

# COMMUNITY FACILITIES REVIEW- PHYSICAL ACTIVITY

Working with community facility operators to develop a collective strategy to foster and support an active community.

*BC Healthy  
Communities Grant  
Initiative*

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## Executive Summary Project Overview

### Review use of terms recreation and physical activity. Maybe define.

In August 2017 the Regional District of Nanaimo Recreation and Parks Department was awarded a BC Healthy Communities Grant. The intent of the grant funding is to support the improvement of physical activity within Oceanside communities. As a part of the grant application the Department proposed an initiative to work with community facility operators to review established booking policies and fees as they relate to supporting physical activity programs. The overall goal of this review is to develop a collective strategy that will foster and support an active community.

The building blocks of a healthy community, as identified by the Healthy Communities movement are;

- Community engagement
- Multi-sectoral collaboration
- Political commitment
- Healthy public policy
- Asset based community development

Building a healthy community requires the community to accept a shared role in promoting physical activity. Should we expand here? ....With a commitment to collaboration, we can align policies that support the increased opportunities for physical activities offered within the partner facilities that are currently available.

Invitations were extended to organizations operating facilities within District 69 that are used as venues for physical activity. Through this project, information on the current services was gathered and recommendations were developed to facilitate increased facility use for physical activity.

Recreation Excellence (RecEx) was contracted to conduct the review and present a final report. The contractor conducted the interviews, best practice research and submitted a draft version of a final report containing findings and recommendations, however ultimately the final report was written by RDN Recreation staff based on the submitted findings and recommendations.

### **Goals of the Project**

The District 69 Community Facilities Booking Policies and Fee Structure review was initiated to provide a foundation for developing a community practice geared to supporting physical activity programming in the Regional District of Nanaimo. The project goals were identified as

- a) Provide guidance, direction and recommendations to community owned facilities to support physical activity programming by way of their booking policies, procedures, priorities and rental rates
- b) Explore the opportunity for alignment of community owned facilities to support physical activity programs
- c) provide-Provide guidelines for coordination and collaboration for facility resources

### **Scope**

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Operators of public facilities booked for the purposes of hosting programs or events that include an element of physical activity were invited to participate in this review. The findings and recommendations made within will be shared with the [facility](#) partners. This report is based on input provided during facilitated discussions with community partners and facility users, comparative review and best practice research.

Facilities and Organizations participating in the review were:

- Qualicum School District 69
- Parksville Community and Conference Centre- City of Parksville, managed by a society
- Nanoose Place Community Centre- RDN, managed by a society
- Qualicum Beach Civic Centre Town of Qualicum Beach
- Qualicum Beach Community Hall Town of Qualicum Beach
- Oceanside Place Arena - Regional District of Nanaimo (both as a facility operator and facility user)

#### **Definitions:**

**Recreation:** *the experience that results from freely chosen participation in physical, social, intellectual, creative and spiritual pursuits that enhance individual and community wellbeing. A Framework for Recreation in Canada 2015: Pathways to Wellbeing*

**Physical Activity:** *bodily movement produced by skeletal muscles that requires energy expenditure. Physical Activity plays an important role in the health, wellbeing and quality of life. World Health Organization*

#### **Methodology**

The project methodology was developed to engage community owned facility managers/operators to discover how booking policies, procedures, priorities and rental rates could be aligned to support physical activity programming. Additional engagement and research activities included consultations with current users, and selected recreation departments on Vancouver Island.

The engagement and research plan included:

- A consultation meeting with community facility partners
- Information gathering, which included
  - Facility booking philosophy and policies
  - Facility booking priorities
  - Fee schedules
  - Sample of a typical weekly schedule
  - Sample of client contacts

#### **Community Facility Partners Meetings**

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A series of meetings were held with facility operators and ~~the ea conne~~sultant during which they reviewed to review the information provided and discussed individual facility challenges and opportunities.

#### **Current Users Review**

Current users of the facilities were queried about their facility booking experiences. Main topics of discussion included the booking process, understanding of booking priority, responsiveness and pricing tolerance. In addition, comparative feedback was gathered if the group made bookings within facilities not directly involved in the project.

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#### **Documentation Review**

Documents reviewed included:

- District 69 (Oceanside) Recreation Services Master Plan: The State of Recreation in District 69 (Oceanside) Research Report- July 2017
- Recreation ~~master-Master~~ Plan Draft Report 2019-2029
- Youth Strategic Plan 2011-2016
- RDN Operational and Efficiency Review 2016
- KMPG Business Analysis of the Parksville Community and Conference Centre Report (2016)
- A Framework for Recreation in Canada: Pathways to Wellbeing (2015)
- District 69 Fees and Charges Bylaw(s)
- Regional District of Nanaimo Strategic Plan 2016-2020
- National Framework for Recreation...

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#### **Best Practices Review**

The recreation industry was scanned for current best practices (successful) related to methods of the promotion of physical activity programming and ways to build collaboration within communities to encourage information sharing and awareness. What came out of this? This feels vague and not sure if it is necessary.

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#### **Community Comparison Review**

Telephone interviews with several recreation departments' facility allocation contacts were conducted. Information on the policy, priority and fees systems along with examples of collaboration and coordination within their communities were discussed.

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#### **Survey**

A survey was developed and posted on the British Columbia Recreation and Parks Association online collaboration site.

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**Philosophy, Policy and Priorities Review**

The document [The A National Framework for Recreation in Canada: Pathways to Wellbeing](#) (2015) was established as a guiding document for the recreation industry in part to help serve as a basis for community discussions about the provision of recreation services. It [can be used to help has served to](#) shape organizational philosophies and approaches, inform policies and establish priorities [within the recreation industry.](#)

[The RDN Recreation Department includes this list of goals from the Framework here as a point of reference for Community Partners to perhaps better understand our intentions. DOES THIS WORK HERE? This has always felt awkward to me. I am leaning towards taking it out. Alternatively, keep it but tie each goal to facility accessibility.](#)

The Framework describes five goals and priorities for action under each goal. The goals are:



**Goal 1: Active Living**  
Foster active living through physical recreation.



**Goal 4: Supportive Environments**  
Ensure the provision of supportive physical and social environments that encourage participation in recreation and build strong, caring communities.



**Goal 2: Inclusion and Access**  
Increase inclusion and access to recreation for populations that face constraints to participation.



**Goal 3: Connecting People and Nature**  
Help people connect to nature through recreation.

**Goal 5: Recreation Capacity**  
Ensure the continued growth and sustainability of the recreation field.

[The Framework includes a collection of five goals; the one most pertinent to this discussion is Goal 4: Supportive Environments. Ensure the provision of supportive physical and social environments that encourage participation in recreation and building strong, caring communities. The provision of high quality, accessible recreation opportunities is an essential to creating a healthy community. Partnerships such as those between the facilities participating in this review will be instrumental in achieving this goal locally.](#)

Within the documents provided by partner facilities, [philosophical](#) statements supportive of physical activity were found. Examples include: [These are a bit lacking. Maybe we should show that there is room for improvement here](#)

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- “...made available to the community to be used as extensively as possible” -SD 69
- “...recreation groups receive the lowest rate”-Town of Qualicum Beach
- “...to come to our centre and have them enjoy their experience”-Parksville Conference and Community Centre a bit of a stretch. Is there another one?
- “We recognize community mobility and recreational amenities as core services- RDN Strategic Plan 2016-2020
- “We look for opportunities to partner with other branches of government/community groups to advance our region”- RDN Strategic Plan 2016-2020

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any statements around recommending other facilities (internal or external) to potential renters if there are conflicts in activity content or time or changes in the renters needs?

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Follow up questions on prime and non-prime policies

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Follow up questions on non-profit for profit

Follow up questions on software

Follow up question on percentage or number of regular users that are for physical activity.

Follow up question insurance requirements, “additional Insured”, value, show proof of documents, annually, ...

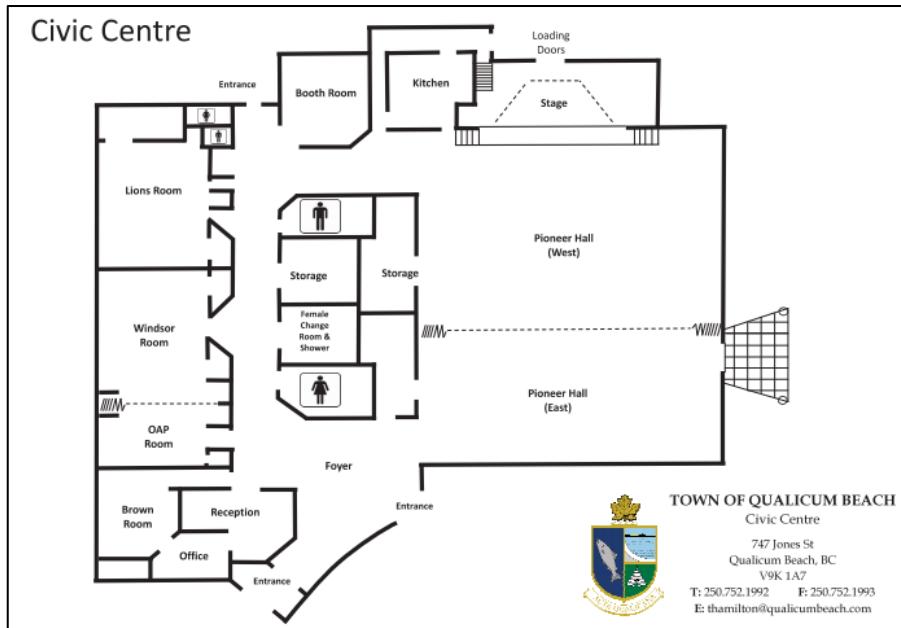
## Facility Information

Qualicum Beach Civic Centre

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The Qualicum Beach Civic Centre is operated by the Town of Qualicum Beach. The facility consists of a main hall (Pioneer Hall) which can be sectioned off with a divided wall creating one-third and two third size spaces ([DIMENSIONS](#)). At one end of the hall is a raised stage ~~with full curtains and some stage lighting~~. The facility also has a commercial kitchen available for rent as an amenity to other rooms or on its own. There are five other smaller meeting spaces available; [Brown Room](#), [OAP room](#) which can be divided off from the larger [Windsor Room](#), [Lions Room](#) and the [Booth Room](#). The facility has change rooms with showers and washrooms.



#### Qualicum Beach Community Hall

The Community Hall is owned and operated by the Town of Qualicum Beach. ~~It was built in 1933 and underwent renovation in 2008. A curling rink was added to the building in 1964 and is operated separately.~~ [The hall is an unstaffed open space facility that allows renters to manage their own participants.](#)

[Both the Civic Centre and Community Hall facilities are staffed by Town employees. The Community Hall operates with no on site staff.](#)

Interview notes [watch the “nonprofit” throughout.](#)

- Payment options include cash, cheque, debit or invoicing. Credit card processing is not an option. [This was identified as unusual which while noted was unusual but apparently suits the needs of the has not been cited as an issue for rental clientele.](#)
- When bookings occur outside of 'normal' facility hours (evenings/weekends) on call public work staff open and close the facility for rental groups.

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- Priority to Recreation and fitness renters is reflected in the rental rates
  - ↳ Although the category for recreation/fitness programs is labelled as 'nonprofit' not for profit' independent instructors operating as their own business receive the same rate as those program offered by not for profit groups
  - ↳ RDN is considered a not for profit organization
- Current registration/facility booking software being used is no longer supported by the software provider; the software company has migrated to a cloud based system, 'ActiveNet'
- Prime time bookings are considered 5pm Friday to 5pm Sunday/Non-prime time 5pm Sunday - 5pm Friday
- Booking rates are not tied to age of participants
- 60-70% of the rentals are programs or events that are physical activity based
- Proof of insurance is required for bookings
- Proof of not for profit status is required to receive a not for profit rental rate New software is being explored?

↳ What regular renters are for physical activity? Percentage or number?

↳

#### Regional District of Nanaimo

Bookable public spaces operated by the Regional District which are comparable to others within this review include in addition to Ravensong Aquatic Centre and the ice surfaces at Oceanside Place are limited to the Multipurpose the Multipurpose Room (A/B), and the public Meeting Room both located on the second floor of Oceanside Place in Parksville. The Multipurpose Room can be divided into two rooms. As a larger space it can be used for low impact physical activities. The Meeting Room is A smaller community space is also available but is only suitable for small (<10) meetings. Both of these spaces have some counter space with a sink and access to A/V equipment.

A third option for bookable public space available during the dry floor season (April-September) is the Pond space which is a small skating surface located in lobby area of Oceanside Place during the dry floor season (April-September). Examples of how this space is used in a dry floor format include: dry land training for skate and hockey camps, low impact fitness programs, and community open house events.

Arena bookings (ice and dry floor) are processed by a full time Program Secretary. On site the reception area is staffed a minimum of five days a week, with reduced hours over the weekend. Arena maintenance staff are on site 24 hours a day 365 days of the year.

Need additional notes similar to the other facilities.

#### Parksville Community and Conference Centre

The Parksville Community and Conference Centre (PCCC) is a 1,951 square meter facility owned by the City of Parksville and operated by the Parksville Community and Conference Society. The City of Parksville provides an annual subsidy to offset the operation costs, while the Society's Board provides governance. The Centre employs between 4-5 FTEs, including administration and custodial staff.

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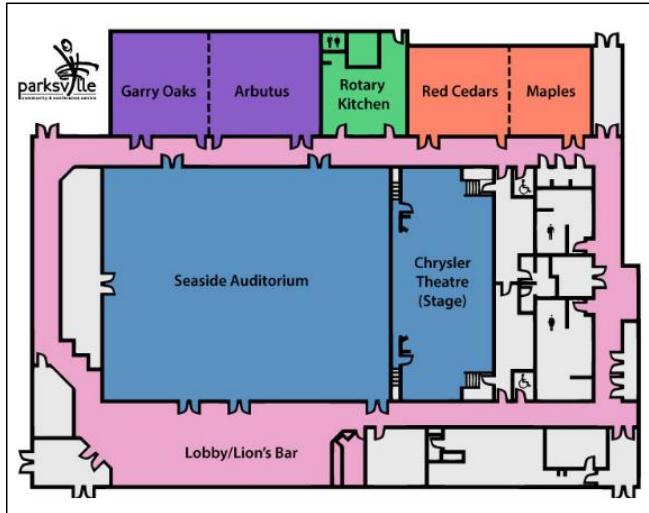
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The auditorium (originally used as a gymnasium when the facility operated as a school) is used for community and special events. Along one end of the auditorium is a raised stage ~~with curtains and lighting~~. In addition to the auditorium are four ~~additional~~ meeting spaces which can be converted to two larger rooms by way of collapsible divider. There is a commercial kitchen ~~in~~ between the rooms which is available for rent during events.



#### Interview notes

- Minimum booking length is two hours on weekdays; full day rates are charged on Saturday and Sunday
- Auditorium activities are restricted by operational rules i.e. use of balls is not permitted.
- Collective Agreement outlines job descriptions and determineddetermines the range of flexibility for roles. ~~this statement has some judgement. Reward depending on the intention of the comment. Suggestion - Staff duties are outlined in the collective agreement. Changes in duties or staff schedules have budget implications. These are considered when setting the bookings and policies.~~
- Longer minimum rental on weekends in place to offset staffing costs
- ~~Operations were reviewed and reported in in a 2016 KPMG report. The report provided a strategic overview of the centers' operations and assessed subsidy levels, community and event usage over the years—necessary?~~
- A commercial/profit/government rate is applied to RDN Recreation program bookings
- 

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- No prime/non-prime time, but weekday rates and weekend rates
- Rates are not based on age of users
- Approximately 15% of bookings are physical activity based
- No booking software in place
- Require proof of insurance for bookings if serving alcohol or performing a type of activity where injury is more likely (i.e. karate seminar)
- In order to receive a non-profit rate, customers are required to purchase a membership to the Parksville Community Centre Society at an annual cost of \$10.00. Community groups without a not for profit number may submit an application to the Executive Director to receive the not for profit rate

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**Software?**

- What regular renters are for physical activity? Percentage or number?

**School District 69**

School District 69 operates eight elementary and two secondary schools. Within those facilities the majority of inquiries/rentals are for gymnasium spaces. Facility bookings are managed centrally through Operations and Maintenance staff using xxx software.

The District also maintains two former school sites which have been converted to community 'commons' in which various community groups and private businesses lease former classroom spaces. The gymnasiums in both commons locations have remained available for rentals. Facility bookings are managed by Operations and Maintenance staff.

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**Interview Notes**

- District booking philosophy encourages community use of the schools and the maximization of bookings
- Youth is defined as 'school aged' children
- -Policy gives priority in bookings as follows:
  1. School use/school based organizations
  2. Youth volunteer-led programs follow up question – define youth
  3. Youth paid instructor- led programs
  4. Non-profit/adult programs with paid organizers or instructors
- Weekday bookings are supervised by school School district District custodial staff
- Weekend bookings require- call out rates for School District custodial staff and booking times are for a minimum of four hours
- Most rentals are physical activity rentals
- User 'room time' for rental booking software
- Proof of insurance once a year at \$5,000,000 required
- Proof of not for profit status required

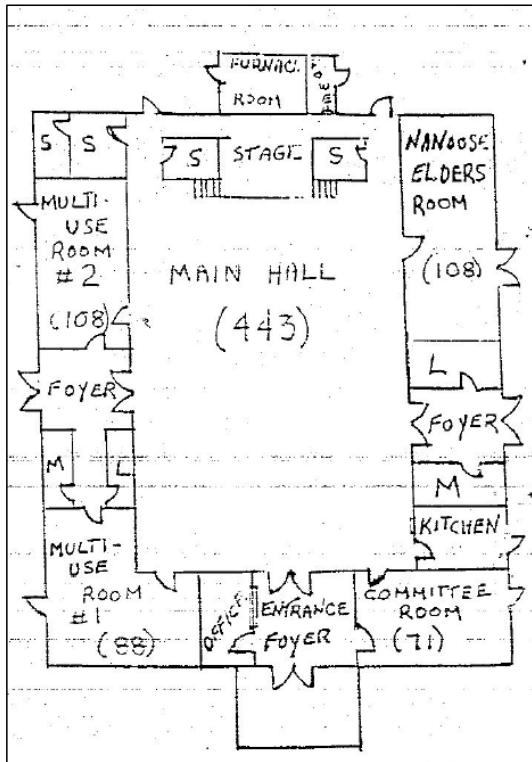
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**Nanoose Place Community Centre**

Nanoose Place Community Centre is operated by a Non Profit not for enprofit Society governed by a Board of Directors. The facility consists of a gymnasium space in the centre of the building, two multipurpose rooms, a seniors' room and a commercial kitchen. Bookings are administered by the centre manager.

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#### Interview Notes

- Insurance coverage for renters is included in rental fees
- Circulation within the facility is challenging. Access to multipurpose rooms, washrooms and kitchen requires entry through gymnasium.
- Fairwinds Wellness Centre competes for clientele
- [Feedback has been provided that the website is difficult to navigate](#) [in the interview?](#)
- Historical relationship with community builders [are well established](#) (Lions Club)
- [Prime time is considered Friday evening \(6pm\) through until Sunday at 6pm](#)
- [No age range based rates](#)
- [Approximately 50% of bookings are physical activity based](#)
- [No rental booking software in place](#)
- [No proof of insurance is required](#)
- [No proof of not for profit status is required](#)
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**Community Facility Partner Interview Findings - Overall**

- As providers of bookable space to the community, each facility acknowledged the need to support physical activity programming
- Most facilities consist of at least one large gathering space (gymnasium or auditorium) and a combination of smaller gathering spaces such as classrooms, meeting or activity rooms
- When asked about current marketing and promotional efforts, community partners reported that they rely on word of mouth referrals and their websites to draw potential bookings. They felt a coordinated communications program would be helpful
- Many of the booking policies contained rules of use that addressed patron conduct, payment terms, and cleaning requirements for the facility
- Booking priority is generally given based on a historical use basis. Groups are assured of their booking year after year which allows for consistency in program scheduling but limits availability for allocations for new/emerging groups regardless of program content. School District 69 is the exception as they manage the varying needs of school activities as a priority before all other users.

**Booking software, physical activity users,****Fees Review**

The table following shows rates for the largest room of each facility and a smaller space for comparative purposes. A considerable spread in rental fees across the region was noted. There were differences in; the definition of prime-time, weekend and evening bookings, as well as age based fee parameters.

- Note that the Regional District does not currently have a comparable space to those listed within this table so therefore is not included.

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Community Facilities Review- Physical Activity | **2018**

	Gymnasium type space	School Programs	Youth Programs with volunteer instructor	Youth with paid instructor	Non-Profit Organization or Adult Recreation Groups	Commercial	Notes
School District 69	Large Gym	N/C	N/C	20	35	75	No difference in rates identified for prime vs non-prime. Weekend times are 4 hour minimum.
	Small Gym	N/C	N/C	15	25	55	
	Classroom	N/C	N/C	5	10	25	
Qualicum Beach Civic Centre			<b>Non Profit</b>	<b>Profit</b>	<b>Commercial</b>		<b>Notes</b>
	Gymnasium	Prime	\$59	\$85	\$82		All times non-prime except for Fri 5 PM to Sunday 5PM bookings
	Gymnasium	Non-Prime	\$40	\$59	\$82		
	Multipurpose	Prime	\$28	\$46	\$62		
Qualicum Beach Community Hall	Multipurpose	Non-Prime	\$22	\$34	\$43		
	Gymnasium	Prime	\$28	\$40	\$52		
	Gymnasium	Non-Prime	\$22	\$26	\$38		
Nanoose Place Community Centre			<b>Non Profit</b>	<b>Private</b>			<b>Notes</b>
	Gymnasium	Prime	33	50			All times non-prime except for Fri 4 PM to Sunday night bookings
	Gymnasium	Non-Prime	24	30			
	Multipurpose	Prime	15	15			
Parksville Community and Conference Centre	Multipurpose	Non-Prime	13	13			
							<b>Notes</b>
				<b>Commercial, Private Government Political Groups</b>			
	Gymnasium	Weekday	\$52	\$79			Minimum Booking is 2 hrs. Weekend rate starts at 5 PM on Friday. Daily rate applies to Sat and Sun
	Gymnasium	Weekend	\$61	\$93			
	Multipurpose	Weekday	\$28	\$43			
	Multipurpose	Weekend	\$35	\$54			

The table below shows rates for the largest room of each facility and a smaller space for comparative purposes.

#### Current Users Comments

Facility partners were asked to provide contact information for two or three user groups each. Although ten organizations were contacted ~~for comment~~—ultimately only five user groups provided feedback. The organizations which responded included fitness, martial arts, tai chi, youth sports and dance groups.

~~From the perspective of users, satisfaction was expressed satisfaction with the level of service and responsiveness provided by the facilities.~~ ~~Operators~~ ~~This sentence is unclear.~~ Most of the user groups were long standing renters and relationships ~~were~~ ~~are~~ well established. Contracts were deemed to be processed in a timely manner. ~~However, there was comment that there appears to be some inconsistency in adhering to the rental policies varied among the facilities and it appears to which can create some confusion. In addition, the varied definition and enforcement of policies around non-profit, age and prime/non-prime times impact the renters facility choices. —is this part necessary?~~

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With a shortage of programmable space managed by the Regional District of Nanaimo, the relationship the Department has with community facility partners is essential in the provision of affordable and accessible recreation programs to community residents. As a renter of community facilities the RDN Recreation Department is impacted by the discrepancy of the application of the rates and by the variance in definition-classification of user type/type/group. This impact is noted when the return on investment for programs is considered; the same program offered in one community facility will have a different ROI than when offered in another. This difference is absorbed by the Department and is not directly passed on to the registrants but impacts the overall department operational budget.

#### **Documentation Review**

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The review of RDN Department planning documents revealed several statements supporting the need for facilities to coordinate and collaborate on providing facilities in effort to supporting local sports, recreation and active living. The recently completed Oceanside Recreation Services Master Plan process indicated a high degree of engagement and participation of residents with local recreation services. Within the 2018 Master Plan several recommendations have relevance to this project and the community partners.

- Community partners are a key part of indirect service provision
- RDN has a role in assisting the community partners to build capacity
- RDN can assist with marketing and awareness

**The 2010 Youth Strategic Plan called for:**

- Opportunities for youth involvement in planning youth activities
- A self determination model of community development
- RDN can assist as a communications hub
- Facilities as youth friendly. RDN facilities have a signage program to promote participation.

## Best Practice Review

### Community Comparison Overview

Telephone Interviews were conducted with several island community recreation departments, including:

- Strathcona Regional District, Facility Bookings
- City of Campbell River, Recreation & Culture Operations Supervisor
- City of Nanaimo Beban Park Recreation Centre, Allocation Clerk
- City of Nanaimo Oliver Woods Community Centre, Allocation Clerk
- Municipality of North Cowichan, Facility Booking and Customer Relations

The table below lists themes from the interviews:

<b>Policy</b>	<ul style="list-style-type: none"> <li>• Most of the interviewees were not able to provide information on policies or whether there was language supporting <u>active living physical activity</u>. The staff knew of their policies, but it was not something that was used during the course of their day. <u>Some policies are listed online. This isn't helpful.</u> <u>Delete? Follow up questions?</u></li> </ul>
<b>Priorities</b>	<ul style="list-style-type: none"> <li>• Department programs are listed as priority followed by a historical allocation of renters.</li> <li>• Some stated events have priority that overrides policy</li> <li>• Beban Park Recreation Centre, <u>which operates as a conference centre</u>, placed priority for programs Monday to Wednesday and events as a priority Thursday to Sunday.</li> </ul>
<b>Fee</b>	<ul style="list-style-type: none"> <li>• Fees were reviewed annually and approved through a government structure i.e. Commission, Board, Council</li> </ul>
<b>Examples of Collaboration</b>	<ul style="list-style-type: none"> <li>• A staff member maintains community resource database listing community assets for rent. Copies are provided to frontline staff.</li> <li>• Municipality of North Cowichan and Cowichan Valley Regional District are discussing sharing a technology platform. The major aquatics and arena venues operated by each organization respectively are <u>located on the same site at the same location</u>.</li> </ul>

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The survey posted on the BCPRA Collaboration Site did not receive sufficient responses

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~~By way of the Through the facility partner interviews is was it was identified that most some of the facilities do not use a booking software system, exceptions being the RDN and Town of Qualicum Beach. Town of Qualicum Beach is currently shopping for a replacement system as their current software system which is no longer being supported.~~

The RDN's registration and facility booking service provider, Active Communities, was asked to provide examples of communities in which partner organizations (local Governments and/or private operators) are sharing the use of a platform for program registration and facility bookings.

Examples provided included:

- City of West Kelowna:
  - Private Aquatic Facility Operator, Active Living Enterprises, LTD, shares the platform with the city.
- City of Vancouver:
  - Network of community associations and the city are connected together
- My Community Hub
  - [www.mycommunityhub.com](http://www.mycommunityhub.com)
  - Province of Ontario sponsors province wide platform for agencies serving people with disabilities.

Anecdotal feedback gathered from the communities noted was generally positive regarding the collaborative approach. Time spent training and set up were noted as being the biggest hurdles.

**Formatted:** Normal, No bullets or numbering**Summary of Findings****Formatted:** Font color: Accent 1**Formatted:** Heading 1, Space After: 0 pt, Line spacing: single, No bullets or numbering**Formatted:** Heading 1, Left**Formatted:** Font: Not Bold

- Acknowledgment on the behalf of community partners for the need to support physical activity programs
- Acknowledgment that there is currently a demand for community spaces in which to hold such activities
- The National Framework for Recreation could serve as a resource for facilities looking to support a shift towards a booking policy that supports physical activity within the community
- A number of current bookings within facilities are based on historic use

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- A review of weekly facility schedules showed availability on weekday evenings and weekends
- The definition of prime vs. non-prime varies between the various facilities and between the facilities and some of the user groups morning)
- Current facility users expressed satisfaction for the level of service and responsiveness they receive from the community facilities
- Classification of renters as non- profit, commercial and for profit is not consistently applied
- There is a shortage of dry land programmable space within the RDN operated facilities
- There are examples of communities using a recreation management software system across multiple organizations

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## Summary of Recommendations (All Partners)

- **Develop a marketing and awareness plan for facility partners**
- **Develop community facility booking directory included within the Active Living Guide**
- **Develop listing of permitted activities in each activity space**
- **Using the Framework for Recreation as a foundation, assist each community partner in revision of their philosophy policy statements as necessary**
- **Apply yield management practices to maximize facility operations**
- **Restructure booking policies so as to support and encourage those bookings that enhance physical activity within the community.**
- **Ensure that facility policies provide relevance and direction for daily operations**
- **Develop a cycle of annual rental rate fee reviews**
- **Initiate discussion with partners for the shared use of the ActiveNet platform**

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## Facility Specific Recommendations

### Nanosee Place Community Centre (periods or no periods?)

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- **Seek advice on best practice approach regarding providing insurance to facility renters**

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- **Consider website improvements geared to improving site navigation**

#### Parksville Community and Conference Centre

- **Review two hour minimum booking requirement in consideration of the possibility for multiple rooms being used concurrently**

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- **Apply KPMG report findings regarding areas of focus for revenue generation - Pull some of the recommendations here that are most relevant. 3-5 of them.**

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- **Conduct an opportunity analysis of current booking if different days of the week or time of day had different priorities placed on them i.e. placing priority for community programs during the weekdays and Monday through Wednesday evenings and then placed priority for events on weekends**

- **Review allowable activities in the auditorium space and explores possible minor facility alterations that would allow for greater diversity of uses of the space.**

- **Initiate discussion with partners for the shared use of the ActiveNet platform**

#### School District 69

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- **Initiate discussion with RDN Recreation Department to explore the possibility of the provision of weekend supervision of facilities for community bookings that have a physical activity focus**
- **Consider a revision of existing fee structure so as to reflect the value of instructor led activities as a community benefit**
- **Initiate discussion with partners for the shared use of the ActiveNet platform**

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**Town of Qualicum Beach**

• **Consider using the ActiveNet platform to enhance facility booking management and/or potential of tying adding bookable facilities into the existing system.**

• **Investigate opportunity for closer tie to RDN through Ravensong Aquatic Centre for operational synergies with the Civic Centre**

**Oceanside Place Arena – we need to have some suggestions for the MPR, dry floor and Meeting room. All facilities/partners were to be reviewed.**

**Community Facility Partner interviews Findings – Overall period or no periods?**

• **As providers of bookable space to the community, each facility acknowledged the need to support physical activity programming.**

• **Most facilities consist of at least one large gathering space (gymnasium or auditorium) and a combination of smaller gathering spaces such as classrooms, meeting or activity rooms**

• **When asked about current marketing and promotional efforts, community partners reported that they rely on word of mouth referrals and their websites to draw potential bookings. They felt a coordinated marketing and awareness communications program would be helpful**

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Many of the booking policies contained rules of use that addressed patron conduct, payment terms, and cleaning requirements for the facility. Most of this information is better situated in sections of rental contracts. RECOMMENDATION?

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Booking priority is generally given based on a historical use basis. Groups are assured of their booking year after year which allows for consistency in program scheduling but limits availability for allocations for new/emerging groups regardless of program content. School District 69 is the exception as they manage the varying needs of school activities as a priority before all other users.

## Recommendations

The following are the recommendations made in consideration of the issues that were identified during the research process and are based on the findings of best practice research, the industry experience of the consultant and on suggestions raised by the various groups involved in the interview process.

All Partners	Explanation	Considerations	Time Frame
<u>1. Develop a cycle of annual rental rate fee reviews</u>	<p><u>Ensures facilities are operating efficiently</u></p> <p><u>Improves customer service if rates and definitions are consistent between facilities</u></p> <p><u>RDN host an information sharing session to community partners to highlight opportunities through the program.</u></p> <p><u>Potential benefits of sharing platform: improved customer service, cross marketing, ease of administration, and streamlining financial processes.</u></p>	<p><u>Adopt principles of yield management in facility operations</u></p> <p><u>Permitted uses and access of certain spaces</u></p> <p><u>Assessment of current uses and capacity of space</u></p> <p><u>Rental fees may be adjusted to attract additional clients to fill underutilized times</u></p> <p><u>Alignment of age categories and user group type definitions where possible</u></p>	<p><u>Short</u></p> <p><u>w/in 12 mos.</u></p> <p><u>Medium- 1-2 years</u></p> <p><u>Long</u></p> <p><u>3-5 years</u></p>
<u>2. Develop a communications and awareness plan of community facilities</u>	<p><u>Listing of partner facilities in Active Living Guide</u></p> <p><u>Develop common webpage to be linked to partner web pages</u></p> <p><u>Create a Resource sheet that can be updated easily for front desk staff/facility reception staff (include information regarding permitted uses)</u></p>	<p>Costs</p> <p>Distribution</p> <p><u>Method to ensure maintenance of current information</u></p> <p><u>Opportunities to create usage through advertising or programming activities for groups of people working non-traditional days and shifts</u></p>	<p><u>Short</u></p>

<p><u>Using the National Framework for Recreation as a foundation review and discuss partners' philosophy and policy statements and explore opportunities to align practices</u></p>	<p><u>Restructure booking policies to support physical activity and the goal of creating supportive environments</u></p>	<p><u>Encourage cross referrals</u></p> <p>Ensure policy documents provide relevance and direction for daily operations</p> <p>Permitted uses and access of certain spaces</p> <p>Assessment of current uses and capacity of space</p> <p>Create policies that provide</p>	<p>Med Med-Long</p>	<p><b>Formatted:</b> Normal, No bullets or numbering</p>
<p><u>Initiate discussion regarding potential sharing/partnering in the use of ActiveNet platform</u></p>		<p>foundations for decisions and operational direction for staff</p>		<p><b>Formatted:</b> Font: Not Bold</p>
<p><u>3. Using the National Framework for Recreation as a foundation review and discuss partners' philosophy and policy statements and explore opportunities to align.</u></p>	<p><u>Adept principles of yield management in facility operations.</u></p> <p><u>Restructure booking policies to support physical activity</u></p> <p><u>Ensure document provides relevance and direction for daily operations.</u></p> <p><u>Develop a cycle of annual fee reviews</u></p>	<p><u>Are rates based on age</u></p> <p><u>Alignment of definitions</u></p> <p><u>Permitted uses and access of certain spaces</u></p> <p><u>Assessment of current uses and capacity of space.</u></p> <p><u>Rental fees may also be adjusted to attract additional clients to fill underutilized times.</u></p> <p><u>Opportunities to create usage through advertising or programming activities for groups of people working non-traditional days and shifts?</u></p> <p><u>Create policies that provide foundations for decisions and operational direction for staff.</u></p> <p><u>Upon completion of annual fee review communicate</u></p>	<p>Med</p>	<p><b>Formatted Table</b></p>

		<p><a href="#">changes to partners.</a></p> <p><a href="#">Ensure documents provide clear direction for daily operations</a></p> <p><a href="#">Policies should serve as a foundation for decisions to achieve success.</a></p>	
<a href="#">Initiate discussion regarding potential sharing/ partnering in the use of a shared facility booking management system i.e. ActiveNet.</a>	<p><a href="#">RDN host an information sharing session to community partners to highlight opportunities through the program</a></p> <p><a href="#">Potential benefits of sharing platform: improved customer service, cross marketing, ease of administration, and streamlining financial processes.</a></p>	<p><a href="#">Financial implications</a></p> <p><a href="#">Data inputting and maintaining</a></p> <p><a href="#">Staff training</a></p>	Long

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## Partner Specific Recommendations

Nanoose Place Community Centre	Explanation	Considerations	Time Frame
<a href="#">1. Seek advice on best practice for provision of insurance for rental groups</a>	<p>Provision of insurance to all renters assumes that the facility is the owner of the program. Many of the renters would have their own insurance-</p>	<p>Potential savings</p> <p>Potential <a href="#">exposure involved in providing insurance risk</a></p>	Short
<a href="#">1) Review permitted activities in the auditorium</a>	<p>To create more flexibility and potential for accommodating new users and different activities-</p> <p>For areas of concern, simple modifications are available to prevent damage-</p>	<p>Cost</p> <p>Safety regulations</p> <p>Sport/activity specific requirements i.e. lines, anchors, ceiling height, clearance widths/heights, storage</p>	Short

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<b>2.</b> Consider enhancing website improvements geared to improving/improve navigation.	Website structure is challenging as a tool for communication of services. Information seems to be posted as .jpeg-	Is it easy/ease for prospective users to find rates, booking requirements, and contact information?	Medium	<p><b>Formatted:</b> Normal, No bullets or numbering</p> <p><b>Formatted:</b> Font: Not Bold</p>
<b>Parksville Community &amp; Conference Centre</b>	<b>Explanation</b>	<b>Considerations</b>	<b>Time Frame</b>	
<b>2)</b> Review permitted activities in the auditorium.	To create more flexibility and potential for accommodating new users and different activities.  For areas of concern, simple modifications are available to prevent damage.	Cost  Safety regulations  Sport/activity specific requirements i.e. lines, anchors, ceiling height, clearance widths/heights, storage	<u>Short</u>	<p><b>Formatted:</b> Normal, No bullets or numbering</p> <p><b>Formatted:</b> Justified, Indent: Left: 0"</p> <p><b>Formatted:</b> Font: Not Bold</p>
<b>-Explore potential options that would meet the terms of the Collective Agreement and allow for a cost reduction and or more flexibility for evening/weekend bookings</b> <b>Review-community-service-requirements-with-CUPE-representatives.</b>	Recognition of the PCCC as a Mon-Sun operation with evening requirements may assist with shift differentials and call out provisions.	Consider supervision practice in use at Qualicum Beach	<u>Medium</u>	<p><b>Formatted:</b> Normal, Indent: Left: -0.25", Outline numbered + Level: 1 + Numbering Style: 1, 2, 3, ... + Start at: 1 + Alignment: Left + Aligned at: 0" + Indent at: 0.25"</p>
<b>4)</b> Review requirement for 2-hour minimum bookings in consideration of multiple rooms being used concurrently.	Evaluate whether this practice is limiting potential users from rental bookings.  Assembling blocks of bookings using the facility concurrently may assist with financial goals.	Increased booking revenue  Costs	<u>Medium</u>	<p><b>Formatted:</b> Normal</p> <p><b>Formatted:</b> Normal, No bullets or numbering</p> <p><b>Formatted:</b> Justified, Indent: Left: 0"</p> <p><b>Formatted:</b> Font: Not Bold</p>
<b>5)</b> <b>Review-KPMG-report-for-areas-of-focus-for-revenue-generation. Or focus-on-a couple that are specifically related-to this report</b> <b>Apply KMPG recommendations</b>	<b>Recommendation #6 City and the PCCS consider elimination the priority booking policy and allow for all community groups to have equal access to</b>		<u>Medium</u>	<p><b>Formatted:</b> Normal, No bullets or numbering</p> <p><b>Formatted:</b> Font: Italic</p> <p><b>Formatted:</b> Indent: Left: 0"</p>

<p><u>regarding revenue generation</u></p> <p><u>the PCCC</u></p> <p><b>Recommendation #7-</b></p> <p><u>Adopt a more flexible rate structure that allows movement in rates to take advantage of short term supply opportunities while still providing an equitable structure for targeted user groups. This rate structure should increase the rates on premium products where there is higher demand.</u></p> <p><u>The rental rates should be regularly reviewed and updated to ensure rates are both competitive and support the organization's financial sustainability. The 2016 KPMG report provided an analysis of revenue flows between community use and event bookings.</u></p>			<p><b>Formatted:</b> Font: Italic</p> <p><b>Formatted:</b> Font: Italic</p> <p><b>Formatted:</b> Font: Italic</p> <p><b>Formatted:</b> Don't add space between paragraphs of the same style</p>
<p>6) Perform an analysis of opportunities if –assigning booking priority based on days of the week.</p>	<p>A split priority may assist with creating a volume of rental traffic for the facility.</p>	<p>Potential arrangement could be that Mon-Thurs community programs are given priority and Fri-Sun private bookings and/or events are given priority</p>	<p><b>Medium</b></p> <p><b>Formatted:</b> Normal, No bullets or numbering</p> <p><b>Formatted:</b> Indent: Left: 0"</p> <p><b>Formatted:</b> Font: Not Bold</p>

School District 69 Recommendations	Explanation	Considerations	Time Frame	Formatted Table
<b>-Initiate discussion with RDN Recreation Department to explore the possibility of the provision of weekend supervision of facilities for community bookings that have a physical activity focus</b> <b>Initiate discussion with RDN on weekend supervision of community bookings that do not require custodial.</b>	Shared staffing can help to support community bookings that support physical activity. The RDN may have a job role that is geared to facility and patron supervision. If the usage is compatible with RDN's mandate, increase in bookings may be possible.	Determine if current RDN job descriptions/contract descriptions align and allow for this type of application  Collective Agreement(s) considerations	Short	<p><b>Formatted:</b> Normal, Indent: Left: -0.25"</p>
<b>2. Consider revamping rental priorities to reflect community profile.</b>	With an older demographic in the region the SD may want to include a rate targeted to the adult population	Attraction of new clients  Align if possible additional rate with philosophy  Would it increase revenue potential	Medium	<p><b>Formatted:</b> Normal, No bullets or numbering</p> <p><b>Formatted:</b> Font: Not Bold</p> <p><b>Formatted:</b> Font: Not Bold, Font color: Auto</p> <p><b>Formatted:</b> Indent: Left: 0.25"</p>
<b>Consider a revision of the fee structure to recognize the value of instructor led activities as a community benefit.</b>	Retention of the qualified and quality instructors within the community is critical to provision of high quality services.	Potential for increased rentals for the purposes of quality, physical activity focused programs	Medium	<b>Formatted:</b> Font: Not Bold, Font color: Auto

Town of Qualicum Beach	Explanation	Considerations	Time Frame
<b>1. Investigate opportunity for closer tie to RDN through Ravensong Aquatic Centre for operational synergies with the Civic Centre.</b>	The adjacency of the two facilities provides a great opportunity to maximize facility use and assist with site supervision.	Ravensong has a long operating day and could play a role with the Civic Centre.  <u>Collective Agreements</u>	<u>Medium</u>
	In turn, consideration for RDN programs may provide partnership opportunities.	Staff cross training  Cross promotion	
<b>2. Consider participation-integration with the RDN Active Communities Software Facility booking platform</b>	Input and manage facility bookings within the RDN system	Benefits may include: <ul style="list-style-type: none"> <li>• improved customer service, cross marketing</li> <li>• ease of administration</li> <li>• streamlining financial processes</li> </ul> Costs  Staff Training  Maintenance of data	<u>Short Medium</u>

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Temperature control  
in the multipurpose  
room and the pond is  
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Follow up questions on prime and non-prime policies

Follow up questions on non-profit for profit

Follow up questions on software

Follow up question on percentage or number of regular users that are for physical activity

Follow up question – insurance requirements, “additional Insured”, value, show proof of  
documents, annually,...

What regular renters are for physical activity? Percentage or number?

The Recreation Program Services unit with RDN is uniquely positioned as a gate keeper for facility  
inquiries, customer, and a facilitator for public inquiries and community facility partners.

The consistent application of the fee and category is a foundation for providing excellent service.  
Risks associated with instructor-led businesses include compliance with WorkSafe, Canada Revenue  
Agency, waiver process and liability coverage protecting the facility operator and participants.