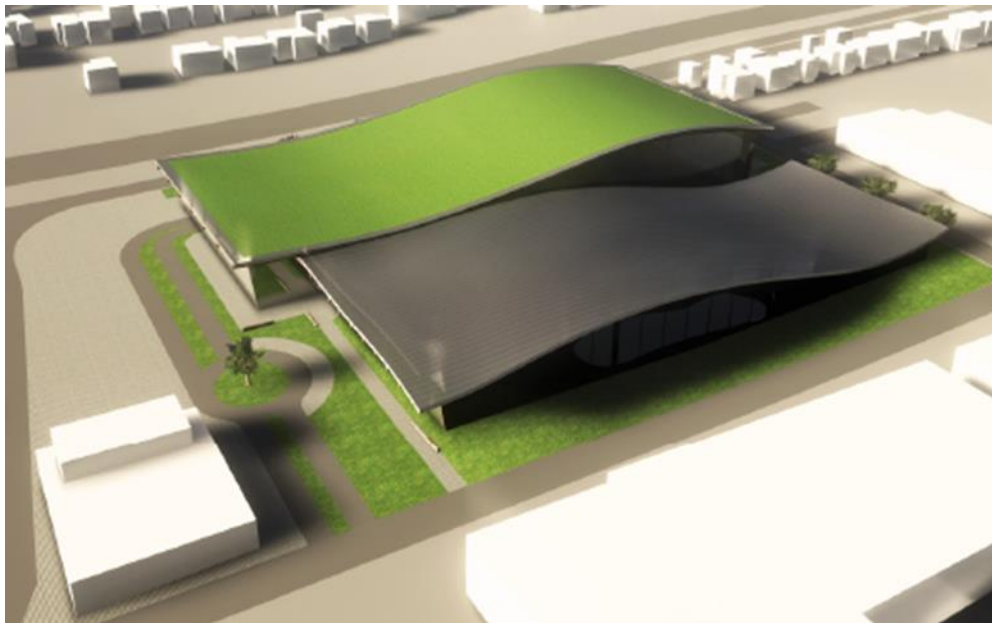


Harry Jerome Facility Replacement Business Plan for a 50 Metre Pool



Prepared by North Shore Aquatics Society

May 2017

EXECUTIVE SUMMARY

The North Shore Aquatics Society believes that everyone wants to do the right thing. The challenge is to come to an agreement on what the right thing is.

This discussion is not about competition or elite sports.

- It's about providing adequate access to a variety of aquatics activities concurrently while minimizing impacts on other aquatics participants.
- It is about encouraging healthy living by providing adequate access to one of our most universally used facilities.
- It is about enhancing the image of the City of North Vancouver.
- It is about making citizens proud of their public amenities.
- It is about capitalizing on the economic benefits to local businesses.
- It is about minimizing financial risks while keeping in mind the long term impacts of the ultimate decision.

The need to replace the Harry Jerome Recreation Centre was identified in the 2007 Indoor Recreation Facility Plan (PERC report) as the facility was beginning to show its age. As outlined in this Business Plan, the North Shore Aquatics Society believes constructing an 8-lane, 50 metre pool and adjacent leisure pool within the new Harry Jerome redevelopment will meet the various needs and interests of the City and its residents in a way that a smaller 10-lane 25 metre pool and leisure pool cannot. We are pleased to report as follows:

1. **Results:** The Business Plan for a 50 metre pool is supported by the diversification of aquatics sports, significant public support and promising funding discussions with prospective donors and the provincial and federal governments;
2. **Covering Capital and Operating Costs:** Average operating costs for four 50 metre pools located in B.C. in 2016 were approximately \$1,370,000, which is less than the anticipated operating cost estimated in the PERC 2007 report and less than the operating costs of one of Canada's two 10 lane 25 metre pools, which is \$1,500,000;
3. **Operating Cost Surplus:** The \$10 million capital cost and estimated \$200,000 operating expenses differential between the 10-lane, 25 metre pool and the proposed 8-lane, 50 metre pool can be met using five opportunities identified in the Business Plan, with a conservative estimate of an operating surplus in 2021 (projected pool opening).
4. **Capacity Requirements:** Stronger than anticipated population growth, high demand for aquatic facilities, and increasing use of waiting lists for aquatic clubs and swimming lessons means a 50 metre pool is needed to provide adequate capacity and in accordance with the City's Regional Growth Strategy;
5. **Design Concept for a 50 Metre Pool:** A multi-purpose 50 metre pool facility will benefit visitors, multiple constituencies and community groups through shared, accessible indoor gathering space;
6. **Benefits of a 50 Metre Pool over a 25 Metre Pool:** A 50 metre pool would provide a safer and more versatile environment for recreational and competitive sports enjoyed by people of all ages, such as swimming, water polo, diving and synchronized swimming, and can generate more revenue by allowing the hosting of events requiring overnight stays and meals in local hotels and restaurants.

7. **Economic Impact Assessment:** A 50 metre pool can host multiple 2-day and 3-day events without disrupting its revenue streams from public access for lessons and public swims, and the Sport Tourism Economic Assessment Model (STEAM) shows that sport tourism generating over-night visits in a community created an additional economic impact in the order of 40%, a significant portion of which accrues to the host community. Our user groups estimate that their pool rental purchases would be in the range of \$130,000 per year for events, such that a rental impact multiplier of only 8 times would create an economic impact greater than \$1,000,000 per year.
8. **The Sustainable City Framework:** A centrally-located 50 metre pool facility would help improve air quality and reduce greenhouse gas emissions by encouraging local residents to remain on the North Shore, reduce multiple trips to different pool facilities by the same families by increasing capacity to schedule multiple simultaneous activities at the pool, encourage socializing, provide economic spin-off benefits to local businesses, promote community involvement in fun physical activities and safety, promote diversity, and will serve a large population.

Recommendation: A multi-purpose, 50 metre pool facility that will:

1. attract a greater number of visitors and users;
2. meet the needs of all family members both male and female from ages 3 months to 97 years;
3. increase the variety and scope of aquatic activities for all North Shore residents, including recreational and competitive sports, water safety awareness, and education. As a coastal community, this is a key service;
4. be flexible using 2 bulkheads to divide the pool allowing the public to use the pool for regularly scheduled activities, while simultaneously generating additional revenue from special events;
5. provide economic benefits to the whole community by enabling local clubs and teams to host aquatic events and competitions that are not possible in a 25-metre pool;
6. Be operated at virtually no additional cost to the City and its current residents, provided the City takes advantage of some of the opportunities identified in this Business Plan.

By programming the facility's indoor and outdoor spaces in a manner that complements other activities and elements within the complex, the pool will play a key role in revitalizing this public place. A multi-purpose 8-lane, 50 metre pool in this location will serve as an economic stimulus for the businesses in Central Lonsdale, act as a meeting place that promotes physical activity and social interaction, becoming a vibrant new centre in the community. The pool will be the heart of the new Harry Jerome Community Centre. Developing an 8-lane 50 m pool in the planned facility is consistent with many aspects of the City of North Vancouver's official community plan for Central Lonsdale including by:

- Enhancing the quality of life through amenities;
- Supporting and enhancing indoor recreation for people of all ages, varying incomes, and mobility as a vital aspect of a healthy community;
- Creating new spaces for social interaction by people of all ages, including seniors, who frequently participate in aquatic activities;
- Diversifying the offerings; and,
- Expanding income generating opportunities.

In short, we believe that building an 8 lane 50 metre pool at Harry Jerome is the right thing to do. City of North Vancouver endorsement is the next step required to enable private donor, provincial and federal funding and make this a reality.

ACKNOWLEDGEMENTS

The North Shore Aquatics Society is comprised of members of the public and community groups and would like to acknowledge the contributions made by the following groups and individuals.

Organization	Contribution
COWI Bridge North America	Engineering input and design
Stantec Architecture	Conceptual Drawings
Ledcor Construction Limited	Cost estimates for facility
Blue Shore Financial	Review of Financial Plan
NSAS Secretary, P.Eng.	Preparation of Financial Model and Financial Plan
NSAS Treasurer, CPA	Review of Financial Statements
NSAS President, BSc., MBA	Preparation of Business Plan and Presentation
NSAS Director, AME	Review of Business Plan and Presentation
City of Penticton	Operating Costs for 10-lane, 25m pool (2016)
Côte St. Luc	Operating Costs for 10-lane, 25m pool (2016)
City of Surrey	Operating Costs for 8-lane, 50m pool (2016)
City of Coquitlam	Operating Costs for 8-lane, 50m pool (2016)
City of New Westminster	Operating Costs for 8-lane, 50m pool (2016)
City of Nanaimo	Operating Costs for 8-lane, 50m pool (2016)
Province of BC (local MLAs)	Financial support for 50m pool
Federal Government (local MPs)	Financial support for 50m pool
City planners (past and current)	Consultation on City priorities and process
Chena Swim Club	Contribution of User Group Data
Cruisers Aquatics	Contribution of User Group Data
North Shore Dolphins	Contribution of User Group Data
North Shore Titans Water Polo	Contribution of User Group Data
Pacific Storm	Contribution of User Group Data
Masters' swimmers	Contribution of User Group Data
SwimFaster	Contribution of User Group Data
Shane R. Hopkins-Utter, B.A. (Hon), M.A., J.D	Reviewing and editing Business Plan

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1.0 PURPOSE OF THE BUSINESS PLAN

The North Shore Aquatics Society has been working with experienced consultants and planners to prepare a Business Plan that:

- Demonstrates public support for a new multi-purpose, 8-lane, 50 metre pool.
- Outlines the Financial Plan for securing the capital cost differential between a 10-lane, 25 metre pool and an 8-lane, 50 metre pool.
- Outlines the Operating Strategy for covering the cost differential between operating a 10-lane, 25 metre pool and an 8-lane, 50 metre pool.

In February 2016 the North Shore Aquatics Society began working with a structural engineer from COWI Bridge North America to determine the feasibility of locating the 50 metre pool on the north side of West 23rd Street and the potential to design a facility that would duplicate the layout of the Kamloops 8-lane, 50 metre pool and gymnasium/track facilities. The purpose of this was to provide a design that would meet the needs of other stakeholders who had expressed concerns with siting the facility in that location.

In May 2016 the North Shore Aquatics Society engaged an architect at Stantec International to design the full concept, including site plans. Once the drawings were received, Ledcor Construction Limited provided a cost estimate for the entire design concept, including the 50 metre pool.

The design concept was determined to be feasible and the North Shore Aquatics Society identified the following goals:

- The opportunity to contribute to the largest Recreation/Community Centre on the North Shore, showcasing a multi-purpose, 8-lane 50 metre pool. This facility will become a huge magnet for all residents of North Vancouver, West Vancouver and visitors from outside the area.

- The 8-lane, 50 metre pool will become the featured structure in Central Lonsdale that will create a hub of activity and a community gathering spot. It will enhance the visibility of the other components that will be part of the final design and will generate opportunities for local businesses.

These opportunities support the Business Plan for the 8-lane, 50 metre pool and its ongoing financial sustainability.

The Business Plan seeks to seize on the opportunity to develop a major public pool facility in the City of North Vancouver that has the potential to become an urban magnet. The Business Plan is built around a financially self-sustaining operational plan that aims to eliminate cost impacts on the City's residents while contributing to and servicing a broad regional population. It drew inspiration from the Kamloops 8-lane, 50 metre pool, and focussed on other similar pools that also acted as urban magnets in small urban centres, for example the Walnut Grove 50 metre pool in the Township of Langley.

2.0 BACKGROUND

Spurred by the announcement in 2010 of a 10-lane, 25 metre pool at the Harry Jerome site in the City of North Vancouver, North Vancouver residents formed the North Shore Aquatics Society to garner support for an 8-lane, 50m pool that would revitalize aquatic activities of all types in the City and would stimulate business in the local community. A multi-purpose pool could become an exciting and dynamic place to be and an integral part of this community – a place for socializing and enjoying aquatic activities in every form, be they aquacize, length swimming, lessons, or recreational aquatic sports. The broad public support for a multi-purpose pool grew, as evidenced during numerous information booth sessions held in Capilano Mall by the North Shore Aquatics Society to inform residents about the City's plans.

Residents told us they imagined something bold and impressive, more than a bigger lap pool; they wanted a pool they could be proud of that was not just another place for lane swimming. They said they wanted a place that would inspire them and bring them together. They wanted a true community centre where they could go and meet their friends, participate in an aquatic activity and then relax and enjoy the surroundings afterwards.

Harry Jerome Community Centre is ideally situated for building a 50 metre pool. It is located at Lonsdale and West 23rd Street on an access ramp for Highway 1 going east and west, on a bus route with four different east/west transit options, within walking distance from the largest high school on the North Shore, and readily accessible for several elementary schools. It is also within 10-15 minutes easy driving from any point in the City. None of the other pool locations in North Vancouver enjoy these advantages.

In 2010, there were eight 50 metre pools in the Metro Vancouver area. All of these facilities, except New Westminster's pool, operate with a smaller, warm water, leisure pool. Now there are eleven 50 metre pools in Metro Vancouver, with more in the planning stages. Kamloops has had such success with its Canada Games pool they are planning to add a second 50 metre pool. Clearly these multi-purpose 50 metre pools are the standard for a community like North Vancouver considering building a new pool.

Over the four decades in North Vancouver since the last two 6-lane, 25 metre pools were added in 1976, the population in the City has almost doubled from 31,934 (1976) to 52,898 (2016) and the population in the District grew from 63,471 (1976) to 85,935 (2016) (BC Census), creating continually increasing crowding conditions in Harry Jerome. Projections in the OCP have the population of the City increasing to 56,000 by 2021 (potentially when the new pool would be built) and to 68,000 by 2041. The population of the City has already almost reached its target for 2021.



The 2015 PERC refresh report points out that Harry Jerome is currently operating at 100% capacity during prime time. The only down time at Harry Jerome is 11:00am - 1:00pm and when the pool is closed. This “down time” is typical of many pools.

In April 2017, City Council reactivated a public process to finalize plans for the redevelopment of Harry Jerome and invited all identified stakeholders to present their Business Plan to Council on May 15, 2017. The North Shore Aquatics Society was instructed to provide a Business Plan which would include means of providing the capital cost and operating cost difference between the 10-lane, 25 metre pool and an 8-lane, 50 metre pool.

3.0 METHODOLOGY

When the North Shore Aquatics Society first approached City Council in 2010 to build a multi-purpose, 8-lane, 50 metre pool there were eight other 50 metre pools in Metro Vancouver. As of today, there are eleven 50 metre pools. This demonstrates a clear community preference for this type of facility.

The City of North Vancouver asked the North Shore Aquatics Society to demonstrate that the public wanted a 50 metre pool. Initially we implemented an on-line petition to determine public support. We also began a signature campaign. Then, we held three Information Booths in Capilano Mall to inform the public about the difference between a 25 metre and a 50 metre pool. We provided information pamphlets (attached to this Business Plan) and a petition requesting their support.



Most of the research for this Business Plan was derived from a survey of the existing Harry Jerome Recreation Centre, and 12 other pool operations, six of which were outside the Metro Vancouver region:

- Penticton
- Côte St. Luc (Québec)
- Nanaimo
- Prince George
- Kamloops
- Kelowna
- Surrey Sport and Leisure Centre
- Walnut Grove (Langley)
- Hillcrest (Vancouver)
- Coquitlam City Centre Aquatic Centre
- West Vancouver Aquatic Centre

- Harry Jerome Recreation Centre
- William Griffin Recreation Centre

We investigated the capital cost of constructing an 8-lane, 50 metre pool to compare with the City's estimate of \$28.4 million.

We collected data on revenues, including pool rentals, lessons, public swimming and events, and on expenses, including staff wages, in-house training, materials, and maintenance (pool supplies and regular upkeep).

We calculated the average operating expenses for a 10-lane, 25 metre pool by averaging the cost of operating the Penticton pool and the Côte St. Luc pool, the only two operating pools of this size in Canada.

We selected the same four 8-lane, 50 metre pools that were presented in the City's "Harry Jerome Redevelopment Study Update October 2011", except the Kelowna H2O pool because it has many features that we do not envision for the Harry Jerome facility (Appendix 1). We averaged operating costs of those four 50 metre pools to estimate the operating cost of an 8-lane, 50 metre pool. We compared these numbers with values obtained by the North Vancouver Recreation and Culture Commission presented to Council seven years ago¹

We input the data collected into a Financial Model which we used to vary items such as revenue from admissions and lessons, labour costs, and maintenance costs. From these calculations we were able to compare operating costs for a 10-lane, 25 metre pool with a multi-purpose, 8-lane, 50 metre pool over the next fifty years. In addition, we forecast the operating costs for the first five years following construction.

¹ Harry Jerome Redevelopment Update 2011 (NVRCC)

4.0 RESULTS

Over the 50 years that Harry Jerome has operated as a public pool devoted mainly to lane swimming, major changes have occurred in the type of aquatics activities that can be offered. Modern deep-water, pools can also offer:

- water running,
- co-ed recreational water polo for children, teens, adults and seniors,
- synchronized swimming for mainly female teens, adults, and seniors,
- platform and synchronized diving,
- co-ed recreational diving for children, teens, and young adults,
- co-ed underwater hockey for young adults,
- co-ed underwater rugby for young adults,
- beginner kayak training, and
- scuba diving.

Aquatic activities continue to evolve to meet the expanding needs of the public which has come to expect that these activities will be available in their local community.

4.1 SIGNIFICANT PUBLIC SUPPORT

Based on the discussions held with the public during the Information Booth sessions, we learned that the public did not realize that the new Delbrook pool would be a 25 metre lap pool with a leisure pool. Through our on-line petition, signature campaign, and Information Booths in Capilano Mall we have collected over 3,500 signatures supporting a 50 metre pool at Harry Jerome. Of those who did not sign the petition, the majority were from off the North Shore. There was significant support from the members of the public who were interviewed during the Information Booths held at Capilano Mall: 85% in support.

4.2 CAPITAL COST

Most of the facilities we surveyed were at least 10 years old, or more, or the facilities included amenities the North Shore Aquatics Society did not feel were necessary at Harry Jerome, for example a wave pool or a wave rider. Thus, we determined that a capital cost comparison of a new 8-lane, 50 metre pool at Harry Jerome with

the capital cost of other 8-lane, 50 metre pools might not be appropriate.

The estimate provided by CEI was \$18.4 million for a 10-lane, 25 metre pool and \$28 million for an 8-lane, 50 metre pool, including a 10 metre diving platform for the 50 metre option and a warm-water, shallow, leisure pool for both options.

The City asked the North Shore Aquatics Society to present a plan to cover the \$10 million difference. Since it was tasked with raising funding, the North Shore Aquatic Society has been in discussions with a major donor for the past two years. Very positive discussions have also taken place with the federal and provincial governments who are supportive of the 50m pool.

4.3 OPERATING COST

Since its inception in 2010, the North Shore Aquatics Society has researched information on ten 8-lane, 50 metre pools in the Metro Vancouver area and around British Columbia; their operating costs average approximately \$1,000,000, ranging from a low of \$750,000 (Kamloops) to \$1,200,000 (Prince George and others). Nanaimo is an outlier at \$2,060,000. Kamloops, at \$750,000, is the most impressive example as its operating costs for an 8-lane, 50 metre pool are the same as the Harry Jerome operating costs for a 6-lane, 25 metre pool².

Table 1: Stable Average Operating Costs^{3,4}

Facility	2011 (\$000)	2016 (\$000)
Coquitlam	780	1,324
Surrey Sport & Leisure	1,120	868
New Westminster	1,460	1,229
Nanaimo	2,060	2,060
Average	1,355	1,370

We chose the same pools as the North Vancouver Recreation and Culture Commission to determine the average operating cost of a 50 metre pool for consistency with past research and found the average operating costs were

² <http://www.kamloops.ca/finance/pdfs/17Plan/SectionC-Draft.pdf>

³ Harry Jerome Redevelopment Update 2011 (NVRCC)

⁴ Values obtained from Aquatic staff

surprisingly stable over the past five years (i.e., the average had not changed).

In addition, the North Shore Aquatics Society sought operating cost information from the two operators of 10-lane, 25 metre pools in Canada: Penticton (\$1,000,000)⁵ and Côte St. Luc (\$1,500,000)⁶. Penticton has no other pool which means that all pool usage (winter and summer) is in their facility. Côte St. Luc has one outdoor pool suggesting that the indoor pool would get less revenue during the summertime period, when people would switch to an outdoor facility, partially accounting for the higher operating cost.

Table 2: Difference in Average Operating Cost between 10-lane, 25 metre pool and 8-lane, 50 metre pool.

Pool type	Source	Date of estimate	Average Operating Cost	Difference
North Vancouver Recreation and Culture Commission				
10 lane, 25m	None	None	Unknown	Unknown
8 lane, 50m	PERC	2007	\$1.6 million	
North Shore Aquatics Society				
10 lane, 25m	Penticton Côte St.-Luc	2016	\$1.2 million	\$200,000
8 lane, 50m	Coquitlam Surrey Nanaimo New West	2016	\$1.4 million	

Based on our data from the two operating 10-lane, 25 metre pools, we determined that the average operating cost is \$1,250,000. We determined the operating cost of an 8-lane, 50 metre pool is \$1,370,000. To be conservative, we rounded down the 25 metre pool estimate to \$1,200,000 and rounded up the 50 metre pool estimate to \$1,400,000. Thus, we determined the conservative difference was \$200,000.

⁵ Value obtained from Penticton staff

⁶ https://cotesaintluc.org/files/u1/finance/docs/CSL_Budget_2016_EN.pdf

5.0 COVERING CAPITAL AND OPERATING COSTS

This section sets out how the \$10 million capital cost and the \$200,000 operating expenses differential between the 10-lane, 25 metre pool and the proposed 8-lane, 50 metre pool can be met.

5.1 CAPITAL COST

The North Shore Aquatics Society has been in negotiations with a donor for the past two years. Initially, the donor was prepared to offer \$5 million and the Society was working with the provincial and federal governments to raise the rest. Subsequently, two different developers offered \$10 million for the option of building a hotel near the site that would substantially benefit the event capabilities of the proposed 8-lane, 50 metre pool and generate revenues for the local business community. One of the developers has been working with the Tsleil Waututh Nation to also build a casino. The North Shore Aquatics Society was advised by Council members that the City would not direct revenues from developers strictly to the pool as all developers are expected to provide monies towards the Public Amenities funds.

The North Shore Aquatics Society has returned to negotiations with the private donor which we fully expect will result in a clear donation of at least \$5 million. We have been meeting with the local federal MPs and provincial government MLAs who are supportive of the prospect of having an 8-lane, 50 metre pool on the North Shore. We have been discussing a sharing of the remaining \$5 million between the two levels of government. These government representatives are prepared to support an 8-lane, 50 metre pool with shared funding of \$2.5 million each. The North Shore Aquatics Society could secure even more government and private funding once the City announces its support for the 50 metre pool option.

Table 3: Funding Plan for 50 metre Pool.

Funding Source	Target (\$000)
North Vancouver City Capital Budget	18.4
Cost Difference	
Federal Infrastructure Programs	2.5
Provincial Infrastructure Programs	2.5
Major Donor	5.0
Total	28.4
Contingency Options	
Corporate partnership	0.5
Sale of Naming rights	0.5
Users	0.5
Other Fundraising	0.5
Total	2.0

The North Shore Aquatics Society also developed a Contingency Plan in the unlikely event that one of the funding sources is unable to meet the target amount.

5.2 OPERATING COST

The North Shore Aquatics Society has not sought on-going funding from government for operating the 50 metre pool. It is generally recognized that municipal governments provide an operating subsidy for public infrastructure, particularly pools and ice rinks. The City is prepared to operate a 10-lane, 25 metre pool through the North Vancouver Recreation and Culture Commission. As noted already (Table 2), we have estimated the annual operating cost differential between the 10-lane, 25 metre pool and the 8-lane, 50 metre pool as \$200,000.

We used our Financial Model and our research to project the costs for the first five years of operations as shown in Appendix 2.

It is worth noting again that our research found that average operating costs are relatively stable (Table 1). We found that operating costs fluctuate due to programming and staffing efficiencies, but not maintenance costs which are relatively constant. We noticed that Penticton's operating budget increased roughly 1% each year since it began operating four years ago (10-lane, 25 metre pool). Nanaimo, on the other hand, has had the same operating budget for the past five years; and, Surrey's budget went down (8-lane, 50 metre pools)(Appendix 1). Thus, there is real confidence in the operating cost differential of \$200,000.

The North Shore Aquatics Society investigated several means of covering operating costs. These can be broken down into five opportunities:

- New household taxes based on population growth, not increased taxes to current residents
- New business leases
- New events that generate revenues
- New lane rentals based on returning to the North Shore from rentals in Vancouver, Burnaby, Richmond and Coquitlam
- New admissions due to population growth and clientele returning from West Vancouver.

5.2.1 NEW HOUSEHOLD TAXES

The Metro Vancouver's Regional Growth Strategy requires each municipality to generate modest population growth through providing more households in the marketplace. The City of North Vancouver's OCP projected that by 2021 approximately 1,394 new households would be built. In fact, according to the 2016 census, 2,220 households were built in the City, more than double the rate of growth predictions in the OCP.

Table 4: Tax Revenue generated by New Households in the City based on the OCP.

Year	Number of New Households	Cumulative Total of New Households	Tax Revenue Generated (\$10.41/household) ^a
2011	Base Year		
2021	1,394	1,394	\$14,512
2031	2,400	3,794	\$39,496
2041	2,200	5,994	\$62,398

^a Average taxes per household assessed for operating Harry Jerome pool

Based on our Financial Model, each household in North Vancouver is currently contributing \$10.41 per year to operate Harry Jerome pool (Appendix 1).

Based on growth, new households would generate more than the \$14,512 projected by the OCP (1,394 households X \$10.41); in fact, in 2016 new households are already generating \$23,110 per year (2,220 households X \$10.41). This is \$8,598 more per year than predicted by the OCP; this trend is expected to continue (Table 4).

5.2.2 NEW BUSINESS LEASES

Harry Jerome is conveniently located at a major intersection, off Highway #1, at the northernmost part of the City's Lonsdale Avenue business locality. The options (A and B) under consideration by the City for the Harry Jerome redevelopment have allowed for daycare facilities but, no other leasing opportunities. A multi-purpose, 8-lane, 50 metre pool is a big enough drawing card that business leases will be viable, particularly since this facility can host multiple events and keep the public utilizing the facility at the same time – there is no down time for the public.

The lease space options were identified as those commonly occurring in other 50 metre pools (Table 5). A coffee shop or café have been observed in every 50 metre pool visited by the North Shore Aquatics Society. Most have a physiotherapy clinic open during day-time pool hours. Several pools have swim suit or sports clothing retail outlets. Office or storage space would be leased by the clubs who operate out of the pool.

Table 5: New Lease Revenue

Lease Space	Floor Space (ft ²)	Revenue per year (\$40/ft ²)
Coffee Shop	200	\$8,000
Cafe	400	\$16,000
Physiotherapy Clinic	1600	\$64,000
Sports Equipment	250	\$10,000
Food Outlet	200	\$8,000
Office Space	1200	\$48,000
Total	3,850	\$154,000

One of the expectations of visitors to a 50 metre pool is that there will be a facility on-site for refreshments and/or as a place to gather socially prior to or after an event or participating in a program. Providing convenient access to some form of food and beverage service in the pool facility helps to extend the visitor's stay, increases their enjoyment, and improves the likelihood of a repeat visit. A positive experience will also increase the likelihood of spending in any retail facility within the building. For these reasons, a 50 metre pool makes operation of a small café viable.

The advantage to the City in leasing these spaces is there is a revenue stream with no investment in labour, management or other costs associated with these leases. The value to

the lessor is a place with lots of activities and people who will make purchases while they are at the pool, particularly if there is an event taking place.

Table 5 suggests other possible retail/business opportunities that, at the going rate of \$40/square foot, could generate \$154,000.

5.2.3 NEW EVENTS

A huge advantage of a multi-purpose, 50m pool is the ability to host events without inconveniencing the public. The refresh of the PERC report suggests that a 50m pool is only needed to host 1 or 2 long-course events. That is not true. Table 6 below shows that 50 metre pools host multiple 2-day and 3-day events, usually at a 25m length, concurrently with lessons and public swims, as well as providing lanes for warm up and cool down for swimming events. A 25m pool could only host lap events, could not host all aquatic events, and would shut down the pool completely to the public.

Table 6: Number of Events and Average Event Revenue generated by a 50 Metre Pool in 2016.⁷

Pool	Events	Revenue
Coquitlam	Eight 3-day Four 2-day	\$60,800
New Westminster	One 3-day Four 2-day	\$22,000
Surrey	Four 3-day Twelve 2-day	\$64,000
Nanaimo	Two 3-day Seven 2-day	\$24,000
Average		\$42,700

A multi-purpose, 8-lane, 50 metre pool can host events without inconveniencing the public, allowing it to generate multiple sources of revenue simultaneously. The pool can continue to generate its regular revenues from lessons, programs and public swimming. On top of this, the pool can rent its lanes for events. The lowest revenue generator was the New Westminster 50 metre pool (built in 1973) that is currently in the design phase for replacement with a 50 metre pool. For event hosting, the 8-lane, 50 metre pools that we surveyed generated up to \$64,000, with an average of \$43,000.

⁷ This does not include revenue from simultaneous regular pool activities.

Events that could be held in the City would include the Cruisers Hootenanny (\$20,000), water polo games (\$2,000), dive meets (\$3,000), and Chena meets (\$45,000), to name a few.

5.2.4 NEW RENTALS

Currently, aquatics clubs in North Vancouver spend a total of \$45,000 on rentals in pools off the North Shore⁸. This is mainly due to lack of appropriate facilities on the North Shore, and is only partly due to lack of capacity. The North Shore Aquatics Society was not able to determine how much is spent by triathletes, synchronized swimmers, open water swimmers, and other aquatics users to rent time in pools off the North Shore (Table 7). This \$45,000 currently being spent to rent space in Vancouver, Burnaby, and Richmond could be added to revenue generated by the 50 m Harry Jerome pool from rentals.

Table 7: Rental Revenues currently spent by Clubs on Pools off the North Shore.

Club	Value of Pool Rentals off the North Shore ^a
Chena	\$17,000
North Shore Dolphins	\$1,000
Cruisers	\$15,000
North Shore Titans	\$4,000
Pacific Storm	\$8,000
Total	\$45,000

Based on the expertise and knowledge of the North Shore Aquatics Society and interviews with various clubs, the only rentals that could occur in a 10-lane, 25 metre pool would be for lane swimming use. Water polo, diving, synchronized swimming and other aquatics that require deep water cannot utilize a 25 metre pool with a shallow and deep end, even if it is a 10-lane, 25 metre pool. If the 10-lane, 25 metre pool had a moveable bottom and if all other pool users were excluded from the pool, then these aquatic activities could be held. For diving, water polo and synchronized swimming, water depth and pool length is a safety issue (Table 12). This contradicts the 2015 PERC refresh report which incorrectly suggests that these activities could return to Harry Jerome if it was a 10-lane, 25 metre pool (see discussion below on benefits of

⁸ Information provided by aquatics clubs operating in North Vancouver.

a 50 metre pool). If an 8-lane, 50 metre pool was built, then the \$45,000 currently being spent to rent pool space off the North Shore would be paid to the City to rent pool space.

5.2.5 NEW ADMISSIONS

The 2007 PERC report indicated that, on average, people would attend the pool once per year. Based on this, we assumed that the new 7,805 population growth in the City, projected in the OCP, would attend the new facility at Harry Jerome once per year, generating new revenues of \$6.21⁹ per person, for a total of \$48,000 in 2021 when the new pool is assumed to open (Table 8).

It could be said that this revenue would be generated regardless of which size of pool was built. With the new Delbrook pool poised to open shortly, some of that revenue will be spent there. However, if the City builds an 8-lane, 50 metre pool, it will be a much more appealing space than the Delbrook pool. That pool will attract the local community; but, as said already about the strategic location of Harry Jerome, it is much more accessible, will be a more complete community centre, and a hub of activity as a 50 metre pool – a place to gather and socialize, not just another 25 metre lap pool.

Table 8: Admission Revenue brought in by New Population (one visit per year) based on the OCP.

Year	New Population	Cumulative Total of New Population	Admission Revenue (\$6.21/person)
2011	Base Year		
2021	7,805	7,805	\$48,469
2031	6,000	13,805	\$85,729
2041	6,000	19,805	\$122,989

Based on our communications with numerous operators of 8-lane, 50 metre pools, such a pool will attract roughly 1 million visits per year. This is well above the current level of visits. As stated already, attendance is down because the pools are old, crowded and one pool has been closed for almost four years. Consequently, people have exited North Vancouver to West Vancouver, Vancouver and beyond. With more and better programming options, more flexible

⁹ Based on NVRCC admission increase rate of 1.94% between 2016 and 2017

space, and more predictable access to the pool, former patrons of Harry Jerome will return.

Based on the 2005 PERC estimate that 97,000 visits have exited the pools for West Vancouver and elsewhere, their return could generate another \$602,370 to North Vancouver. If Harry Jerome is a 50 metre pool, it will be much more appealing to those who have exited for better, less crowded facilities. Thus, the total in new admissions could be as high as \$650,839 [97,000 X \$6.21 = \$602,370 + \$48,469].

5.3 OPERATING COST SURPLUS

We estimated that **a minimum surplus of \$105,000** could be generated in 2021 (projected pool opening) if the five opportunities above are fully utilized (Table 9). We made very conservative estimates to ensure a low risk of being able to generate this income. For example, we used the OCP projected household growth rates of 1% per year instead of the census household growth rate of 1.84%. We did not include the admission revenues from the 97,000 returning visits from West Vancouver, Vancouver, Burnaby and other places as we cannot assume that all would return to Harry Jerome; some will go to the new Delbrook pool, some will have developed fidelity with other pools off the North Shore, and some may have stopped participating in aquatics.



To sum up, an 8-lane, 50 metre pool can be operated at virtually no additional cost to the City and its current residents, provided the City takes advantage of some of the opportunities identified by the North Shore Aquatics Society.

Table 9: Operating Cost Surplus for 2021.

Item		Total
Revenue		
New Household Taxes (Population Growth)	\$15,000	\$305,000
New Business Leases	\$154,000	
New Events Average Income	\$43,000	
New Lane Rentals	\$45,000	
New Admissions	\$48,000	
Expenses		
Operating Cost Differential		\$200,000
	Surplus	+ \$105,000

believe that a well-run 50 metre pool could be operated very cost effectively, potentially for the same costs as the pool in Kamloops; however, it is unrealistic to expect efficiencies to be fully realized until after the 8-lane, 50 metre pool in North Vancouver has operated for a few years.

Figure: Kamloops pool during High School Provincials



We note again that the 8-lane, 50 metre pool in Kamloops operates at \$750,000 per year with a remarkable cost recovery ratio of 80% (see Table below).¹⁰

TCC AND CANADA GAMES POOL			
	2013	2014	2015
Expenses	\$3,855,410	\$3,762,777	\$3,773,196
Revenue	\$3,019,008	\$3,055,861	\$3,023,514
Tax Requirement	\$836,402	\$726,916	\$749,682
Cost Recovery Rate	78%	81%	80%

This is roughly the same cost as the North Shore Aquatics Society was provided for operation of the current Harry Jerome pool and considerably less than the operations costs for 10-lane, 25 metre pools (i.e., \$980,000 per year for Penticton and \$1,500,000 for Côte St. Luc). We

¹⁰ <http://www.kamloops.ca/publications/pdfs/15-PRCS-AnnualReport.pdf>

6.0 CAPACITY REQUIREMENTS

The 2007 PERC report and the 2015 refresh recommend resisting “building much excess capacity hoping that growth will fill it in the short term future, as growth will continue to be slow” in North Vancouver. The 2015 refresh states that “the City’s growth ... is anticipated annually to be ... just over 1%.” This contradicts the Statistics Canada Census data that shows that the population of the City has been growing at 1.84% per year (9.8% between 2011 and 2016)(Table 10).

Table 10: Difference between the OCP and Canada Census Growth in New Households and New Population.

Year	Number of New Households		% Change	New Population		% Change
	OCP	Census ^a		OCP	Census	
2011	Base Year	24,206		49,559	48,196	
2016	-	26,426	9.2%	-	52,898	9.8%
2021	25,600	28,857	9.2%	56,000	58,082	9.8%

^aSource: Statistics Canada – Census Profile

When a facility is operating at 100% capacity, patrons switch to another venue, or switch to a different activity. This is the current situation in North Vancouver with all its operating pools.

The 2007 PERC report stated that 97,000 potential visits had left North Vancouver for West Vancouver. The West Vancouver pool now gives preference to its residents (showing proof of residence) due to the increasing demand from North Vancouver, and the pool regularly has a waiting line during public swims. The assumption was that the exit from North Vancouver was due to aging facilities. In the ten years since this trend was reported, the 2015 PERC refresh report noted that pool visits have now dropped by approximately 200,000 pool visits per year; however, this drop has not occurred during “prime time” as the 2015 PERC refresh report also notes that the pools are operating at 100% capacity.

The North Shore Aquatics Society found in interviews with swimmers that, in addition to residents using the West Vancouver pool, former patrons are also using the Vancouver Aquatic Centre and Hillcrest pools. These North Vancouver residents remain interested in aquatics but, not in the North Vancouver pools

which are so rundown, dark, uninviting, crowded, and lack proper spectator areas for parents to view their children. In addition, the closure of William Griffin pool in 2013 created uncertainty around pool availability which exacerbated the trend away from use of North Vancouver pools. Those aquatics users who have left North Vancouver have developed new habits and loyalties to other pools; people are willing to drive to West Vancouver or over the North Shore bridges to experience better, more appealing facilities.

To reverse this trend and attract the public back to North Vancouver, a much better pool experience is needed than another 25 metre lap pool that duplicates the experience they will get when the new Delbrook pool opens. With the City’s planned growth in the Central Lonsdale corridor and increasing population density, a 50 metre pool facility at Harry Jerome would be able to accommodate local pool patrons returning to North Vancouver as well as new residents who will be within walking distance of the new facility, with less risk of overcrowding.

Further, the North Shore Aquatics Society believes the increasing densification in the City of North Vancouver, and the anticipated return of local users to upgraded facilities could quickly lead to overcrowding. It should also be noted that the demand for lessons exceeds the availability. Parents have told the North Shore Aquatics Society that they must be poised to register their children in lessons as soon as registration opens, otherwise the choice they want is gone and they must go on a waiting list.

Specifically, the PERC refresh report noted several trends that suggest a 50 metre pool is needed for consistency with the Official Community Plan:

- Aquatic club memberships increased 13% from 2007 to 2013¹¹;
- Registration in swim lessons has increased, so proportions of youth activity is increasing;
- High levels of interest in indoor sports and intensive physical activity, increasing interest in health issues, increasing demand for women’s only swim periods.

¹¹ Local swim clubs report that they have waiting lists for their recreational programs.

The 2015 PERC refresh report also appears to underestimate the number of people for whom the Harry Jerome pool would be the closest 50 metre pool within easy driving distance, which may affect the assumptions about overall pool usage and capacity needs. In conclusion, based on the above discussion and Canada Statistics Census data showing a stronger growth trend than given in the PERC report, overcapacity is not proven. It would be short-sighted to build a pool that is not consistent with the Regional Growth Strategy described in the City's Official Community Plan.

7.0 HARRY JEROME POOL'S CURRENT OPERATIONS AND OFFERINGS

Harry Jerome is a 6-lane, 25 metre pool that has a shallow end (1.06 metres) sloping to a deep end (3.5 metres) (i.e., shallow/deep pool). It has a water slide that operates one hour per week, a hot tub and viewing stands for about 75 people. The operating cost of Harry Jerome pool that was provided to the North Shore Aquatics Society by the North Vancouver Recreation and Culture Commission is \$780,000.

There are 1-2 lanes for lane swimming throughout the day, roughly 8-12 swimmers at capacity. Six lanes are open for lane swimming noon until 1:00 and 9:00pm to closing.

Swim lessons are offered from 3:30pm – 7:00pm during the week and 9:00am – 1:00pm on weekends. Each lesson accommodates 11 tiny-tot swimmers for a 30 minute lesson.

A youth swim with no lanes and use of the water slide is offered on Saturday afternoon for 1½ hours. Aquacize is offered 9 hours per week in the morning during the week. Masters swimming is offered 9 hours per week in the morning, Monday through Friday and Saturday evening.

Lifeguard training is offered on Saturdays and Sundays when school is in session, and throughout the week in the summer. The remainder of the time is booked by rentals.



The pool hosts three developmental 3-hour swim meets and three 3-hour high school swim meets per year.

The picture shows a warm-up before a swim meet at Harry Jerome. It clearly demonstrates that 10 swimmers per lane is too crowded (middle lane). It also shows that six swimmers per lane (2nd lane on left) is still crowded as swimmers are walking in the shallow end. When there are swimmers of varying abilities, the quality of the swimming experience declines and some will leave due to bumping or lapping other swimmers. Thus, six or more per lane is too crowded. It seems more reasonable to have four or five swimmers in a lane.

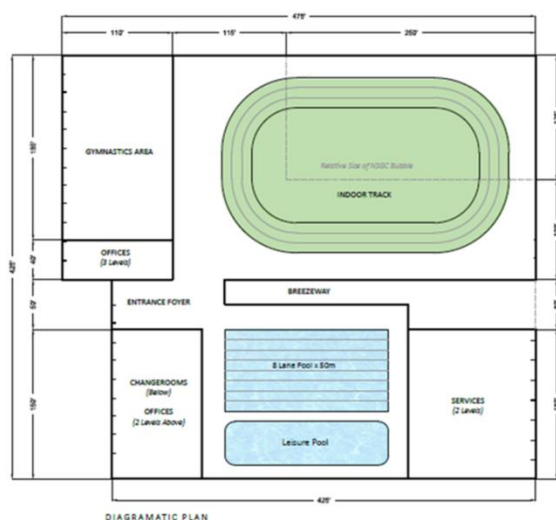
Thus, when the pool has six lanes open for lap swimming, it will be at 100% capacity with roughly 30 swimmers, on average.

Table 11: Admission Rates (2017).

Category	Single	Book of 10
Children under 3 years	FREE	FREE
Children (3-18 years)	\$2.89	\$23.14
Students (19 years and over)	\$4.34	\$34.71
Adults (19 – 64 years)	\$5.78	\$46.28
Seniors (65 years and older)	\$4.34	\$34.71
Family	\$2.89/person	–
\$2 Swims	\$2.00 (incl. tax)	–

8.0 DESIGN CONCEPT FOR A 50 METRE POOL

In May 2016, the North Shore Aquatics Society began working to develop a preliminary architectural design concept for the 8-lane, 50 metre pool at Harry Jerome. Stantec Architecture provided drawings based on the layout of the 8-lane, 50 metre facility in Kamloops. These drawings included a full concept for the Harry Jerome Community Centre to ensure that the 8-lane, 50 metre pool would fit on the site and would not preclude providing for other stakeholder needs.



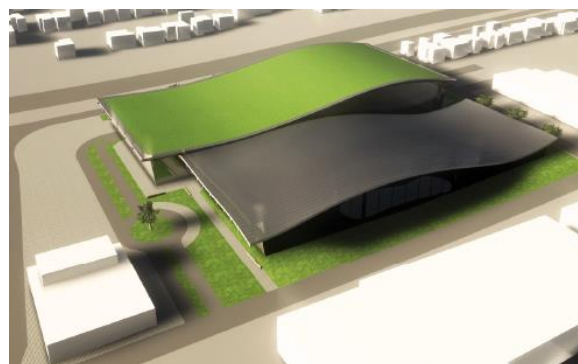
The operating plans and assumptions, along with financial forecasting, have been tested against other 50 metre pool operations. The result is a Business Plan for the operation of a proposed 3,900 square metre pool facility including a leisure pool in a building located on a City-owned site at Lonsdale Avenue and West 23rd Street in the Central Lonsdale area, projected to open its doors to the public in 2021. The North Shore Aquatics Society envisages this multi-purpose pool facility to benefit not only its visitors, but multiple constituencies and community groups through shared, accessible indoor gathering space.

Based on the report from the Director of Strategic Initiatives and Services, we understand that Flicka Gymnastics will not be relocated to the new Harry Jerome facility and that one or two ice rinks will be built at the new site. We also understand that a running/walking area will be provided outside the buildings, in a new

configuration. We are aware that a new turf soccer field at Mahon will replace the existing grass Norseman field. We also understand that underground parking will be provided. Thus, our layout is very comparable to the City's plan, drawn up independently. Both site plans are concept drawings, and suggest a layout that would be proved out during the design phase.

The North Shore Aquatics Society believes that a new 50 metre pool facility should include at least the following amenities:

- 50 metre, 8-lane pool
- 3M, 5M, 7.5M 10M Concrete Platform Tower
- 2-1M, 2-3M Springboards
- Deck seating for 400 with capacity for extra bleachers
- 2-Fibreglass Bulkheads with Starting Blocks
- Leisure pool, with zero entry and two 15 metre warm up lanes
- Capability to add electronic score board and bubble net for diving



9.0 BENEFITS OF A 50 METRE POOL OVER A 25 METRE POOL

A multi-purpose, 8-lane, 50 metre pool better accommodates the challenges, the needs, and the interests of diverse communities in North Vancouver.

9.1 MORE ACCESSIBLE

A 50 metre pool is more consistent with the City's Official Community Plan than a 25 m pool.¹² As explained below, the 2015 PERC refresh is incorrect to claim that recreational aquatic activities like water polo, diving and synchronized swimming will return to the North Shore with a new 10-lane, 25 metre pool. It also fails to recognize that 25 metre pools are likely contributing to the declining numbers of recreational swimmers it observes due to the lack of accessibility, which may have a disproportionate impact on seniors and others with varying mobility, hearing, visual and other developmental abilities.

The 2015 PERC refresh notes that participants in its workshop identified high level of interest in intensive physical activity. However it overlooks the fact that 25 metre pools are usually limited to lap swimming and that the lanes quickly become crowded. Slower swimmers often leave the pool if a faster swimmer enters, or faster swimmers leave the pool if they aren't able to swim around slower swimmers. The result is that both slower and faster swimmers will be less likely to return to a pool if the lanes are too crowded to comfortably swim at their own pace.

9.2 SAFER ENVIRONMENT

Each aquatic sport is different, and each has its own requirements in terms of pool facilities,

¹² See e.g. OCP Goals 1.4, 5.2, 7.1, and Strategy 4.2.4.d (supporting active living, providing facilities accessible by people of varying mobility, hearing, visual and developmental abilities)

often based on ensuring safety.¹³ For example, sports such as water polo, diving, and synchronized swimming require deep water to prevent injuries.

The North Shore Aquatics Society believes a 50 metre pool would offer a safer environment for a wider range of aquatic activities. Aquatics Canada Aquatiques recommends facility guidelines for competitive use of the pool for various aquatics activities (noting that each sport's governing bodies may negotiate adjustments):

Table 12: Specifications for Aquatic Sports.

Sport	Min. Depth (m)	Min. Length (m)
Diving	5	25
Swimming ¹⁴	1.35 ¹⁵	25 or 50
Synchro	2.5 / 3 ¹⁶	50
Water Polo	2 ¹⁷	30

Although the North Shore Aquatics Society is not proposing the Harry Jerome pool should meet best standards for National and International competitions, as the table demonstrates, a 50 metre pool would provide the most versatile environment for each of these sports. Depending on its final design, such a facility could allow North Vancouver to host a variety of recreational and competitive aquatics events, which can be expected to bring additional revenue to local businesses and hotels.

As noted above, water polo is typically played in a 25 metre pool that is 1.8 m to 2 m in depth at minimum. The recreational water polo league requires a participating club to provide a deep water pool to host games. With the plans to build another 25 metre pool, the North Shore Titans

¹³ See Aquatics Canada Aquatiques, "Pool Requirements", online: < <http://www.aquaticscanadaaquatiques.com/pool-requirements/> > (last checked April 28, 2017).

¹⁴ Note that National and International swimming competitions also require a separate warm-up/cool down pool which the North Shore Aquatics Society is not proposing.

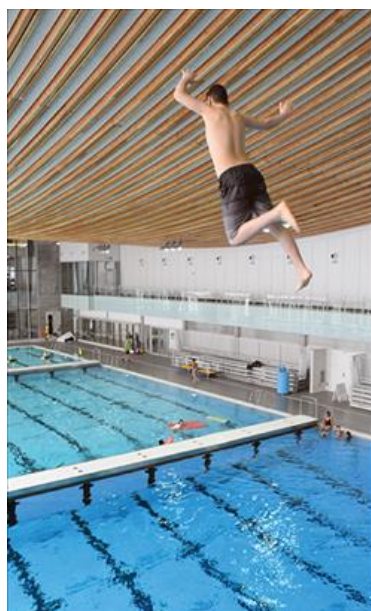
¹⁵ Fédération Internationale de Natation (FINA) Rules, Part IX "Facilities Rules", r. FR 2.3: "A minimum depth of 1.35 metres, extending from 1.0 metre to at least 6.0 metres from the end wall is required for pools with starting blocks. A minimum depth of 1.0 metre is required elsewhere."

¹⁶ *Aquatics Canada Aquatiques, "Pool Requirements" supra.* The figure section of the competition uses two areas each 10.0 meters long by 3.0 meters wide, one area is to be 3.0 m minimum depth, the other is to be of 2.5 m minimum depth.

¹⁷ 2m is the standard although 1.8 m also seems acceptable

Water Polo recreational club can no longer host games which means its participants must leave the North Shore. For children aged 8 to 13, this means travelling to Surrey, Coquitlam and Langley, a minimum 45 minute drive; this has resulted in many cancelled games and disappointed children in the past due to parents being unwilling to drive those distances for a twenty minute game without the hope of games ever being scheduled in North Vancouver. The same is true for diving and synchronized swimming participants.

These children are being deprived of having fun in the water doing something besides swimming lengths. This also applies to adult participants in recreational water polo and synchronized swimming because they either scrape themselves or can stand on the bottom. It is not safe for divers to use a pool that cannot be sectioned off to prevent collisions with swimmers. Thus, the 10-lane, 25 metre pool will only be used for lap swimming. No aquatic sports can be hosted, except the currently held few small swim meets that do not attract the kind of economic opportunities for the local business community that a multi-purpose 50 metre facility can.



Better to jump from a high platform for fun, than into Lynn Canyon.

9.3 MORE VERSATILE

Certain swimming competitions require two 25 metre pools, one for competitors to warm up and cool down before and after races, and one in which the races are held. A 50 metre pool can be split by a movable wall (a “bulkhead”) into two separate 25 metre pools, both of which can be used simultaneously: 25 m of deep water; 25 m shallow water, or, split into three. Except for occasional events or scheduled long-distance lap swimming requiring use of the entire 50 metre pool (e.g., for swim clubs, triathlon clubs, masters swimming, and the public), this means a 25 metre pool will be available for public use and regularly scheduled programs at the same time as aquatic events are held in the other half of the pool.

Availability of a secondary pool for warm-up/cool-down is important for Masters swimmers who “tend to need a longer, more gradual warm-up” period prior to a race.¹⁸ In 2016, the North Shore Aquatics Society paired up with the North Shore Masters swimmers to host the 2016 Masters Provincial Swim Meet. This event was hosted in Richmond at the 8-lane, 50 metre Watermania pool. The City of North Vancouver was one of the event sponsors. This event could not have been hosted in a 25 metre pool because there is no secondary warm-up/cool-down space, which is essential for Masters swimmers.

It should be noted that North Shore Masters swimmers are not a competitive swim club, just a group of over-19 year old swimmers (mainly over 40) who enjoy staying fit and participating in meets to test their improvement. Most Masters swimmers never compete. One of their group is 97 years old, the oldest competitive swimmer in Canada, who competes for the fun of it and to inspire his family to keep swimming. This group fills the early morning time slot at Harry Jerome and cannot accommodate any more participants, so some travel to other pools off the North Shore to keep up their fitness and enjoyment of swimming.

¹⁸ See e.g. Tim Waud, Oregon Masters Swimming, “Warm-up, Warm-down, and Recovery in Swimming” in *Aqua Master Online: Coach's Chair* (24 Jun, 2016) online: Oregon Masters Swimming, <<http://swimoregon.org/>> (last checked April 28, 2017); also see Tim Waud’s qualifications in Tim Waud, Oregon Masters Swimming, “Greetings Fellow Oregon Masters Swimmers and Coaches” in *Aqua Master Online: Coach's Chair* (19 Dec, 2015), online: <<http://swimoregon.org/>> (last checked April 28, 2017)



9.4 MORE REVENUE

A 50 metre pool can stimulate the local economy for a community, and for the host city. A one week event could generate \$20,000 for the City and up to \$3 million to the community due to overnight stays.¹⁹ This is good news for the City and the business community alike. Again we note that such an event can take place while the public is still using the pool.

Table 13: Revenue generated to the Community during a one-week event.^a

One Week Event	City	Community
Pool & Room Rental	\$20,000	
Hotels		\$1,500,000
Meals		600,000
Miscellaneous		900,000
Total	\$20,000	\$3,000,000

^aPool still open for public swimming and lessons

¹⁹ BC Summer Swimming Association (2015)

10.0 ECONOMIC IMPACT ASSESSMENT

A huge advantage of a multi-purpose, 50 metre pool is the ability to host events without inconveniencing the public. The refresh of the PERC report suggests that a 50 metre pool is only needed to host 1 or 2 long-course events. That is not true. Table 6 above shows that 50 metre pools host multiple 2-day and 3-day events usually at a 25m length, with the public having access to the pool for lessons and public swims at the same time as lanes are provided for warm up and cool down for swimming events. A 25 metre pool could only host lap events, could not host all aquatic events, and would shut down the pool completely to the public.

10.1 Construction and Normal Operations

The North Shore Aquatics Society has completed a preliminary Economic Impact Assessment of the impacts of the construction and operations phases of the Harry Jerome pool replacement options and the difference between them. The input / output multipliers were assumed to be similar to the multipliers used in the Grant Thornton “Economic Impact Assessment North Vancouver Museum and Archives” – June 2015.

It was assumed that the project can be completed in two years and that the resultant pool will achieve stable operation in 3 years. Based on the capital cost of these two pools and the operating costs following opening of the pool (assuming two years of construction), the North Shore Aquatics Society determined that the economic impact of a 50 metre pool is substantially greater than a 25 metre pool.

Table 14: Anticipated Economic Impacts of Pool Options.²⁰

Total Construction Impacts (Year 1 and 2)	25 Metre	50Metre	50 M - 25 M
Total Output	29,929,300	46,107,300	16,178,000
GDP	14,034,100	21,620,100	7,586,000
Employment (FTE)	183	282	99
Tax Revenue	2,867,500	4,417,500	1,550,000
Federal	1,147,000	1,767,000	620,000
Provincial	1,498,500	2,308,500	810,000
Municipal	222,000	342,000	120,000
Total Annual Operating Impacts (Year 3)	25 Metre	50Metre	50 M - 25 M
Total Output	3,201,246	4,893,112	1,691,866
GDP	1,774,377	2,712,139	937,762
Employment (FTE)	26	39	14
Tax Revenue	351,192	536,797	185,606
Federal	127,706	195,199	67,493
Provincial	164,544	251,506	86,962
Municipal	58,941	90,092	31,151

10.2 Sports Hosting

The Economic Impact of Sports Tourism is not factored into the pool replacement analysis of construction and normal operations determined above. International tourism receipts (worldwide) totalled \$1.03 trillion in 2011, with an estimated 10% attributed to sport-related travel.

Sport tourism is a \$3.6 billion segment of Canada’s tourism industry and is one of Canada’s fastest growing tourism segments. It is recognized as a stabilizing force within the \$78 billion Canadian tourism industry. Many municipalities have developed Sports Tourism Strategies (Richmond, Coquitlam, Burnaby, Vancouver, Kamloops...) to help improve their pool recovery ratios but, also, to generate economic activity in their communities.

The Canadian Sport Tourism Alliance has developed a tool called the Sport Tourism Economic Assessment Model (STEAM) to assess the economic impact of Sport Hosting on a community. STEAM shows that when Sport Tourism generates over-night visits in a community, there is an additional economic impact in the order of 40%. A significant portion

²⁰ Sports hosting activities are not part of these calculations

of this accrues to the host community. To illustrate this point, we have estimated the economic impact of the 3-day swimming portion of the BC Summer Swimming Association Provincial Swim Meet using the STEAM multipliers (Table 15). This economic impact arises as a result of overnight stays, meals, travel, non-swimming attraction use, shopping, etc. Significant benefits accrue to the entire host community.

Table 15: Economic Benefits of Sport Hosting.

Three day event - STEAM Multipliers	Total
Output	5,560,613
GDP	2,661,061
Employment (FTE)	41.6
Tax Revenue	1,063,967
Federal Tax	563,862
Provincial Tax	250,053
Municipal Tax	250,053

The ability to attract sports tourism events should not be the sole reason to consider the 50 metre option but the additional pool revenue and economic impact story is very compelling. We estimate that the ability to attract events to the 25 metre, 10 lane pool are about 20% of the 50 metre option and more expensive due to the disruption of regular pool activities required to host the event.

In 2016, the North Shore Aquatics Society and North Shore Masters hosted the BC Masters Provincials at Watermania in Richmond (Not North Vancouver). The pool rental cost was under \$6,000. Using the STEAM multipliers, we determined the economic impact of the event for the community of Richmond was \$132,000 (more than 20 times the pool rental). Our user groups estimate that their pool rental purchases would be in the range of \$130,000 per year for events. If the rental impact multiplier was only 8 times, the economic impact would be greater than \$1,000,000 per year. Our research of other 50 metre pools shows that a large portion of this event revenue accrues to the City and the community if an 8-lane, 50 metre pool is built.

11.0 SUSTAINABLE CITY FRAMEWORK

A 50 metre pool is an immense contribution to all the components of the Sustainable City Framework which the City considers to assess the worth of a project and value to the community.

11.1 ENVIRONMENT – NATURAL SYSTEMS

The PERC refresh report considers centralization of aquatic services problematic as some residents would have to travel farther to get to Harry Jerome. However, a centrally-located 50 metre pool facility would help improve air quality and reduce greenhouse gas emissions by encouraging local residents to remain on the North Shore instead of driving for up to 1½ hours return to use pool facilities elsewhere. The commute from anywhere on the North Shore is about 15 minutes, which is a 75% drop in air emissions, not to mention less traffic congestion. Furthermore, a centrally-located facility at Harry Jerome will be near growing City population densities and more accessible by walking, cycling, or public transit. The nearly complete Green Necklace will be close by and four bus routes transit along Lonsdale Avenue.



Another issue that contributes to excessive driving on the North Shore is the lack of swim lessons for different ages and swimming ability at one pool. This is a problem experienced by a family with more than one child who finds they must commute between pools or drive in separate cars to take their children to swim

lessons. This contributes to traffic congestion and air quality issues. A 50 metre pool could be configured to schedule lessons for very young children at the same time as their siblings. For example, a 50 metre pool can be divided into three to schedule an event, lane swimming, and shallow end lessons at the same time.

11.2 SOCIAL CONNECTIONS

The City is planning the redevelopment of Harry Jerome to be a meeting place, a social setting where people can relax and enjoy their surroundings and each other. A 50 metre pool is a hive of activity where people would be able to enjoy watching an event, while having a coffee or a meal. People will feel they are in a central hub where others are gathering too. A 25 metre pool option is more limited in its attraction to the public because public aquatic activities are limited to one activity most of the time, potentially creating a drop-in atmosphere, instead of a meeting/socializing place.

11.3 LOCAL ECONOMY

A 50 metre pool is a contributor to the local economy in many ways. As more activity can occur within a 50 metre pool setting, more people will be looking for opportunities to shop, relax or socialize. Any event that is hosted will draw a large number of people who will contribute to the local economy. This will be a stimulus for economic development in Central Lonsdale as people visit the local stores and eateries, bringing more businesses and jobs to the area. In addition, a 50 metre pool can host events that would require overnight stays.

The spin-off benefits for every overnight stay contribute enormously to the local economy.

11.4 HUMAN POTENTIAL

A 50 metre pool provides more opportunities for all job types, not just around the pool, but in the community, as the business community expands to meet new demands for services. In addition to more lifeguards and aquatics supervisors, a 50 metre pool can stimulate the need for servers (café), retail specialists (aquatics clothing and merchandise), physiotherapists, and managers.

BC has the worst record for drownings in Canada, equivalent to a population twice its

size²¹. With a 50 metre pool, more lifeguard training and Red Cross lifesaving courses can be offered that make young adults more aware of the risks associated with being near an aquatic environment, the potential for drowning and preventing these problems. These can be life changing experiences that an aquatics education can prepare students for in other situations.

The pursuit of all aquatics activities, be they for fitness, fun or sports, can lead to a healthier lifestyle. The 50 metre pool inspires our youth to become more involved when they can see other youth participating in aquatics in all forms. Involvement in recreational and competitive sport inspires youth to lead a healthy lifestyle, whether they compete or not. That opportunity does not exist to the same extent with a 25 metre pool due to its limited offerings (e.g., lessons, lane swimming, or aquacize). Access to the pool without lane ropes so teens can have fun happens once a week, for 1½ hours. That won't change with a new 25 metre pool because there are no movable bulkheads to segregate the serious lane swimmers from the fun seekers, causing conflict between the two – lane ropes cannot do the job. Thus, one activity (fun in the pool) excludes the other (lane swimming). That pattern of exclusion can be eliminated with a 50 metre pool with movable bulkheads to separate incompatible activities.

11.5 CULTURAL DIVERSITY

Both a 50 metre pool and a 25 metre pool can support cultural diversity; a 50 metre pool has more space and opportunity to do this effectively.

11.6 PHYSICAL STRUCTURES / INFRASTRUCTURE

A 50 metre pool will be far more successful in delivering basic services, such as the opportunity to swim for fun, casual exercise and competition. Soccer and basketball (and possibly hockey) are all being given more amenities in the City. The North Vancouver Sports Council and individual sport groups such as tennis, cricket and soccer have all indicated their support for a 50 metre pool.

The 2015 PERC refresh report gives a population of 330,000 per 50 metre pool that was calculated based on the population of British Columbia. However, many communities, such as Terrace, Prince Rupert, Port Hardy, Tofino, Haida Gwaii and so on, would never have access to a 50 metre pool because they are too small and not within reasonable driving distance (i.e., too far away).

Major population centres in BC had an average population of 102,620 when their 50 metre pool was built (Table 16). Thus, the figure of 330,000 population served per 50 metre pool given by the 2015 PERC refresh report is not a valid statistic and overly simplifies the reasons to build/not build a 50 metre pool – they are all well utilized, successful and a matter of pride in their communities, even at a population well below the 2015 PERC refresh threshold.

Table 16: Average Served Population when 50 Metre Pools Built in BC.

Pool Name	Year Built	Population When Built
Coquitlam (CCAC)	1994	84,021
Surrey (Fleetwood)	1999	304,477
New Westminster	1973	38,550
Nanaimo	2001	70,130
Langley (Walnut Grove)	1999	102,000
Kelowna H2O	2009	89,442
Kamloops (TTC)	1993	67,057
Prince George	1995	69,653
Vancouver (VAC)	1978	150,000
Victoria (Crystal)	1971	64,379
Saanich	1993	95,583
Richmond (Watermania)	1986	96,154
Average served Population when built		102,620
Median served Population when built		89,442
North Vancouver (City and District)		138,833

²¹ Canadian Drowning Report/Lifesaving Society (2016)

12.0 SUMMARY OF PROJECTED REVENUE AND EXPENSES OVER FIVE YEARS

A 50 metre pool at Harry Jerome would contribute to sustaining the health and well-being of the community in a far better way than a 25 metre pool due to its flexibility to offer all aquatic activities that appeal to the public; it is a decision for the future that meets the current needs and will better serve the public needs for healthy choices going forward.

A five-year summary of the projected revenues and expenses from 2021 when the new pool could be operational is provided in Appendix 2. It is generally assumed that revenue and expense items are adjusted annually for inflation by a factor of 2%. Population growth is assumed to be 1% per year. New lease space rentals are phased in over 2 years.

It can be seen that a 50 metre pool can operate for the same cost as a 10-lane, 25 metre pool, using very conservative estimates (Appendix 2). It also shows that the recovery rate (approximately 59%) is better than the recovery rate for the current Harry Jerome 6-lane, 25 metre pool (30%) and the Côte St. Luc 10-lane, 25 metre pool (36%) and slightly less than the Penticton 10-lane, 25 metre pool (67%) (Appendix 1).

“A small pool is a false economy. It’s sort of like building a smaller skating rink for hockey to save money; cheaper in the short term but fully limits any sort of expansion of programs or the ability to host events.” Quote from Aquatics Supervisor in Point Claire, Québec (2017)

APPENDIX 1: COMPARISON OF SURVEYED 25 METRE POOLS AND 50 METRE POOLS

Pool Size	25 Metre			50 Metre			
Facility Surveyed	NVRC (Harry Jerome)	Côte Sainte-Luc, QC	Penticton, BC	Coquitlam (CCAC)	Surrey Sport and Leisure Centre	New Westminster (Canada Games Pool)	Nanaimo
Main Features	<ul style="list-style-type: none"> • 6-lane • Water slide • Gyms, fitness facilities • Ice rink 	<ul style="list-style-type: none"> • 10 lane • Leisure pool • 2 lane, 17 metre warm up area • Small fitness facility and gymnasium. 	<ul style="list-style-type: none"> • 10 lane • Leisure pool • Water slide 	<ul style="list-style-type: none"> • 8-lane, 2 bulkheads, movable floor • Leisure pool • Wave pool • Fitness centre 	<ul style="list-style-type: none"> • 8-lane, 2 bulkheads, movable floor • Leisure tank, • Fitness centre • Water slide • Ice rinks 	<ul style="list-style-type: none"> • 8-lane • Fitness centre 	<ul style="list-style-type: none"> • 8-lane, 52m, 2 bulkheads, movable floor. • Separate Leisure tank, water slides, wave machine. • Fitness centre
Built	1965	2009	2011	1994	1999	1973	2001
Total Revenue	\$330,000	\$730,000	\$832,000	\$1,900,000	\$3,300,000	\$1,890,000	\$1,500,000
Net Operating Cost	(\$770,000)	(\$1,500,000)	(\$947,000)	(\$1,047,000)	(\$867,800)	(\$1,229,000)	(\$2,060,000)
Recovery rate	30%	36%	67%	65%	79%	52%	42%
Cost per household per year if located in North Vancouver	(\$10.41)	(\$19.76)	(\$8.31)	(\$22.37)	(\$13.40)	(\$27.05)	(\$31.81)
Swim clubs	1	4	1	6	12	1	4
Full swim tank events	3	3 to 4		Two 3-day events/yr	Four 3-day events/yr	One 3-day event/yr	Two 3 day events/yr
One-half pool events (swim tank available to public)	0	0	0	Twelve 2-day events/yr	Twelve 2-day events/yr	Four 2-day events/yr	Seven 2-day events/yr
Total population intended to be served by this facility	48,000 (NVC)	60,000	60,000 (Penticton [90%] and Osoyoos)	75,000 (Town Centre, East Coquitlam)	125,000	59,000	75,000

APPENDIX 2: YEAR 1-5 REVENUES AND EXPENSES

Revenue	Year 1	Year 2	Year 3	Year 4	Year 5
Public swim	\$115,001	\$117,416	\$119,882	\$122,399	\$124,970
Program Registration	\$438,183	\$447,385	\$456,780	\$466,372	\$476,166
Private swim lessons	\$47,286	\$48,279	\$49,293	\$50,328	\$51,385
Pool rentals	\$114,176	\$116,574	\$119,022	\$121,521	\$124,073
Daily/Weekly/Monthly/Quarterly/Annual Passes	\$458,041	\$467,660	\$477,481	\$487,508	\$497,746
New Event Revenue	\$55,395	\$56,558	\$57,746	\$58,959	\$60,197
New Lease Space	\$81,393	\$166,204	\$169,694	\$173,258	\$176,896
Population Growth Revenue	\$94,233	\$99,951	\$105,726	\$111,559	\$117,450
Total Revenue	\$1,309,475	\$1,420,076	\$1,449,897	\$1,480,345	\$1,511,432
Labour Expenses					
Full Time Labour					
Aquatic supervisor	\$81,732	\$83,367	\$85,034	\$86,735	\$88,470
RFC	\$27,758	\$28,313	\$28,879	\$29,457	\$30,046
Programmer	\$131,739	\$134,374	\$137,061	\$139,803	\$142,599
Auxiliary labour (incl benefits)					
Programs	\$324,557	\$331,049	\$337,670	\$344,423	\$351,311
Guarding	\$752,735	\$767,789	\$783,145	\$798,808	\$814,784
Cashiering	\$73,880	\$75,357	\$76,864	\$78,402	\$79,970
Contract employees (incl benefits)					
Swim lessons	\$14,589	\$14,881	\$15,178	\$15,482	\$15,791
Total Labour	\$1,406,990	\$1,435,130	\$1,463,832	\$1,493,109	\$1,522,971
Other Expenses					
Equipment and Supplies					
Public Swim	\$0	\$0	\$0	\$0	\$0
Swim lessons	\$28,576	\$29,147	\$29,730	\$30,325	\$30,931
Lifeguarding	\$4,293	\$4,379	\$4,467	\$4,556	\$4,647
Building Maintenance					
Building services	\$383,242	\$390,907	\$398,725	\$406,700	\$414,834
Maintenance	\$259,610	\$264,802	\$270,098	\$275,500	\$281,010
Utilities	\$285,310	\$291,016	\$296,836	\$302,773	\$308,828
Total Other Expenses	\$961,031	\$980,252	\$999,857	\$1,019,854	\$1,040,251
Net Income	(\$1,058,546)	(\$995,306)	(\$1,013,792)	(\$1,032,618)	(\$1,051,790)
Recovery Ratio	55%	59%	59%	59%	59%

APPENDIX 3: COMMENTS ON 2007 PERC REPORT REFRESH (PERC)

The stated time horizon of the PERC Report is 10 years. However, the life span of a pool is 60 years. This means there can be no “second guessing” the decision if the PERC report does not adequately project the needs of North Vancouver beyond its 10 year time scope. Moreover, unless land is set aside now, there may not be a location that could accommodate a 50 metre pool in 60 years. It is important to make a long-term visionary decision now. The 8 lane 50 metre pool option makes more sense than a 25 metre pool for the present and long-term needs of North Vancouver.

Throughout all the pool discussions many people have made broad statements about increases in water surface area without clarifying that increases in surface area mean more shallow water and less deeper water. Although leisure areas can be quantified in terms of surface area, surface area alone does not make a pool usable. Pool dimensions, including length, width, and particularly **depth**, have a significant impact on aquatic activities like diving, water polo, lap swimming, and other aquatic activities. The majority of aquatic activities, such as open pool time (i.e., no lane ropes), recreational and competitive aquatic sports, underwater hockey, scuba diving and so on are not compatible with a 25 metre pool divided into shallow and deep portions, and will not be able to use a 10-lane, 25 metre pool. Aquatics Canada Aquatics recommends facility guidelines for various aquatic activities (each sport’s governing bodies can negotiate adjustments):

Sport	Min. Depth (m)	Min. Length (m)
Diving	5	25
Swimming	1.35	25 or 50
Synchro	2.5 / 3	50
Water Polo	2	30

These minimum depth requirements are safety guidelines, not just a wish list. The proposed 8 lane, 50 metre pool can meaningfully accommodate all of these activities and sports.

Census data has changed materially since 2014. The OCP predicts growth in households from 24,206 (2011) to 25,600 (2021), though the census shows 28,857 households in 2016. PERC did not have access to current census data in 2014 and underestimated growth at only 1%. Thus, population estimates made in the PERC report do not reflect the actual trend in population growth and the proposed densification of the Lonsdale Corridor and the area around Harry Jerome.

There has been no user consultation on this topic since 2005/6. This means that there has been no meaningful discussion with any of the pool or facility potential customers.

Potential efficiencies of scale are noted for co-locating small pools with leisure pools and rinks, but not the potential efficiencies of 50 metre pools which consistently have higher recovery ratios due to operating efficiencies and the ability to attract and serve a broader group of users. Much emphasis in the PERC report is placed on the potential for underutilization; however, the report does not acknowledge the fact that 50 metre pools are successfully operated by all sizes of communities around

the province. The success of other 50 metre pools is a big plus for the 50 metre option for Harry Jerome. This success has been confirmed in our discussions with other 50 metre pool operators. The long-term viability of the 10 lane, 25 metre option has not been demonstrated and it is obviously not the preferred option for many cities in Canada (only two cities have one).

The average population per 50 metre pool in the province is not a valid metric. It includes communities that will never have access to a 50 metre pool because they are not within reasonable driving distance. When it comes to making a decision on building a 50 metre pool it might be instructive to look at what other municipalities have done and what population they were serving when they made their decisions. The average population served when the build decision was made is approximately 103,000 (Table 16). The median is under 90,000. The population served in North Vancouver is more than 138,000. Thus, it makes sense to choose a 50 metre pool option based on realistic metrics.

Population growth is adding tax revenue to City and District coffers yearly. By 2021, it will add over \$94,000 yearly to tax revenue and growing annually assuming a 1% annual population growth rate. This reduces operating deficits per existing household and future households.

The North Shore Aquatics Society has proposed using cost per household as a measurement of cost that every household can understand and appreciate. While this is helpful in illustrating the low incremental cost of operating this asset, it does not include taxes associated with non-residential tax categories, such as, businesses, in the City and District. This makes the cost estimates very conservative and the project more affordable than the easy to calculate cost per household measurement.

The PERC Report speaks of the financial implications of the project, but, also, clearly states that budgeting is out of scope of the report. North Shore Aquatics Society has expended considerable effort on creating a financial model that is based on NVRCC current operations and within the operating parameters of existing pools in other jurisdictions. Our conclusion is that even large operating cost variances do not unreasonably increase the operating cost of a 50 metre pool option per household due to the increased revenue generating potential.

The PERC Report asserts that “The increased operating deficit while waiting for a population to rise and thus for the swims to increase to fill unused capacity, is more expensive than building new capacity only when absolutely needed”; however, this claim is unsubstantiated in the report. The math does not reasonably appear to support this statement. The 10 lane, 25 metre pool option ignores potential sports hosting, and economic benefits to the community. It is also unlikely that a better location for a regional centre can be achieved in the future. Furthermore, with increasing pool life, it is a decision that the community will need to live with for the next 60 years. All of this makes the 10 lane, 25 metre pool option higher risk.

The PERC report’s entire aquatics plan states that the “net result is 33% more capacity”. Considering that the population has grown more than 60% since the last lap pool addition in 1976, our view is that an increase of only 33% capacity is insufficient and includes a mix of leisure pool space with lap pool space. Anecdotally, we have learned that there are waiting lists for swimming lessons, caps on recreational swimming clubs, and parents stressed trying to enroll their children in swim lessons the day registration opens due to lack of choices. As noted above, planned densification will only exacerbate this crowding issue.

Additionally, the 8 lane 50 metre pool makes the most sense for both users and local businesses based on:

- the PERC inference that the surrounding areas (Burnaby and Vancouver) are under served,
- pool life expectancy is now 60 years,
- there is more event hosting potential in a 50 metre pool, and
- a 50 metre pool can generate significant positive local economic impacts.

The PERC Report suggests putting a priority on facilities chiefly used by adults, though it recommends leisure pools which are primarily for children under five. Now is the time to act to provide adequate facilities for all of the next generation of the City of North Vancouver population.

We believe that PERC underestimates the ability of the pool designers to design efficient facilities and of pool operators to manage costs. The NVRCC and most operators are very good at managing their costs.

North Shore Aquatics Society recommends an 8-lane, 50 metre pool at Harry Jerome because:

- It is a central location that is readily accessible to and can serve the greatest population.
- It will accommodate the growing population in the Central Lonsdale area.
- It will offer different aquatic opportunities than another 25 metre pool.
- It can be manipulated into three different configurations to accommodate multiple needs without compromising others' enjoyment (lane ropes cannot do this effectively).
- It can improve the programming options and increase their availability to the public.

APPENDIX 4: PUBLIC BROCHURE DISTRIBUTED DURING THE INFORMATION BOOTHS

A POOL FOR EVERYONE FOR THE NEXT 50 YEARS



Facts about a 50 metre pool:

8 lanes wide

Ability to divide pool into three pools

Walk-in leisure pool for toddlers, older users, physical rehabilitation, and special needs

2 lane **laptank**

Water slide or flow tank

Up to 8 simultaneous activities

All other municipalities in the Lower Mainland are building or have built 50 metre pools (currently 12 built!)

North Vancouver is building 25 metre, single-purpose pools. The new William Griffin pool will be 50% smaller!

NORTH SHORE AQUATICS SOCIETY

For Information or to find out
How You Can Help

Phone: 604-984-8913

Email: nsaquatics.society@gmail.com

Vote On-line for a Multi-Purpose 50 Metre Pool

@

<http://www.change.org/petitions/city-of-north-vancouver-build-a-50-meter-8-lane-multi-purpose-pool>



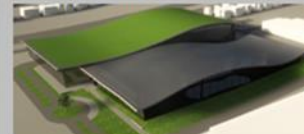
Support the Vision

The North Shore Aquatics Society promotes:

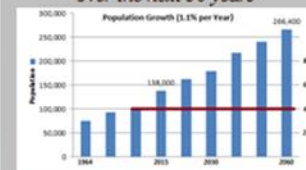
- aquatic activities in North and West Vancouver and surrounding areas.
- the development and improvement of new and existing facilities on the North Shore.



A 50m pool facility at Harry Jerome could look like this...



Need to plan for population growth
over the next 50 years



Four small pools will not serve the
future
(red line shows number of pools)

A 50metre pool gives much
greater access to aquatics for
all groups.

Visit us on Facebook

<http://facebook.com/pages/50-Meter-Pool-needed-in-North-Vancouver/176383605781503>



Accommodating multiple uses at once



50metre pools in Metro Vancouver

This is a wonderful opportunity for the community to pursue aquatic excellence and community health and well-being while generating revenue for businesses.

BENEFITS

ONLY AVAILABLE WITH A 50M POOL

An exceptional aquatic facility capable of offering innovative programming, outstanding services and events for community members for the next 50 years.

Multiple users at the same time

- more and greater variety in aquatic fitness programs
- public swims at all times, not restricted to lane swimming
- local destination and gathering place for youth
- new and increased job opportunities
- maximize exercise benefits

Active for Life

- Prevent disease
- Reduce Health Care costs
- Improve Quality of Life

Aquatic Therapy

- Mentally and physically handicapped people
- physiotherapy patients
- the elderly

Economic Generator

- 1 million visitors per year
- \$3 million per year to local businesses due to events



More programming for seniors



Aquatic Centre of Excellence

- high level coaches
- aquatic sports events at all levels
- North Shore athletes train on the North Shore

Website: northshoreaquatics.ca/

APPENDIX 5: PETITION FOR A 50 METRE POOL



NORTH SHORE AQUATICS SOCIETY

Petition for a Multi-Purpose 50metre Pool

I support a multi-purpose aquatic centre including a 50metre pool.

#	Print Name	Signature	Postal Code	email
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