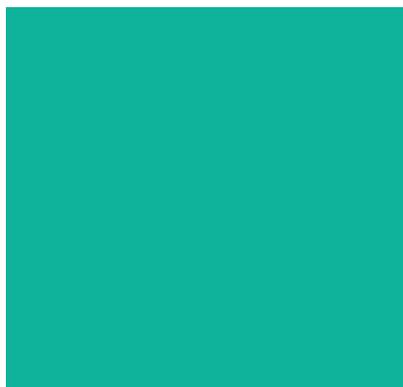


A Healthy City for All: The Role of Community Recreation

February 2020





Recreation in the City Defined:

Recreation is the experience that results from freely chosen participation in physical, social, intellectual, creative and spiritual pursuits that enhance individual and community wellbeing.

- A Framework for Recreation in Canada: Pathways to Wellbeing (2015)

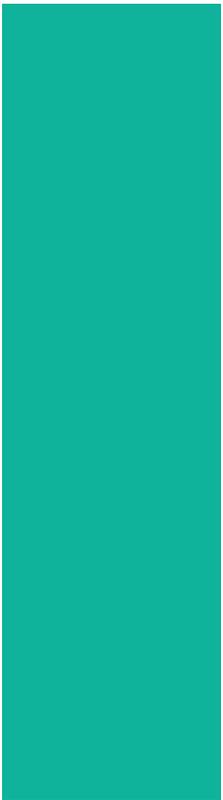
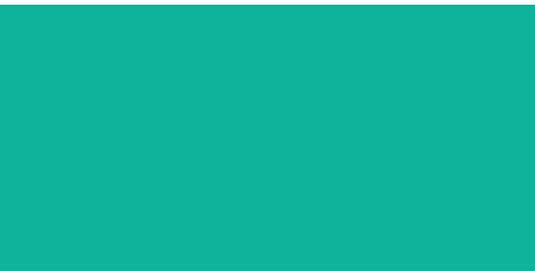


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Introduction

The City's vision is to create a healthy city for all. Quality community recreation, comprised of the built and natural environment, programs, and services, inspires residents to be active and connected to their community throughout their life.

Benefits of Community Recreation

Community recreation represents a wide range of amenities and experiences, providing people with the opportunity to improve physical and mental health and wellbeing, and to become more connected to each other and their community.

Community recreation is essential to personal health and wellbeing and has been proven to reduce health care, social service and police/justice costs. Community recreation provides opportunities for positive and healthy behaviours. Parks and green spaces have a positive impact on individual wellness and on the natural environment. Community recreation is integral to providing opportunities for residents of all ages, ethnicities, abilities and interests to live happy, active and connected lives.



A Strategy for Community Recreation

Realizing the immense value of community recreation and wellness at the individual, community, and environmental level the City of North Vancouver is contemplating its approach to renewal, replacement and provision of community recreational amenities.

The community recreation strategy will provide a transparent and consistent approach to prioritizing investment in community recreation.

The first phase strives to achieve the following:

- Highlight the wide ranging benefits of community recreation.
- Establish a vision and philosophical foundation for community recreation in the City.
- Map the current inventory of spaces and assets.
- Create a four step process to help prioritize significant community recreation projects in the City.

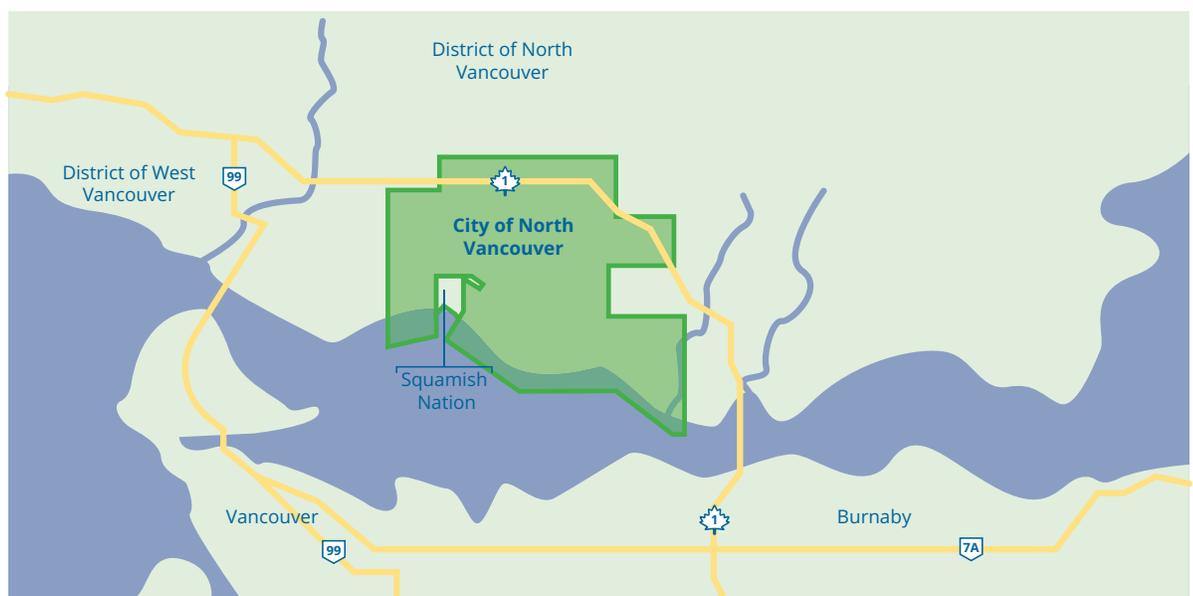
Future work will explore arts and culture and their benefits to community health and wellness.



Context

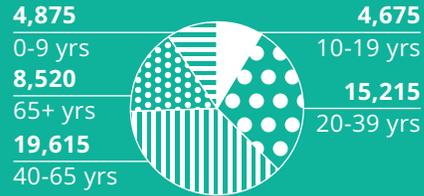
The City at a Glance

The City of North Vancouver is one of Canada's most vibrant communities. This is due not only to its unique natural surroundings but also due to its dynamic public spaces and available community recreational opportunities. The City of North Vancouver has a population of 52,520 (2016 census profile) and is located on the north shore of Burrard Inlet. The City is neighbours with the Squamish Nation, District of North Vancouver and District of West Vancouver. With its blend of modern urban amenities, natural landscapes and a vision to be the healthiest small city in the world, the City of North Vancouver is a desirable community in which to live.



Community Recreation in the City

14,645 registrations for North Vancouver Recreation and Culture Commission (NVRC) Programs in 2018 were City residents aged 14 years and younger



52,520 people live in the City of North Vancouver



59% of City residents reported their mental health to be very good or excellent¹

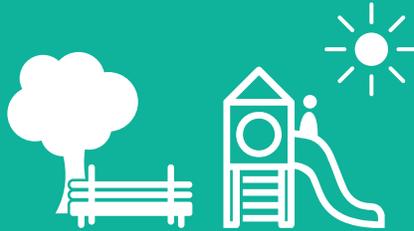
82% of City residents reported that they actively participate in indoor recreation activities²

49% of City residents reported that they are physically active 150+ minutes per week¹



Top 5 outdoor recreation activities reported by City residents are²:

- » Visited a park, natural area or beach for play, walking, bird watching or picnicking
- » Ran, jogged, power walked, hiked or biked
- » Gardened
- » Snow sports (cross-country skiing, snowshoeing, downhill skiing, snowboarding, tubing)
- » Water sports (kayaking, canoeing, rowing, dragon boating, paddle-boarding, windsurfing, sailing)



85% of City residents reported that they actively participate in outdoor recreation activities²

55% of City residents reported their general health to be very good or excellent¹



The **top 5 indoor** recreation activities reported by City residents are²:

- » Fitness centres, gyms or weight rooms
- » Exercise at home
- » Hot tub, steam room, sauna
- » Leisure swimming
- » Stretch, balance or relaxation classes



The percentage of City residents who reported that they or their household members, in the past three years, **utilized** the following **indoor facilities**²:

- » **77%** Public community recreation facilities in North Vancouver
- » **57%** Public recreation facilities outside of North Vancouver
- » **56%** Commercial fitness businesses
- » **27%** Private recreation or country club



NVRC Community Recreation Centres saw **494,000** City resident visits in 2019 through memberships, program registrations and general admissions (excluding all rentals)³



Sources: 1) My Health My Community 2013/2014, 2) 2018-19 NVRC Community Recreation and Culture Needs Assessment, 3) NVRC User Statistics

Greenway Use

The Spirit Trail section through Mosquito Creek Marina logged **423,608** trips in 2019; an average of **35,300** trips per month
 The Green Necklace at 13th Street and Grand Boulevard logged **138,000** trips in 2019; an average of **12,309** trips per month



Shipyards Events

The Shipyards hosted over **100** events and programs with an estimated **154,000** attendees in 2019. Events and programs included:

- » **22** Friday Night Markets
- » **8** Summer Sessions/Concerts
- » **1** Grand Opening of "Shipyards Commons"
- » **1** Shipyards Festival
- » **1** Pride on the Pier
- » **3** Cultural Festivals
- » **2** Roller Skate Events
- » **3** Large Corporate Events
- » **4** Film Shoots
- » **3** Burrard Dry Dock Pier Bookings
- » **12** Days of Spirit of the Season

Organized Field Sports

18,243 hours were booked on CNV Fields in 2019

Park Supply

99.1% of City residents live within a 5 minute walk (400m) of a City park or trail

Environmental Stewardship 2019

- » **924** volunteers
- » **2,192** hours to restore forest habitat in 9 City parks
- » Total of **400m³** of invasive plants removed
- » **3,346** native trees and shrubs were planted

Community Events

99 community events were booked in City parks, with an estimated **113,000** attendees

See pages 10 - 15 for community recreation inventory

Sources: CNV GIS analysis based on current parks and trail alignment and 2016 census data, NVRCC Events staff, Evergreen 2019 Stewardship Program Summary Report, NVRCC Field Booking Staff

Broader Planning Influences

When considering the future role of community recreation in the City it is important to understand and consider some broader planning influences relevant to community recreation. These influences come from within the recreation sector and beyond. At the foundation of community recreation is its direct and indirect benefit to residents throughout the City.

Council's Strategic Plan (2018-2022)

A Healthy City for All: The Role of Community Recreation

The Social Determinants of Health

<https://www.cpha.ca/what-are-social-determinants-health>

1. Income and Income Distribution
2. Education
3. Unemployment and Job Security
4. Employment and Working Conditions
5. Early Childhood Development
6. Food Insecurity
7. Housing
8. Social Exclusion
9. Social Safety Network
10. Health Services
11. Aboriginal Status
12. Gender
13. Race
14. Disability

The Benefits of Recreation

<https://benefitshub.ca>

1. Is essential to personal health and wellbeing
2. Is a significant economic generator
3. Provides a foundation for quality of life
4. Reduces health care, social service and police/justice costs
5. Provides the key to balanced human development
6. Reduces self-destructive and anti-social behaviours
7. Green spaces are essential to wellbeing
8. Builds strong and healthy communities

A Framework for Recreation in Canada

<https://www.cpra.ca/about-the-framework/>

1. Active living
2. Inclusion and access
3. Connecting people with nature
4. Supportive environments
5. Building recreation capacity

Community Recreation in the City

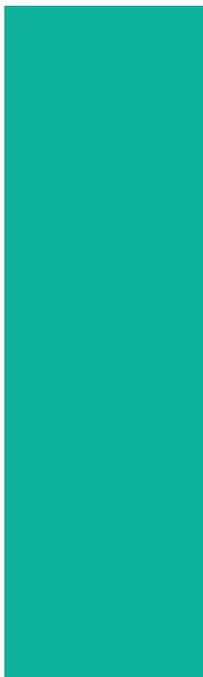
The City of North Vancouver is proud of its long-standing commitment to the provision of quality community recreation spaces, programs and services. This commitment has resulted in a comprehensive system of outdoor and indoor amenities, programs, services and events that provide opportunities for residents of all ages, ethnicities, abilities and interests to live healthy, active and connected lives.

The City provides an extensive system of outdoor community recreational spaces such as public plazas, active greenways, sport fields, playgrounds, passive parks, ecological corridors and outdoor sport courts. Providing a diverse range of public amenities with a focus on animating these spaces for the enjoyment of residents is an important component of meeting the recreation and wellness needs of the community.

Since 1970 the City of North Vancouver has partnered with the District of North Vancouver in the delivery of community recreation and culture services through the establishment of the North Vancouver Recreation and Culture Commission (NVRC). The NVRC is overseen by a Commission comprised of Council members, citizen appointees, and a school board trustee. The Commission is mandated to plan and deliver municipal recreation and arts services to residents of both municipalities, including recommending and operating public recreation and culture facilities, approving culture, sport and recreation grants, managing the civic art programs, booking many public spaces, as well as hosting and supporting community and special events.

In addition to the City and NVRC, there are several not for profit organizations, community groups and private service providers (~40 within the City) who provide options for residents.

The North Vancouver School District also plays a role in supporting community recreation; partnering with the City on joint-use for sports fields and sports courts, and providing access to gymnasiums and other facilities to community groups. Lastly, school grounds are an important component in the network of publicly accessible open space.



Community Recreation Inventory

The City of North Vancouver offers a variety of indoor and outdoor spaces for recreation activity to occur. This integrated system has lots to offer both residents and visitors. (See Appendix A and B)

It is also important to note that recreation occurs outside the City boundaries at indoor and outdoor spaces. The maps below and on the following pages show the variety of community recreation opportunities throughout the City and surrounding area.



- | | | |
|-------------------------|------------------------------|---|
| Playgrounds | Bocce Court | Skatepark |
| Spray Parks | Pump Track | Outdoor Skating Rink |
| Sports Fields | Putting Green | Greenways and Trails |
| Sports Courts | Lawn Bowling (Future) | City of North Vancouver Boundary |
| Beach Volleyball | Disc Golf Course | |

In 2019, Council adopted their Strategic Plan. In it, five key priorities have been identified to achieve the Vision to be *The Healthiest Small City in the World*. The following series of maps illustrate how the City's indoor and outdoor recreation assets support Council's Strategic Plan's five priorities.

1. A City for People

A City for People is welcoming, inclusive, safe, accessible and supports the health and wellbeing of all.

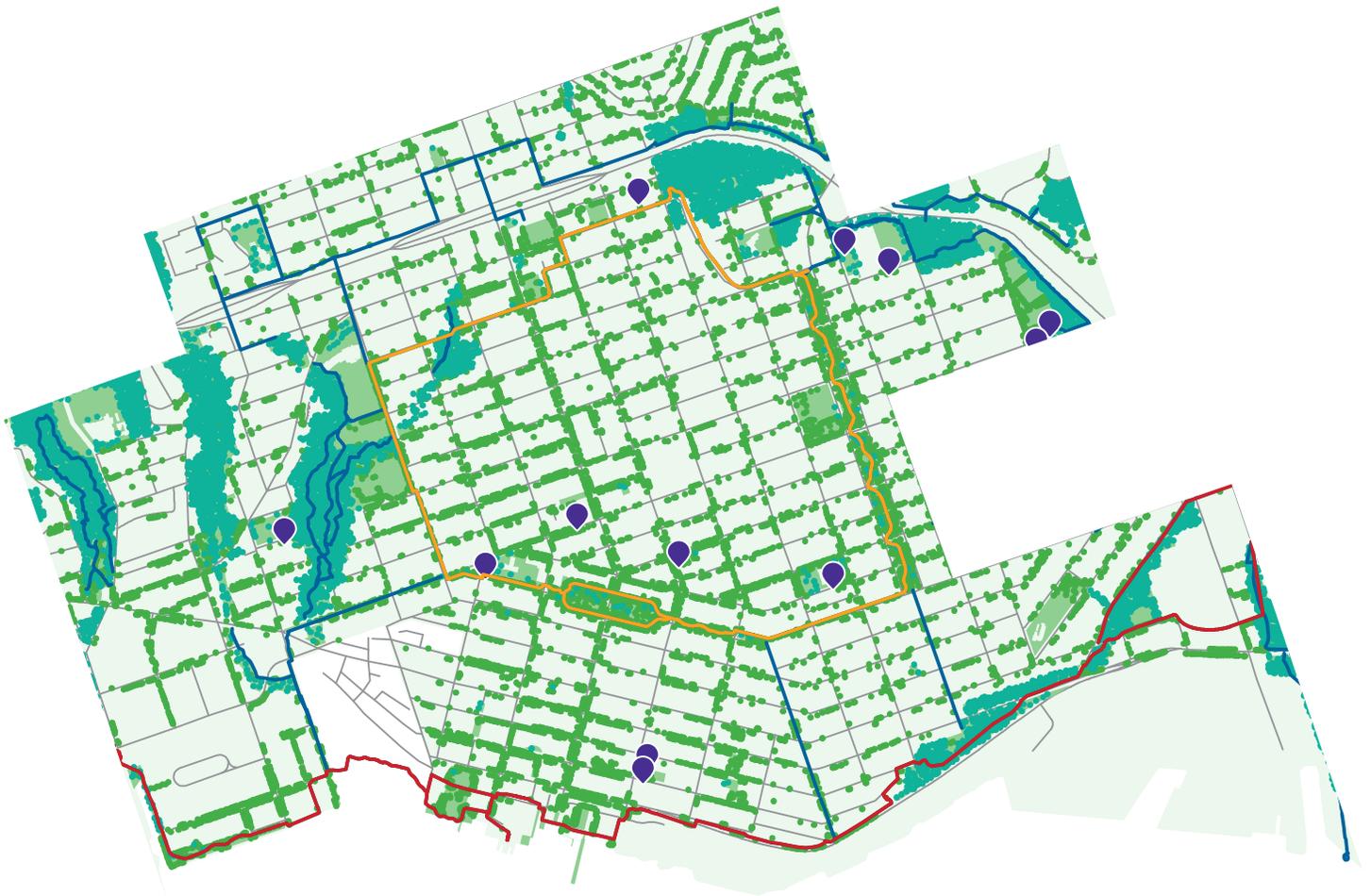


-  **Playgrounds**
-  **Spray Parks**
-  **Baseball Diamonds**
-  **Basketball Courts**
-  **Beach Volleyball**
-  **Bocce Court**
-  **Putting Green**
-  **Lawn Bowling (Future)**
-  **Disc Golf Course**
-  **Skatepark**
-  **Sports Courts**
-  **Pump Track**
-  **Sports Fields**
-  **Recreation Facilities**
-  **Running Track**
-  **Public Open Space (Plazas)**
-  **Parks**
-  **Schools**



2. Liveable City

A Liveable City leads the way in climate action and acts as a steward of the environment for future generations.



-  Parks and Public Open Spaces
-  Community Garden
-  Greenways and Trails
-  City Trees
-  Natural Area Trees
-  Green Necklace
-  Spirit Trail



3. Vibrant City

A Vibrant City is where dynamic public spaces and places provide opportunities for connection and enable residents to engage with their community and celebrate their culture and history.



-  **Playgrounds**
-  **Schools**
-  **Stage Locations**
-  **Celebration Routes**
-  **Harbour**
-  **Major Event Locations**
-  **Celebration Zones**
-  **Parks and Public Open Spaces**

*arts and culture inventory to be included in future work



4. Connected City

A Connected City provides active and sustainable ways for people and goods to move to, from and within the City safely and efficiently.



- Walking Times
- Bike Network
- Greenways and Trails
- Safe Routes to School
- Green Necklace
- Spirit Trail



5. Prosperous City

A Prosperous City supports a diverse economy by creating an environment where new and existing businesses can grow and thrive.



Foundations

This section outlines the vision, principles and goals for community recreation in the City. These considerations, in conjunction with other strategic planning work, will help guide decisions on renewal, replacement and prioritization of significant community recreation amenities. The vision and principles are based on Council's Strategic Plan and also share alignment with the Framework for Recreation in Canada.

Vision

- » The City's vision is to create a healthy city for all. Quality community recreation, comprised of the built and natural environment, programs, and services, inspires residents to be active and connected to their community throughout their life.



Principles

The following principles explain how the City will approach decision making for, and provision of, community recreation

- » **Progressive:** The City will find creative and innovative ways to enhance the level and delivery of community recreation services.
- » **Engaged:** The City will consider input from all residents when it comes to measuring needs, satisfaction and success of community recreation.
- » **Fiscally Responsible:** The City will be fiscally responsible in the delivery of community recreation services.
- » **Informed:** The City will make informed decisions using relevant data for the provision of community recreation services.
- » **Open:** The City will ensure that community recreation services are available and accessible by all City residents.
- » **Collaborative:** The City will maintain, strengthen, and build relationships with community organizations and stakeholders.
- » **Environmentally Responsible:** The City will strive for ambitious reductions in GHGs and carbon footprint when designing and delivering community recreation.

Goals

The following goals articulate why the City invests in community recreation amenities and opportunities; they also explain the underlying intention for having publicly supported community recreation in the City. The community recreation goals are derived from the City's Strategic Plan, broader planning influences (Social Determinants of Health, Benefits of Recreation and Framework for Recreation in Canada) and an understanding of the immense individual and community benefits derived from community recreation as a social good.

Community recreation in the City of North Vancouver is intended to:

» Improve the health and wellbeing of individuals

- Provide opportunities for all to be active and creative; regardless of age, ability and identity
- Enable life-long active living, physical literacy, play and creativity
- Ensure equitable access through opportunities that are physically, financially and socially accessible
- Provide opportunities for skill development
- Promote and enable the benefits of being in nature

» Foster sense of belonging and strengthen community capacity

- Promote inclusion; enable the celebration of diversity in ethnicity, age, ability and gender
- Build community spirit and pride
- Provide safe, welcoming spaces, places and experiences that allow people to connect to one another
- Develop leadership and build community capacity
- Facilitate environmental and community stewardship

Making Decisions About Community Recreation Facilities and Spaces

Providing community recreation facilities and spaces is important but decisions related to updating and adding amenities can be difficult. The North Vancouver Recreation and Culture Commission has a mandate to make facility recommendations to the City (and District) and has done so through an Indoor Recreation Facility Plan. This Plan aims to support the City in contemplating future investment and effort related to new facility and space development.

The following steps outline the decision making process the City will use to determine potential facilities and spaces to offer, and how many of each. This involves evaluating how each type of facility or amenity contributes to the goals for community recreation, considers if we have the right amount and range and looks to prioritize amenities. Although the following approach is somewhat subjective, it does consider a variety of different indicators and criteria. It is important to note that further work will be required to consider where and when development occurs, and how complementary/compatible spaces or partnerships impact the sequencing of ranked amenities.

Step 1:

How well does an amenity meet our goals?

Step 2:

Do we have the right amount and range of amenities?

Step 3:

How do we prioritize delivery of enhanced or new amenities?

Step 4:

Taking action & moving forward.

Step 1

Step 1: How well does an amenity meet our goals?

Step 2: Do we have the right amount and range of amenities?

Step 3: How do we prioritize delivery of enhanced or new amenities?

Step 4: Taking action & moving forward.

The first step is for the City to determine whether or not consideration should proceed for new or enhanced community recreation facility or space. In order for an amenity to be considered, evidence must show significant contribution to meeting the goals for community recreation.

Goal: Improve the health and wellbeing of individuals

Provide opportunities for all to be active and creative; regardless of age, ability and identity

Enable life-long active living, physical literacy, play and creativity

Ensure equitable access through opportunities that are physically, financially and socially accessible

Provide opportunities for skill development

Promote and enable the benefits of being in nature

Goal: Foster sense of belonging and strengthen community capacity

Promote inclusion; enable the celebration of diversity in ethnicity, age, ability and gender

Build community spirit and pride

Provide safe, welcoming spaces, places and experiences that allow people to connect to one another

Develop leadership and build community capacity

Facilitate environmental and community stewardship

If an amenity does not significantly meet the goals for community recreation, the City's support for the amenity should be reconsidered.

Step 2

Step 1: How well does an amenity meet our goals?

Step 2: Do we have the right amount and range of amenities?

Step 3: How do we prioritize delivery of enhanced or new amenities?

Step 4: Taking action & moving forward.

The second step in making decisions about community recreation is determining if the City has the right range of amenities to meet the needs of residents. Looking at some demand indicators (listed below) the City will be able to determine whether there is a need for more, less or if there is the right amount of a certain type of facility or space. For a significant amenity to be considered further, evidence must be presented that an existing amenity should be enhanced or a new amenity pursued.

Demand Indicator	Definition	Enhance / New	Maintain / Replace		Reduce / Not Replace	Importance
Use of Amenities	What is the reported, observed or expected use? Are there indications of excess demand?	90% use or over during prime time/peak season Significant indications demand is not met	70-89% use during prime time/peak season Some indications demand not met	50-69% use during prime time/peak season	Use is under 50% during prime time/peak season	High
Community Priority	What is the general community opinion & input?	Top priority	High priority	Medium priority	Low priority	High
Group Preference	What is group opinion & input	Strong widespread support and alignment from majority of groups	Moderate (multiple interest areas, not widespread) support and alignment from majority of groups	Support from a few groups	No indications of support	Medium

Demand Indicator	Definition	Enhance / New	Maintain / Replace		Reduce / Not Replace	Importance
Participation Trends & Demographics	<p>What are the relevant local, regional, provincial or national trends?</p> <p>Are there demographic shifts that may change current / future public investment?</p>	Responds strongly to expected trends and demographics shifts.	Responds moderately to expected trends and demographics shifts.	Responds minimally to expected trends and demographics shifts.	Does not respond to expected trends and demographics shifts.	Medium
Comparative Supply	How does the City's supply compare to other similar cities?	Provided in majority of other cities and not at all in the City	Provided in other cities and at a lower rate in the City	Provided in the City at a comparable level	Provided in the City at a better rate	Low

Although this step indicates whether more or less facilities or spaces are needed, there is still a requirement to analyze things further. For significant projects, a further examination of feasibility should be undertaken as part of this step to further inform a prioritization review and prior to major investment as part of Step 3 and 4.



Step 3

Step 1: How well does an amenity meet our goals?

Step 2: Do we have the right amount and range of amenities?

Step 3: How do we prioritize delivery of enhanced or new amenities?

Step 4: Taking action & moving forward.

The third step in the decision making process is when an existing amenity is assessed as needing to be enhanced or a new amenity is contemplated. The following list of criteria can be used to prioritize amenities to help provide a ranked list. The list is meant to be a reference point to help allocate funds and establish a comparative timeline for the delivery of enhanced or new amenities.

Criteria	Definition	3 Points	2 Points	1 Point	0 Points	Importance
Goals	To what degree does the amenity meet the City's goals for community recreation?	High	Moderate	Low	None	High
Financial Impact	What is the overall net cost impact (capital and operating) to the City?	Low cost impact	Moderate cost impact	High cost impact	Not likely to be financially feasible	High
Non-exclusive, Flexible and Adaptable	Does the amenity provide for multiple community needs? Is the amenity flexible to respond to fluctuating demand (daily, weekly, seasonal, long-term)? Is the amenity adaptable for future re-use?	Broad range of use / Highly adaptable	Moderate range of use / Moderate adaptability	Limited range of use / Limited adaptability	Single use/ Not adaptable	Medium
Expected Economic Impact	Does the amenity result in a direct injection into the local economy? Does it contribute to the overall brand and image of the City?	High expected economic impact	Moderate expected economic impact	Low expected economic impact	No expected economic impact	Low

Step 4

Step 1: How well does an amenity meet our goals?

Step 2: Do we have the right amount and range of amenities?

Step 3: How do we prioritize delivery of enhanced or new amenities?

Step 4: Taking action & moving forward.

The last step in the process is to take action! Based on a summary of Step 1 and 2, and prioritization of Step 3, decisions will need to be made.

Going Forward

Successful implementation of this tool requires ongoing data collection. As new facilities are built, community preferences change, and use rates shift, the recommended amenity strategies / service levels and priority lists will change. The four step process should be revisited as new information becomes available. This four step process is like a cycle; it is never complete and requires ongoing upkeep to make sure the City is best meeting the community recreation needs of our residents and spending resources wisely. The goals for community recreation should also be reconfirmed with any future change with Council's Strategic Plan.

It is important to note that although this tool provides rankings for different kinds of amenities that these rankings are still subject to refinement and further feasibility analysis. Some higher ranking amenities might not be developed or enhanced while some lower ranking amenities may be developed.

APPENDICES



Appendix A: Indoor Community Recreation in the City

There are a number of public community recreation facilities available to city residents and visitors. Some of these indoor facilities are owned by the City of North Vancouver and some are owned by the District of North Vancouver. There are also not for profit and private service providers who offer options in individualized service areas.

City Facilities:

- Harry Jerome Community Recreation Centre
 - » Ice arena, pool, water slide, 1m diving board, fitness spaces, multi-purpose rooms, youth centre, child care space, outdoor playground, café, Flicka Gymnastics (private rental within HJCRC)
- Memorial Community Recreation Centre
 - » Gymnasium, fitness rooms, multi-purpose rooms, community kitchen, arts and crafts room, kiln room, licensed preschool space, outdoor playground
- Mickey McDougall Community Recreation Centre
 - » Gymnasium, change rooms, multi-purpose rooms, community kitchen
- John Braithwaite Community Centre
 - » Family resource centre, seniors' program spaces, multi-purpose rooms, commercial style kitchen, gymnasium, fitness spaces, arts and crafts studio, youth centre, children's space, community offices, public access computer area, woodworking studio
- Centennial Theatre
 - » Auditorium, flyloft and catwalk system, sound booth, orchestra pit, performance studio, green room, concession and bar service, lobby, box office, wall gallery
- North Shore Neighbourhood House
 - » Multi-purpose rooms, gym, commercial kitchen, childcare
- Public access to Pinnacle Pool

District Facilities:

- Delbrook Community Recreation Centre
 - » Pool, hot tub, steam room, gymnasium, squash/racquetball courts, fitness centre, multi-purpose rooms, meeting rooms, arts and crafts studio, pottery studio, youth centre, community kitchen, licensed preschool space, outdoor playground, coffee shop
- Karen Magnussen Community Recreation Centre
 - » Ice arena, wave pool, hot tub, therapy pool, steam room, fitness centre, multi-purpose rooms, café
- Ron Andrews Community Recreation Centre
 - » Pool, hot tub, steam room, sauna, squash court, TRX studio, fitness centre, multi-purpose rooms, licensed preschool space, outdoor playground, preschool
- Parkgate Community Centre
 - » Family resource centre, seniors' program space, multi-purpose rooms, commercial style kitchen, gymnasium, fitness centre, dance and aerobics room, sauna, arts and crafts studio, pottery studio, youth centre, outdoor skatebowl, outdoor playground
- Lynn Valley Community Recreation Centre
 - » Multi-purpose rooms, community kitchen, licensed preschool space, outdoor playground, field house, community garden
- Lynn Valley Village Community Room
 - » Multi-purpose room
- Seylynn Community Recreation Centre
 - » Gymnasium/multi-purpose room, licensed child care space, outdoor playground
- North Vancouver Tennis Centre
 - » 9 indoor tennis courts, 1 indoor training court, observation lounge, change rooms, meeting room
- Public access to Canlan Ice Sports Arena

Appendix B: Outdoor Community Recreation in the City

The City of North Vancouver has an extensive and diverse variety of parks and public open spaces covering approximately 12% (145 hectares) of the City's total area. This includes **56 parks** and **a 17 km network of greenways and trails** that provide safe and accessible connections to major community destinations as well as opportunities to connect to nature. The system of parks and open space includes a wide range of natural and built infrastructure to support active and passive recreational opportunities for people of all ages and abilities. The inventory of parks and public open spaces includes the following.

- 23 city playgrounds (and 5 school district playgrounds)
- 3 artificial turf fields
- 6 grass sports fields
- 3 ball diamonds
- 4 all-weather fields with lights
- 12 tennis courts
- 4 pickleball courts
- 4 basketball/multi-purpose
- 2 spray parks
- Pump track
- Skatepark
- Outdoor ice rink
- 3 running tracks
- Outdoor fitness circuit
- 2 lawn bowling greens
- 3 off-leash areas (3 more planned)
- 80 hectares of forested natural areas
- Approximately 8900 street trees

A Foundation for Community Recreation in the City

Recreation in the City Defined:

Recreation is the experience that results from freely chosen participation in physical, social, intellectual, creative and spiritual pursuits that enhance individual and community wellbeing.

- A Framework for Recreation in Canada: Pathways to Wellbeing (2015)



Vision

The City's vision is to create a healthy city for all. Quality community recreation, comprised of the built and natural environment, programs, and services, inspires residents to be active and connected to their community throughout their life.

Principles



Progressive



Engaged



Fiscally Responsible



Informed



Open



Collaborative



Environmentally Responsible

Goals for Community Recreation in the City

» Improve the health and wellbeing of individuals

- Provide opportunities for all to be active and creative; regardless of age, ability and identity
- Enable life-long active living, physical literacy, play and creativity
- Ensure equitable access through opportunities that are physically, financially and socially accessible
- Provide opportunities for skill development
- Promote and enable the benefits of being in nature

» Foster sense of belonging and strengthen community capacity

- Promote inclusion; enable the celebration of diversity in ethnicity, age, ability and gender
- Build community spirit and pride
- Provide safe, welcoming spaces, places and experiences that allow people to connect to one another
- Develop leadership and build community capacity
- Facilitate environmental and community stewardship

Making Decisions About Recreation Facilities and Spaces

Step 1:

How well does an amenity meet our goals?

Step 2:

Do we have the right amount and range of amenities?

Step 3:

How do we prioritize delivery of enhanced or new amenities?

Step 4:

Taking action & moving forward.

