



MEETING OF THE NORTH VANCOUVER RECREATION & CULTURE COMMISSION

Wednesday, November 16, 2022, 6:30 pm

**Oak Room, Delbrook Community Recreation Centre
851 West Queens Road, North Vancouver**

MEETING AGENDA

- I. Call to Order**
- II. Approval of the Agenda**
- III. Adoption of the Minutes of the Last Meeting** Attachment
- IV. Director's Report** Attachment
- V. Items for Discussion/Decision**
 - a) 2023 Fees & Charges Attachments
 - b) 2023 Arts & Culture Grants Attachments
 - c) Designation of the Freedom of Information and Protection of Privacy Head Attachment
 - d) Reports from the Finance Committee of the Whole
 - i. 2023 Provisional Operating Budget Submission Attachments
 - ii. Capital Plan 2023 and Capital Financial Model 2023-2032 Attachments
- VI. Items for Information**
 - a) Diversity, Equity and Inclusion Update Presentation and Attachment
- VII. Other Business**
 - a) Report from School District #44
- VIII. Next Meeting**
- IX. Adjournment**



Meeting of the North Vancouver Recreation & Culture Commission

Thursday, September 29, 2022, 5:00 pm (hybrid)

MEETING MINUTES

Attendees: Commissioner Franci Stratton (Chair)
Commissioner Herman Mah (Vice-Chair)
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
Michael Hunter, Deputy Director
Karen Bickford, Manager, Finance
Veronica Labrosse, Executive Assistant

Regrets: Commissioner Holly Back
Commissioner Betty Forbes
Commissioner Linda Munro

I. Call to Order

Chair Stratton called the meeting to order at 5:02 pm.

Director Turner introduced Michael Hunter, the Deputy Director as of September 15.

II. Approval of the Agenda

Moved by Commissioner Muri; **seconded** by Commissioner Girard

THAT the meeting agenda be approved as circulated.

Carried

III. Adoption of the Minutes of the Last Meeting

Moved by Commissioner Girard; **seconded** by Commissioner Muri

THAT the minutes of the June 23, 2022 meeting be adopted.

Carried

IV. Items for Discussion/Decision

a) Sport & Recreation Travel Grant Applications

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

THAT the Commission approve two individual Sport and Recreation Travel Grants of \$200 each for Aiden McKibben in support of their participation in the Canadian Ultimate Championships and the World Junior Ultimate Championships.

Carried

b) Report from the Policy & Planning Committee - 2023 Priorities

Director Turner spoke to the annual planning process and the review by the Policy & Planning Committee. Commissioner Wilson, as Committee Chair, spoke to the suggested document name change to better reflect the nature of the list.

Director Turner and Deputy Director Hunter answered Commissioner questions on the indoor/outdoor recreation and sport plan. Director Turner added that sport groups will be included in the consultation process.

Following a question from Chair Stratton on how the Commission and Councils are kept informed on the priorities, Director Turner advised that the annual list of priorities is part of the budget submission to Councils, and the mid-year status report, as presented to the Commission at their June meeting, was shared with Councils as well. This will continue to be the process moving forward.

Moved by Commissioner Wilson; **seconded** by Commissioner Smyth

THAT the Commission approve the 2023 Priorities.

Carried

V. Other Business

The Chair advised that there was no report from School District #44 since Commissioner Munro sent her regrets.

The Chair asked if there was any other business and Commissioner Wilson asked about Centennial Theatre's recent level of activity, and marketing efforts. Director Turner advised that Centennial Theatre is advertised via e-newsletters, social media, press releases and the arts community. Further information can be provided at a subsequent meeting, and the theatre's performance can be included in the next participation data presented to the Commissioners.

VI. Next Meetings

- Finance Committee of the Whole (all Commissioners): Thursday, November 17, 2022 at 5:00 pm
- Commission Meeting: Thursday, November 17, 2022 at 6:30 pm

VII. Adjournment

Moved by Commissioner Mah; **seconded** by Commissioner Girard

THAT the meeting be adjourned at 5:24 pm.

Carried

Approved:

Recorded by:

Franci Stratton, Chair

Veronica Labrosse, Executive Assistant

Date

Commission Meeting Date:

November 16, 2022

Subject: Director's Report

Proactively Respond to Recreation and Culture Needs

- Many programs were offered this summer including aquatics, arts, camps, early years, fitness, sports, social and tennis. Staffing was challenging for aquatics and camps; however, the number of swim lessons and camps were maximized. For aquatics, resources were shifted from private lessons to group lessons to increase the number of participants. For camps, a more centralized approach enabled staff to be quickly redeployed based on the camps with highest number of registrants. There were significant increases in the number of programs offered in 2022 compared to 2019 in Arts (+53%), Fitness (+21%) and Tennis (+46%).
- In response to the declared Day of Mourning on September 19, day camps were offered at Harry Jerome, Delbrook and Lynn Valley Community Recreation Centres and Parkgate Community Centre. The camps were for residents only. Consistent with NVRC's practice for statutory holidays, a number of facilities were open with limited hours and services. Staff from facilities that were closed were redeployed to help with staffing challenges. The Central Booking Office and Call Centre were also open.
- The Active Rehab classes at Harry Jerome Community Recreation Centre (formerly called Joint Rehab) returned in September. This program was very popular pre-pandemic and is an excellent way for community members to connect with each other, while experiencing similar situations following major surgeries. Recovering from a hip or knee replacement can be a daunting task; going through this process under the supervision of qualified professionals while exercising with others in similar circumstances can create a welcoming and supportive environment.
- In response to changing industry trends and community demand for short duration and functional fitness classes, NVRC staff will introduce this winter, early morning, lunch and evening 30-minute membership circuit-style classes at several facilities. These classes are designed to provide participants with a fast, efficient and functional workout.
- Centennial Theatre rentals continue to increase and in 2023, a return to pre-pandemic levels is expected. Fall rentals to date were just above 50% of 2019. (The number of rentals was significantly impacted by five rentals cancelling at the last minute.)

In early October, Studio PAV presented award-winning K-pop sensation "DKB" at the Centennial Theatre. This nine-member boy band from Seoul, South Korea, played to an enthusiastic house of youth and their families. VIPs were able to enjoy the concert and have a photo-op with the band.

- Lions Gate Community Recreation Centre staff continue to explore the types of services that resonate with the local community. Staff piloted a new “Persian Dance Fusion” class which was a mix of modern, pop and traditional styles of dance and provided an opportunity for sharing Persian culture with the community.

Optimizing Human, Fiscal and Physical Resources and Systems

- Thirty-two day camp registrations benefited from NVRC’s Financial Assistance Program this summer, amounting to over \$3,500 in subsidies. This financial assistance helps low-income families in North Vancouver access day camps for their children.
- Each year NVRC hires Inclusion Leaders who support the inclusion of children with varying abilities to participate in summer camps. This summer 39 children were supported by these leaders over eight weeks of camps.
- A Request for Proposals for completion of the Indoor/Outdoor Recreation and Sport Plan has been issued, closing on December 1. This initiative will review best practices and trends, identify the future needs of the City and District of North Vancouver and then provide recommendations on capital investment priorities for indoor and outdoor municipal recreation and sport facilities and amenities. The project will be supported by a steering committee of NVRC, City and District staff, and will include a robust community engagement process that provides opportunities for stakeholders and the general public to participate.

The results will help inform the City and District’s long-term financial planning processes and support NVRC’s mission to improve the health and well-being of all North Vancouver individuals, families and communities. Work will commence in early 2023 and is expected to take approximately 12 months to complete. Additional details will be provided to the Commission and City and District Councils once a consultant has been retained and the work program has been confirmed.

Enhance Understanding of the Scope and Impacts of our Services

- NVRC’s event series “Live and Local” returned this summer bringing the community together through concerts, live music, art and dance. Celebrating diversity is an important aspect of “Live and Local”, encouraging community connections and sharing through art and music. This year’s showcased artists represented diverse voices in the community. Events ranged from Bollywood dancing, singing in five different Eastern European languages, to dancing the Rumba with a Juno-nominated band. Events were located in Lynn Valley Village, Panorama Park, Civic Plaza, Rogers Plaza and the Shipyards. Some events had more than 400 people in attendance. The highlights for fall include Culture Days and three Artist-in-Residence Programs.
- NVRC was approached by Impact North Shore to explore how to support individuals and families from the Ukraine. In response, 47 families have been provided financial support and leisure counselling. In addition, staff and the community at each facility have created a welcoming and supportive environment.

Extended our Effectiveness through Collaboration

- In partnership with a UBC research team, FAME Neuro Fitness will be incorporated into NVRC's Health Management classes this fall at Lions Gate and Harry Jerome Community Recreation Centres. This is a small group, evidence-based exercise program which offers people living with movement disorders, stroke and Multiple Sclerosis access to a group exercise program tailored to meet their specific needs. This class will complement other NVRC programs to provide individuals with the option to progress their rehabilitation. Six NVRC staff were trained and certified by UBC to teach the classes and received Continuing Education Credits (CEC) as part of the NVRC's Fitness Professional Development Plan.
- NVRC staff at Lions Gate Community Recreation Centre continue to work closely with Capilano Community Services Society and the North Vancouver District Library to engage the local community and identify how best to meet their expressed needs. Staff from all organizations participated in a visioning workshop in June to explore and collaborate on responding to the community's programming needs. Fall and winter programming reflects staff learnings, working together and further understanding of the community.
- The popular Muffin Café, operated by North Shore ConneXions, has re-opened at Harry Jerome Community Recreation Centre. This partnership provides work experience and develops independence and empowerment for young adults living with developmental disabilities. The café was closed at the start of the pandemic and during this time the space was refreshed. The community and staff from both organizations are excited to see the café running again.
- Staff have been meeting with Squamish Nation's recreation team, Sport Development Coordinator as well as their Elders Centre Coordinator to explore options for Nation members to participate in arts and recreation programs. In the fall NVRC offered after-school programs for children from Squamish Nation in swimming, skating and dance at Harry Jerome Community Recreation Centre. The feedback from participants, parents and instructors has been very positive. In addition, NVRC hosted two groups of Elders for a tour of Delbrook Community Recreation Centre and to participate in an art class. This strategy to welcome Elders and increase their comfort at the facility was very successful. The feedback from an Elder was how much they enjoyed the art program and several Elders had already committed to registering for Aquafit.
- Staff met with the owners of ICanDance! and Pink Petal (independent dance program providers) several times over the summer. The meetings were very positive; the NVRC and contractors have agreed to extend the current contracts to the end of June 2023 which aligns with the end of the program session. NVRC will be issuing a Request for Proposals for contracted dance providers before the end of 2022.

- Glen Miller, former Chair of the Arts and Culture Grants Review Committee, has resigned from the Chair role though will continue to be an active Committee member for the 2023 grant season. Stacie Graham moves from her previous role as Vice-Chair to the role of Chair, and Peter Zednik takes on the role of Vice-Chair. The NVRC and the Committee sincerely thank Mr. Miller for his time and contribution as Chair.



Heather A. Turner
Director of Recreation & Culture

Commission Meeting Date:

November 16, 2022

Report Author: Christine Walker, Coordinator of Centralized Services

Subject: 2023 Fees and Charges

RECOMMENDATION:

THAT the Commission approves the 2023 Fees and Charges (Attachment 1).

BACKGROUND:

The Fees and Charges Policy requires the Commission to approve changes to the fees and charges for public admissions, memberships and facility rentals. Program fees are not part of the policy.

The following principles in Policy 207 guide the setting of Fees and Charges:

1. Fees and charges will be consistent with the mission, vision and values of the North Vancouver Recreation & Culture Commission (NVRC).
2. Fees and charges will be set with a goal of maximizing participation, enabling all citizens to participate in a range of recreation and culture services.
3. For those in financial need, strategies will be implemented to address the barrier of cost, particularly where operating costs are mostly fixed and, therefore, additional customers will not increase the operating costs.
4. Fees and charges recommendations will consider the costs for like services provided in a competitive market and by neighbouring municipalities.
5. The cost of administering the collection of fees and charges must not be disproportionate to the revenues collected.
6. The use of public recreation areas and facilities by private groups will be considered secondary to use by the general public or by not-for-profit recreation or community organizations.

DISCUSSION:

Staff's recommendations for fees and charges consider employee wages, operating expenses, and demand for service offerings, comparison with other municipalities and service providers, and price sensitivity.

In 2021, a fees and charges review was completed. This review provided the foundation for aligning all admission fees to create one fee for public admissions beginning in 2022. This transition made the fee structure simple for customers to understand.

To address increasing costs associated with wages, utilities, maintenance and supplies, staff recommend an increase in 2023 of approximately 5% to public admissions,

memberships, and Centennial Theatre with an effective start date of January 1, 2023, (rounding affects the actual percentage increase).

For facility rentals, the recommendation is a 2% increase effective January 1, 2023, with a further 3% on July 1, 2023. This phased increase will allow community user groups to plan for the increase and recoup it through their mid-year 2023 registration fees if desired.

With these increases, NVRC remains comparable to neighbouring municipalities. The City of North Vancouver and District of North Vancouver are planning to recommend similar increases to their 2023 municipal fees and charges.

For North Vancouver residents with financial barriers, NVRC has a Financial Assistance Program which includes reduced fees for programs and memberships, and no-cost access to public swimming and skating. NVRC also provides low-cost and no-cost programs and events to ensure all residents have options to participate in recreation and culture opportunities.

BUDGET IMPLICATIONS:

The revenues collected through admissions, fitness memberships and rentals combined with program revenues, have historically recovered just under 50% of total NVRC operating costs. The revenues anticipated from the fees and charges recommended in this report will be reflected in the 2023 operating budget.

CONCURRENCE & COMMUNICATION PLAN:

Facility user groups have been advised of the anticipated increases. Once approved by the Commission, the 2023 Fees and Charges will be updated on the NVRC website and other vehicles.

CONCLUSION:

Staff recommend changes to Fees and Charges for the following year in response to inflationary pressures, comparisons with other municipalities and guidance from the City and District. The 2023 fee increases recommended are guided by Policy 207 and based on anticipated cost increase



Heather A. Turner
Director of Recreation & Culture

Fee Schedule

January 1, 2023 to December 31, 2023

	Current 2022 Rates (Tax excl.)	Recommended 2023 Rates (Tax excl.) 5% 1-Jan-23	Recommended 2023 Rates (Tax excl.) 2% 1-Jan-23	Recommended 2023 Rates (Tax excl.) 3% 1-Jul-23
SECTION 1 - PUBLIC ADMISSION RATES				
GENERAL PUBLIC ADMISSIONS				
Arena, pools including wave pool				
Adult	\$6.74	\$7.08	-	-
Student and senior	\$5.06	\$5.31	-	-
Youth 13-18 (new)	\$4.18	\$4.39	-	-
Child (3-12)	\$3.30	\$3.47	-	-
Children under three	free	-	-	-
Family (per person)	\$3.47	\$3.64	-	-
- minimum	\$6.74	\$7.08	-	-
"Loonie"/"Toonie" public swim or skate session	\$0.95/\$1.90	\$0.95/\$1.90	-	-
Other Related Fees				
Lockers				
Single	\$0.50	\$0.50	-	-
Monthly	\$15.94	\$16.74	-	-
Quarterly	\$32.01	\$33.61	-	-
Arena				
Skate sharpening	\$6.83	\$7.17	-	-
Skate rentals (Includes helmet if applicable)	\$2.87	\$3.01	-	-
Family skate/helmet rental package (per person)	\$2.14	\$2.25	-	-
SECTION 2 - MEMBERSHIPS				
<u>Adult</u>				
Single drop-in	\$6.74	\$7.08	-	-
Flex 10	\$60.66	\$63.69	-	-
Annual (1 payment)	\$420.00	\$441.00	-	-
Per Month (1-12 months)	\$35.00	\$36.75	-	-
<u>Student & senior</u>				
Single drop-in	\$5.06	\$5.31	-	-
Flex 10	\$45.54	\$47.82	-	-
Annual (1 payment)	\$315.00	\$330.75	-	-
Per Month (1-12 months)	\$26.25	\$27.56	-	-
<u>Youth (New) 13-18</u>				
Single drop-in	\$4.18	\$4.39	-	-
Flex 10	37.62	\$39.50	-	-
Annual (1 payment)	\$267.75	\$281.14	-	-
Per Month (1-12 months)	\$22.31	\$23.43	-	-
<u>Child 3-12</u>				
Single drop-in	\$3.30	\$3.47	-	-
Flex 10	\$29.70	\$31.19	-	-
Annual (1 payment)	\$220.50	\$231.53	-	-
Per Month (1-12 months)	\$18.38	\$19.30	-	-
SECTION 3 - FACILITY RENTALS - GROUP HOURLY RATES				
ARENAS - ICE				
<u>Adult group rate</u>				
Prime time	\$371.67	-	\$379.10	\$390.47
Non-prime time	\$193.04	-	\$196.90	\$202.81
Low time	\$141.25	-	\$144.08	\$148.40
<u>Children & youth-oriented community groups and schools</u>				
Prime time	\$132.82	-	\$135.48	\$139.54
Non-prime time/low time	\$88.72	-	\$90.49	\$93.20
<u>Junior B Hockey</u>				
Prime time	\$193.04	-	\$196.90	\$202.81

Fee Schedule

January 1, 2023 to December 31, 2023

		Current 2022 Rates (Tax excl.)	Recommended 2023 Rates (Tax excl.)	Recommended 2023 Rates (Tax excl.)	Recommended 2023 Rates (Tax excl.)
Non-prime time		\$132.82	-	\$135.48	\$139.54
ARENAS - DRY FLOOR					
<u>Adult group rate</u>					
Prime time		\$118.80	-	\$121.18	\$124.82
Non-prime time		\$77.28	-	\$78.83	\$81.19
<u>Children & youth-oriented community groups and schools</u>					
Prime time		\$59.42	-	\$60.61	\$62.43
Non-prime time/low time		\$41.58	-	\$42.41	\$43.68
POOLS					
<u>Adult group rate</u>					
Prime time		\$210.70	-	\$214.91	\$221.36
Non-prime time		\$147.50	-	\$150.45	\$154.96
<u>Children & youth-oriented community groups and schools</u>					
Prime time		\$105.37	-	\$107.48	\$110.70
Non-prime time/low time		\$63.22	-	\$64.48	\$66.41
<u>Youth private</u>					
Prime time		\$147.50	-	\$150.45	\$154.96
Non-prime time/low time		\$105.37	-	\$107.48	\$110.70
GYMNASIUMS					
<u>Adult group rate</u>					
Prime time					
	Small	\$79.14	-	\$80.72	\$83.14
	Medium	\$114.99	-	\$117.29	\$120.81
	Large	\$131.93	-	\$134.57	\$138.61
Non-prime time					
	Small	\$51.45	-	\$52.48	\$54.05
	Medium	\$74.76	-	\$76.26	\$78.55
	Large	\$85.75	-	\$87.47	\$90.09
<u>Children & youth-oriented community groups and schools</u>					
Prime time					
	Small	\$39.58	-	\$40.37	\$41.58
	Medium	\$57.50	-	\$58.65	\$60.41
	Large	\$65.95	-	\$67.27	\$69.29
Non-prime time/low time					
	Small	\$27.69	-	\$28.24	\$29.09
	Medium	\$40.25	-	\$41.06	\$42.29
	Large	\$46.17	-	\$47.09	\$48.50

Fee Schedule

January 1, 2023 to December 31, 2023

	Current 2022 Rates (Tax excl.)	Recommended 2023 Rates (Tax excl.)	Recommended 2023 Rates (Tax excl.)	Recommended 2023 Rates (Tax excl.)
ROOMS				
SMALL				
Adult group rate - prime time	\$28.15	-	\$28.71	\$29.57
Children & youth-oriented community groups and schools	\$14.07	-	\$14.35	\$14.78
MEDIUM				
Adult group rate - prime time	\$34.89	-	\$35.59	\$36.66
Children & youth-oriented community groups and schools	\$17.45	-	\$17.80	\$18.33
LARGE				
Adult group rate - prime time	\$59.05	-	\$60.23	\$62.04
Children & youth-oriented community groups and schools	\$29.53	-	\$30.12	\$31.02
KITCHENS				
Same cost as the medium room rate (see above)				
JBCC Meeting Rooms #1 & #3				
Adult	\$17.84	-	\$18.20	\$18.75
Youth	\$8.90	-	\$9.08	\$9.35
JBCC Community Office #1				
Hourly	\$19.69	-	\$20.08	\$20.68
Daily	\$65.82	-	\$67.14	\$69.15
Weekly	\$295.26	-	\$301.17	\$310.21
Monthly	\$984.19	-	\$1,003.87	\$1,033.99
JBCC Community Offices #2 & #3				
Hourly	\$13.23	-	\$13.49	\$13.89
Daily	\$46.13	-	\$47.05	\$48.46
Weekly	\$196.84	-	\$200.78	\$206.80
Monthly	\$655.73	-	\$668.84	\$688.91
SECTION 4 - CENTENNIAL THEATRE				
MARKET RATES - Main Stage				
<u>For performances</u>				
9 hours - Prime	\$2,790.00	\$2,930.00	-	-
9 hours - Non-Prime	\$2,500.00	\$2,625.00	-	-
Consecutive days after day 1 - Prime	\$2,520.00	\$2,646.00	-	-
Consecutive days after day 1 - Non-Prime	\$2,150.00	\$2,258.00	-	-
<u>Without audience (4 Hour Minimum Booking)</u>				
Per Hour - Prime	\$210.00	\$220.00	-	-
Per Hour - Non-Prime	\$190.00	\$199.00	-	-
NORTH VANCOUVER NOT-FOR-PROFIT GROUP RATES - Main Stage				
<u>For performances</u>				
9 hours - Prime	\$2,036.00	\$2,138.00	-	-
9 hours Non-Prime	\$1,829.00	\$1,920.00	-	-
Consecutive days after day 1 - Prime	\$1,715.00	\$1,801.00	-	-
Consecutive days after day 1 - Non-Prime	\$1,528.00	\$1,604.00	-	-
<u>Without audience (4 Hour Minimum Booking)</u>				
Per Hour - Prime	\$165.00	\$173.00	-	-
Per Hour - Non-Prime	\$152.00	\$159.00	-	-
OTHER RATES				
<u>Performance Studio</u>				
Market - flat rate during block booking of theatre	\$144.00	\$151.00	-	-
Market - separate rental, per hour - min. two-hour booking	\$58.00	\$61.00	-	-
Not-for-Profit - flat rate during block booking of theatre	\$105.00	\$110.00	-	-
Not-for-Profit - separate rental, per hour - min. two-hour booking	\$30.00	\$31.00	-	-

Fee Schedule
January 1, 2023 to December 31, 2023

	Current 2022 Rates (Tax excl.)	Recommended 2023 Rates (Tax excl.)	Recommended 2023 Rates (Tax excl.)	Recommended 2023 Rates (Tax excl.)
SECTION 4 - CENTENNIAL THEATRE (CONTINUED)				
<u>Lobby Reception Rates</u>				
Market - minimum 4 hours, per hour	\$58.00	\$61.00	-	-
Not-for-Profit - minimum 4 hours, per hour	\$30.00	\$31.00	-	-
Lobby add-on for Main Theatre booking: included in base booking				
<u>Hourly Extra Building Hours Base Booking 9-12 Hours</u>				
	\$300.00	\$315.00	-	-
<u>Hourly Extra Building Hours Base Booking Beyond 12 Hours</u>				
	\$320.00	\$336.00	-	-
<u>Additional Staff Person per Hour</u>				
	\$42.00	\$44.00	-	-
SECTION 5 - Special Events				
Surface Lots - per stall (for size estimation only)	\$10.20	\$10.75	-	-

Commission Meeting Date:

November 16, 2022

Report Author: Karen Pighin, Cultural Services Supervisor

Subject: 2023 Arts & Culture Grants

RECOMMENDATION:

THAT the Commission approve Arts and Culture Grants in the amount of \$114,500 comprised of \$67,500 for Programming & Project Assistance Grants and \$47,000 for Celebrations & Events Grants.

BACKGROUND:

This report outlines funding recommendations from the Arts & Culture Grants Review Committee for 13 funding requests within the Programming & Project Assistance Grants and Celebrations & Events Grants streams. In accordance with policy, the Committee is appointed by the Commission to provide an independent assessment of funding requests submitted to the Arts & Culture Grants program. It consists of volunteer North Vancouver residents with experience and expertise in the arts, cultural programming and the non-profit sector.

The Arts & Culture Grants program has three intakes per year:

- an Early Intake covering Programming & Project Assistance Grants, Celebrations & Events Grants and Community Public Art Grants to support a range of activities in the first half of the next calendar year;
- an Operating Assistance Intake to provide stable support for the operations and programming of leading organizations in the not-for-profit arts sector; and
- a Late Intake covering Programming & Project Assistance Grants, Celebrations & Events Grants and Community Public Art Grants to support a range of activities in the second half of the calendar year.

DISCUSSION:

The recommendations in this report are based on program-specific funding and evaluation criteria as approved in the Arts & Culture Grants Policy. They reflect the assessed merit, impacts and benefits of the proposed activities, and consider the capacity of the applicant organizations to deliver them.

A summary of the requests and recommendations for Programming & Project Assistance Grants and Celebrations & Events Grants is appended to this report as Attachment 1.

1. Programming & Project Assistance Grants support the delivery of innovative, high-quality programming and services to the residents of North Vancouver; reward creativity; foster innovation; and support the emergence of new groups or activities. Grants are available in three categories:

- a) New Initiatives Grants invest in pilot projects and new initiatives, as well as programs and activities that support emerging arts and cultural practices or that target the underserved;
- b) Program and Project Grants provide support for the activities of smaller, community-based arts, cultural and heritage groups; and
- c) Annual Programming Grants invests in innovative, high-quality programming across a broad spectrum of artistic and creative practices.

Organization Activity or Event	Program/Project Budget	Grant Request	Recommended Grant Award 2023	Grant Award in 2022
New Initiatives Grants				
Dance//Novella	\$ 19,045	\$ 6,045	\$ 4,500	N/A
Sub-Total:	\$ 19,045	\$ 6,045	\$ 4,500	
Organization Activity or Event	Program/Project Budget	Grant Request	Recommended Grant Award 2023	Grant Award in 2022
Program and Project Grants				
North Shore Light Opera Society	\$ 33,555	\$ 5,000	NIL	
Sister Jazz Orchestra	\$ 21,500	N/A \$ 7,000	\$ 5,500	N/A
Vancouver Inter-Cultural Orchestra	\$ 18,300	\$ 5,000	\$ 3,500	N/A
Sub-Total:	\$ 73,355	\$ 17,000	\$ 9,000	
Organization Activity or Event	Program/Project Budget	Grant Request	Recommended Grant Award 2023	Grant Award in 2022
Annual Programming Grants				
Griffin Art Projects	\$ 530,000	\$ 19,500	\$ 15,000	\$ 15,000
Lamondance Arts Society	\$ 272,248	\$ 18,000	\$ 13,000	\$ 10,000
Gordon & Marion Smith Foundation	\$ 126,100	\$ 20,000	\$ 15,000	\$ 15,000
Vancouver Chamber Music Society	\$ 68,900	\$ 20,500	\$ 11,000	\$ 11,000
Sub-Total:	\$ 997,248	\$ 78,000	\$ 54,000	
Programming and Projects Total:	\$ 1,089,648	\$ 101,045	\$ 67,500	

2. Celebrations & Events Grants support a range of events that enrich quality of life or foster community connections by bringing people together in a celebratory and creative environment. Grants are available in the following categories:

- a) Community Events Grants are single-day events at a local, neighbourhood scale that foster community connections and contribute to residents' sense of belonging, identity and place;
- b) Major Celebration Grants are signature single and multi-day events at a regional scale that mix culturally relevant arts programming with a significant program of other activities and entertainments; and
- c) Arts Festival Grants are usually multi-venue events that present a coordinated program of innovative and entertaining arts programming.

Organization – <i>Event or Festival</i>	Event Budget	Grant Request	Recommended Grant Award 2023	Grant Award in 2022
---	--------------	---------------	------------------------------	---------------------

Community Event Grants – No applications

Organization – <i>Event or Festival</i>	Event Budget	Grant Request	Recommended Grant Award 2023	Grant Award in 2022
---	--------------	---------------	------------------------------	---------------------

Major Celebration Grants

Philippine Days Festival Society	\$ 66,100	\$ 15,000	\$ 10,000	N/A
Rotary Club of Lions Gate <i>Canada Day Celebrations</i>	\$ 25,000	\$ 7,500	\$ 5,500	\$ 5,500
Vancouver International Mountain Film Festival VIMFF Summer Fest – Celebrating Multiculturalism in the Mountains	\$ 55,000	\$ 12,500	\$ 11,500	\$ 11,000
Sub-Total:	\$ 146,100	\$ 35,000	\$ 27,000	

Organization – <i>Event or Festival</i>	Event Budget	Grant Request	Recommended Grant Award 2023	Grant Award in 2022
---	--------------	---------------	------------------------------	---------------------

Arts Festival Grants

BlueShore Financial Centre for the Performing Arts - North Shore Jazz Series	\$ 83,500	\$ 14,000	\$ 11,000	\$ 10,000
North Vancouver Community Arts Council - Arts in the Garden	\$ 68,345	\$ 10,000	\$ 9,000	N/A
Sub-Total:	\$ 151,845	\$ 24,000	\$ 20,000	

Celebrations and Events Total: \$ 297,945 \$ 59,000 **\$ 47,000**

3. Community Public Art Grants support community groups seeking to work with artists and engage the creative potential of local populations in the design or development of small to medium-sized, permanent or temporary art projects. Funds are provided separately through project accounts at the District of North Vancouver and the City of North Vancouver. No applications were received in this intake.

BUDGET IMPLICATIONS:

The 2023 Arts & Culture Grants budget submission is \$881,486. This report recommends grants in the amount of \$114,500 be approved.

CONCURRENCE AND COMMUNICATION PLAN:

The Arts & Culture Grant program and funding requirements are communicated through individual meetings, email, the NVRC Arts Newsletter and NVRC social media, and verbally at the North Shore Arts and Culture roundtable (held quarterly). NVRC staff also offer opportunities to discuss and review grant streams and criteria.

The recommendations are made to the Commission by the Arts & Culture Grants Review Committee. Upon Commission approval, applicants are notified within five business days, provided a Notice of Award and required to submit a signed Grant Acceptance Form. All grant recipients must comply with the terms and conditions of the grants program and use the awarded funds as outlined in their application.

The NVRC informs Councils annually of the organizations, services and initiatives funded through the Arts & Culture Grants program.

POLICY/AUTHORITY:

The Commission considers recommendations for grant allocations from the Arts & Culture Grants Review Committee Authority to allocate funding in accordance with the Arts & Culture Grants policy is delegated by the City of North Vancouver and District of North Vancouver to the NVRC.

CONCLUSION:

The grants recommended in this report support artistic leadership, encourage the advancement of different artistic and cultural practices, and foster a creative and engaged community. They also deliver on a wide range of important community outcomes such as combating social isolation, providing opportunities for creative community engagement, and supporting inclusion and diversity.

The provision of grants is key to ensuring the survival and growth of the arts and cultural sector in North Vancouver.

The grants recommended in this report are consistent with the NVRC's Strategic Plan and Official Community Plans for both the City of North Vancouver and District of North Vancouver.



Jennifer Wilson
Manager of Recreation & Culture Services



Heather A. Turner
Director of Recreation & Culture

**2023 Arts and Culture Grants, EARLY Intake:
Summary of Grant Requests and Recommendations**

PROGRAMMING AND PROJECT ASSISTANCE GRANTS

New Initiatives Grants

1. Dance//Novella

Dance//Novella, established in 2019, is a dance collective that focuses on research and development of dance works with societal stories and challenging concepts. The collective works in cross-disciplinary and cross-cultural partnerships aiming to move dance away from the negative effects of colonialism and to build accessibility in the art form.

Committee comments: The Committee recognizes the calibre of dance and choreography and appreciates this company's efforts towards building diversity in their dancers and themes. The Committee encourages the applicant to continue to build their business and marketing plans.

Requested: \$6,045
Recommended: \$4,500

Program and Project Grants

1. North Shore Light Opera Society (NSLOS)

Annual Musical Theatre Production: NSLOS produces and presents an annual performance of light operas, operettas, and/or musical comedies. In 2023, the plan is to deliver a Gilbert and Sullivan production.

Committee comments: The Committee has concerns with NSLOS's programming, business planning and audience development.

Requested: \$5,000
Recommended: NIL

2. Sister Jazz Orchestra (SJO)

Sister Jazz Orchestra Concert: SJO is a unique-in-Canada professional jazz orchestra collective composed of Vancouver's most accomplished female jazz musicians. SJO's Founder and Music Director, Christian Morrison, a North Vancouver resident, focuses on music composed and arranged by women who have made an important contribution to jazz in the past 100 years.

Committee comments: The Committee recognizes the depth of female talent showcased as well as the youth support through discounted tickets. The Committee also appreciates the detailed budget and five-year business plan.

Requested: \$7,000
Recommended \$5,500

3. The Vancouver Inter-Cultural Orchestra (VICO)

Sounds Global Composers' Workshop Series & Concert 2023: VICO is a professional orchestra dedicated to the performance of new intercultural music as a means of promoting connection and inclusion across ethnic and cultural boundaries as well as artistic disciplines. The *Sounds Global* program provides practical education, experience and mentorship to emerging artists and aspiring composers, starting with a master class workshop and culminating in a professional performance of new works at a final concert.

Committee comments: The Committee appreciates the innovation and excellence of the diverse programming, and supports nurturing a career path for new artists working in this area.

Requested: \$5,000

Recommended \$3,500

Annual Programming Grants

1. Griffin Art Projects (GAP)

Griffin Art Projects, Exhibitions and Public Programs: GAP, established in 2015, is a visual and media arts organization located in the Pemberton area of North Vancouver. GAP supports both local and international artists through a range of gallery-based exhibitions, arts-education programs and residency opportunities. All programs are free to the public.

Committee comments: The Committee recognizes the artistic merit in their programming and appreciates the connection to people from various cultures through their exhibitions and public engagement. Additionally, the Committee acknowledges the valuable opportunities provided to Indigenous artists and emerging artists through the Residency Program and Studio Awards.

Requested: \$19,500

Recommended \$15,000

2. Lamondance Arts Society

Lamondance Arts Society is dance company that operates a pre-professional Training Academy and a unique Apprentice Dance Company, each with a distinct cohort of dancers at different stages of their training and careers. Dancers benefit from the high-level creation, improvisation, choreography and performance opportunities.

Committee comments: The Committee sees considerable merit in a program that provides a mix of dance company training and high-level performance opportunities. The Committee recognizes the new charitable status obtained by this society this past year and recommends continued efforts in the building of a strong business and

financial plan.

Requested: \$18,000

Recommended \$13,000

3. The Gordon & Marion Smith Foundation

Endless Spring Exhibition and Public Programs and Music at the Smith: The Gordon & Marion Smith Foundation for Young Artists was established in 2002 as an independent fundraising arm of the Artists for Kids Trust. Since the opening of the Smith/AFK Gallery, the Foundation's mandate has shifted to the curation of exhibitions and the development of public programs in the Gallery. They also offer *Explore & Create Saturday Art Programs* and *Music at the Smith* an intimate Tuesday evening series featuring Canadian jazz, classical and avant-garde musicians.

Committee comments: The Committee sees considerable value in the proposed exhibits and programming and appreciates the importance of the work undertaken to connect children to gallery exhibitions.

Requested: \$20,000

Recommended \$15,000

4. Vancouver Chamber Music Society (VCMS)

North Shore Matinée Series: VCMS fosters performance opportunities for emerging professional musicians and internationally acclaimed Canadian artists. It produces a number of concert series across the Lower Mainland. In North Vancouver, the Society delivers a Matinée series at Highlands United Church in Edgemont Village.

Committee comments: The Committee appreciates the calibre of artists and encourages the Society to expand their audience reach.

Requested: \$20,500

Recommended \$11,000

CELEBRATION AND EVENTS GRANTS

Major Celebration Grants

1. Philippine Days Festival Society

Philippine Days is the largest celebration of Philippine culture in the Pacific Northwest. The two-day free event includes a main stage program with music, dance and cultural entertainment; an official flag-raising ceremony to celebrate Philippine Independence Day; community games; merchandise booths and roving performers. The Festival returns in 2023 after a three-year hiatus.

Committee comments: The Committee recognizes Philippine Days as a much-needed opportunity for the Philippine community and broader community to come together in celebration. The Committee also recognizes that the organizers have expanded the scope of programming to include food and group activities such as Zumba which attracts a more diverse audience.

Requested: \$15,000

Recommended \$10,000

2. Rotary Club of Lions Gate North Vancouver

Canada Day Celebrations: For over 30 years, the Rotary Club has delivered Canada Day festivities in North Vancouver. The free community event includes activities and live entertainment provided by various North Vancouver artists. Over 10,000 people attended the event at the Shipyards in 2022.

Committee comments: The Committee recognizes the valuable contribution the Rotary Club provides to community. The Committee has asked staff to continue to work with the applicant to provide adequate application details and explore strengthening the inclusiveness of this event.

Requested: \$7,500

Recommended \$5,500

3. The Vancouver International Mountain Film Festival Society (VIMFF)

VIMFF Summer Fest - Celebrating Multiculturalism in the Mountains: VIMFF brings together a community of outdoor enthusiasts, filmmakers, musicians, photographers, environmental activists and local businesses. VIMFF produces a Film Festival, a Fall Series, a Mountain Photography Exhibit, a Speaker Series, a Best of the Fest Tour and other activities. This grant is in support of the VIMFF Summer Fest – Celebrating Multiculturalism in the Mountains. The free festival, in its second year, celebrates “Canadian Multiculturalism Day” through the lens of film and outdoor sport and offers “how-to” workshops on a variety of film-making topics, as well as fun interactive events such as a community yoga class and rock climbing wall, live music and film screenings.

Committee comments: The Committee recognizes that this event has shifted in 2023 to focus more fully on a multiculturalism theme. The Committee is impressed with the inclusion of BIPOC-focused films, storytellers and guest speakers as well as an Indigenous Women’s Outdoor panel, discussions and focus on disability and ableism. This applicant requested a three-year grant. As this is only the second year for the festival, the Committee recommends a one-year grant.

Requested: \$12,500

Recommended \$11,500

Arts Festival Grants

1. BlueShore Financial Centre for the Performing Arts

North Shore Jazz Series in partnership with the Vancouver International Jazz Festival: Since its inception in 2002 as a satellite of the Vancouver International Jazz Festival, North Shore Jazz has established its own market niche with a focus on blues, roots and world music, bringing high-profile local and international talent as well as emerging acts from around the region and around the world to the North Shore. The Festival includes paid and free concerts with a program that features diversity of genres, cultures and gender, plus a mix of veteran, established artists and emerging artists.

Committee comments: The Committee recognizes the high level of musicianship generally associated with the festival. It also appreciates the involvement of music students, the free events, and the expanded locations to include outdoor sites such as Civic Plaza, Lynn Valley Village and the Shipyards.

Requested: \$14,000

Recommended \$11,000

2. North Vancouver Community Arts Council

Arts in the Garden: established in 1999 by North Van Arts, Arts in the Garden is a weekend-long celebration of arts and nature in private and public gardens on the North Shore. Experienced as a self-guided tour across 12 North Shore locations, each unique garden setting includes a variety of visual artists, musicians and performers from diverse cultures and communities.

Committee comments: The Committee appreciates that this is a well-organized, much loved outdoor North Shore event. This applicant has requested a three-year grant and the Committee is pleased to recommend a three-year term.

Requested: \$10,000

Recommended \$9,000

Commission Meeting Date:

November 16, 2022

**Subject: Designation of the Freedom of Information and Protection of
 Privacy Head**

RECOMMENDATION:

THAT the Commission approve the designation of Michael Hunter, Deputy Director, as the Freedom of Information and Protection of Privacy Head for the North Vancouver Recreation & Culture Commission.

BACKGROUND:

Section 77 (a) of the Freedom of Information and Protection of Privacy Act (FOIPPA) requires that every local government body appoint a Head. The North Vancouver Recreation & Culture Commission (NVRC) is a separate public body created by a local government and must comply with Section 77 (a).

DISCUSSION:

At the April 23, 2020, Commission Meeting, Anne Rodgers, Communications Coordinator, was designated as the FOIPPA Head for NVRC. Her retirement necessitated the appointment of a new FOIPPA Head.

The Commission was informed at their January 20, 2022, meeting that Director Turner would be acting as the interim FOIPPA Head for the NVRC.

A Commission resolution is required to appoint a new Head.

BUDGET IMPLICATIONS:

There are no financial implications associated with this request.

CONCURRENCE & COMMUNICATION PLAN:

Michael Hunter's designation as FOIPPA Head will be communicated to the appropriate staff.

POLICY/AUTHORITY:

Section 77 of FOIPPA states: "A local public body, by bylaw or other legal instrument by which the local public body acts, (a) must designate a person or group of persons as the head of the local public body for the purposes of this Act". As a local public body, NVRC must comply with section 77 (a).

CONCLUSION:

NVRC must designate a new FOIPPA Head which requires a resolution from the Commission.



Heather A. Turner
Director of Recreation & Culture

Commission Meeting Date:

November 16, 2022

Report Author: Karen Bickford, Manager, Finance

Subject: 2023 Provisional Operating Budget Submission

RECOMMENDATION:

THAT the 2023 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 staff-prepared provisional operating budget that is aligned with the applicable Commission-approved priorities. The provisional budget 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 operating budget is comprised of the revenues and expenditures expected in the upcoming year to fulfill the Commission's mandate for public recreation and culture. Recreation and culture services are primarily provided in community recreation centres, Centennial Theatre, the North Vancouver Tennis Centre and public outdoor spaces such as parks and plazas.

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 (Appendix 2).

NVRC manages major maintenance and repairs for NVRC facilities on behalf of the municipality that owns the facility. These costs are planned and budgeted directly with the owner municipality through the capital budget process and do not form part of the NVRC operating budget.

Operating and maintenance costs of the facilities, the costs of providing the programs and services, and the centralized administrative costs such as finance, payroll, technology, marketing, communications and human resources are all part of the NVRC operating budget. Similar to other municipal entities, NVRC is service-driven. Salaries comprise just over 70% of the annual budget and this is fairly consistent year over year. Total operating costs for NVRC are expected to be about \$33 million in 2023. Public recreation and culture program and service expenses are partially offset by user fee revenue collected through public admissions, registrations, memberships and facility rentals. Typically, approximately 48% of the expenses are offset by revenues. However, revenues are variable, as they are influenced by external factors such as weather, other

service options, trends and most recently COVID-19 related restrictions. In response to these external challenges, NVRC monitors changes closely and takes action where possible to mitigate the financial impact. On an annual basis, user fees are reviewed and increased to keep pace with rising operating costs with an effort to ensure that services are reasonably priced. Total revenues for NVRC are expected to be about \$14 million in 2023.

The District and City fund the net operational budget of the NVRC according to an agreed-upon cost-sharing formula as outlined in the Bylaw. Currently, the net operational budget is funded 66.06 % District/ 33.94 % City, with the exception of utilities which are paid by the facility owner; culture grants which are shared 50%/50%; and net costs to provide public access to Pinnacle Pool through NVRC which is a City responsibility.

COVID-19 had a significant impact on NVRC. It started with the complete closure of all facilities in March of 2020 to offering over 50 classes per week in various outdoor venues to a prolonged period with various phases of service resumption and changing restrictions. Throughout the pandemic, NVRC provided as many services to the public as possible in a fiscally responsible way. Revenues were significantly impacted though savings in staffing, supplies and other operating costs were also realized, and NVRC was able to operate within the net operating budget that was approved by the City and District.

DISCUSSION:

The 2022 budget reflected an expectation that 2022 would be the start of a recovery from the COVID-19 pandemic. Both revenues and expenditures were reduced to levels that reflected lower participation levels as the path of recovery was unknown. The year started with all fitness centres closed and fitness classes restricted due to the surge of the Omicron variant. Several restrictions were in place including mandatory proof of vaccination for entry into NVRC facilities.

Gradually, Provincial Health Orders (PHOs) were rescinded and currently NVRC is operating without any restrictions related to COVID-19. Facilities are increasingly busy and the demand for programming is returning.

While the PHOs that impacted NVRC since March 2020 have been removed, services have been impacted by the labour shortage. Challenges in having enough lifeguards, swim and fitness instructors, maintenance staff and cashiers have been experienced in North Vancouver and in many other communities. A number of recruitment efforts have been implemented and the stability of staff levels is improving. It is anticipated that while recruitment challenges will continue, NVRC will be better able to serve the community residents in 2023.

Staff anticipate that 2023 will see a return to more regular service levels. As a result, the approach for the 2023 budget was to utilize 2019 programming and service levels, adjust for known changes and inflationary costs, and use that as a base for planning this next phase of the recovery process. Both revenues and expenses have been increased in anticipation of increased participation. The revenue budget includes

increases in most fees and charges, and program fees of about 5% to keep pace with inflationary increases in expenses.

Budget Highlights

- Membership revenues continue to recover slowly. Recent increases in monthly membership purchases are promising as residents become more comfortable being in indoor settings.
- Salaries and benefits: Contract negotiations will occur shortly for union employees; the previous contract expired December 31, 2021. The District and City will support NVRC should a negotiated wage settlement differ from the provision for salaries and benefits budgeted for NVRC.
- New position request: In alignment with the 2023 Priorities, NVRC is requesting approval for one new full-time position in the Information Technology area to support NVRC's opening of Lynn Creek Community Recreation Centre and NVRC's continued focus on Cyber security. This position is required in order to provide the expertise and capacity to ensure that all confidential and important information is as secure as possible. NVRC will be collaborating with the District and City on this important initiative. The 2023 impact for this position is \$91,200.
- The Lynn Creek Community Centre is expected to open in late 2023. As the date is unknown, no operating costs or revenues have been included in the budget and a budget adjustment will be requested if funding is required.

The NVRC's 2023 Provisional Budget (Appendix 1) reflects an increase of \$3.2 million in revenues and \$4.1 million in expenses for a net increase of \$960,000 (5.35%). The increase in revenues and expenses mainly reflects the impact of the expected increase in demand more similar to pre-pandemic years. The budget includes increases to revenues to keep pace with inflationary pressures and recognizes the expected delay in the recovery of membership revenues from pre-pandemic levels.

While there is still some uncertainty moving forward, Staff will continue to monitor revenues and expenses and adjust where feasible.

BUDGET IMPLICATIONS:

The 2023 Provisional Budget recommended by staff includes a net municipal contribution of \$18.9 million, an increase of \$960,000.

CONCURRENCE & COMMUNICATION PLAN:

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

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 and will be updated regularly in 2023 regarding the financial status of NVRC operations.

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 2023 operating budget reflects the Commission's best estimate of the revenues and expenditures needed to provide the recreation and culture services in the coming year. It is expected to be a more typical operating year although there is still some uncertainty as to the pace of recovery. The approach will be 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

2023 Provisional Operating Budget

	2022 Approved Budget	2023 Provisional Budget	2023 vs 2022 Budget Increase	
NVRC 2023 Budget (in 000's)				
Revenue				
Memberships	1,514	2,392	878	
Other	372	584	212	
Programs and lessons	7,359	9,156	1,797	
Rentals	1,866	2,179	313	
Total Revenue	11,111	14,311	3,200	
Expenses				
Administrative & Service Costs	2,824	3,202	378	
Building & Grounds	2,277	2,553	276	
Equipment, Goods and Materials	1,364	1,730	366	
Other Contract Services	1,197	1,509	312	
Salaries & Benefits	21,392	24,220	2,828	
Total Expenses	29,054	33,214	4,160	
Municipal Contribution	17,943	18,903	960	5.35%

2023 Priorities

Optimizing human, fiscal and physical resources and systems

Implement diversity, equity and inclusion commitments

- Based on an internal audit, consultant advice and staff assessment, a number of commitments have been identified to provide workplaces where everyone feels welcome and safe, and diversity in all forms is celebrated. The focus in 2023 is on additional training; provision of guidance and tools for staff; amendment of select policies, procedures, recruitment and marketing materials; and development of a number of resources.

Expand relationships with local First Nations

- Building on the relationships between NVRC staff and Squamish Nation and Tsleil-Waututh Nation staff, conversations will continue regarding public art, programming, events, initiatives, acknowledgements and document wording.

Employ technology innovation to better serve customers, improve efficiency and collect beneficial data

- Develop a mobile application to allow customers to browse NVRC programs and services on smart phones, and register securely on their mobile devices; phase 1 in 2023 and phase 2 scheduled for 2024.
- Implement tools to support customer communication and feedback (i.e., Civil Space), improve internal document management access and filing (i.e., SharePoint) and automate/streamline work processes.
- Migrate the document management system from E-Docs to Microsoft SharePoint to improve staff collaboration, document security and flexibility for remote work.
- Develop further staff training content for the new learning management system (Absorb) in order to improve the consistency and accessibility of staff training materials.
- Evaluate and address NVRC IT security issues in collaboration with CNV and DNV IT security specialists.

Renew customer experience initiative

- Reactivate efforts to improve customer experience with a focus on staff training.

Proactively respond to recreation and culture needs of residents

Implement data collection, analysis and reporting plan

- Ensure that participation data and financial impacts are captured, analyzed and reported to support decision-making and evaluation.

Complete indoor/outdoor recreation and sport plan

- Prepare a plan with recommendations on priority indoor/outdoor recreation and sport capital projects. The plan will be informed by a review of the 2008 Indoor Recreation Facility Plan, and current and future demographics, collection of needs assessment data and stakeholder input, and will also include a decision-making framework.

Plan for facility openings, replacements, enhancements and renewal

- Open Lynn Creek Community Recreation Centre (expected in fall 2023); continue to support the finalization and construction of the new Harry Jerome Community Recreation Centre (expected completion in 2025) and finalize recommendations regarding Ron Andrews and Karen Magnussen Community Recreation Centres.

Expand outdoor recreation and nature experience opportunities

- Offer more outdoor arts, fitness, play and nature experience opportunities and encourage residents to realize the benefits of nature.

Streamline arts and culture operating assistance grants process

- Review criteria for awarding operating grants and implement appropriate changes.

Expand effectiveness through collaboration**Support park planning and public space activation**

- Expand collaboration with municipal parks staff to further influence park planning and animate public spaces for recreation and arts experiences.

Arts and culture strategy scoping

- Consultation will occur with key arts and culture organizations to understand the needs, opportunities and gaps in the North Vancouver arts and culture sector. The findings will inform the direction for an arts and culture strategy.

Review best practices in community sport structures, systems and supports

- Consultation will occur with the North Vancouver Sports Council, community sport leaders and other communities to clarify the current state and to inform a plan to support community sport.

Strengthen relationships with key service partners and aligned community organizations

- Further relationship-building will occur with organizations that can support NVRC's vision and mandate including Impact North Shore, Squamish Nation and Tsleil-Waututh Nation, North Shore Emergency Management, North Shore Neighbourhood House, Capilano Community Services Society, Parkgate Society, the Museum of North Vancouver, North Vancouver libraries and School District 44.

Enhance understanding of the scope and impacts of services**Expand community knowledge of the scope and impact of NVRC services**

- Share information and stories about the value of municipal recreation and culture services including a focus on initiatives and lesser-known services.

Enhance opportunities for ongoing citizen input and feedback

- Plan and execute more methods of seeking resident input and feedback on programs, services and initiatives.

Work towards greater integration between NVRC, City and District on relevant initiatives and plans

- Expand frequency of reporting and conversations with Councils and municipal staff to inform and to identify opportunities for collaboration and integration.

Commission Meeting Date:

November 16, 2022

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

Subject: Capital Plan 2023 and Capital Financial Model 2023-2032

RECOMMENDATIONS:

1. **THAT** the NVRC-City Capital Plan 2023 Funding Requests, in the amount of \$1,247,700, be approved by the Commission and recommended to City Council for approval (Appendix A);
2. **THAT** the NVRC-District Capital Plan 2023 Funding Requests, in the amount of \$1,935,300, be approved by the Commission and recommended to District Council for approval (Appendix B);
3. **THAT** the NVRC-City Capital Financial Model 2023-2032 be approved by the Commission for approval and recommended to City Council for approval (Appendix C); and
4. **THAT** the NVRC-District Capital Financial Model 2023-2032 be approved by the Commission 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 2023

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 Council's Vision and Priorities," "Operational Risk Assessment", "Level of Service", "City Financial Impact" and "Making use of External Funding".

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 \$1,247,700, 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
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
2022 (***)	\$870,822	\$1,237,822

(*) 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 anticipated Harry Jerome, Memorial and Mickey McDougall Community Recreation Centres closures.

(***) Note: Approved amount in 2022 was increased with additional capital projects to maintain operation of Harry Jerome, Memorial and Mickey McDougall Community Recreation Centres until 2025.

District Recreation and Culture Infrastructure – Capital Plan 2023

The District of North Vancouver has issued capital budget instructions for 2023. The District's Asset Management Plan process determines the base amount allocation for NVRC buildings and information technologies in the 2023 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 34 capital projects, for the aggregate amount of \$1,935,300, have been identified for District of North Vancouver community recreation and culture infrastructure as follows: 22 building projects and three information technology projects at an amount of \$1,625,000; eight recreation equipment projects for \$260,300 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
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)
2022	\$2,105,000	\$2,105,000 (\$383,000 from Recr. Equip. Reserve)

City and District Recreation and Culture Infrastructure – Capital Financial Model 2023-2032

The 10-year capital financial models for City and District community recreation and culture infrastructure have been reviewed and updated for the period 2023-2032. 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. Over the next three years, NVRC will update Centennial Theatre's interior and exterior appearances, and evaluate the potential box office relocation to better align the building with the new Harry Jerome Community Recreation Centre project. The Karen Magnussen and Ron Andrews Community Recreation Centres have completed preliminary building evaluations which provide NVRC with 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					12-Oct-22
NVRC-CITY CAPITAL PLAN 2023 FUNDING REQUESTS					
PRIORITY	LOCATION	PROJECT TITLE	CATEGORY	BUDGET	RUNNING TOTAL
1.0	ALL CNV	Emergency capital replacement fund (City only)	Bldg.	\$30,000	\$30,000
2.0	HJ	Harry Jerome Community Recreation Centre - Critical Maintenance and Repairs	Bldg.	\$300,000	\$330,000
3.0	ME	Maintenance, Repair & Replacement - Memorial Community Recreation Centre	Bldg.	\$15,000	\$345,000
4.0	MM	Maintenance, Repair & Replacement - Mickey McDougall Community Recreation Centre	Bldg.	\$15,000	\$360,000
5.0	ALL CNV	Civic public art program	P.A.	\$85,000	\$445,000
6.0	CT	Stage rigging system replacement	Equip.	\$100,000	\$545,000
7.0	CT	Auditorium HV-1 overhaul and DX coil replacement	Bldg.	\$150,000	\$695,000
8.0	CT	Theatre stage fire curtain system replacement	Equip.	\$80,000	\$775,000
9.0	CNV-DNV	Perfect Mind implementation: integration (City share)	I.T.	\$10,000	\$785,000
10.0	JB	Weight room equipment replacement program	Equip.	\$45,000	\$830,000
11.0	HJ	Weight room equipment replacement program	Equip.	\$45,000	\$875,000
12.0	ALL CNV	Block fund for minor capital projects	Bldg.	\$50,000	\$925,000
13.0	ALL CNV	Facility desktop hardware refresh	I.T.	\$21,000	\$946,000
14.0	ALL CNV	Network hardware replacement	I.T.	\$35,000	\$981,000
15.0	CNV-DNV	Maintenance & Engineering vehicles (City share)	Equip.	\$6,700	\$987,700
16.0	ALL CNV	Recreation centre WIFI replacement	I.T.	\$35,000	\$1,022,700
17.0	JB	Exterior awnings refurbishment	Bldg.	\$50,000	\$1,072,700
18.0	JB	Resurface gymnasium floor	Bldg.	\$100,000	\$1,172,700
19.0	CT	Lobby carpet replacement with new flooring	Bldg.	\$20,000	\$1,192,700
20.0	CT	Studio sound & lighting systems replacement	Equip.	\$15,000	\$1,207,700
21.0	CT	Concession gate relocation & dishwasher addition	Bldg.	\$40,000	\$1,247,700

NORTH VANCOUVER RECREATION & CULTURE COMMISSION						12-Oct-22
NVRC-DISTRICT CAPITAL PLAN 2023 FUNDING REQUESTS						
PRIORITY	LOCATION	PROJECT TITLE	CATEGORY		BUDGET	RUNNING TOTAL
1.0	ALL DNV	Emergency capital replacement fund (District only)	Bldg.		\$55,000	\$55,000
2.0	SL	Block fund bridge until facility decommissioning	Bldg.		\$5,000	\$60,000
3.0	ALL DNV	Civic public art program	P.A.		\$50,000	\$110,000
4.0	DNV-CNV	PerfectMind implementation: integration (District share)	I.T.		\$20,000	\$130,000
5.0	DB	Weight room equipment replacement program	Equip.		\$50,000	\$180,000
6.0	RA	Weight room equipment replacement program	Equip.		\$40,000	\$220,000
7.0	PG	Weight room equipment replacement program	Equip.		\$40,000	\$260,000
8.0	KM	Weight room equipment replacement program	Equip.		\$35,000	\$295,000
9.0	ALL DNV	Block fund for minor capital projects	Bldg.		\$100,000	\$395,000
10.0	DNV-CNV	Maintenance & Engineering vehicles (District share)	Equip.		\$13,300	\$408,300
11.0	KM	4-year pool maintenance shutdown (3 - 4 weeks closure)	Bldg.		\$200,000	\$608,300
12.0	KM	Pool drain grates replacement	Bldg.		\$80,000	\$688,300
13.0	KM	Refrigeration plant cooling tower and dehumidifier replacement	Bldg.		\$500,000	\$1,188,300
14.0	ALL DNV	Public WIFI upgrade	I.T.		\$70,000	\$1,258,300
15.0	RA	Heat recovery system overhaul	Bldg.		\$80,000	\$1,338,300
16.0	RA	Roof repair	Bldg.		\$50,000	\$1,388,300
17.0	PG	Back entrance exterior drainage issue	Bldg.		\$40,000	\$1,428,300
18.0	DB	Pottery studio pugmill	Equip.		\$12,000	\$1,440,300
19.0	KM	Concession room renovation	Bldg.		\$40,000	\$1,480,300
20.0	LG	Intrusion alarm system installation	Bldg.		\$30,000	\$1,510,300
21.0	KM	Arena electrical upgrade and fan installation	Bldg.		\$20,000	\$1,530,300
22.0	KM	Parking lot lines painting	Bldg.		\$10,000	\$1,540,300
23.0	LV	Exterior doors repair or replacement	Bldg.		\$20,000	\$1,560,300
24.0	PG	Toddler playground equipment replacement	Equip.		\$40,000	\$1,600,300
25.0	PG	Climbing wall improvement	Bldg.		\$40,000	\$1,640,300
26.0	TC	DDC system upgrade	Bldg.		\$40,000	\$1,680,300
27.0	TC	Wall insulation added protection & repairs	Bldg.		\$40,000	\$1,720,300
28.0	LG	Post-construction changes & improvements	Bldg.		\$50,000	\$1,770,300
29.0	PG	C04 and C20 meeting rooms renovation	Bldg.		\$40,000	\$1,810,300
30.0	KM	Video surveillance system	I.T.		\$50,000	\$1,860,300
31.0	PG	Youth basketball hoop addition	Bldg.		\$10,000	\$1,870,300
32.0	DB	Upper and main level lobby furniture and display case additions	Equip.		\$30,000	\$1,900,300
33.0	DB	Weight room TV relocations to columns	Bldg.		\$10,000	\$1,910,300
34.0	LC	Post-construction changes & improvements	Bldg.		\$25,000	\$1,935,300

NVRC-CITY CAPITAL FINANCIAL MODEL 2023-2032				2-Aug-22		
<u>MINOR CAPITAL PLAN SUMMARY</u>						
Description	2023	2024	2025	2026	2027	2028-2032
Administration & Maintenance	\$86,700	\$80,000	\$80,000	\$95,000	\$95,000	\$620,000
Information Technology	\$101,000	\$91,000	\$21,000	\$31,000	\$21,000	\$280,000
Communications & Marketing	\$0	\$0	\$120,000	\$0	\$0	\$30,000
Harry Jerome Community Recreation Centre	\$300,000	\$445,000	\$100,000	\$100,000	\$100,000	\$0
Memorial Community Recreation Centre	\$15,000	\$15,000	\$15,000	\$0	\$0	\$0
Mickey McDougall Community Recreation Centre	\$15,000	\$15,000	\$5,000	\$0	\$0	\$0
John Braithwaite Community Centre	\$150,000	\$90,000	\$30,000	\$50,000	\$50,000	\$250,000
Centennial Theatre	\$405,000	\$405,000	\$630,000	\$115,000	\$230,000	\$500,000
Weight Room Equipment	\$90,000	\$90,000	\$195,000	\$90,000	\$90,000	\$500,000
Public Art	\$85,000	\$85,000	\$85,000	\$85,000	\$85,000	\$425,000
TOTALS	\$1,247,700	\$1,316,000	\$1,281,000	\$566,000	\$671,000	\$2,605,000

NVRC-CITY CAPITAL FINANCIAL MODEL 2023-2032								2-Aug-22
<u>Administration & Maintenance</u>								
Item	Description	Cat.	2023	2024	2025	2026	2027	2028-2032
1	Emergency capital replacement fund (City only)	Bldg.	\$30,000	\$30,000	\$30,000	\$35,000	\$35,000	\$200,000
2	Block fund for minor capital projects	Bldg.	\$50,000	\$50,000	\$50,000	\$60,000	\$60,000	\$320,000
3	Maintenance & Engineering vehicles (City share)	Equip.	\$6,700					\$100,000
	TOTALS		\$86,700	\$80,000	\$80,000	\$95,000	\$95,000	\$620,000
<u>Information Technology</u>								
Item	Description	Cat.	2023	2024	2025	2026	2027	2028-2032
1	Perfect Mind implementation: integration (City share)	I.T.	\$10,000	\$10,000		\$10,000		\$20,000
2	Facility desktop hardware refresh	I.T.	\$21,000	\$21,000	\$21,000	\$21,000	\$21,000	\$105,000
3	Network hardware replacement	I.T.	\$35,000					\$40,000
4	Recreation centre WIFI replacement	I.T.	\$35,000					\$45,000
5	Phone system replacement (City share)	I.T.		\$60,000				\$70,000
	TOTALS		\$101,000	\$91,000	\$21,000	\$31,000	\$21,000	\$280,000
<u>Communications & Marketing</u>								
Item	Description	Cat.	2023	2024	2025	2026	2027	2028-2032
1	Website replacement (City share)	C.&M.			\$120,000			\$30,000
	TOTALS		\$0	\$0	\$120,000	\$0	\$0	\$30,000

NVRC-CITY CAPITAL FINANCIAL MODEL 2023-2032							2-Aug-22
Harry Jerome Community Recreation Centre							
Item	Description	Cat.	2023	2024	2025	2026	2027 2028-2032
1	Harry Jerome Community Recreation Centre - Critical Maintenance and Repairs	Bldg.	\$300,000	\$200,000	\$100,000		
2	Arena ice resurfacer vehicle replacement	Equip.		\$245,000			
3	New Harry Jerome Community Recreation Centre - Fit Out Allowance	Bldg.				\$100,000	\$100,000
TOTALS			\$300,000	\$445,000	\$100,000	\$100,000	\$100,000 \$0
Memorial Community Recreation Centre							
Item	Description	Cat.	2023	2024	2025	2026	2027 2028-2032
1	Maintenance, Repair & Replacement - Memorial Community Recreation Centre	Bldg.	\$15,000	\$15,000	\$15,000		
TOTALS			\$15,000	\$15,000	\$15,000	\$0	\$0 \$0
Mickey McDougall Community Recreation Centre							
Item	Description	Cat.	2023	2024	2025	2026	2027 2028-2032
1	Maintenance, Repair & Replacement - Mickey McDougall Community Recreation Centre	Bldg.	\$15,000	\$15,000	\$5,000		
TOTALS			\$15,000	\$15,000	\$5,000	\$0	\$0 \$0
John Braithwaite Community Recreation Centre							
Item	Description	Cat.	2023	2024	2025	2026	2027 2028-2032
1	Exterior awnings refurbishment	Bldg.	\$50,000				
2	Resurface gymnasium floor	Bldg.	\$100,000				
3	Art studio renovation	Bldg.		\$40,000			
4	Replace front entrance automatic sliding door	Bldg.		\$50,000			
5	Resurface senior's kitchen floor	Bldg.			\$30,000		
6	Allowance for future years	Bldg.				\$50,000	\$50,000 \$250,000
TOTALS			\$150,000	\$90,000	\$30,000	\$50,000	\$50,000 \$250,000

NVRC-CITY CAPITAL FINANCIAL MODEL 2023-2032							2-Aug-22	
Centennial Theatre								
Item	Description	Cat.	2023	2024	2025	2026	2027	2028-2032
1	Auditorium HV-1 overhaul and DX coil replacement	Bldg.	\$150,000					
2	Stage rigging system replacement	Equip.	\$100,000					
9	Theatre stage fire curtain system replacement	Equip.	\$80,000					
11	Concession gate relocation & dishwasher addition	Bldg.	\$40,000					
3	Lobby carpet replacement with new flooring	Bldg.	\$20,000					
4	Studio sound & lighting systems replacement	Equip.	\$15,000					
8	Stage wood flooring replacement	Bldg.		\$100,000				
6	Theatre interior walls repainting	Bldg.		\$80,000				
5	South lobby washrooms refurbishment	Bldg.		\$80,000				
12	Moving message sign replacement	Bldg.		\$75,000				
13	Performances equipment replacement	Equip.		\$40,000				
7	Roof inspection	Bldg.		\$30,000				
14	Roof mansard shingles replacement	Bldg.			\$250,000			
17	Building exterior repainting	Bldg.			\$100,000			
15	Sound & lighting console replacements	Equip.			\$80,000			
10	Auditorium carpet replacement	Bldg.			\$50,000			
16	Rooftop HVAC unit replacement	Bldg.			\$150,000		\$150,000	
18	South lobby air conditioning addition	Bldg.				\$100,000		
19	Studio wood flooring refinishing	Bldg.				\$15,000		
20	Auditorium sound & lighting system replacements	Equip.					\$40,000	
22	Stage exhaust fans overhaul	Bldg.					\$40,000	
23	Allowance for future years	Bldg.						\$500,000
	TOTALS		\$405,000	\$405,000	\$630,000	\$115,000	\$230,000	\$500,000

NVRC-CITY CAPITAL FINANCIAL MODEL 2023-2032							2-Aug-22	
Weight Room Equipment								
Item	Description	Cat.	2023	2024	2025	2026	2027	2028-2032
1	HJ - Weight room equipment replacement program	Equip.	\$45,000	\$45,000	\$150,000	\$45,000	\$45,000	\$250,000
2	JB - Weight room equipment replacement program	Equip.	\$45,000	\$45,000	\$45,000	\$45,000	\$45,000	\$250,000
	TOTALS		\$90,000	\$90,000	\$195,000	\$90,000	\$90,000	\$500,000
Public Art								
Item	Description	Cat.	2023	2024	2025	2026	2027	2028-2032
1	Public art civic program	P.A.	\$85,000	\$85,000	\$85,000	\$85,000	\$85,000	\$425,000
	TOTALS		\$85,000	\$85,000	\$85,000	\$85,000	\$85,000	\$425,000

NVRC-CITY CAPITAL FINANCIAL MODEL 2023-2032						2-Aug-22	
<u>MAJOR CAPITAL PLAN SUMMARY</u>							
Description	2023	2024	2025	2026	2027	2028-2032	TOTALS
Centennial Theatre Entrance & Box Office Relocation						\$2,000,000	\$2,000,000
TOTALS	\$0	\$0	\$0	\$0	\$0	\$2,000,000	\$2,000,000
Note: Exact timing and value of these projects are preliminary estimates at this time.							

NVRC-DISTRICT CAPITAL FINANCIAL MODEL 2023-2032				25-Aug-22		
MINOR CAPITAL PLAN SUMMARY						
Description	2023	2024	2025	2026	2027	2028-2032
Administration & Maintenance	\$168,300	\$160,000	\$180,000	\$190,000	\$190,000	\$1,180,000
Information Technology	\$140,000	\$210,000	\$50,000	\$95,000	\$60,000	\$265,000
Communications & Marketing	\$0	\$0	\$240,000	\$0	\$0	\$0
Delbrook Community Recreation Centre	\$52,000	\$25,000	\$315,000	\$140,000	\$225,000	\$650,000
North Vancouver Tennis Centre	\$80,000	\$100,000	\$250,000	\$110,000	\$130,000	\$500,000
Karen Magnussen Community Recreation Centre	\$850,000	\$425,000	\$550,000	\$735,000	\$1,200,000	\$5,500,000
Lynn Valley Community Recreation Centre	\$20,000	\$80,000	\$125,000	\$40,000	\$350,000	\$150,000
Ron Andrews Community Recreation Centre	\$130,000	\$300,000	\$150,000	\$150,000	\$280,000	\$800,000
Seyllynn Community Recreation Centre	\$5,000	\$30,000	\$0	\$0	\$0	\$0
Lynn Creek Community Centre	\$25,000	\$50,000	\$25,000	\$25,000	\$25,000	\$125,000
Parkgate Community Centre	\$170,000	\$160,000	\$80,000	\$465,000	\$250,000	\$1,000,000
Lions Gate Community Centre	\$80,000	\$25,000	\$25,000	\$25,000	\$25,000	\$125,000
Weight Room Equipment	\$165,000	\$165,000	\$165,000	\$185,000	\$185,000	\$1,005,000
Public Art	\$50,000	\$50,000	\$50,000	\$50,000	\$50,000	\$250,000
TOTALS	\$1,935,300	\$1,780,000	\$2,205,000	\$2,210,000	\$2,970,000	\$11,550,000

NVRC-DISTRICT CAPITAL FINANCIAL MODEL 2023-2032								25-Aug-22
<u>Administration & Maintenance</u>								
Item	Description	Cat.	2023	2024	2025	2026	2027	2028-2032
1	Emergency capital replacement fund (District only)	Bldg.	\$55,000	\$60,000	\$60,000	\$70,000	\$70,000	\$380,000
2	Block fund for minor capital projects	Bldg.	\$100,000	\$100,000	\$120,000	\$120,000	\$120,000	\$600,000
3	Maintenance & Engineering vehicles (District share)	Equip.	\$13,300					\$200,000
	TOTALS		\$168,300	\$160,000	\$180,000	\$190,000	\$190,000	\$1,180,000
<u>Information Technology</u>								
Item	Description	Cat.	2023	2024	2025	2026	2027	2028-2032
1	Perfect Mind implementation: integration (District share)	I.T.	\$20,000	\$20,000		\$20,000		\$40,000
2	Public WiFi upgrade	I.T.	\$70,000					\$80,000
3	KM Video surveillance system	I.T.	\$50,000					
4	VOIP phone system upgrade (District share)	I.T.		\$120,000				
5	Network hardware replacement	I.T.		\$70,000				\$70,000
6	NVTC Video surveillance system	I.T.			\$50,000			
7	Facility desktop hardware refresh	I.T.				\$75,000		\$75,000
8	PG Video surveillance system	I.T.					\$60,000	
	TOTALS		\$140,000	\$210,000	\$50,000	\$95,000	\$60,000	\$265,000
<u>Communications & Marketing</u>								
Item	Description	Cat.	2023	2024	2025	2026	2027	2028-2032
1	Website replacement (District share)	C.&M.			\$240,000			
	TOTALS		\$0	\$0	\$240,000	\$0	\$0	\$0

NVRC-DISTRICT CAPITAL FINANCIAL MODEL 2023-2032								25-Aug-22
<u>Delbrook Community Recreation Centre</u>								
Item	Description	Cat.	2023	2024	2025	2026	2027	2028-2032
1	Upper and main level lobby furniture and display case additions	Equip.	\$30,000					
2	Pottery studio pugmill	Equip.	\$12,000					
3	Weight room TV relocations to columns	Bldg.	\$10,000					
4	Whirlpool heat exchanger addition	Bldg.		\$25,000	\$150,000			
5	4-year pool maintenance shutdown	Bldg.			\$150,000			\$150,000
6	Electrical substation maintenance	Bldg.			\$15,000			
7	Weight room area lighting improvements	Bldg.				\$25,000		
8	Weight room platform area increase	Bldg.				\$15,000		
9	Mechanical room piping replacement (corroded) & re-insulation	Bldg.					\$75,000	
10	Youth Centre update	Bldg.					\$50,000	
11	Allowance for future years	Bldg.				\$100,000	\$100,000	\$500,000
	TOTALS		\$52,000	\$25,000	\$315,000	\$140,000	\$225,000	\$650,000
<u>North Vancouver Tennis Centre</u>								
Item	Description	Cat.	2023	2024	2025	2026	2027	2028-2032
1	DDC system upgrade	Bldg.	\$40,000					
2	Wall insulation added protection & repairs	Bldg.	\$40,000					
3	Courts 1 - 6 repair and resurfacing	Bldg.		\$80,000				
4	Roof repair	Bldg.		\$20,000	\$150,000			
5	Renovate male & female washrooms/changerooms	Bldg.			\$80,000			
6	Renovate back kitchen	Bldg.			\$20,000			
7	Gutters and downspouts renewal	Bldg.				\$60,000		
8	3 ton rooftop heat pump replacement	Bldg.					\$80,000	
9	Allowance for future years	Bldg.				\$50,000	\$50,000	\$500,000
	TOTALS		\$80,000	\$100,000	\$250,000	\$110,000	\$130,000	\$500,000

NVRC-DISTRICT CAPITAL FINANCIAL MODEL 2023-2032								25-Aug-22
<u>Karen Magnussen Community Recreation Centre</u>								
Item	Description	Cat.	2023	2024	2025	2026	2027	2028-2032
1	4-year pool maintenance shutdown (3 - 4 weeks closure)	Bldg.	\$200,000			\$100,000		\$100,000
2	Pool drain grates replacement	Bldg.	\$80,000					
3	Refrigeration plant cooling tower and dehumidifier replacement	Bldg.	\$500,000					
4	Concession room renovation	Bldg.	\$40,000					
5	Arena electrical upgrade and fan installation	Bldg.	\$20,000					
6	Parking lot lines painting	Bldg.	\$10,000					
7	Arena ice resurfacer vehicle replacement	Equip.		\$245,000				
8	Arena (metal) and pool changerooms roofing replacement	Bldg.		\$30,000	\$500,000			
9	North-side exterior patio program area addition	Bldg.		\$30,000				
10	Main entrance door and frame replacement	Bldg.		\$60,000				
11	Accessible door features installation	Bldg.		\$30,000				
12	Electrical substation 4-year major maintenance	Bldg.		\$20,000				
13	Building entrance glass awning tinting	Bldg.		\$10,000				
14	Arena chamber roof beams repainting	Bldg.			\$50,000			
15	Main corridor flooring replacement	Bldg.				\$80,000		
16	Electrical system upgrade engineering study	Bldg.				\$30,000	\$500,000	
17	Windows replacement	Bldg.				\$25,000	\$200,000	\$200,000
18	Main entrance vestibule addition	Bldg.						\$200,000
19	Allowance for future years	Bldg.				\$500,000	\$500,000	\$5,000,000
	TOTALS		\$850,000	\$425,000	\$550,000	\$735,000	\$1,200,000	\$5,500,000
<u>Lynn Valley Community Recreation Centre</u>								
Item	Description	Cat.	2023	2024	2025	2026	2027	2028-2032
1	Exterior doors repair or replacement	Bldg.	\$20,000					
2	Parking lot repaving & lines repainting	Bldg.		\$80,000				
3	Corridor, Sandpiper and Nighthawk rooms flooring replacement	Bldg.			\$100,000			
4	Electrical system upgrade	Bldg.				\$15,000	\$150,000	
5	Washrooms and kitchen renovation	Bldg.					\$175,000	
6	Allowance for future years	Bldg.			\$25,000	\$25,000	\$25,000	\$150,000
	TOTALS		\$20,000	\$80,000	\$125,000	\$40,000	\$350,000	\$150,000

NVRC-DISTRICT CAPITAL FINANCIAL MODEL 2023-2032							25-Aug-22	
<u>Ron Andrews Community Recreation Centre</u>								
Item	Description	Cat.	2023	2024	2025	2026	2027	2028-2032
1	Heat recovery system overhaul	Bldg.	\$80,000					
2	Roof repair	Bldg.	\$50,000		\$50,000		\$50,000	\$50,000
3	HVAC roof top unit replacement	Bldg.		\$150,000				
4	4-year pool maintenace shutdown	Bldg.		\$75,000			\$80,000	
5	Pool chamber climbing wall replacement	Bldg.		\$30,000				
6	Takaya and rear of facility renovation	Bldg.		\$45,000				
7	Allowance for future years	Bldg.			\$100,000	\$150,000	\$150,000	\$750,000
	TOTALS		\$130,000	\$300,000	\$150,000	\$150,000	\$280,000	\$800,000
<u>Seylynn Community Recreation Centre</u>								
Item	Description	Cat.	2023	2024	2025	2026	2027	2028-2032
1	Block fund bridge until facility decommissioning	Bldg.	\$5,000					
2	Seylynn CRC decommission	Bldg.		\$30,000				
	TOTALS		\$5,000	\$30,000	\$0	\$0	\$0	\$0
<u>Lynn Creek Community Centre</u>								
Item	Description	Cat.	2023	2024	2025	2026	2027	2028-2032
1	Post-construction changes & improvements	Bldg.	\$25,000	\$50,000				
2	Allowance for future years	Bldg.			\$25,000	\$25,000	\$25,000	\$125,000
	TOTALS		\$25,000	\$50,000	\$25,000	\$25,000	\$25,000	\$125,000

NVRC-DISTRICT CAPITAL FINANCIAL MODEL 2023-2032								25-Aug-22	
<u>Parkgate Community Centre</u>									
Item	Description	Cat.	2023	2024	2025	2026	2027	2028-2032	
1	Climbing wall improvement	Bldg.	\$40,000						
2	C04 and C20 meeting rooms renovation	Bldg.	\$40,000						
3	Toddler playground equipment replacement	Equip.	\$40,000						
4	Back entrance exterior drainage issue	Bldg.	\$40,000						
5	Youth basketball hoop addition	Bldg.	\$10,000						
6	Gymnasium sports floor repairs	Bldg.		\$80,000					
7	Interior & exterior benches refinishing or replacement	Bldg.		\$20,000					
8	Lighting replacement/upgrade	Bldg.		\$60,000					
9	Countertop and vanity update (all washrooms and changerooms)	Bldg.			\$50,000				
10	Windows replacement	Bldg.			\$30,000	\$300,000			
11	Roof fall protection installation	Bldg.				\$75,000			
12	Youth Centre update	Bldg.				\$50,000			
13	Sauna and steam room update	Bldg.				\$40,000			
14	Domestic water piping replacement (corroded) & re-insulation	Bldg.					\$50,000		
15	Allowance for future years	Bldg.					\$200,000	\$1,000,000	
	TOTALS		\$170,000	\$160,000	\$80,000	\$465,000	\$250,000	\$1,000,000	
<u>Lions Gate Community Centre</u>									
Item	Description	Cat.	2023	2024	2025	2026	2027	2028-2032	
1	Post-construction changes & improvements	Bldg.	\$50,000						
2	Intrusion alarm system installation	Bldg.	\$30,000						
3	Allowance for future years	Bldg.		\$25,000	\$25,000	\$25,000	\$25,000	\$125,000	
	TOTALS		\$80,000	\$25,000	\$25,000	\$25,000	\$25,000	\$125,000	

NVRC-DISTRICT CAPITAL FINANCIAL MODEL 2023-2032								25-Aug-22
Weight Room Equipment								
Item	Description	Cat.	2023	2024	2025	2026	2027	2028-2032
1	DB - Weight room equipment replacement program	Equip.	\$50,000	\$50,000	\$50,000	\$55,000	\$55,000	\$295,000
2	RA - Weight room equipment replacement program	Equip.	\$40,000	\$40,000	\$40,000	\$45,000	\$45,000	\$245,000
3	PG - Weight room equipment replacement program	Equip.	\$40,000	\$40,000	\$40,000	\$45,000	\$45,000	\$245,000
4	KM - Weight room equipment replacement program	Equip.	\$35,000	\$35,000	\$35,000	\$40,000	\$40,000	\$220,000
	TOTALS		\$165,000	\$165,000	\$165,000	\$185,000	\$185,000	\$1,005,000
Public Art								
Item	Description	Cat.	2023	2024	2025	2026	2027	2028-2032
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 2023-2032						25-Aug-22	
<u>MAJOR CAPITAL PLAN SUMMARY</u>							
Description	2023	2024	2025	2026	2027	2028-2032	TOTALS
Arena concrete slab & brine piping replacement				\$50,000	\$1,500,000		\$1,550,000
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	\$0	\$1,050,000	\$6,000,000	\$62,500,000	\$69,550,000

Commission Meeting Date:

November 16, 2022

Report Author: James Vanderheide, Diversity, Equity and Inclusion Project Manager

Subject: Diversity, Equity and Inclusion Update

RECOMMENDATION:

THAT the Commission receive this report for information.

BACKGROUND:

North Vancouver Recreation & Culture (NVRC) is committed to providing an inclusive, innovative, respectful and supportive environment in our efforts to improve the health and well-being of all North Vancouver individuals, families and communities. To achieve this, it is important that NVRC staff and customers have the opportunities to work, play and participate in an environment free of racism and discrimination, where everyone feels welcome, safe and included.

In 2020, the continuing injustices and inequities in society were brought to light following a number of shocking and upsetting incidents involving people of colour and the 2SLGBTQIA+ (Two-Spirit, Lesbian, Gay, Bisexual, Transgender, Queer, Questioning, Intersex, Asexual, plus other affirming sexual orientations and gender identities) community. NVRC recognized its responsibility in confronting and addressing systemic racism and discrimination, and committed to investing resources to become a more inclusive organization.

Based on extensive research, NVRC committed to the development of a multi-faceted diversity, equity and inclusion (DEI) initiative. A report was presented to the Commission on March 11, 2021 that included the following priorities:

- Education and engagement opportunities for leadership and staff;
- Establishment of a steering committee comprising a diverse group of staff who bring their lived experience to the planning process;
- A review of current practices and policies; and
- Development of an action plan that will continue to evolve as required to achieve and sustain meaningful change.

The focus in the first two years of the plan is on workplaces and staff experiences.

DISCUSSION:

In order to advance these actions Bakau Consulting was retained in May 2021 to work with the staff steering committee and Leadership Team to complete a DEI audit of the organization, help identify priorities to support increasing employee safety, inclusion

and knowledge, and provide staff training. Working together, a number of significant milestones were achieved, including:

- Creating a dedicated DEI page on the staff Intranet (HUB) with educational resources and news;
- Meeting with staff teams to share information on the initiative and gather feedback;
- Coordinating with the North Shore Resilience BC Network to support the development of a community-based approach to preventing and responding to racist incidents;
- Delivering the *Fundamentals of Anti-Oppression* workshop to over 230 staff and all NVRC Commissioners;
- Hosting three Indigenous education workshops and two staff focus groups; and
- Implementing a DEI staff survey in which 175 staff participated.

The consultants' work was completed in April 2022 and the resulting report has been used to inform the 2022-2023 action plan.

Building from the results of the DEI audit, in the spring 2022, a 2022-2023 DEI vision statement and four supporting commitments were developed. While both NVRC clients and the community will benefit from this work, the 2022-2023 vision and commitments focus on NVRC staff's experience in the workplace.

Diversity, equity & inclusion (DEI) vision for 2022-2023: To be a leader in providing workplaces where everyone feels welcome and safe, and diversity is celebrated in all forms.

The 2022/2023 DEI commitments focus on four key priorities:

- Increasing Indigenous cultural recognition within our workplaces;
- Combating sizeism and fatphobia within our workplaces;
- Improving safety and inclusion in our workplaces for IBPOC (Indigenous, Black and people of colour); and
- Improving safety and inclusion in our workplaces for 2SLGBTQIA+ people.

In order to ensure these 2022-2023 commitments are achieved, the following actions will be completed:

- Communicate the action plan and deliverables to staff and the Commission;
- Develop ongoing DEI communications channels for staff;
- Review NVRC policies and procedures, and the recruitment process with respect to the four priorities;
- Provide educational opportunities for staff that address all four priorities;
- Review our marketing and communications materials to ensure they align with the priorities;
- Develop an internal cultural calendar for 2022-2023, providing opportunities for staff involvement in the events;
- Establish metrics and methods to measure NVRC's DEI progress; and
- Develop DEI commitments for 2024-2025.

The planning and development of NVRC's DEI Action Plan support the following 2022 Service Plan priorities:

- Finalize and implement an anti-racism and anti-discrimination strategy, including an action plan based on internal staff audit; and
- Develop a framework for Indigenous relations and further awareness regarding First Nations culture and protocols.

Implementation of the 2022-2023 DEI commitments also supports the recently Commission-adopted 2023 Priorities, which specifically state:

Implement diversity, equity and inclusion commitments

Based on an internal audit, consultant advice and staff assessment, a number of commitments have been identified to provide workplaces where everyone feels welcome and safe, and diversity in all forms is celebrated. The focus in 2023 is on additional training; provision of guidance and tools for staff; amendment of select policies, procedures, recruitment and marketing materials; and development of a number of resources.

BUDGET IMPLICATIONS:

All actions will be completed within NVRC's existing operating budget.

CONCURRENCE & COMMUNICATION PLAN:

The specific elements including training, staff engagement and policies will be communicated through existing channels. The City and District of North Vancouver have been advised of this initiative and staff will continue to share information as all three organizations advance their corporate DEI programs.

POLICY/AUTHORITY:

Implementation of the initiative is within the authority of the NVRC.

CONCLUSION:

Implementation of the 2022-2023 Diversity, Equity and Inclusion commitments support NVRC's mission, vision and values, and help to ensure that staff have the opportunity to work in environments free of racism and discrimination, where everyone feels welcome, safe and included.



Heather A. Turner
Director of Recreation & Culture