



**VIRTUAL MEETING OF THE
NORTH VANCOUVER RECREATION & CULTURE COMMISSION**

Thursday, November 18, 2021, 6:30 pm

(Zoom link to be provided)

MEETING AGENDA

- I. Call to Order - Indigenous Land Acknowledgment**
- II. Approval of the Agenda**
- III. Adoption of the Minutes of the Last Meeting** Attachment
- IV. Director's Report** Attachment
- V. Items for Information**
 - a) Corporate Sponsorship of NVRC's Arts & Culture Events Attachment
- VI. Items for Discussion/Decision**
 - a) Arts & Culture Operating Assistance Grant Extensions Attachment
 - b) Appointments to the Arts & Culture Grant Review Committee Attachment
 - c) Reports from the Finance Committee of the Whole:
 - i. 2022 Provisional Operating Budget Submission Attachments
 - ii. Capital Plan 2022 and Capital Financial Model 2022-2031 Attachments
- VII. Other Business**
 - a) Report from School District #44
 - b) Decision regarding Commission Holiday Reception
 - c) 2022 Meetings
- VIII. Next Meeting**
- IX. Adjournment**



Virtual Meeting of the North Vancouver Recreation & Culture Commission

Thursday, September 16, 2021, 5:30 pm

MEETING MINUTES

Attendees: Commissioner Franci Stratton (Chair)
Commissioner Herman Mah (Vice-Chair)
Commissioner Holly Back
Commissioner Mary Carmichael
Commissioner Angela Girard
Commissioner John Moore
Commissioner Lisa Muri
Commissioner Kate Smyth
Commissioner Dave Wilson

Staff: Heather Turner, Director of Recreation & Culture
Jennifer Wilson, Manager, Recreation & Culture Services
Howard Kiang, Manager, Maintenance & Engineering Services
Karen Bickford, Manager, Finance
Anne Rodgers, Manager, Communications, Marketing & Special Initiatives
Christine Walker, Coordinator, Centralized Services
Veronica Labrosse, Executive Assistant

Regrets: Commissioner Betty Forbes
Commissioner Cyndi Gerlach

I. Call to Order – Indigenous Land Acknowledgment

Chair Stratton called the meeting to order at 5:32 pm.

II. Approval of the Agenda

Chair Stratton advised that the agenda required amendment as Item VII a) 2022 Fees and Charges should follow item VII b) Amendments to Policy 207 – Fees and Charges.

Moved by Commissioner Muri; **seconded** by Commissioner Back

THAT the agenda be approved as amended.

Carried

III. Adoption of the Minutes of the Last Meeting

Moved by Commissioner Muri; **seconded** by Commissioner Back

THAT the minutes of the June 24, 2021 meeting be adopted.

Carried

IV. Director's Report

Director Turner highlighted items in the report, and spoke to the Interim Service Plan for the Harry Jerome Community Recreation Centre to be shared with the CAOs and Commissioners.

Director Turner provided information on the Commission's marking of the September 30 Truth and Reconciliation statutory holiday.

V. Special Presentation on Indigenous Relations by Brad Baker (Tsonomot) from School District #44

Chair Stratton introduced Brad Baker (Tsonomot), and spoke to his current work and background. Anne Rodgers, Manager, Communications, Marketing & Special Initiatives (and Commission lead for the Anti-racism and Anti-discrimination Initiative) thanked Tsonomot for his generosity in sharing his learnings.

Tsonomot spoke to his presentation, and the meeting was then opened to dialogue.

Chair Stratton thanked B. Baker for his presentation. A number of ideas were raised, including:

- building relationships
- creating spaces for sharing stories and knowledge, and encouraging dialogue (e.g. Elder spaces, community kitchens, etc.)
- looking at decolonization through Commission programming
- trust-building with Indigenous communities by changing structures to allow for diverse voices
- future government-to-government ("table-to-table") dialogue to create deeper understanding of lived experiences

Director Turner thanked the Commissioners for their participation and engagement.

VI. Items for Information

a) COVID-19 Impact and NVRC Response

Director Turner spoke to the report and answered Commissioner questions. A. Rodgers provided information on current restrictions and requirements.

Moved by Commissioner Back; **seconded** by Commissioner Mah

THAT the report be received for information.

Carried

VII. Items for Discussion/Decision

a) Amendments to Policy 207 – Fees and Charges

Director Turner introduced Christine Walker, Coordinator, Centralized Services, who provided report highlights and spoke to the Fees and Charges review process. Commissioner Wilson (Policy & Planning Committee Chair) provided additional details.

Moved by Commissioner Mah; **seconded** by Commissioner Wilson

THAT the Commission approve amendments to Policy 207 – Fees and Charges, as recommended by the Policy & Planning Committee.

Carried

b) 2022 Fees and Charges

C. Walker spoke to the report, and Director Turner thanked Karen Bickford, Manager, Finance, for her contribution to the process as well.

Moved by Commissioner Smyth; **seconded** by Commissioner Carmichael

THAT the Commission approve the 2022 Fees and Charges (Attachment 1) effective January 1, 2022.

Carried

c) 2022 Priorities/Service Plan

Director Turner reviewed the plan and recommended the word “staff” in the second action item be removed to read: “Develop a framework for Indigenous relations and further awareness regarding First Nations culture and protocols”; the Commissioners agreed.

Moved by Commissioner Mah; **seconded** by Commissioner Back

THAT the Commission approve the 2022 Priorities/Service Plan, as amended.

Carried

VIII. Other Business

a) Update on the Strategic Planning Process

Director Turner advised that she and Chair Stratton have discussed timing and process (as reviewed by the Policy & Planning Committee).

b) Report from School District #44

No report

IX. Next Meeting

- Finance Committee of the Whole (all Commissioners): Thursday, November 18, 2021 at 5:30 pm
- Commission Meeting: Thursday, November 18, 2021 at 6:30 pm

X. Adjournment

Chair Stratton thanked the Commission for their engagement and questions.

Moved by Commissioner Back; **seconded** by Commissioner Muri

THAT the meeting be adjourned at 8:07 pm.

Carried

Approved:

Recorded by:

Franci Stratton, Chair

Veronica Labrosse, Executive Assistant

Date

Commission Meeting Date:

November 18, 2021

Subject: Director's Report

Optimizing Human, Fiscal and Physical Resources and Systems

- On September 13, vaccine passport checks were required in NVRC facilities for adult sport, fitness programs and services. The scope of work to conduct checks at all facilities during opening hours is significant. In response, NVRC received COVID-19 funding from the City and District of North Vancouver and hired a security company to conduct the checks. While maintaining a welcoming and inviting environment for the community, the vaccine passport checks have generally been well received. Over the past two months, the Provincial Health Order screening requirements have expanded to include more customers and spectators.
- Workshops for staff have been offered on anti-racism and anti-discrimination this fall and the organization audit is underway. The audit will assess current attitudes, knowledge, experience, practices and policies related to anti-oppression and inclusion within the Commission and recommendations are expected in December.
- Indigenous Corporate Training has been engaged to conduct two staff seminars in November on Indigenous Awareness and Indigenous Relations.
- NVRC has implemented a number of changes regarding Independent Program Provider (IPP) contracts. A review was conducted this year to ensure alignment with the procurement policy and to define the conditions for continuing and entering into IPP contracts. Of the current five IPPs, the three related to early years dance and children's sport are planned to transition to NVRC programs as of 2023. Martial arts will continue to be delivered through an IPP contract and an open request for proposals will be issued in 2022.
- A new Recruitment Video has been produced as part of the work being done to update and improve recruitment, onboarding and orientation resources and processes. In addition, a recruitment task force has been established to make recommendations to address current challenges.

Proactively Respond to Recreation and Culture Needs

- Expansion of fitness programs and services continues with the addition of Health Management classes, Active Rehab (formerly Joint Rehabilitation) classes and Cardiac/Specialty Health Conditions (formerly Cardiac Rehab) classes to NVRC's membership fitness class schedule.
- Personal training, Small Group training and consultations for new participants have restarted at all six fitness centres. When these services were suspended due to the pandemic, staff undertook a review and have now implemented several positive

changes including a simplified booking system and a more robust data collection system.

- Centennial Theatre reopened in early November. Currently there are four rehearsal days and 16 show days booked until the end of the year.
- Lions Gate Community Recreation Centre is due to open in early 2022. Commission staff are continuing to work with Capilano Community Services Society and the District Library on planning of programs and services.
- Staff have completed a detailed review of the schematic design for Lynn Creek Community Recreation Centre which is anticipated to open in 2023.
- An Interim Service Plan for the Harry Jerome Community Recreation Centre has been prepared (and previously shared with the Commissioners). Aside from swimming and skating activities, the majority of programs and services will be relocated. The plan continues to be adjusted as new opportunities arise such as the use of the City's Pipe Shop and outdoor rink at the Shipyards. Information that shows how patrons can participate in these activities will be available to the public in mid-November. As a result of relocation, reassignment, retirements and resignations, no layoffs of full-time or regular part-time employees are resulting from facility closures.
- The call for public art proposals has been issued for the two major works in the new Harry Jerome Community Recreation Centre.
- NVRC currently has two Artist Residencies active until the end of the year. Both offer free community workshops as part of their residencies which are full with waitlists:
 - Working with artist Andrea Superstein on *Oh, Mother!*, this program combines music, storytelling, sound and video recording with live theatre.
 - Pierre Leichner is exploring through art, "what makes us resilient". He will be using a relief printing technique to transfer ink onto fabric or paper, and participants will work together on a visual piece that represents resilience in print form.
- A capacity-building workshop was hosted in October for local arts organizations on cultural best practices for fostering positive Indigenous relations, and 25 people attended. A similar workshop is being hosted on facilitating effective in-person and virtual meetings.

Extend our Effectiveness through Collaboration

- The Commission is working with the District of North Vancouver, North Vancouver District Public Library and Capilano Community Services Society to develop and implement a communications plan for the opening of Lions Gate Community Recreation Centre in early 2022, and for an official opening event tentatively planned for the end of February 2022.

Enhance Understanding of the Scope and Impacts of our Services

- Staff developed the Harry Jerome Memory Project this fall which celebrates the history and legacy of the Harry Jerome Community Recreation Centre (HJCRC). Participants have been sharing their favourite memories of HJCRC by writing them on colorful hearts; the hearts are then added to a special display in the centre lobby which also features a series of archive photos of the facility and posters of the illustrations of the new facility.



Heather A. Turner
Director of Recreation & Culture

Commission Meeting Date:

November 18, 2021

Subject: Corporate Sponsorship of NVRC's Arts & Culture Events

RECOMMENDATION:

THAT the Commission receive this report for information.

BACKGROUND:

The Commission's operations have been modestly supported by corporate sponsorship in the last decade or so. In recent years, there have been only two sponsorship agreements, providing \$17,500 in funding annually to support the Live & Local Concerts & Culture Series. Both of these agreements have expired. Staff considered the cost-benefit and impact of seeking sponsorship for this series and determined that it is timely to discontinue corporate sponsorship for NVRC's arts & culture events.

DISCUSSION:

The decision to stop seeking corporate sponsors for arts & culture events is based on two factors:

- Staff believe that NVRC should not compete for sponsor dollars with the community arts & culture organizations supported by NVRC; and
- The Commission has limited capacity to manage a sponsorship program, and would require additional staffing resources to actively seek and support sponsors.

BUDGET IMPLICATIONS:

Funding received through corporate sponsors for the Live & Local Concerts & Culture Series for 2017-2019 (pre-pandemic) was \$17,500 per year. Future operating budgets will include adequate funding to host the series.

CONCURRENCE & COMMUNICATION PLAN:

NVRC staff will communicate the decision to recent sponsors and to North Vancouver arts & culture organizations.

POLICY/AUTHORITY:

NVRC's Corporate Sponsorship Policy 101 (attached) has been adhered to for all sponsorship agreements and is within the Director's authority. This policy will be reviewed in 2022 and revised if needed.

CONCLUSION:

NVRC's Live & Local Concerts & Culture Series is a series of events that aligns with the Commission's arts & culture and community-building mandates. While modest sponsorship funding has been accepted for a number of years, the decision has been made to discontinue corporate sponsorship for arts & culture events.



Heather A. Turner
Director of Recreation & Culture



POLICY MANUAL

Policy No. 101

Section:	Administration
Title	Corporate Sponsorship

REASON FOR POLICY

To set out the terms and conditions for corporate sponsorship partnerships between the North Vancouver Recreation and Culture Commission (NVRC) and external parties.

POLICY

Corporate sponsorship is a mutually beneficial business partnership between the NVRC and an external party (individual, company, organization or enterprise), wherein the external party contributes funds, goods or services to a NVRC program, facility, event or project in return for recognition, acknowledgement or other promotional considerations. All components of the relationship must be consistent with NVRC sponsorship policies and the following guidelines:

1. The NVRC will seek out opportunities to partner with community groups and associations in the solicitation of sponsorship support for programs, events, facilities or projects that may deliver value and mutual benefit to both parties.
2. All sponsorship involvement must be appropriate to and consistent with the values and goals of the NVRC.
3. Preference shall be given to sponsorship which generally promotes healthy communities and active lifestyles.
4. A written sponsorship agreement or letter of understanding between the NVRC and the Sponsor (or community group/association as third party) shall be entered into, outlining the expectations and responsibilities of each party.
5. The NVRC shall be advised of all sponsorship agreements and shall approve all major sponsorship agreements.
6. Sponsorship agreements shall not influence or determine the supply of goods or services to the NVRC beyond the terms of the agreement or letter of understanding.
7. Recognition provided to sponsors (through advertising, publicity, signage, etc.) will be consistent with the scale of each participant's contribution.

8. Each sponsorship agreement will clearly detail the level of visible recognition offered in or around facilities by the NVRC for the presentation of corporate name, logo, products and/or services. All visible recognition in NVRC facilities shall be in keeping with and not detract from the general décor and theme of the building. It shall only be placed in locations which are deemed to be acceptable to the NVRC.
9. Exclusions to the Corporate Sponsorship Policy:
 - Sale of advertising or signage space on NVRC-owned facilities and printed materials, which involves only the straight purchase of advertising space sold at marketplace rates and does not imply any reciprocal partnership arrangements.
 - Gifts or unsolicited donations to the NVRC where no business relationship exists.
10. The NVRC reserves the right to reject sponsorship proposals received from companies whose product or public image may be deemed "sensitive" (i.e. personal care or health products).

AUTHORITY TO ACT

Authority to act is delegated to the Director of Recreation & Culture.

Original Approval Date	December 15, 1997	Approved by:	Commission
Amended:	November 8, 2007	Approved by:	Commission

Commission Meeting Date:

November 18, 2021

Report Author: Karen Pighin, Cultural Services Supervisor

Subject: Arts & Culture Operating Assistance Grant Extensions

RECOMMENDATION

THAT the Commission approve a one-year extension to the Operating Assistance funding (adjusted by 2% for inflation) to North Vancouver Arts Council (North Van Arts) and BC Photography & Media Arts Society (the Polygon Gallery).

BACKGROUND

The Operating Assistance grant is one component of the Arts & Culture Grants program. The purpose is to:

- a) identify, support and sustain the work of groups and organizations that play a leadership role in the arts in North Vancouver; and
- b) provide a reliable baseline of support at the local level that enables groups to sustain operations and leverage funding from other levels of government.

The funding period for Operating Assistance grants may be approved for up to three years.

The Commission in 2020 approved operating assistance funding for North Van Arts and the Polygon Gallery for two years (2020 and 2021) rather than the typical three years. This decision was to allow the organizations to resubmit for the third year of funding once they had the opportunity to return to post-pandemic operations and to address recommendations from the Arts & Culture Grants Review Committee.

As these organizations are still facing pandemic-related challenges, this report recommends a one-year extension to provide a third year of funding at the existing levels adjusted to include an inflationary increase of 2%. These are the only Operating Assistance grant recipients in a position to receive this type of extension.

DISCUSSION

The Operating Assistance grant intake process has commenced for 2022. North Van Arts and the Polygon Gallery are still very much impacted by pandemic-related restrictions and Provincial Health Orders. Both organizations have, for example, been required to decrease numbers of people allowed in programs and activities, to revise some in-person programs to virtual and/or cancel a portion of their planned programming. Their funding from other sources has not yet recovered to pre-pandemic levels.

A one-year extension to the grant period (for a total of three years at consistent levels) would allow the two organizations to forego submitting an application for 2022 funding, and provide them additional time and capacity to operate and plan for the future prior to submitting their application for funding in 2023.

BUDGET IMPLICATIONS:

The 2022 Arts & Culture Grants budget submission includes sufficient funding to accommodate the recommendation. The 2022 grants to the two organizations would be the same as the previous year plus 2% for inflation: \$212,007 for North Van Arts and \$181,050 for the Polygon Gallery.

CONCURRENCE & COMMUNICATION:

The recommendation was endorsed by the Arts & Culture Grants Review Committee. Upon Commission approval, North Van Arts and the Polygon Gallery will be advised of the decision and provided with a Notice of Award with the typical terms of the grants.

POLICY/AUTHORITY:

Authority to allocate funding in accordance with the Arts & Culture Grants Policy is delegated to the North Vancouver Recreation & Culture Commission, who receives recommendations for grant allocations from the Arts & Culture Grants Review Committee.

CONCLUSION:

The recommendation is to extend the current funding levels (plus 2% for inflation) by one year to support the operations of North Van Arts and the Polygon Gallery as key arts organizations challenged by the impacts and uncertainty of COVID-19.



Jennifer Wilson
Manager of Recreation & Culture Services



Heather A. Turner
Director of Recreation & Culture

Commission Meeting Date:

November 18, 2021

Report Author: Karen Pighin, Cultural Services Supervisor

Subject: Appointments to the Arts & Culture Grants Review Committee

RECOMMENDATION

THAT the Commission appoint Jennifer Breckon and Peter Zednik to the Arts & Culture Grants Review Committee.

BACKGROUND

The Arts & Culture Grants Review Committee is an independent, arms-length committee that evaluates arts & culture grant requests. Policy requires the Committee to consist of five North Vancouver residents appointed by the Commission plus one non-voting representative from the Commission. There are currently two vacancies on the Committee.

This report provides the Commission with the rationale for recommending the appointment of Jennifer Breckon and Peter Zednik to the Arts & Culture Grants Review Committee.

DISCUSSION

A Call for Volunteers resulted in five applications that met the eligibility requirements. These were forwarded by staff to the Committee for consideration. Based on the assessment of the applicants and the expertise needed, the Committee unanimously selected Jennifer Breckon and Peter Zednik.

Ms. Breckon has extensive experience in grant management and fine arts. She began her career in arts & culture as a visual artist and as a curator for municipal museums. She moved into business administration (Vancouver Opera Association) and she served as the Business Planning Analyst in the Strategic & Corporate Services Department with the City of North Vancouver. She is currently employed as the Manager, Grants and Allocations for Coast Mental Health.

Mr. Zednik is a financial planning professional with a wealth of professional and community experience in music and sound, literary arts, theatre and dance. Mr. Zednik has served on numerous arts & culture boards including the Canada Council, and on the Board of Governors and peer assessment committee for The Leon & Thea Koerner Foundation.

BUDGET IMPLICATIONS:

There are no financial implications connected to this recommendation.

CONCURRENCE & COMMUNICATION:

Staff will inform the successful candidates of their appointment and letters of appreciation will be sent to the two individuals who are finishing their terms, Freydis Welland and Christina Medland, for their significant contribution on the Committee.

POLICY/AUTHORITY:

The City of North Vancouver and the District of North Vancouver adopted the current Arts & Culture Grants Policy in 2015 and delegated authority to the North Vancouver Recreation & Culture Commission to approve and disburse arts & culture grants in accordance with policy and to appoint individuals to the Arts & Culture Grants Review Committee.

CONCLUSION:

The appointment of these new members would further expand the wide range of skills and experience of the Committee, and fill the vacancies from the departing members.



Jennifer Wilson
Manager of Recreation & Culture Services



Heather A. Turner
Director of Recreation & Culture

Commission Meeting Date:

November 18, 2021

Report Author: Karen Bickford, Manager, Finance

Subject: 2022 Provisional Operating Budget Submission

RECOMMENDATION:

THAT the 2022 Provisional Operating Budget as outlined in Appendix 1 be approved for submission to the City and District of North Vancouver.

BACKGROUND:

The City and District of North Vancouver bylaws regarding the North Vancouver Recreation & Culture Commission (NVRC) require that the Commission annually approve a provisional operating budget which is then submitted to the City and District to incorporate into their budget processes. The Commission's practice is to have the draft budget considered first by the Finance Committee of the Whole which then makes a recommendation to the Commission.

The municipalities, as outlined by Bylaw, fund an agreed-upon share of the total net operational budget in support of public recreation and culture services for individuals, families and the community as a whole. In order to identify the net, Commission staff outline the anticipated expenses and revenues for the following year's operations based on the NVRC mandate, Strategic Plan, and Commission-approved Priorities/Service Plan (Appendix 2).

DISCUSSION:

2021 Operating Budget

In the fall of 2020, it was not possible to estimate the 2021 financial impact of COVID-19 as facilities had just re-opened with a number of Provincial Health Order (PHO) restrictions in place, and their effect was unknown. The approach to the development of the 2021 Operating Budget therefore was to use the net 2020 budget as the base, adjust for inflation and identify anticipated exceptions. This resulted in a net budget of \$16.958 million. In addition, NVRC identified that the City and District set aside an additional \$1 million as a one-time provision for potential challenges due to the pandemic's impact on NVRC operations.

As expected, 2021 has been a year of continuous change and unpredictability. The numerous waves of the pandemic have affected NVRC operations at all levels. Each change has impacted NVRC's service delivery and participation. Throughout the pandemic, the Commission has maximized service options within the orders and directives, and in a fiscally responsible way.

There have been unforeseen increases in costs such as additional staffing to manage PHOs on capacity, distancing and masks, increased supplies for staff safety and programs such as day camps, and increased security and technology costs to manage vaccination checks. These additional costs, estimated to be about \$525,000 by year-end, have been funded through the municipalities with the COVID-19 Restart Grant funding. It is not anticipated that additional COVID-19 related funding will be required for 2021.

From a revenue and expense perspective, the 2021 expected financial results are far from typical. As shown in the table below, revenues are expected to be about half of the 2019 level (pre-pandemic). However, expenditure savings have offset much of the revenue losses such that the net financial impact is minimal.

2021 Forecast (in 000's)	2019 Dec 31 Final	2021 Budget	2021 Forecast to Dec 31st	Variance
Revenue				
Memberships	3,013	3,241	917	(2,324)
Other	963	756	909	153
Programs and lessons	8,529	8,878	4,783	(4,095)
Rentals	2,116	2,217	1,389	(828)
Total Revenue	14,621	15,092	7,998	(7,094)
Expenses				
Administrative & Service Costs	2,711	2,953	2,412	(541)
Building & Grounds	2,202	2,321	1,656	(665)
Equipment, Goods & Materials	1,645	1,912	1,211	(701)
Other Contract Services	1,507	1,468	1,351	(117)
Salaries & Benefits	21,992	23,396	18,426	(4,970)
Total Expenses	30,057	32,050	25,056	(6,994)
Municipal Contribution	\$ 15,436	\$ 16,958	\$ 17,058	\$ 100

The majority of savings in 2021 come from a decrease in salaries and benefits, specifically from instructor, maintenance, cashiers and lifeguards due to reduced services, programming, operating hours and participation.

In addition, due to lighter volume, there are savings in most other operational areas: maintenance, janitorial supplies, program supplies and credit card fees. These volume-related savings are temporary until such time the buildings are back to full operating hours and participation levels are at pre-pandemic levels.

2022 Budget

With the recent removal of capacity and program restrictions, and the overall acceptance of masks and proof of vaccination checks, it is anticipated that 2022 will gradually return to more a typical operating year with respect to participation in public recreation and culture services.

The greatest financial question for 2022 is related to membership revenues during pandemic recovery. Membership revenues in 2021 are expected to be about one-third of the pre-pandemic levels (\$917,000 in 2021 compared to \$3 million in 2019). Recently, proof of vaccination became mandatory in certain settings, which may help build confidence for patrons to return. NVRC has also introduced a flexible monthly pass option to encourage customers to participate without making a long-term commitment. It is expected however, that a recovery in membership sales will take some time.

The reduced membership sales revenue is currently being offset by temporary savings which will not be realized as operating hours and facility usage increases. The projected revenues from membership sales in 2022 is estimated at \$1.8 million, roughly double the collected revenues in 2021 though still significantly lower than experienced in 2019.

There are two other notable changes in 2022 that are reflected in the operating budget: the new Lions Gate Community Recreation Centre and the Interim Service Plan for serving residents during construction of the new Harry Jerome Community Recreation Centre (HJCRC). Staff have done their best to anticipate participation, expenses and revenues for these services and will monitor and adjust as feasible.

The new Lions Gate Community Recreation Centre is expected to open to the public in early 2022. This new facility will complement the other services available to North Vancouver residents and add approximately \$546,000 to the 2022 budget.

The Interim Service Plan includes expanding hours at other community recreation centres where feasible and offering programs at alternate venues including Centennial Theatre, Silver Harbour, the Pipe Shop and Shipyard Commons. As these are new or relocated services, an estimated amount has been used in preparation of the 2022 Operating Budget. Funding that has traditionally been allocated for the operation of the Harry Jerome, Memorial and Mickey McDougall Community Recreation Centres will be reallocated to support the Interim Service Plan to a significant extent. There will be some savings realized from the facility closures and those savings will partially offset the reduced membership revenues expected in 2022. There will still be an anticipated gap in membership revenues of approximately \$400,000.

Inflation, expected salary increases and increases in other costs such as insurance and benefit premiums, comprise about \$539,000 of the proposed 2022 budget.

New Positions

It has become clear that additional staffing resources are required to deal with a more complex, demanding and changing work environment. Two new permanent full-time positions and one term full-time position at a total cost of \$310,000 are requested in this provisional operating budget. These positions and the rationale for them are as follows:

- Sport and recreation supervisor (permanent full-time): There is a need for additional capacity in the recreation and culture services team to fulfill several goals in the 2022 Priorities/Service Plan, including work with the sport community on a sport strategy, revisions to agreements and review of NVRC sport programs.

- Electrician (permanent full-time): There is currently one full-time electrician within the Maintenance & Engineering team. New building technology is increasingly complex and the workload can no longer be managed with one qualified electrician.
- IT support specialist (term full-time): The primary role of this new position will be to lead NVRC risk assessment and efforts regarding cybersecurity and to lead the development of policies, procedures, training and evaluation.

The following table summarizes the proposed budget:

	<u>(000)</u>	<u>%</u>
2021 Municipal Contribution	\$ 16,958	
Salary, Inflation & Other Adjustments	<u>539</u>	3.2%
	\$ 17,497	
Lions Gate CRC	546	3.2%
COVID-19 Revenue Impact	400	2.4%
New Positions	310	1.8%
2022 Provisional Municipal Contribution	<u>\$ 18,753</u>	
Increase	<u>\$ 1,795</u>	<u>10.6%</u>

2022 Provisional Budget

The NVRC’s 2022 Provisional Budget (Appendix 1) reflects the 2021 base with an increase to the net of \$1.795 million, which includes inflationary increases of \$539,000, \$546,000 for the new Lions Gate Community Recreation Centre, \$400,000 related to the Interim Service Plan and COVID-19 Recovery, and \$310,000 in new staff positions.

It is challenging to predict the rate of pandemic recovery, and the actual revenues and expenses related to the Lions Gate Community Recreation Centre and the Interim Service Plan. Staff will continue to monitor revenues and expenses and adjust where feasible.

The Chief Financial Officers of the City of North Vancouver and the District of North Vancouver will be updated regularly.

BUDGET IMPLICATIONS:

The 2022 Provisional Budget recommended by staff includes a net municipal contribution of \$18.753 million, an increase of \$1.795 million. This includes inflation, the opening of Lions Gate Community Recreation Centre, additional staffing resources, the HJCRC Interim Service Plan and COVID-19 recovery funding.

CONCURRENCE & COMMUNICATION PLAN:

The Chief Financial Officers of the City of North Vancouver and the District of North Vancouver have been briefed on the draft provisional operating budget.

The Commission’s decision will be submitted to the two municipalities for consideration within their budget processes.

POLICY/AUTHORITY:

The Finance Committee recommends an annual provisional operating budget to the Commission who then approves the submission to the two municipalities. City and District Councils have the ultimate authority for budget approval.

CONCLUSION:

The 2022 operating budget is complex, as it reflects many changes in the operations of NVRC including the pandemic recovery, the opening of a new recreation centre and an Interim Service Plan during construction of the new Harry Jerome Community Recreation Centre. There is significant uncertainty in the year ahead, though as the Commission has demonstrated in the past, the approach will be one focused on safely and effectively providing programs and services to the community using sound principles of fiscal management.



Heather A. Turner
Director of Recreation & Culture

2022 Provisional Operating Budget

2022 Budget (in 000's)	2021 Budget	2022 Provisional Budget	2022 Vs 2021 Budget	
Revenue				
Memberships	3,241	1,864	(1,377)	
Other	756	509	(247)	
Programs and lessons	8,878	7,840	(1,038)	
Rentals	2,217	1,739	(478)	
Revenue Total	15,092	11,952	(3,140)	
Expenses				
Administrative & Service Costs	2,953	2,848	(105)	
Building & Grounds	2,321	2,002	(319)	
Equipment, Goods & Materials	1,912	1,786	(126)	
Other Contract Services	1,468	1,371	(97)	
Salaries & Benefits	23,396	22,698	(698)	
Expense Total	32,050	30,705	(1,345)	
Municipal Contribution	\$16,958	\$18,753	\$1,795	10.6%



2022 Priorities/Service Plan

Optimize Human, Fiscal & Physical Resources & Systems
Finalize and implement an anti-racism and anti-discrimination strategy, including an action plan based on internal staff audit
Develop a framework for Indigenous relations and further awareness regarding First Nations culture and protocols
Develop a strategy and action plan to utilize technology to better serve customers, improve efficiency and collect required data
Reactivate Customer Experience training practices and evaluation
Implement improvements to Arts & Culture grants process identified through 2021 review
Proactively Respond to Recreation & Culture Needs of Residents
Develop multi-year research plan
Complete indoor/outdoor recreation and sport facility and venue plan refresh/expansion
Offer priority programs and services at Lions Gate CRC (2022), plan for opening of Lynn Creek CRC (2023), plan for Harry Jerome CRC replacement, Karen Magnussen CRC and RonAndrews CRC renewal
Host consultations with arts & culture organizations to identify opportunities and challenges in order to inform priority setting and strategy development by CNV, DNV and NVRC
Enhance role in outdoor recreation & culture including service and program delivery, and encouraging residents to get out in nature
Develop a sports strategy through engagement of the sport community, assessment of needs and identification of best practices
Expand Effectiveness through Collaboration
Collaborate with DNV and CNV on park planning and activation
Strengthen relationships with key partners in arts, culture, recreation and community services to ensure role clarity and to maximize collaborative efforts aligned with NVRC's mandate and vision
Enhance Understanding of the Scope & Impacts of Services
Build on scope and reach of community stories to highlight arts & culture, outdoor recreation, services to vulnerable populations and other priority messages

Commission Meeting Date:

November 18, 2021

Report Author: Howard Kiang, Manager, Maintenance & Engineering Services

Subject: Capital Plan 2022 and Capital Financial Model 2022-2031

RECOMMENDATIONS:

1. **THAT** the NVRC-City Capital Plan 2022 Funding Requests, in the amount of \$870,822, be approved by the Commission and recommended to City Council for approval (Appendix A);
2. **THAT** the NVRC-District Capital Plan 2022 Funding Requests, in the amount of \$2,105,000, be approved by the Commission and recommended to District Council for approval (Appendix B);
3. **THAT** the NVRC-City Capital Financial Model 2022-2031 be approved by the Commission and recommended to City Council for approval (Appendix C); and
4. **THAT** the NVRC-District Capital Financial Model 2022-2031 be approved by the Commission and recommended to District Council for approval (Appendix D).

BACKGROUND:

The Joint Bylaw requires that the Director of Recreation & Culture prepare a detailed annual capital plan and a 10-year capital financial model for the repair, preservation, improvement, renewal and replacement of community recreation and culture infrastructure (buildings and equipment) required for carrying out its mandate and responsibilities. Each year, Commission staff prepares a list of capital projects to ensure that necessary major repairs are carried out, improvements are made in performance and efficiencies, and to recommend the timely renewal or replacement of aging infrastructure. The Commission is required to approve the submission before it is forwarded to the City and District of North Vancouver's financial planning process.

The responsibility for capital funding for community recreation and culture infrastructure lies with the municipality in which the capital asset is located. The exception is for community recreation and culture infrastructure that serves the overall operation of the North Vancouver Recreation & Culture Commission (NVRC), e.g. maintenance vehicles and Information Technology network components, which is funded in a shared manner by the City and District.

DISCUSSION:

City and District capital project lists have been separately prepared, reviewed and prioritized to fit within the anticipated overall funding allocations. Capital items that require shared funding have been identified and earmarked according to NVRC's

priority. Individual capital item costs have been estimated to an accuracy matching the level of project scope and detail, with a small provision for variance.

City Recreation and Culture Infrastructure – Capital Plan 2022

The City of North Vancouver has issued capital budget instructions specifying the format and content to be included with the submission. Projects are prioritized based on weighted scoring in the following categories, “Alignment to Corporate Business Plan”, “Community and Economic Impact”, “Project Type”, “Operational Risk Assessment”, “Level of Service”, Operating Budget Impact/Savings”, “Making use of External Funding” and “Climate and Environmental Alignment”.

The identification and scope of the capital projects have been coordinated with the 10-year capital financial model for infrastructure renewal or replacement. A total of 21 capital projects, for the aggregate amount of \$870,822, have been identified for City of North Vancouver community recreation and culture infrastructure.

Over the past 10 years the NVRC has requested capital funding and the City has approved capital budgets as follows:

Year	Requested	Approved
2012	\$656,000	\$656,000
2013	\$378,000	\$378,000
2014	\$560,650	\$560,650
2015	\$789,300	\$617,500
2016	\$1,077,000	\$1,077,000
2017	\$731,822	\$618,000
2018	\$1,056,660	\$1,056,660
2019	\$1,010,822	\$924,000
2020 (*)	\$1,075,822	\$498,000
2021 (**)	\$944,822	\$678,822

(*) Note: Approved amount in 2020 was reduced due to decreased scope of capital projects as a result of building closures during the COVID-19 pandemic.

(**) Note: Approved amount in 2021 was reduced due to decreased scope of capital projects as a result of Harry Jerome, Memorial and Mickey McDougall Community Recreation Centres closures.

District Recreation and Culture Infrastructure – Capital Plan 2022

The District of North Vancouver has issued capital budget instructions for 2022. The District’s Asset Management Plan process will determine the base amount allocation for NVRC buildings and information technologies in the 2022 capital plan. The weight room equipment replacement program is typically funded separately by the District from their Recreation Equipment Reserve. Also, the public art program is funded separately by the

District from their Art Reserve. Additional capital funds may be requested and will be awarded on a priority basis for individual projects.

The identification and scope of the capital projects have been coordinated with the 10-year capital financial model for infrastructure replacement or renewal. A total of 36 capital projects, for the aggregate amount of \$2,105,000, have been identified for District of North Vancouver community recreation and culture infrastructure as follows: 22 building projects, four information technology projects and three communications & marketing project at an amount of \$1,672,000; six recreation equipment projects for \$383,000 to be funded from the Recreation Equipment Reserve; and one public art program for \$50,000 to be funded from the Art Reserve (Appendix B).

Over the past 10 years the NVRC has requested capital funding and the District has approved capital budgets as follows:

Year	Requested	Approved
2012	\$737,000	\$737,000 (\$110,000 from Recr. Equip. Reserve)
2013	\$1,180,000	\$1,135,000 (\$100,000 from Recr. Equip. Reserve)
2014	\$1,100,800	\$1,100,800 (\$80,000 from Recr. Equip. Reserve)
2015	\$884,000	\$884,000 (\$80,000 from Recr. Equip. Reserve)
2016	\$1,009,500	\$1,009,500 (\$111,000 from Recr. Equip. Reserve)
2017	\$952,000	\$952,000 (\$169,000 from Recr. Equip. Reserve)
2018	\$1,375,340	\$1,375,340 (\$175,000 from Recr. Equip. Reserve)
2019	\$1,640,000	\$1,640,000 (\$218,000 from Recr. Equip. Reserve)
2020	\$1,902,000	\$1,902,000 (\$145,000 from Recr. Equip. Reserve)
2021	\$1,518,000	\$1,518,000 (\$217,000 from Recr. Equip. Reserve)

City and District Recreation and Culture Infrastructure – Capital Financial Model 2022-2031

The 10-year capital financial models for City and District community recreation and culture infrastructure have been reviewed and updated for the period 2022-2031. City and District buildings that have an estimated remaining life of 10 years or less are recommended for detailed further evaluation, renewal or replacement within that time period. The plan includes the most recent costing information for proposed building renewals or replacements, but excludes any costs for additional or alternative land if necessary (Appendix C and Appendix D).

There are three buildings that are in need of additional attention within the next years: Centennial Theatre, Karen Magnussen Community Recreation Centre and Ron Andrews Community Recreation Centre. Centennial Theatre will require some exterior

appearance updating and potential box office relocation to align best with the new HJCRC project. The Karen Magnussen and Ron Andrews Community Recreation Centres have completed preliminary building evaluations which provided NVRC a general direction for targeted upgrades, renovations or replacement, with more detailed evaluations to follow based on the preliminary evaluations.

NVRC is in alignment with both municipalities' strategic goals in achieving the Community Energy and Emissions Plan and Building a Liveable City. Over the next few years, there will be an increase in capital budget requests for upgrading facilities and equipment in order to reduce carbon emissions and to be more energy efficient.

BUDGET IMPLICATIONS:

Deferral of some capital projects may lead to increased operating expenses for major repairs and loss of community recreation and culture services and revenue due to unscheduled building shut-downs.

CONCURRENCE & COMMUNICATION PLAN:

The capital budget requests for City and District community recreation and culture infrastructure have been submitted to City and District staff for their initial review. The Commission decision will be formally communicated to the two municipalities.

POLICY/AUTHORITY:

As outlined in the joint bylaws of the City and District cited as the *North Vancouver Recreation and Culture Commission Delegation Bylaw* and the *North Vancouver Recreation and Culture Commission Establishing Bylaw*.

CONCLUSION:

It is necessary to invest sufficient capital funds (as described in Appendices A and B) in the aging community recreation buildings and equipment to ensure that the NVRC can deliver a reasonable level of service quality in a safe and reliable manner.



Heather A. Turner
Director of Recreation & Culture

NORTH VANCOUVER RECREATION & CULTURE COMMISSION						18-Nov-21
<u>NVRC-CITY CAPITAL PLAN 2022 FUNDING REQUESTS</u>						
PRIORITY	LOCATION	PROJECT TITLE	CATEGORY	BUDGET	RUNNING TOTAL	
1.1	ALL CNV	Emergency capital replacement fund (City only)	Bldg.	\$25,000	\$25,000	
2.1	JB	Weight room equipment replacement program	Equip.	\$40,000	\$65,000	
2.2	CNV-DNV	Recreation and sport facility/venue plan update (City Share)	Bldg.	\$51,000	\$116,000	
3.1	ALL CNV	Civic public art program	P.A.	\$85,000	\$201,000	
3.2	CT	Dressing rooms renovation and N. exterior wall waterproofing	Bldg.	\$100,000	\$720,822	
3.3	CT	Chiller replacement	Bldg.	\$50,000	\$251,000	
3.4	ALL CNV	Block fund for minor capital projects	Bldg.	\$50,000	\$301,000	
3.5	CNV-DNV	Perfect Mind implementation: integration (City share)	I.T.	\$10,000	\$311,000	
3.6	ALL CNV	Lower Lonsdale land sales public art provision	P.A.	\$86,822	\$397,822	
3.7	CNV-DNV	Mobile device applications - Phase 2 (City share)	C&M	\$50,000	\$447,822	
3.8	CNV-DNV	Website content mgmt. system upgrade (City share)	C&M	\$13,000	\$460,822	
3.9	CNV-DNV	Maintenance & Engineering vehicles (City share)	Equip.	\$115,000	\$575,822	
3.10	ALL CNV	Facility desktop hardware refresh	I.T.	\$14,000	\$589,822	
3.11	CNV-DNV	VOIP phone system upgrade (City share)	I.T.	\$11,000	\$600,822	
3.12	CNV-DNV	Document management system replacement (City share)	I.T.	\$20,000	\$620,822	
3.13	CT	Patio furniture and tents additions	Bldg.	\$25,000	\$745,822	
3.14	JB	Security equipment room condenser upgrade	Bldg.	\$25,000	\$770,822	
3.15	CT	Lobby light-lock drapes replacement	Bldg.	\$25,000	\$795,822	
3.16	CT	Choir risers addition	Equip.	\$20,000	\$815,822	
3.17	CT	Orchestra pit covers replacement	Bldg.	\$25,000	\$840,822	
3.18	JB	Changeroom lockers replacement	Bldg.	\$30,000	\$870,822	

NORTH VANCOUVER RECREATION & CULTURE COMMISSION					18-Nov-21	
<u>NVRC-DISTRICT CAPITAL PLAN 2022 FUNDING REQUESTS</u>						
PRIORITY	LOCATION	PROJECT TITLE	CATEGORY		BUDGET	RUNNING TOTAL
1.1	ALL DNV	Emergency capital replacement fund (District only)	Bldg.		\$55,000	\$55,000
2.1	SL	Block fund bridge until facility decommissioning	Bldg.		\$5,000	\$60,000
2.2	DB	Weight room equipment replacement program	Equip.		\$45,000	\$105,000
2.3	RA	Weight room equipment replacement program	Equip.		\$40,000	\$145,000
2.4	PG	Weight room equipment replacement program	Equip.		\$30,000	\$175,000
2.5	KM	Weight room equipment replacement program	Equip.		\$30,000	\$205,000
2.6	DNV-CNV	Recreation, Sport and Culture Facility/Venue Plan (District Share)	Bldg.		\$99,000	\$304,000
3.1	ALL DNV	Civic public art program	P.A.		\$50,000	\$354,000
3.2	ALL DNV	Block fund for minor capital projects	Bldg.		\$100,000	\$454,000
3.3	LG	Post-construction changes & improvements	Bldg.		\$50,000	\$504,000
3.4	DNV-CNV	PerfectMind implementation: integration (District share)	I.T.		\$20,000	\$524,000
3.5	DNV-CNV	Mobile device applications - Phase 2 (District share)	C.&M.		\$100,000	\$624,000
3.6	DNV-CNV	Website content mgmt. system upgrade (District share)	C&M		\$26,000	\$650,000
3.7	DNV-CNV	Maintenance & Engineering vehicles (District share)	Equip.		\$230,000	\$880,000
3.8	DNV-CNV	VOIP phone system upgrade (District share)	I.T.		\$22,000	\$902,000
3.9	DNV-CNV	Document management system replacement (District share)	I.T.		\$40,000	\$942,000
3.10	PG	Facility access control barriers	I.T.		\$60,000	\$1,002,000
D.1	DB	AHU-4 & AHU-5 HVAC cooling & heating separation	Bldg.		\$60,000	\$1,062,000
D.2	DB	Re-program heat recovery chillers controls	Bldg.		\$50,000	\$1,112,000
D.3	DB	Arbutus room sprungwood floor upgrade	Bldg.		\$80,000	\$1,192,000
D.4	DB	Parkade bench additions	Bldg.		\$5,000	\$1,197,000
K.1	KM	Pool staff changeroom addition (construction)	Bldg.		\$75,000	\$1,272,000
K.2	KM	Replace ceiling tiles in admin offices	Bldg.		\$10,000	\$1,282,000
K.3	KM	Heat pump 1 replacement	Bldg.		\$60,000	\$1,342,000
K.4	KM	Overhaul boilers 1 & 2	Bldg.		\$60,000	\$1,402,000
L.1	LG	Partner celebration - Lions Gate Community Recreation Centre	C.&M.		\$20,000	\$1,422,000
P.1	PG	Electrical substation 4-year major maintenance	Bldg.		\$15,000	\$1,437,000
P.2	PG	Family wing roofing replacement	Bldg.		\$80,000	\$1,517,000
P.3	PG	Multipurpose room C12/C13 sports floor upgrade	Bldg.		\$60,000	\$1,577,000
P.4	PG	Gymnasium windows motorized shades addition	Bldg.		\$50,000	\$1,627,000
P.5	PG	Mezzanine HVAC unit replacement (top up on 2021 project)	Bldg.		\$50,000	\$1,677,000
P.6	PG	Gymnasium air-conditioning system addition (top up on 2021 project)	Bldg.		\$300,000	\$1,977,000
R.1	RA	Main lobby & corridors flooring replacement	Bldg.		\$75,000	\$2,052,000

NORTH VANCOUVER RECREATION & CULTURE COMMISSION						18-Nov-21
<u>NVRC-DISTRICT CAPITAL PLAN 2022 FUNDING REQUESTS</u>						
						RUNNING
PRIORITY	LOCATION	PROJECT TITLE	CATEGORY		BUDGET	TOTAL
R.2	RA	Takaya kitchen counter replacement	Bldg.		\$10,000	\$2,062,000
T.1	TC	Courts 7 - 9 repair and resurfacing	Bldg.		\$35,000	\$2,097,000
T.2	TC	Tennis ball launching machine addition	Equip.		\$8,000	\$2,105,000

NVRC-CITY CAPITAL FINANCIAL MODEL 2022-2031						18-Nov-21
<u>MINOR CAPITAL PLAN SUMMARY</u>						
Description	2022	2023	2024	2025	2026	2027-2031
Administration & Maintenance	\$190,000	\$95,000	\$90,000	\$90,000	\$115,000	\$660,000
Information Technology	\$55,000	\$94,000	\$84,000	\$21,000	\$31,000	\$205,000
Communications & Marketing	\$63,000	\$7,000	\$0	\$0	\$0	\$0
Harry Jerome Community Recreation Centre	\$0	\$0	\$0	\$245,000	\$0	\$0
John Braithwaite Community Centre	\$55,000	\$185,000	\$50,000	\$50,000	\$50,000	\$250,000
Centennial Theatre	\$245,000	\$315,000	\$400,000	\$415,000	\$110,000	\$350,000
Weight Room Equipment	\$40,000	\$45,000	\$45,000	\$345,000	\$45,000	\$485,000
Public Art	\$171,822	\$85,000	\$85,000	\$85,000	\$85,000	\$425,000
TOTALS	\$819,822	\$826,000	\$754,000	\$1,251,000	\$436,000	\$2,375,000

NVRC-CITY CAPITAL FINANCIAL MODEL 2022-2031								18-Nov-21
Administration & Maintenance								
Item	Description	Cat.	2022	2023	2024	2025	2026	2027-2031
1	Emergency capital replacement fund (City only)	Bldg.	\$25,000	\$30,000	\$30,000	\$30,000	\$35,000	\$190,000
2	Block fund for minor capital projects	Bldg.	\$50,000	\$60,000	\$60,000	\$60,000	\$80,000	\$420,000
3	Maintenance & Engineering vehicles (City share)	Equip.	\$115,000	\$5,000				\$50,000
TOTALS			\$190,000	\$95,000	\$90,000	\$90,000	\$115,000	\$660,000
Information Technology								
Item	Description	Cat.	2022	2023	2024	2025	2026	2027-2031
1	Perfect Mind implementation: integration (City share)	I.T.	\$10,000	\$10,000	\$10,000		\$10,000	\$20,000
2	Facility desktop hardware refresh	I.T.	\$14,000	\$14,000	\$14,000	\$21,000	\$21,000	\$105,000
3	Network hardware replacement	I.T.		\$35,000				\$35,000
4	Recreation centre WIFI replacement	I.T.		\$35,000				\$45,000
5	VOIP phone system replacement (City share)	I.T.	\$11,000		\$60,000			
6	Document management system replacement (City share)	I.T.	\$20,000					
TOTALS			\$55,000	\$94,000	\$84,000	\$21,000	\$31,000	\$205,000
Communications & Marketing								
Item	Description	Cat.	2022	2023	2024	2025	2026	2027-2031
1	Mobile device applications - Phase 2 (City share)	C.&M.	\$50,000					
2	Digital tools development plan (City share)	C.&M.		\$7,000				
3	Website content mgmt. system upgrade (City share)	C.&M.	\$13,000					
TOTALS			\$63,000	\$7,000	\$0	\$0	\$0	\$0

NVRC-CITY CAPITAL FINANCIAL MODEL 2022-2031							18-Nov-21	
Harry Jerome Community Recreation Centre								
Item	Description	Cat.	2022	2023	2024	2025	2026	2027-2031
1	Arena ice resurfacers vehicle replacement	Equip.				\$245,000		
TOTALS			\$0	\$0	\$0	\$245,000	\$0	\$0
John Braithwaite Community Recreation Centre								
Item	Description	Cat.	2022	2023	2024	2025	2026	2027-2031
1	Security equipment room condenser upgrade	Bldg.	\$25,000					
2	Changeroom lockers replacement	Bldg.	\$30,000					
3	Exterior awnings refurbishment	Bldg.		\$50,000				
4	Resurface gymnasium floor	Bldg.		\$95,000				
5	Art studio renovation	Bldg.		\$40,000				
6	Allowance for future years	Bldg.			\$50,000	\$50,000	\$50,000	\$250,000
TOTALS			\$55,000	\$185,000	\$50,000	\$50,000	\$50,000	\$250,000

NVRC-CITY CAPITAL FINANCIAL MODEL 2022-2031								18-Nov-21
Centennial Theatre								
Item	Description	Cat.	2022	2023	2024	2025	2026	2027-2031
1	Dressing rooms renovation and N. exterior wall waterproofing	Bldg.	\$100,000					
2	Patio furniture and tents additions	Equip.	\$25,000					
3	Lobby light-lock drapes replacement	Bldg.	\$25,000					
4	Choir risers addition	Equip.	\$20,000					
5	Orchestra pit covers replacement	Bldg.	\$25,000					
6	Chiller replacement	Bldg.	\$50,000					
7	Stage rigging system replacement	Equip.		\$100,000				
8	South & west lobby lighting improvements	Bldg.		\$30,000				
9	Lobby furnishings replacement	Equip.		\$20,000				
10	Studio sound & lighting systems replacement	Equip.		\$15,000				
11	Theatre interior walls refurbishment	Bldg.		\$15,000				
12	South lobby washrooms refurbishment	Bldg.		\$90,000				
13	Loading dock leveling addition	Bldg.		\$20,000				
14	Moving message sign replacement	Bldg.		\$15,000				
15	Studio theatre projector replacement	Equip.		\$10,000				
16	Stage wood flooring replacement	Bldg.			\$80,000			
17	Roof mansard cladding replacement	Bldg.			\$200,000			
18	Theatre stage fire curtain replacement	Bldg.			\$80,000			
19	Performances equipment replacement	Equip.			\$40,000			
20	Stage grand piano replacement	Equip.				\$220,000		
21	South lobby air conditioning addition	Bldg.				\$60,000		
22	Studio wood flooring refinishing	Bldg.				\$25,000		
23	Sound & lighting console replacements	Equip.				\$60,000		
24	Building exterior repainting	Bldg.				\$50,000		
25	S. lobby & auditorium drapes & carpet replacements	Bldg.					\$30,000	
26	Auditorium sound & lighting system replacements	Equip.					\$40,000	
27	Auditorium seating replacement	Bldg.						\$150,000
28	Allowance for future years	Bldg.					\$40,000	\$200,000
	TOTALS		\$245,000	\$315,000	\$400,000	\$415,000	\$110,000	\$350,000

NVRC-CITY CAPITAL FINANCIAL MODEL 2022-2031								18-Nov-21
<u>Weight Room Equipment</u>								
Item	Description	Cat.	2022	2023	2024	2025	2026	2027-2031
1	HJ - Weight room equipment replacement program	Equip.				\$300,000		\$240,000
2	JB - Weight room equipment replacement program	Equip.	\$40,000	\$45,000	\$45,000	\$45,000	\$45,000	\$245,000
	TOTALS		\$40,000	\$45,000	\$45,000	\$345,000	\$45,000	\$485,000
<u>Public Art</u>								
Item	Description	Cat.	2022	2023	2024	2025	2026	2027-2031
1	Civic public art program	P.A.	\$85,000	\$85,000	\$85,000	\$85,000	\$85,000	\$425,000
2	Lower Lonsdale land sales public art provision	P.A.	\$86,822					
	TOTALS		\$171,822	\$85,000	\$85,000	\$85,000	\$85,000	\$425,000

NVRC-CITY CAPITAL FINANCIAL MODEL 2022-2031							18-Nov-21	
MAJOR CAPITAL PLAN SUMMARY								
Description	2022	2023	2024	2025	2026	2027-2031	TOTALS	
Centennial Theatre Entrance & Box Office Relocation					\$500,000		\$500,000	
Recreation, Sport and Culture Facility/Venue Plan (City Share)	\$51,000						\$51,000	
TOTALS	\$51,000	\$0	\$0	\$0	\$500,000	\$0	\$551,000	
Note: Exact timing and value of these projects are preliminary estimates at this time.								

NVRC-DISTRICT CAPITAL FINANCIAL MODEL 2022-2031					18-Nov-21	
<u>MINOR CAPITAL PLAN SUMMARY</u>						
Description	2022	2023	2024	2025	2026	2027-2031
Administration & Maintenance	\$484,000	\$165,000	\$155,000	\$155,000	\$160,000	\$910,000
Information Technology	\$142,000	\$210,000	\$140,000	\$75,000	\$20,000	\$265,000
Communications & Marketing	\$146,000	\$14,000	\$0	\$0	\$0	\$0
Delbrook Community Recreation Centre	\$195,000	\$78,000	\$150,000	\$210,000	\$100,000	\$500,000
North Vancouver Tennis Centre	\$43,000	\$115,000	\$145,000	\$130,000	\$100,000	\$500,000
Karen Magnussen Community Recreation Centre	\$205,000	\$905,000	\$265,000	\$500,000	\$2,000,000	\$2,700,000
Lynn Valley Community Recreation Centre	\$0	\$100,000	\$25,000	\$25,000	\$30,000	\$150,000
Ron Andrews Community Recreation Centre	\$85,000	\$110,000	\$150,000	\$150,000	\$100,000	\$500,000
Seylynn Community Recreation Centre	\$5,000	\$5,000	\$0	\$0	\$0	\$0
Lynn Creek Community Centre	\$0	\$50,000	\$25,000	\$25,000	\$15,000	\$75,000
Parkgate Community Centre	\$555,000	\$320,000	\$290,000	\$350,000	\$350,000	\$1,300,000
Lions Gate Community Recreation Centre	\$50,000	\$25,000	\$25,000	\$15,000	\$15,000	\$75,000
Weight Room Equipment	\$145,000	\$165,000	\$165,000	\$165,000	\$185,000	\$985,000
Public Art	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
TOTALS	\$2,105,000	\$2,312,000	\$1,585,000	\$1,850,000	\$3,125,000	\$8,210,000

NVRC-DISTRICT CAPITAL FINANCIAL MODEL 2022-2031								18-Nov-21
<u>Administration & Maintenance</u>								
Item	Description	Cat.	2022	2023	2024	2025	2026	2027-2031
1	Emergency capital replacement fund (District only)	Bldg.	\$55,000	\$55,000	\$55,000	\$55,000	\$60,000	\$310,000
2	Block fund for minor capital projects	Bldg.	\$100,000	\$100,000	\$100,000	\$100,000	\$100,000	\$500,000
3	Maintenance & Engineering vehicles (District share)	Equip.	\$230,000	\$10,000				\$100,000
4	Recreation and Sport Facility/Venue Plan (District Share)		\$99,000					
TOTALS			\$484,000	\$165,000	\$155,000	\$155,000	\$160,000	\$910,000
<u>Information Technology</u>								
Item	Description	Cat.	2022	2023	2024	2025	2026	2027-2031
1	Perfect Mind implementation: integration (District share)	I.T.	\$20,000	\$20,000	\$20,000		\$20,000	\$40,000
2	PG - Facility access control barriers	I.T.	\$60,000					
3	Document management system replacement (District share)	I.T.	\$40,000					
4	VOIP phone system upgrade (District share)	I.T.	\$22,000		\$120,000			
5	Network hardware replacement	I.T.		\$70,000				\$70,000
7	Public WiFi upgrade	I.T.		\$70,000				\$80,000
8	DB - Lower level cellular signal boosting upgrade	I.T.		\$50,000				
8	Facility desktop hardware refresh	I.T.				\$75,000		\$75,000
TOTALS			\$142,000	\$210,000	\$140,000	\$75,000	\$20,000	\$265,000
<u>Communications & Marketing</u>								
Item	Description	Cat.	2022	2023	2024	2025	2026	2027-2031
1	Mobile device applications - Phase 2 (District share)	C.&M.	\$100,000					
2	Partner celebration - Lions Gate Community Recreation Centre	C.&M.	\$20,000					
3	Website content mgmt. system upgrade (District share)	C.&M.	\$26,000					
4	Digital tools development plan (District share)	C.&M.		\$14,000				
TOTALS			\$146,000	\$14,000	\$0	\$0	\$0	\$0

NVRC-DISTRICT CAPITAL FINANCIAL MODEL 2022-2031							18-Nov-21	
<u>Delbrook Community Recreation Centre</u>								
Item	Description	Cat.	2022	2023	2024	2025	2026	2027-2031
1	AHU-4 & AHU-5 HVAC cooling & heating separation	Bldg.	\$60,000					
2	Re-program heat recovery chillers controls	Bldg.	\$50,000					
3	Arbutus room sprungwood floor upgrade	Bldg.	\$80,000					
4	Parkade bench additions	Bldg.	\$5,000					
5	Upper level lobby furniture and display case additions	Equip.		\$18,000				
6	Weight room TV relocations to columns	Bldg.		\$10,000				
7	South terrace renovations for outdoor programs	Bldg.			\$100,000			
8	Weight room platform area increase	Bldg.				\$15,000		
9	Weight room area lighting improvements	Bldg.				\$25,000		
10	Electrical substation maintenance	Bldg.				\$15,000		
11	Fir room sprungwood floor upgrade	Bldg.				\$30,000		
12	Minor 4-year pool repairs (no closure)	Bldg.				\$75,000		
12	Allowance for future years	Bldg.		\$50,000	\$50,000	\$50,000	\$100,000	\$500,000
TOTALS			\$195,000	\$78,000	\$150,000	\$210,000	\$100,000	\$500,000
<u>North Vancouver Tennis Centre</u>								
Item	Description	Cat.	2022	2023	2024	2025	2026	2027-2031
1	Courts 7 - 9 repair and resurfacing	Bldg.	\$35,000					
2	Tennis ball launching machine addition	Equip.	\$8,000					
3	DDC system upgrade	Bldg.		\$25,000				
4	Original building west wall windows installation	Bldg.		\$50,000				
5	Wall insulation added protection & repairs	Bldg.		\$40,000				
6	Courts 1 - 6 repair and resurfacing	Bldg.			\$70,000			
7	Security surveillance cameras additions	Bldg.			\$30,000			
8	Renovate kitchen	Bldg.			\$20,000			
9	Renovate male & female washrooms/changerooms	Bldg.				\$80,000		
10	Allowance for future years	Bldg.			\$25,000	\$50,000	\$100,000	\$500,000
TOTALS			\$43,000	\$115,000	\$145,000	\$130,000	\$100,000	\$500,000

NVRC-DISTRICT CAPITAL FINANCIAL MODEL 2022-2031							18-Nov-21	
<u>Karen Magnussen Community Recreation Centre</u>								
Item	Description	Cat.	2022	2023	2024	2025	2026	2027-2031
1	Pool staff changeroom addition (construction)	Bldg.	\$75,000					
2	Replace ceiling tiles in admin offices	Bldg.	\$10,000					
3	Heat pump 1 replacement	Bldg.	\$60,000					
4	Overhaul boilers 1 & 2	Bldg.	\$60,000					
5	Arena (metal) and pool changerooms roofing replacement	Bldg.		\$600,000				
6	Arena chamber roof beams repainting	Bldg.		\$50,000				
7	Minor 4-year pool repairs (2 weeks closure)	Bldg.		\$75,000				
8	Pool drain grates replacement	Bldg.		\$50,000				
9	Refrigeration plant cooling tower replacement	Bldg.		\$100,000				
10	North-side exterior patio program area addition	Bldg.		\$30,000				
11	Electrical substation maintenance	Bldg.			\$20,000			
12	Arena ice resurfacers vehicle replacement	Equip.			\$245,000			
13	Arena concrete slab & brine piping replacement	Bldg.					\$1,500,000	
14	Main entrance vestibule addition	Bldg.						\$200,000
15	Allowance for future years	Bldg.				\$500,000	\$500,000	\$2,500,000
TOTALS			\$205,000	\$905,000	\$265,000	\$500,000	\$2,000,000	\$2,700,000
<u>Lynn Valley Community Recreation Centre</u>								
Item	Description	Cat.	2022	2023	2024	2025	2026	2027-2031
1	Parking lot repaving & lines repainting	Bldg.		\$80,000				
2	Exterior doors repair or replacement	Bldg.		\$20,000				
3	Allowance for future years	Bldg.			\$25,000	\$25,000	\$30,000	\$150,000
TOTALS			\$0	\$100,000	\$25,000	\$25,000	\$30,000	\$150,000

NVRC-DISTRICT CAPITAL FINANCIAL MODEL 2022-2031							18-Nov-21	
<u>Ron Andrews Community Recreation Centre</u>								
Item	Description	Cat.	2022	2023	2024	2025	2026	2027-2031
1	Main lobby & corridors flooring replacement	Bldg.	\$75,000					
2	Takaya kitchen counter replacement	Bldg.	\$10,000					
3	Men's & Women's changeroom lockers replacement	Bldg.		\$60,000				
4	Roof repair	Bldg.		\$50,000		\$50,000		\$100,000
5	Pool chamber climbing wall replacement	Bldg.			\$30,000			
6	Minor 4-year pool repairs (no closure)	Bldg.			\$60,000			
7	Allowance for future years	Bldg.			\$60,000	\$100,000	\$100,000	\$400,000
	TOTALS		\$85,000	\$110,000	\$150,000	\$150,000	\$100,000	\$500,000
<u>Seylynn Community Recreation Centre</u>								
Item	Description	Cat.	2022	2023	2024	2025	2026	2027-2031
1	Block fund bridge until facility decommissioning	Bldg.	\$5,000	\$5,000				
	TOTALS		\$5,000	\$5,000	\$0	\$0	\$0	\$0
<u>Lynn Creek Community Centre</u>								
Item	Description	Cat.	2022	2023	2024	2025	2026	2027-2031
1	Post-construction changes & improvements	Bldg.		\$50,000	\$25,000			
2	Allowance for future years	Bldg.				\$25,000	\$15,000	\$75,000
	TOTALS		\$0	\$50,000	\$25,000	\$25,000	\$15,000	\$75,000

NVRC-DISTRICT CAPITAL FINANCIAL MODEL 2022-2031							18-Nov-21	
<u>Parkgate Community Centre</u>								
Item	Description	Cat.	2022	2023	2024	2025	2026	2027-2031
1	Electrical substation 4-year major maintenance	Bldg.	\$15,000					
2	Family wing roofing replacement	Bldg.	\$80,000					
3	Multipurpose room C12/C13 sports floor upgrade	Bldg.	\$60,000					
4	Gymnasium windows motorized shades addition	Bldg.	\$50,000					
5	Mezzanine HVAC unit replacement (top up on 2021 project)	Bldg.	\$50,000					
6	Gymnasium air-conditioning system addition (top up on 2021 project)	Bldg.	\$300,000					
7	HVAC roof top unit replacement	Bldg.		\$150,000	\$150,000	\$150,000	\$150,000	\$300,000
8	Youth basketball hoop addition	Bldg.		\$10,000				
9	Climbing wall improvements	Bldg.		\$40,000				
10	DDC system upgrade	Bldg.		\$40,000				
11	Gymnasium sports floor repairs	Bldg.		\$80,000				
12	Interior & exterior benches refinishing or replacement	Bldg.			\$20,000			
13	Lighting replacement/upgrade	Bldg.			\$60,000			
14	Allowance for future years	Bldg.			\$60,000	\$200,000	\$200,000	\$1,000,000
TOTALS			\$555,000	\$320,000	\$290,000	\$350,000	\$350,000	\$1,300,000
<u>Lions Gate Community Recreation Centre</u>								
Item	Description	Cat.	2022	2023	2024	2025	2026	2027-2031
1	Post-construction changes & improvements	Bldg.	\$50,000	\$25,000				
2	Allowance for future years	Bldg.			\$25,000	\$15,000	\$15,000	\$75,000
TOTALS			\$50,000	\$25,000	\$25,000	\$15,000	\$15,000	\$75,000

NVRC-DISTRICT CAPITAL FINANCIAL MODEL 2022-2031								18-Nov-21
<u>Weight Room Equipment</u>								
Item	Description	Cat.	2022	2023	2024	2025	2026	2027-2031
1	DB - Weight room equipment replacement program	Equip.	\$45,000	\$50,000	\$50,000	\$50,000	\$55,000	\$290,000
2	RA - Weight room equipment replacement program	Equip.	\$40,000	\$45,000	\$45,000	\$45,000	\$50,000	\$265,000
3	PG - Weight room equipment replacement program	Equip.	\$30,000	\$35,000	\$35,000	\$35,000	\$40,000	\$215,000
4	KM - Weight room equipment replacement program	Equip.	\$30,000	\$35,000	\$35,000	\$35,000	\$40,000	\$215,000
TOTALS			\$145,000	\$165,000	\$165,000	\$165,000	\$185,000	\$985,000
<u>Public Art</u>								
Item	Description	Cat.	2022	2023	2024	2025	2026	2027-2031
1	Civic public art program	P.A.	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
TOTALS			\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000

NVRC-DISTRICT CAPITAL FINANCIAL MODEL 2022-2031							18-Nov-21	
MAJOR CAPITAL PLAN SUMMARY								
Description	2022	2023	2024	2025	2026	2027-2031	TOTALS	
Seylynn CRC decommission			\$150,000					\$150,000
Placeholder for one (1) additional ice sheet (site to be determined)				\$1,000,000	\$4,500,000	\$4,500,000		\$10,000,000
Ron Andrews CRC replacement, incl. Seymour YC						\$33,000,000		\$33,000,000
Karen Magnussen CRC expansion						\$25,000,000		\$25,000,000
TOTALS	\$0	\$0	\$150,000	\$1,000,000	\$4,500,000	\$62,500,000		\$68,150,000