

# 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*

## Table of Contents

Project Overview.....	2
Methodology.....	3
<b>Philosophy, Policy and Priorities Review</b> .....	4
Facility Information.....	5
<b>Current Users Comments</b> .....	11
<b>Documentation Review</b> .....	12
<b>Community Comparison Overview</b> .....	12
Survey.....	12
Recreation Management Software Service Provider.....	13
Summary of Findings.....	13
Recommendations .....	14
Partner Specific Recommendations.....	15

## Project Overview

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 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. With a commitment to collaboration, we can align policies that support increased opportunities for physical activities offered within 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 guidelines for coordination and collaboration for facility resources

### Scope

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**

A series of meetings were held with facility operators and a consultant during which they reviewed 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.

### Documentation Review

Documents reviewed included:

- District 69 (Oceanside) Recreation Services Maser Plan: The State of Recreation in District 69 (Oceanside) Research Report- July 2017
- Recreation 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 (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

### 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.

### Survey

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

### Philosophy, Policy and Priorities Review

The document '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 has served to shape organizational philosophies and approaches, inform policies and establish priorities within the recreation industry.

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 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.

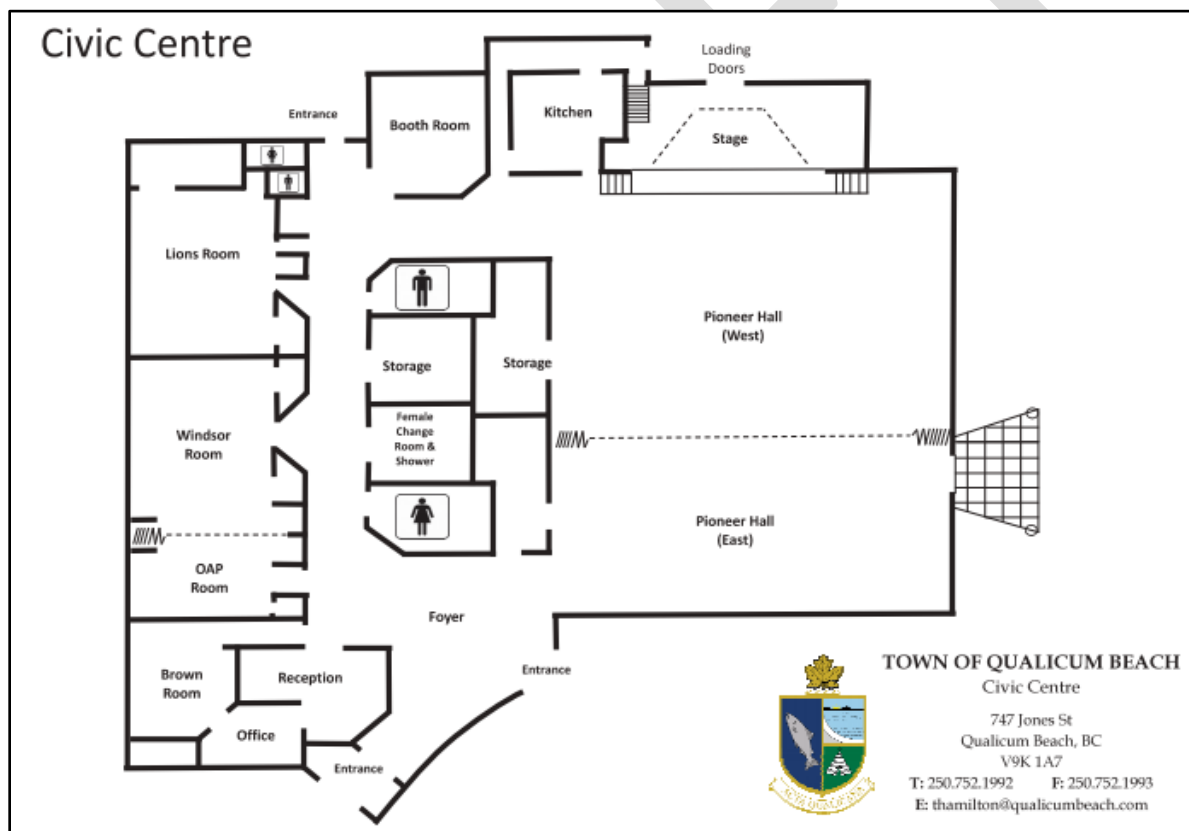
Within the documents provided by partner facilities, statements supportive of physical activity were found. Examples include:

- “...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 “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

## Facility Information

### Qualicum Beach Civic Centre

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. At one end of the hall is a raised stage. 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. 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 Community Hall operates with no on site staff.

**Interview notes**

- Payment options include cash, cheque, debit or invoicing. Credit card processing is not an option which while noted was unusual 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
- Priority to recreation and fitness renters is reflected in the rental rates
  - Although the category for recreation/fitness programs is labelled as '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

**Regional District of Nanaimo**

Bookable public spaces operated by the Regional District which are comparable to others within this review include 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.

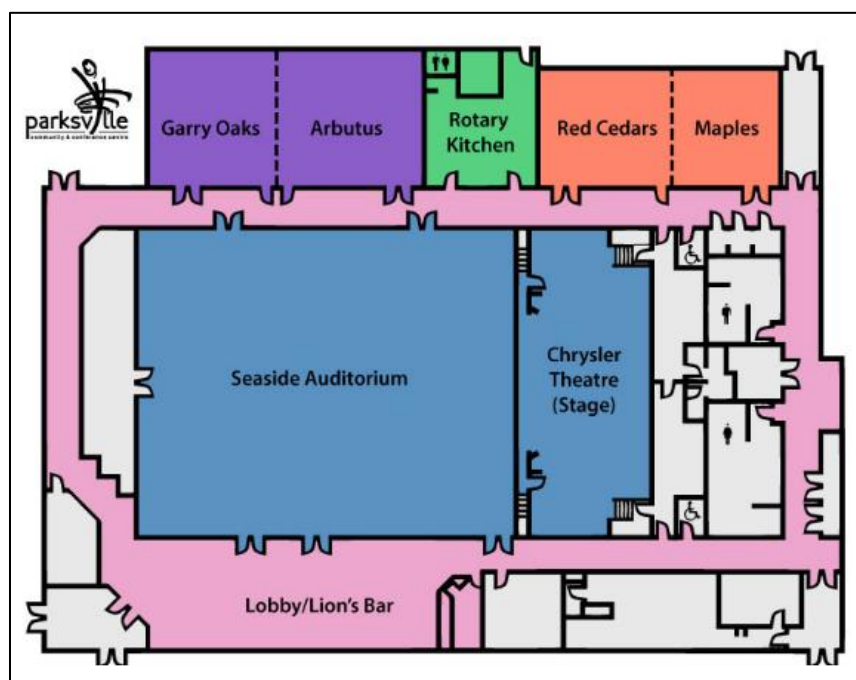
A third option for bookable public space available during the dry floor season (April-September) is the Pond which is a small skating surface located in lobby area of Oceanside Place during the dry floor season (April-September). Examples of how this space is used in a dry floor format include: dry land 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.

**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.

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. In addition to the auditorium are four meeting spaces which can be converted to two larger rooms by way of collapsible divider. There is a commercial kitchen 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 determines the range of flexibility for roles. 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
- A commercial/profit/government rate is applied to RDN Recreation program bookings
- 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



**School District 69**

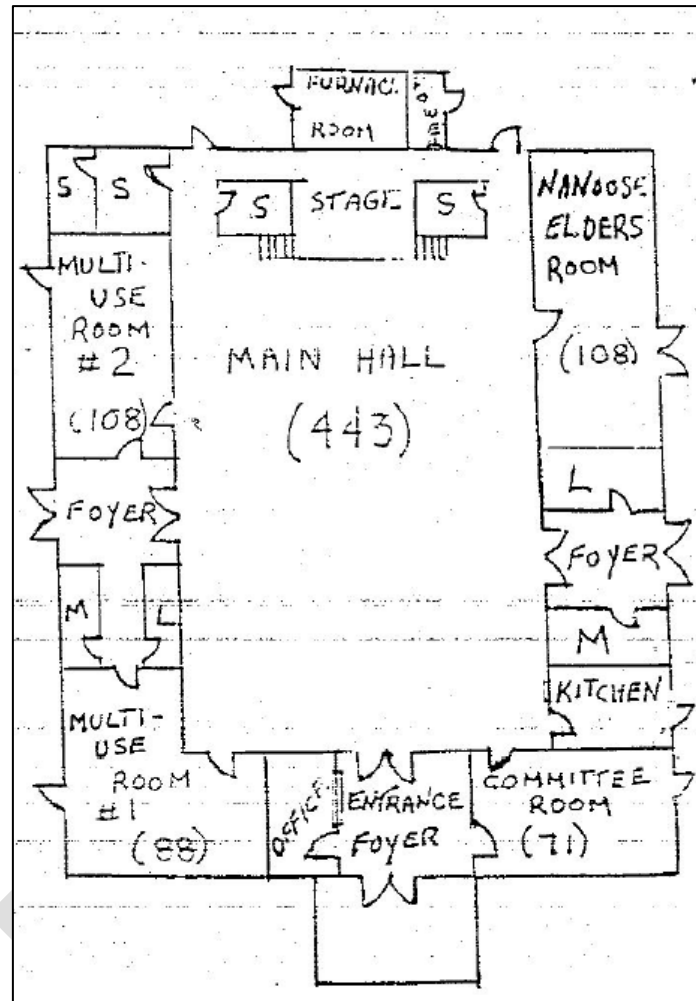
School District 69 operates eight elementary and two secondary schools. Within those facilities the majority of inquiries/rentals are for gymnasium spaces. The District also maintains two former school sites which have been converted to community 'commons' in which various community groups and private 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.

**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 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

**Nanoose Place Community Centre**

Nanoose Place Community Centre is operated by a not for profit 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.



### 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 website is difficult to navigate
- Historical relationship with community builders is 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

**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.

**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 are 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.

	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			Non Profit	Profit	Commercial		Notes
	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		
	Multipurpose	Non-Prime	\$22	\$34	\$43		
Qualicum Beach Community Hall	Gymnasium	Prime	\$28	\$40	\$52		
	Gymnasium	Non-Prime	\$22	\$26	\$38		
Nanosee Place Community Centre			Non Profit	Private			Notes
	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			
	Multipurpose	Non-Prime	13	13			
Parkville Community and Conference Centre			Non Profit	Commercial, Private Government Political Groups			Notes
	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			

### Current Users Comments

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

Users expressed satisfaction with the level of service and responsiveness provided by the facilities. Most of the user groups were long standing renters and relationships 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 among the facilities which can create some confusion.

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. 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 classification of user 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

The review of RDN Department planning documents revealed several statements supporting the need for facilities to coordinate and collaborate in effort to support 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

### 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 physical activity. The staff knew of their policies, but it was not something that was used during the course of their day.</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, 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 at the same location.</li> </ul>

## Survey

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

## Recreation Management Software Service Provider

Through the partner interviews it was identified that some of the facilities do not use a booking software system. 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.

## Summary of Findings

- 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
- 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
- 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

## Recommendations

The following are the recommendations are 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 Short- w/in 12 mos. Medium- 1-2 years Long 3-5 years
Develop a cycle of annual rental rate fee reviews	Ensures facilities are operating efficiently  Improves customer service if rates and definitions are consistent between facilities	Adopt principles of yield management in facility operations  Permitted uses and access of certain spaces  Assessment of current uses and capacity of space  Rental fees may be adjusted to attract additional clients to fill underutilized times  Alignment of age categories and user group type definitions where possible	Short
Develop a communications and awareness plan of community facilities	Listing of partner facilities in Active Living Guide  Develop common webpage to be linked to partner web pages  Create a resource sheet that can be updated easily for facility reception staff ( <i>include information regarding permitted uses</i> )	Costs  Distribution  Method to ensure maintenance of current information  Opportunities to create usage through advertising or programming activities for groups of people working non-traditional days and shifts  Encourage cross referrals	Short
Using the National Framework for	Restructure booking policies to support physical activity	Ensure policy documents provide relevance and	Med

Recreation as a foundation review and discuss partners' philosophy and policy statements and explore opportunities to align practices	and the goal of creating supportive environments	<p>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 foundations for decisions and operational direction for staff</p>	
Initiate discussion regarding potential sharing/ partnering in the use of a shared facility booking management system i.e. ActiveNet	<p>RDN host an information sharing session to community partners to highlight opportunities through the program</p> <p>Potential benefits of sharing platform: improved customer service, cross marketing, ease of administration, and streamlining financial processes.</p>	<p>Financial implications</p> <p>Data inputting and maintaining</p> <p>Staff training</p>	Long

## Partner Specific Recommendations

Nanoose Place Community Centre	Explanation	Considerations	Time Frame
Seek advice on best practice for provision of insurance for rental groups	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>Potential savings</p> <p>Potential exposure involved in providing insurance</p>	Short
Review permitted activities in the auditorium	<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
Consider enhancing website to	Website structure is	Ease for prospective users to find	Medium



improve navigation	challenging as a tool for communication of services. Information seems to be posted as .jpegs	rates, booking requirements, and contact information	
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Parksville Community & Conference Centre	Explanation	Considerations	Time Frame
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	Short
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	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	Medium
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	Medium
Apply KMPG recommendations regarding revenue generation	<b>Recommendation #6</b> <i>City and the PCCS consider elimination the priority booking policy and allow for all community groups to have equal access to the PCCC</i> <b>Recommendation #7-</b> <i>Adopt a more flexible rate structure that allows movement in rates to take advantage of short term supply opportunities</i>		Medium

	<p><i>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.</i></p> <p><i>The rental rates should be regularly reviewed and updated to ensure rates are both competitive and support the organization's financial sustainability.</i></p>		
Perform an analysis of opportunities if assigning booking priority based on days of the week	A split priority may assist with creating a volume of rental traffic for the facility.	Potential arrangement could be that Mon-Thurs community programs are given priority and Fri-Sun private bookings and/or events are given priority	Medium

School District 69 Recommendations	Explanation	Considerations	Time Frame
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	Shared staffing can help to support community bookings that support physical activity	<p>Determine if current RDN job descriptions/contract descriptions align and allow for this type of application</p> <p>Collective Agreement(s) considerations</p>	Short
Consider revamping rental priorities to reflect community profile	With an older demographic in the region the SD may want to include a rate targeted to the adult population	<p>Attraction of new clients</p> <p>Align if possible additional rate with philosophy</p> <p>Would it increase revenue potential</p>	Medium
Consider a revision of the fee structure to recognize the value of instructor led activities as a community benefit	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

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

RDN- Oceanside Place	Explanation	Considerations	Time Frame
Consider physical improvements to public meeting/gather spaces	<p>The flooring material used in the meeting spaces and the dry floor pond surface is not conducive to activities that involve impact i.e. fitness programs</p> <p>The windows in both the multipurpose room and the pond limit the activities suited to space</p> <p>Temperature control in the multipurpose room and the pond is</p>	<p>Cost/return on investment</p> <p>Implications regarding scheduling shut down time required for closure of spaces for renovations</p> <p>Recommendations noted in Master Plan regarding capital improvements</p>	Medium

challenging

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