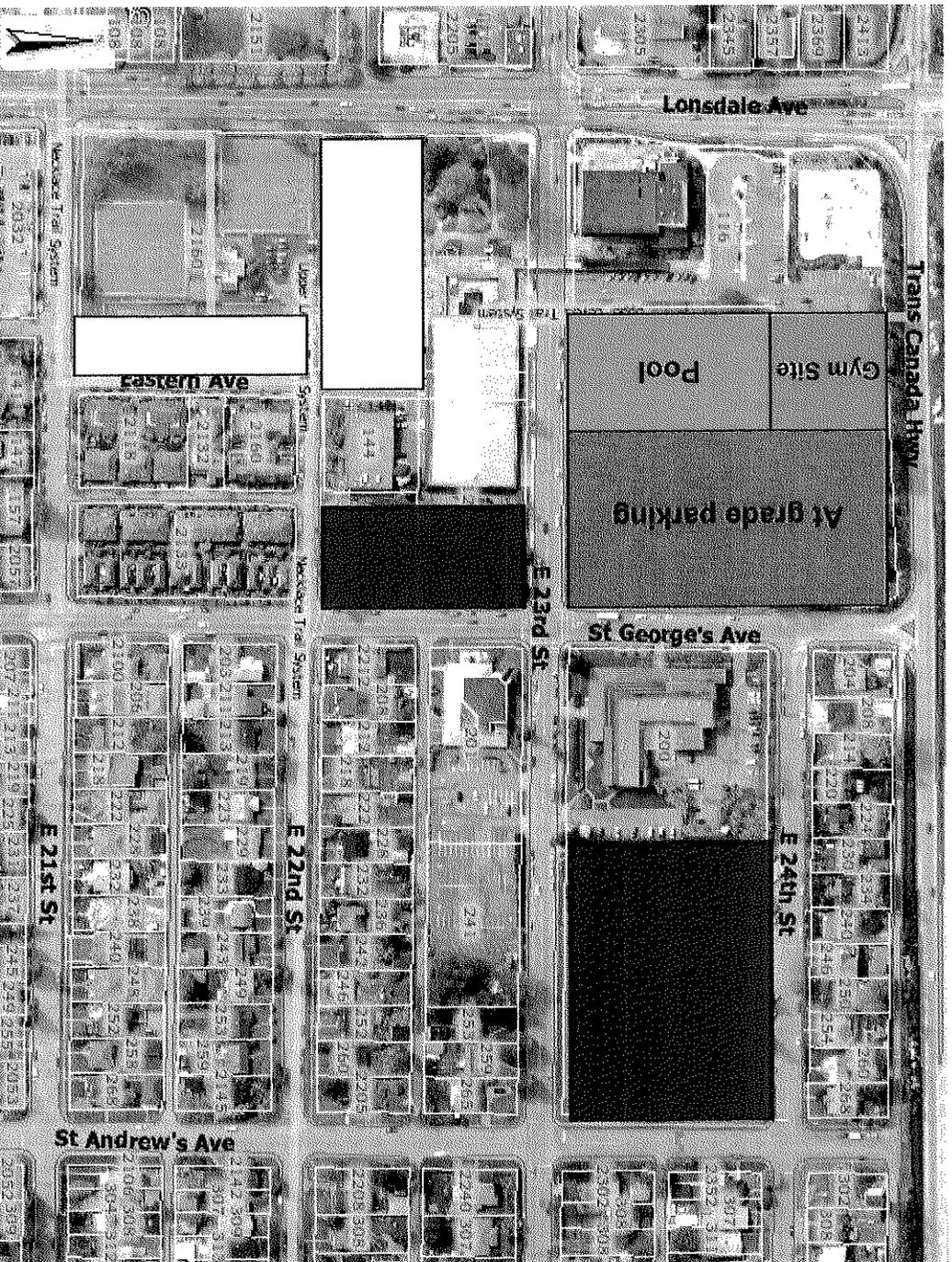
Includes:

- Integrated Resource Management design charrette
- Consultations with stakeholders
- Identification / marketing of first development parcel

Facilities site / parking

Potential initial development sites

Harry Jerome Redevelopment Scenarios



PHASE #2 -

INITIAL

CONSTRUCTION, LAND SALES & DEVELOPMENT

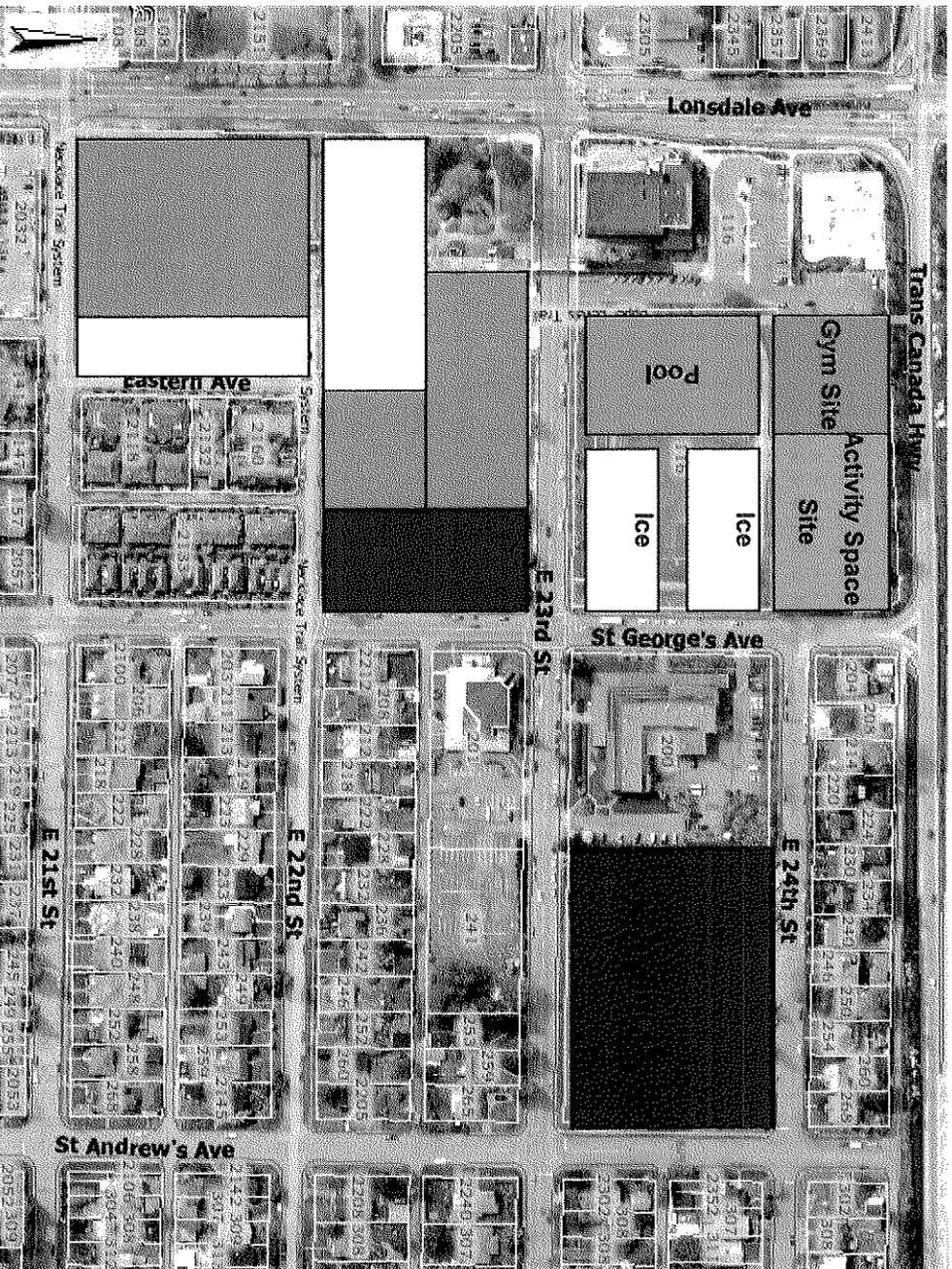
Includes:

- Construction of a pool.
- Provision of at-grade parking on eastern portion of Norseman Field.
- Sale / redevelopment of land on other sites

Potential Phase #1 redevelopment sites

Potential Phase #2 redevelopment sites / future open space

Harry Jerome Redevelopment Scenarios



- Potential Phase #1 redevelopment sites
- Potential Phase #2 redevelopment sites / future open space
- Potential Phase #3 redevelopment sites / future open space

PHASE #3 – FINAL CONSTRUCTION, LAND SALES AND DEVELOPMENT

Includes:

- Gym, Activity Space and Pool (Community Recreation Centre)
- Up to 2 sheets of ice
- Mixed use development south of 23rd
- Retention of some sites for open space purposes

Re: Item 3 -
January 19, 2009.

The City of North Vancouver
Annual cost per average property to borrow \$50,000,000 over 25 years

Annual Cost to Borrow* = \$ 3,226,196

Property Class	# of occurrences	Assessed Value	Tax Rate	Total Taxes**	Average Value***	Average Taxes
Single residential	5,516	3,542,591,000	0.26570	941,252.79	642,239	170.64
Multi Residential	8,725	2,143,777,300	0.26570	569,593.37	245,705	65.28
Residential other	604	1,113,390,601	0.26570	295,823.60	1,843,362	489.77
Business	1,073	2,030,820,400	0.68311	1,387,264.28	1,892,656	1,292.88
Light Industry	28	33,154,500	0.97308	32,261.96	1,184,089	1,152.21
	<u>15,946</u>	<u>8,863,733,801</u>		<u>3,226,196.00</u>		

Finance
January 19, 2009

* Average annual cost MFA 25 year rate of 5.65%

** Distribution by class based on current property tax distribution

*** Assessed value by class divided by # of occurrences



NORTH VANCOUVER RECREATION COMMISSION

Commission Report to City and District Councils

March 13, 2008

SUBJECT: Recreation Needs Assessment and Indoor Recreation Facility Plan

BACKGROUND:

In 2005, the North Vancouver Recreation Commission (NVRC), supported by City and District Council, approved a staff recommendation to conduct a North Vancouver-wide recreation Needs Assessment and to develop a long-term indoor recreation Facility Plan. In January 2006, after a public request for proposal process, Professional Environmental Recreation Consultants (PERC) was hired to complete the project.

The Needs Assessment results and Consultant's draft Facility Recommendations were widely circulated for public and stakeholder review and input in May and June, 2007. The Commission received the final recommendations from the consultant in the summer of 2007. Staff reviewed PERC's final recommendations and submitted a report to the Commission on September 13, 2007. The Commission tabled the September staff report in order to provide an opportunity for stakeholder input at the October Commission meeting.

At the October 11 Commission meeting, eighteen stakeholder representatives and interested community members presented their views on PERC's Facility Plan. The meeting also attracted approximately eighty-five interested residents. The Commission requested that staff review the written and verbal submissions and provide any additional comments in a staff report for the November Commission meeting.

The Commission discussed the recommendations at the November Commission meeting and determined that the consultant's reports should be submitted for information to the City and District and discussed at the joint meeting with Councils which was held in late November. The Commission then held a workshop in early February 2008 to consider each of the Consultant's recommendations along with the related public input and staff comments and subsequently made decisions at the February 14, 2008, meeting related to each of the recommendations.

DISCUSSION:

The principles developed through the Needs Assessment and Indoor Recreation Facility Plan project as the basis for facility planning are:

- Future facility decisions will be based on projected needs, not wants.
- Services will be distributed as equitably as possible through a Community Recreation Centre (CRC) within 2 km of the vast majority of residents.

- Recommendations will be consistent with the City's and District's sustainability goals.
- Utilization of community assets and facilities will be maximized.
- Facility decisions for the City and the District will be integrated.

It was identified at the outset of the project that the status quo is not an option. Facility assessments have shown clearly that many existing recreation facilities are approaching the end of their functional lifespan. Minor retrofits will not suffice to keep them cost effective and to meet changing needs. If facilities are to be replaced, it is important to replace them with facilities that meet future needs, not simply replicate what has been done in the past or to respond to expressed wants or desires. The Commission believes that the recommendations within this report represent the best approach for meeting future needs in the most cost effective manner possible.

The Needs Assessment was a very important first step in this facility planning project. The assessment completed by the Consultant outlined the following priority recreation needs for North Vancouver residents:

HIGH

- Use of North Shore mountains
- Use of urban trails
- Sports field activity
- Fitness services
- Indoor aquatics
- Inline hockey and rollerblading
- Gymnasium sports
- Performances and rehearsals

MEDIUM

- Outdoor sports tournaments
- Indoor sports tournaments
- Indoor ice sports
- Indoor tennis
- Unstructured recreation for teens

LOW

- Gymnastics
- Track and field activity
- Indoor lawn bowling
- Arts and crafts activities

The first three needs, as they are related to outdoor recreation, were referred to other processes. The needs for indoor recreation activities drove the recommendations for future facility planning. This plan looks at the needs of residents in both the City and the District and advises that the two municipalities continue to work together to provide seamless, cost-effective recreation services for their residents. The needs were identified based on participation patterns, trends, demographic changes and best practices.

The Consultant's recommendations and Commission decisions made at the February 14, 2008, Commission meeting are outlined below:

Arenas

Consultant's recommendation

Construct a three-sheet ice facility on the West Side, replacing the single sheets at Karen Magnussen and Harry Jerome

Considerations

- Consolidation of multiple sheets in one location is desirable (either a combination of three sheets each at two different locations or four sheets at one location and two at another).
- Public provision of some of the arena services is desirable.
- The timing of this decision is important to ensure services are not disrupted and to ensure plans for facility development are not impeded.

Commission's recommendation

- **Recommend six sheets of ice in total to serve North Vancouver, requiring the construction of a new multi-sheet arena complex, preferably in the west area to replace the existing sheets at Harry Jerome and Karen Magnussen and to add one new sheet**
- **Request that a staff report go to the City and District along with the recommendation that speaks to the location and timing challenges and that also outlines the options (e.g. fourth sheet at Ice Sports and a two sheet facility elsewhere or inclusion of single sheets at selected CRCs) and implications of options**

Reuse of Karen Magnussen Arena

Consultant's recommendation

Retrofit Karen Magnussen single ice sheet and support spaces into a large r Gymnastics gym to replace the Gymnastics gym at Harry Jerome

Considerations

- The need for provision of year-round dry floor space was identified as a high priority.
- Provision of a dedicated gymnastics facility is not the responsibility of municipal government.

Commission's Recommendation

- **Recommend that the Karen Magnussen arena be converted to a dry floor facility following the construction of new sheets of ice elsewhere**

Harry Jerome Recreation Centre

Consultant's recommendation

Build a new Community Recreation Centre (CRC) to replace the existing Harry Jerome recCentre. This Centre would include the recommended elements of a CRC plus a second gymnasium, a performing arts studio and additional seniors' spaces

Considerations

- The rebuilding of Harry Jerome is inextricably linked to solving the issue of ice provision. A location must be found and a facility built prior to eliminating the ice sheet at Harry Jerome so that service levels are not affected.

Commission's Recommendation

- **Recommend that a Community Recreation Centre (as described in consultant's report) be constructed to replace the existing Harry Jerome facility and that this site incorporates Silver Harbour and an additional performing arts rehearsal space**
- **Recommend that an analysis of the options and implications of provision of aquatic spaces be conducted**

Community Recreation Centre – Capilano Area

Consultant's recommendation

Build a new Community Recreation Centre (CRC) to replace the existing William Griffin and Delbrook Centres. This Centre would include the recommended elements of a CRC

Considerations

- The challenges to find a site further north west may require an assessment of the site potential and facility condition of the Griffin facility.
- Trends and participation rates for squash and racquetball should be revisited when configuring the new facility to determine whether they should be included in the design.
- There are options to the Consultant's recommended allocation of aquatic space across the communities and the potential to include a modest aquatic component in this facility instead of adding a lap tank at Karen Magnussen.
- More information on the condition and feasibility of the sites will be required.

Commission's Recommendation

- **Recommend that a consolidated Community Recreation Centre be constructed to replace the existing William Griffin and Delbrook Recreation Centres and that squash and racquetball facilities be included if the need still exists. Assessment of site capacity as well as the current condition and life span of the existing facilities is required prior to determination of a site**

Note: The results of the aquatic space analysis will help determine the optimum provision of aquatic spaces in this Centre.

Indoor Tennis

Consultant's recommendation

Construct two new indoor/outdoor tennis courts and support spaces on the Grant Connell Tennis Centre site

Considerations

- An Environmental Services report notes that three courts could fit on the Grant Connell site. (Note: The Consultant supports this revision to his recommendation.)
- Desire to also explore feasibility of conversion of outdoor courts at schools and other venues to meet tennis needs in other parts of the community.

Commission's Recommendation

- **Recommend that three new indoor/outdoor tennis courts and support spaces be constructed on the Grant Connell Tennis Centre site**

Tournament Centre at Capilano College

Consultant's recommendation

Build a new Sport Tournament Centre at Capilano College – a partnership between the municipalities, the College and the Province of BC

Considerations

- Construction is subject to Capilano College contributing a significant portion of the Capital costs.

Commission's Recommendation

- **Recommend pursuing a partnership with Capilano College to construct a Sport Tournament Centre at Capilano College**

Karen Magnussen Community Recreation Centre

Consultant's recommendation

Expand the existing Karen Magnussen centre; adding a 25 meter pool tank, additional fitness and multipurpose spaces

Considerations

- Question of the need for an additional lap pool at this site vs. providing it in the consolidated William Griffin/Delbrook Community Centre.

Commission's Recommendation

- **Recommend expanding the Karen Magnussen Recreation Centre to include additional fitness and multipurpose spaces and, subject to the results of the aquatic space analysis, adding an additional pool tank.**

Maplewood/Ron Andrews Community Recreation Centre

Consultant's recommendation

Construct a new Community Recreation Centre in Maplewood Area if the population reaches 15,000, to replace Ron Andrews when it is at the end of its life span

Considerations

- There is considerable doubt that Maplewood will grow to 15,000 over the next 10-15 years; therefore, consideration of replacing Ron Andrews at the existing site or another site will need to be pursued within that period.
- Consider all options including retrofitting, rebuilding on the current site, Windsor School and a site within Maplewood, at the time Ron Andrews needs to be replaced.

Commission's Recommendation

- **Recommend replacing Ron Andrews with a Community Recreation Centre in the most appropriate location when the existing facility nears the end of its useful life span**

Gymnasiums

Consultant's recommendation

Provide more gymnasium space through the use of schools

Considerations

- Determination of the actual capacity of school gyms and other facilities to meet the demand for gym space needs to occur. Depending on the results of this analysis, additional gymnasiums may be required.

Commission's Recommendation

- **Recommend that Recreation Commission staff work with School District staff and other gymnasium providers to conduct an analysis of the actual capacity of gymnasiums to meet the needs and then, if required, to make further recommendations on meeting needs for gymnasium space**

Lower Capilano/Norgate

Consultant's recommendation

The Commission and its municipal partners work with School District 44 to enhance services in Norgate Elementary School

Considerations

- There is a recognized need for more neighbourhood level recreation services in the Lower Capilano/Norgate area which can be met in part through Norgate School and could best be met through additional community space at Norgate School.
- There is a need for ongoing monitoring of population growth west of Lonsdale, the impact and success of increasing recreation opportunities out of Norgate School and the ability of the rest of the recreation system (e.g. new CRC in Capilano) to meet recreation needs in this area.

Commission's Recommendation

- **Recommend that the Commission, District and City work with the School District to enhance community recreation services in Norgate Elementary School and that continued monitoring of population growth and recreation needs west of Lonsdale occur and subsequent actions be undertaken to meet the needs**

The Commission recognizes that several of the recommendations require further analysis. Permission to carry-over funding into 2008 has been requested of each municipality as a means of funding the work that will be required this year. District approval for this carry-over has been granted and the City decision is anticipated shortly.

The establishment of a steering committee with representation from the Commission, District and City has been proposed as a means to oversee the next steps. The Commission supports this committee in order to enable a joint planning and decision-making process.

BUDGET IMPLICATIONS:

The Consultant has estimated that the total cost in 2007 dollars for implementation of all of the Consultant's recommendations is approximately \$152 million. Decisions on capital projects will be included in the applicable future capital budgets.

CONCURRENCE AND COMMUNICATION PLAN:

The Needs Assessment and Facility Plan project has had involvement from City and District staff and informal consultation with Councils has occurred at key stages to provide direction and input. Extensive public and stakeholder group input was also solicited and received at draft and final recommendation phases. Staff have also briefed representatives of CUPE Local 389.

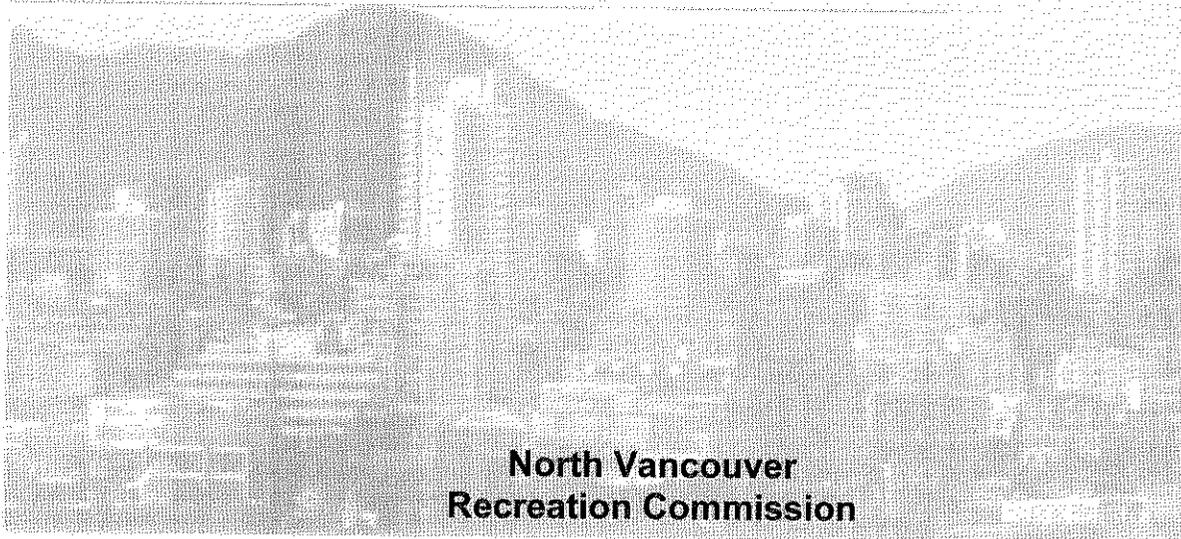
A communication strategy will be developed at the appropriate time in partnership with the City and District.

POLICY/AUTHORITY:

The Commission is responsible for making recommendations to the City and District on Capital priorities, as per the Bylaw. Capital decisions are the responsibility of City and District Council.

CONCLUSION:

The Needs Assessment and Indoor Recreation Facility Plan process has included a great deal of research, analysis and public input. The Commission has spent considerable time in reviewing the Consultant's information and recommendations as well as feedback received from members of the public and stakeholder groups, and have identified actions that they believe will best meet the recreational needs of North Vancouver residents for the next few decades.



**North Vancouver
Recreation Commission**

**2007
Indoor Recreation Facility Plan
Final Report**

August 31st, 2007

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Executive Summary

Because so many of its facilities were approaching the end of their functional lifespan, the North Vancouver Recreation Commission, on behalf of the City and District of North Vancouver, retained Professional Environmental Recreation Consultants Ltd. (PERC) to undertake a Recreation Needs Assessment and Indoor Facility Plan to chart a path forward in terms of facility renewal.

In Phase One of this study, the Recreation Needs Assessment Phase which is bound in a separate document, a total of thirty four recreation demands were identified. After much analysis, thirteen of those were identified as indoor recreation needs that had a facility dimension. These were prioritized and referred to Phase Two of the study; the Facility Planning phase of the work. The needs are summarized in *Figure A*. They are further described in the Phase One report which is bound separately.

Figure A
Summary of Indoor Recreation Needs and Priorities

Recreation Need	Priority
1. More fitness services of all kinds	High
2. More indoor aquatics activities	High
3. More gymnasium activities	High
4. More and better performing arts and rehearsal experiences	High
5. More dry floor arena activities	High
6. Enhanced indoor sport tournaments	Medium
7. More indoor ice sports	Medium
8. More indoor tennis opportunities	Medium
9. More unstructured recreation experiences for youth	Medium
10. More gymnastics training	Low
11. New indoor lawn bowling experience	Low
12. More arts and crafts experiences	Low
13. More services east and west of Lower Lonsdale	Not prioritized

In Phase Two of the project, the consultants developed facility recommendations for how best to respond to the thirteen needs. The consultants reviewed background studies, facility condition audits, facility usage reports, operating costs and revenues, "best practices" from other communities and growth projections for the City and District of North Vancouver. They also inventoried all existing facilities that serve North Vancouver residents.

This report is a culmination of Phase Two of the process. It represents an effort to respond to outstanding indoor recreation needs, and to outline a set of facility recommendations to respond to those needs, correcting problems in existing facilities and replacing facilities which are at the end of their functional lifespan.

A Vision for Indoor Recreation Facilities in North Vancouver

If the City and District of North Vancouver had no public recreation facilities and wished to build indoor recreation facilities from scratch, it would want to provide a system of facilities at three levels of supply (i.e. specialty facilities at a sub regional level, the bulk of facilities at a community level and a small number at the neighbourhood level) to meet all the community's needs as follows:

- Most residents would be within 2 km of a local Community Recreation Centre (CRC) which would act as a social focal point and community hub of activity. It would be accessible without having to get into a private vehicle. It would be located adjacent to other elements of community life, possibly including a high school, a large park, commercial shopping and other public amenities (e.g. library, community policing station, day care, health centre etc.).

Each CRC would include a large gym, one or more large fitness centres, a dance/martial arts/fitness studio, several multipurpose spaces, a small youth space, seniors space, a preschool program centre and arts and crafts studios.

Each CRC would have a large and welcoming entry foyer which entices people to come in even if they don't have an intended use, and doubles as a community and family gathering place, possibly with some access to food and beverages.

It would also be a base for use of local park areas and trails providing public washrooms and possibly change rooms.

- Also provided in North Vancouver there would be larger, more specialized recreation facilities to which people are willing to travel further, and which require a larger market within which to operate. For example, there should be:
 - A single premier public theatre complex serving all North Vancouver residents,
 - One large gymnastics centre, one sport tournament centre and one indoor tennis centre; each serving the entire North Vancouver community,
 - Six sheets of arena ice in one or more multiple sheet complexes with public dry floor use of most of them all summer,
 - Three large multi-tank indoor pools, each delivering a wide range of aquatic services distributed so that one is within 4 km of almost all residents.
- There would also be a great deal of public access to other facilities which might be located even closer than the nearest Community Recreation Centre and might have dual purposes. For example, school gyms would be used during weekday evenings and weekends for community recreation purposes and community and church halls would be used for various programs and social gatherings.

All these spaces would be energy efficient, of the highest quality, and user friendly.

The vast majority of all residents would use one or more of these facilities, and derive some direct benefit from them. But even if they didn't, they would understand that the facilities contribute to healthy citizens, healthy families and a healthy community, thereby making North Vancouver a much better place to live for all citizens regardless of whether they use them. The facilities would be focused on nine public goods called Outcomes that the Commission uses to measure its success. They are:

1 Physical Fitness and Rehabilitation

Physical activity contributes to one's physical, mental and emotional health. North Vancouver residents will have access to fitness services that will help them to gain or regain high levels of fitness.

2 State of Wellbeing

Through recreation and cultural experiences, individuals will develop confidence, positive self image and self esteem, reduce stress, express themselves creatively, discover personal strengths and maximize their life satisfaction.

3 Social Interaction and Socialization Skills

It is important that citizens feel welcome and involved in their communities of interest. Through recreation, North Vancouver residents learn social skills, increase feelings of belonging and inclusion and reduce feelings of isolation and alienation.

4 Basic Skill Development in Leisure Pursuits

Skills in a variety of leisure pursuits help citizens with lifelong participation in sports, arts and hobbies, contribute to gross and fine motor development, explore creative potential, be safe in the water and participate in healthy play activity. North Vancouver citizens will have the opportunity for skill development in order to develop basic proficiency in a wide variety of leisure pursuits.

5 Higher Level Skills in Leisure Pursuits

Developing skills beyond basic proficiency levels furthers one's lifelong participation in sports, arts and hobbies, and contributes to enhanced health and fitness. North Vancouver residents will have access to some skill development opportunities to advance beyond the basic level.

6 Volunteer Leadership Development

Volunteering is one of the highest forms of recreation. It helps the volunteer to grow and become a more responsible citizen and strengthens the community in which the volunteer serves. North Vancouver residents will have opportunities to volunteer in recreation settings in ways that maximize the benefits to both the volunteer and the community.

7 Lifelong Learning about the Wise Use of Leisure Time

Individuals make healthy life-long choices if they understand the personal and public value of recreation and are aware of how best to use their leisure time. North Vancouver residents will have opportunities to learn about the wise use of leisure time.

8 Strong Families

Recreation can enhance the quality of time that citizens spend together as a family. North Vancouver residents will have opportunities for families to recreate as a unit in ways that best support and nurture those families.

9 Strong Neighbourhoods and Communities

Recreation activity contributes to a strong sense of community. Neighbourhoods and communities within North Vancouver will have access to recreation services that will enhance and strengthen them, connecting people to their communities, ensuring they feel positively about those communities and developing community leadership.

A Conceptual Plan for Recreation Facility Provision in North Vancouver

North Vancouver is not starting from scratch. It already has many existing indoor public recreation facilities that enjoy approximately 3.8 million visits each year. However, many of these facilities are approaching the end of their functional lifespan. A technical assessment in 2002 showed that some will not last past 2010 without significant retrofit and others will need to be replaced. The challenge is to proceed from where the community is now to a place as close to the above vision as is reasonably possible, all the while looking for investment partners with a shared vision, and trying to make best use of limited available public resources. This concept plan overlays the above vision with the current reality and attempts to chart the most appropriate course forward for the next ten to twenty years. It has the following elements:

1. Each community of 25,000 to 30,000 residents in North Vancouver would have a Community Recreation Centre (CRC) which would welcome the broadest cross section of residents and serve their diverse recreation needs in a way that optimizes the Commission's nine Outcomes. Each CRC would have approximately 31,000 square feet of net usable space (more space once all support areas are included) including a gymnasium, a smaller dance/martial arts studio, a large fitness area, a series of multipurpose spaces, a preschool program centre, a youth space, a seniors space and arts and crafts studios.
2. Initially there would be five CRCs, including John Braithwaite, Parkgate, a redeveloped Harry Jerome, Karen Magnussen (not quite all spaces listed above) and a new CRC in the northwest Upper Capilano area to replace Delbrook and William Griffin. If and when the Maplewood/Moodyville area develops and surpasses 15,000 residents, and is clearly on its way toward 25,000 residents, a sixth CRC would be created in a way that also replaces the Ron Andrews recCentre. If that doesn't happen, Ron Andrews would have to be replaced on its own.
3. In the longer term future, if the densification of the Marine Drive area is achieved, there may be sufficient population in the lower Norgate area to justify a seventh CRC. However, in the short term future, the upper Capilano CRC should be positioned to attract and serve Norgate residents. They may also be served in part by the John Briathwaite CRC and/or a smaller facility developed in conjunction with an elementary school in the area through a partnership with School District No. 44.
4. Specialty facilities would be added to three of the CRC's. Harry Jerome, Karen Magnussen and the new Maplewood CRC (or the replacement for Ron Andrews) would have an additional large indoor pool with a rectangular tank and a leisure pool together with a variety of amenities and support spaces. One of the three CRCs (Harry Jerome) would also have additional elements including the community's premier theatre (Centennial Theatre), a new studio theater, an enhanced fitness centre, a second large gym and additional seniors' spaces provided in a partnership with Silver Harbour. Also, the seniors' spaces could be developed in conjunction with some residential units, including units for seniors.
5. Other specialty facilities would not be located on CRC sites. There would be two arena centres with a total of six sheets of winter ice and summer dry floor activity. Both could be public private partnerships; one would be in the west and one in the east of the market area. There would also be one indoor sport tournament centre (at Capilano College), one indoor tennis centre (with six indoor courts and two indoor/outdoor facilities) and one gymnastics training centre (in the Karen Magnussen facility where the arena used to be).
6. To augment the six NVRC operated gyms in the five CRCs and the gym complex at Capilano College, there would be increased access to all school gyms.

All other facilities would eventually be declared surplus to indoor recreation needs. That includes Delbrook **recCentre**, William Griffin **recCentre**, Lynn Valley **recCentre**, Seylunn **recCentre** and Ron Andrews **recCentre**. Also, some space around Harry Jerome **recCentre** would be declared surplus to indoor recreation needs. Of course, new much better replacement facilities would be provided before any existing facilities are phased out. Some of these surplus sites could be re-used for other public purposes or liquidated for private uses, and that might help to finance some of the required capital. Partnerships can also be used to assist with the required capital.

Once the above recommendations are implemented, the net result would be a set of indoor recreation facilities that would:

- Offer higher quality recreation experiences than are available now,
- Be more cost effective to operate (provide more service at less cost to the public per unit of service),
- Be more equitably distributed across North Vancouver (with even more residents closer to a CRC and fewer residents double served by two of them),
- Require as little travel time and cost as necessary to access appropriate facilities,
- Make better use of available land for recreation facilities,
- Include 40% more fitness space better configured to provide about 45% more service,
- Add one additional ice sheet for local use (20% increase in capacity),
- Provide more opportunities for dry floor arena sports (20% more capacity),
- Increase the number of lanes of swimming from 18 to 24 for training and fitness swimming (33% more capacity for swim clubs and fitness swimming),
- Increase the number of appropriate spaces for deep water sports such as diving, synchronized swimming and water polo,
- Add significantly to the amount of leisure aquatics capacity for recreational swimming, therapy and rehabilitation, and water orientation for those that can't swim,
- Enhance local capability to host indoor sport tournaments and short course swim meets,
- Increase substantially the amount of gymnasium capacity that will be available to local sports groups for basketball, volleyball and badminton,
- Increase the amount of dedicated gymnastics training space by about 30%,
- Increase winter indoor tennis capacity by 33%,
- Increase the capacity for arts and crafts activity in the community by 10%,
- Render youth centres more efficient and equitable for all youth in the community,
- Add rehearsal space and leverage the use of performance spaces for recreational uses,
- Create more partnerships with other community private, non-profit and public agencies.

In all of the above, all segments of the community will be better served and three segments would have facilities which focus on their needs. Seniors will have space at each of the five Community Recreation Centres as well as specialized spaces at the Harry Jerome facility and higher quality fitness, arts and crafts, aquatics and multipurpose spaces closer to their residences. Youth will have some dedicated space in each Community Recreation Centre as well as better access to more spaces on an "as required" basis in each centre. The same will be true of pre-school aged members of the community.

Recommendations for Indoor Recreation Facility Projects
 The consultants have synthesized the Concept Plan into ten projects. They are outlined in *Figure B*. While the third and fourth project in the list are the highest short term priorities, the first two items on the list have to be done before the third and fourth projects can be implemented.

Figure B
Summary of Facility Recommendations

Project	Spaces
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1. New three sheet ice arena	<ul style="list-style-type: none"> • Three sheets of ice and all the support spaces that are required (approximately 80,000 square feet of space) on west side of North Vancouver developed as a public/private partnership. Two of the three will replace single sheet arenas at Harry Jerome and Karen Magnusson recCentres. An alternative to this project would be to develop only two new sheets on the west side and add one new sheet to the existing three sheet facility on the east side.
2. Larger gymnasiums gym	<ul style="list-style-type: none"> • Retrofit 17,000 square foot arena and support spaces at Karen Magnusson recCentre into a gymnasiums centre
3. New Harry Jerome Community Recreation Centre (CRC)	<ul style="list-style-type: none"> • 33,000 net usable square foot CRC (including 8000 sq. ft. of fitness, one 8000 sq. ft. gym, two arts and crafts studios totaling 2500 sq. ft., multipurpose spaces totaling 8,000 sq. ft., a 1000 sq. ft. youth centre and a 1000 sq. ft. seniors centre, a 2000 sq. ft. dance/martial arts floor, 2000 sq. ft. pre-school program centre and all support spaces) • Second 8000 sq. ft. gym • A new 10,000 sq. ft. studio theatre associated with Centennial Theatre • A multi-tank pool with 9000 sq. ft. of water surface area (i.e. a ten lane 25 M. tank and a leisure tank) totaling almost 33,000 sq. ft. of space • Additional 10,000 sq. ft. of seniors spaces to incorporate the Silver Harbour operation
4. New Caplano CRC	<ul style="list-style-type: none"> • A 31,000 net usable square foot CRC with an averaged size (6000 sq. ft.) fitness area but otherwise similar to the one at Harry Jerome to replace the Delbrook recCentre and the fitness spaces at the William Griffin recCentre
5. Tennis courts	<ul style="list-style-type: none"> • Two new indoor/outdoor tennis courts and support spaces as close as possible to the Grant Connell Tennis Centre
6. New sport tournament centre	<ul style="list-style-type: none"> • New gym and support spaces at Caplano College as a partnership between the municipalities, the College and the Province of BC
7. Karen Magnusson expansion	<ul style="list-style-type: none"> • New 6 lane 25 meter tank with support spaces (14,000 square feet) • Added fitness spaces (about 2500 sq. ft.) • Added multipurpose spaces (about 9000 sq. ft.) (Note: The site would have to be expanded to accommodate these spaces)
8. New CRC in Maplewood area	<ul style="list-style-type: none"> • A 31,000 net usable square foot CRC • A new 30,000 sq. ft. multi-tank pool with 8 lanes to replace Ron Andrews recCentre
9. Free up land for other uses	<ul style="list-style-type: none"> • Around Harry Jerome recCentre as new footprint will be reduced from that which was suggested in earlier studies
10. Free up land for other uses	<ul style="list-style-type: none"> • Former site of Ron Andrews recCentre, Lynn Valley recCentre, Seylynn recCentre, William Griffin recCentre and Delbrook recCentre

Implementation of the Facilities Recommendations

Recreation facility renewal in North Vancouver will come at a significant capital cost. But the recommendations above will result in several operating efficiencies. The net operating public subsidy per use should decrease in constant dollars. But capital costs will increase with inflation.

Figure C is the best current estimate of capital costs in 2007 but does not include any land costs. The best estimate is that construction costs will continue to escalate at a rate of about 10% per year for the foreseeable future. The capital estimates include an allowance for a so called "green" standard of construction.

Figure C
Project Capital Costs in Current Dollars

Project	Current Estimate of Capital Cost
1. New Three sheet ice arena	\$28.8 million
2. New gymnastics gym	\$1.4 million
3. New Capilano CRC	\$15.1 million
4. Tennis courts	\$1.9 million
5. Indoor sport tournament centre	\$8.9 million
6. New Harry Jerome CRC	\$54.1 million
7. Karen Magnussen expansion	\$14.4 million
8. New Maplewood CRC	\$37.0 million
Total net of land costs	\$161.6 million

In order to reduce the net public investment required by local taxpayers, the City and District will have to look for creative ways of financing these capital costs. Partnerships and land re-use will be important options to consider. There is some potential for capital costs to be shared with private investors and developers of property that will benefit from these investments. There is also some potential for capital costs to be shared with other agencies (e.g. grants from senior levels of government, and Capilano College), and with non-profit societies (possibly the North Vancouver Tennis Society, the Flicka Gymnastics Club and Silver Harbour). Land re-use may be possible with land gained at such sites as the existing Harry Jerome **recCentre**, Delbrook **recCentre**, William Griffin **recCentre**, Ron Andrews **recCentre**, Seylynn **recCentre** and Lynn Valley **recCentre**. In these areas land no longer required for recreation facilities could be used for other public or private uses, and could be used to help finance new recreation facility construction.

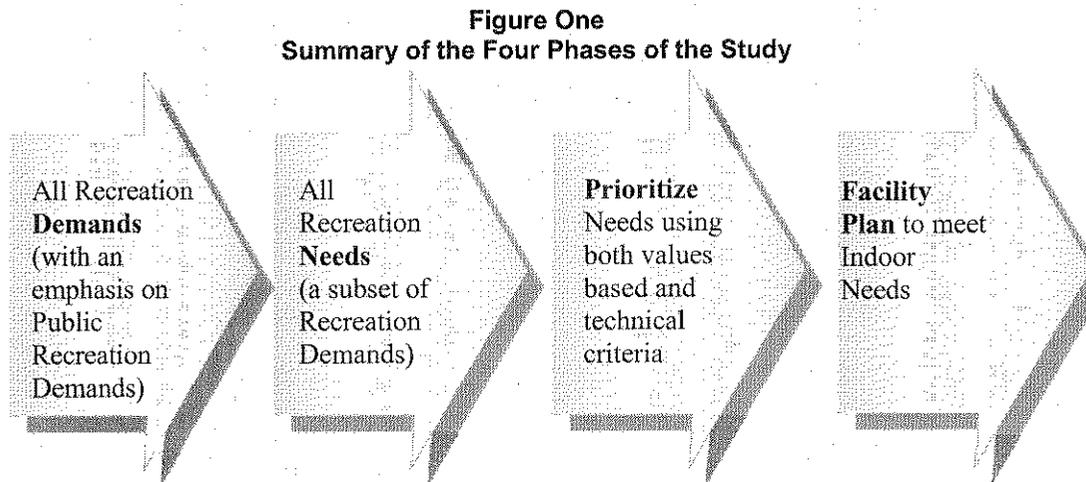
It should be clear that the status quo is not an option. The facility assessments have shown clearly that while a few of the Commission's newer facilities are in good shape, many existing facilities are approaching the end of their functional lifespan. Minor retrofits will not suffice to keep them cost effective. If they are to be replaced, it is important to replace them with facilities that meet future needs, not simply replicate what has been done in the past. This plan represents the best approach for meeting future needs in the most cost effective manner possible.

1. Introduction

The consultants began the project with an assessment of recreation demand, proceeded to determine which of those demands represented real community needs, and then prioritized the needs. The results of that first phase of the project are recorded in a Needs Assessment report which is bound separately.

This next and final phase of the project is to develop a set of Facility Recommendations which will respond to the high priority indoor recreation needs. That task is the focus of this report.

The graphic in *Figure One* summarizes the approach used in this study.



This report focuses on the plan for facility renewal to meet the highest priority needs. However, this report repeats the final section of the earlier report as a “jumping off” point for the Facilities Recommendations.

2. Assessment of Need

The consultants started with identification of thirty-four demands or issues.

One of the issues, more heritage interpretation, was referred to other processes for further analysis. Another issue, geographic equity of recreation service, was referred directly to the Facilities Recommendations phase as a demand that should not be prioritized.

Fifteen of the demands were categorized as operating issues. They are not prioritized, as all should be addressed. The Commission should move forward on all fifteen to the greatest degree possible and within the context of the other needs. They are:

- More coordination of seniors services
- More ethno-cultural marketing
- Increased maintenance standards
- Increased access to recreation by the financially disadvantaged
- Increased marketing to non-users
- Better partnership with School District No.44

- Increased physical access to facilities
- Better systems for allocating space
- Improved circulation and control in facilities
- Improved energy efficiency in many facilities
- Clarity about indirect benefits resulting from public leisure services
- Improved accountability framework for partnering
- Clarity about Community Development
- Clarity about NVRC role with respect to social services
- Inconsistencies between parent bodies causing problems

Finally, seventeen remaining demands were deemed to be needs as responding to them could potentially result in some degree of public good in all cases.

They are:

- More use of the north shore mountains
- More use of urban trails and connectors
- More sports field activity
- More fitness services of all kinds
- More indoor aquatics activity
- More dry floor arena activities
- More gymnasium sports
- More/better performing arts and rehearsal activities
- More outdoor sport tournaments
- More indoor sport tournaments
- More indoor ice sports
- More indoor tennis activity
- More unstructured recreation services for youth
- More gymnastics training
- More track and field training and competitions
- Some indoor lawn bowling activity
- More arts and crafts activities

The consultants then analyzed the seventeen recreation needs by filtering them through a four step decision making model that prioritized them. The decision making model included:

- The degree to which responding to each need would result in public good,
- The influence of future demographic shifts on the magnitude of the need,
- The effect of trends in behaviour patterns on the future magnitude of the need,
- The costs of meeting the need in relation to the amount of indirect and direct benefit derived.

The results of the prioritizing process are summarized below.

Eight of the needs rose to the top as the highest priority recreation needs in North Vancouver.

They are:

- Significantly more use of the north shore mountains
- Significantly more use of urban trails and connectors
- More sports field activities
- More fitness services of all kinds
- More indoor aquatics activity

- More dry floor arena activities
- More gymnasium sports activities
- More/better performing arts and rehearsal activities

Another five of the needs were assessed as medium priorities. They are:

- More outdoor sport tournaments
- More indoor sport tournaments
- More indoor ice sports
- More indoor tennis
- More unstructured recreation services for youth

The remaining four were assessed as low priority needs. They are:

- More gymnastics training
- More track and field training and competitions
- Some indoor lawn bowling
- More arts and crafts activities

All but five of the above seventeen needs, which relate to outdoor facilities, were then referred to the indoor Recreation Facilities Plan, which is outlined in the remaining sections of this document.

3. Existing Facilities

The North Vancouver Recreation Commission is currently involved in the operation of thirteen separate indoor recreation and cultural facilities within its jurisdiction. Those facilities comprise approximately 508,000 square feet of floor space. *Figure Two* summarizes those facilities and provides some information about each.

The protocol for providing and operating the facilities and the funding for them is outlined in a By-Law that mandates the Commission, on behalf of the two North Vancouver municipalities, to maintain and operate each facility which is owned by the municipality in which it is located. There are some partnerships and several operating agreements which are in place in some of the facilities. In others, the Commission has direct responsibility for operation on its own.

Six of the oldest of the above buildings were assessed technically in 2004 and the results of that assessment are included in *Appendix A*. These facilities need to be replaced in the next ten to fifteen years as they come to the end of their effective lifespan.

In addition to the publicly owned and operated facilities, there are many other indoor recreation spaces that are not within the jurisdiction of the North Vancouver Recreation Commission. They are included in *Appendix A*.

It should be noted that the City understands that the Harry Jerome **rec**Centre is approaching the end of its functional lifespan and needs to be replaced. It has investigated how to replace the structure and what should be included within such a replacement. However, it has suspended any decisions on this project until the Needs Assessment and Facility Recommendations are complete and has referred issues of what should be included within a replacement facility to this study.

**Figure Two
Summary Inventory of Existing NVRC Facilities**

	Facility	Address	Year of Original Opening	Size In Sq. Ft.	Recreation Services
1.	Harry Jerome recCentre*	123 E. 23 rd St. City	1965	90,020	Arena, pool, gymnastics, fitness, youth drop in and multipurpose spaces
2.	Memorial recCentre*	23 rd St. and Georges Ave. City	1947	20,690	Gymnasium, multipurpose spaces and pre-school drop in
3.	Mickey McDougall recCentre*	St. Andrews and E. 23 rd St. City	1965	22,470	Gymnasium, multipurpose spaces
4.	Centennial Theatre Complex	2300 Lonsdale Ave. City	1967	29,100	Performing arts
5.	John Braithwaite Community Centre	145 W. 1 st St. City	2004	35,000	Gymnasium, youth drop in, fitness, seniors, pre-school, arts/crafts studios, multipurpose spaces
6.	Grant Connell Tennis Centre	280 Lloyd Ave. District	1999	43,160	Tennis instruction and play
7.	Parkgate Community Centre	3625 Banff Crt. District	1999	50,440	Gymnasium, fitness, youth drop in, pre-school, seniors, arts/crafts studios, multipurpose spaces
8.	Wm Griffin recCentre	851 West Queens Rd. District	1975	29,820	Pool, fitness, racquet courts, multipurpose spaces
9.	Delbrook recCentre	600 West Queens Rd. District	1957	54,220	Gymnasium, , squash courts, arts/crafts studios, multipurpose spaces
10.	Karen Magnussen recCentre	2300 Kirkstone Rd. District	1974/1992	64,570	Arena, pool, fitness, multipurpose rooms
11.	Ron Andrews recCentre	931 Lytton St. District	1975	32,110	Pool, fitness, pre-school, racquet courts, multipurpose spaces
12.	Seylynn recCentre*	625 Mountain Rd. District	1930s	8,100	Gymnasium, pre-school, multipurpose spaces
13.	Lynn Valley recCentre	3590 Mountain Hwy. District	1988	7,810	Pre-school, multipurpose spaces

* These four facilities are closest to the end of their functional lifespan, and are followed by Wm Griffin and Ron Andrews as the two next in need of replacement.

4. Detailed Analysis of Facility Needs

Each of the indoor facility needs outlined in section 2 above is analyzed in more detail below. Recommendations for how best to respond to each facility need are provided under each heading. Then a strategy is outlined in subsequent sections for integrating all the needs.

4.1 More fitness services of all kinds

4.1.1 Existing Facilities

While fitness is achieved in a wide variety of spaces, there are currently a total of eleven separate dedicated dry floor fitness studios in six of the thirteen NVRC operated buildings as summarized in *Figure Three*.

Figure Three
Summary of NVRC Fitness Spaces

Facility	Fitness Spaces	Approximate Size
Harry Jerome recCentre	4 separate spaces	Circuit (1475 Sq. Ft.) Rehab (1592 Sq. Ft.) Cardio (779 Sq. Ft.) Classic (1192 Sq. Ft.)
John Braithwaite Community Centre	1 space	Fitness (2570 Sq. Ft.)
William Griffin recCentre	2 spaces	Fitness (4570 Sq. Ft.) Stretching (1058 Sq. Ft.)
Ron Andrews recCentre	2 spaces	Jessica Monroe (1697 SF) Berkley (949 Sq. Ft.)
Parkgate Community Centre	1 space	Fitness (2532 Sq. Ft.)
Karen Magnussen recCentre	1 space	Fitness (2723 Sq. Ft.)
Totals	11 spaces	21,137 Sq. Ft.

As interest in fitness has grown, more and more spaces have been added to the Commission's inventory; typically converted from multipurpose spaces (or converted from a gymnasium in the case of one of the William Griffin fitness spaces). Most of these spaces have aerobic or strength training equipment in them, although some, like the stretching room at William Griffin recCentre, don't have fixed equipment. Some of these spaces are quite focused and specialized in nature. For example, one in Harry Jerome is labeled as a circuit training room. Others, like the spaces in the Parkgate and John Braithwaite facilities, are more generalized. The total of all these spaces is approximately 21,100 square feet of net usable space.

In addition to the NVRC operated spaces there is a publicly accessible fitness centre at Capilano College. While it is primarily used by College students, staff and faculty, it is also used by the general public. There are also fitness opportunities in the North Shore Winter Club and several private facilities. The number and type of private facilities changes more frequently than the public or private club spaces.

4.1.2 Use in Relation to Capacity

It is difficult to determine the total capacity for fitness uses in the eleven NVRC spaces as there are few "rules of thumb" to determine capacity for planning purposes. Theoretical capacity could be estimated and it would be quite high (e.g. estimating 15 or 20 minute use cycles on each piece of equipment for the 5000 hours per year they are available to the public). However, that would not be appropriate as there are no examples of facilities that have ever operated at this level even when demand exceeds supply. Instead, there are prime and non prime hours of operation and different usage patterns for each. There is clear anecdotal evidence that the existing spaces are often quite full at peak use times with waiting lists at fitness studios becoming more and more common. However, each fitness space also has many hours of off peak use each week where the facility is not used to capacity. It is clear that the available capacity is more than the 1.2 million visits per year that is currently realized in the system. But, it is unclear how much of this excess capacity, which exists primarily in low demand time slots, can ever be used even if demand exceeds supply during peak periods.

The Commission focuses use on membership access, preferring to sell multiple uses to patrons so they will have sufficient use to have an impact on their fitness levels. However, it does sell single access tickets to these spaces. The total of all uses in the twelve months from mid 2005 to mid 2006 is 1.2 million visits. This represents a very substantial portion of the Commission's total service offering which constitutes 3.8 million visits to its thirteen facilities over the same period.

4.1.3 Economics of Fitness Services

Fitness activities are one of the more viable of the Commission's services from a strictly monetary point of view. The 1.2 million visits result in total revenue of approximately \$4.1 million, or about \$3.40 cents per visit. The direct operating costs associated with those visits total \$4.5 million or about \$3.75 per visit. Therefore, the recovery rate¹ for fitness services is over 90%; one of the highest of all the Commission's services.

This high recovery rate is predicated on high usage. That is because, like many other types of recreation services, the costs of providing the service are more fixed than the operating revenues, which are more variable. If use declines to a small percent of the total available capacity for use, the costs per use increase substantially. As use increases and approaches capacity, the costs per use decline while the revenues per use stay constant.

It is also important to note that economies of scale apply to the operation of fitness spaces in a different way. The most significant portion of the cost of operating fitness spaces is the staff cost of controlling and monitoring those spaces. At present, there is a fragmentation of fitness spaces in a couple of NVRC's facilities into many small fitness rooms, even within the same facility. A number of smaller rooms will be less cost effective to operate than fewer larger rooms in the same facility that can be monitored by a single staff person. While there may be valid service reasons to segment the market and deal with subsets of it in separate spaces, there are economic reasons to have larger spaces with zones for each subset of use and still operate fewer, larger spaces.

4.1.4 Demand for Fitness Space and Trends in Use

Demand for fitness is currently high and growing. The 1.2 million visits represent almost nine visits per capita. While the consultants don't have much comparative data on use of public fitness centres in other communities, this usage level appears quite high. This high level appears

¹ Recovery rate for a recreation service or facility is defined as the operating revenue from users expressed as a percent of operating costs associated with that use.

to be sustainable. The public survey results indicate continuing strength in this market and significant potential for growth. Also, the stakeholder interviews indicated growing demand for specialized forms of fitness including fitness services for sports teams, the elderly, those with disabilities and those in rehabilitation from illness or injury.

A high proportion of those using the fitness studios are adults, and the proportion of adults in the North Vancouver population is growing. With advancing age, this segment of the market will likely continue to use fitness studios.

4.1.5 Need for Fitness Space

There are many ways of becoming fit, and use of a dedicated dry floor fitness studio in a public recreation facility is just one of them. However, that specific part of the fitness delivery system is central to meeting one of the nine Commission Outcomes in its draft Strategic Plan. That outcome is "Fitness and Rehabilitation". Indeed, providing opportunities for people to visit a fitness space and workout in that space is a focal point of the Commission's efforts to achieve this important Outcome. Over 30% of all visits to NVRC facilities are for this purpose. Without these fitness spaces, the population of North Vancouver would be much less fit. That would have a negative impact on the entire community.

In addition to the one primary Outcome, fitness services in NVRC fitness facilities also help to deliver on four other outcomes in a less central way. They help the Commission to create socialization opportunities, educate about the wise use of leisure time, foster volunteerism and teach some basic skills.

4.1.6 Total Requirement for Fitness Spaces

The consultants believe that there is potential to grow total visits to NVRC fitness facilities over time; both in terms of visits per capita, the proportion of the population using the facilities, and an increase in the total population. Considering both these growth factors, the consultants believe that there is need in the NVRC system for about 140% of the fitness floor area that is currently provided. That equates to about 30,000 square feet of space. At least one fitness space should be available within about 2 km of every household in order to facilitate ease of access and use. While the actual number of rooms available in each recreation facility may vary and depend on how much market segmentation is desired in fitness services, there is likely a need for fewer, larger spaces. In summary, at least five fitness studios, totaling 30,000 square feet, are required in five separate facilities in the next ten years, with an additional one as population growth requires it. Each facility should have about 6000 square feet of space, with some smaller and some larger depending on the population served.

4.1.7 A Conceptual Plan for Fitness Space Provision

A total of five locations for fitness spaces would be needed in the short term future to ensure that almost all residents are within 2 km of the nearest one. In fact, with five locations, the vast majority of residents would be within 2 km of the nearest facility; thereby rendering them potentially accessible by bicycle or on foot by a significant proportion of North Vancouver citizens. Over the next twenty years, a sixth will likely be required and there is potential for a seventh in the long term future depending on the location and type of population growth.

If one were to "start from scratch" in planning fitness centre locations, to provide one within 2 km of almost all residents in the short term future, the following general areas would be considered.

1. One centrally located in the Seymour area, in fact where the existing high quality fitness facility already exists in the Parkgate Community Centre;

2. One centrally located in the Lynn Valley area, in fact where the high quality fitness facility already exists in the Karen Magnussen recCentre;
3. One in the Lower Lonsdale area, in fact where the existing high quality fitness facility already exists in the John Braithwaite Community Centre;
4. One in the upper Lonsdale area, in fact where the current plans are to rebuild the Harry Jerome recCentre;
5. And one in the upper Capilano area northwest of the William Griffin fitness facilities.

Additional fitness facilities might be added in the Maplewood area if and when the population grows substantially in this area. In the longer term future, the population in the Norgate area might also grow sufficiently to justify a facility.

4.1.8 Specific Recommendations for Fitness Centres

1. A new fitness facility is needed in the upper Lonsdale area to replace the facilities in the Harry Jerome recCentre. Replacement of the four smaller fitness spaces with one or two larger spaces will increase the quality of those spaces and render them more cost effective to operate. Also, it becomes an opportunity to increase the overall space available for fitness services in a very accessible high profile central area. This facility should likely be larger than 6000 sq. ft. in size; and should be about 8000 sq. ft in total.
2. Build new fitness spaces in a new Community Recreation Centre that will replace the facilities at William Griffin, at a location that is further from Harry Jerome, and therefore more accessible to more residents. These spaces will also create an opportunity to add to the total supply of existing space. This facility should be about 6000 sq. ft. in size.
3. Additional fitness space should also be added at the Karen Magnussen recCentre to bring it up to the 6000 sq. ft. average size.

At this point, the total supply of fitness space in NVRC facilities would be about 130% of what it is now with much higher quality, better configured fitness spaces with more than 30% additional capacity for use.

4. Over time new fitness spaces could be added in response to growth at new facilities in Norgate and/or in the Moodyville/Maplewood areas.
5. Also over time, the fitness studio in the Ron Andrews recCentre could be replaced depending on if and when a new Moodyville/Maplewood Community Recreation Centre is developed (see reference to this in a subsequent section). A replacement fitness facility would double the size of the fitness spaces at Ron Andrews and add another 3000 sq. ft. of new space. If new residential development in the Maplewood area does not materialize, one option for the replacement for Ron Andrews fitness spaces would be on the grounds of Windsor High School. A third option would be to secure more public use of expanded fitness facilities at Capilano College.

4.1.9 Rationale for Above Provision Concept

Visits to Commission fitness facilities is a large and growing part of its service delivery system; one that is central to one of its key Outcomes and ancillary to four others. Adding space and reconfiguring space to improve the quality, quantity and cost effectiveness of those visits has to be a high priority. Since this is already one of the most cost effective of its services, and has the potential to increase effectiveness further, there is little to lose and everything to gain from such a strategy. The newest fitness facilities (i.e. Parkgate, John Braithwaite and expansion at Karen

Magnussen) represent an excellent model and service standard for the future; large multiuse, cost effective spaces that are extremely popular and meet a large need.

4.2 Indoor Swim Pools

4.2.1 What Exists Now

The Commission currently operates four indoor pools with a total water surface area of 19,100 square feet as outlined in *Figure Four*. There are no other indoor public pools in North Vancouver.

The four facilities are each available for public use about 100 hours per week for about 50 weeks per year. They are required to address all seven categories of aquatic services as outlined below:

- Recreational swimming (for fun),
- Swim instruction (to learn skills),
- Sport training,
- Fitness (both lane swimming and water based aerobics classes),
- Special events and competitions,
- Rehabilitation and therapy,
- Leadership training.

Figure Four
Summary of Current Indoor Pool Facilities

Facility	Surface Area in Main Tank in Sq. Ft.	Description	Other Amenities in Pool Enclosure
William Griffin recCentre	5324	6 lanes by 37 meters with a moveable bulkhead	Whirlpool, Sauna, Steam Room, Spectator Seating Area and 1 and 3 meter diving boards
Ron Andrews recCentre	5324	6 lanes by 37 meters with a moveable bulkhead	Whirlpool, Sauna, Steam Room and Spectator Seating Area 1 and 3 meter diving boards
Harry Jerome recCentre	3445	6 lanes by 25 meters	Water Slide, Whirlpool, Sauna, Spectator Seating Area
Karen Magnussen recCentre	5000	Main wave pool with channel to connecting pool	Whirlpool, Therapy Pool, Tots Pool, Steam Room, Upper and Lower Viewing Area
Totals	19,093	18 lanes 25 meters long	1 slide, 4 whirlpools, 3 steam rooms, 1 therapy pool, 1 games pool, 1 tots pool, 1 water slide

4.2.2 Condition of the Existing Pools

The pool at the Harry Jerome recCentre was built in 1966. William Griffin and Ron Andrews were built in 1975, and Karen Magnussen was built in 1992. Harry Jerome needs to be replaced or retrofitted first, followed by the facilities at Ron Andrews and William Griffin. However, Ron Andrews is in slightly better condition than William Griffin for three reasons. Its foundations are better, it has been retrofitted to a greater degree recently, and the added spaces were built after the additions to William Griffin. Uses in these three facilities have begun to decline in the last few

years. In the absence of retrofit or replacement, use will continue to wane in those pools and the cost to operate them will continue to increase.

4.2.3 General Economics of Indoor Pools

Indoor pools are expensive to build and to operate because they are technically complex as well as labour and energy intensive. Although very expensive to provide, they deliver extensive benefits to a very broad cross section of the community, and that makes them valuable to a community. So, almost all communities in BC above a population of 10,000 residents either have their own indoor pool, or have access to one in a neighbouring municipality. Most large urban centres in BC provide indoor pools at a level of one per 50,000 to 60,000 residents.

Approximately 70% of the operating costs of an indoor are fixed costs. In other words, they need to be paid regardless of how many people use the facility. Costs which are most fixed include the cost of water heating and treatment, insurance costs, the costs of advertising and receiving customers (i.e. reception and cashiering), management costs and the costs of the first two qualified lifeguards on deck at any given time (i.e. the minimum staffing level). These costs must be incurred whether there is one person swimming or twenty people swimming. The remaining costs vary with use. As use increases, some costs for water treatment increase, additional lifeguards are required, and additional cleaning is required.

Operating revenues, on the other hand, are almost completely variable. As each new user comes into the pool, they pay a user fee roughly equal to the last user. Twice as much use usually means twice as much user revenue.

Because of the high proportion of fixed costs, and the variability of operating revenue, a pool is most economic when operated at a high proportion of its maximum capacity for use. If a pool is operated at 60% of capacity, each additional use that comes into the facility brings in more additional revenue than it causes increased operating cost. So, each additional user reduces the net operating deficit that would have been realized without that user. Pools operated at a high proportion of capacity have lower operating deficits and much lower subsidies per swim than pools operated at a low proportion of capacity. This phenomenon speaks to not building indoor pool capacity for the future that sits unused for many years until it is required. It is simply too expensive in the short term to do that.

Three other points about the economics of pool operation are important:

- Firstly, the capacity of use for a mixed use indoor pool generally varies with the depth of the water. The deeper the water, the less the facility is used per square foot of water surface area. In a pool with less than one quarter deep water, the "rule of thumb" for operating capacity is about 60,000 annual swims per 1000 square feet of water surface area. As the proportion of deep water exceeds 25%, the number of annual swims per 1000 square feet of water surface area declines.
- Secondly, both capital and operating costs of a pool vary with the volume of the facility. The deeper the water in the tank and the higher the ceilings above it, the higher the costs to construct and operate the facility. A shallow water tank with a relatively low ceiling costs much less to build and operate than a diving tank.
- Thirdly, indoor pools that attract the most use, and operate the most cost effectively are those that have more than one tank and operate each at a different water temperature. Pools which have a rectangular cool water tank for fitness swimming, swim lessons, and swim training/ competitions and a separate shallow, warmer water leisure tank for

therapy and recreational swimming, offer a greater range of opportunities and are more cost effective than facilities with a rectangular tank only; especially if that rectangular tank has a lot of deep water.

4.2.4 Economics of Pools in North Vancouver

In North Vancouver, the cost to provide the 724,000 swims each year is about \$3,600,000. User revenue from these swims is approximately \$1,500,000 per year. The operating subsidy of about \$2,100,000 (about \$2.90 per swim) is in the lower half of the range than one might expect and what is experienced in other urban pool systems in BC². This indicates a reasonably high level of efficiency within North Vancouver's indoor pool operation.

A new 50 meter indoor pool was specifically identified as a need by North Vancouver swim clubs. Such a facility is also part of the 2004 Harry Jerome Proposed Planning Directions report. Therefore, the cost to build and operate such a proposed new facility is worthy of some analysis.

Firstly, it is appropriate to assume that if a new 50 meter tank were to be provided on the Harry Jerome site, it would also have a second, smaller tank as well. Without a second warm up tank, no long course swim meets would be sanctioned in the 50 meter tank. Due to the economics referenced in the previous section it is assumed that the second tank would be a shallow, warm water leisure tank.

In the 2004 HJRC planning reports the capital costs for the pool were estimated to be about \$14 million. And costs have increased significantly since that time. The capital cost for a new 50 meter indoor tank with a separate leisure/ warm up tank at current prices would likely approach \$27 million.

The consultants estimate the current cost to operate a new 50 meter pool with a support tank to be in the \$2,700,000 range³. In order to estimate operating revenues, some assumptions have to be made. At least 60% of the capacity of the new facility would need to be used to keep the operating subsidies per swim at a reasonable level. That would equate to over 500,000 swims per year. Since the existing HJRC pool gets 134,000 swims per year, that is more than 350,000 additional swims each year, an increase of almost 50% in swimming in North Vancouver overall. If that increase could be realized, the revenue from the 500,000 swims at current rates would be about \$1.04 million, resulting in an operating deficit in the \$1,700,000 range. This is \$1.3 million higher than the current operating subsidy of the HJRC pool which is less than \$400,000. So, adding a new 50 meter pool with a support tank as a replacement to the existing pool at HJRC would require about 350,000 new swims, a significant increase in capital costs and an additional operating subsidy of about \$1.3 million per year. Also, the new facility would substantially increase the net operating subsidy per swim.

It is not likely that the community can consider a new 50 meter pool with a second tank in addition to all the other facilities. In the above analysis, the new 50 meter pool with warm-up tank would have a maximum capacity for use of about 830,000 swims per year. That is sufficient to accommodate most or all of the 724,000 swims realized at present. However, it would be

² In the consultants' experience over dozens of similar studies, the majority of indoor pools in BC exhibit an operating subsidy in the range of \$2 to \$5 per swim expressed in 2006 dollars, with operating costs in the range of \$5 to \$8 per swim and operating revenues in the range of \$2 to \$3 per swim.

³ The cost to operate the South Surrey Leisure Centres' pool facility, including fitness centre, is about \$3.2 million, the cost to operate Coquitlam's CCAC, including fitness centre, is about \$3.1 million, so a new pool in North Vancouver net of fitness centre costs, would be less than \$3 million.

difficult to squeeze all uses into one new pool because many of those uses now happen concurrently in prime time. It would also allow no room for growth. So, if a new 50 meter pool is to be considered, the only option that makes sense would be to build it to replace some but not all pools that currently exist. In that approach, one would retain the Karen Magnussen leisure pool and build a new 50 meter pool with a separate leisure/warm up tank on another site. It is this option which should be taken further to compare with other options. In this option;

- There would be a net reduction in the number of lanes available to swim clubs in which to practice,
- There would be a net increase in total aquatics operating subsidy and a net increase in subsidy per swim,
- There would be significantly more travel time and expense for users to travel further on average to use the nearest of two pools than in a more decentralized service option with more pools.

4.2.5 Use in Relation to Capacity for Use

The four existing pools in North Vancouver have annual capacity for approximately (19.1 times 60,000) 1,146,000 swims. Over a 12 month period from summer 2005 to spring 2006 the four pools generated about 724,000 swims or about 63% of capacity.

Anecdotally, swim clubs suggested that the three pools in which they are allocated training time are used to full capacity. In fact, it is clear that the times the clubs wish to have training hours are extremely well used; virtually to full capacity. However, it is also clear that there are many off peak times that are not well used and this brings the average use in relation to capacity down to the 63% level. It would be much more difficult to attempt to completely fill the four existing pools during the off peak hours (i.e. early morning, school hour use, and late night hours), thereby increasing use. However, it is clearly possible to increase the total number of swims in the four pools, thereby filling some of the unused capacity. The proof of that lies in the two pools with virtually the same tanks (i.e. Ron Andrews and William Griffin). One experiences about 62,000 swims more than the other, clearly indicating that the lower use pool has some excess capacity.

Another rule of thumb in indoor pool planning is that almost all communities with indoor pools have total swims in the range of 4 to 10 times population. Larger urban centres typically have total indoor swims in the range of 4 to 8 times their population as they have many more competing leisure opportunities than smaller rural communities. Within that range, swims usually vary by quality of the local indoor pools (higher quality pools pushing swim rates higher), by demographic makeup (communities with high proportions of school aged children are more likely to use an indoor pool) and by size of population, with the centres over 100,000 population usually in the bottom half of the range.

For a community the size of North Vancouver (population 135,235) total use each year would be expected to be in the range of 540,000 swims to 1,081,880. Indeed, the current total use of all four of North Vancouver's public indoor pools is within this range, with a current rate of 5.4 swims per capita. There is also evidence from West Vancouver that about 97,500 swims in that community's new indoor pool are attributed to North Vancouver residents; a figure which grew substantially with the opening of its higher quality pool. This means there is an additional .7 swims per capita for a total indoor swim rate in North Vancouver of about 6.1 swims per capita per year. This is in the top half of the range that might be expected for a community like North Vancouver. Pool planning guidelines would suggest that there is some room to increase the use of indoor pools into the 7 to 8 swims per capita range, and that the only way to do so would be by

providing higher quality indoor pools. However, even if higher quality indoor pools were provided, it is unlikely that total use would increase much beyond 7 swims per capita and almost no chance that they would increase beyond 8 swims per capita. Also, as the proportion of North Vancouver population in the school age range declines, there will be downward pressure on the swim rate. When all these factors are combined, it will be very unlikely that there is potential for more than an additional 2 swims per capita in the marketplace and this equates to a maximum increase in the annual swims of no more than 250,000 swims per year.

4.2.6 Trends in Use and Possible Barriers to Use of Indoor Pools

In most urban centres in Western Canada the trend in use of indoor pools is positive. The centres with the highest use have high quality indoor pools with a range of aquatic services covering all seven categories and they have good leisure pool tanks within the system. In fact, the emergence of leisure pools in Canada in the mid 1980's dramatically increased the swim rates in those communities with such facilities, and vastly increased the proportion of the population using indoor pools. Five of the seven categories of the aquatics market are growing in most communities. Swim lessons (skill development) and sport training (i.e. swim club membership) are the only categories that appear to be stable or in decline, and this has to do with the decline in the number of young children in these communities and a trend away from organized team sports. The fastest growing of the seven categories of aquatics is fitness swimming, followed by rehabilitation or therapy which is a small but growing part of the market. Recreational swimming typically generates more swims than the other six categories where high quality leisure pools are available, and this category is stable in communities with excellent leisure pools, but has room to grow where such facilities are not available.

The trend in use of North Vancouver indoor pools is not positive. Over the past four years, the total swims in all four pools has actually declined by about 20,000 swims per year. The most likely reason for this decline is the quality of local facilities, especially relative to other higher quality facilities (e.g. in West Vancouver) that have opened in the last four years.

4.2.7 Demand for More Indoor Pools

In the public survey, there was considerable support for additional indoor pool swim capacity. A high percentage of North Vancouver households had used an indoor pool in North Vancouver within the past year (62%). Swimming ranked highest among favourite activities of local residents (50.1%), and new indoor pools ranked third among most needed new indoor facilities.

It is also clear that there is demand within the swim clubs for more pool training time. While most of their training is and would continue to be at the short course distance (i.e. 25 meters), there is demand within the swim clubs for a long course pool (i.e. 50 meters) for at least five reasons.

- The clubs want more 25 meter training time and a long course pool with a movable bulkhead would give them that.
- They also want some training time at 50 meters and only a long course tank would suffice for that purpose. They indicate that over 100 local athletes regularly go outside of North Vancouver to use a long course pool.
- Thirdly, the clubs wish to add more deep water sport activity and a 50 meter tank would usually have sufficient deep water to accommodate those sports which include diving, water polo, synchronized swimming and underwater hockey.
- Fourthly, the clubs feel a need to host some long course meets and a few more short course meets in North Vancouver and a new 50 meter tank has potential to do both.

- Finally, the clubs believe that a new 50 meter tank could be used for a variety of uses at the same time and that would meet more community needs in addition to their own.

In response to these five issues, the consultants believe that:

- More training time would help the clubs and a long course tank would provide a training opportunity not currently available in North Vancouver.
- There is not sufficient deep water available for some sports and a new deep water 50 meter tank would likely stimulate new activity in some deep water sports. However, a 50 meter tank is not the only way to provide deep water for sports requiring it. A short course tank could also provide some deep water opportunity.
- So, a new 50 meter pool would provide enhanced service to the 400 participants in existing sports as well as encourage new participants in some new sports.
- If provided, a new 50 meter tank would indeed stimulate additional short course and long course meets in North Vancouver, and that number would be in the range of 1 to 3 additional swim meets per year. However, the meets would be primarily local and regional meets with a few provincial level competitions but no national or international level events would be hosted as they require a second 50 meter tank for warm-ups and warm-downs.
- The argument about flexibility of use may be valid but a new 50 meter tank is not the only way to gain flexibility. More or better small tanks are even more flexible and would have the benefit of being able to operate at differing water temperatures, which adds flexibility on its own and cannot be done in a 50 meter tank.

It is worth noting that the one area with the highest potential to increase aquatic use in North Vancouver is the category of recreational swimming. In communities with sufficient high quality leisure pools, recreational swimming is often 30% of total swims and sometimes approaches 40%. In North Vancouver this category is about 20% of total swims, thereby indicating significant potential in this area.

4.2.8 Need for an Indoor Public Pool

When a system of indoor pools is provided at the most economic level, and is operated in a manner that focuses on all seven categories of aquatic service, it is quite cost effective in achieving, to a greater or lesser extent, seven of the nine Commission adopted public goods, as follows:

1 Physical Fitness and Rehabilitation

Water based fitness activity is preferred by many fitness and therapy professionals because the human body is supported by water and movement has less of the shock and injury of some dry floor fitness activities. So, lane swimming for fitness, water based aerobic classes, and warm water therapeutic exercise are all excellent ways of contributing to the fitness and rehabilitation outcome.

2 State of Wellbeing

Water has a soothing effect both for participants in water, and for those that view such activity from the sidelines. Swimming or playing in water can be very satisfying and being able to swim can enhance one's sense of self confidence. Aquatic activity can contribute to a sense of wellbeing.

3 Social Interaction and Socialization Skills

Use of a pool is very seldom a solitary experience. Whether as a regular at a lane swimming time slot, part of a class, a member of a team or group that rents the pool, a guest at a birthday party or a recreational user with other friends or family members, pool use is typically quite social and a great deal of interpersonal interaction occurs. Surveys and focus groups consistently point to the social aspect of pool experiences as being a driver of aquatic activity.

4 Basic Skill Development in Leisure Pursuits

One of the most basic skills a citizen can learn is swimming. In North Vancouver, the experience has been that almost all residents learn to swim at a public pool within the community and the proportion of those that know how to swim increases with each generation.

5 Higher Level Skills in Leisure Pursuits

Once one has learned to swim, there are many opportunities to enhance one's skill level or learn new skills based on aquatic activity. Leadership skills, sports skills, exercise routines and stroke improvement are typical of activity in a pool once one knows how to swim. There are a number of aquatic clubs that foster advanced skill development in North Vancouver.

6 Volunteer Leadership Development

Indoor pools are not in themselves ideal vehicles for fostering volunteer development. While there is some volunteering that happens in an indoor pool, there are many other vehicles which foster volunteerism to a much greater extent.

7 Lifelong Learning about the Wise Use of Leisure Time

Indoor pools continue to be used by a broader cross section of residents of North Vancouver than almost any other specific recreation facility. That is, in part, because it represents wise use of leisure time. It is wholesome, interactive, healthy and fun.

8 Strong Families

Use of indoor pools is an ideal form of family recreation. In fact, among family recreation activities, it ranks at the top in most surveys. No other single type of recreation facility makes more use of family passes and has a higher proportion of use by families than an indoor pool. An indoor pool is not only about one family member participating and the others watching (although that does happen), it is primarily about a number of family members participating at the same time in the same areas, and interacting together with each other.

9 Strong Neighbourhoods and Communities

In themselves, indoor pools don't build neighbourhoods (they aren't provided at the neighbourhood level) or communities (community based events happen in an indoor pool but don't make up a high proportion of pool activity or use).

4.2.9 Best Practices

The best aquatic systems in Western Canada are systems in larger centres because they have the luxury of having more than one indoor pool. When a community is large enough to have more than one indoor pool it typically provides different types of specialty pools each optimized for a subset of the seven categories of aquatic needs, rather than a single tank which attempts to satisfy all seven.

A larger centre might have some basic types of aquatic services close to all citizens (e.g. swim instruction, fitness swimming and recreational swimming) and supplement that service with some

specialized aquatic services (e.g. competition, leadership training, rehabilitation) that are somewhat more centralized and service a larger population. The highest quality aquatic centres typically have more than one tank. They have one rectangular tank used for fitness swimming, some deep water activities, swim lessons, some sport training and some special events. They also have a warmer water, shallow, leisure tank for water orientation for young toddlers, easy entry for people with frailties or disabilities, some rehabilitation, some swim instruction and lots of fun. The leisure tank usually has some "fun" features which include moving water, a deck level entry, perhaps waves or a "lazy river". Usually, these aquatic centres also have some form of whirlpool, a sauna and/or a steam room, and lots of deck space. Sometimes they include a water slide. There is a strong affinity between aquatics and dry floor fitness, so a fitness room with permanent equipment is almost always associated with an indoor pool. Other features of excellent pools include:

- family change rooms,
- a classroom for leadership training,
- lots of on deck storage,
- an under water sound system
- small wallet lockers in a high profile location on deck,
- excellent site lines for guarding and viewing,
- a food and beverage service available both on deck and to the off deck patrons,
- lots of natural light which creates no glare off the pool surface,
- a non-chlorine form of water purification
- low maintenance, non corrosive surface finishes, hardware and fittings
- acoustic treatment to reduce ambient noise within the pool enclosure (always a problem for patrons and staff)

Two of the most important best practices in the industry in terms of operating pools are

- to reduce the duration and frequency of maintenance shut downs
- and to maintain at least one or two lanes in the rectangular pool at all times for public lane swimming and some portion of the leisure tank for recreational swimming.

In the GVRD, there are six indoor 50 meter public pools operated by municipalities and one operated by UBC. If the population in North Vancouver is subtracted from the total population of the Regional District, and the remaining 2.022 million residents is divided by the 7 long course pools, the current provision standard is about one per 289,000 residents. This is a higher standard than the remainder of the province, which has another 5 indoor public pools for the remaining 1,780,000 residents or about one per 356,000 residents.

However, the provision rate for short course and leisure pools is higher. The 2004 HJRC study mixed indoor and outdoor pools and came to an average public pool provision rate of one pool per 32,400 residents. However, outdoor pools operate in a very different market and are not equal to an indoor pool. If only indoor facilities are considered, the provision rate in the GVRD for pools decreases to one pool per 63,800⁴. North Vancouver, with four pools serving 135,235, or one pool per 33,800, has a provision rate of almost twice the regional average.

⁴ The 2004 Harry Jerome Proposed Planning Directions Report indicated that there were 65 pools in a total population of 2,104,604. However, 32 of those are outdoor pools, so the remaining 33 pools serve the same population.

4.2.10 A Concept for Indoor Pool Provision

Based on all of the above, the consultants have drawn the following conclusions:

- While there is some room for growth in the local marketplace, growth in indoor public swims will be relatively slow in North Vancouver, and will be consistent with provision of higher quality facilities and population growth.
- A little more pool capacity could be provided at present to increase service levels to some existing users and to “bring home” some users that are currently going to better facilities in West Vancouver or in other communities.
- Even more pool capacity is warranted over the next 20 years to accommodate growth.
- Pool capacity could and should be centralized into three facilities instead of four to increase economies of scale and still keep pools relatively close to most residents.
- More capacity for fitness swimming, recreational swimming, and rehabilitation/therapy are the highest priority needs, with some need for more sport training and competition.

Based on the local analysis, and the above conclusions, the consultants believe the following provision scenario would be most appropriate for the North Vancouver marketplace:

- The three oldest of the existing facilities will need to be rebuilt or replaced within the next twenty years.
- A total of about 26,000 square feet of water surface area is needed in North Vancouver with less than 25% of it being deep water (more than 5 feet deep). This represents an increase of capacity of about one third over the next twenty years, with a ten percent increase provided as soon as possible.
- A total of three aquatic facilities are needed ; so that there is one facility within approximately 4 km of the vast majority of all residences and workplaces
- At each aquatic facility there should be a rectangular tank and a leisure tank as well as a variety of support facilities and services to round out the aquatics service, all conforming to the Best Practices for aquatic facilities as outlined above.
- The largest potential for growth will be in the categories of recreational swimming, fitness swimming and rehabilitation/therapy.
- Adding more opportunities within the categories of sport training and sport competition are a lower priority based on a declining marketplace (adult sport has some growth potential but is much smaller at present than minor sport, which is stable overall).

4.2.11 Rationale for Above Provision Concept

Although expensive to build and operate, indoor pools meet more of the Commission's nine Outcomes to a greater degree than almost any other single form of recreation amenity. Therefore they are a high priority. And, there is some indication of more need for pools in the future. User groups have more demand during peak periods than can currently be accommodated. And the public survey suggests continued strength in this market. Also, planning rules of thumb suggest there is room for a modest increase in the swim rates in North Vancouver if higher quality indoor pools are provided. However, there is still some available excess capacity within the four existing pools. Use is not increasing. Trends and demographics do not support additional capacity beyond a ten percent increase in the short term and a one third increase in the long term.

Economies of scale suggest fewer, larger pools and the age and condition of three of the existing pools suggests replacement in the next ten to twenty years. Two of the existing pools are quite close to each other, geographically, with both serving the same citizens who have enjoyed this double coverage for many years.

All this suggests that a new high quality pool system could support more capacity and more use over the next twenty years to accommodate continued strength of demand and more services in the fitness, recreational and therapeutic categories. Whereas aquatic clubs suggested that a great deal more capacity is needed now, the consultants disagree. A more prudent approach is to provide only a small amount of additional swim lane training capacity in the short term future. Such an approach will meet almost all of the need with much higher quality services in a much more cost effective format.

If a 50 meter pool with a warm up tank were developed to replace three of the four facilities, and the Karen Magnussen pool retained the following disadvantages would be evident:

- Only 16 twenty-five meter swim lanes would be provided instead of 24 in the recommendation below, and this would not be sufficient for the swim clubs
- There would not be sufficient leisure pool capacity to meet this most underserved segment of the aquatic service market,
- Users would have to travel further on average than they do now to the nearest pool,
- The single tank at KMrC would not be as cost effective to operate as a two tank pool at that location.

4.2.12 Recommendations for Indoor Pool Provision

1. Develop a multi-tank pool facility at the Harry Jerome location (25 meter ten lane tank with a deep end and a separate large shallow leisure tank).
2. Add a six lane rectangular tank to the Karen Magnussen leisure pool.
3. Subsequently close the William Griffin pool
4. Develop a new facility to serve the central east part of the study area. It would have an 8 lane 25 meter tank with a large leisure tank.
5. Subsequently close the Ron Andrews facility.

4.2.13 Phasing the Changes

The first priority is to replace the existing pool at Harry Jerome with a new multi-tank pool at the same location. This should happen as soon as is reasonably possible and certainly within the next five years.

As far as is reasonably possible, new capacity should be available before any existing capacity is taken out of the marketplace. In the case of redevelopment of Harry Jerome, that may not be possible, depending on where the new facility is situated on the site. However, any closure of Harry Jerome should be minimized.

A new indoor aquatic centre at Harry Jerome should be developed as part of a larger redevelopment of all recreation facilities on that site.

At some later date, a six lane rectangular tank can be added to Karen Magnussen.

As a final phase of development, a new site in the lower east portion of the market area can be identified and a new indoor pool can be developed on that site to replace the Ron Andrews pool.

All three pool sites will have at least two main tanks, and a number of amenities as outlined earlier. The resultant total equals about 26,000 square feet of water surface area. The final configuration of all three facilities will provide more 25 meter swim lanes, (from 18 now to a total of 24), a great deal more leisure swimming area and newer, higher quality aquatic environments with more capacity for deep water activities such as water polo and diving. There will be about 35% more surface area for swimming, but the new configuration will actually be more efficient so the overall capacity for swimming will be increased by more than 40%. However, some of this additional capacity will be phased in over 20 years and is justified in part by significant growth in population.

4.3 More indoor ice

4.3.1 What exists now

There are currently five publicly accessible indoor arena ice sheets in North Vancouver. Two are operated by the Commission (i.e. one at Harry Jerome and one at Karen Magnussen). Three are operated by a private company in a public private partnership between the District of North Vancouver, a private developer/operator and the Commission (which assigns some ice time at the facility). The three sheets operated by the private partner are the newest in the community, and are less than ten years old. The sheet at Harry Jerome is the oldest in the system and is approaching the end of its functional lifespan.

There are also two full sheets of skating ice (one full sized, and one smaller sheet) at the North Shore Winter Club which is controlled and used by members of this private club. While it meets some need for ice in North Vancouver, some of its members are not from this community.

The five sheets of publicly accessible ice and two sheets of private ice equates to a provision rate of about one sheet per 19,300, which is higher than the average of communities in the Lower Mainland. The average of all communities across the Lower Mainland is about one sheet per 26,000 residents (including private sheets of ice), but the rate varies widely from as high as 1 sheet per 11,300 residents in a community like Delta (which has a four sheet private facility supplementing the five sheets of public ice) to as low as 1 sheet per 70,000 residents in a community like Surrey.

4.3.2 Economics of Arena Operation

Like pools, indoor arenas are very expensive to build and to operate because they are technically complex and have high staffing levels mandated by provincial regulation. Also, it is difficult to build a portion of an ice sheet, so one can't fine tune the scale of the facility to meet a specific level of need. Arenas are used for ice based activity for only a portion of the year. Typical ice use seasons are about 30 weeks per year. However, some ice surfaces operate for a portion of the summer for off season use, which is even more expensive to operate on a per hour basis, but is sufficiently in demand to justify some supply.

A typical sheet of arena ice currently costs in the range of about \$7-8 million to develop (net of land costs and site servicing) and an arena operated with "ice in" for 30 weeks per year and as a dry floor facility for the remainder of the year typically costs almost \$1 million to operate. Operating revenues vary considerably and depend on whether the facility meets all community needs or simply responds to demands. Privately operated arenas that respond only to demand

usually focus on the high end of the marketplace. That is almost always made up of adult hockey leagues typically willing to spend a great deal more per hour of ice use than minor sports leagues pay. Publicly operated arenas meet all needs in the community and typically recover anywhere from 50% to 60% of their operating costs from users, although the trend in recent years is upward and an increasing number of arenas recover more than 60%.

Economies of scale are evident in the supply of arenas. If more than one sheet of ice is built within the same facility, some support spaces can be shared, and some costly operating equipment and staff (e.g. ice resurfacing machines and the staff to operate them) can also be shared. This can significantly reduce capital costs and operating costs per sheet of ice.

In North Vancouver, the 2005 figures show total operating costs of \$1.9 million and total operating revenues of \$.9 million. This recovery rate of 47% is quite typical in the region for single sheet arenas. Most of this subsidy of \$1 million dollars is invested in organized ice user groups that rent time on a weekly basis for their members. These groups have approximately 2000 members in North Vancouver. The public investment of almost \$500 per player on average (i.e. more for minor sports and much less for adults) is quite typical of municipal arena operations.

4.3.3 Use in Relation to Capacity for Use

North Vancouver currently has approximately 2000 organized sport ice users (i.e. about 1700 hockey players and 300 figure skaters). About 75% of these users are children involved in minor sports. These ice users are allocated the majority of available capacity at all five ice surfaces, and average more than one hour per week per user. The remaining capacity is allocated to a broad range of informal recreational users including the general public (e.g. public skates and learn to skate programs) and the school system (e.g. curricular and extra curricular rentals). These informal users get much less time per week on average. Although the school aged population is declining, the number of minor hockey players has continued to increase over the past five years (note: since 2000-01 the total minor hockey registration in BC remained constant, but the number of registered minor players in North Vancouver increased by almost 8% to 1217 this year).

The 2000 registered athletes primarily use ice time weekdays after 4 PM and weekends all day. However, some early morning weekday ice time is also scheduled for their use. Virtually all prime time ice is fully used. And, some off peak time is also used. However, as in most arenas, school hours are not used to 100% of capacity. Late night ice use is not as well used by adults in recent years as it once was, and this is consistent with a change in adult ice user patterns across the province.

From October 2004 to Sept 2005 the NVRC recorded 187,394 ice visits (i.e. skates) realized through Commission use of all five sheets of ice. The Ice Sports facility would have experienced many more visits that were not scheduled through the NVRC. The net subsidy of \$1 million for arena services equates to a subsidy of about \$5.33 per skate; a figure which is quite typical of municipal arenas.

4.3.4 Trends in Use and Possible Barriers to Use

Across Canada, the proportion of the population in most communities that are using indoor arenas is decreasing. The only reason that the numbers of registered BCAHA members is staying constant is because as the population of the province increases, and the proportion of ice users declines, the two influences cancel each other. As the raw number of school aged citizens of North Vancouver continues to decline over the next ten years, it is likely that the total number of

ice users in the community will also decline. Ice sports are also quite expensive relative to many other activities. The public subsidy, as noted above, is quite high on a per user and per use basis. Also, the costs to the user are quite high. This high cost will continue to put downward pressure on usage rates.

The public survey tends to validate the above downward pressures. The combination of questions about respondents' current favourite activities, coupled with questions about what one might do more or less of in the future, and which new activities the household might wish to try all pointed to a decline in ice use in the near term future.

4.3.5 Demand for More Indoor Ice

Demand for ice is currently high. In fact it currently exceeds supply. The hockey organizations that participated in interviews documented that some of their current members are not getting as much time as basic sport development systems would require (note: the ice time per week per player varies by age and by league; there is not one easy rule of thumb about exactly what that overall standard is or should be). Existing ice user groups are convinced that if one additional ice sheet were available now in North Vancouver, it would be used to the same degree as the existing five sheets. In other words, prime time would be full. The consultants agree with this assessment.

4.3.6 Need for More Indoor Ice

Ice sports and recreational uses of ice meet some of the Commission's nine Outcomes. Ice based activities contribute significantly to overall fitness; both aerobic and strength training. They also contribute quite significantly to basic skill development. In fact, skating is one of the basic leisure skills that most municipal parks and recreation departments attempt to ensure that all children learn. Ice based activities also contribute in a less central way to the other seven Outcomes, having something to do with enhancing a state of wellbeing, providing social interaction, volunteer development, strong families, and strong neighbourhoods and communities. Also, some ice users go on to learn more advanced skills, and some go on to continue to skate through their adult years and beyond.

4.3.7 Best Practices for Ice Supply

Best practices for ice supply indicate the following:

- Sheets of ice should be provided in multiples, with the more sheets at one location, the more cost effective the operation.
- Since most ice use requires a significant amount of equipment that is transported to the rink with the user, and since many ice sports require travel to all arenas used by the league, there is much less need to locate arenas close to users. Users can accommodate a situation where they must travel up to 30 minutes for ice use quite easily. So, from a user point of view, economies of scale in multiple sheet operation are embraced also.
- Separate dressing rooms for males and females in a league or user group are becoming the norm as ice use becomes more co-educational.
- Because of concern for the declining proportion of citizens using ice, and the high cost of providing it, most new arenas are designed so that they could easily be put to other uses if not required as arenas in the future.

4.3.8 A Conceptual Plan for Provision of Ice

The consultants believe that a total of six sheets of ice are required in North Vancouver to meet current demand and need for ice. That is, one additional ice sheet should be provided to meet the

current shortfall of ice in the system. In the long term future, it is unlikely that more than six sheets of ice will be needed. But they will be needed for the foreseeable future.

The consultants have reviewed the sites of the existing arenas and the surrounding land uses of each. Due to site size constraints, it would be almost impossible to add three sheets to the Ice Sports site. While adding a sheet to the Karen Magnussen site was originally contemplated, the site is quite constrained and room to add another 20,000 square feet of footprint would be difficult. While two sheets of ice might be possible at the Harry Jerome site, they would consume very expensive land for a facility which doesn't have to be in such a high profile location.

While the consultants are not able to definitively identify a suitable site for location of a new two or three sheet facility on the west side of the study area, this is what they are recommending. And, one option for a new two or three sheet location would be the Squamish Reserve. There is some anecdotal evidence that some members of the Squamish Nation have been interested in a partnership project involving arenas in the past. If the Nation were interested, it might be able to locate the new two or three sheet arena facility on its reserve. A public private partnership might also be pursued for this new arena site based on the relative success of the existing partnership at North Shore Ice Sports.

If that site is not possible for any reason, other sites for a two or three sheet facility in the west portion of the study area should be sought. If none can be found, the fall back position would be to locate the two new ice sheets at the site of the existing Harry Jerome recCentre. This is not the preferred site only because land is so valuable on this site and users don't need a high profile, expensive site on which to locate an arena. They are more willing to travel to a site with less profile.

4.3.9 Rationale for the Concept

Six sheets are required to meet current need which should remain approximately at this current level for the short term future. It is unlikely that the need will increase much above this level. It is more likely that it will decline in the long term future. Even if six sheets cannot be supported at some point in the future, other recreational and/or non-recreational uses could easily be made of such spaces. In fact, dry floor arena uses are so popular and growing to such an extent, that at least one of the six sheets should be designated as a dry floor venue as early in the spring as possible as ice use starts to wane.

One appropriate configuration for six sheets of ice would be to retain the three sheets which are in relatively good condition at the Ice Sports location, and augment that site with a similar site for three sheets at a new location. Such a new arena development site would be an ideal candidate for a public private partnership, since the existing partnership appears to have been successful. Existing arenas at Karen Magnussen and Harry Jerome could be phased out and better use of those footprints made for other recreation facilities.

Although the need for more indoor ice is not as high as the need for other facilities, it may be necessary to provide replacement ice sheets before other higher need projects can proceed. For example, a replacement for the single sheet at the Harry Jerome recCentre needs to be found before this high priority project can proceed without ice.

4.3.10 Recommendations for Provision of Indoor Ice

1. Identify a site for a new two or three sheet arena development and pursue a partnership project to develop them.

2. Once in place, the sheet at Harry Jerome could be taken out of the arena inventory and the site redeveloped without an arena.
3. The ice sheet at Karen Magnussen, which is in better condition than the older Harry Jerome facility, would be retrofitted to other uses (see recommendations in section 4.10).

4.4 More indoor dry floor arena capacity

During the spring and summer months, the concrete arena floor at Karen Magnussen has been covered with a special flooring product which is optimized for roller blades. At least in part due to this specialized amenity, the amount of activity in the areas of inline hockey, rollerblading and ball hockey has increased in recent years. There are now more than 700 users of this dry floor area during the months of May, June and July.

Lacrosse activity has also increased. The sport is assigned use of the Harry Jerome arena concrete surface during summer months. There are now 700 lacrosse players using this surface.

While almost all of the summer capacity at Ice Sports has been retained for ice use in recent years, there is a substantial amount of dry floor arena time that could be used for local and regional user groups at this three surface facility. Dry floor use and demand has been growing in the region, and will soon surpass the need for summer ice.

All these existing user groups have demonstrated that they require more dry floor access to arena surfaces during the spring and summer months. This need is likely to either stabilize or increase in the foreseeable future.

4.4.1 Economics of Indoor Arena Dry Floor Activity

Activities such as inline hockey, ball hockey, rollerblading and indoor box lacrosse were originally conceived as off season uses of facilities justified as ice arenas. Only when early arenas started to have concrete floors were such sports possible and much more recently, sports like inline hockey have become quite popular as variants of hockey.

With this idea of filling unused off season capacity, the economics of dry floor arena use have all been positive. There is very little marginal cost of offering this activity beyond some cleaning and monitoring of use, so *almost all use contributes more marginal revenue than cost to a facility that would otherwise sit idle.* That said, there are still some economies of scale if more than one surface is operated within a facility. Savings in support staff can be realized if staff monitor and clean more than one dry floor surface in a building.

If such sports grow in popularity to the point where they exceed the off season capacity justified for other sports, and they are approaching that level in some communities at present, new facilities may be justified only on the basis of their ability to accommodate this dry floor activity. In that case, the economics change. All capital and operating costs and revenues from dry floor activity would be assessed in relation to the volume of the activity itself. Such analysis would show an operating deficit, but only a small one. The deficit per use or per user would be a small fraction of that outlined for arena ice use above. This is because the operating costs for dry floor activity are much lower than for an "ice in" operation. However, if facilities were justified only for dry floor sports such as floor hockey, inline hockey and lacrosse, they would not be restricted

to the spring and summer, and would compete more directly with the ice based or outdoor variants of the sports.

4.4.2 Need for More Indoor Dry Floor Activity

Sports such as inline hockey, lacrosse, and ball hockey are significant contributors to several of the Commission's nine Outcome statements. They contribute extensively to overall Fitness and Basic Skill Development. They also foster volunteerism, nurture communities through celebration of sport competition, and have a small role in bringing families together for positive experiences.

4.4.3 Recommendations for Provision of Indoor Dry Floor Arena Capacity

If a sixth arena ice sheet is developed in North Vancouver as recommended in the previous section, it will also suffice to meet the need for dry floor off season use. In fact, if, in the long term future, ice use declines, more time should be freed up to make available for dry floor uses during more months of the year.

If, however, additional arena capacity is not built as the recommendation above, there will still be a need to add capacity for some dry floor uses in a different kind of facility. Such a facility would be a 19,000 square foot clear span space with arena boards and a hard surfaced floor optimized for rollerblades.

4.5 More gymnasium space

Gymnasiums can be used for a variety of activities. However, the need identified through the Recreation Needs Assessment is for additional sport uses of gyms. The largest segment of this need relates to more basketball, volleyball and badminton.

4.5.1 What Exists Now

The North Vancouver Recreation Commission currently operates and schedules use of six gymnasiums; one each in six of its centres, as outline in *Figure Five*.

Figure Five
Summary of Gymnasiums Operated by the NVRC

Facility	Size In Sq. Ft.	¹ Sport Uses in 2004-05
Delbrook recCentre	8,064	14,678
Seylynn recCentre	3,456	11,514
Mickey McDougall recCentre	10,323	19,578
² Memorial recCentre	7,614	8,696
Parkgate Community Centre	12,078	33,623
² John Braithwaite Community Centre	6,000	5,505
Total	47,535	93,594

¹ These usage figures, from the NVRC record system, include only North Vancouver resident sport uses of the gym. There are other uses of the gym (e.g. for fitness classes) and other uses of other spaces in the facility. JBCC was not open a full year in 2004.

² Some gyms get much less sport use than others because they are used much more for fitness classes and other activities

There are also publicly accessible gyms at:

- Capilano College, the largest gym on the North Shore, and often used for public events,
- Squamish Nation Recreation Centre gym, which is often used for public events, especially basketball,
- 45 public schools owned and operated by School District No. 44 (28 elementary, 7 senior schools and 2 education centres) public use of which is scheduled by the School District
- A gym at the North Shore Neighbourhood House
- Several private schools each controlling their own gyms which get much less public use per school

All of these facilities are available for some public sport uses. Through an agreement with Capilano College when its Sportsplex was built, NVRC ensures some public use of that facility.

4.5.2 Use in Relation to Capacity for Use

Gyms in the NVRC system are extremely well used. Gyms like the one in the Delbrook recCentre, which focus on sport use during the out of school hours, get approximately 15,000 sport uses per year. That equates to an average of about two uses per night with 20 to 30 players per use, every night of the year.

The six gyms operated by the NVRC are available for use from about 8AM to 10PM each day of the year. Each has capacity for about 5000 hours of operation per year. This includes a great deal of off peak time which is typically more difficult to fill. The NVRC gyms are often well utilized even during the off peak times, for senior adult activities, adult fitness classes, and parent and tot activities. During out of school hours they are typically scheduled for team sport games.

Schools use their own gyms for curricular uses during school hours and for extra curricular uses during after school timeslots. Whatever they don't use can be allocated to the public for community recreational uses. However, while there is lots of use of these gyms for public recreation, there is also a significant amount of excess capacity that exists for a number of reasons, including:

- School District No. 44 has a protocol which allows principals of High Schools to "protect" all gym time up to 9PM in its gyms for extra curricular uses. This means the space appears to be allocated in the School Board allocation system and this frustrates users. However, the high schools do not use all this space. It is simply reserved in case it might be needed. In practice, if a minor sport specifically asks for the space, and the allocation clerk specifically asks if the school will free up the space, it is often freed up by school staff when they check and find that they aren't using it.
- Weekends and school holidays there are often large blocks of time when no school staff is on duty and this means that if a public user wishes to use the space, there is often an overtime arrangement made to add staff to the school and this has a high cost attached to it.
- Sometimes a group requests and is granted use of a gym in the middle of a weekday evening for a two hour block. This means that there is no opportunity to have two uses in that space, one in the early evening and one in the late evening.

The above noted problems were explored by the consultant with school officials who were receptive to identifying and removing barriers to use.

Overall, use of gyms in North Vancouver for community sport is high and stable. There is currently more demand than there is capacity to respond to it. Sports organizers would like to expand leagues and introduce new activities, but don't have the space to accommodate any more activity. Even if demand doesn't increase there is sufficient excess demand at present to justify providing new or opening up existing unused gymnasium capacity.

4.5.3 Trends in Use

It is difficult to determine any trends in gymnasium sport use in North Vancouver because there has been virtually no excess capacity available for use during the past several years. So, use has been stable at full capacity. However, the demographic projections and the trends in organized team sports would suggest downward pressure on use of gyms for organized sport. That depends somewhat on how sport is organized. For example, highly organized competitive leagues may experience more downward pressure. However, such segments of the sport system like three-on-three drop in basketball are strong and growing. If some of the structure can be taken out of the organization of sport opportunities, the likelihood of growth increases substantially.

4.5.4 Demand for More Gyms

The consultants believe that excess demand for gyms is currently in the range of about 60 to 80 gym slots per week in North Vancouver. That level of additional supply would allow for more gym times for existing players in some leagues (about 10-20 slots), some expansion of existing leagues where there are waiting lists (another 20-30 slots) and some new leagues (5-10 slots). It would also allow some drop in time for pickup games for various sports (another 10-20 slots) and additional programs of instruction (5-10 slots per week).

4.5.5 Need for More Gyms

Gymnasium sport activity responds to many of the Commission's Outcome areas. It is central to teaching basic skills and fostering fitness. Because so many of the leagues are organized by community volunteers it is also a vital contributor to volunteer development. It also contributes to higher skills and a sense of wellbeing, and peripherally supports some socialization skills, some family activity and contributes to strong neighbourhoods and communities.

4.5.6 Economics of Gymnasium Provision

Gymnasias are quite economic to build and to operate. Basically, they are a large box with inexpensive systems and only one surface (the floor) that requires a sophisticated finish. They are not technically complex. They are quite reasonable to operate as well. They don't require trained staff to be on duty at all times and can be supervised by volunteers. And, they can be energy efficient. So, the capital cost and operating subsidy per use and per user are both quite modest.

As with most recreation facilities there are significant economies of scale in their operation. As use increases, operating revenues increase faster than operating costs.

The real need is for weeknight sport uses of gyms, not for all the other hours of the day. Therefore it is not very economic to add new gyms to fulfill the need for 60-80 timeslots per week if they are all weekday evenings. Assuming two uses on each of four weeknights, that equals 8 slots per gym. That means adding 8-10 new gyms simply to meet that need. It would be much more economic if additional uses could be found within the 60 existing gyms (only one or two uses per week each) than to build ten more to achieve the same goal.

4.5.7 A Conceptual Plan for Provision of Gyms

In general, all the gyms that are needed in North Vancouver currently exist. More gyms aren't needed. Increased access to existing gyms will meet all demand and need for the foreseeable

future. Finding ways to make available more of the existing capacity should be the focus of efforts rather than building additional capacity.

4.5.8 Rationale for the Concept

Attempting to add more uses to the existing capacity is cost effective. If unused capacity can be utilized, it will be much more cost effective than building more facilities and operating them instead.

4.5.9 Recommendations for Provision of Gyms

The Commission should negotiate with School District No. 44 to add more time slots to the publicly available capacity within existing schools. The first priority will be to add more hours on weekday evenings. That means identifying the best gyms for public use and attempting to replace a single 7-9PM use with one use 6-8PM and another 8-10. That could also be done in some existing private school gyms.

The second priority will be to make it easier to use school gyms on weekends; especially Friday evenings and Sundays for league play and on Saturday during the day.

A third priority will be to make use of some school gyms during school holidays.

The Commission should also work with the School District and the municipalities to negotiate some municipal funding when school gyms are being retrofitted or replaced to ensure the resulting facilities are suitable for and optimized for public uses during out of school hours.

Finally, the Commission should partner with the School District in attempts to add publicly accessible spaces at an elementary school in the Norgate area to provide some recreation spaces in this underserved (for public recreation purposes) area.

The option of the Commission assuming responsibility for managing public recreational uses of school gyms should be explored. Such a policy change would make it easier for many community groups to manage their use of gyms as they could obtain use of both NVRC facilities and school facilities from one source.

When the Harry Jerome recCentre is replaced, two large gyms should be included within the project. They will replace the Mickey McDougall gym and the one in the Memorial recCentre.

4.6 More/better small theatre and rehearsal spaces

4.6.1 What Exists Now

In North Vancouver, Centennial Theatre has been the main large performing arts theatre for decades. Since its retrofit in 2000, its use has been high and relatively stable. There is also a relatively large purpose built theatre at Capilano College. Like the Centennial Theatre, the Capilano College Theatre is used by the community for public events on a regular basis.

In terms of smaller theatres for more intimate productions, Presentation House has met most of the community's need. The Anne MacDonald Hall has augmented the theatre at Presentation House and served the community well as a program, rehearsal and small performance space. However, Presentation House is quite old and many in the arts community believe it needs to be replaced. Hendry Hall has also been used by a theatre group to rehearse and to mount

productions. There are also a few other spaces in North Vancouver that are used as small intimate theatre spaces.

There are a variety of needs for rehearsal space. Some needs are for multipurpose space where a group needs to practice on a regular basis or develop a performance for several weeks. Some of these uses have some technical requirements (e.g. excellent acoustics) but most could use typical multipurpose spaces. There is also a need for more specialized spaces for rehearsals and smaller performances.

Previous studies of arts facilities in North Vancouver have supported both replacement of Presentation House and the need for more performing arts space.

Of the above needs, some may be accommodated outside the Commission's purview. For example, the Presentation Theatre Board of Directors will work with the City of North Vancouver to determine its future. The Commission may have a role in adding more rehearsal space however, as it is responsible for Centennial Theatre. A second rehearsal space or studio theatre at this site could help to fill the need for additional rehearsal space. The synergies of use between one large venue and a smaller venue in the same building, with access to multipurpose spaces within the adjacent Harry Jerome **rec**Centre are quite significant. The smaller one can be used as both a rehearsal hall and performing space. It can also be used as a marshalling area for high volume uses of the large space. For such uses as music and dance festivals, two spaces in one building are ideal.

4.6.2 Recommendation for Provision of Additional Performing Space

A new small studio theatre should be added to the Centennial Theatre complex as part of redevelopment of the entire Harry Jerome/Centennial Theatre site. Such a space would be help to fill the need for more rehearsal space. Its operation could be more cost effective than two stand alone facilities.

4.6.3 Rationale for the Recommendations

Multistage facilities like the one in neighbouring West Vancouver provide a critical mass for service and economies of scale that are both in the public interest. An arts hub at the top of Lonsdale operating in tandem with one at the bottom end of that corridor will act as magnets that will support economic development and superior public service along the entire corridor.

4.7 Indoor Sport Tournament Space

The Needs Assessment phase of this study determined a need for an enhanced indoor sport tournament centre; especially for indoor court sports and gym sports. The facility which comes closest to filling this need at present is the large Sportsplex at Capilano College which is heavily used by community and regional sports groups for tournaments and major competitions. The Sportsplex received over 75,000 visits in 2005, and that number is growing. While this includes a number of internal (i.e. student, faculty and staff uses), in 2005 there were a total of 31 major community based events.

Capilano College has a need to expand its facilities to meet internal growth for curricular and extra curricular activities. It has expressed an interest in pursuing this need together with the North Vancouver Recreation Commission. It has indicated that a partnership which meets both

College educational requirements and North Vancouver recreational needs would be appropriate and might be more cost effective than each group meeting its needs in isolation of the other.

An expansion which could meet the needs of both parties would include a new gym, expanded fitness areas, multipurpose program and event areas and support spaces for hosting major events. It would also include some sports medicine services, some class rooms and some lab spaces for expanded educational programs. The College would require community support if the sports centre expansion is to proceed.

4.7.1 Recommendation for Expansion of the Capilano College Indoor Sport Centre

Commission representatives should meet with College officials to work out a detailed list of space requirements and identify which spaces might meet community recreational needs. Those spaces would be the subject of further negotiations to determine feasibility of local public support for a College application to expand its facilities. Expanded facilities would most likely include one additional gymnasium as well as many support spaces for both College and public use. Local public support for such an expansion would be tied to assurances of public use.

4.7.2 Rationale for the Recommendation

Most of what the community needs is also needed by the College. Both parties using the spaces will ensure they are used to optimum extent and are most cost effective. Leveraging provincial educational investments with local public support will be the best way of meeting local needs for an enhanced sport tournament centre. With the College operating the facility, it will not be a burden on local taxpayers. Some local public financial support will ensure public access.

4.8 More indoor tennis courts

4.8.1 What exists now

The Grant Connell Tennis Centre (GCTC) is reasonably new, opening in the Fall of 1999. The facility has 6 indoor courts which are in excellent condition. While there are no other indoor tennis courts in North Vancouver available to the public, seven indoor tennis courts are available at the North Shore Winter Club.

North Vancouver currently has more indoor tennis courts per capita (including both public courts and courts in private clubs) than any other community in BC.

4.8.2 Use in Relation to Capacity for Use

The NVRC has capped the number of Advance Booking Cards available for use of GCTC at 725. These cards allow players to reserve courts 7 days in advance. If the courts have not already been reserved by booking card holders, they can be reserved for 24 hour bookings by the general public. This substantially increases the use of the courts over and above the Booking Card holders. A majority of the card holders and other users reside in North Vancouver. However, there are many who travel from other communities to use GCTC.

The facility is well used during all months of the year with the 2 main uses being:

1. **Casual Play** (players booking courts)
2. **Programs** (Adult and junior Private lessons, Group Lessons, Leagues, ball machine, etc.)

Casual play decreases in non-prime-times (7:00-8:00am/2:00-5:00pm). However, programs are scheduled at these times. Casual play also drops during the May-September periods. The examples below represent recent usage patterns:

2006 (February sample)	Programs	Casual Play	Total
Prime-Time # of players*	1,289	2,594	3,883
Non-Prime Time # of players	997	858	1,855
% of usage Prime Time			82%
% of use Non-Prime Time			92%

*Individual players on the courts for one time-slot

2006 (August sample)	Programs	Casual Play	Total
# of players* (All summer time is non-prime)	1,255	282	1,537
% of usage (All summer time is non-prime)	52%		

As the above examples show, casual play decreases in the summer months (with players preferring to play outdoors) and program use also declines.

With the cap of 725, there has been a waiting list for Booking Cards with many people waiting many months to obtain their cards. Program waiting lists have risen steadily each year.

	Winter 2003	Winter 2005	Winter 2007
Program Participants	475	658	985
Waiting list for programs	414	495	717

Clearly, the demand for use has come close to full capacity for play during the peak winter periods.

4.8.3 Trends in Tennis

Overall tennis demand has increased in North Vancouver based not only on the GCTC statistics but corroborated by external growth studies and outdoor recreational program participation.

North American Study: In a study conducted by the Tennis Industry Association (TIA) in 2004 it was concluded that the Pacific NorthWest (and specifically BC) was the #1 growth area for tennis in North America.

Print Measurement Bureau (PMB) Study: Looking at tennis trends from 2001-2005 there was an 18% increase in tennis participation in Canada.

Tennis Canada Statistics: BC was the #1 province in tennis growth 2002-2005.

Outdoor Lesson Participation: Registration for outdoor programs has increased dramatically since the GCTC opened in fall 1999.

Ranking with Sport BC: According to Sport BC statistics, tennis was the #2 growth sport behind soccer in 2005.

NVRC Internal Staff Report: In a 2007 report to the North Vancouver Recreation Commission on sport participation in North Vancouver, tennis was identified as the 3rd highest sport (after soccer & ice sports).

4.8.4 Demand for more Indoor Tennis

The North Vancouver Tennis Society is a community organization that liaises with the Recreation Commission to advocate for tennis in North Vancouver. It has advocated for additional tennis courts at least twice in recent years and has used internal staff reports to make a case for six indoor courts within the re-development of the Harry Jerome recCentre project and a case for 2-3 indoor/outdoor courts on land adjacent to GCTC.

The studies make the case using the Booking Card waiting lists as well as Program waiting lists. Tennis industry standards for facility development indicate that a facility should not exceed 100 direct users (members in the case of a club) per court. This allows enough room so players can access the courts when they wish. Having more direct users means the courts will be crowded and players will have difficulty booking. This is the current experience at the centre, where the number of members per court exceeds the industry standard.

In addition, most tennis industry financial models indicate a healthy position when courts are utilized at 60% capacity. In the past, heavily used indoor tennis courts could recover all costs of operation (and even contribute to capital costs) using user fees. However, with the recent increase in construction costs, this is getting much more difficult to achieve.

GCTC exceeds the 100-per court rule for current users, but during the summer months is used to about half capacity.

The waitlists are 'hard numbers' that identify individuals who would use additional courts. However, these people have access to the courts on a 24 hour basis and have some use of the existing courts; especially in non prime time. In addition, there is likely more demand than the waiting lists indicate as long waiting lists frustrate demand.

However, it is worth noting that the demand for tennis is somewhat price sensitive. While there are waiting lists at GCTC, there is anecdotal evidence of excess capacity at indoor tennis courts in private clubs on the north shore.

The results of the public survey suggested a small amount of frustrated demand for tennis in general, but no distinction between indoor and outdoor tennis. The suite of questions that asked about likelihood of doing more or less of something in the future, and of trying something new had the following results:

- 7.4% of responding households suggested tennis was one of the top four favourite activities (scored twelfth)
- Only 6.2% of those existing tennis players (indoor and outdoor) suggested they would be playing more in the future
- 3.1% of existing players said that they would more likely be playing less tennis in the future
- 7.9% of the total sample suggested someone in the household would like to try tennis in the future (scored ninth on list of most like to try)

In summary, there is clearly sufficient demand to fill at least two additional courts during the winter months with existing identified demand at the current rate of well over 100 card holders per court. However, going much beyond that level may result in excess capacity.

4.8.5 Need for More Indoor Tennis

Indoor tennis contributes to seven of the Commission's nine Outcome areas as outlined below.

1. **Physical Fitness and Rehabilitation** – Tennis generally is an excellent activity for fostering fitness. Because it is a life-long, non consumptive sport, it is very important to the overall fitness outcome. It is important to note that wheelchair tennis is popular for people with a disability.
2. **State of Well-being** – Tennis plays a significant role in helping people feel confident and well. It is a sport with many levels of skill development so it can always provide an optimal challenge and improvement inspires confidence. As it requires a fair level of fitness, being able to play it maintains wellness.
3. **Basic Skill Development** – The existing indoor tennis centre has played a very important role in basic skill development with its commitment to lessons and junior programs. A broad base of school children have been exposed to tennis because of this facility.
4. **Higher Skill Levels** – Provincial, National and International players have all been developed in the short time the centre has been open.
5. **Volunteer Leadership Development** - While there is some volunteer time within the sport, the facility does not engage in developing volunteer leadership.
6. **Social Interaction and Socialization Skills** – There is a significant social dimension to tennis and many participate, in part, because of the social nature of the sport. This aspect makes it a good sport for both genders. In addition, players with a disability participate in the sport and are integrated into play with able-bodied players.
7. **Life-long Learning about the wise use of leisure time** – Tennis is one of the rare sports that has high appeal across the full spectrum of ages. North Vancouver citizens can continue to make good use of their leisure time well into their senior years. It is truly a life-long sport.
8. **Strong Families** – Members of the same family can and often do play together in tennis so it is ideal to adopt as a family sport.
9. **Strong Neighborhoods and Communities** – As the GCTC is a centralized resource, it does relatively little to nurture neighbourhood identity, and its regional user base reduces the connection of users with their North Vancouver communities.

4.8.6 Economics of Indoor Tennis

The income exceeds the operating costs such that the centre is able to cover all operating expenses as well as pay back the Heritage Loan to the sum of \$66,000.00 per year. The facility was built under the premise that it would recover all its operating costs and be financially self sufficient. It has fulfilled that goal. While this is a positive factor for economic viability, it is also a negative one. Most communities in BC focus their public resources on services that

require public subsidies and leave those that operate on a break even or surplus basis to the non-profit clubs or private providers of service, on the same basis as bowling, curling and many other sports. That may be why there are no other public indoor tennis centres analogous to the GCTC in BC.

Any future Indoor courts would be run with the same successful program model that has worked so successfully at the GCTC and would likely be similarly self-sufficient, requiring public support only to the extent of the opportunity cost of land and of some of the capital costs.

4.8.7 Best Practices for Supply of Indoor Tennis

Most communities in BC do not provide public indoor tennis. Some have ventured into indoor tennis on a part time basis (e.g. Chilliwack and Sannich which provide field house type facilities that can be used for indoor tennis, although Sannich has recently terminated tennis use of its facility in favour of higher priority team uses with more users).

Richmond has the closest comparable to the GCTC with three indoor courts at the Steveston Community Centre. There are a few additional communities which have allowed use of public land by non-profit or private operators of indoor/outdoor courts (e.g. Abbotsford, West Vancouver and Coquitlam).

In addition to the indoor courts on public land, there are nine facilities operated by private clubs in the lower mainland (Arbutus Club, Vancouver Lawn Tennis Club, Jericho Tennis Club, River Club, Hollyburn Country Club, North Shore Winter Club, Richmond Country Club, Shaughnessy Golf and Country Club and Hazelmere Golf and Country Club) and two private tennis centres (Sport Town and Town and Country Club in Richmond).

In Canada, indoor tennis courts are typically run within a club system by not for profit agencies, with a high initiation cost and high annual fees to play tennis and other sports and fitness services. Outdoor tennis, which is much less expensive to provide and play, has typically been provided by the public sector.

4.8.8 A Recommendation for Provision of Indoor Tennis

GCTC has been a great success and should continue. There is also clarity that demand exceeds current capacity during winter months. The consultants recommend that land as close as possible to the GCTC be identified for the development of two outdoor courts that would be covered with a temporary structure from October to May and operated as part of the existing facility.

If land adjacent to the GCTC is not suitable/available, an alternative site should be pursued as close as possible to that location to facilitate operating synergies with the existing facility. As a last resort, two existing outdoor tennis courts might be designated for covering during the winter.

4.8.9 Rationale for the Recommendation

Outdoor tennis has been somewhat cyclical in the past ten decades. While there is potential that the relatively new indoor tennis courts, could be cyclical also, there is no current indication that it is likely to fluctuate significantly. If indoor courts are not used to a high proportion of their capacity, they could require a significant operating subsidy. Therefore it would be prudent not to risk over building indoor courts.

Building two additional indoor/outdoor courts is low risk. There is quite likely more than sufficient demand to fully utilize the two courts during the winter months. Also, they will likely be better used during the summer months than an indoor court. They will cost less to develop

than a new indoor court and that increases the likelihood of building and operating them without public subsidy of any kind (except for the indirect subsidy of the land and the opportunity cost of the taxes on the land).

4.9 More leisure services for youth in general

In almost all stakeholder interviews, there was comment about the priority that should be assigned to recreation services for youth. All types of opportunities were mentioned. Current high participation rates in community sport were lauded, but there was generally felt to be a greater need to provide informal, unstructured leisure opportunities for youth that might not easily migrate to organized sports or organized arts activities. Such informal opportunities are typically provided at, or at least based at some kind of Youth Centre.

A high proportion of service at youth centres would be in the drop-in category, but there would also be some organized activity which would typically be planned, at least in part, by the participants themselves. The facilities would typically have informal social areas, entertainment equipment, access to computers, games and snacks. They might also include more sophisticated amenities to support such things as video arts production. Such youth centres are a very legitimate part of any recreation centre and provide valuable recreation services for youth who are not interested in the organized sports or arts systems.

The need for staff supervision in youth centres results in significant cost of providing services in such spaces. Ideally, youth centres would provide recreation activity within them, but would also be a staging area for youth to meet and participate in other spaces on an as required basis. Therefore, ideally, they should be located adjacent to other recreation spaces which can also be used by other groups.

4.9.1 What Exists Now

There are currently six Youth Centres in North Vancouver as shown in *Figure Seven*.

Figure Seven
Inventory of Youth Centres

Facility	Size Sq. Ft.
Seycove Youth Centre	2659
Seymour Youth Centre	3380
Parkgate Youth Centre	864
Harry Jerome Youth Centre	594
John Braithwaite Youth Centre	1683
Total Size	9180

Four of the facilities are part of other recreation complexes. In these facilities, more of the activities are of a nature that integrates youth with other activities. For example, at Parkgate, the youth at this centre plan and cook a supper for the seniors once each year.

In addition to the dedicated youth centres there are other spaces used for youth drop in and youth programs. For example, at William Griffin recCentre there is a space that is used as a youth centre for three evenings per week.

4.9.2 Use in Relation to Capacity for Use

There is a fair amount of use of all of the centres, but there is no clarity on the total uses of all centres. There is clarity that use is not close to capacity. Seldom are these facilities completely full, and they are only used for a small portion of each week. The only reason to increase the quantity of space would be to serve teens that cannot get to the existing spaces. However, there is no indication in the study that proximity to youth centres was a significant barrier, and decentralizing spaces to be closer to potential users would likely have the effect of rendering services less economic. In other words, there would be little increase in use, but significant increase in the cost of staffing more facilities. Anecdotal evidence suggests that users of each of the existing facilities come from all over North Vancouver, with users choosing which space they use on the basis of other users, staff, or the specific opportunities available at the centre, rather than which centre is closest to their home or school.

4.9.3 Trends in Use and Possible Barriers to Use

Use of youth centres has been reasonably stable over the last five years with some anecdotal evidence of declines in use of some centres.

The total teen market is reasonably stable in the short term with decreases forecast in the long term. While the overall school population is declining and is projected to continue to decline for the next decade at least, the declines are in the lower grades in the short term, with high schools continuing to be quite full.

The only way to increase participation will be to increase market penetration rates; in other words, to recruit participants who are not using the youth centres now. Success at this is entirely possible and will depend on marketing and programming (i.e. relevancy of service). At least some of this success will relate to the type and quality of youth centre spaces.

When the consultants asked the youth focus group what made for a successful youth centre, they mentioned quality of staff, other teens involved, the amenities within and adjacent to the centre and the hours of operation. They did not mention any need for additional space, or indicate that existing spaces were too small. Nor did they suggest that location or access were constraints. The consultants believe that roughly the same amount of space is needed in the future, at roughly the same number of locations. Enhanced services for youth will come more from increases in programming relevancy than from significant changes to the quantity or quality of youth centre facilities.

4.9.4 Need for Youth Centres

Well planned, constructed and operated youth centres are ideally positioned to serve a segment of the population that may not be touched by other recreation services. That is important in and by itself. The major contribution of such services will be in three of the Commission's nine Outcome areas. However, such services make some contribution to all nine as summarized below.

1. Physical fitness and rehabilitation – While many of the activities are not particularly physical, the youth centres are a base for many physical activities such as skateboarding, rollerblading, group walks or bicycle rides. Indeed, the primary way to activate youth that are not already involved in sports, is through informal, unstructured activities.

2. State of wellbeing – Youth centres must be a place of refuge for youth, where a person can be heard and problems addressed in a non-judgmental way. One goal of a youth centre service is to help a participant to feel better about her or his self, and to gain self awareness and confidence.

3. Basic skill development- There are few organized programs of instruction in youth centres, but there is a great deal of room for experimenting with skills. Youth in the focus group spoke about the need to learn more skill in such areas as video arts, computer graphics, dance, skateboarding and rollerblading.

4. Higher level skills – Some youth develop skills at quite a high level through youth centres, but this is a very small portion of what a youth centre does. It doesn't contribute appreciably to this outcome.

5. Volunteer leadership development – A youth centre is all about helping to develop leadership skills. Whereas some youth will gain such skills in other parts of the leisure service system (e.g. in arts or sports organizations) many will gain them in the youth centres.

6. Social interaction and socialization skills – This is a strong focus of all youth centres; helping young people learn about how to function in social settings, to give and to take and to develop as a person through these skills.

7. Lifelong learning about the wise use of leisure time – Teen years can be some of the most traumatic times in the life of a person, when mistakes and antisocial behaviour can have grave consequences for the person and the community in which they live. Teen centres help some of the teens with the greatest needs to understand about peer group pressure, leadership, conforming or not conforming to a norm, and the consequences of behaviour. They learn the differences between wise and unwise use of leisure time and the consequences thereof. Teens can learn such lessons in many parts of their home and community life, but some learn them through participation in a youth centre.

8. Strong families – Youth centres can and do help young people through family crises and help to bring families together through leisure activity. However, this is not a central focus of youth centres, and not something they are ideally positioned to achieve.

9. Strong neighbourhoods and communities – In the long run, youth centres help neighbourhoods and communities by helping reduce antisocial behaviour and helping teens integrate into their communities in a positive way.

4.9.5 Best Practices for Youth Centres

The best youth centres are ones that:

- Are inclusive – provide a place for youth that don't feel that they "fit" in other settings
- Youth driven – allow youth to be involved in planning and decision making with some guidance
- Have clear boundaries for behaviour, but aren't overly structured and inflexible

4.9.6 A Conceptual Plan for Provision of Youth Centres

An ideal system of youth centres in North Vancouver would be:

- Accessible – generally be located so that one is available within about 2 km of almost all residents and easily accessible physically, with hours of operation that are accessible for most users and user fees that do not constitute a barrier to anyone who wishes to use them
- Generate a sense of belonging – spaces should be planned, furnished and operated in a manner that is youth friendly and that has been influenced by youth

- Be adjacent to other recreation spaces that may be used on an as required basis – for example, within a Community Recreation Centre
- A base of operation, so that activity can happen elsewhere and an outreach service can augment its use.

To comply with all the above, the consultants recommend that a total of five youth centres be provided initially, and one or two more over time as required, and that one be located within each Community Recreation Centre. Initially, there would be one each at Parkgate, Karen Magnussen, John Braithwaite, Harry Jerome and one in the upper Capilano CRC. In the longer term future, there would be one also located in the Norgate area and one in the Maplewood flats/Moodyville area as population densities in these areas justify such provision.

In high needs areas, satellite youth centres might be provided to augment the above youth centres on a semi-permanent basis while the need exists.

4.9.7 Rationale for the Concept

A youth centre as close as the nearest Community Recreation Centre (roughly analogous to “as close to the nearest high school”) is close enough for most youth. More youth centres aren’t needed and can’t be justified by the full use of existing facilities or the argument that youth need a space closer than the ones that now exist.

4.9.8 Recommendations for Provision of Youth Centres

1. A new youth centre should be provided within the redevelopment of the Harry Jerome recCentre.
2. A new youth centre should also be provided within a new Community Recreation Centre provided in the northwest area of North Vancouver to replace Delbrook and William Griffin recCentres.
3. A youth centre should be added to the Karen Magnussen recCentre.
4. The Seymour Youth Centre should eventually be phased out when a youth centre is provided in the Moodyville/Maplewood area.

With the existing youth centres at John Braithwaite and Parkgate, the first three recommendations above would bring the total to five facilities. All the youth centres should be between 1000 and 2000 square feet of unstructured space which can be separated from other spaces in the Community Recreation Centre when needed, but incorporated into the CRC at other times.

4.10 Gymnastics Training

4.10.1 What Exists Now

At present the only dedicated gymnastics training facility in North Vancouver is at the Harry Jerome recCentre. The space that used to be the curling rink at that facility has been retrofitted into a 13,311 square foot gymnastics gym. It is operated by the Flicka Gymnastics Club. The club has access to the gym, some minimal support spaces and some dressing room space. The facility is approaching the end of its functional lifespan.

4.10.2 Use in Relation to Capacity for Use

The club currently serves approximately 2000 participants each year who learn and train at a variety of levels. Most are female, but there are users of both genders. Almost all are between the ages of 4 and 18 years old. Use has increased to the current level which the club feels is full

capacity. The club believes that there is currently more demand than supply and that if a larger gym could be found, it would increase the quality of existing programs as well as allow for more users. The club believes that there is currently demand for many more users. It also wants higher quality space that would be more suitable for gymnastics competitions. That would require some spectator infrastructure.

4.10.3 Need for More Gymnastics Training Space

More gymnastics training and competition areas would assist in meeting at least three of the Commission's Outcome areas in a significant way. Specifically, it would help to teach basic and advanced skills to more people. It would also help participants to get and remain fit.

4.10.4 Best Practices for Gymnastics Training

Very few municipalities in BC provide and operate public space which is dedicated for gymnastics use. There are two provision scenarios for gymnastics which are popular in BC. The first is for a non-profit gymnastics club to rent or acquire outright a gym and operate it with little or no public support. The second is for the public sector to provide land for a gymnastics club to create its own gym and operate it through an operating agreement. The most recent example of this approach is a gymnastics gym developed by a not for profit club on a City of Vancouver park. This model has been adopted by the BC Gymnastics Association as a best practice for provision of gymnastics facilities. In a few of these cases (like in North Vancouver) the municipality provides not only the land, but also the building. The constant for all the above scenarios is for a non-profit gymnastics club to operate the facility and to deliver gymnastics services for the community through it.

4.10.5 A Plan for Provision of More Gymnastics Gym Space

One option for providing more gym space would be to negotiate a partnership with the existing gymnastics club whereby public land would be provided and the club would build and operate a new larger gym. This conforms to the recent Vancouver project which is touted by Gymnastics BC as an excellent model.

Another option would be for the public to provide not only land, but also a larger facility for the club to operate through a partnership agreement. In this case, while the redevelopment of the Harry Jerome facility is one location, there may be others. One other could be at the Karen Magnussen recCentre where a retrofit of the arena could result in about 30% more space than the existing gym at Harry Jerome. The consultants believe the latter option might be the most appropriate. However, that will depend on decisions made for arena provision. If the recommendations made in another section of this report are implemented, it would centralize arena supply in two three sheet sites which would free up the Karen Magnussen arena. One excellent use for that space would be a gymnastics gym.

4.10.6 Rationale for the Concept

In North Vancouver the NVRC has provided the space for a gymnastics facility for many years. If that model is to continue there are only two options. One is to include a new larger gym in the HJRC redevelopment project or at another site. The other is to use an existing space that is no longer required, but still has a significant amount of functional lifespan in its future. In either case, the existing demand exceeds the current capacity by such a margin, that a larger gym can be justified even if the long term trends and demographics do not support continued growth.

Of the available options, retrofitting the arena space at the Karen Magnussen recCentre is the better option because it is the more cost effective approach in the long run. Gymnastics would make a high level year round use of the arena at Karen Magnussen. The 2000 to 3000

participants represent a higher number of users than the current level of use of the arena at a capital cost which is much less than building a new gym because the basic envelope already exists.

As the need for a larger gymnastics gym has been assessed as a lower priority, it is difficult to justify spending a great deal of public money on it. If the Club can partner on the retrofit of the arena space, it reduces the capital cost to the point where the use of the arena for this purpose is quite justifiable. Also, the arena could be very suitable for use as a gymnastics gym. It has an excellent floor, a high ceiling, a large clear span area and its air quality systems are much superior to the system at the Harry Jerome facility. Also, the support spaces for the arena would be very suitable for use in support of gymnastics uses.

4.10.7 Phasing of Larger Gymnastics Gym

For this recommendation to be practical, a new, replacement ice sheet would have to be provided reasonably quickly, and certainly in time so that the existing ice users could be redirected to new spaces and the existing arena retrofitted before the existing Harry Jerome recCentre is closed for replacement. If this timing is not possible, either the users of the KM arena or the HJ gymnastics facility will be without space for a year or more. That is unacceptable.

4.11 Arts and Crafts Studio Spaces

At present there are seven dedicated arts and crafts studio spaces in NVRC facilities as summarized in *Figure Eight*.

Figure Eight
Inventory of Arts and Crafts Studios

Location	Number and type of studios
Delbrook recCentre	Two studios in upper building
John Braithwaite Community Centre	Two studios
Memorial recCentre	One studio
Parkgate Community Centre	Two studios

There are also studio spaces in:

- Silver Harbour Senior's Centre
- Presentation House
- The public school system
- Private facilities

Many arts and crafts programs and workshops can be held in multipurpose rooms. Some require dedicated spaces with specialized equipment and surfaces. Each of the communities within North Vancouver should have access to arts and crafts studios and a dance studio which can also be used for some fitness classes and some martial arts programs.

4.11.1 Recommendation for Provision of Arts and Crafts Studios

Each of the NVRC's major facilities should have two arts and crafts studios. Other arts and crafts activities can be accommodated within multipurpose spaces. Over the short term, that would provide two spaces within four of the recommended CRCs (not Karen Magnussen). In the longer

term, two more would be added at the Maplewood CRC if and when population density justifies it.

While provision of arts and crafts studios was assessed as a low priority in the Needs Assessment, providing eight studios in the short term and ten in the longer term as part of Community Recreation Centres within 2 km of most residents requires a relatively small public investment. Most of that investment replaces rather than augments what is already available, with a net increase of only one new studio space in the short term.

4.12 Other Recreation Facility Needs

4.12.1 Squash and racquetball

Squash and/or racquetball courts exist in two of NVRC's recCentres. However, use has been declining over the past decade and all courts currently have excess capacity that is not being used. Also, virtually no additional demand or need was identified in the interest group interviews or the public survey.

For the relatively small market that continues to want to play either sport, those users can and should find opportunities within private clubs. In future, squash and/or racquetball should not be included within NVRC recreation facilities.

4.12.2 Multipurpose spaces

All of NVRC facilities currently include multipurpose spaces. There are 32 spaces in total. Almost all are very well used. Indeed multipurpose spaces, especially if well conceived, sized and finished, can accommodate a very wide variety of recreation services quite cost effectively. All of NVRC facilities should continue to have a variety of multipurpose spaces that are sized, finished and supported (i.e. with storage space) to serve a wide variety of recreation activities for a wide variety of users.

4.12.3 Climbing wall

There is one climbing wall in the NVRC system. It is located at Parkgate Community Centre. While it gets some use, it is not fully used. As use of climbing walls doesn't seem to be very popular, they should not be added to new or retrofitted NVRC facilities.

4.12.4 Preschool program centres

There are a great many spaces within NVRC facilities that have been dedicated to pre-school users. They typically include specialized equipment and finishes and specialized access to washrooms. The Commission is not the only player in this market. There are a great many licensed and unlicensed pre-school program spaces operated by the non-profit sector and a few operated by the private sector as shown in *Appendix A*.

While the NVRC should not attempt to completely meet all need for this type of service, it should continue to be active in this market. One pre-school program space should be included in each of NVRC's CRCs.

4.12.5 Seniors' Centres

At present there are designated seniors centres within two of NVRC's facilities (John Braithwaite and Parkgate) as well as facilities at Mollie Nye House, Silver Harbour Seniors Centre and North Shore Neighbourhood House. Seniors groups generally indicated that their memberships were

stable or in decline and that while better quality spaces were needed, there was no need for additional space.

A space should be included within all NVRC CRCs which would be used as a base of operation for seniors programming. From there they can use all other spaces on an "as required" basis.

In addition, several dedicated seniors spaces should be included in the redevelopment of the Harry Jerome recCentre. These should be provided in cooperation with the Silver Harbour organization and should be operated by them in a partnership agreement.

It is important to note that NVRC facilities are generally well used by seniors. Multipurpose spaces, aquatics areas, fitness studios, indoor tennis courts, arts and crafts spaces, gymnasias, performing arts spaces, and even skating rinks are used extensively by seniors. This fast growing segment of the market will continue to be served by all these categories of spaces in addition to the dedicated seniors drop in spaces included within Community Recreation Centres.

4.12.6 Circus Training Facility

Recently one of the NVRC gyms has been used on a rental basis by a private company to train circus performers. Late in the planning process this growing group of users expressed a desire to have their own dedicated space from which to operate. While the group may find its own dedicated space, the consultants do not recommend that the local municipalities build a new dedicated gym for this purpose, as the activity is too new and unproven to justify the risk at present.

4.12.7 Year Round Dry Floor Activities

Some dry floor users of arenas expressed a need for year round roller hockey and lacrosse activity. While this need might grow over time, the consultants do not feel it is warranted at present. As this need grows, the growth may be at the expense of ice based activity. If that is the case, some of the six sheets of ice could be reallocated to dry floor activity. In any case, the consultants are not currently recommending an additional year round dry floor facility. However, operators should be vigilant to this activity and willing to allocate arena capacity in shoulder seasons to dry floor use as one wanes and the other grows.

4.12.8 Entry Foyers

In order for any Community Recreation Centre to realize its full potential, care and sufficient resources must be allocated to how people are invited into the building. The entry foyer will be one of the most important spaces in each facility. It will set first impressions, send messages about level of comfort and how welcome a citizen is. It will be the place where people come to meet others, for a family to agree to go their separate ways within the facility and to meet after individual uses. Many of the NVRC facilities do not have high quality entry foyers. They don't set the right expectations or send the right messages. They are too utilitarian and not welcoming enough. Unless sufficient care and attention is paid to this important part of a recreation facility, North Vancouver runs the risk of building good facilities which won't realize their full potential.

The above recommendations are summarized in *Figure Nine*.

**Figure Nine
Need for Indoor Spaces**

	Have now	Demand	What is needed?
Indoor pools	4 with 19,100 square feet of which 4818 (25%) is water deeper than 5 ft. and total of 18 25M swim lanes	More pool capacity New 50 meter pool	Total of about 26,000 sq. ft. of water surface area in 3 pools with both leisure and competition
Ice arenas	Five total 2 public/3 P3	1 more ice sheet	6 sheets in total at two locations, including one new arena site in westerly half of the study area
Gymnasias	6 in community centres (Del, Sey, JB, Pk, MM, Mem) plus schools, Cap College and NSNH	More access to gyms	6 in total in public Community Recreation Centres plus 60-80 timeslots per week of additional access to school gyms
Fitness studios	Total of 11 4 in HJ, 1 JB, 2 in WG, 2 in RA, 1 in Pk, 1 in KM, plus one at Cap College	More, better fitness studio capacity	6 in total with about 40% more space than currently exists, but much better configured to be both more usable and more cost effective to operate
Theatre	Centennial Theatre, Capilano College, Deep Cove Stage, Presentation House, Hendry Hall and use of several smaller halls and churches	At least one new performance space and rehearsal space	Two large theatres (Centennial and Capilano College), plus many smaller performance and rehearsal spaces, one of which would be at Centennial Theatre Also access to multipurpose spaces for rehearsals; the operation of all being coordinated for maximum efficiency
Arts and crafts studios	Total of seven - Two at Delbrook, 2 at JBCC, 2 at Pk, 1 at Memorial, as well as studios at Silver Harbour	More studios	One more than we have now 8 arts and crafts studios plus 4 dance studios, many of which are better quality than what currently exists
Indoor tennis	6 in Grant Connell plus member accessible space NSWC and both member and public access at Hollyburn CC	6 more plus two new outdoor-indoor	6 existing indoor plus two new indoor/outdoor
Indoor lawn bowls	none	One new facility	none
Squash courts	Two at Delbrook, one at RArc	No more demand identified	none
Multi-purpose rooms	Total of 32 in recCentres and Community Centres	A little more capacity	At least three plus smaller board room per Community Recreation Centre for a total of 32 or more
Youth centres	5 in total Parkgate, Seycove Youth Centre, Seymour Youth Ctre, HJrc, JBCC	More space	5-6 in total, all within NVRC Community Recreation Centres accessing other spaces as required
Seniors centres	8 in total 2 rms at JBCC, NSNH, Silver Harbour, 2 (4) at Pk,	Better coordination	6 in total but small dedicated areas with access on an "as required" basis to multipurpose spaces Plus replacement of Silver Harbour

	Have now	Demand	What is needed?
Gym-nastics	One with 13,300 square feet at HJrC	more space	One with 17,000 square feet of space plus support areas at KMRC
Pre-school centres	12 in total One room at JBCC, 2 at Seylynn, 2 at Lynn Valley, one at RA, 4 at Pk, one at HJrC and 1 at Delbrook	No demand identified	5 in total

5. A Vision for Indoor Recreation Facilities in North Vancouver

If the City and District of North Vancouver had no public recreation facilities and wished to build indoor recreation facilities from scratch, it would want to provide a system of facilities at various levels of supply to meet all the community's needs as follows:

- All residents would be within 2 km of a local Community Recreation Centre which would act as a social focal point and community hub of activity. It would be located adjacent to other elements of community life, including a high school, a large park, commercial shopping and other public amenities (e.g. library, community policing station, daycare etc.).
- The above noted CRC's would include a large gym, one large fitness centre, a dance/martial arts/fitness studio, several multipurpose spaces, a small youth space, seniors space, preschool program area, and two arts and crafts studios.
- Each CRC would have a large and welcoming entry foyer which entices people to come in even if they don't have an intended use, and doubles as a community and family gathering place, possibly with some access to food and beverages.
- It would also be a base for use of local park areas providing public washrooms and possibly change rooms.
- Also provided in North Vancouver there would be larger, more specialized recreation facilities that people are willing to travel further to and require a larger market within which to operate. At this level there should be:
 - A single premier multi-stage public theatre complex serving all 135,000 North Vancouver residents
 - One large gymnastics centre, one indoor sport tournament centre and one indoor tennis centre; each serving the entire North Vancouver community
 - Six sheets of arena ice in one or more multiple sheet complexes with public dry floor use of most of them all summer, and dry floor uses of at least one into the shoulder seasons
 - Three large multi-tank indoor pools, each delivering a wide range of aquatic services distributed so that one is within 4 km of almost all residents
 - More specialized seniors spaces at a very central and easily accessible location to augment the seniors spaces in each CRC and senior use of all other spaces
- There would also be a great deal of public access to other facilities which might be located even closer than the nearest Community Recreation Centre and might have dual purposes. For example, school gyms would be used during the evenings for community sport and recreation purposes and community and church halls would be used for preschool programs and social gatherings.
- There would also be some specialty neighbourhood service arrangements where there was insufficient total population to warrant a full CRC and none within close proximity.

For example, The Commission would work with School District No. 44 on a Community School project in the Norgate area to provide some localized service to that area of the community.

All these spaces would be of the highest quality, energy efficient and user friendly.

While operation of all would be coordinated by the NVRC, it would operate the CRCs and the specialty facilities (except for the indoor sport tournament centre) with partnerships where feasible. The partnerships would include a variety of forms including clubs or groups acting in an advisory and advocate role (e.g. North Vancouver Tennis Society), within an operating partnership (e.g. Silver Harbour Society, Flicka Gymnastics Club, Parkgate Community Association) and a rental role (e.g. North Shore Neighbourhood House).

Also, the Commission would liaise with and cooperate with other public and non-profit agencies and private companies in attempts to provide the best possible leisure services for all North Vancouver citizens. For example, it would work with Capilano College and School District No. 44 to maximize public access to their gyms, work with the local health authorities to partner on fitness and health initiatives, and work with the local First Nations to ensure access to leisure services for their members.

The vast majority of all residents in North Vancouver would use one or more of these facilities, and derive some direct benefit from them. But even if they didn't, they would understand that the facilities contribute to healthy citizens, healthy families and a healthy community, thereby making North Vancouver a much better place to live for all citizens regardless of whether they use the facilities or not. The facilities would be focused on nine Outcomes that the Commission uses to measure its success.

6. A Facility Development Concept Plan

The consultants recommend three levels of indoor recreation facility service. The main level would be what might be called the Community Level. Within each community of about 25,000 to 30,000 residents, there would be a full service Community Recreation Centre. The majority of all indoor uses will likely be provided at this level. Above this level, there will some specialized facilities that require a larger market within which to operate. This might be called a Sub Regional level. Most facilities at this level serve the entire population of the City and District of North Vancouver and some will serve adjacent communities also. Augmenting these two levels will be facilities and services at the neighbourhood level. At this level there will be use of public school gyms and use of other smaller facilities which will be primarily provided by non-profit societies in churches and non-profit facilities.

6.1 Community Level Facilities

Every community of approximately 25,000 to 30,000 residents (i.e. possibly seven in the long term future, but only six in the foreseeable future and five at present) would have a full service Community Recreation Centre with a gym, fitness centre, several multipurpose spaces, two arts and crafts studios, a dance/martial arts/fitness studio, a small seniors' area, a small youth area and a preschool space. In the immediate future, there would be five Community Centres as follows:

- North city, roughly where the existing Harry Jerome recCentre is now (serving about 29,000 residents who currently reside within 2 km)

- South city, served by the John Braithwaite Community Centre (serving about 29,000 current residents)
- Capilano area which could be in the vicinity of Delbrook Park but could also be further northwest, located more centrally within the Upper Capilano catchment area (e.g. at Handsworth High School, at Highland Elementary School, at Murdo Fraser Golf site) as close to north/south transit corridors as possible to serve residents of the Norgate area (serving about 28,000 residents)
- Lynn Valley at the Karen Magnussen recCentre site (serving about 28,000 residents)
- Seymour at the Parkgate Community Centre site (serving about 20,000 residents)

At that point almost all of the 135,000 residents of the study area would live within about 2 km of a full service Community Recreation Centre. The few that wouldn't would primarily live in the Moodyville/Maplewood area spanning the east boundary of the City, and in the Norgate area just west of the City. However, there would also be a few residents in the Upper Lynn area and possibly the upper Capilano area outside the 2000m catchment zone.

Eventually, as population to the east and west of Lower Lonsdale grows, and an additional 40,000 to 50,000 residents are accommodated within the study area, two additional sites might be created as follows:

- Norgate area which would require a new site - but likely smaller as the area may not build out to a full 25,000 residents,
- Moodyville/Maplewood flats area which could be the Seylynn site, but would most likely be a new, better located site within and central to the emerging community. The problem with this catchment area is that it spans major highways that could impede use.

The Moodyville/Maplewood area could emerge within the next ten years. If it does, this will likely be the sixth Community Recreation Centre. The Norgate area will have to continue to be served by a CRC in Upper Capilano (more accessible than is now the case) and Lower Lonsdale (at John Braithwaite Community Centre) for the next ten to twenty years. However, the Commission and School District No. 44 should work to provide some localized recreation services as a Community School based at the Norgate Elementary School.

The long term goal would be that the vast majority of residents have access to a full service Community Recreation Centre of roughly 33,000 square feet of net usable space within about 2 km distance (as the crow flies). The models which the Commission might emulate for their new Community Recreation Centres include Parkgate and John Braithwaite. The 33,000 net usable square feet (actual building will be larger) includes only the recreation spaces. If other non-recreational spaces are to be included within the new facilities, they will be welcome but will require their own added space. Candidates for other social services which might co-locate with Community Recreation Centres include public schools, libraries, day cares, family services, health services, social services, and community policing centres.

Each Community Recreation Centre would provide a wide range of services but they need not all be exactly same. For example, if the catchment area is smaller or larger, the CRC could be reduced or enlarged in size. Also, since the CRC at the Harry Jerome site would have the most added Sub Regional spaces, the CRC spaces might be enhanced in corresponding fashion to serve the higher volume of users that will travel to the site to use those Sub Regional spaces.

6.2 City/District Level of Facility Provision

Supplementing Community Recreation Centres there would be several facilities which would be positioned to serve a larger market with most of these serving the entire market of North Vancouver residents. As many as possible would be co-located with Community Recreation Centres. The additional spaces include:

- three large combination pools, attached to three of the Community Centres (so that everyone would be within four km of an indoor pool) those being the Karen Magnussen site, the Harry Jerome site and the Maplewood site;
- Six sheets of ice at two locations centrally located and easily accessible to all users in North Vancouver – one being the North Vancouver Ice Sports site and one being a new site in westerly portion of the study area;
- one large centrally located main public theatre at Lonsdale and the Upper Levels Highway at Centennial Theatre, with a second venue at that location for smaller presentations and rehearsals, supplemented by other presentation venues and rehearsal spaces scattered within North Vancouver;
- Six indoor tennis courts at one location (Grant Connell Tennis Centre) with two more indoor/outdoor courts located as close as possible to maximize operating efficiencies;
- One gymnastics gym centrally located and easily accessible (possibly at the Karen Magnussen site in the old arena);
- A centralized block of spaces primarily used by seniors (to replace Silver Harbour) at the Harry Jerome site
- One indoor sport tournament centre (at Capilano College).

6.3 Neighbourhood Level of Facilities

Because the Norgate area would still be underserved in the above scenario, and is not sufficiently large to justify a Community Recreation Centre on its own, the NVRC would work with School District No. 44 to create and operate an enhanced neighbourhood service at the Norgate Elementary School.

In addition to the above, there would also be increased use of school gyms throughout the study area and several additional pre-schools serving more localized neighbourhood markets. However, these do not need to be operated by the NVRC.

7. A Detailed Facility Development Plan

The conceptual plan for facility provision can be broken into twelve facility recommendations as outlined below.

1. The NVRC should negotiate with the Board of School District No. 44 to gain additional public recreation access to schools later on school nights, weekends, and on school holidays. Over time negotiations should also be initiated around specific school projects as opportunities arise for co-location of facilities.
2. The NVRC should approach the Squamish Nation with a request to enter into a planning process which would culminate in a joint partnership for a new three sheet ice centre using Squamish Nation land, private capital and some Commission operating support. This facility would replace the two single ice sheets at Harry Jerome and Karen Magnussen and provide one additional sheet of ice. While this additional sheet of ice is a

- lower priority than some other needs, it should be scheduled first so as to facilitate the redevelopment of Harry Jerome which is the highest priority of all projects.
3. The NVRC should then negotiate with the Flicka Gymnastics Club which would raise capital to assist in the redevelopment of the Karen Magnussen arena into a large gymnastics training and competition venue, operated in a partnership in much the same way that the Club operates within the Harry Jerome recCentre at present.
 4. The City and NVRC should redevelop Harry Jerome as a full service Community Recreation Centre as outlined in the previous section with added Sub Regional spaces including a large indoor multi-tank pool (including a ten lane 25 meter tank), a second gym, a performing arts centre (the existing Centennial Theater), a new studio theater/rehearsal hall, and extra areas to accommodate additional seniors activities (operated in a partnership with Silver Harbour). In this project, five existing buildings would be combined into one new one.
 5. The District and NVRC should work with potential partners (e.g. School District No. 44) to find and designate a site in the upper Capilano area for location of a full service Community Recreation Centre. Once the site is secure, the NVRC and the District can work with partners to develop the Community Recreation Centre. This will eventually replace Delbrook and William Griffin recCentres.
 6. The District and NVRC should work with the North Vancouver Tennis Society on a joint partnership to add two indoor/outdoor tennis courts adjacent to that site. In this partnership, the Society would provide advice and support so that the capital costs could be offset by user fees.
 7. The District, City and NVRC should work with Capilano College to add spaces at the Capilano Sportsplex so that additional community access to a better sport tournament centre could be realized.
 8. The NVRC and the District should expand the Karen Magnussen recCentre site boundary and develop a new six lane rectangular tank. It should also add multipurpose spaces, a teen drop in centre and expand the fitness centre.
 9. The Commission, together with its municipal partners, would work with School District No. 44 to create an enhanced neighbourhood leisure service at the Norgate Elementary School.
 10. Over the next ten years, the Commission should constantly liaise with School District No. 44 to ensure that school gymnasium retrofits or replacements include provision to maximize public use.
 11. If and when a plan to redevelop and densify the Maplewood area is endorsed, it should include a site for a sixth Community Recreation Centre with a large multi-tank pool. The core CRC would serve this underserved area as soon as population thresholds justify it, and the resultant CRC and pool would replace Ron Andrews as the third major multi-tank indoor pool for the community.
 12. If, over the next ten years, the Maplewood area is not designated for redevelopment and densification, other options to provide a smaller CRC and replacement for Ron Andrews should be considered including adding spaces and a multi-tank pool to the Windsor School or Capilano College.

A summary of the known capital projects listed above is provided in *Figure Ten*.

**Figure Ten
Capital Project Summary**

Project	Priority/Urgency	Spaces
1. New Three sheet ice arena	Medium/High	<ul style="list-style-type: none"> • Three sheets of ice and all the support spaces that are required (approximately 80,000 square feet of space)
2. Larger gymnastics gym	Low/High	<ul style="list-style-type: none"> • Retrofit 17,000 square foot gymnastics gym at Karen Magnussen along with support spaces
3. New Harry Jerome CRC	High/High	<ul style="list-style-type: none"> • 33,000 square foot CRC (including 8000 sq. ft. of fitness, one 8000 sq. ft. gym, two arts and crafts studios totaling 2500 sq. ft., multipurpose spaces totaling 8,000 sq. ft., a 1000 sq. ft. youth centre and a 1000 sq. ft. seniors centre, a 2000 sq. ft. dance/martial arts floor, 2000 sq. ft. pre-school program centre, a welcoming foyer and all support spaces • Second gym with another 8000 sq. ft. • A new 10000 sq. ft. studio theatre/rehearsal hall associated with Centennial Theatre • Added seniors spaces totaling 10,000 sq. ft. • A multi-tank pool with 9000 sq. ft. of water surface area (i.e. a 6000 sq. ft. ten lane 25 m. tank and a 3000 sq. ft. leisure tank) totaling 30,000 sq. ft. of space
4. New Capilano CRC	High/High	<ul style="list-style-type: none"> • A 31,000 square foot CRC as above but with a 6000 sq. ft. fitness area
5. Tennis courts	Medium/Medium	<ul style="list-style-type: none"> • Two new indoor/outdoor tennis courts and support spaces
6. New sport tournament centre	Medium/Medium	<ul style="list-style-type: none"> • New gym and support spaces at Capilano College
7. Karen Magnussen expansion	High/Medium	<ul style="list-style-type: none"> • New 6 lane 25 meter tank with support spaces (12,000 square feet) • Added fitness spaces (about 2500 sq. ft.) • Added multipurpose and teen centre spaces (about 9000 sq. ft.)
8. New CRC in Maplewood area	Low/Low	<ul style="list-style-type: none"> • A 31,000 net square foot CRC as above • A new multi-tank pool (8 lane 25 meter tank and leisure tank totaling 8000 sq. ft. of water surface area plus deck and support spaces) to replace Ron Andrews – total size of about 30,000 sq. ft.
9. Norgate Community School	High/High	<ul style="list-style-type: none"> • Additional spaces to be determined, but new operating format at least as important as new spaces

8. Implementation of Facility Projects

In this section, timing for projects is recommended as well as means of getting the projects built and operated.

8.1 Project Timing

The above projects are not mutually exclusive. Many of them depend on completion of others. That is because there is a need to build new capacity before existing capacity of the same type is phased out. Also, some projects may need to be replaced so that the land on which they sit can be re-used as a means of financing the new project. *Figure Eleven* shows the order of things that have to be done.

**Figure Eleven
Project Timing**

Project	Inter Dependency	Possible Timing
1. New Three sheet ice arena in the west	Must happen before project #2 and #3	2008-2010
2. Larger gymnastics gym	Must happen before project #3	2008-2010
3. New Harry Jerome CRC	Must happen before project #9	2008-2010
4. New Capilano CRC	Immediately after site is designated and secured, but must be before project #10 and #11	2008-2010
5. New Tennis courts	Does not depend on other projects; only on land availability	Could happen anytime, will depend on land availability and Tennis Society initiative
6. Indoor sport tournament centre	Does not depend on other projects	Could happen anytime; will depend on the College and the Province
7. Karen Magnussen expansion	Could happen at the same time as project #3 or anytime afterward	2010-2012
8. Norgate Community School	Does not depend on other projects	2008-2010
9. Free up some land around Harry Jerome recCentre	Immediately after project #3	2010 onwards
10. Free up land around William Griffin recCentre	Immediately after project #7	2012 onwards
11. Free up some land around Delbrook recCentre	Immediately after project #4	2010 onwards
12. New Maplewood CRC	When population of that area exceeds 15,000 and it is clear that it will quickly grow to 25,000	If no clarify on densification by 2018, select an alternative replacement for Ron Andrews and a new CRC
13. Free up some land around Ron Andrews recCentre	Immediately after project # 12	2020
14. Free up land at other recreation sites	As soon as it becomes clear that uses of these sites have migrated to new, or renewed CRCs.	2010-2012 onwards

8.2 Operating Impacts

The capital costs for the development of all new and retrofitted facilities will be quite significant. However, there are many downward pressures on the operating budget as follows:

- Efficiencies of multiple ice sheets replacing two single ice sheets
- Efficiencies of much better configuration of fitness spaces currently at Harry Jerome, William Griffin, Karen Magnussen and Ron Andrews
- Efficiencies of three large pools instead of four smaller, less flexible pools
- Synergy of studio theatre adjacent to Centennial Theater
- Efficiencies of multi-gym complex at Harry Jerome replacing two single facilities
- Efficiencies of seniors' spaces operated as integral part of Harry Jerome CRC.

The consultants believe that, without raising user fees, the net impact of all the facility changes will be positive. In fact, they believe the new facilities will not require more total operating support in real (i.e. expressed in 2007 dollars) terms. While the net operating subsidy may not decrease, the net operating subsidy per use certainly will.

8.3 Capital Costs for the Development Projects

At present, capital costs are changing rapidly, making it difficult to provide capital estimates for the specified projects. However, the consultants have provided some "order of magnitude" costs in *Figure Twelve*. That figure shows that the total investment required for the listed projects is in the range of \$150 to \$170 million, of which some will be provided by private investors and some may be provided by user groups.

Figure Twelve
Project Capital Costs in Current Dollars

Project	Capital Costs Calculations	Current Estimate
1. New Harry Jerome CRC	<p>33,000 usable square feet of CRC space with 30% gross up equals 43,000 sq. ft. of gross space at \$300 per square foot equals \$12.9 million plus 25% soft costs equals \$16.1 million</p> <p>Second gym with net 8000 sq. ft. with 25% gross up equals 10,000 sq. ft. gross space at \$275 per sq. ft. equals \$2.75 million plus 25% soft costs equals \$3.4 million</p> <p>10,000 net sq. ft. studio theatre with a 30% gross up factor equals 13,000 sq. ft. of gross space at \$350 per sq. ft. equals \$4.55 million plus soft costs equals \$5.7 million</p> <p>A 33,000 net sq. ft. pool with a 30% gross up factor equals 43,000 gross sq. ft. at \$450 per sq. ft. equals \$19.4 million plus soft costs equals \$24.2 million</p> <p>10,000 net sq. ft. of new seniors spaces with a 25% gross up factor equals 12,500 gross sq. ft. at \$300 per sq. ft. equals \$3.75 million plus soft costs equals \$4.7 million</p>	\$54.1 million
2. New Three sheet ice arena	<p>80,000 square feet of usable space with 20% gross up equals 96,000 of gross space at \$250 per square foot equals \$24 million plus 20% soft costs equals 28.8 million</p>	\$28.8 million

Project	Capital Costs Calculations	Current Estimate
3. New gymnastics gym	Retrofit 19,100 square foot gymnastics gym at \$75 per square foot equals 1.4 million	\$1.4 million
4. New Capilano CRC	A 31,000 square foot CRC as above but with 6000 fitness centre instead of 8000 sq. ft. equals \$15.1 million	\$15.1 million
5. Tennis courts	Two new indoor/outdoor tennis courts requires 16,000 sq. ft. of net space (no gross up required) at \$100 per sq. ft. equals \$1.6 million plus 20% soft costs equals \$1.92 million.	\$1.9 million
6. Indoor Sport Tournament Centre	New gym and support spaces might be approximately 20,000 sq. ft. of net usable space with 30% gross up factor equals 26,000 gross sq. ft. at \$275 per sq. ft. equals \$7.15 million plus soft costs equals \$8.9 million	\$8.9 million
7. Karen Magnussen expansion	New 6 lane pool with 12,000 net usable sq. ft. equals 15,600 gross sq. ft. at \$450 per sq. ft. equals \$7 million plus soft costs equals \$8.8 million 2500 net usable fitness space grosses up to 3250 of gross space at \$300 per sq. ft. equals \$975 million plus soft costs equals \$1.2 million 9000 sq. ft. of net usable multipurpose space plus 30% gross up factor equals 11,700 gross sq. ft. at \$300 per sq. ft. equals \$3.51 million plus 25% soft costs equals \$4.4 million	\$14.4 million
8. New Maplewood CRC	31,000 usable square feet of CRC space as above equals 15.1 million A 30,000 net sq. ft. pool as above equals \$21.9 million	\$37 million

8.4 Financing the Development Projects

Partnerships and land re-use will be essential in making the long list of construction projects work. Partnerships with the School District will be critical to finding an appropriate site within the upper Capilano area for a new Community Recreation Centre, making the Norgate Community School work, and possibly locating a replacement for Ron Andrews at Windsor School if the Maplewood densification does not happen. If the westerly ice centre proceeds on Squamish Nation lands, a partnership with the Squamish Nation will be critical to making a new public/private partnership for arena development work. A partnership with Capilano College and the provincial government is required to enhance indoor sport centre opportunities. And partnerships with various user groups and stakeholders (e.g. Silver Harbour Seniors Centre, Flicka Gymnastics Club, North Vancouver Tennis Society) will be critical to getting other facilities that will be operated by such agencies in conjunction with the Commission.

Re-use of land at and around several of the existing recreation facilities might be used to help finance new construction. These sites include the Mickey McDougall **recCentre**, Memorial **recCentre**, Delbrook **recCentre**, William Griffin **recCentre** and Ron Andrews **recCentre**. However, more land will be required around Karen Magnussen **recCentre** to add a new pool tank and some multipurpose spaces, adjacent to the Grant Connell Tennis Centre, and for a new Community Recreation Centre in the upper Capilano area. Land will also be required as part of the Maplewood redevelopment community. *It is anticipated that such land might be provided by the developer of the site.*

It should also be noted that the Seylynn recCentre and the Lynn Valley recCentre would also be redundant to indoor recreation needs and could be re-used for other purposes.

Even with partnership contributions and land re-use, financing the capital for the projects will require municipal tax contributions. Those could be provided by way of a referendum and/or use of municipal reserve accounts. The consultants cannot determine how each municipality will want to proceed with its portion of the financing.

9. Other Recommendations

The consultants have a number of other recommendations for consideration by the Commission and its municipal parent bodies.

1. The Commission should consider naming all recreation/community centres with a consistent system which includes some reference to its location, to avoid confusion about location and/or varying expectations that one type of centre is different than another. With some facilities labeled as Community Centres and others being recCentres, it creates confusion about what to expect in each, and users wondering what the difference is between each. The shift from location names (e.g. Lonsdale recCentre) to memorial names (Harry Jerome recCentre) has caused some confusion about where facilities are located.
2. The City and District should negotiate an agreement whereby they jointly participate in decision making for all indoor recreation infrastructure to ensure that specialized spaces that serve both municipalities are indeed planned as joint facilities.
3. This set of Recreation Facility Recommendations has so far not dealt with the need for an administrative centre for the Commission staff. It would be desirable to add such space to one of the biggest CRCs. However, the largest one is the Harry Jerome Community Recreation Centre and that facility is on the highest cost land of all six centres. Therefore, it might be more cost effective to add the administration centre to another facility. The size of such a centre and the costs for it have not yet been included within the capital estimates in the previous section.
4. At the Harry Jerome replacement facility, there will be about 10,000 square feet of net usable seniors' recreation space to replace what is currently at the Silver Harbour facility. Seniors will be able to use this dedicated space as well as other multipurpose space and other recreation spaces within the Community Recreation Centre. This will be such an attractive hub of seniors' services that it may be appropriate to consider adding housing units on this complex to make the use of these recreation spaces even more accessible by this segment of the population.

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Appendix A
Inventory of Existing Facilities

Appendices

Appendix A – Inventory of Existing Facilities

Summary of 2002 NVRC Facilities Condition Audit

	Facility	Address	Original Year of Construction	Total Size in Sq. ft.	Condition Assessment	Notes
1.	Wm Griffin recCentre	851 West Queens Rd.	1975	29,820	3.07	Overall, building is rated as satisfactory, but the building envelope, HVAC and plumbing systems are below satisfactory. Replace 06/07
2.	Delbrook recCentre	600 West Queens Rd.	1940s	54,220	2.96	Overall, building is rated as less than satisfactory with the site issues, building envelope, plumbing systems and building code issues all below satisfactory. Replace 05/06
3.	Karen Magnussen (Arena/Pool) recCentre	2300 Kirkstone Rd.	1973/1992	64,570	3.11/3.11	Overall, the building is rated as satisfactory but the plumbing systems and building code issues are unsatisfactory. Replace 08/09 and Renew 05/06
4.	Ron Andrews recCentre	931 Lytton St.	1975	32,110	3.18	Overall, the building is rated as satisfactory, but the HVAC, plumbing systems and building code issues are rated as unsatisfactory. Replace 07/08
5.	Seylynn recCentre	625 Mountain Rd.	1930s	8,100	2.27	Overall, the building is rated as unsatisfactory, with all but the electrical system rated as unsatisfactory. Replace 04/05
6.	Lynn Valley recCentre	3590 Mountain Hwy.	1988	7,810	3.3	Overall, building is rated as satisfactory, but the site and playground and some building code issues are unsatisfactory. Renew 2012

Facility Rating Code from 2002 Condition Audit Report

5 Excellent

4 Good

3 Satisfactory

2 Not satisfactory

1 Poor

Other NVRC Facilities

	Facility	Address	Year of Original Construction	Size	Recreation Services
7.	Grant Connell Tennis Centre	280 Lloyd Ave.	1999	43,160	Tennis instruction and play
8.	Harry Jerome recCentre	123 E. 23 rd St.	1966	90,020	Ice, aquatics, gymnastics, fitness and youth drop in
9.	Memorial recCentre	23 rd St. and Georges Ave.		20,690	Gymnasium,
10.	Mickey McDougall recCentre	St. Andrews and E. 23 rd St.		22,470	Gymnasium
11.	Parkgate Community Centre	3625 Banff Crt.		50,440	Various including gymnasium, fitness, youth drop in, pre-school, seniors,
12.	Centennial Theatre Complex	2300 Lonsdale Ave.	1966	29,100	Performing arts
13.	John Braithwaite Community Centre	145 W. 1 st St.	2004		Various including gymnasium, youth drop in, fitness, seniors, pre-school, arts and crafts

Other Public and Non-Profit Recreation Facilities in North Vancouver

	Facility	Address	Recreation Services
14.	Seycove Community Centre	1204 Calendonia	Youth drop in activities
15.	Seymour Youth Centre	2425 Mount Seymour Pky.	Youth drop in activities
16.	North Shore Neighbourhood House	225 E. 2 nd St.	Various
17.	Presentation House Arts Centre	333 Chesterfield	Performing arts, art display/exhibit, arts and crafts, museum exhibit
18.	Lynn Canyon Ecology Centre	3363 Park Rd.	Ecology interpretation
19.	Northlands Golf Course	Anne Macdonald Way	Golf and social
20.	Capilano College Theatre, Sportsplex and Fitness Centre	2055 Purcell Way	Performing arts, gymnasium, fitness, multipurpose
21.	Mollie Nye House	940 Lynn Valley Rd.	Senior activities
22.	Community Heritage Centre	3203 Institute Rd.	Museum exhibit and interpretation
23.	Maplewood Farm	405 Seymour River Pl.	Various
24.	North Shore Winter Club	1325 E. Keith Rd.	Various including ice sports
25.	Silver Harbour Centre	144 E. 22 nd St.	Seniors activities
26.	Seymour Dance	808 Lytton St.	Pre-school to adult classes – varying disciplines
27.	Tsleil-Waututh Community Centre	3010 Sleil-Waututh Rd.	Various including basketball
28.	Ice Sports North Shore	2411 Mount Seymour Pky.	Ice sports
29.	Murdo Fraser Par 3 Golf	2700 Pemberton	Golf
30.	Musart	1046 Deep Cove Rd.	Acting and Music camps
31.	Creative Music Centre	1342 Lonsdale Ave.	Music instruction
32.	RNB Dance and Theatre Arts Bldg.	Mountain Hwy across from Lynn Valley Elem. School	Dance and theatre classes
33.	Lynn Valley Kids' Club and Lynn Valley Kids' Club Preschool		Preschool programs
34.	Parent Participation Preschools	Nine locations	Preschool programs
35.	Kuddles	1182 Welch St.	Early infant stimulation
36.	Early Learning Foundations (Preschools)	Many locations	Preschool programs
37.	OneDance Creative Art Centre	286 Pemberton Ave.	Dance instruction
38.	Lynn Valley Music	1230 Ross Rd.	Music lessons
39.	Cove Water Sports		Watersports lesson and sales
40.	North Shore Fun and Fitness Centre	1172 West 14 th Ave.	Fitness and martial arts

	Facility	Address	Recreation Services
41.	St. Pius X Elem. School (Shidokan karate)	1150 Mount Seymour Rd.	Karate club
42.	Yoga Moves	1000 Roosevelt Cres.	Yoga programs
43.	West Coast Pilates and Health	828 Harbourside Dr.	Pilates programs
44.	Christie House Arts and Heritage Centre	267 W. Queens Rd.	Arts programs, workshops and studio time
45.	Perform Art	260 W. Esplanade	Dance and performing arts school
46.	North Shore ConneXions	1095 Churchill Cres.	Leisure opportunities for people with disabilities
47.	Body Harmony Yoga Studio Inc.	301 – 972 Marine Drive	Yoga
48.	Champions Martial Art Academy	125 East 1 st	Martial Arts Instruction
49.	Corebody Pilates + Yoga Inc.	#2 3120 Highland Blvd	Pilates and Yoga classes
50.	Dahn Energy Training	#202 – 1075 Marine Drive	Meditation and Energy Breathing
51.	Elite Kickboxing & Karate Academy	704 East 7 th St.	Kickboxing and Karate training
52.	Figure it Out	#120 – 889 Harbourside Drive	Women's gym
53.	Firm Personal Training and Massage Therapy	892 West 15 th Street	Personal Training and Massage
54.	Fit to Go Personal Training	315 East 18 th St	Personal Training
55.	Fitness World	1989 Marine Drive	Gym facilities and Personal Training
56.	Kb-One Martial Arts Academy	105 – 1861 Welch	Martial Arts training
57.	Lora Potsma – Pilates	110 – 889 Harbourside Dr.	Pilates classes
58.	North Shore Bowl	141 West 3 rd	5 pin bowling
59.	North Shore Fun and Fitness	1172 W14th Street	Fitness center
60.	North Shore Pilates Now	1325 East Keith Rd.	Pilates classes
61.	Perfect Fit Personal Training	2887 Wembley Pl.	Personalized training
62.	Soul Fitness Personal Training	914 East 13 th St	Personalized fitness training
63.	Temple Kung-Fu Studio	150 Lonsdale Ave	Kung-Fu training
64.	Yoga Pod, Mind & Soul	101-250 West Esplanade	Yoga classes and instruction
65.	Bee Haven's Children's Center	1700 Mountain Hwy	Child Care
66.	Bonnie Barns Childcare Services	2260 Phillip Ave	Child Care
67.	Edgemont Village Day Care	3920 Ruby Ave	Child Care
68.	Zari's Family Daycare	614 West 17 th St.	Child Care
69.	A Little Knight Music	2188 Berkley Ave	Music lessons
70.	Ava Music & Art Centre Lt	320 West 13 st St.	Music and dance instruction for all ages
71.	Creative Music Center	1342 Lonsdale Ave.	Music Lessons
72.	David Warwick	256 East 6 th St.	Piano and Theory Lessons
73.	Easy Dancing BC	230 East 24 th St.	Dance lessons

	Facility	Address	Recreation Services
74.	Fiddle/Step Dance Training	234 – 1641 Lonsdale Ave.	Fiddle and Step Dance instruction
75.	Floored Inc. HipHop Co.	286 Pemberton Ave.	HipHop Dance Lessons
76.	Gwen Greenway Music School	1052 Grand Blvd.	Voice, Drums and Keyboard instruction
77.	Mainland Academy of Performing Arts	105 Bowser Ave.	Classical Ballet Training
78.	Meriko Kubota	102 – 1640 Eastern Ave.	Piano Instruction
79.	Monarch Music and Dance Camp	235 West Keith Road	Music and dance instruction
	North Shore Academy of Dancing	275 Fell	Dance classes
80.	O'Connor Irish Dancers	2187 Kirkstone Road	Irish dance instruction
81.	Perform Art Studios	105 – 260 W. Esplanade	Dance and Performing Arts Classes
82.	Stolen Moments Jazz	378 East 5 th St.	Jazz and other dance instruction
83.	Valeena Dance Academy Ltd.	1174 Welch St.	Dance classes

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**Appendix B
Stakeholders and Focus Groups That
Had Input to the Study**

Appendices

Appendix B – Summary of Stakeholder Interviews

Group or Agency	Most significant Comments, Needs, Issues or Concerns
Non User focus group	<ul style="list-style-type: none"> • Leisure guide only includes organized programs; what about all the informal things to do? • Website is poor; can't find what might interest us • Names of facilities don't reflect location; where are they located? • Perception that because they are public, the services must be poorer quality • Prepared to pay our taxes for recreation even though we don't use them because we understand the indirect benefit • Make sure priority is for kids
Youth Focus Group	<ul style="list-style-type: none"> • A successful youth drop in centre requires informal areas, a balance of flexibility and rules, reasonable access hours and staff that know how to relate to youth •
City of North Vancouver Library	<ul style="list-style-type: none"> • The new Library in the City should have lots of room for joint programming with the Recreation Commission
District of North Vancouver Library	<ul style="list-style-type: none"> • The new Library in Lynn Valley will have lots of spaces for joint use with the Recreation Commission
North Vancouver Museum and Archives	<ul style="list-style-type: none"> • Have community rooms in our new Heritage Centre that could be used by recreation groups • There is potential for traveling exhibits to go to recCentres
District Parent Advisory Council	<ul style="list-style-type: none"> • Lots more room to collaborate and coordinate between schools and recreation to increase health and fitness of school aged children • Lots of potential for Recreation Commission to use schools as they are not required for education purposes • We should be building our recreation facilities adjacent to our schools • Norgate neighbourhood is lacking in recreation services
North Vancouver Radio Controlled Flying Club	<ul style="list-style-type: none"> • Inter-River Park is an excellent facility to meet our needs, but we don't get sufficient access to it and there are sometimes conflicts with groups who don't have a permit to use the fields but feel they have the right to use them instead of us
North Vancouver Minor Hockey	<ul style="list-style-type: none"> • In spite of declining school enrollments, we continue to attract more minor hockey players • Need more ice time • Would also like off ice conditioning areas
Vancouver Skating Club	<ul style="list-style-type: none"> • Need about 10 more hours of ice time per week in winter as well as more summer ice time • Would also like an office area and storage space
North Shore Female Hockey Association	<ul style="list-style-type: none"> • Need for ice time to accommodate growth
North Shore Minor Lacrosse Association	<ul style="list-style-type: none"> • Need about twice as much floor time as we currently get to accommodate what we now and continued growth in the sport

Group or Agency	Most significant Comments, Needs, Issues or Concerns
North Shore Inline Hockey League (minor sport)	<ul style="list-style-type: none"> • Will continue to enjoy steady growth and will need more floor time
Vancouver Inline Hockey League (adult)	<ul style="list-style-type: none"> • Would like some time earlier in the evening
Advisory Committee on Disability Issues	<ul style="list-style-type: none"> • The NVRC website is poor in terms of information generally and for people with disabilities specifically • Need volunteers to take a person with a disability to the recCentre the first time and orient them to make them feel welcome and show them the relevant services
North Shore Disability Resource Centre	<ul style="list-style-type: none"> • Transportation is a significant barrier for people with disabilities • Also, need peer partnership program so that someone can help with the equipment in the fitness rooms •
Integrated Fitness Society	<ul style="list-style-type: none"> • Trail access has improved significantly for people with disabilities • There are more resources to support recreation for people with disabilities
North Shore Dog Handlers Alliance	<ul style="list-style-type: none"> • Conflicts between dog walkers and other trail users are being worked out
Outdoor Recreation Advisory Committee	<ul style="list-style-type: none"> • More outdoor special event space is needed • Mountain bike use is increasing rapidly • More urban green connectors are needed • Sportsfield use is increasing quite rapidly • Need more coordination of trail and bicycle issues between municipalities and the Squamish Nation • People don't pick up as much litter as they used to in parks and this is causing problems – need more garbage cans • Illegal dumping in parks is increasing
Chena Swim Club	<ul style="list-style-type: none"> • Need more space for existing swimmers and to expand our program • Need a 50 meter pool for training and competitions
Cruisers Swim Club	<ul style="list-style-type: none"> • Need additional swim time for summer club, May to August • Current pools are all 35+ years old, need to be replaced • Have one 50 meter pool with bulkhead for training and competitions
Triathletes representative	<ul style="list-style-type: none"> • Need one 50 meter pool to provide more training capacity in N.V. • NV needs an outdoor track; Mahon is perfect location
Masters Swimming	<ul style="list-style-type: none"> • Need more pool time for training and competition • Coaches are great, but need newer and expanded facilities including a 50 meter pool at Harry Jerome
General Aquatic Comments	<ul style="list-style-type: none"> • Major aquatic facility should include diving • Pools should also have fitness and physio/sports medicine • Need quality change rooms • Accessibility needs to be addressed, including change and washrooms
Capilano Community Services Society	<ul style="list-style-type: none"> • Many immigrants need our services • More coordination among senior service providers is needed • A dedicated seniors area in each recreation complex is required

Group or Agency	Most significant Comments, Needs, Issues or Concerns
Elder College at Capilano College	<ul style="list-style-type: none"> • Could use more members and more volunteers
North Shore Neighbourhood House	<ul style="list-style-type: none"> • The John Braithwaite Community Centre is quite adequate for now, but is filling up quickly • More coordination among senior service providers is needed
Silver Harbour Centre	<ul style="list-style-type: none"> • Our facilities are totally inadequate – need better and larger facilities • Need to bring in younger seniors as members • More coordination among senior service providers is needed
Lynn Valley Seniors Association	<ul style="list-style-type: none"> • Would like to get some younger members involved • Could use a larger facility at Mollie Nye • More coordination among senior service providers is needed
Squamish Nation (North Shore Wolves Basketball Club)	<ul style="list-style-type: none"> • Potential for a joint venture for new facilities in the area between municipalities and the First Nation
North Shore Sport Council	<ul style="list-style-type: none"> • More and better facilities are needed for almost all sports • An indoor and an outdoor tournament centre are both required • The indoor sport centre could go at Capilano College • Summer sports camps of all kinds are flourishing • In addition to league play, many more players want advanced skill training than ever before • Schools could be better utilized if barriers to use are removed • Would also like an indoor field house with a track
North Shore Girls Soccer Club (Senior Womens)	<ul style="list-style-type: none"> • Need more grass, all weather and artificial turf fields (3 to 4 more AT fields) to accommodate existing players and growth in the sport
North Shore Field Hockey	<ul style="list-style-type: none"> • There really aren't any purpose built field hockey pitches in North Vancouver • We need lots more fields to meet the need and they must be artificial turf
Capilano College	<ul style="list-style-type: none"> • Increasing demand for large sport tournament space in North Vancouver and Capilano College is an ideal site to expand to meet this need. However, College would need community support to expand.
Sheikidokan Judo Club	<ul style="list-style-type: none"> • Need more access to the gyms for expanding the program to meet demands • Would also love to have access to a permanent facility
Vancouver Coastal Health	<ul style="list-style-type: none"> • Health authorities are gradually repositioning themselves to focus on prevention rather than just treatment – there is lots of room to partner on recreation/fitness/wellness initiatives
Flicka Gymnastics Club	<ul style="list-style-type: none"> • There is lots of room for growth but club does not have the space to respond – needs more dedicated gym space • Also need more support spaces (e.g. admin space)
BCO Volleyball Club	<ul style="list-style-type: none"> • Need to double the amount of gym time we get from NVRC • School sports are not as well organized as they used to be, so the community must provide more sport opportunities
Delbrook (Steve Nash) Basketball League	<ul style="list-style-type: none"> • From September to March, need twice as much gym time as we currently get at Delbrook • Need more modern systems for allocating space that will provide incentives to put back into the allocation pool space that has been allocated but will not be used

Group or Agency	Most significant Comments, Needs, Issues or Concerns
Seymour Basketball League	<ul style="list-style-type: none"> • Could easily double our program if available gym space could be provided
North Shore Tennis Club	<ul style="list-style-type: none"> • Need eight more indoor tennis courts
The Dirt Club	<ul style="list-style-type: none"> • We are still waiting on the Alpine Recreation Strategy to gain more access to parks and trails in North Vancouver
Lions Gate Soccer	<ul style="list-style-type: none"> • 60% of our kids don't play on grass or artificial turf, only on all weather fields – that's disgraceful
North Shore Sportsman League (men's soccer)	<ul style="list-style-type: none"> • Existing artificial turf fields are good, but would prefer grass fields
North Shore Thirty Something Women's Soccer League	<ul style="list-style-type: none"> • Need better quality grass fields, so they don't get closed at first rain • Need more all weather fields • Need more artificial turf fields
NorVan F.C. Soccer Club	<ul style="list-style-type: none"> • Kinsmen field should be leveled or made into artificial turf
North Shore Soccer Development Centre	<ul style="list-style-type: none"> • Need more access to all types of fields to accommodate the ever increasing skill levels in North Vancouver
Wednesday Co-ed Slopitch	<ul style="list-style-type: none"> • Existing diamonds should be larger
North Vancouver Central Baseball Association	<ul style="list-style-type: none"> • Need a new batting cage at Zvelke Park
Arts organizations	<ul style="list-style-type: none"> • Need a small theatre to replace Presentation House, ideally at Pier as part of project • Need an outdoor plaza for large (1,000+) outdoor concerts (Cates Park) as well as smaller outdoor venues that are suitable/equipped • Rehearsal spaces (theatre, music) are at a premium, along with multi-purpose and dance spaces • More exhibition spaces and opportunities are needed for the large group of NV artists, along with more artist events such as Arts in the Garden • Need for a home and supports for resident companies
A Private provider of fitness services	<ul style="list-style-type: none"> • NV unfairly competes with private fitness providers who pay significant property taxes; low pricing is the issue • NV should only provide fitness for disabled and low income (with adequate proof) • NV has too much slippage at control points letting patrons in for free • NV fitness rooms not well set up • NV should focus on child oriented facilities and programs • Would consider partnership if had control over layout/equipment

Group or Agency	Most significant Comments, Needs, Issues or Concerns
School District #44	<ul style="list-style-type: none"> • Elementary population is declining; have had to close 4 schools in last two years • Have programs to retain schools, but more closures may occur • There are partnership opportunities for artificial turf field at Windsor, track at Sutherland, and day-care at Highlands and others based on Westview model; Ridgeview may offer partnership options • Need to work with NV on rental and supervision issues for drop-in • Issues with all-weather fields (maintenance, etc) at elementary schools (City and District) • Further program partnerships around healthy, active schools could be considered
William Griffin Advisory Committee	<ul style="list-style-type: none"> • Infrastructure is aging, needs updating • Parking and getting in and out of site is problematic • Should combine Griffin and Delbrook
John Braithwaite Advisory	<ul style="list-style-type: none"> • Use has grown steadily, some areas are maxed out • Concerned over impact of Pier Project on demands and use levels; sees both more young adults and more empty nesters • Parking is a real issue, as is security at some times
Harry Jerome Advisory Committee	<ul style="list-style-type: none"> • Make Jerome a primary site, including as a national Sport Training Centre • Whole building should be replaced with 50 meter pool, gyms, fitness, program rooms, sports medicine and perhaps field house • Ice can be replaced at another location
Parkgate Community Centre Society	<ul style="list-style-type: none"> • Just renewed partnership agreement with Commission, but feel partnership is still complicated and needs additional work in some areas • Maintenance and timely repairs are a significant problem • Fitness room is undersized and see a need for adult day care • Health Region is really not a partner, just a tenant, and space could be better used

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Appendix C
Public Survey

Appendices

Appendix C – Public Survey

In June of 2006 the consultants mailed 1,200 survey packages to randomly selected adults within the City and District. A total of 600 questionnaires were delivered to each municipality. A small number (25) were returned by the post office as “undeliverable” indicating the targeted adult was no longer at that address.

Of the 1,175 questionnaires that were received by the consultants, 475 completed valid returns were received by the cut-off day three weeks after the initial mailing. The overall response rate of 40% represented roughly an equal response from the District and City. A sampling program was then used to “gross up” the District survey so that its sub-sample represented its proportion (i.e. 64%) of the combined City/District population of 135,000. The resultant properly weighted sample was then analyzed by computer.

The net sample size of 475 completed returns within a total population of 135,000 is more than sufficient to reliably represent that population with a confidence level that exceeds industry standards. The consultants are 95% confident that the survey results are within +/- 4.2% of what the population would answer if all residents were surveyed. Statistically speaking, that means that if the survey were repeated 20 times, all but one of them would be within 4.2% of the results of the first one.

The respondents were asked a series of demographic questions. The results of these questions show that the sample represents the demographic profile of the community quite closely, in that the gender, age, family composition and area of residency of the sample are all similar to the profile of the general population. Females and older adults were slightly over represented when compared to the general population. However, both are within normal sampling differences and neither is sufficient to cause concern or to suggest a need to statistically correct the differences.

Answers to other parts of the questionnaire are summarized under the following headings.

Use of Recreation Facilities

The initial questions were related to facilities that the respondents or members of their household had used within the past year.

As *Figure One* shows, the facilities used by the broadest cross section of the community are the recreation/community centres (not surprisingly, as they offer the greatest variety of activities), followed by indoor pools (which are near the top of the list in the vast majority of surveys of this type), followed by Centennial Theatre, sports fields and arenas.

More detailed analysis also shows that there is some variability by household demographic characteristics. For example, households with dependent children were much more likely to use the four highest use facility types than households without children. Households with the highest income were more likely to use arenas than

households with lower income ranges. Residents of the District were more likely to use Centennial Theatre than residents of the City. Older respondents are less likely to use pools and arenas and more likely to use Centennial Theatre.

**Figure One
Summary of Facility Use**

Type of Facility	Proportion of Households Using
Recreation/Community Centres	72.3%
Indoor Pools	62.5
Centennial Theatre	46.3
Sports Fields	31.5
Arenas	31.1
Skate parks	5.9
Other	13.1

Respondents were then asked to provide reasons for using local recreation facilities. As indicated in *Figure Two*, by far the most significant drivers of use are fitness and fun.

**Figure Two
Reasons for Use of Recreation Facilities**

Reason for Use	Proportion of Households Indicating Reason
Health or fitness	72.3%
Fun or recreation	62.5
Socializing or mixing	46.3
Organized sport - competition	31.5
Learning skills	31.1
Personal development	5.9
Other	13.1

Satisfaction with Existing Recreation Services

Respondents were asked whether or not they were satisfied with the quality of public recreation facilities. Satisfaction levels were quite high. Almost 74% of the respondents indicated that they were satisfied and only 4% felt they were dissatisfied, with the remainder either neutral (15%) or suggesting that they didn't know (7%). This ratio of

about 18 satisfied to every 1 dissatisfied is extremely high. However, while it lends support to existing facilities, it does not mean that residents don't want more of the same.

When the demographics of the sample were cross referenced, District residents had a slightly higher satisfaction level than City residents, and households with children were more likely to be satisfied than households without. Also, higher income households were more likely to be satisfied than lower income households.

All respondents were also asked a separate question which pursued satisfaction in greater detail. This information is summarized in *Figure Three*.

**Figure Three
Satisfaction Levels**

Aspect of Satisfaction	Very Satisfied	Satisfied	Dissatisfied	Very Dissatisfied	Don't Know
Number of recreation facilities	31.4%	53.2%	7.8%	1.6%	6.0%
How close facilities are to you	43.9%	44.8%	5.7%	1.6%	3.9%

As indicated in *Figure Three*, satisfaction levels are very high overall. However, they are even higher among households with dependent children and households represented by a female respondent.

As summarized in *Figures Four and Five*, respondents were then asked about sufficiency of recreation opportunities by market segment in two ways. .

**Figure Four
Adequacy of Opportunities**

Market Segment	Enough	Not Enough	Don't Know
Performing arts	48%	21%	31%
Visual arts and crafts	44	15	40
Recreational sports	64	16	20
Competitive sports	54	16	30

Social activities	49	18	33
Special events	49	14	36
Fitness activities	64	20	17
Outdoor/Nature	55	20	25

Respondents generally appeared to be indicating that:

- Performing arts, fitness and outdoor activities were least sufficient
- Recreational sports were most sufficient
- Many respondents don't know about the adequacy of arts and crafts and special events
- Respondents are most familiar with the adequacy of fitness activities.

Figure Five breaks down the market another way and asks about adequacy.

**Figure Five
Adequacy of Opportunities**

Market Segment	Enough	Not Enough	Don't Know
Up to 5 years old	47%	9%	44
6-12 years old	45	10	45
13-18 years old	30	25	45
19-39 years old	51	15	35
40-59 years old	48	18	34
60 years and over	42	16	42

Respondents appeared to be indicating that:

- Opportunities are most sufficient for younger adults and young children
- Opportunities are least sufficient for teens and seniors
- Large numbers of respondents don't know about the adequacy of opportunities for age groups other than those present in their own home.

Trends in Popular Recreation Activities

All participants were asked a suite of questions regarding their activity patterns. This was intended to provide information regarding trends in the most popular activities.

Respondents were first asked what the most popular activities were in the household. Then they were asked which activities they would likely do more or less of over the next five years and which activities they would most like to try that they were not involved in at the present time.

Figure Six summarizes the responses to all four questions for the most popular activities.

**Figure Six
Activity Patterns**

Activity	Proportion Listing Activity as one of Household's Favourites	Proportion Saying They Will Do More in Future	Proportion Saying They Will Do Less in Future	Proportion Saying They Would Most Like To Try
Aquatics activities	50%	28%	24%	8
Fitness activities	46	29	16	34
Walking/hiking	46	21	10	4
Cycling/Mtn biking	23	15	8	5
Ice skating	14	7	1	9
Soccer	14	6	8	6
Skiing/snowboarding	14	9	4	3
Theatre attendance	11	1	1	5
Running/jogging	9	3	5	4
Golf	9	10	1	3
Boating	9	5	4	11
Dance/Ballet	8	4	4	16
Yoga	8	6	3	21
Tennis	7	6	3	8
Hockey	7	3	6	4
Arts and crafts	6	12	1	11

For the last question - "what would members of your household most like to try" - several residents indicated that they would like to try martial arts (8%) and mountain climbing (7%). These activities are not listed in *Figure Three Six?* as there were insufficient people participating in them at the present time to make the list.

When one combines all of the columns in the above list, the greatest potential for growth appears to be in the areas of fitness, yoga, dance, boating, arts and crafts, ice skating, walking, cycling, tennis, and aquatics. The areas that show the greatest likelihood of decline include hockey and running/jogging.

Barriers to Participation in Recreation Activities

A minority of respondents (37%) indicated that nothing limited their household's participation in leisure time activities.

The most important limitations were the cost of accessing services (15.6%), followed by a lack of interest in available programs (13.3%), lack of information (9.6%), physical barriers to accessing facilities (9.0%) and a lack of facilities (6.6%).

The cost of accessing services was more likely to be a barrier to households with dependent children in them and to lower income households.

Sources of Information About Recreation Opportunities

Respondents were asked how the household found out about recreation opportunities. The sources of information are summarized in *Figure Seven*.

**Figure Seven
Sources of Information About Leisure Services**

Source of Information	Proportion of Sample
Seasonal Leisure Guide	78.3%
Word of mouth	47.2
NVRC website	31.1
Local newspapers	44.3
Flyers through schools	7.8
Other	3.4

District residents, households with children and high income households were more likely to use the Seasonal Leisure Guide. High income households were also more likely to use the website and less likely to use local newspapers. Older respondents were less likely to use word of mouth to find out about leisure opportunities.

Opinions About Financing Recreation Services

Respondents were told that taxes currently support 45% of the cost of recreation services and that users paid the remaining 55%. They were asked about how public recreation services should be financed. Responses are summarized in *Figure Eight*.

**Figure Eight
Support for Options to Improve Leisure Services**

Options to Improve Services	Proportion of Those Indicating Support
Raise user fees and reduce tax support	19.5%
Keep the current financing ratio	69.4
Raise taxes and reduce user fees	8.3

While a significant majority clearly support the status quo, there is more support for increasing user fees and rental charges than there is for raising taxes. However, this contradicts previously identified high fees being a barrier to access.

Recreation Facility Needs

A majority (55.4%) of local citizens support more indoor recreation facilities in North Vancouver. Those who supported more facilities were asked which types of facilities were needed most. Responses are summarized in *Figure Nine*.

**Figure Nine
Summary of Support for New or Improved Facilities**

Type of Facility Most Needed	Proportion of Those That Support New Facilities
Fitness facilities	36.1%
Teen centres	28.6
Swimming pools	28.4
Seniors centres	21.5
Performing arts theatres	19.4
Arts and crafts studios	17.9
Large gymnasiums	14.0
Ice arenas	13.6
Family activity spaces	12.3
Pre-school program centres	11.6
Smaller multi-purpose rooms	8.1
Other	12.3

City residents were more likely than District residents to indicate they would support more swimming pools and seniors centres, and less likely to indicate they wanted more fitness facilities and teen centres. Females were more likely than males to indicate they wanted more swimming pools.

Those expressing support for more facilities were also asked whether they supported tax increases to help pay for them. A clear majority of them (67%) indicated support for tax increases. However, most tax increases were in the low ranges (i.e. less than \$50 per year).

City residents were more likely than District residents to indicate a lack of support for tax increases, as were older respondents, households without dependent children and lower income households.

Appendices

Appendix D
Trends Analysis

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Appendix D – Trends Analysis

This section provides an overview of a number of trends that are affecting leisure lifestyles, and parks and recreation services across Canada and in the North Vancouver area. The specific demographics of the North Vancouver area are described in Appendix D of the Needs Assessment Report. This section deals with broader trends and their implications for recreation programs and services, facilities, and parks; these trends are grouped under the following categories:

- A. Demographic
- B. Behavioural
- C. Organizational and Workplace
- D. Infrastructure
- E. Environmental

In addition, Part F. will identify the implications these trends have for programs, facilities and parks.

A. Demographic Trends

A.1 Population Shifts

The most significant shift in the Canadian population is that it is aging. Every five years, the median age of the Canadian population increases by approximately 2.1 years. Some provinces age faster than others, depending largely on the out or in-migration of young people and their families. Alberta is the youngest Canadian province because of strong job growth and relatively affordable housing. The three territories are younger still; the birth rates remain higher there and in Nunavut, for example, 45% of the population is under the age of 15. There is also significant variation between communities in the same province. As stated in the Demographics Analysis (Appendix D of the Needs Assessment Report), the percentage of people over 65 in North Vancouver 12.4 (2001), which is lower than the percentages for BC (13.7) and Canada (13.0).

David Foot, Canada's leading demographer, has written two books, *Boom, Bust & Echo* and *Boom, Bust & Echo 2000*. He identifies that it is too simplistic to view Canada as aging uniformly, and that there are significant differences between age cohorts and their respective impacts on society – especially the Baby Boom generation. Beginning with those born in 1930, Foot identifies the following age cohorts:

- Depression Babies 1930-1939: These individuals will be between 67 and 76 in 2006. Many have more traditional values in comparison with succeeding generations, have a sense of duty and citizenship, and are often suspicious of change. Others of this generation are more open to new ideas, travel and continued learning. Whatever their perspectives, this group had large families and were the parents of the major bulge in the Baby Boom born from the mid-50's to mid-60's.

- World War II Pre-Boomers 1940-1946: This relatively small cohort will be between 60 and 66 this year, so are either retired or about to retire. They were or still are the key leaders in many fields, including parks and recreation, assuming senior positions fairly early in their careers and staying there. They will be less likely to join senior's centres as they age and will continue to use mainstream facilities. They could be a great source of volunteers because of their organizational abilities, but will need to be personally asked.
- Baby Boom 1947-1966: The youngest Boomers turn 40 in 2006 and the oldest will be 59. This 19 year age cohort makes up over one-third of the Canadian population as significant increases in the birth rate, coupled with immigration after WW II, led to a swelling of the population over this period. The peak of the Baby Boom was 1961, so the "average" Boomer is only between 40 and 50. This means that the 65+ population, won't really peak until 2026 at 20%, and then grow more slowly to 23% by 2041. Foot named those born between 1961 and 1966 as "Generation X". This very large cohort had difficulty getting good jobs and opportunities because: a) there were so many of them, and b) early Boomers were already entrenched in management positions. As a whole, Boomers are more affluent, tend to be more active than preceding generations, and think of themselves as younger than their parents at the same age. As they age, Boomers are shifting from activities such as tennis and aerobics to less strenuous ones such as walking, cycling, tai chi and yoga.
- Baby Bust 1967-1979: There was a sharp drop in the birth rate and the number of children born between 1967 and 1979, those who will be 27 to 39 in 2006. This drop led to elementary school closures in many communities across Canada in the early 1980's. This small cohort was fortunate in a number of ways. They had less competition getting into university, and as the first "techno-generation", rose relatively quickly as they entered the workforce – bypassing many of the Generation X who remained sandwiched between them and the incumbent early Boomers. The Baby Busters tend to seek work-life balance and are more loyal to the team they work with than the organization itself.
- Baby Boom Echo 1980-1995: The fertility rate remained low entering the 1980's in terms of family size, but the number of births expanded as the Baby Boomers began to have children. This second swelling in the Canadian population, the Echo, was far smaller than the Boom but still led to increased demands for school and university places as the Echo generation matured. Their presence has kept middle and secondary school populations high and has made university acceptance more difficult because of the size of the cohort. The Echo cohort, aged 11-26, are a major consumer force, are wired technologically, are risk-takers recreationally, and often consider their friends as "family".
- Millennium Busters 1996-2010: Just as the Baby Boomers created the smaller Echo by having children, the smaller cohort of those born after

the 1961 peak of the Boom and the Baby Bust generation, produced far fewer children. The Millennium Busters, aged 10 and under in 2006, have resulted in declining elementary school populations and school closures across British Columbia and Canada, including four schools in District #44. In British Columbia there are 16,000 more grade 11 students than in grade 1. This decline will also likely be reflected in drops in swim lesson demand and minor sport participation in the future.

The demographic patterns identified by Foot are evident in North Vancouver, but care should be taken not to over-generalize. For example, the reduced numbers of children don't always result in youth sport declines when there are outstanding programs. The drop in tennis participation across Canada is a result of Boomers shifting to less strenuous activities such as walking, but communities that have excellent tennis facilities and youth programs have altered that trend. There is a clear interplay between demographics and other community characteristics.

A.2 Growing Gap – Haves and Have-Nots

There has been a general shift in North America to a growing gap between the haves and the have-nots from a personal economic perspective. The gap is greater in the United States than Canada. In both countries, that gap is age related in that more than half the wealth of North Americans is now owned by people over 50. Young families with children are now twice as likely to live in poverty as defined by the Low Income Cut-off (LICO). Fee rates, however, still generally favour older adults more than young families. There is a need to re-examine accessibility and pricing policies, and to implement measures that support all individuals with low income, but especially young families and their children. The average income levels in the City are lower than the District and the percentage of single parent families is higher.

A.3 Increasing Diversity

Communities, especially large urban centres, have become increasingly ethnically diverse. North Vancouver experienced a 3.5% increase in the proportion of the population who are visible minorities between 1996 and 2001 and it can be anticipated that that the proportion will grow in the 2006 Census. There are also increasing numbers of individuals from Eastern Europe, and other world regions and language groups. Parks and recreation services need to ensure that facilities and services are welcoming, address language barriers appropriately, and recognize the needs and interests of various cultures when the demand and need is there.

A.4 Leadership Shifts and Gaps

The early Baby Boomers who have led parks and recreation organizations are soon going to retire. There are a number of capable people to replace them at the senior levels, but there appears to be a gap at the entry level with fewer younger people being attracted to the field or having had a chance to advance. There are also issues with attracting program, instructional and technical staff in

areas as diverse as aquatics and arena plant maintenance. This is especially evident in smaller and mid-size communities. These entry-level leadership issues are also evident for non-profit society management. A concerted effort will need to be made by post-secondary institutions and the field to address leadership gaps. Individual departments may need to develop and train their own staff in technical and program areas when there is a short supply.

B. Behavioural Trends

B.1 Toward Informal and Individual Activities:

There has been a clear shift from formal and organized activities to more individualized and informal. People are increasingly choosing activities that can be done individually or in small groups, at a time of the individual's choosing, and often near or at the individual's home. This is reflected in the top five favourite physical activities for adults and youth in Canada as identified in the Canadian Community Health Survey:

Favourite Adult Activities

1. walking
2. gardening
3. home exercise
4. swimming
5. bicycling

Favourite Youth Activities

1. walking
2. bicycling
3. swimming
4. running/jogging
5. basketball

With the exception of swimming, these activities can be done close to or at home. They can all be carried out at a personally convenient time and are generally unstructured. The only team sport found in either list is basketball; however, its inclusion is largely based on informal play rather than on formal organized team activity. In fact, registered sport participation levels fell to 34% in 1998 from 45% in 1992. In the case of swimming, most aquatic activity is drop-in water play or lap swimming. Parks and recreation departments should consider ensuring that lap swimming and drop-in can occur at times throughout the day. There is an increased interest in outdoor activities. New trail development consistently ranks at or near the top of public surveys in terms of preferred new facilities. Young families are also looking for inexpensive, informal activities that can be enjoyed as a family unit.

B.2 Changing Preferences and Expectations

Another clear trend is the shift toward the experiential aspect of activities. People are seeking personal growth and meaning in the activities they choose. For example, the two fastest growth areas in tourism are cultural learning and ecotourism. Registration in classes has increased as people seek lifestyle skills. People not only have high expectations for achieving personal benefits, but also that there will be a high quality of service in terms of quality of instruction, customer service, and facility cleanliness and appearance.

As the Baby Boomers age, they continue to have an interest and commitment to being active, but will turn away from more strenuous activities such as tennis and

jogging to more moderate activities such as walking and yoga. Boomers are also showing an increased interest in culture, both in terms of attending performances and cultural venues, and in actual participation in art activities.

B.3 Time Segmentation

Geoff Godbey and others have noted the general feeling that many people feel rushed, and that their discretionary time is available in smaller chunks. This is reflected not only in the shift to more individual activities, but also to shorter periods of activity that involve "time deepening" where people multi-task during both work and leisure activities, (e.g. reading a report while on a treadmill). While many individuals report that they value their leisure time more than work, they may still be challenged to integrate leisure into their lifestyles by finding or creating time.

B.4 Volunteerism

Canada lost a million volunteers between 1997 and 2000, going from 7.5 to 6.5 million (Stats Canada). The greatest drop-off in volunteerism was found for the 35-49 age group; these individuals are perhaps most affected by time segmentation and having to juggle work and family obligations with leisure and volunteerism. As Baby Boomers begin to retire, they may create an excellent pool of skilled volunteers. They will likely have to be actively recruited to become a volunteer in the community. Because of time pressures, individuals will more likely be willing to volunteer for shorter term projects and tasks, as opposed to long-term commitments. Examples of short-term projects are trail building and invasive species removal days in parks, and special event planning in recreation. This trend is termed "episodic volunteering". A number of North Vancouver organizations identified volunteer recruitment as an issue.

B.5 Wellness and Chronic Disease

People are increasingly aware of the health benefits of activity and nutrition. This interest in personal wellness is reflected in the proportion of Canadian adults who are active enough to achieve health benefits. BC is the most active province in Canada with 58% of the population active enough to receive health benefits (2003/04 Canadian Community Health Survey). The proportion for Canada has risen from 24% in 1981 to the current 49%. While Canadian adults are generally more active, they are also becoming more overweight; approximately 15% of the adult population is now obese. A lack of activity, coupled with fast foods and trans-fats intake, are responsible; community wellness initiatives will need to include a healthy eating component along with physical activity.

Older adults are becoming increasingly active, but activity levels still go down as people age. There is also a 15% discrepancy between older men and women in terms of activity levels with men being more active. The male-female gap is very small for mid-age adults, so the current discrepancy may disappear as the Baby Boomers age. There is also the "fourth generation". These are individuals who are impacted by chronic diseases such as Type 2 Diabetes as they age. Activity,

however limited, will be an integral part of chronic disease management for these individuals.

B.6 Children and Youth Inactivity

Inactivity levels for children and youth are considered to be a greater problem. The Ontario Medical Association estimates that Canadian children are 40% less active than 30 years ago. Obesity rates tripled for children between 1981 and 1996, and children's overweight levels grew from 15% for both genders to 29.2% for girls and 35.4% for boys. Children now spend 3-5 hours daily in front of a television and less time playing outside. This challenge will require a coordinated effort by recreation, health, education and parents. There is also a 16% gap between male and female teens in activity levels. Inactivity and obesity levels in children and youth are resulting in the increasing early diagnosis of chronic diseases in the young, potentially resulting in a lower life expectancy than the current levels.

B.7 Growing Leisure Activities

Activities that have grown in popularity and will likely continue to grow include:

- Walking and Cycling – There will be continued demands for safe and inviting places for active transportation activities.
- Home Landscaping and Gardening – As the interest in gardening and landscaping grows, people will be looking for good information sources beyond television.
- Cultural Activities – The Boomers, in particular, will want to enjoy and participate in the visual, performing and cooking arts. There will also be a growing demand for art programs for school-aged children.
- Outdoor Activities and Environmental Learning – There may be a shift away from traditional camping towards closer to home, but challenging, outdoor pursuits on a day-basis. There is a growing interest in learning about local and regional flora and fauna.
- Cultural Learning and Ecotourism – When people do travel, they will want to go someplace to learn: art, language, the culture, cooking, and heritage. Ecotourism will also remain strong as people seek unique experiences.
- Youth Physical Activity and Healthy Living – Parents are beginning to get the messages about child and youth obesity and inactivity. There will be increasing demands for programs that get young people active and help them make healthy choices.
- Rehabilitation and Chronic Disease Management – As people age and chronic disease conditions increase, they will seek to remain active while managing injuries and conditions. Community recreation facilities, combined with rehabilitation programs and elements, will be key settings.

C. Organizational and Workplace Trends

C.1 The Benefits Movement

The 1992 and 1997 Benefits Catalogues have had a subtle but profound affect. They have helped the field become more outcomes focused, and to broaden its mandate from the delivery of traditional services to the creation of individual and community benefits. In the 1990's the Benefits Movement and approach largely focused on using the evidence of the benefits of parks and recreation as advocacy and communication tools – aimed at municipal councils, other institutions and citizens. The shift now is toward using the Benefits approach as a key planning tool. Departments are increasingly defining outcomes in their strategic planning processes, and then directing new strategies to achieve those outcomes.

C.2 Partnering

Parks and recreation has always functioned within a mixed delivery system model and has worked closely with other voluntary sport, culture and recreation organizations in the delivery of services. The most significant shift is the extension of these partnerships beyond the voluntary sector. Newer partners include the health system, social services, justice, education, the corporate sector, and community service agencies. This reflects both a broader interpretation of the mandate of parks and recreation agencies, and the increased willingness of other sectors to work together to address community issues. The relationship with health will be vital in promoting wellness. The traditional relationship with education, the sharing of facilities through joint-use agreements, is evolving into cooperative planning and programming aimed at addressing youth inactivity levels and community needs.

There has been a growth in internal partnerships within municipalities. There are closer relationships with police departments around public safety and youth initiatives, and there are closer relationships with planning and engineering departments in the development of greenway and active transportation systems.

C.3 Alternative Delivery Systems

Municipal parks and recreation structures and delivery systems have changed and more alternative methods of delivering services are evident. There is more contracting out of certain services, and more cooperative agreements with non-profit groups and other public institutions. There are also more public-private partnerships involving either the construction of new facilities, or the inclusion of private operations within publicly operated facilities. The successful public private partnerships have been based on strong and comprehensive agreements and ongoing communication.

C.4 Expanding Service Demands

Throughout British Columbia, local parks, recreation and culture departments are increasingly asked to be an integral part of addressing a

myriad of social issues, responding to homelessness, drug use for youth and young adults, child care needs, and other issues traditionally responded to by provincially sponsored programs. In many communities, recreation personnel are working more closely on internal integrated service teams, and with social service personnel in responding to these needs. This often requires new and different skills, different program and service design, and the re-allocation of resources. Funding issues aside, leisure is becoming more widely recognized as a tool for social change. Its potential for improving the quality of life for local citizens is significant. There is a growing trend to advocate the use of leisure programs and services to reduce crime, to reduce risk factors for youth at risk, and to break down ethnic divisions and create better understanding between different cultures

C.5 Accountability

Another clear shift is that political decision makers and volunteer boards are increasingly demanding that their departments measure and demonstrate their impact on the community. This demand for accountability through performance measures doesn't necessarily result in outcomes focused organizations, because outputs are still far easier to measure. In the coming decade, the field will need to develop its capacity to ensure that sound performance measurement systems are in place, and have a balance between output and outcome measures. The field also has to become better at communicating the outcomes and benefits at a local, provincial and national level.

C.6 Technology

Parks and recreation has increasingly embraced greater use of technologies. This includes bar-coded entry systems for pass holders, computer and web-based program registration systems, user tracking systems, and enhanced communications with both users and colleagues. These high tech capacities will compliment, but never replace the need for human contact and personal attention.

In the parks area, the use of digitized aerial photography has changed mapping systems and has allowed for easier overlays of GIS mapping levels. Many of these maps, including trails, will be available to the public on interactive web-sites. In the near future, parks maintenance staff will all carry a hand-held PDA that they can record work information on, and send directly to payroll and other computerized maintenance management systems. These will soon all be voice activated.

C.7 Broad Workplace Shifts

A large proportion of new jobs in the Canadian economy are self-employed or part-time, and a number of full-time jobs have become more flexible in time patterns. This has contributed to an increase in weekday use of recreation facilities and open spaces, especially drop-in casual use. Job descriptions are becoming obsolete in many fields as individuals often find themselves working in

teams and on tasks outside of their normal roles. Younger staff members, especially the Baby Busters, are less loyal to the organization than they are to the team and achieving goals; they expect to be part of the planning and decision-making processes of the organization.

D. Infrastructure Trends

D.1 Aging Infrastructure

Many of Canada's facilities are aging. The 2005 BCRPA Community Infrastructure Report - Phase 1 identified that almost 75% of ice arenas in BC are 25 years or older, along with 82% of curling rinks and 91% of outdoor pools. Just over half of BC's indoor pools were 25 years of age or more in 2004. Many early facilities were built as Centennial projects in 1967, while others were built in a second wave of facility construction in the 1980's. Many older facilities are deteriorating more rapidly than necessary because of limited preventative maintenance programs. These facilities now have envelope, code, mechanical, and slab problems. The multi-purpose recreation centres built in the 1980's are in better shape, but need work, particularly in the pools component. Aging infrastructure is a significant issue in North Vancouver with a number of facilities reaching the end of their life cycle.

D.2 Infrastructure Programs

Many provinces had their own community facility infrastructure funds in the 1980's and 1990's that provided either a half or third of a project's capital cost. As a result, a large number of new facilities were built and others renovated. Most of these funds were discontinued in the mid to late 90's, with the funding generally being redirected to health.

The Canada Infrastructure Program was not as accessible for community facilities, and it is unknown whether its successor programs will be more supportive through the New Deal for Communities. This will be worked out in the individual MOU developed between the government of Canada and each province-territory. BC and Canada recently signed the MOU for the Municipal Rural Infrastructure Fund. The new gas tax rebate will positively impact on recreation through active transportation projects and perhaps indirectly by freeing up other municipal funds. It is highly likely that a number of new provincial infrastructure funds will be re-established in the coming 5 years across Canada to address the infrastructure deficit that has been built up.

D.3 Facility Shifts

A large number of community recreation facilities were built across Canada at the time of the 1967 Centennial. Many of those facilities were stand alone arenas and curling rinks that catered to children and youth. The second wave of recreation facility construction in the 1980's saw a shift to multi-purpose facilities that combined a number of uses. There was also a shift to constructing free-form leisure pools within these complexes beginning in the mid to late '80s. A growing

trend will be the inclusion of partners from other fields in combined facilities. This may include public health units, libraries and social services.

D.4 Expanded Facility Roles

Community leisure facilities are taking on a greater role in attracting tourism and in economic development. In particular, games and tournaments, cultural events, and heritage and agricultural activities are regarded as a means for economic growth and development. In fact, larger events have the benefit of providing the impetus and funding for facility construction and renovation.

E. Environmental Trends

E.1 Growing Sense of Stewardship

The environment has remained on the agenda of individual British Columbians and other Canadians. This is evidenced by the public support given to the preservation and protection of natural areas, and the current pressures on the Province to upgrade provincial parks that are perceived to have deteriorated. On a personal level, 88% of Canadians recycle or compost. This and other environmentally friendly behaviours do not appear to extend to reducing fossil fuel consumption in vehicles use. The average car produces 4 tonnes of Green House Gases annually, and public active transportation and public transit systems will need to be improved to reverse this pattern. Environics found that 85% of Canadians think the environment will get worse, especially in terms of air and water quality.

E.2 Environmental Activism and Activation

Parks and recreation agencies will be challenged on their stewardship practices, and will need to have sound urban forest management and Integrated Pest Management (IPM) policies and practices in place. There is a growing citizen interest in learning about the environment. Municipal parks and recreation departments should look at increasing environmental education opportunities.

E.3. Interest in the Environment

There is heightened interest in environmental activities and learning, including an interest in learning about local flora and fauna. Growing activities include birding; over 70 million North Americans collectively now spend approximately \$5.5 billion annually. While interest in camping remains high, there is a growing trend towards shorter-term, but more intensive environmental experiences such as wilderness hiking. People are also investing more in their individual environments as gardening and home landscaping grow in popularity.

E.4 Climate Change

While there is not common agreement on the causes, there is agreement that global warming is occurring. In the 20th century, the average global temperature rose 1 degree Fahrenheit; the expected increase in the 21st century is 5-8

degrees F. A rise of this magnitude will impact snow levels and glacial melting, sea levels and eco systems. The only safe prediction appears to be that weather will become more unpredictable. The number of extreme weather events in this decade in Canada has doubled over those 30 years ago

F. Implications of Trends for Programs, Facilities and Parks

F.1 Program Implications

- Drop-in Use: There will be greater demands on drop-in activities or individual or small group use. This will be seen in fitness, lap swimming, youth drop-in, but not necessarily in public skating or tennis.
- Day-time Use: As job schedules become more flexible and people retire, there will be increased demands for day-time use – especially informal drop-in use.
- Compressed Timeframes: Where feasible, more programs should be offered in compressed timeframes – a one or two day workshop instead of on a weekly basis for a longer timeframe.
- Social Aspect of Programs: Conversely to the previous point, some people enjoy the constancy and social aspects of ongoing programs. Especially for older adults, social elements should be included as part of the post-activity period.
- Wellness, Health and Rehabilitation Partnerships: Programs aimed at rehabilitation and wellness can be offered through partnerships with the health sector. Programs offered in community rather than clinical settings are more likely to lead to ongoing healthy lifestyle behaviour.
- Access and Cultural Diversity: All populations in a community need to be targeted and barriers removed. A particular concern is the capacity of many young families to afford services.
- Youth Inactivity: Youth inactivity and obesity are considered by many to be at the epidemic level. Schools play a key role but often have diminished capacity. Partnership approaches by schools, parks and recreation departments, and parents will be required to address the issue.
- Leadership Recruitment and Development: As identified previously, shortages in front-line, technical and program leaders (lifeguards, instructors, etc.) may require departments to identify, recruit and train their own staff in specific areas.

F.2 Facility Implications

- Aging Infrastructure: A careful analysis of the major systems of aging facilities will need to be done and a repair/retrofit plan developed. As systems such as roofs age, deterioration accelerates with time, so repairs that are put off generally become more serious and costly.
- Life Cycle Management: Facilities of any age require a life cycle management plan to review the condition, and repair and replace systems within reasonable timeframes.

- Energy and Water Management: Fossil fuel costs will continue to increase and systems to reduce consumption need to be considered based on payback. These include roof solar panels, heat recovery systems and motion sensitive lighting. Building should be planned with appropriate LEED principles and supplementary energy sources such as solar and geothermal. Water use needs to be reduced in shower, toilet, pool and grounds/landscaping applications.
- Drop-in Elements: Fitness, aquatic and other elements should be designed to support drop-in use. This includes adequate size, proper space configurations and climates, and the visibility of spaces to the public.
- Rehabilitation and Chronic Disease Elements: In pools, the use of rapids channels and lanes for water walking, as well as water temperature and swirl-pools can contribute to rehabilitation programs. Fitness apparatus can be selected for adaptability to individual flexibility and disabilities.
- Active Transportation Connections: Ideally, walkway and bikeway connections should be made to indoor facilities. At a minimum, adequate bicycle parking and storage should be provided.

F.3 Park Implications

- Active Transportation Systems: The development of greenways, bikeways and pathway systems, both within and connecting park areas, is a key priority for open spaces systems. These systems contribute to personal and environmental health.
- Natural Areas Management: The stewardship of natural environments requires sound and sensitive management practices; many communities have developed natural areas and urban forest management plans.
- Environmental Interpretation and Education: Nature interpretation is no longer carried out in provincial parks, in spite of heightened public interest. Regional and local authorities may consider interpretive programs, signage, and environmental education programs and information.
- Horticultural and Other Parks Programs: Recreation staff seldom include programs of this nature, and parks staff who have the expertise generally don't see this as part of their mandate. Working together, they can address a growing interest in gardening, plant selection, pruning and home landscaping basics.
- Water Management: the conservation and wise use of water needs to be infused into park operations, including automated irrigation systems and drought tolerant, native plant selection.
- Sport Field Demands: While, there may be the need for additional sport fields in many areas, the actual demographic and user group trends need to be carefully examined. In many cases, improving the quality of existing outdoor fields may better meet the needs in an era of declining youth population.
- Outdoor Gathering Places: Many ethno-cultural groups place a premium on large gatherings, as do many organizations, or communities for special

- events. Large group area(s) with adequate shelter and washrooms should be considered within parks systems.
- **Multi-use Youth Parks:** The most successful youth parks have enough elements that they attract a range of youth groups and interests. These elements may include a skateboard facility, sport courts and social gathering spaces.
 - **Parks and Accessibility:** Most Canadians view parks as part of the "commons". There is an expectation that they will continue to have free access to parks and trails for individual use. The significant public reaction to parking charges in Provincial Parks is an indicator of these expectations. At the same time, people are more willing to pay for group uses of parks such as sport-field rental or private group events, as well as for specialized services such as camping. Care needs to be taken in the introduction of new charges for individual use and access to Regional and Community Parks.

Using Trends in Planning

Trends are broad patterns of change in community demographics, attitudes and behaviours. They are not firm determinants of behaviour and individual preferences and patterns will continue to be important considerations in the planning and provision of leisure services.

The five trends areas identified in this section are generally the most applicable to parks and recreation. Consideration should be given to including trends analysis in the Commission's annual strategic planning process. The new data contained within the 2006 Census also needs to be reviewed when it becomes available in the spring of 2007 from Statistics Canada. Trends and demographic data are valuable supplements to more direct communication with user groups, community organizations and individuals when planning and providing programs, facilities and open spaces in the North Vancouver area.

Appendices

Appendix E
Best Practices

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Appendix E – Best Practices for Recreation Facility Planning & Design

General Design

- Entrances should be large, with high ceiling, and sufficient flexibility that they can be programmed or used for display.
- Interior glazing should be used to allow people to see into fitness and other activity areas from circulation and common areas.
- Natural light in entrances and other areas should be used when issues of glare do not preclude it. Art spaces should be facing north to avoid direct sunlight.
- The indoor-outdoor connection is important. Field patrons should have access to facility dressing rooms and washrooms. Access to public transit, bike paths (with bike storage) or trails systems compliment interior uses.
- If public art is going to be part of the project, select the artist soon after the architect and encourage the integration of art within the facility context, not as a stand alone amenity.
- Those involved in project decision making should plan to be a great client for everyone they hire to assist with the project. The client should participate fully in the program development and involve staff in the design process and be sure to include maintenance staff.

Building Finishes

- Hardened wall panels should be used in high impact zones such as corridors; also use on lower 16 ft of gymnasium walls.
- New stamped concrete products are being used for exterior and interior entrance areas at less cost.

Circulation and Control Systems

- An electronic swipe gate for pass holders can alleviate line-ups at control points.
- Paid admission spaces should be grouped with change rooms behind the control point, to minimize “slippage”.

Youth and Seniors Spaces

- Stand alone youth centres are being replaced by youth rooms in multi-generational facilities. These should have fairly direct access to a gym, and be grouped close to other relatively noisy areas (pre-school, etc.).
- Similarly, seniors’ spaces are integrated into multi-generational facilities. They should be grouped with adult oriented multi-purpose and art spaces, ideally including a larger multi-purpose room suitable for carpet bowling and other activities.

Aquatic Spaces

- Free-form leisure pools and lap pools work best in combination in the same space, and should not be stand-alone. The flexibility of uses will compliment each other and keep user levels higher.

- 25 metre tanks should ideally be at least 8 lanes wide.
- A 50 metre pool is generally appropriate to serve a region of 200-250,000 population or greater. Where they have been built in smaller regions, the operators pay a premium (i.e. increased public subsidy per swim) because the pool is not as well utilized.
- 50 metre pools should be a minimum of 8 lanes wide but are ideally 10 lanes wide (25 metres) to allow the greatest flexibility. They are either 51 metres with a single bulkhead or 52 metres with a double bulkhead. The double bulkhead would allow for a moveable floor at one end for lessons and water aerobics.
- The use of saline and electrolytic ionization water purification systems are more commonly used, rather than ozone. But all new pools attempt to use some form of alternative to chlorine, which users are becoming increasingly intolerant of.

Fitness Areas

- Fitness rooms continue to get larger and market continues to expand. None are built less than 5,000 sq ft and many are now in the 10,000 square foot range or larger.
- A single large space with well-laid out zones works better than several small rooms. Keep the heavy lifting area as far away from the entrance as possible.
- Ideally, use exterior windows to expose portions of the fitness room (cardio) so it can be seen from outside the facility, and/or allow fitness users to look out into activity areas like a pool or gym.

Accessibility

- Simply meeting the building code no longer seems like enough. Newer facilities are going further in terms of making all spaces accessible.
- Involve people with disabilities in design review meetings.
- Special change rooms in the family change area allow caregivers to assist persons with a disability.
- Select some fitness equipment that is adaptable and adjustable for those with special needs.
- If extensive wheelchair use (e.g. wheelchair basketball) is planned and access between floors is needed, have one elevator large enough to hold at least 4 chairs.

Energy Conservation

- More facilities are using geothermal energy sources to save energy costs.
- A number of communities have added solar systems as an alternative source of energy.
- While the cost of heat recovery systems in pools may seem high initially, rising energy costs generally make them a good investment.
- Having an architect with LEED knowledge will help to reduce energy and water use based on the six Green Building categories.
- Parking lots and landscape areas should be designed to reduce water use and run-off with water infiltration design, etc.
- Low flush toilets and faucet/shower cut-offs are now standard.

- Movement sensors to turn lights off in smaller spaces that are often vacant will save energy.
- Most new buildings have improved DDC systems that save energy and monitor systems.

Arenas

- Dry floor use of arenas during summer months used to be an ancillary use of an arena in an off peak period. However, such uses are growing faster than ice based activities, so there is increasing pressure to use such spaces for more weeks per year. Dry floor uses are much more economically viable than ice based activities as they don't require the operating cost of maintaining ice.
- Arena surfaces are most economic in pairs, as one expensive ice resurfacing machine (with operator) can easily handle two sheets, but has more trouble handling three sheets consistently. Facilities with four or more sheets of ice are particularly effective both economically and from a user service point of view.
- Most arena projects in Western Canada are retrofits or replacement projects as there is little expansion in the ice use marketplace (and in many communities, some decline).

Business Planning

- Some communities prepare preliminary business plans for potential future uses (and costs and revenues), early enough to influence the final design.
- The final business plan should be prepared well before the facility opens.
- A standard of one Community Centre of about 3000 sq. m. serving about 25,000 residents is becoming a local standard (that's what Vancouver and Richmond have).

Other Elements

- Gymnasiums have proved popular and are well used throughout the week, even in communities with good access to school facilities. Use of public gyms during school hours is increasing in most communities.
- Double or triple gyms create greater flexibility and program options.
- Indoor walking/jogging tracks are included in a number of projects, either on the perimeter of large spaces, as a balcony, or as a widened (but separated) corridor. They are especially popular with older adults and those with frailties.
- Full service kitchens are now seldom included in newer facilities based on their low frequency of use and very high investment costs. Typically, warming kitchens based on caterers' needs are now included, adjacent to large social spaces and with direct outside access for parking/delivery areas if possible. Food is typically prepared off site in large production kitchens and delivered. The primary reason for a full service kitchen is as a program space if and only when it will be used quite frequently.

Partnerships

- Rehabilitation/therapy services are a natural fit with major facilities, especially those with indoor pools and/or fitness rooms. These services are laid out based

on an RFP process with the service provider responsible for fit-out and leasehold improvements.

- Partnerships with health and other agencies should go beyond lease payments and include an MOU for joint programming.
- The combination of public branch libraries and recreation facilities has proved to be mutually beneficial. The Library will need to have exterior visibility, be near the main entrance, and be able to secure its portion of the facility because of shorter operating hours.
- Food services, other than vending machines, are economically viable only in the largest facilities.

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Appendix F
Public Input to Draft Report

Appendices

Appendix F – Public Review of the Draft Reports

Once a draft of this report was prepared in April of 2007, the consultants engaged in a thorough discussion of the draft with the intent of engaging the North Vancouver public and improving the draft report.

The public comment period began on April 19th. This report covers public comments made during the 74 days to and including June 31st when this report was prepared. There were five separate opportunities for making comment as follows.

Stakeholder Briefing Session on May 8th

A total of 30 people attended the event and many of them filled out comment forms. Many asked questions and a few offered comments at the event. A few commented that a 50M pool was needed and a few commented that more indoor tennis courts were needed.

Three Public Open Houses

Three public events were held; one at Delbrook May 15th, one at Harry Jerome May 16th and one at the Lynn Valley Mall May 24th. The latter was an attempt to get input from a broader cross section than what might be realized at other events. It succeeded to some degree.

In total about 150 people stopped to ask questions and look at the material. Several made verbal comments. However, only 82 completed comment forms.

The themes at all three were varied and the comments helpful. The vast majority of the people we talked to agreed generally with the vision and the majority agreed with most or all of the recommendations. However, there were some suggested changes to the draft.

The most prevalent themes were;

- We need one two or three 50M pool tanks in North Vancouver (roughly 25% of individuals at the three events felt that we needed one or more 50M tanks)
- We need at least two more indoor tennis courts and possibly more (about 10% of individuals reaffirmed the need for two courts or felt more than two were needed)
- We need a permanent Circus Training School in North Vancouver (less than 5% of individuals)

Facility Displays

At each of NVRC's main facilities three display panels were mounted to summarize the most important information, and copies of the entire reports were available for viewing at the counter. There were also comment forms that could be filled out and handed in by anyone that wishes. There were virtually no comment forms filled out and handed in.

Website Interaction

A total of 90 individuals read the reports on the website and then submitted comments via email. An average of one per day continues to come in. As respondents give their postal codes, we know where they come from. Three have come from neighbouring communities. The remainder represent a good geographic cross section of the City and District. In general, the comments are long and well thought out. There are a wide range of very constructive and helpful comments.

The vast majority respond favourably to the vision and overall direction of the report.

About 35% have focused on the need for a 50M pool tank. However, there are no new arguments for a 50 M pool that we have not heard before.

About 17% comment that we should not close William Griffin facility either because they use the pool or the fitness facilities and like them where they are.

About 15% have focused on indoor tennis. Some of these support the need for two new indoor/outdoor tennis courts and simply want to reaffirm the need, or move them up the priority list to a higher position. However, the majority suggest that more than two indoor courts are needed.

About 6% of comments relate to the need for a permanent Circus Training School in North Vancouver.

The remaining comments cover a wide variety of territory.

Newspaper Comment Form

On May 15th there was a three page paid advertisement in the local newspaper with a comment form for people to fill in and mail back. Eleven comment forms were returned with no clear themes.

Summary of Input

We have experienced what I would characterize as a modest volume of constructive input along mostly expected themes. The vast majority of input has been focused on the second of the two reports (i.e. the Facility Recommendations) and there is a preponderance of support for the overall direction of that report. However,

- There is some support for adding a 50M tank at Harry Jerome
- There is some resistance to closing William Griffin recCentre
- There is also some support for adding more than the recommended two indoor/outdoor tennis courts
- And some support for a dedicated Circus Training School.
- A few people have also commented that the costs for the recommendations are too high
- And a few suggest that the facilities are just fine the way they are.

Changes to the Draft Report

The following changes were made to the draft report on the basis of all the input received.

- The priority of all recommendations was clarified and a timeline for implementation was created.
- The need for a 50 meter pool was revisited and the recommendations changed. While there is still no 50 meter pool in the recommendations two lanes were relocated from Karen Magnussen to Harry Jerome with the result that the Harry Jerome facility has more usable deep water for water polo and other deep water sports and is better suited to larger short course meets.
- The total of all fitness spaces was increased.
- Clarification of the current condition of William Griffin and Ron Andrews pool and the need to replace them was added.
- Updated figures for use of the Grant Connell Tennis Centre were inserted.
- A new purpose built and dedicated full time Circus Training Centre was considered. However, the need arose late in the process and the relatively small number of current participants does not justify a new facility. If the need is great, and if it endures for the long term, facilities for it can be added at some point in the future.
- A wide range of general small details were amended, clarified and fixed.

