

WSP PROJECT no. 141-19827-00

WELLNESS CENTRE FEASIBILITY STUDY REPORT

TOWN OF RIVERVIEW



FINAL REPORT

FEBRUARY 2015

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EXECUTIVE SUMMARY

INTRODUCTION AND METHODOLOGY

The Wellness Centre Feasibility Study was commissioned by the Town of Riverview in 2014 to determine the community needs and the financial feasibility of the proposed facility. The Facility was determined to have a 7 – 10 year planning and construction timeframe based on a number of steps to be completed before construction; the need within the community not being immediate; and the financial capacity of the Town.

The Study process involved creating the Community Context (Phase 1), which consisted of a review of (1) demographics (2) existing background information and studies (including the *Town of Riverview Wellness Centre: Consultation and Planning Concept* completed by Trace Consulting), and (3) Service delivery, facility development, and recreation participation trends. An inventory of existing indoor recreation facilities within the Town and greater region, as well as a snapshot of current recreation program offerings in the Town of Riverview was also compiled to inform later stages of the study. Past building condition assessments were reviewed and a current preliminary building condition assessment for the Byron Dobson Arena (under a separate report) was also completed based on available resources.

Phase 2 involved conducting additional consultation exercises to supplement those consultations previously completed by the Town of Riverview. This included key informant interviews and an online user group survey. Based on the findings of the community profile and the consultation exercises, an analysis of community needs was conducted. A preliminary community needs assessment was verified with the Steering Committee using a decision making framework to inform the final Needs Assessment and a series of facility recommendations.

The final phase involved the creation of the Wellness Centre conceptual plan based on the findings of the needs assessment, determining the anticipated operational costs, and the financial implications for the Town of Riverview. An implementation plan was also provided.

NEEDS ASSESSMENT RECOMMENDATIONS

The following outlines the recommendations made based on the findings of the Needs Assessment.

ARENA RECOMMENDATIONS

Rec # 1	The future Wellness Centre should include, at minimum, a single arena with space to twin that arena either when built or in the future dependent on demand at the time of development. Seating should be for 1,000 unless new indications emerge demanding a larger number of seats.
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Rec # 2	Riverview should continue to operate the Byron Dobson Arena, and provide capital upgrades if required to maintain the safety and lifecycle functioning of the arena until such time as the arena all or in part is decommissioned, assuming that is within the next ten years. Capital upgrades for convenience only are not recommended.
Rec # 3	Prior to construction of a Wellness Centre, the Town of Riverview should assess whether one or both rinks at the Byron Dobson Arena should be replaced, thereby enabling replacement to be done when the Wellness Centre is constructed.

AQUATIC FACILITY RECOMMENDATIONS

Rec # 4	A new aquatic facility should be developed as part of a future Wellness Centre for the Town of Riverview. This facility should be a two-tank facility including a 25 metre 6 – 8 lane tank and a smaller leisure tank. Decisions regarding whether the tanks are functionally separate, whether there are 6 – 8 lanes, and other ancillary spaces should be assessed closer to the construction date.
Rec # 5	When a new aquatic facility is developed, the current facility should be decommissioned as a municipal facility.

GYMNASIUM AND MULTIPURPOSE SPACE RECOMMENDATIONS

Rec # 6	A future Wellness Centre should include a double gymnasium designed to support a wide range of activities including gymnasium court sports, general active programming, large public meetings etc. In its design and construction it should be flexible (e.g., dividable into two single gymnasias, and able to support a wide variety of uses.
Rec # 7	A dedicated performance space is not recommended to be included as part of a future Wellness Centre. However, consideration of options to expand the use of the recommended gymnasium to accommodate performances through such options as a raised stage at one end, storage for a temporary stage, and acoustic wall tiles could be considered in the initial design and costing stage.
Rec # 8	A future Wellness Centre should include multipurpose spaces to accommodate a wide variety of sport, culture and recreation activities. The exact nature of those spaces e.g., whether some should be more specialized such as pre-school space, or youth rooms, should be assessed closer to development through a comprehensive community input process.
Rec # 9	The Town should work with groups that can be accommodated within a gymnasium to identify those ancillary elements that would better support their use of this space (e.g., temporary turf flooring and storage for same) to better identify need and potential use and willingness to support these additional items both with use and financially.

ANCILLARY COMPLEMENTARY FACILITIES RECOMMENDATIONS

Rec # 10	An indoor walking / running track should be incorporated within the proposed Wellness Centre. While this could be either a ground level track within the gymnasium or a raised track in the arena it is often felt that including it as a raised track in the arena is more cost effective and potentially more usable as it is less likely to disrupt other activities in the space.
Rec # 11	Consider inclusion of a modest climbing wall within the Wellness Centre to be used in conjunction with children's birthday parties and youth programs.
Rec # 12	Further assess demand, risk, operational costs, and operations etc., of a more extensive climbing facility prior to any decision to incorporate one within the proposed Wellness Centre.
Rec # 13	As there is no indication of need for an indoor playground, this is not recommended for the proposed Wellness Centre.
Rec # 14	Include one or more small meeting rooms for use by stakeholder groups, staff, and area organizations for small meetings of up to 15 individuals. This/these rooms should be fitted with audio-visual supports suitable for supporting and conducting meetings. Larger meetings would be directed to multipurpose space.
Rec # 15	Consider inclusion of a reasonably sized kitchen within the Wellness Centre suitable as a program space for cooking classes of up to 12 individuals and for supporting team banquets, and community banquets that may be held in the Wellness Centres.
Rec # 16	Include an area for concessions in the proximity of the arena.

OTHER FACILITIES / SPACES RECOMMENDATIONS

Rec # 17	Do not include semi-private spaces such as food services run by the private sector or spaces for health providers except in situations where such service providers approach the Town to be a long term financial partner in the development and operation of these facility components.
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ESTIMATED CAPITAL AND OPERATING COSTS

CAPITAL DEBIT BORROWING

Capital costs for the construction of the proposed Wellness Centre are estimated at \$35.9 million with additional soft costs of 20 to 30% which would equate to approximately \$45.0 million. Based on funding assumptions as provided in the report including grants from other levels of government, community fundraising and a new Town capital reserve, it is estimated that the total required debt for capital costs would be \$28.5 million.

Annual debt costs to the Town of debenturing \$28.5 million at an interest rate of 5% and an amortization term of 20 years would be \$2,287,000 which would equate to an annual increase in property tax of approximately 15.6 cents or about \$234.00 to the average assessed home in Riverview (\$150,000). This level of borrowing would also increase the Town's debt ratio by approximately 6%. Depending on other capital debt requirements in the Town's ten year plan (not currently determined) debt related to the Wellness Centre would result in a debt level close to or above the 20% limit set by the Province.

ANNUAL OPERATING DEFICIT

When considering conservative estimates for anticipated revenue and operating costs of the proposed Wellness Centre, the total new net deficit for operations for the Town would be approximately \$679,000. This equates to approximately 4.6 cents on the property tax rate or about \$69.00 per average assessed home.

COMBINED COSTS

When combining the average cost of capital borrowing (\$234.00) and the cost to carry the anticipated deficit (\$69.00) the average assessed home in Riverview (\$150,000) would see an annual tax increase of \$303.00 if the Wellness Centre was built today. This would be an almost 13% annual increase in taxes for the average assessed house.

Note that the assumptions and this calculation do not include implications for commercial taxes, or calculations for significant growth. It is fairly, although not overly, conservative with respect to funding from other levels of government. It does not incorporate higher fees that might offset some operating costs. It does not include a more aggressive community fundraising or ongoing capital reserve fund creation. It is however, a reasonable scenario with which to begin to engage the public in the next decision steps.

IMPLEMENTATION

STAGE 1 *(To begin immediately and be completed over the next couple of years)*

There are some outstanding questions related to the future of the Byron Dobson Arena as an ice facility (infrastructure viability and customer satisfaction), land base options, potential users etc. To complete the needs assessment the following steps are recommended:

1. Undertake a more extensive building condition assessment, to confirm life safety, structural, and energy and efficiency requirements; and lifecycle cost and payback periods.
2. Work with Regional Municipalities to assess the need for regional recreation facilities by accessing the Provincial Regional Recreational Planning funds. As part of that assessment investigate the appropriateness of the Byron Dobson Arena and Arena site to house regional sport facilities
3. Communicate the results of the current study and the proposed process and timing for refining and confirming future development with the community.

STAGE 2 AND 3 *(Tasks that can begin immediately)*

1. Confirm if Mill Creek Park will be the site of the proposed Wellness Centre and begin to allocate resources to its future development.
2. Identify the future Wellness Centre in the Town's 10 year capital budget and establish a capital reserve toward the cost of future development of a Wellness Centre. *(assumes that the Town plans to proceed to build a future indoor recreation facility)*

STAGE 2 AND 3 *(Tasks to begin within 3 to 5 years)*

3. Preparing RFQ and RFP documents for an architectural/planning team to work with the Town to assess the market through more extensive consultation with current users, the public/taxpayer in general, stakeholder groups, and staff who will operate programs. Consideration should be given to revising fees to support the added costs of the new facility. Typically Architects also conduct this consultation to inform the design process and we recommend to clients that the design team include recreation planning and consultation expertise.
4. Begin to develop a detailed funding strategy including discussions with the provincial and federal governments for contributions to capital through grants, and a community fundraising process. *(Assumes the Town has established a reserve fund toward capital costs)*
5. Through the iterative communication, needs assessment and design process a higher level of operating and capital costing is developed at this phase.

6. Council to confirm approval of the project and proceed to the final phase (construction).

STAGE 4 *(Tasks to begin within 2 to 3 years in advance of planned completion of the building)*

1. Following Council approval, the Lead Architect along with the Town will proceed with the process of development. For a facility as large as the proposed Wellness Centre construction will take approximately 2 to 3 years.

1 INTRODUCTION AND STUDY OVERVIEW

1.1 STUDY PROCESS

The Feasibility Study incorporated three phases:

- **Phase One – Community Profile**
- **Phase Two – Consultation and Needs Assessment**
- **Phase Three – Facility Plan and Operational Costs**

This study was facilitated by the Town of Riverview with assistance of a Steering Committee comprised of individuals from various backgrounds with insight into the operations of recreational services in the Town, including members from the Town's Recreation and Finance Departments, Council, and the general public. The assessment began in July 2014 and analysis and assessment of needs was undertaken through the summer / fall of 2014 with a final report submitted to the Town in January 2015.

1.2 REPORT PRESENTATION

The Feasibility Study Report is presented in six sections:

- **Chapter 2.0 – Planning Context**
- **Chapter 3.0 – Consultation**
- **Chapter 4.0 – Decision Making Framework**
- **Chapter 5.0 – Needs Assessment**
- **Chapter 6.0 – Direction for Byron Dobson Arena**
- **Chapter 7.0 – Wellness Centre Concept and Business Plan**

2 PLANNING CONTEXT

Facilities, such as those assessed in this report, operate within a broad community context. Leisure facilities should respond to population and socio-demographic realities of the areas they serve and be consistent with current and anticipated service trends and the operational environment. The operational environment includes both the organizational and financial circumstances of those who will build and maintain these facilities. Together these elements are referred to as the “planning context”, a critical factor in determining both need and viability of the recommended direction. The sections in this chapter describe population and socio-demographic characteristics of the Town of Riverview and the surrounding region; and present information on existing indoor facilities, service trends, operational information, and preliminary funding options.

2.1 GEOGRAPHICAL CONTEXT

The Town of Riverview is located on the south side of the Petitcodiac River, across from the larger cities of Moncton and Dieppe and is connected by Gunningsville Bridge and the Causeway. The communities of Lower Coverdale, Indian Mountain, Memramcook, Salisbury, Hillsborough, Hillsborough Parish, Dorchester, and Petitcodiac are in proximity to the Town. The Town is 13 km from the Moncton Airport.

Figure 2.1: Map of the Town of Riverview



Source: Statistics Canada, 2014.

2.2 POPULATION AND SOCIO-DEMOGRAPHIC CONTEXT

The population and socio-demographic information used in this report was obtained from Statistics Canada's 2001, 2006 and 2011 Census Profiles.¹ The Town of Riverview and Coverdale were analysed together in the *My Community at a Glance* document for the region created by the New Brunswick Health Council which was also reviewed to inform the study.

2.2.1 SUMMARY OF POPULATION AND SOCIO-DEMOGRAPHIC CONTEXT

The following points provide notable highlights based on a review of the population and socio-demographic characteristics of the Town of Riverview:

- Riverview has had moderate growth in population over the past 10 years, which is expected to continue into the immediate future
- Riverview has a population age similar to the local region and the Province as a whole, with a median age of 41.4 years
- Riverview has a slightly greater proportion of youth 10-19 years compared to the Province
- Riverview traditionally attracts families (between 2006 and 2011, there was an 8% increase in families in Riverview compared to 3% increase for the Province)
- Residents have a higher than average household income compared to the Province as a whole

2.2.2 POPULATION CHANGE

In the 2011 Canadian Census, the population of the Town of Riverview was 19,128 individuals. The Town has a total land area of 33.88 square kilometres, which equates to a population density of 565 persons per square kilometre. Table 2.1 indicates the population change over a 10 year timeframe between 2001 and 2011.

¹ In 2010, the mandatory long-form Canadian Census was replaced with the voluntary National Household Survey which does not gather statistically valid information, therefore for certain information we have used data from the 2006 Census.

Table 2.1: Town of Riverview Population Change

Census Year	Total Population	Change (persons)	Change (%)	Trend
2001	17,010	-	-	-
2006	17,832	822	+ 4.8%	↑
2011	19,128	1,296	+ 7.3%	↑

Source: Statistics Canada, 2001, 2006, and 2011 Census.

The population of Riverview has grown steadily for the past 10 years. The Town's population grew by 7.3% from 2006 to 2011. Riverview's Municipal Development Plan indicates that the Town has continued to experience population growth since the 1980s. The Development Plan also states the "Mill Creek Collector Sewer and the announcement of the new school site should result in an increased demand for housing in East Riverview."² While this study does not consider siting of a new Community Wellness Facility, it is important to note that the Mill Creek area has been identified as a site for a new Community Wellness Centre in the *Mill Creek Nature Park Development Master Plan*.

2.2.3 AGE DISTRIBUTION AND CHARACTERISTICS

An analysis of the age structure in the Town provides demographic trends that will affect delivery of services and market opportunities in the region. Table 2.2 provides a breakdown of the population demographics of 2006 and 2011 for the Town, County and Province for comparison.

² Town of Riverview Municipal Development Plan, 2013.

Table 2.2: Change of Age Categories 2006 to 2011

Age	Riverview 2006		Riverview 2011		Albert County (Local Region) 2006		Albert County (Local Region) 2011		New Brunswick 2006		New Brunswick 2011	
	#	%	#	%	#	%	#	%	#	%	#	%
0 to 9 years	2,080	12	2,090	11	3,075	11	3,005	11	73,310	10	73,185	10
10 to 19 years	2,365	13	2,455	13	3,665	13	3,585	12	92,640	13	86,235	11
20 to 29 years	2,050	12	2,095	11	2,895	11	2,950	10	86,430	12	86,310	11
30 to 39 years	2,500	14	2,580	14	3,685	14	3,720	13	95,110	13	91,820	12
40 to 49 years	2,795	15	2,950	15	4,485	16	4,445	15	121,470	17	113,180	15
50 to 59 years	2,540	14	2,590	14	4,260	15	4,315	15	113,075	15	122,135	16
60 to 69 years	1,715	10	2,345	12	2,780	10	3,800	13	71,615	10	93,775	12
70 to 79 years	1,005	6	1,180	6	1,590	6	1,850	7	46,050	6	51,735	7
80 years & over	780	4	830	4	1,125	4	1,185	4	30,305	4	32,800	4
Total	17,832	100	19,128	100	27,562	100	28,846	100	729,997	100	751,171	100
Median Age	39.7		41.4		41		42.9		41.5		43.7	

Data Source: Statistics Canada, 2006 and 2011 Census.

Note: Statistics Canada rounds to the nearest 5 persons causing discrepancies between population breakdown by age and total population.

The Town of Riverview has a population age similar to the local region and the Province as a whole. In 2011, the median age of residents in the Town was 41.4 years compared to 42.9 years in the local region and 43.7 years in New Brunswick. The Town has a slightly greater proportion of youth 10-19 years (13%) compared to the Province (11%).

2.2.4 FAMILY STRUCTURE

In 2011, there were 5,785 families in Riverview which is an increase of 8.0% from 2006, compared to the Province which had an increase of just 3.1%. Fifty-six percent of families were couples with children at home, which is slightly higher than the Province (54% are couples with children at home). Of the census families in the Town, 14% were lone-parent (single parent) families compared to 15% in the Province. Riverview's Municipal Development Plan states that the Town has traditionally attracted families looking for stable single family neighbourhoods.³

2.2.5 HOUSEHOLD INCOME

The median household income in the region (Riverview and Coverdale) in 2014 was \$62,711.⁴ The median household income for all census families in the Town of Riverview in 2005 was \$64,157 which is higher than the median household income in the Province for

³ Town of Riverview Municipal Development Plan, 2013.

⁴ *My Community at a Glance*, 2014, New Brunswick Community Profile Report (NBHC, 2014).

the same year (\$52,878). The median household income of single-parent families in Riverview in 2005 was \$32,361 which is also higher compared to Province as a whole (\$28,416).

The community is slightly younger compared to the Province with families in their higher earning years which could account for higher household income. This does not necessarily mean that they would have higher discretionary income. Older adults may have more discretionary income than younger residents because they have fewer financial commitments (i.e. raising families), but often lower gross income.

2.2.6 FIRST LANGUAGES

The majority of residents in the Town of Riverview speak English as their mother tongue (91%) while 9% speak French as their mother tongue based on the 2011 Census.

2.2.7 EMPLOYMENT

In 2011, a quarter of the labour force in Riverview worked in sales and service occupations while another quarter worked in business, finance and administration occupations. Table 2.3 provides a breakdown of employment by occupation compared to the Province. Riverview has a higher population employed in business, finance and administration occupation (24%) compared to the Province (18%) and a slightly lower population employed in trades, primary industry, processing, manufacturing and utilities.

Table 2.3: Occupation Based on Percentage of Population

Occupation	Riverview (%)	New Brunswick (%)
Management occupations	9	8
Business; finance and administration occupations	24	18
Natural and applied sciences and related occupations	6	5
Health occupations	5	6
Occupations in social science; education; government service and religion	7	7
Occupations in art; culture; recreation and sport	2	2
Sales and service occupations	25	26
Trades; transport and equipment operators and related occupations	14	16
Occupations unique to primary industry	2	5
Occupations unique to processing; manufacturing and utilities	3	6

Data Source: Statistics Canada, 2011 Census.

2.3 BACKGROUND DOCUMENTS

This section summarizes background documents provided by Town Staff and the Steering Committee which were identified as relevant to the Wellness Centre Feasibility Study. These documents were reviewed by the Consultants to inform this study. The following sections provide a summary of the documents as they relate to the current study.

2.3.1 SUMMARY OF FINDINGS FROM BACKGROUND DOCUMENTS

The following bullet points provide a summary of notable items and general themes that emerged from the background documents:

- Importance of active living and maintaining a high level of recreation services in the Town of Riverview
- Consideration for working with community groups, School District, and other private recreation facilities, clubs and service groups to facilitate the wider use of their existing services and programs and the efficient use of current building stock to reduce future demand for capital expenditures on recreation facility development.
- The Economic Strategy mentions the ‘challenge of limited financing resources that limit new spending initiatives.’
- Apparent differences in the findings of Town of Riverview Citizen Satisfaction Syndication Study (93% satisfied with recreational and cultural facilities provided by the Town) and the Wellness Centre: Consultation and Planning survey regarding recreation services (36% satisfied and 26% neutral with current facilities). Note that the Citizen Satisfaction Syndication Study appears to be a statistically valid survey.
- The Mill Creek Master Plan and the Wellness Centre Consultation and Planning Study both provide a list of facilities that were mentioned by the public during consultation activities to be considered for a Wellness Facility. These lists express the ‘wants’ of the participants.

2.3.2 TOWN OF RIVERVIEW MUNICIPAL PLAN

The Town of Riverview Municipal Plan (2013) has a 20 year implementation horizon and speaks to the importance of recreation programming and development in the Town. One of the goals of the Plan is to:

Maintain a high level of recreation programming in the town, as well as ensure that new developments provide access to recreational facilities such as sports fields, parks and walking trails.

Other sections of the Plan also comment on recreation infrastructure:

- **General Development, Community Development, and Strategic Economic Development**
 - *A high standard of community infrastructure, such as ... recreation and leisure services and facilities, while maintaining competitive property tax rates will add to a positive development environment to the Town.*
- **Parks, Open Spaces and Recreation Facilities**
 - *Variety of parks, open spaces and recreational facilities are major amenities that play an important role in the social, cultural, economic, environmental and physical health and well-being of the community*
 - *Quality and availability of spaces and facilities to residents is well recognized and as a result, Riverview is perceived as a desirable community. Continued growth of these amenities is a major goal of the Plan.*
 - *Need for a Recreational Master Plan*
 - *Mill Creek identified as a future Regional Park*
 - *Important for the Town to monitor changes in population and demographics to ensure changing user needs are adequately addressed*
 - *Continued growth and demand will increase costs of new parks and recreation facilities, as well as maintenance of existing amenities. The Town should continue to encourage the use of existing programs and facilities owned and operated by other organizations in the Town and will continue to be open to new proposals from private providers of recreation services and facilities*
 - **Policy 9.0.10:** *Council shall consider co-operation with community groups, the local School District, and other private recreation facilities, clubs and service groups to facilitate the wider use of their existing services and programs.*
 - **Policy 9.0.11:** *Council will aggressively pursue senior government funding to improve the recreation facilities and open space in Riverview.*
- **Institutional and Public Services**
 - *The efficient use of the community's current building stock will reduce any future demand for capital expenditures on recreation facility development.*
 - **Policy 10.0.5:** *It shall be the intention of Council to encourage the effective use of school, religious and other non-profit facilities throughout the Town to serve as community centres.*

2.3.3 TOWN OF RIVERVIEW STRATEGIC PLAN

The Town of Riverview completed a Strategic Plan in 2013. The plan lists five strategic directions and goals / objectives as well as a Vision Statement for Riverview. The following points from sections of this plan are relevant to the current study:

- **Vision Statement for Riverview:** Riverview connects people through active living. Individuals, families and business work together for a healthy and prosperous community.
- **Community Development and Engagement:** Riverview will develop strategic partnerships where appropriate.
- **Community and Lifestyle:** Riverview will work towards the development of a new Civic Centre.

2.3.4 TOWN OF RIVERVIEW ECONOMIC DEVELOPMENT PLAN

The Town of Riverview completed an Economic Development Strategy for 2012-2016. The Strategy does not explicitly mention recreation and new facilities as a major aspect of economic development for the Town. The Vision Statement does mention the Town will be an important location for '*health and wellness*' and the '*retention and recruitment of residents who are attracted by all that the Town has to offer*'. Of the four *Focused Initiatives – Realize Opportunities* mentions '*developing local arts, cultural and entertainment opportunities*'. The Strategy also mentions the '*challenge of limited financing resources that limit new spending initiatives*.'

2.3.5 TOWN OF RIVERVIEW CITIZEN SATISFACTION SYNDICATION STUDY

In 2010, the Town of Riverview engaged Ipsos Reid to conduct a Citizen Satisfaction Syndication Study. Telephone interviews with 300 randomly selected representatives were conducted.

ISSUES FACING THE COMMUNITY

The three most important issues facing the community that respondents identified were (1) Transportation (2) Environment (3) Education. 'Parks, recreation and culture' was sixth on the list preceded by 'taxation / municipal government spending' and the 'economy' as the fourth and fifth most important issues.

QUALITY OF LIFE

Forty one percent of respondents said the quality of life has improved over the past three years, with 'good amenities and services', 'good roads / infrastructure', and 'growth / development' being the top three reasons. 'Good parks / green space / recreational facilities' was the fifth most frequent reason (13 respondents).

SATISFACTION WITH RECREATIONAL AND CULTURAL FACILITIES

Ninety-three percent of respondents were ‘very satisfied’ (53%) or ‘somewhat satisfied’ (40%) with recreational and cultural facilities provided by the Town of Riverview.

BALANCING TAX INCREASES AND SERVICE CUTS

When asked about balancing taxation and service delivery levels, 30% indicated the Town should ‘cut services – to maintain current tax level’, while 27% indicated ‘increase taxes – to maintain services at current levels’, and 17% indicated ‘increase taxes – to enhance or expand services.’

TOP PRIORITIES FOR THE TOWN TO ADDRESS

The top priorities identified were (1) Transportation (2) Environment (3) Economy. Parks, Recreation, and Culture was eighth on the list mentioned by 10% (30 respondents).

MUNICIPAL PERFORMANCE IN MANAGING RECREATION FACILITIES AND CONDITION OF ASSETS

When asked if the Town of Riverview is doing a good job managing recreation facilities such as public pools and ice rinks, 88% said they are doing a ‘very good’ (41%) or ‘somewhat good’ job (47%). Regarding the condition of the facilities, 79% said recreation facilities such as public pools and ice rinks were in ‘excellent’ (18%) or ‘good’ condition (61%).

INFRASTRUCTURE PRIORITIES

Respondents were asked to rank what they thought were the top three infrastructure priorities for government attention. The top five results were (note that participants were to pick their top three priorities so the percentages do not equal 100):

- Roads (90%)
- Recreation facilities such as public pools and ice rinks (56%)
- Local Public Transit (50%)
- Water Treatment Facilities (47%)
- Sewage Treatment Facilities (45%)

2.3.6 NEEDS ANALYSIS – THIRD ARENA BENCHMARK COMMUNITY RESEARCH

Riverview Area User Groups (RAUG) engaged ShiftCentral Inc. in 2007 to conduct a needs assessment to see if a third rink was needed in the Town of Riverview. The assessment was based on reviewing how other communities in New Brunswick address the issue of arenas

as well as consideration for the projected need for a new arena from local user groups. The final considerations of the assessment notes:

- *Some justification for a third arena based on the comparison with other communities. Riverview is at capacity and user groups have indicated potential demand for a new ice surface.*
- *Availability of ice time in adjacent communities (Hillsborough and Moncton)*
- *Price sensitivity when user groups decide where to purchase ice time. If the price is too high per hour some users will purchase ice time in adjacent communities*
- *Cost to tax payers must be balanced against needs of the community as arenas are almost always subsidized by the municipality*
- *Riverview has to decide where to spend scarce dollars to best service its existing residents and to attract new residents*

The report also leaves the Town with a couple of questions for further assessment:

- *How price sensitive are the user groups? Some groups indicated they would pay a premium for ice in Town while others would not. Research shows considerable price sensitivity in the area and user groups will commute to other communities for cheaper ice time.*
- *How realistic are forecasted ice time requirements? How much of the new activity would be taken from existing arenas (in Riverview and adjacent communities) versus existing demand?*

2.3.7 MILL CREEK NATURE PARK DEVELOPMENT MASTER PLAN

The Town of Riverview engaged Trace Planning and Design, with GENIVAR (now WSP) in a sub-consultant role for stormwater calculations, in April 2013 to complete a Master Plan for Mill Creek Park. The methodology included creating mapping data, working sessions with Riverview elementary, middle and high school students; meetings with regional stakeholders to expand on youth themes; and validating / expanding on themes through public workshop and steering committee review sessions. Below is a summary of the Master Plan as it relates to Indoor Recreation Facilities and a proposed Wellness Centre.

- The Master Plan notes that *'the Mill Creek area has the opportunity to become the next regional residential, commercial and recreation destination and establish a regional development tone for the next twenty years.'* One of the three key development themes identified through the plan is *'Sport'* and states *'residents have chosen Mill Creek as a location for future core recreation assets.'*
- The Plan identifies the Coverdale Recreation and Bridgedale Community Centres as existing study area *'gateways'*, but notes both locations will be abandoned as primary park gateways when Bridgedale Boulevard is built.

- The Plan states that *Mill Creek creates an opportunity to develop a strong town focal point where recreation and commercial activity combine to create a unique regional destination.*
- Activities proposed by residents include *new ice surfaces to replace aging facilities, artificial turf / track, tennis, fitness, social, indoor adventure play, indoor waterplay and court fieldhouse facilities.*
- Concept: *The commercial area is reinforced with a civic / recreation centre that, when considered with commercial development, becomes a significant regional destination. The centre will include previously described active and passive recreation events as well as service amenities.*
- The plan identifies a number of Capital Budget Master Plan Projects: *Project 1 - The Riverview Civic Centre - The Activity Centre. This project initially formed during youth consultations sessions, is about Riverview and the perception of a missing cultural core. Discussions included Riverview life, what residents gather for, as well as what they do when they gather. As consultation moved into stakeholder and broad community discussion, the notion of a civic centre placed within the context of a carefully planned / designed retail district and a nature park would satisfy the town centre creation desire...the location results from resident desire to blend boulevard side retail into the nature park with a significant civic destination. Thus, the centre both blends and buffers the park from the intense commercial environment. Together with park amenities and retail setting, the Mill Creek Nature Park becomes a significant regional asset. Due to the nature of this facility type, several town-core projects will locate here. All of these projects will be created within the notion of town-centre.*
- The projects are⁵:
 - *A two-pad arena that replaces aging Town infrastructure*
 - *Multi-purpose fieldhouse with walking track*
 - *Wellness and fitness centre*
 - *Indoor tennis centre*
 - *Indoor water and play park with adjacent climbing wall*
 - *Food service and lounge space*
 - *Senior's activity centre with indoor and outdoor events (i.e. lawn bowling)*
 - *Artificial turf and track stadium with 3,500 viewing capacity*
 - *An outdoor extreme park with skateboard and bike amenity*

⁵ This list was developed through discussions with the community. Assessment of community need was not conducted to create this list.

- **Funding:** *Partnerships with private developers that are created on the notion that both the Town and private partner are invested in the project's success. This model of public-private partnership is more attractive to provincial and funding sources for two reasons. First, required investment is decreased with greater private investment where greater private contribution is required to create a project (i.e. residential components). Second, mixed-use projects can generate higher tax revenues - which offset capital investment.*

Implementation plan over the next 10 years: Under *Civic Facility Projects* the Artificial turf stadium is in year 6 (Phase 2). Nature Centre / Primary Park Gateway – year 7 (Phase 3). The Civic Centre is not included in the Implementation Plan schedule; it is our understanding that it was not part of the scope of work to include this in the implementation timeline of the *Mill Creek Nature Park Development Master Plan*.

2.3.8 TOWN OF RIVERVIEW WELLNESS CENTRE: CONSULTATION & PLANNING CONCEPT

Following the creation of the *Mill Creek Master Plan*, the Town of Riverview engaged Trace Planning and Design in 2013 to conduct consultation exercises to aid in conceptual planning for a new Wellness Centre. The methodology included a public survey, a user group survey of 20 groups and a series of ward sessions, a youth session and an Open House. The report provides a summary of the public's expressed desires in a new Wellness Centre; an analysis of community need (Needs Assessment) was not part of the scope of work of this study.

The **Community Needs Survey** conducted by the Town in 2013 as part of the Riverview Wellness Centre Consultation & Planning involved the collection of 208 surveys which represented 347 participants when taking into account family units. The findings of the public survey are summarized below:

- Top five recreational activities respondents participate in: Swimming (40%), Hockey (27%), Soccer (26%), Tennis (22%), Fitness Classes / Yoga (19%)
- Top five desired facilities in a Community Wellness Facility: Walking Track (69%), Fitness Centre (58%), Full-size Gym (53%), Ice Pads (51%), Swimming Pool (48%)
- Satisfaction with current facilities: very satisfied (12%), Satisfied (24%), Neutral (26%), Not Satisfied (31%), did not respond (7%)
- Respondents supported funding the facility through fundraising and donations slightly more than through taxes and in-kind donations

In the *Riverview Community Wellness Centre Consultation Report* a number of facilities are mentioned. Under the ‘Complete Destination’ section:

First, significant civic recreation and cultural facilities should be planned and located as "complete facilities". Thus, the entire family has a reason to participate in a visit to the facility when only one family member has a scheduled event. Existing commercial areas, restaurants, libraries and core area assets must be integrated, where possible, with significant facilities for this purpose. Second, significant civic facilities should integrate sport, recreation and cultural/arts assets to create multi-use and multi-cultural destinations.

Under the ‘Don’t Throw Away Good Buildings’ section, a number of facilities are mentioned for possible use of the re-purposed Byron Dobson Arena:

- *Mixed-Racket Indoor Court Facility combining tennis, squash and racket ball within one complex.*
- *Indoor Skate / Bike Park complete with access to counselling services to ensure youth at risk have a gateway to mental health issue support.*
- *Exterior Turf Stadium complete with track, winter dome cover and grandstand seating.*

Under the ‘A Powerful Focal Point’ section it is noted that *although very early in the process, the Wellness Centre has been explored with stakeholders and confirmed as a project that should move forward to feasibility within the context of the above themes. The proposed elements of a Wellness Centre include*⁶:

- *A 3 / 4-pad ice facility that meets present and future needs of a regional service area - to be determined in association with the Province of New Brunswick.*
- *A family-based aquatics facility capable of supporting regional swim events. Although a 50 metre pool may be financially impossible, this option should be explored in feasibility.*
- *A gymnastics complex that can be viewed from central gathering / activity spaces.*
- *A multi-use field house with exchangeable floor and seating systems capable of supporting sport, recreation and cultural events.*
- *Nature connectivity (active and passive) to the Mill Creek Nature Park. This should include gateway facilities for cross-country ski, biking, walking, running and environmental adventure activity within the park.*

⁶ This list was developed through discussions with the community. Assessment of community need was not conducted to create this list.

- *Mental and physical fitness centre complete with administrative extension into other recreation spaces that enhances access to this service.*
- *A great walking track. Simply put, this is not the typical rink surround walking surface. This is an indoor sidewalk that begins at the front door and passes in an informal manner past all of the wellness centre's assets.*
- *Although not clearly defined, a performance / art centre should be explored as an adjunct option (to replace the existing high school facility when required).*
- *A multi-age activity / social centre integrated with coffee / food service and digital library and lounge space.*
- *An indoor playground extending from the aquatics centre water play.*
- *Multi-use meeting / community rooms in association with combined sport program administrative and storage space.*
- *A highly visible and easily accessible rock climbing wall (strongly associated to centre entrance and social / retail space).*
- *Private food and wellness services such as sport / recreation retail and physiotherapy service.*

2.4 SERVICE TRENDS AND PRACTICES

This section presents trends and practices that influence the demand for sport and recreation. These trends are provincial, national and even international in scope. Trends and practices reflect the broad societal considerations of their time. The specific relevance of these trends to the Town of Riverview is considered in the context of other study activities in subsequent stages of the work program. Trends and practices reflect the broad societal considerations of their time. While the points that follow in this section speak to very specific “fashions” they emerge from:

1. Increased sensitivity on the part of persons, governments to **fairly and equitably addressing the needs** regardless of age, ability, and interest. This does not mean that all interests are accommodated but rather that to the degree reasonable, communities work to provide services equitably and not focused only on the largest or strongest interests.
2. A **changing operational landscape** including traditional and non-traditional partnerships for service delivery, much stronger consideration to environmental implications, heightened concern for risk management, and cost containment.
3. **Cost** – both initial and ongoing has become a major consideration in service delivery and as such is a key factor in service delivery.
4. **Purposeful social focus** – communities now understand the role its sport and recreation services play in furthering other elements of the public agenda such as health, social integration and economic development. Publicly supported facilities and programs are increasingly tied to these objectives.

Sections 2.4.1 through 2.4.3 highlight the way services are delivered, the type of facilities that are popular today, and the common and popular activity and participation trends. Trend information in the following sections comes from dmA's in house research which has been used in previous studies of a similar scope.

2.4.1 GENERAL SERVICE TRENDS

Recreation activities and the manner in which these services are delivered evolve fueled by changing technologies, community and societal concerns / values and challenges, available resources, and demographic realities. The following are general trends that influence all service areas of this study.

- **Reduction of Barriers to Participation** – Residents are demanding, and governments and social interests are supporting new practices, legislation and policies to reduce physical, financial and language barriers to participation. Programs such as Canadian Tire's JumpStart™ Program, as well as programs and funds specific to various provinces and communities such as the Riverview P.R.O. Kids program, contribute to reduction in financial participation. Similar barrier reduction related to accessibility is seen in provincial and national legislation designed to remove physical barriers to access. For example, physical changes to arenas to support access and egress to the ice for sledge hockey, enlarged doors and washrooms to accommodate wheel chairs, etc. Facilities built prior to more recent legislative initiatives to reduce barriers to participation may not reflect or accommodate current thinking or policy.
- **Market Segmentation and Market Integration** – Two potentially conflicting trends are the growth in market segmentation and market integration. These two trends are evident in desire for “one-stop” locations that meet the needs of all age groups and concurrent demand for specialized spaces for different age groups:
 - Facilities built prior to the 1990s often included older adult specific facilities. In part this reflected available older adult specific capital funding programs targeted to a demographic that at the time had considerably less wealth than is the average for this generation today. While many *older*, older adults continue to prefer these age specific facilities, younger older adults now express a preference for integration within multi-age facilities. This reflects the recent growth in “newly retired” baby boomers. The emerging cohort of older adults is, on average, more financially well-off than either their parents or their children's generation.
 - As with segmentation among children (e.g., preschoolers, school age, pre-teen, and youth) older adults are similarly segmented and one approach will not meet the needs of this potentially 30+ year age distribution.

- Significant concerns for a growing obesity problem and children and youth much less likely to participate in active and unstructured play than in generations past has helped fuel programs for this age group to become more active in situations that are age specific such as skate parks and plazas.
- **Decline in Volunteerism** – Particularly in larger urban communities there has been a significant decline in volunteerism, specifically for sport and recreation, over the past few decades. This reflects several developments including but not limited to: (i) fewer children per family and therefore a shorter participation period of parent volunteers (ii) dual working parents / single working parents (iii) increased concern for risk and liability. The implications for community services that rely on volunteers are clear, as is the need to find ways to retain this important segment of community service delivery.
- **Reduced Purposeful Social Interaction** – There are indications that the ubiquitous use of the Internet, social media and mobile technology is significantly reducing meaningful social interactions and potentially contributing to a sense of isolation. Add to that the fact that “Screen time” - time spent in front of a screen (TV, computer, tablet, etc.) is positively correlated with obesity and a major contributor to sedentary lifestyles, this societal trend is a concern to many community professionals. The term “screenagers” has been used to define young adults who spend much of their discretionary time “plugged-in” or “on-line”, these behaviours are likely to follow today’s youth as they age. At the same time people are craving social experience which is one thing that cannot be achieved through at-home entertainment.
- **Increased Alternative Service Provision** – Including partnerships among public, agency, and private providers to ensure cost effective services that address the needs of the whole community. This may be in the context of a formal and legal agreement or a less formal structure whereby community groups and the municipality jointly care for, plan and maintain facilities and services.
- **Reduction of Service Silos** – While there is still much to be done in this regard, there are positive indications that formerly segregated service providers (e.g., libraries separate from recreation facilities, health care providers separate from community health and fitness, etc.) are service sharing. This is in part due to financial realities; it also reflects a growing understanding of the synergies in these services.
- **Growing Attention to Customer Experience** – Rather than simply places to recreate, borrow a book, learn to paint etc., today’s community spaces are also understood to be community gathering places. In response, community facilities increasingly provide comfortable seating, public art, and landscaped areas for un-

programmed use. Providers need to consider other factors that affect the experience (including ease of parking and proximity to complementary uses).

- **Demand for More Stimulation** – People, particularly younger individuals, have become accustomed to multi-sensory activities (watching, reading, and hearing at the same time). This has resulted in a higher satisfaction threshold and expectations for immediate rewards from the activity.

2.4.2 FACILITY DEVELOPMENT TRENDS

- **Facilities as Community Hubs** – Recreation facilities are community social and gathering spaces, often incorporating many non-recreation services including health services, libraries, cultural spaces, and retail outlets, and are connected to the local neighbourhoods by alternate transportation options. Contemporary facilities incorporate a variety of components to support a wide range of interests and age groups.
- **Sustainable Building Practices** – Including new technology for arenas, use of new building materials for energy efficiency, etc. The heightened awareness in everything “green” has significant implications for all aspects of service delivery including maintenance, programming, facility development and design. Community engagement in “greening projects” and other environmental stewardship activities is becoming more common. Schoolyard plantings, parks clean-up days, and community gardening projects are examples of activities in support of this trend. Green development is also demonstrated in heat exchange technology in arenas and aquatic facilities, green roof design, etc.
- **Public Space as Social Environments** – Urban planners and designers are increasingly concerned with concepts of public space and their role in creating social environments that contribute to identity, attachment and a sense of place. Place-making and concepts of “third spaces” are important principles in community building.
- **Co-location of Facilities** – Opportunities for casual, drop-in use are expanded when users of recreation, library and cultural space are combined. Benefits include a potential for capital cost sharing and operating efficiencies, space sharing and cross-programming opportunities, and the increased convenience for users.

2.4.3 RECREATION PARTICIPATION TRENDS

- **Macro Trends for Recreation and Culture** – A trend document prepared for the 2011 National Recreation Summit noted the following macro trends⁷: (1) time available for leisure has not changed since the ‘80s when it was anticipated that

⁷ Balmer, Ken; ReThink Inc. (2011)

Canadian Society would have more leisure time; (2) Expenditure on recreation and culture has increased; (3) Economic barriers to recreation and culture have increased; (4) Leisure behaviour is shifting to more informal, individual, self-directed activities; and (5) digital experiences and opportunities are having a significant impact on active leisure participation.

- **Initiatives Designed to Increase Healthy Activity** – These include provincial, national and local activity plans, active transportation plans, policies to increase healthy food and snack consumption, and the development of targets for health and wellness. This movement has led to significantly greater attention to the development of trails and walking infrastructure including indoor walking infrastructure and a general focus on overall wellness.
- **General Physical Activities** – The 2010 Canadian Community Health Survey found that walking, jogging, gardening and yard work, home exercises, swimming, bicycling, and weight training were among the ten most popular physical activities for Canadian adults. Nearly 70% of surveyed Canadians reported walking during their leisure time⁸.
 - Research has shown that men are more likely than women to partake in moderate physical activity, and that the proportion of individuals who are at least moderately active decreases with age.⁹
 - The trend towards increasing personal “wellness” has spurred growing participation in programs supporting holistic health such as yoga, Pilates, and other mind/body centered activities. While private facilities have capitalized on this trend in the past, it is increasingly common for public recreation centres to offer these activities in facilities once used primarily for dance, aerobics, and general fitness.
- **Team Sports** – The growth in individual sport and active living opportunities as well as the relative decline in the under 25 population have contributed to the decline in team sports in many communities. Sport participation is significantly influenced by age of participant with soccer and hockey the most popular sports among 18 to 24 year olds; hockey and baseball the most popular among those in the 24-44 age group; golf and hockey are the most popular sports played by those 45-64 years of age; and over 50% of individuals 65 years of age or older reported golf as being their sport of choice.¹⁰
- **Arena Sports and Activities** – have typically always held a strong presence in Canadian’s recreation activities, however there are differences between sports. For example, national figure skating participation has been gradually declining due in

⁸ Physical Activity During Leisure Time. Statistics Canada. July 28, 2011.

⁹ Canadian Fitness & Lifestyle Recreation Institute (2009). 2008 Physical Activity Monitor: Physical activity levels of Canadians.

¹⁰ CFLRI 2009 Physical Activity Monitor- “Sport Participation Rates of Canadian Adults”

part to the growing popularity of hockey for girls and women. Adult recreational hockey has experienced significant growth across Canada with league activity for 19-30 year olds and women's hockey experiencing the highest rates of growth in recent years. Sledge hockey, a sport designed for individuals with physical disabilities and sensory impairments, is increasing, partially due to the exposure of the events as a Paralympics sport.

- **Aquatic Sports and Activities** – typically appeal to a wide range of ages and ability levels. Recreational swimming continues to be one of the most popular leisure activities for all ages. As the population ages and older adults remain active well into their 80s and beyond, opportunities to participation in this mildly aerobic low impact activity will increase in demand. Instructional swimming programs continue to experience strong participation among children, whereas leadership and aquatic instructional participation has declined as the population of teenagers declines. Competitive swimming continues to be strong. Therapeutic swimming programs have also experienced growth as they continue to be recommended as a form of therapy for older adults and rehabilitation patients. Aquatic therapies often serve as a stepping-stone for patients to move onto land-based rehabilitation therapies. Competitive diving and synchronized swimming have both been relatively stable over the past few years. Participation in these programs is limited by the availability of facilities and trained coaches, and typically enjoys success as a result of Canadian athletes in international competition.
- **Gymnasium / Indoor Fieldhouse Activities** – Participation in activities such as basketball, volleyball and badminton continues to be popular, particularly among youth and young adults and where there are opportunities for unstructured or more flexible participation. Badminton continues to be a popular drop-in activity for young adult couples and seniors. Racquet sports (including indoor tennis, squash and racquetball) have declined nationally since their peak in the '80s. Squash participation has declined considerably nationally but continues to be popular among university-aged males. Indoor soccer on the other hand has experienced significant growth in association with the growing popularity of soccer in Canada and specialized facilities for the purpose will continue to be requested.
- **Sport Tourism** – Facilities and services that support local recreational interests as well as sport tourism are increasingly popular. These initiatives raise a number of important considerations, including: (1) the substantial investment, the actual benefits and the merits of sport tourism relative to other economic development strategies; (2) scheduling priorities when community use competes with tournaments serving non-residents; (3) the contribution of what are generally specialized facilities serving higher caliber athletes to physical activity and health objectives; and (4) the relative priority of these facilities in municipal recreation systems where resources are typically in short supply.

2.5 INDOOR RECREATION FACILITIES AND SERVICE CONTEXT

This section of the report describes the facilities and services that are the subject of this assessment. The current state of facilities and services, when combined with demographic, trend, expressed and demonstrated participation, will form the basis of the needs assessment.

2.5.1 FACILITIES AND SERVICE CONTEXT SUMMARY

A brief summary of the points from this section is provided below:

- There are a variety of recreation facilities and programs available to residents in Riverview and the surrounding region.
- Programming is generally sport and fitness related, with limited material and performing arts programs.
- While Riverview facilities are aging, they are generally in good condition and well maintained with some upgrades and are expected to have usable life left for the near future.
- The Town recently started using electronic scheduling. In future, information gathered through electronic scheduling will be useful to track latent demand and facility use that will be useful in assessing demonstrated demand.

2.5.2 EXISTING INDOOR RECREATION FACILITIES

The following table (Table 2.4) summarizes the indoor recreation facilities located in the Town of Riverview. The facilities include one twin-pad arena, an indoor pool, an indoor skate park, and multi-purpose spaces. A more detailed inventory of these facilities can be found in Appendix A.

Table 2.4 Town of Riverview Indoor Facility Summary

Facilities	Details	Service Ratio ¹¹
Arenas	Byron Dobson Memorial Arena <ul style="list-style-type: none"> - 2 pad municipally owned NHL size and smaller - Upper rink has seating for 800 (only filled for play-offs) - Used by Minor Hockey, Figure Skating, Ringette, and the general public 	1:9,564

¹¹ Estimates a current population 19,128 persons

Indoor Pool	<p>Pat Crossman Memorial Pool</p> <ul style="list-style-type: none"> - 6 lanes* at 25 m owned by the School Board (maintained and staffed by the Town) - Used by Codiac Vikings Swim Club, School Board, and the general public 	1:19,128
Public Fitness Facilities	<p>Program Studio</p> <ul style="list-style-type: none"> - Large room owned by the Municipality - Used by the general public <p>Community Centre (attached to the Kinsman Youth Centre)</p> <ul style="list-style-type: none"> - Gym owned by the Municipality - Used for fitness 	1:9,564
Gymnasia	<p>Coverdale Centre</p> <ul style="list-style-type: none"> - Gym owned by the Municipality - Used by the Boys and Girls club, Vets Association, and Cadets <p>Community Centre (attached to the Kinsmen Youth Centre)</p> <p>8 School Gymnasia in the community (including the West Riverview School which has a small gym)</p>	1:2,391
Meeting Rooms	<p>PR Office (1)</p> <p>Arena (2)</p> <p>Coverdale Centre (1)</p> <p>Town Hall (3)</p> <p>Used by various sport and recreation associations</p>	1:2,733
Banquet Facilities	<p>Coverdale Centre</p> <ul style="list-style-type: none"> - 400 Capacity <p>Community Centre (attached to the Kinsman Youth Centre)</p> <ul style="list-style-type: none"> - 300 Capacity 	1:9,564
Other Indoor Recreation Facilities	<p>Skate Park (Kinsmen Youth Centre)</p> <ul style="list-style-type: none"> - Owned by the Municipality - Used by the general public 	1:19,128

* One of the lanes is compromised due to cement steps in the lane making it unusable as a swim lane for competitions.

It is our understanding that a Community Wellness Facility would be intended to be a regional facility, not only serving the residents of the Town of Riverview but also the surrounding communities. The following table provides an overview of the major indoor facilities available in the greater region.

Table 2.5 Summary of Indoor Facilities in the Greater Region

Facilities	Details
Arenas	<ul style="list-style-type: none"> - Red Ball Internet Centre in Moncton owned by Moncton Arena Partners. 4-pad ice arena. - Moncton Coliseum in Moncton owned by the City of Moncton - Jean Louis Lévesque Arena located in and owned by Université de Moncton - Crossman Community Centre / Kay Arena owned by the City of Moncton - Arena Centenaire owned by the City of Dieppe - Centre Arthur J. LeBlanc Arena owned by the City of Dieppe. 2-pad arena (61m x 30m and 58m) - Hillsborough Arena owned by Village of Hillsborough. 1-pad (58m X 26m)
Indoor Pool	<ul style="list-style-type: none"> - Jeanne Lévesque Pool owned by Université de Moncton, 6-lane, 37m. Tots / teaching pool, leisure pool, starting blocks, diving well. - YMCA of Greater Moncton located in Moncton. Aquatic Centre, Wellness Centre - St. Patrick's Family Centre in Moncton, semi-private facility, 6-lane, 18m pool - Dieppe Sport and Aquatic Centre, 6-lane, 25m, competitive tank and leisure pool with recreational amenities
Publicly Available Fitness Facilities	<ul style="list-style-type: none"> - Jeanne Lévesque fitness centre owned by Université de Moncton - YMCA of Greater Moncton located in Moncton - St. Patrick's Family Centre in Moncton, semi-private facility
Gymnasia	<ul style="list-style-type: none"> - Jeanne Lévesque gymnasium owned by Université de Moncton - St. Patrick's Family Centre in Moncton, semi-private facility
Indoor Turf	<ul style="list-style-type: none"> - Moncton Sports Dome privately owned. Fees approx. \$150 / hour.

2.5.3 BUILDING PHYSICAL CONDITION ASSESSMENT REPORTS

In 2002, the Town commissioned SG Group Inc., Boyd Algee Architecture Inc., and Pace Engineering Ltd. to provide Building Condition Assessment Reports based on on-site inspections for several of the Town's facilities. These reports are outdated as they are more than 10 years old. A number of upgrades have occurred to the buildings since these reports were completed. The following paragraphs provide a summary of the report findings as well as comments on upgrades that have occurred in recent years that the Consultants are aware of. A recent visual Building Condition Assessment was completed by Architecture49 and WSP Canada Inc. for the Byron Dobson Memorial Arena at the request of the Town based on available resources. A summary of the findings of this limited assessment is also provided.

PAT CROSSMAN MEMORIAL POOL

The Pat Crossman Memorial Pool is owned by the Province of N.B. and operated by the Town of Riverview. The facility was constructed in 1979 and has therefore reached the point in its lifecycle where major facility components may need to be replaced. The 2002 Building Condition Assessment Report noted that the cavity wall is experiencing deterioration of brick veneer, and roof deterioration (not visible on site but because of age suggested to replace). Also some internal issues such as replacement of duct work, grilles, air handler unit, and wall exhaust fan, installation of additional exit, emergency, and general lighting were noted.

There has been no recent assessment of the Aquatic Centre. The facility's system has been upgraded, and a new pump, heaters, and control unit for chlorine delivery were recently installed. The system uses a diatomaceous earth filter, which is an older technology, but Staff feels it works well.

BRIDGEDALE COMMUNITY ASSOCIATION

The building was constructed in 1940. The 2002 Building Condition Assessment Report notes that the furnace, breaching, and oil tank needed replacement, and the asphalt outside was in poor condition. No major issues were expressed in the report and another review in 10 years was suggested. There has been no recent assessment of the Bridgedale Community Association. The Town's 2015 budget includes funds to replace the building's roof. This building is owned and subsidized by the Town, but booking is done by the Bridgedale Community Association. The building is frequently used by a Seniors Group and part of the building is currently leased.

COVERDALE RECREATION CENTRE

The Centre was originally built in 1940 and was renovated in 1990 for a new expansion. The 2002 Building Condition Assessment Report notes some issues with the cladding and suggests replacement of the flat roof. A new assessment was recommended for 2012.

There has been no recent assessment of the Coverdale Recreation Centre. Recent upgrades noted by Staff include the addition of the Rogers Tech Centre and air conditioning added in 2014 (\$50K from Town and \$50K grant from the Province).

PARKS AND RECREATION BUILDING, AND PROGRAM STUDIO

The 2002 Building Condition Assessment Report notes that the shell of the building was in very good condition. Recommendations were mostly internal including the HVAC system, plumbing, and lighting. There has been no recent assessment for the Parks and Recreation Building. Improvements were made in 2013 to the ventilation system of the Program Studio space.

BYRON DOBSON ARENA

The arena consists of two rinks, the upper rink was built in 1971 and the lower one in 1982. The main issue noted in the report relates to energy efficiency of the building envelope. The report also states that the cladding and caulking is deteriorating and should be replaced.

A recent building condition assessment was conducted by A49 and WSP in the summer of 2014. The recommendations were based on a general observation of the premises during a walkthrough by a buildings team including architectural, mechanical and electrical professionals. No on-site testing and analysis of equipment or materials was performed during this investigation. The report notes several recommended upgrades (i.e. items to conform to current National Building Code, new heat recovery ventilators and dehumidifiers, and new electrical switched board / panels as they are past their operating life). The report also notes that the building appears to be receiving regular maintenance; no issues reported with the sanitary service, ice plants in both rinks appear to be well maintained, and the electrical systems appear to be in good condition. For the age of the building it appears to be well maintained and in good working order.

Staff noted that, in their opinion, the existing rink is not in bad shape. The building received approximately \$3 million worth of upgrades in the past 8 years (i.e. lobby and dressing rooms). Recent upgrades include two new condensers in 2013. Staff also mentioned some issues including the need to replace the header pipes in the upper rink; for a dehumidifier in the north-west corner of the lower rink and more modern seating in the upper rink.

2.5.4 RECREATION PROGRAMS AND SERVICES

Current programming frequently offered in the community is outlined in the following table by the age group served and the type of activity. The programs noted in Table 2.6 reflect a point in time and were taken from various brochures made available by the Town and some further research by the Consultants. This is not intended to be an exhaustive list of activities offered; rather the intention is to present a snapshot of program opportunities around the

time of development of this report. It is anticipated that activities offered in the Town will change over time.

Table 2.6 Current Programming

Programs by Age	Town of Riverview Program	Community / Regional Group Program	Private Provider
Pre-school program	<ul style="list-style-type: none"> - Parents and Tots in Aquamotion - Playschool - Teddy Bear Ballet - Teddy Bear Ballet II - Tiny Tumble 	<ul style="list-style-type: none"> - Kiddie Camps - Small Wonders - Try It Active 	
Child Material Arts (pottery, painting, etc.)		<ul style="list-style-type: none"> - A-Zone – Arts, Music and Culture (Boys and Girls Club of Riverview) 	
Child Recreation	<ul style="list-style-type: none"> - Camp Discovery - Coverdale Centre Splash Pad - Junior Leadership Program - In Motion in the Park - Kids Night Out! 	<ul style="list-style-type: none"> - Community and Outreach (Boys and Girls Club of Riverview) - Cool Fuel – Nutrition (Boys and Girls Club of Riverview) - First Things First – Leadership Development (Boys and Girls Club of Riverview) - Funtastic Kid Ventures - i-Can - Science, Nature and Technology (Boys and Girls Club of Riverview) 	
Child active sport/fitness	<ul style="list-style-type: none"> - Martial Arts and Core Fitness - Outdoor Adventure Camp - Swim Kids and Fun Camp - Swimming Lessons - Girls Time - Gamma Girls - Senior Gamma Girls 	<ul style="list-style-type: none"> - Get Moving (Boys and Girls Club of Riverview) 	
Child Performing Arts (dance, drama, etc.)	<ul style="list-style-type: none"> - Rhythm and Flow - Feelin' Groovy - Fun and Funky Jazz - Teen Hip Hop - Rhythm and Flow 	<ul style="list-style-type: none"> - Riverview Arts Centre (attending performances) 	
Youth Material Arts (pottery, painting, etc.)		<ul style="list-style-type: none"> - A-Zone – Arts, Music and Culture (Boys and Girls Club) 	

Programs by Age	Town of Riverview Program	Community / Regional Group Program	Private Provider
Youth Recreation	<ul style="list-style-type: none"> - In Motion in the Park - Riverview Youth Centre - Teen Activities and Adventures 	<ul style="list-style-type: none"> - Community and Outreach (Boys and Girls Club of Riverview) - Cool Fuel – Nutrition (Boys and Girls Club of Riverview) - Development (Boys and Girls Club of Riverview) - First Things First – Leadership - i-Can - Science, Nature and Technology (Boys and Girls Club of Riverview) 	<ul style="list-style-type: none"> - Burn Fitness 24/7 - Curves - Global Gym
Youth active sport/fitness	<ul style="list-style-type: none"> - Aquatics - Riverview Skatepark - Martial Arts and Core Fitness - Open Gym - Pilates and Yoga 	<ul style="list-style-type: none"> - Get Moving (Boys and Girls Club of Riverview) 	
Youth Performing Arts (dance, drama, etc.)		<ul style="list-style-type: none"> - Riverview Arts Centre (attending performances) 	
Adult Material Arts (pottery, painting, etc.)		<ul style="list-style-type: none"> - Purls of Wisdom Knitting Group (Riverview Public Library) 	
Adult Recreation	<ul style="list-style-type: none"> - Isaac's Run Dog Park - Manchester Lawn Bowling - The David William Community Garden 	<ul style="list-style-type: none"> - Bingo with the Lions Club (Riverview and Moncton) - Canusa Toastmasters Meeting (Riverview) 	

Programs by Age	Town of Riverview Program	Community / Regional Group Program	Private Provider
Adult active sport/fitness	<ul style="list-style-type: none"> - Afternoon Aquacise; Aqua Bootcamp; Aqua Zumba; Aquafit; Aqua-Motion; Deep Water Aquajogging - Splash and Burn - Back to Basics; Boot Force; Couch to 5 K clinic - Coed Badminton - Coed Basketball - Coed Shuffleboard - Coed Volleyball - Evening Indoor Walking - Gentle Yoga; Goga-Yoga - Yoga Retreat; Yoga Therapy - In Motion in the Park - Martial Arts and Core Fitness - Pump and Sculpt - Riverview Adult Green Gym - Riverview Running Idiots - Riverview Tennis Club - Thighs, Gluts and Abs - Training C.A.M.P - Zumba 		<ul style="list-style-type: none"> - Burn Fitness 24/7 - CrossFit – Response - Curves - Global Gym
Adult Performing Arts (dance, drama, etc.)		<ul style="list-style-type: none"> - Riverview Arts Centre (attending performances) 	
Seniors Material Arts (pottery, painting, etc.)		<ul style="list-style-type: none"> - Purls of Wisdom Knitting Group (Riverview Public Library) 	

Programs by Age	Town of Riverview Program	Community / Regional Group Program	Private Provider
Seniors Recreation	<ul style="list-style-type: none"> - Card and Board Games Parties - Dine and Dash - Fall Foliage Trip To the U.S.A - Mystery Adventure Day - Polar Express Dinner - Prime Time - Mystery Tour - Riverview Community Garden - Silver Café - Silver Café - Spring Fling Mystery Tour - Tech Tuesday - The Hub 	<ul style="list-style-type: none"> - Canusa Toastmasters Meeting (Riverview) 	
Seniors active sport/fitness	<ul style="list-style-type: none"> - Fit and Strong - Forever Young - In Motion in the Park - Manchester Lawn Bowling - Prime Time - Strength and Stretch 		
Seniors Performing Arts (dance, drama, etc.)		<ul style="list-style-type: none"> - Riverview Arts Centre (attending performances) 	
Family/All ages		<ul style="list-style-type: none"> - Riverview Arts Centre (attending performances) - Aquatics (Pat Crossman Memorial Aquatic Centre) 	

2.6 PRELIMINARY FUNDING OPTIONS

Section 2.6 outlines funding opportunities for a future Wellness Centre in Riverview. It is based on (1) information provided by and discussed with the Town's Director of Finance (2) information publicly available related to external funding, and (3) experiences of other communities with respect to fundraising. Note that this discussion preceded completion of the Needs Assessment.

CAPITAL FUNDING OPTIONS

There are a finite number of funding options for facilities such as the envisioned Wellness Centre including:

- Local capital resources
- Grants from other levels of government
- Local fundraising

The following text provides a brief overview of the current state of available financial resources, or in the case of local fundraising, approaches taken by other similar communities to fund these projects.

2.6.1 LOCAL CAPITAL RESOURCES

Municipal capital resources fall into three categories – capital reserves, debt financing and infrastructure surcharges.

CAPITAL RESERVE FUNDS

A reserve for capital projects can be created for either a specific project / type of project or capital projects in general. Reserves are formed by a current year allocation from the operating budget – an annual allocation generated through the local taxpayer and allowed to build year over year; or from or for a more specific source e.g., cash-in-lieu generated through development. Capital funds generated through the annual budget typically have more flexibility in their use than funds from other sources.

The Town of Riverview has two reserve funds that might be considered with respect to the Wellness Centre. The first is a Parkland Reserve with funding coming from cash-in-lieu of land dedication related to residential development. The Parkland Reserve currently stands at just over \$160,000. Funds from this reserve are intended for park development including small infrastructure e.g., playground equipment, splash pads, trail development, etc. While Parkland Reserve funds could be allocated for ancillary outdoor space and infrastructure associated with a future Wellness Centre they would not typically be available to be used to develop the major infrastructure of the Wellness Centre.

The second reserve fund is a general reserve that has been in place for a number of years. It currently stands at approximately \$2 million and has been earmarked for the new Public Works building. General capital reserves may be used to assist in financing a wide variety of infrastructure including roads, water lines, recreation and administrative buildings, etc. Beginning around 2012 the Town planned to allocate \$600,000 annually although due to other pressures that has not been consistent and no funds were allocated to this reserve in 2014. Allocation of funds to and from the Capital Reserve is done annually through budget deliberations.

Town staff provided preliminary information summarizing various capital projects identified by all departments. Projects reflect the beginning of a five-year capital budget and total approximately \$50 million during that period. Capital items range from small items such as vehicles and outdoor shelters to large items including the Public Works building and Mill Creek Park development. This list does not include the proposed Wellness Centre.

It is important to note that this five-year listing of possible capital projects is preliminary, and has not been approved by Council as the Town's five-year commitment to capital. Staff noted that, given available funding, it would most likely not be possible to finance all the identified projects if the proposed Wellness Centre was included. The list of projects was prepared for Council's deliberation and prioritization. An initial assessment by the current Council identified capital priorities as roads first; Public Works building second; parks and recreation projects as the third priority. This project listing will be further refined by Town of Riverview Council in the coming year(s).

DEBT FINANCING

Ultimately all local (i.e., not from other levels of government) financing, whether for current year expenses or to cover borrowing costs, comes from the local taxpayer through annual tax revenue, fees and charges. Municipalities in New Brunswick (and most if not all of Canada) are allowed to borrow funds at a rate not to exceed 20% annually of their annual gross expenditures. Information provided by staff using the current five-year capital project "listing", indicate that if the Town finances all of the projects in the list through debt they would be close to reaching the 20% ceiling mandated by the Province. With the Wellness Centre (and all other projects) as currently estimated, debt is anticipated to exceed 20%.

It is not the intent of this statement to indicate that the Town would or could exceed the provincially set debt-limit. As information is generated, including a better sense of the relative priority of projects in the current "long list of possible capital projects" decisions will be made to establish the relative priority of this and other projects to both Council and the community at large. The intent of this point is simply to provide a context for the project.

SURCHARGE ON USER GROUPS

While a form of local fundraising, which will be discussed in a later section, surcharges on user groups are an approach some municipalities have taken to secure funds for facilities strongly desired by specific user groups. In our experience this is most often undertaken with groups such as ice and field users where specific demand and easily identified groups (rather than individuals) become partners in development. For example, in one community all ice user groups wished to build a twin pad arena several years in advance of the municipality's ability to finance the project through reserves. The municipality did however, have debt capacity. A calculation on hours of use was used to identify the surcharge that would be needed to finance the municipal debt. This surcharge was added to each hour of

all ice users and used to pay the municipal debt costs. In other communities a small charge has been added to all hourly and individual fees and contributed to a capital reserve. In this way the users of a facility are paying somewhat more toward the building and operation of a facility than the general taxpayer who is not a user.

2.6.2 FUNDING FROM OTHER LEVELS OF GOVERNMENT

There are two major forms of grants or other-government-level funding that can be used to fund municipal projects, including the Wellness Centre. The first is an ongoing, more secure funding known generically as the “Gas Tax”. The Canadian Federal Government Gas Tax Program is designed to provide stable and predictable funding to build and revitalize municipal infrastructure. The second funding sources from other levels of government are more project or time sensitive.

GAS TAX PROGRAM

The following text is from the Infrastructure Canada website: “Funding is provided up front, twice-a-year, to provinces and territories, which in turn flow this funding to their municipalities to support local infrastructure priorities. Municipalities can pool, bank and borrow against this funding, providing significant financial flexibility. Initially the categories for which the gas tax could be used included public transit, wastewater infrastructure, drinking water, solid waste management, community energy systems, local roads and bridges and capacity building. As of April 1, 2014, communities are also able to use the renewed GTF towards highways, local and regional airports, short-line rail, short-sea shipping, disaster mitigation, broadband and connectivity, brownfield redevelopment, culture, tourism, sport and recreation.” Over the next six years the Town of Riverview will receive a total of just over \$8 million (at current and projected population levels) that can be directed to capital projects.

Theoretically, the Town of Riverview could direct the gas tax funding toward the future Wellness Centre. At approximately \$1.3 million annually, gas tax funding offsets \$13 million worth of debt funding related largely to roads and water services. The Town could therefore incur \$13 million of debt for the Wellness Centre and pay for that debt via the gas tax. This however assumes that the Town does not require that funding for the roads and water service the gas tax currently funds.

GREEN MUNICIPAL FUND

The Federation of Canadian Municipalities manages the Green Municipal Fund designed to “...offer below-market loans, usually in combination with grants, to implement capital projects. Funding is provided for up to 80% of eligible project costs. The loan maximum is \$10 million, and the grant amount is set at up to 20% of the loan to a maximum of \$1 million.” While the Green Municipal Fund does not fund recreation facilities per se there are

examples of such projects that have accessed these funds to support components of development related to energy efficiency, wastewater management, brown field remediation, etc.

THE INNOVATIVE COMMUNITIES FUND (ICF)

The ICF is delivered through ACOA and designed to benefit the economic development of a community in a manner that is consistent with the challenges and objectives of that community. Projects must be sustainable, of a fixed duration and must demonstrate adequate managerial, financial and technical capability to conduct the proposed activity. Funded projects invest in initiatives that enhance a community's capacity to address economic challenges and build on local strengths and assets. Eligible recipients include non-commercial / not-for-profit organizations such as local development associations, municipalities and their agencies, business or technology institutes, industry/sector associations, economic development associations, local co-operatives, universities and educational institutions.

RECREATION INFRASTRUCTURE GRANTS

At time of writing there are no formal capital grant programs for recreation facility development. A recent announcement by the Province related to available planning grants is designed to encourage regions (the formal regions recently established by the Province) to collaboratively plan for future recreation infrastructure. This planning is to begin in January 2015. Further it is anticipated that regional planning will then position regional groups to apply for capital funding that is anticipated in the following years, perhaps timed to coincide with the upcoming Federal election. In other words, regions that have their planning in place will be better positioned for shovel-ready projects should capital grant funding become available.

2.6.3 FUNDRAISING OPPORTUNITIES

Most if not all recreation infrastructure projects receive some benefit from community fundraising. In this discussion, grants from other levels of government are not considered community fundraising. In a recent review of former clients who initiated major capital fundraising programs to assist in the financing of their recreation facilities, the following points were identified:

1. An assessment of the amount of community fundraising that can be generated from the community is prudent, particularly if other concurrent or recent community fundraising initiatives might compete for community resources. Depending on the scope of the building, a local fundraising assessment review can cost between \$30,000 and \$50,000.

2. Two communities in a small case study assessment engaged a fundraising professional on a longer term (approximately a year) contract. In hindsight, they both felt that this provided valuable assistance, particularly in the early part of the campaign where policies and projects were being developed. There was some question as to whether there was a need for such a long engagement.
3. A clear vision of the proposed project is essential to a fundraising campaign.
4. A fundraising team led by well connected, respected, knowledgeable community individuals with strong leadership skills is essential to a fundraising campaign.
5. Case study participants indicated that the “ask” must come from community volunteers, not the professional fundraiser. Volunteers must be comfortable with making an “ask”, and receive training (from the fundraising professional) if needed. Those who are not willing to or comfortable with this task should not form part of the fundraising committee.
6. Public recognition of donors throughout the process, and not only at the end, is very important. This should be done through local initiatives as well as on the websites of the projects.
7. Projects should have their own website. The benefits of current, visually pleasing, informative websites cannot be underestimated.
8. Each of the case study communities found it important to have a range of opportunities for donors from very large naming rights to small opportunities open to almost everyone in the community. Because those responsible for community level fundraising (e.g., friends and neighbours) were the most likely to find this a challenge, having a product such as “Name the Seat” made the process much easier than a simple request for donations.

3 CONSULTATION

The Town has completed a number of consultation activities throughout the past few years. No additional public consultation exercises were conducted within the scope of work of this current study. The reports generated by these earlier activities have been reviewed and are briefly summarized in Section 2.3 of this report including a summary of the findings of the Wellness Centre Planning and Consultation conducted by Trace Consulting. To verify / supplement these earlier consultation exercises, the Consultants conducted a number of key informant interviews and a User Group Survey to aid in evaluating the findings of these earlier studies and to gather information required to assess community needs for the determination of feasibility.

This chapter provides an overview of the activities conducted as part of this current study, and summarizes the primary themes arising from these consultations. Appendices to this report include the lists of individuals and organizations involved in consultation activities.

Please note: the opinions and views expressed in Chapter 3.0 – Consultation are those of the individuals interviewed and surveyed for this study process and not those of the Consultants. The purpose of this section is to record and summarize input and submissions. Input from different sources can be contradictory. No attempt has been made at this point to verify or evaluate the information provided.

3.1 KEY INFORMANT INTERVIEWS

Key Informant interviews were conducted to identify issues, obstacles and opportunities for the current study. Interviews were conducted either in person or by telephone with senior staff of the Town, recreation service providers in Dieppe and Moncton, community organizations, the local School Board and Regional Service Commission, and other organizations that affect recreation services in the Town. A list of individuals interviewed is provided in Appendix B. Key informant interviews are conducted to identify both common themes and, as appropriate, specific points of information relevant to this study. Common themes and relevant points are as follows:

- Some limitations with current facilities noted by key informants, although these range from relatively minor items to design concerns related to older facilities. No significant life safety or costly remedial infrastructure requirements were noted by informants.

- Need for additional or different facilities were largely related to need for additional prime time hours for both arena user groups and competitive aquatic clubs. With respect to general community use for aquatic instructional programs the dedication of the pool during the school year morning hours to the grade four swim program does limit other classes that would typically be held during the morning hours such as parent and tot programs and Aquafit activities.
- Staff note that many of the pool issues related to the age of the facility and its inconsistency with the needs of today's pool user with respect to storage, deck size, number of lanes, configuration relative to the change rooms and accessibility. Staff have been able to accommodate all instructional interests but not necessarily all times desired by competitive groups.
- Demand for both pool and arena is coming from organized clubs. No strong indication that the general recreation user is expressing strong demand.
- Some confusion, again largely with respect to organized user groups, regarding the connection of the Town's process with the Riverview Energy Centre (REC) initiative.
- The Town has made a concerted effort over the past six years to reduce the debt ratio from the maximum allowed by the Province, i.e., 20%, to a projected 12% as at January 1, 2015. This is still higher than the provincial average for NB municipalities but will allow for some borrowing capacity for proposed capital projects. Staff have determined that projected borrowing for the construction of a new Public Works Building will result in the debt ratio returning close to the previously high levels over the next three years.
- None of the key informants identified clear source of other funds (capital).
- Some key informants noted the importance of having a clear independent assessment of both need and feasibility.

3.2 USER GROUP SURVEY

Town of Riverview staff identified 30 volunteer sport, general recreation, and community organizations that currently use community indoor sport and recreation facilities in the Town to complete an on-line questionnaire. A representative from each group was provided with an email inviting them to participate in the survey process and providing them a unique on-line identification code and web address to access the survey. Information requested on the survey included the types of programs and services groups provided, membership trends, use of and satisfaction with facilities and anticipated demand for additional or new facilities or services in the future. In total, 22 organizations responded to the survey. All user groups contacted and those who responded to the survey are listed in Appendix B.

3.2.1 SUMMARY OF FINDINGS FROM USER GROUP SURVEY

The User Group Survey gathered detailed information about the major groups that currently use indoor recreation facilities in the Town. Some of these respondents are primarily outdoor groups (i.e. Minor Baseball) who may use indoor facilities for either storage or meeting space, but would most likely not be heavy users of the facilities proposed in a new Wellness Facility. A summary of the findings of this survey are provided in the following sections. The major points of interest identified in the survey that relate to the consideration of a new Wellness Facility are:

- Most groups are for children and youth activities (ages 0 – 19 years)
- The most common facilities used are gymnasias and arena (ice-time). Many groups are also using Riverview Facilities for fulltime storage space.
- Groups that would most likely use the indoor facilities proposed to be included in the Wellness Centre (e.g., predominantly indoor groups) have largely stable / slightly increasing participation numbers.
- Groups reported that they would predominately like additional gymnasias, arena (ice-time), fitness space, performance space, and indoor pool time.
- Most groups that expressed they would like additional time indicated it was for the purpose of securing better hours, or would like improved facilities
- Other than time available, more than half of the groups felt that existing facilities were adequate for the present and future needs of their groups.
- Almost half of the respondents groups asked were unsure if they would transfer time they use at existing indoor facilities to a new complex.
- Groups did not indicate significant support to pay for new facilities. Only Riverview Minor Hockey said they would contribute towards capital costs. Many user groups want to have the taxpayer pay for new facilities.
- ‘Build only when and if they receive a majority of capital funding from other levels of government or the private sector’ was the most desired situation identified by the respondents.

3.2.2 MAIN ACTIVITIES OF USER GROUPS

There are several organized ice-based, gymnasium-based, and aquatic-based teams in Riverview. Many respondent groups take part in primarily outdoor activities or activities that do not fall into one general activity category.

Table 3.1: Main Activities of Responding Organizations

Main Activities	# of Responding Group	Respondent Groups
Ice-Based Activities	4	East Coast Ice / Andrews Hockey; Riverview Minor Hockey; Figure Skating; Ringette
Gymnasium-Based Activities	3	Minor Basketball; Riverview High School Girls/Boys Hockey / Soccer / Field Hockey; 292 Coverdale Sea Cadets
Aquatic Activities	3	Water Polo; Codiac Vikings Aquatic Club; Aquasouls Synchro
Martial Arts	2	Riverview Karate and Ju-Jitsu; Just for Kicks Martial Arts & Fitness
Arena Floor (no-ice) Activities	1	Ball Hockey
Arts and Cultural Activities	1	Riverview Arts Centre
Other	7	Riverview Minor Baseball (require indoor training facility over winter months); Tennis Club; Reaching For Rainbows Child Development Centre (early childhood care and learning); Manchester Lawn Bowling Club (outside lawn bowling); Healing Tai Chi and Qi Gong exercises; Riverview Soccer Association (Outdoor and Indoor Fields); Boys and Girls Club (gym-based and multi-purpose room activities); Angolphone School District (all activities).

3.2.3 PARTICIPANT PROFILE

RESIDENCY OF PARTICIPANTS

When considering all respondent groups collectively, the majority of individual members participating in the groups' activities live in Riverview (66%). Other members are from Moncton (16%), Dieppe (6%) and Lower Coverdale (5%), Hillsborough (3%), Salisbury (1%) and other areas (3%). The following groups reported that at least 50% of their participants reside outside Riverview:

- East Coast Ice / Andrews Hockey (70% outside of Riverview)
- Manchester Lawn Bowling Club (65% outside of Riverview)
- Healing Tai Chi (70% outside of Riverview)
- Codiac Vikings Aquatic Club (58% outside of Riverview)
- Aquasouls Synchro (78% outside of Riverview)
- Ball Hockey (95% outside of Riverview)

DEMOGRAPHICS OF PARTICIPANTS

Based on 2013/2014 membership statistics, there are slightly more males (58%) participating in the recreational activities than females (42%). Minor Baseball and Ball Hockey reported 90% male participation. East Coast Ice / Andrews Hockey and Riverview

Minor Hockey also reported high proportions of male participation. Aquasouls Synchro reported 100% female participation. Most remaining organizations reported a fairly even split between male and female participation.

With respect to age of participants, 13 organizations¹² reported being completely comprised of participants aged 0-19 years. On average most groups are for children and youth (48% of participants are between 0-12 years and 32% of participants are between 13-19 years). The Manchester Lawn Bowling Club and the Riverview Arts Centre reported being comprised mainly of adults 65 and older.

PARTICIPATION RATE

The following table expresses total participant rates of all user groups over the past four years and their perceived five year trend. Table 3.2 indicates groups that would be most likely to use the indoor facilities proposed to be included in the Wellness Centre (e.g., predominantly indoor groups) have largely stable numbers. In some cases, newer groups (e.g., Water Polo) show participant numbers which increased significantly. Taking new groups into consideration, the demonstrated expansion of most groups who would use indoor facilities is fairly stable and likely reflects increasing population in Riverview rather than a change in the level of interest in the activity.

Table 3.2: Total Participant Rates

Organization / Group	2014	2013	2012	2011	Past Trend	Perceived 5 Year Trend	Perceived % Increase / Decrease
Riverview Minor Baseball	193	230	235	220	↓	Unsure	-
Riverview Minor Basketball	325	325	325	325	-	Increase	Between 6 - 10%
East Coast Ice / Andrews Hockey	800	750	750	700	↑	Increase	Between 11 - 15%
Riverview Tennis Club	250	260	240	280	↓	Increase	Between 16 - 20%
Riverview Minor Hockey	570	569	566	572	-	Increase	Less than 5%
Reaching For Rainbows Child Development Centre	74	66	65	63	↑	Remain Stable at 2013/14 level	-
Manchester Lawn Bowling Club	24	23	27	27	↓	Increase	Between 16 - 20%
Healing Tai Chi	30	30	35	32	-	Remain Stable at 2013/14	-

¹² Riverview Minor Baseball, Riverview Minor Basketball, East Coast Ice / Andrews Hockey, Riverview Minor Hockey, Reaching for Rainbows Child Development Centre, Riverview High School, Water Polo, Codiac Vikings Aquatics Club, Aquasouls Synchro, Riverview Ringette Association, Coverdale Sea Cadets, Riverview Soccer Association, Anglophone School District, Boys and Girls Club of Riverview

Organization / Group	2014	2013	2012	2011	Past Trend	Perceived 5 Year Trend	Perceived % Increase / Decrease
						level	
Riverview High School Girls/Boys Hockey / Soccer / Field Hockey	1,100*	1,100*	1,100*	1,100*	-	Increase	Less than 5%
Riverview Figure Skating Club	250	250	275	275	↓	Increase	Between 6 - 10%
Water Polo	26	25	1	1	↑	Increase	Between 11 - 15%
Codiac Vikings Aquatic Club	115	115	85	75	↑	Increase	Between 16 - 20%
Aquasouls Synchro	55	53	51	35	↑	Unsure	-
Riverview Ringette Association	75	75	70	60	↑	Increase	Between 11 - 15%
Ball Hockey	450	350	250	200	↑	Increase	Greater than 20%
Riverview Karate and Ju-Jitsu	90	80	92	103	↓	Increase	Between 16 - 20%
Just for Kicks Martial Arts & Fitness	74	74	58	58	↑	Increase	Less than 5%
292 Coverdale Sea Cadets	40	35	40	38	-	Remain Stable at 2013/14 level	-
Riverview Soccer Association	970	960	950	940	↑	Increase	Between 6 - 10%
Riverview Arts Centre	820**	880**	860**	870**	-	Increase	Between 6 - 10%
Anglophone School District	3,400	3,400	3,400	3,400	-	Increase	Between 6 - 10%
Boys and Girls Club of Riverview	1,081	817	926	881	↑	Increase	Between 11 - 15%

* Number of students at Riverview High School. Not the number of participants in High School Hockey, Soccer and Field Hockey.

** Number of performing artists involved in Riverview Arts Centre productions.

3.2.4 FACILITY USE

FACILITY USE IN RIVERVIEW

The facilities that user groups regularly use in Riverview are listed in Table 3.3. Meeting / multipurpose space was the most common facility used by groups, followed by the arena and storage area for supplies and equipment. Note that Ball Hockey reported that they do not use any indoor facilities in Riverview.

Table 3.3 Facilities Organizations Use Regularly in Riverview

Facilities	# of Respondents	Groups	
Meeting/ Multipurpose Room	12	<ul style="list-style-type: none"> - Riverview Minor Baseball - Riverview Tennis Club - Riverview Minor Hockey - Healing Tai Chi - Riverview High School - Riverview Figure Skating Club - Anglophone School District 	<ul style="list-style-type: none"> - Codiac Vikings Aquatic Club - Riverview Ringette Association - 292 Coverdale Sea Cadets - Riverview Soccer Association - Boys and Girls Club of Riverview
Arena	8	<ul style="list-style-type: none"> - East Coast Ice / Andrews Hockey - Riverview Minor Hockey - Riverview High School - Riverview Figure Skating Club 	<ul style="list-style-type: none"> - Riverview Ringette Association - Riverview Soccer Association - Anglophone School District - Boys and Girls Club of Riverview
Storage Area for Supplies/ Equipment	8	<ul style="list-style-type: none"> - Riverview Minor Hockey - Riverview High School - Riverview Figure Skating Club - Water Polo 	<ul style="list-style-type: none"> - Codiac Vikings Aquatic Club - 292 Coverdale Sea Cadets - Riverview Soccer Association - Anglophone School District
Gymnasium/ Multipurpose	7	<ul style="list-style-type: none"> - Riverview Minor Basketball - Riverview Minor Hockey - Riverview High School Girls/Boys Hockey / Soccer / Field Hockey - Anglophone School District 	<ul style="list-style-type: none"> - Just for Kicks Martial Arts & Fitness - 292 Coverdale Sea Cadets - Riverview Soccer Association
Fitness Area	6	<ul style="list-style-type: none"> - Riverview Minor Hockey - Healing Tai Chi - Riverview High School 	<ul style="list-style-type: none"> - Codiac Vikings Aquatic Club - Riverview Karate and Ju-Jitsu - Anglophone School District
Indoor Pool	5	<ul style="list-style-type: none"> - Water Polo - Codiac Vikings Aquatic Club - Aquasouls Synchro 	<ul style="list-style-type: none"> - Anglophone School District - Boys and Girls Club of Riverview
Other	6	<ul style="list-style-type: none"> - High School auditorium for annual awards night (Riverview Minor Hockey) - Rental space at Kinsmen Building (Reaching for Rainbow Child Development Centre) - Some equipment stored with Town of Riverview (Manchester Lawn Bowling) - Old school gym (Just for Kicks Martial Arts and Fitness) - High school theatre and Cocoa room (Riverview Arts Centre) - Coverdale Center, Riverview Community Center (small hall) (Boys and Girls Club of Riverview) 	

The current usage of facilities and additional time required by responding organizations is presented in Table 3.4. This table also indicates the groups that want additional time to secure more convenient hours (rather than just more time needed) and the hours they prefer. These groups would primarily like to secure time between 4:00 PM – 9:00 PM Monday to Friday for the arena and indoor pool.

Table 3.4: Total Facility Usage and Additional Time Required

Facility	Total Hours Used / Week*	Average Weeks Used / Year**	Additional Hours / Week Required***	Average Additional Weeks / Year****	Groups who want Additional Time to Secure More Convenient Hrs	Hours Preferred
Storage for Props and Sport Equipment	1,028	52	-	-	-	-
Gymnasium	167.5	45	10	40		
Arena (ice time)	139.5	20	50	24	Minor Hockey High School Hockey Figure Skating Club Riverview Boys and Girls Club	6-9 pm, Mon.-Fri. Weekends 4-9 pm 6:30-9 pm Mon.-Fri
Other	62 (Reaching for Rainbows)	52 (Reaching for Rainbows)	20 (Karate and Ju-Jitsu)	-	-	-
Fitness Space	58	35	32	23.5	-	-
Performance Space*****	48	48	96	52	-	-
Meeting Space	46.25	28	2	4	Healing Tai Chi	3-5 pm, Wed.
Multi-Purpose Space	28.25	38	-	-	-	-
Indoor Pool	25	38	19	32	Water Polo Codiac Vikings Riverview Boys and Girls Club	5-7 pm, Mon.-Fri. 4-6 pm, Mon.-Fri. 6:30-9 pm, Mon.-Fri
Arena (non-ice use)	1	12	-	-	-	-

* Total Hours Used/Week is the sum of all hours used by responding groups per week

** Average Weeks Used/Year is the median of the total number of weeks respondent groups indicated they use

*** Additional Hours/Week is the total number of hours needed per week by responding groups

**** Average Additional Weeks/Year is the median of the total number of weeks respondent groups indicated they use

***** Riverview Arts Centre provided current staff hours. This does not reflect the true time of actual performances, which currently averages 2 to 4 shows a month throughout the year. Additional hours include time for a fulltime box office and expanded performances, not just performance time.

Of the 22 groups, 12 groups¹³ expressed that they require additional time over and above the hours currently used. Table 3.5 presents the reason why organizations require additional facility time. The most common response for needing additional facility time was to improve programs that they currently offer their clients. Eight groups need additional time for new programs they would like to offer. Notably, six respondents said they want additional time to secure more convenient hours. Some of these groups, as well as other groups, expressed the specific hours of the day and days of the week they would prefer (Table 3.4).

Table 3.5: Reasons for Additional Facility Time

Reasons	User Groups	
To improve programs we currently offer	<ul style="list-style-type: none"> - Riverview Minor Baseball - East Coast Ice / Andrews Hockey - Riverview Minor Hockey - Riverview High School Girls/Boys Hockey / Soccer / Field Hockey - Riverview Figure Skating Club 	<ul style="list-style-type: none"> - Water Polo - Codiac Vikings Aquatic Club - 292 Coverdale Sea Cadets - Riverview Arts Centre - Boys and Girls Club of Riverview
For new programs we would like to start	<ul style="list-style-type: none"> - Riverview Minor Baseball - East Coast Ice / Andrews Hockey - Riverview Minor Hockey - Healing Tai Chi 	<ul style="list-style-type: none"> - Riverview Figure Skating Club - Codiac Vikings Aquatic Club - 292 Coverdale Sea Cadets - Riverview Arts Centre
To meet demand for programs currently offered	<ul style="list-style-type: none"> - Riverview Minor Baseball - Riverview Minor Hockey - Riverview High School Girls/Boys Hockey / Soccer / Field Hockey 	<ul style="list-style-type: none"> - Codiac Vikings Aquatic Club - Riverview Karate and Ju-Jitsu - Riverview Arts Centre - Riverview Figure Skating Club
To secure more convenient hours	<ul style="list-style-type: none"> - Riverview Minor Baseball - East Coast Ice / Andrews Hockey - Riverview Minor Hockey 	<ul style="list-style-type: none"> - Riverview Figure Skating Club - Water Polo - Codiac Vikings Aquatic Club
To expand # of tournaments or meets	<ul style="list-style-type: none"> - Riverview Minor Hockey - Riverview High School Girls/Boys Hockey / Soccer / Field Hockey 	<ul style="list-style-type: none"> - Water Polo - Codiac Vikings Aquatic Club - Riverview Arts Centre
Other	<ul style="list-style-type: none"> - To teach some new natural healing workshops (Healing Tai Chi) - Provide full time box office (Riverview Arts Centre) - Youth center hours do not fall into the public ice times or swim times limiting our ability to use those facilities (Boys and Girls Club of Riverview) 	

¹³ Riverview Minor Baseball, East Coast Ice / Andrews Hockey, Riverview Minor Hockey, Riverview High School, Riverview Figure Skating Club, Water Polo, Codiac Vikings Aquatic Club, Coverdale Cadets, Riverview Arts Centre, Boys and Girls Club of Riverview

TOURNAMENTS AND MEETS

Tournaments and meets can bring people from outside of the area to the Town of Riverview and contribute to the Town economically. Fifteen respondent groups¹⁴ host tournaments or meets in Riverview. Most groups hold approximately 1 to 3 tournaments a year with anywhere from 50 – 1,500 people attending as participants and spectators. Some organizations (Minor Baseball, East Coast Ice / Andrew Hockey, Riverview Soccer Association) hold more than three tournaments a year. The total number of players and spectators reported to come from outside of Riverview when taking into account all groups that hold tournaments is approximately 9,000 individuals.

In Table 3.5 eight groups (East Coast Ice/Andrews Hockey, Riverview Minor Hockey, Manchester Lawn Bowling Club, Riverview High School, Codiac Vikings Aquatic Club, Aquasouls Synchro, Riverview Soccer Association, and Riverview Arts Centre) expressed that they want additional hours to expand the number of tournaments they host. Three groups (Water Polo, Coverdale Sea Cadets, and Boys and Girls Club of Riverview) said that they would like to hold meets, but cannot currently. The following describes their current restriction to hold more meets relating to indoor facilities:

- Conflicts with other user groups for ice time on the dates required
- Cannot get pool time or the pool is not up to standards (i.e. for Water Polo tournaments and swim meets)
- Lack of proper performance facilities and availability

ADEQUACY OF EXISTING FACILITIES IN RIVERVIEW

Thirteen groups¹⁵ felt that, other than the time available, the existing indoor facilities were adequate for the present and future needs of their groups. Nine respondents¹⁶ felt that the facilities are currently inadequate due to either size or configuration of existing facility, scheduling conflicts, or a lack of the desired facility in Riverview.

¹⁴ Riverview Minor Baseball, Riverview Minor Basketball, East Coast Ice/Andrews Hockey, Riverview Tennis Club, Riverview Minor Hockey, Manchester Lawn Bowling Club, Riverview High School, Riverview Figure Skating Club, Codiac Vikings Aquatic Club, Codiac Vikings Aquatic Club, Aquasouls Synchro, Riverview Ringette Association, Ball Hockey, Just for Kicks Martial Arts and Fitness, Riverview Soccer Association, Riverview Arts Centre

¹⁵ Riverview Minor Basketball, Riverview Minor Hockey, Reaching For Rainbows Child Development Centre, Manchester Lawn Bowling Club, Healing Tai Chi, Riverview High School, Riverview Figure Skating Club, Riverview Ringette Association, Ball Hockey, Riverview Karate and Ju-Jitsu, Just for Kicks Martial Arts and Fitness, Coverdale Sea Cadets, Anglophone School District

¹⁶ Riverview Minor Baseball, East Coast Ice / Andrews Hockey, Riverview Tennis Club, Water Polo, Codiac Vikings Aquatic Club, Aquasouls Synchro, Riverview Soccer Association, Riverview Arts Centre, Boys and Girls Club of Riverview

FACILITY USE OUTSIDE OF RIVERVIEW

Fourteen groups¹⁷ indicated they regularly use facilities outside of the Town for programs and activities. The most common facilities used outside of Riverview are arenas and indoor pools, followed by meeting and multipurpose rooms, fitness space, and indoor field house. Arena (non-ice time), gymnasias, meeting space, performance space, and curling rinks were also mentioned. Groups who use facilities outside Riverview tend to do so (1) to secure more convenient hours, (2) to secure more hours than available in Riverview (primarily ice time), (3) the facility is not available in Riverview, (4) because they are less expensive, (5) they are not primarily Riverview based groups, and (6) facilities in other communities better meet their needs.

3.2.5 FEES AND CAPITAL CONTRIBUTION

Eighteen groups reported that they currently paid user fees, and four groups (Riverview Minor Basketball, Riverview Tennis Club, Manchester Lawn Bowling Club, and Healing Tai Chi) stated that they did not. Riverview Tennis Club said they would be willing to pay user fees to improve the quality of their facility. Respondents who currently pay user fees were asked if they would pay a higher fee for improved facilities. Seven participants (Riverview Minor Baseball, Riverview High School, Riverview Figure Skating Club, Water Polo, Riverview Soccer Association, Riverview Arts Centre, and Codiac Vikings Aquatic Club) stated they would pay higher user fees. Several groups including the East Coast/Andrews Hockey and Riverview Minor Hockey indicated they would not. Of responding groups, only Riverview Minor Hockey indicated they would contribute to the capital cost of building facilities they want.

The groups who indicated they currently pay user fees were also asked if they know that the Town of Riverview currently subsidized their user fees. Nine groups were aware that they were subsidized by the Town and the other 9 groups¹⁸ were not aware. Riverview Soccer Association and Anglophone School District said they think they are subsidized less than 20%. Four respondents (Riverview Minor Hockey, Riverview Figure Skating Club, Aquasouls Synchro, and Coverdale Sea Cadets) said they think they are subsidized 20 – 50%. The Boys and Girls Club of Riverview and the High School said they think they are subsidized greater than 50%.

Asking the same 18 groups what cost increase their organization would be willing to pay to get the indoor facility they want to use within Riverview, many indicated between 5 and 10%. Table 3.6 expresses additional percentage organizations said they are willing to pay.

¹⁷ Riverview Minor Baseball, East Coast Ice / Andrews Hockey, Riverview Minor Hockey, Healing Tai Chi, Riverview High School, Riverview Figure Skating Club, Water Polo, Codiac Vikings Aquatic Club, Aquasouls Synchro, Ball Hockey, Coverdale Sea Cadets, Riverview Soccer Association, Anglophone School District, Boys and Girls Club of Riverview

¹⁸ Riverview Minor Baseball, East Coast Ice / Andrews Hockey, Reaching For Rainbows Child Development Centre, Water Polo, Codiac Vikings Aquatic Club, Ball Hockey, Riverview Karate and Ju-Jitsu, Just for Kicks Martial Arts & Fitness, Riverview Arts Centre

Table 3.6: Percentage Organization Would Pay

Not Willing to Pay More	<ul style="list-style-type: none"> - Ball Hockey - 292 Coverdale Sea Cadets - Reaching for Rainbows Child Development Centre
Less than 5%	<ul style="list-style-type: none"> - East Coast Ice / Andrews Hockey - Riverview Karate and Ju-Jitsu - Just for Kicks Martial Arts & Fitness
5 – 10%	<ul style="list-style-type: none"> - Riverview Minor Hockey - Water Polo - Aquasouls Synchro - Riverview Ringette Association - Riverview Soccer Association - Anglophone School District
10 – 20%	<ul style="list-style-type: none"> - Codiac Vikings Aquatic Club - Riverview Arts Centre
Greater than 20%	<ul style="list-style-type: none"> - Riverview High School - Riverview Figure Skating Club
Not Sure	<ul style="list-style-type: none"> - Riverview Minor Baseball - Boys and Girls Club of Riverview

Of 13 respondents that believe cost is an issue for participation, 7 groups (East Coast Ice / Andrews Hockey, Riverview Tennis Club, Riverview Minor Hockey, Water Polo, Aquasouls Synchro, Riverview Ringette Association, and Riverview Soccer Association) indicated that cost restricts the number of participants in their organization.

Most survey respondents (14 respondents) indicated they would support a moderate annual tax increase on residential taxes: 6 respondents¹⁹ felt that they would support a residential tax increase of less than \$100 annually for a new facility; 8 respondents²⁰ would support an increase of \$100 – \$125. Five respondents (East Coast Ice / Andrews Hockey, Reaching for Rainbows Child Development Centre, Healing Tai Chi, Riverview Karate and Ju-Jitsu, and Just for Kicks Martial Arts and Fitness) stated there should not be an increase of municipal taxes.

Thirteen respondents²¹ believe that the general public (e.g. not connected to any local sport and recreation group) would be willing to have a tax increase of \$100 annually or less for these facilities. Five respondents do not think that the general public would support any tax increase.

¹⁹ Riverview Minor Baseball, Codiac Vikings Aquatic Club, Aquasouls Synchro, Riverview Ringette Association, Riverview Soccer Association, and Anglophone School District

²⁰ Riverview Minor Basketball, Riverview minor Hockey, Riverview High School, Riverview Figure Skating Club, Water Polo, Coverdale Sea Cadets, Riverview Arts Centre, and Boys and Girls Club of Riverview

²¹ Riverview Minor Baseball, Riverview Minor Basketball, Riverview Minor Hockey, Riverview Figure Skating Club, Water Polo, Codiac Vikings Aquatic Club, Aquasouls Synchro, Riverview Ringette Association, Coverdale Sea Cadets, Riverview Soccer Association, Riverview Arts Centre, Anglophone School District, Boys and Girls Club of Riverview

3.2.6 POTENTIAL COMMUNITY WELLNESS CENTRE FACILITY

USE OF A NEW FACILITY IN RIVERVIEW

Participants were asked if a new community wellness centre was built in Riverview, with indoor facilities that their organization currently uses, at a location accessible to their participants, would they transfer the time they use at existing indoor facilities to the new complex. Twelve groups²² expressed 'yes' and the other 10 groups²³ where 'unsure'.

WHEN TO BUILD A NEW FACILITY

Table 3.7 presents the 22 respondents' answers on when the town should build a new community wellness centre facility (the answers were ranked from 1 being the most desired situation to 4 being the least). 'Build only when and if they receive a majority of capital funding from other levels of government or the private sector' was the most desired situation identified by the respondents.

Table 3.7 When to Build a New Facility

When to Build	Mean
Build only when and if they receive a majority of capital funding from other levels of government or the private sector	2
Build as soon as possible and add costs to the general tax base (increase taxes)	2.41
Build as soon as possible and add a capital surcharge onto all user fees to cover borrowing costs	2.68
Build up a capital reserve to support the project even if this might take up to ten or more years	2.73

²² Riverview Minor Baseball, East Coast Ice / Andrews Hockey, Riverview Tennis Club, Riverview Minor Hockey, Reaching for Rainbows Child Development Centre, Riverview High School, Water Polo, Codiac Vikings Aquatic Club, Coverdale Sea Cadets, Riverview Soccer Association, Riverview Arts Centre, Boys and Girls Club of Riverview

²³ Riverview Minor Basketball, Manchester Lawn Bowling Club, healing Tai Chi, Riverview Figure Skating Club, Aquasouls Synchro, Riverview Ringette Association, Ball Hockey, Riverview Karate and Ju-Jitsu, Just for Kicks Marital Arts and Fitness, Anglophone School District

FACILITY SPECIFICATIONS – ARENA USER GROUPS

Arena Users were asked to indicate their functional requirements in the event that a new arena would be developed. Table 3.8 presents the responses obtained.

Table 3.8: Functional Requirements

Group	Min. # of Seats	Max. # of Seats	Days / Year Max. Seats Required	# of Dressing Rooms	Size of Ice Surface
East Coast ice	-	-	-	6 - 8	Regulation
Riverview Minor Hockey	1,000	2,500	Less than 10	8	NHL
Riverview High School	800	1,200	2	8	Standard
Riverview Figure Skating club	100	800	3	6	NHL
Riverview Ringette Association	30	100	14	4	Hockey Size
Ball Hockey	50	1,000	0	6	-
Riverview Soccer Association	20	30	12	0	-
Anglophone School District	2,500	5,000	1	10	Olympic

4 DECISION MAKING FRAMEWORK

Figure 4.1: Decision Making Process

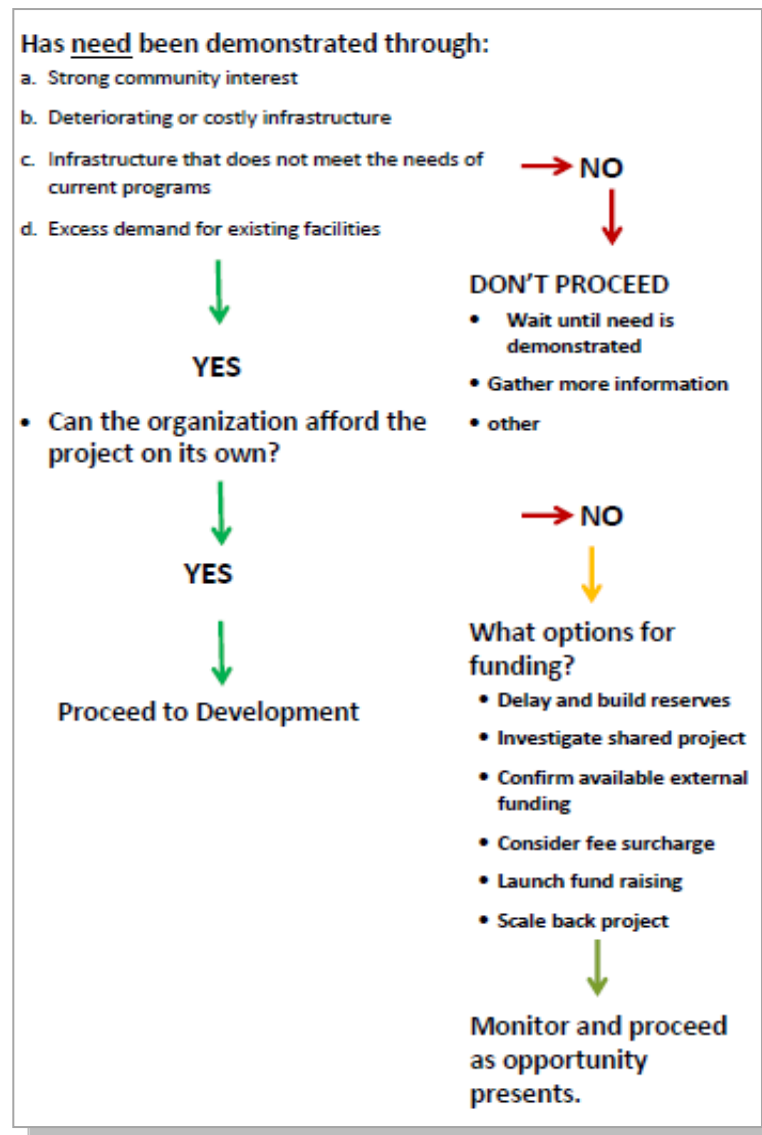


Figure 4.1 illustrates a typical decision making process used to determine “need for”, and ultimately “feasibility of” various facility components.

The first step - determining need involves evidence of community interest. User group wants are important, but to the extent that a project will be funded by the general tax base, the

interest and support of the broader community is also important. Stakeholder and broader community support is typically determined by both quantitative – surveys, wait lists, current use of facilities etc., and qualitative – public meetings (including the level of attendance and audience) measures. Current state of infrastructure and consistency with trends and demographics all contribute to identification of need.

If these measures do not point to need, then the process stops until some point in the future when need is identified. This may require that more information be gathered or may mean that the information is there and need has not been identified.

On the other hand, indicators of need may indicate that the facility is “needed”, moving the decision process into an assessment of feasibility – “is it affordable? Is it sustainable with respect to funding and operations?” Expressed or ideally demonstrated local financing (e.g., through established reserve funds), support for ongoing financial stability, and organizational capacity to operate are typical indicators of feasibility. If these considerations indicate support and sustainability then projects can move to the development stage.

In situations where need has been identified but some aspect of feasibility has not, the organization will need to consider funding and organizational options including delay, establishing reserves, looking for partners, etc.

4.1 DECISION PROCESS FOR RIVERVIEW WELLNESS CENTRE

At the Steering Committee workshop held October 9th the Consultants facilitated the Steering Committee in the assessment of need for various possible components. The input of the Steering Committee was incorporated into the revised needs assessment presented in Chapter 5.0. The objective of that process was to confirm those facility components for which need is clearly identified and for which feasibility can reasonably be assessed.

Q#1: Is it your opinion that need has been identified for [each of the specific facility components]?

Q#2: Is there any additional information you feel is required to confirm need for [any specific facility components]?

Q#3: If so, how might we gather that information?

Q#4: What are the likely components of the proposed wellness centre?

Q#5: What level of support from stakeholders and taxpayers is there for this facility?

Q#6: Are there any concerns for that financial support and if so, what are the best options to address those concerns?

5 NEEDS ASSESSMENT

It is not uncommon to confuse “desire” for “need”. As part of initial consultations residents and user groups are typically asked “*What do you need?*” or “*Do you need more of [fill in a specific facility]?*” The resulting information, though sometimes identified as *need*, is really a brainstormed list of *desires* or *wants*.

True *Need* is a function of (1) demand and (2) support. Demand indicators come in two forms (a) expressed and (b) demonstrated. Expressed demand is as it suggests – what people or groups say they want. While important, these are not measurable, and there is no easy way to hold people or groups to this projected use. Consequently, expressed demand can only be relied on where there are more quantifiable indicators to support expressed demand. Quantifiable indicators might include growth in population, facility provision levels relative to other similar communities, condition of the existing facilities, state of current use, quantity of additional time users indicate they would like through documented waiting lists, and trends in usage across other communities. These quantifiable indicators are referred to as demonstrated demand²⁴, versus expressed demand²⁵.

Support indicators are somewhat more subjective than demand indicators although it is important to have measures of support. Support indicators often relate to ability or willingness to finance, or in some cases operate a new facility. Indications of support might come from survey questions asking groups or taxpayers the degree to which they are willing to see their taxes or fees raised, etc. These responses are not binding and a level of trust that respondents will, or won’t, commit as they say they will is needed.

It is the objective of the needs assessment to consider the long list of facilities identified – the wishes – through a lens that considers the magnitude of demand and support indicators to arrive at true needs. Not all needs can be accommodated and further assessment of feasibility is undertaken with respect to identified needs. The purpose of the Needs Assessment is to confirm needs from the long list of facility components identified in both the previous assessment conducted by Trace Consulting and from the user group surveys completed for the current review.

Results from those two reviews were combined to create the “long-list” – all the facilities that respondents indicated they would like to have [wants]. This long list was further divided into *large indoor facilities*, *smaller and complementary facilities*, and *ancillary*

²⁴ Demonstrated demand is more “bankable” such as names on a waiting list, advance ticket sales etc.

²⁵ Expressed demand is more tenuous as in situations on a survey where an indication is made of need without having to commit to “buying” or paying for that need.

spaces. Large indoor facilities are self-explanatory. Smaller and complementary facilities are facilities that would not be built by themselves (e.g., one would not build a walking track as a single purpose facility) but can be a component of a larger facility (e.g., an arena or gymnasium). Ancillary spaces are spaces that are always (or almost always) included such as a kitchen, concession, storage, office space etc.

This study focuses on indoor facilities. Some of the groups responding to the survey are outdoor groups who were asked to participate with respect to any indoor facilities e.g., meeting and training space they might use. This study does not deal with outdoor recreation and sport spaces.

LARGE INDOOR FACILITIES IDENTIFIED IN BOTH OR EITHER STUDY²⁶

- Arena
- Indoor Aquatic Facility
- Gymnasium
- Performance Art Centre
- Fitness Space / Multi-purpose Space
- Gymnastics Centre
- Mixed Racket / Indoor Court Facility
- Indoor Skate / Bike Park
- Multi-use Field House

ANCILLARY COMPLEMENTARY FACILITIES

- Indoor Walking / Running Track
- Rock Climbing Wall
- Indoor Playground
- Meeting Rooms

OTHER FACILITIES / SPACES

- Commercial Space – Food and wellness services (sport / recreation retail and physiotherapy space)

²⁶ The Trace consulting study of 2013 or the current WSP study 2014.

For facilities that fall into the “Large Indoor Facility” category, and which connect to a responding user group (a group that responded to the current survey) a table was created to document indicators of demand and support. This is followed by a discussion concluding with an assessment of need. For smaller complementary facilities, the text is more abbreviated but followed by an assessment of need or appropriateness. Ancillary space is briefly discussed understanding that in most cases these aspects would automatically be part of a future facility. The needs assessment does not assess how spaces would be operated (e.g., by whom) but only the need for such space.

5.1 LARGE INDOOR FACILITIES

The first five large indoor facilities in the list on the preceding page deal with organizations that responded to the User Group Survey for the Feasibility Study. The remaining four facilities were identified in the 2013 public consultation study and/or as ancillary space by groups responding predominantly to more specialize facilities. The initial five facilities will be dealt with in greater detail while the last four will be addressed in a more high-level manner.

5.1.1 ARENA

Demand Indicator	Local Indicator - Arena
Existing Supply	<ul style="list-style-type: none"> ▪ The Town currently owns and operates one two-pad arena. The upper rink has seating for 800, which is only filled during play-offs. The rink does not have summer ice. ▪ The arena received \$2.8 million worth of upgrades in 2006 and \$133,000 since. ▪ A recent building condition assessment identified minor maintenance and upgrades needed to the building, including upgrades to meet barrier-free standards. ▪ The primary user groups are Minor Hockey (90% of participants from Riverview), Figure Skating (70% of participants from Riverview), Ringette (75% of participants Riverview), and East Coast Ice / Andrews Hockey (30% of participants from Riverview). ▪ The 2007 ice needs study indicated there was some justification for a third arena although there is availability in Hillsborough and Moncton. That study noted price sensitivity, which has been mentioned with respect to the higher fees at the Moncton 4-pad facility. ▪ There are seven other rinks in the region and another likely be built in the next year in Dieppe. ▪ The Town currently purchases ice time for Riverview groups from the Hillsborough LSD rink 24 km from Riverview at the same subsidized rate charged for the Riverview Arena (3 hrs for Minor Hockey and 1 hr for High School Hockey booked for this season). ▪ Groups indicate that they are generally pleased with the state of the facility since the 2006 upgrades.

Demand Indicator	Local Indicator - Arena
Demonstrated Demand	<ul style="list-style-type: none"> ▪ The arena reports as near capacity. Ice usage is virtually fully scheduled during prime time, albeit some available hours very late in the evening; with available time during non-prime (weekdays daytime). ▪ Staff indicates that demand is primarily related to the times available and not the amount of time available. ▪ Participation in ice related activities has been generally stable with small increases and decreases over the past five years. One group – East Coast Ice focuses on competitive hockey and uses rinks in both Riverview and Dieppe. They have seen their numbers increase in the past five years. Riverview Minor Hockey – a less competitive more community focused group has remained stable in membership. Figure Skating has declined slightly.
Expressed Demand	<ul style="list-style-type: none"> ▪ The 2013 community needs survey identified ice hockey as the second most frequent activity (27%) and arena as the fourth most desired facility (51%). ▪ Riverview Minor Hockey indicated they would use an additional 20 hours for 28 weeks to secure more convenient hours (between 6 – 10 PM Mon. – Fri.) and for new programs. Would transfer time to Riverview if available. RMH would not pay higher user fees. Would contribute to capital costs. Moderate tax increase supported for new facilities. Build as soon as possible and increasing taxes was their preferred option. ▪ East Coast Ice / Andrews Hockey indicated they would like additional hours, but did not specify the amount. We note that this group also uses arenas in Dieppe where there are tentative plans to add another rink in the next one to two years. ▪ East Coast Ice / Andrews Hockey were not sure they would transfer more time to Riverview if time were available at a higher fee. They were not amenable to paying higher user fees to approve quality of facilities and not sure if they would contribute to capital costs. They also did not support a tax increase. They prefer the Town build up a capital reserve to support the project even if it takes ten years or more. ▪ Riverview Figure Skating would like between 8 - 20 additional hours a week throughout the year (including summer ice) to secure more convenient hours. Unsure if they would transfer time to a new facility if available. Adding a surcharge was their preferred option for funding. ▪ Riverview High School would like 8 additional hours for 20 weeks to expand the number of tournaments they hold. Weekends preferred. Support for moderate tax increase. ▪ Senior's hockey indicated a desire for additional ice time. ▪ A total of 50 additional hours of ice during the regular season was noted as desired by all ice user groups. This suggests that an additional ice pad would be at about 2/3 capacity during prime time.

Demand Indicator	Local Indicator - Arena
Trends	<ul style="list-style-type: none"> ▪ General trends indicate stability in recreational ice uses among both males and females, and in female competitive hockey; stability to decline is anticipated in minor hockey; figure skating based on declining youth population, new users already incorporated within the system and competing activities particularly from an increasingly multicultural population. ▪ Indoor soccer and other indoor sports could be accommodated in an arena during shoulder seasons or non-ice season with specialized flooring, artificial turf, appropriate cooling, etc.

DISCUSSION

At the commencement of this study, the interest in additional or new ice facilities appeared to be prevalent in the community with respect to public meetings (note these were not Town initiated meetings) and the presence of a group known as the Riverview Energy Centre (REC). Riverview Minor Hockey recently pledged \$100,000 towards the development of a new arena as part of the REC.

Consultation in the current study indicated demand for additional time, particularly during the early and mid-evening hours. Based on responses of the ice user groups this demand could equal approximately 2/3 of prime time ice in a new pad.

Of the groups that do wish additional hours, only Riverview Minor Hockey would contribute to the overall capital costs (presumably through fundraising or perhaps a surcharge). Riverview Figure Skating would contribute through higher user fees. East Coast Ice / Andrews Hockey would likely not contribute financially either through higher fees or capital contributions.

The state of the existing arena is considered by most responding groups and staff, and the independent infrastructure assessment, to be in generally good shape. There are some upgrades recommended but they are in the nature of lifecycle upgrades and not critical to operations at this time.

It is worthy of note that one of the groups indicating interest in additional ice time, and where in fact their participation numbers have grown over the past five years, is a regional group. The City of Dieppe has tentative plans to add to their arena facilities (where East Coast Ice also plays) in the short term and this additional rink should be considered as assuming some of the immediate market demand. As well, the province may consider the implications of additional ice pads on smaller rinks such as the Hillsborough Arena when making funding decisions.

While there are indications of need for a third ice pad, this must be tempered by (1) limited support to increase fees or attract capital funding assistance from user groups; (2) the likelihood of an additional pad in the region in the short term; (3) the fact that this facility was not the primary desired facility component in the 2013 study; (4) the existing facility is in reasonable shape; and (5) current levels of municipal financial reserves to support new construction.

As the Town continues to grow there will be need for additional arena time. However, the Byron Dobson Arena retains some years of viability, which along with plans in Dieppe to expand their arena capacity, and the current limitations on financial resources of the Town, suggests that additional and replacement arena facilities will be some years off.

Prior to development of a Wellness Centre, the Town should reassess the requirement for additional rinks including the number of new rinks, and the ongoing status of the Byron Dobson Arena including but not limited to: decommissioning of one or both ice surfaces, repurposing of one or both ice surfaces, and the number of ice surfaces to be required at a new facility. As well, the Town may wish to undertake a more detailed assessment of the infrastructure conditions of the Byron Dobson Arena if there is any reason to think that the limited assessment done as part of the current study has not provided the level of assessment needed to confirm lifecycle status.

With the information currently available, it appears that one additional arena will be needed within the next 7 to 10 years (for a total of 3 arenas). That number could change based on regional arena development, local demand, competing demands, and financial support for additional facilities. On the understanding that development is 7 to 10 years out, it is too early to provide a definitive assessment of the number of arena surfaces required. The following recommendations are therefore based on our best assessment using information currently available.

Recommendation # 1: The future Wellness Centre should include, at minimum, a single arena with space to twin that arena either when built or in the future dependent on demand at the time of development. Seating should be for 1,000 unless new indications of demand for a larger number of seats emerge.

Recommendation # 2: Riverview should continue to operate the Byron Dobson Arena, and provide capital upgrades if required to maintain the safety and lifecycle functioning of the arena until such time as the arena all or in part is decommissioned, assuming that is within the next ten years. Capital upgrades for convenience only are not recommended.

Recommendation # 3: Prior to construction of a Wellness Centre, the Town of Riverview should assess whether one or both rinks at the Byron Dobson Arena should be replaced, thereby enabling replacement to be done when the Wellness Centre is constructed.

5.1.2 INDOOR AQUATIC FACILITY

Demand Indicator	Local Indicators – Indoor Aquatic Facility
Existing Supply	<ul style="list-style-type: none"> ▪ The Town currently operates a 25 metre traditional indoor pool, with six lanes, although one lane is currently not usable for competition and of compromised value for lane swimming due to cement stairs at one end. However, it is understood that the cement steps will be removed this year and replaced with a movable ladder, making the sixth lane usable for lane swimming. ▪ There is a diving well but insufficient deep water area for synchronized swimming other than practice. ▪ The pool is attached to the local high school and owned by the Province, and operated by the Town of Riverview. ▪ Other aquatic facilities in the region include the Moncton YMCA; a 35 M competitive pool with diving tank at the University of Moncton, Dieppe Sport and Aquatic Centre, which has a competitive and leisure tank, and St. Patrick's Family Centre, a small quasi-public pool in a Moncton ▪ Staff noted issues with the amount of storage, access from the change rooms entering to the deep end of the pool, viewing area and deck area limitations. ▪ Recent upgrades have been made including a new pump, heaters, and control unit for chlorine delivery. The system uses a diatomaceous earth filter, albeit an older technology, but Staff feel it works well.
Demonstrated Demand	<ul style="list-style-type: none"> ▪ The pool reports at 'near capacity'. Staff indicated that due to use of the pool during the school day by the School District they are limited with respect to morning parent and tot, and adult aquacise programs. ▪ The facility serves the Town of Riverview's instructional and recreational programs, the School District's Grade Four Swim Program, and rental groups including the Codiac Vikings Aquatic Club, Water Polo, Aquasouls Synchro and the Boys and Girls Club of Riverview. ▪ The Codiac Viking Aquatic Club calls the Riverview pool their home and membership is almost half from Riverview and half from Moncton with the remaining members from surrounding LSD's. The group notes that they have grown in the past few years. ▪ Staff noted that other than programs they cannot accommodate due to times when the pool is used by schools they are able to accommodate all those registering for instructional programs.

Demand Indicator	Local Indicators – Indoor Aquatic Facility
Expressed Demand	<ul style="list-style-type: none"> ▪ Area key informants indicated they did not feel there was a need for an additional aquatic facility in the area although a replacement might be needed. ▪ Riverview staff indicated that if a new aquatic facility was built the current facility would likely be closed. They did not see demand for two aquatic facilities. ▪ Respondents to the User Group Survey (2014) identified a desire for an additional 19 hours for competitive use. ▪ The 2013 public consultation identified aquatic activities as the top recreational activity with respect to participation. ▪ An aquatic facility ranked fifth of five (48% of participants) as desired facilities. ▪ The Codiak Vikings Aquatic Club, a regional group, indicated a willingness to absorb higher fees to have the facilities they need. They also were of the opinion that an increase in residential taxes could be considered to finance this facility.
Trends	<ul style="list-style-type: none"> ▪ Recreational swimming continues to be one of the most popular facility-based leisure activities for all ages. ▪ Trends indicate that participation in aquatic activities by older adults will continue to grow in the future as baby boomers age. ▪ Growing numbers of older adults and seniors will drive demand for warm water aquatic opportunities and therapeutic aquatic opportunities. ▪ Trends in competitive aquatic programs are relatively stable. Often it is the availability of strong coaching staff as much as or more than facilities that drives growth in these activities.

DISCUSSION

Aquatic facilities are more versatile than other indoor facilities with respect to the clientele they serve including instructional, recreational, competitive and therapeutic programs. Pools are also one of the most expensive facilities to build and operate. Unlike an arena, aquatic facilities are used a greater amount of the time by individuals rather than competitive groups. Along with the fact that aquatic facilities are expensive to operate, and almost certainly to run a significant deficit, it is strongly advised that the input of the general taxpayer is part of the decision process. For example, there is some but not extensive support for increased user fees by organized aquatic groups. Since organized groups are not the main users of an aquatic facility this willingness to absorb higher fees is less significant in the overall picture.

The current aquatic facility is near capacity and is of a design that limits modern usage with respect to types, time, temperature, and access.

The supply of aquatic facilities across the Greater Moncton Region is somewhat below what might be experienced in similar size regions. This is mitigated by the presence of a University competitive pool in the Region.

Without consideration to cost of rebuilding and operations, replacement of the Riverview aquatic facility can be supported from the perspective of demand and benefit. This would be a replacement, not an addition. A replacement pool should be a two tank facility to accommodate both regional competitive use in a 25 meter, 6 – 8 lane rectangular tank and a leisure tank. Since the existing facility remains in reasonable shape due to recent upgrades, consultation with the general taxpayer should be undertaken in advance of future development of a Wellness Centre.

Recommendation # 4: A new aquatic facility should be developed as part of a future Wellness Centre for the Town of Riverview. This facility should be a two-tank facility including a 25 metre 6 – 8 lane tank and a smaller leisure tank. Decisions regarding whether the tanks are functionally separate, whether there are 6 – 8 lanes, and other ancillary spaces should be assessed closer to the construction date.

Recommendation # 5: When a new aquatic facility is developed, the current facility should be decommissioned as a municipal facility.

5.1.3 GYMNASIA

Demand Indicator	Local Indicators – Gymnasia
Existing Supply	<ul style="list-style-type: none"> ▪ There are two facilities that serve as gymnasia owned by the Town – the Coverdale Banquet Hall and the Community Centre. ▪ There are eight school gymnasia used under a joint-use agreement with the Town this includes the new gym which is part of the newly opened school in East Riverview and the West Riverview School (small gymnasium). The gymnasia are reported as in generally good condition.
Demonstrated Demand	<ul style="list-style-type: none"> ▪ The Coverdale Centre is reported as being ‘near capacity’. It is used by older adults as an indoor walking area during the morning and by the Boys and Girls Club for their programs. It is also used as a banquet hall. ▪ Community Centre at Biggs Drive is reported as being ‘under capacity’ with respect to use. ▪ School gymnasia are report as being ‘near capacity’. Booking is done through the School District rather than the Town. ▪ Riverview Basketball uses all school gyms except West Riverview School due to the size.
Expressed Demand	<ul style="list-style-type: none"> ▪ Seven groups indicated they would like to have access to gymnasia. This includes the Anglophone School District who expressed interest in accessing a full-size gym. The 292 Coverdale Sea Cadets indicated an interest in an additional 10 hours weekly. ▪ A full-size gym was identified as the third highest facility of interest in the 2013 consultation. ▪ With appropriate storage a gymnasium can be used for indoor soccer, gymnastics, and fitness programs all of which were identified in the 2013 consultation as desired spaces.
Trends	<ul style="list-style-type: none"> ▪ General trends indicate an interest in a variety of gymnasia based activities (e.g., basketball, badminton, volleyball, gymnastics). ▪ Gymnasia are one of the best used and most versatile recreation and sport facilities accommodating many activities including in many communities presentation activities.

DISCUSSION

Increasingly gymnasia are included in multipurpose facilities due to their flexibility for both active sport and recreation but also for informal activities such as indoor walking. In addition to Town owned facilities, community groups have access to school facilities, including a new gymnasium in East Riverview. School gyms are reported as being ‘near capacity’ with respect to use. Community access to school gymnasia is also subject to “bumping” by school activities, which at times makes these facilities less reliable than public gymnasia. Responses from stakeholder surveys indicate a desire for both court and general program use in a future public gymnasium.

Recommendation # 6: A future Wellness Centre should include a double gymnasium designed to support a wide range of activities including gymnasium court sports, general active programming, large public meetings etc. In its design and construction it should be flexible (e.g., dividable into two single gymnasias, and able to support a wide variety of uses.

5.1.4 PERFORMANCE ART CENTRE

Demand Indicator	Local Indicators – Performance Art Centre
Existing Supply	<ul style="list-style-type: none"> ▪ The Town of Riverview does not currently operate a performance art centre ▪ Currently minimal performance and arts programs are offered to the general public in Riverview. The Boys and Girls Club of Riverview offers some arts, music, and culture programming. The Town also offers recreational dance classes to youth. During the summer outdoor music performance are supported by the Town at Caseley Park. ▪ The Riverview Arts Centre supports professional and community performance arts productions using the 600-seat theatre at the Riverview High School through a joint use agreement. ▪ The School theatre is described as a wonderful facility with good acoustics.²⁷ The RAC also uses the Cocoa Room in the Chocolate River Station on Coverdale Road and the Coverdale Recreation Centre. Participation is estimated as 30% Riverview, 45% Moncton, and 25% residents from other areas. Scheduling conflicts with the High School and limitations of existing RAC facility (i.e., lacks adequate dressing rooms, lobby / box office, space to promote visual arts, refreshment area, does not have theatre ‘feel’) noted in User Group Survey.
Demonstrated Demand	<ul style="list-style-type: none"> ▪ The RAC currently uses the Riverview High School facility and expressed some concerns with this arrangement including lack of amenities and scheduling conflicts with the School. The RAC currently schedules 2 – 4 performances per month. Approximately 6 – 8 shows a year sell out (600 capacity). Most shows between 150 – 300 attendees. ▪ There is no other demand demonstrated from other groups.
Expressed Demand	<ul style="list-style-type: none"> ▪ The RAC indicated on the User Group Survey that they would like 96 additional hours every week to accommodate new programs, to meet demand and improve current programs. <u>It was confirmed through a key informant interview that these hours represent staff hours and not the hours that the performance space will be used.</u> ▪ The RAC expressed interest in accessing the Cocoa Room more frequently (better atmosphere for shows). ▪ RAC indicated that they would pay higher user fees to improve facility (10 – 20% more) and would be willing to see taxes increase. RAC is not sure if they could contribute to the capital cost.

²⁷ This Week, Riverview Arts Centre Launches New Season, Margaret Patricia Eaton, pg. 1, Sept. 11, 2014.

Demand Indicator	Local Indicators – Performance Art Centre
Trends	<ul style="list-style-type: none"> ▪ There has been a rise in amateur, home-based, and self-directed arts activities which is leading to an increased demand for more involved 'hands-on' activities such as amateur theatre groups and arts classes. ▪ Large performance venues are typically regional in design with local groups using halls in schools, churches and smaller multipurpose venues.

DISCUSSION

The Town of Riverview currently contributes \$59,000 annually to the Riverview Arts Centre, a volunteer run, not-for profit organization that relies on the Town's and other donations, and revenue from performances. The group is currently raising money for a grand piano (raised \$15K of \$65K needed). The RAC provides one of the few cultural / performance art resources in Riverview and attracts visitors to the community. The amount contributed by the Town is consistent with other communities and with the Town's contribution to sport and general recreation.

Dedicated performance space was not identified as a priority need in the 2013 consultation. While there have been issues identified with respect to scheduling and the amenities available, for now, it is appropriate that the current relationship with the schools provides the public performance venue. The Town could also explore options of greater access to the Cocoa Room for performances and consider providing flexible multi-purpose space, rather than dedicated space, in future facility development that could be designed to accommodate performances and other uses.

It was noted that Riverview High School is on the list for rebuilding in ten or more years. At that time the Town, along with performing groups, may wish to consider partnership options for more secure community group performance space.

While acknowledging that acoustics and the atmosphere of a gymnasium are not always conducive to spoken word or musical performances, there are ways to add a stage (raised or temporary) within gymnasia, and acoustic sound boards to walls, to allow them to better accommodate performance activities.

Recommendation # 7: A dedicated performance space is not recommended to be included as part of a future Wellness Centre. However, consideration to options to expand the use of the recommended gymnasium to accommodate performances through such options as a raised stage at one end, storage for a temporary stage, and acoustic wall tiles could be considered in the initial design and costing stage.

5.1.5 FITNESS AND MULTI-PURPOSE SPACE

Demand Indicator	Local Indicators – Fitness and Multi-purpose Space
Existing Supply	<ul style="list-style-type: none"> ▪ The Town currently operates the Program Studio (attached to the Recreation Department Offices). This is a large multipurpose space used by the general public for fitness activities. ▪ The Town also operates the Community Centre (attached to the Kinsman Youth Centre) which is a gym / multipurpose space used for fitness activities. ▪ There are three fitness facilities located in Moncton. Jeanne Lévesque fitness centre owned by the University of Moncton, YMCA of Greater Moncton, and St. Patrick's Family Centre (a semi-private facility). ▪ There are a few private providers of indoor fitness facilities in Riverview - Burn Fitness 24/7, Curves, Global Gym, CrossFit Response, and Snap Fitness Riverview.
Demonstrated Demand	<ul style="list-style-type: none"> ▪ No demonstrated demand for equipment based fitness facilities has been identified at this time. ▪ Twelve groups indicated that they use meeting / multipurpose space and six groups indicated that they use fitness areas. ▪ Groups indicated that they currently use 58 hours of fitness space a week
Expressed Demand	<ul style="list-style-type: none"> ▪ The 2013 public consultation identified fitness classes / yoga as the fifth most selected activity that residents currently participate in. ▪ A fitness centre was identified as the second most desired facility during the 2013 public consultation. ▪ Groups indicated that they would like 32 additional hours of fitness space.
Trends	<ul style="list-style-type: none"> ▪ General trends indicate increases in activities that use multipurpose space such as martial arts, exercise and wellness programs, and dance. ▪ Multi-purpose spaces are usually provided in a manner that one large space can be divided into 2 to 4 smaller spaces with acoustic dividers to reduce the noise from adjacent rooms. As an undivided large multipurpose space can be used for larger banquets and events. ▪ Spaces used for banquets, creative arts programs etc., should be adjacent to kitchen facilities and/or sinks and water for cleanup.

DISCUSSION

Multipurpose spaces are almost always found to be non-dedicated space within a multipurpose centre. A fitness centre was identified as the second highest priority in the 2013 consultation. While large urban centres have in the past included full equipment fitness facilities in recreation centres, this is increasingly not the norm. That said; the City of Dieppe does include fitness equipment in the Dieppe Sport and Aquatic Centre. One reason that larger urban communities have in recent years shied away from including equipment based fitness centres within their public facilities is due to actual or perceived

competition (and concern for that competition) from the private sector. The City of Moncton has a partnership with the local YMCA to provide equipment based fitness facilities in its newer community centres. Therefore, while there is no program reason not to include equipment based fitness facilities within a public community centre, each community will need to assess the viability of such a facility with respect to the concerns of any local fitness businesses.

Fitness related activities such as yoga, aerobics, even weights can be provided in multipurpose space with suitable storage. Flooring can be such that it accommodates play and crafts (washable, durable), fitness and dance (sprung wood, laminate, cushioned flooring), meetings and social gatherings. Groups responding to the current survey which identified interest in use of these facilities would use them as part of cross training or organizational events. Multipurpose flexible space should be part of any future facility development.

Recommendation # 8: A future Wellness Centre should include multipurpose spaces to accommodate a wide variety of sport, culture and recreation activities. The exact nature of those spaces e.g., whether some should be more specialized such as pre-school space, or youth rooms, should be assessed closer to development through a comprehensive community input process.

5.1.6 OTHER LARGE INDOOR SPACES

Other spaces identified in either the 2013 public consultation or the current study included:

- Gymnastics Centre
- Mixed Racket / Indoor Court Facility
- Indoor Skate / Bike Park
- Multi-use Field House

Some of the facilities noted above, or at least the activities they reflect, can be accommodated within the facility components recommended for a future Wellness Centre. A double gymnasium can accommodate badminton, indoor soccer and tennis. With consideration to good storage, temporary flooring can be purchased to enhance activities such as soccer and tennis. Groups desiring these spaces can be called on to assist with the cost of purchasing and storing such flooring.

Other facilities could be accommodated, with infrastructure accommodations, in repurposed space in the Byron Dobson Arena. However, this study has not recommended repurposing of one or more of the Dobson rinks in the short term and

therefore it is premature to suggest that these facilities be accommodated within that facility.

There is currently limited indication of need for the facilities listed. They were identified in the brainstormed process in the 2013 Trace study and reflected possible uses for the Dobson arena if and when it is decommissioned.

Riverview Tennis Club indicated that racket sports should be included in new facility development. The group does not currently pay user fees, are not sure if they would contribute to capital costs, and think new facilities should be supported by increasing taxes.

Riverview Minor Soccer indicated that they are looking for an indoor turf field facility. They did not indicate that they would contribute to capital costs, would only support minimal fee increases, and think new facilities should be supported by increasing taxes. Riverview Minor Soccer is starting a fall/winter league in the Moncton Sports Dome. As this is the first year for this program they do not yet know the popularity of the program or the facility hours needed to consider as demonstrated demand.

The Manchester Lawn Bowling Group has indicated in the user group survey that they would potentially be interested in an indoor facility for the winter months but no additional information was provided. There is no organized gymnastic club, or BMX organization that responded to the current survey.

Recommendation # 9: The Town should work with groups that can be accommodated within a gymnasium to identify those ancillary elements that would better support their use of this space (e.g., temporary turf flooring and storage for same) to better identify need and potential use and willingness to support these additional items both with use and financially.

5.2 ANCILLARY AND COMPLEMENTARY FACILITIES

The following facilities were identified in the 2013 public consultation process. In some cases these facilities were among the most popular of all identified (walking track was the number one priority). Their inclusion here (rather than in the previous section) does not reflect a lower priority but rather they would not typically be built independently of another facility component. For example, a walking track is usually incorporated within an arena as a raised track or as a floor level circuit in a gymnasium.

5.2.1 INDOOR WALKING / RUNNING TRACK

Walking for pleasure, outdoors during parts of the year and indoors during the winter, is consistently the most popular leisure time activity for adults. Currently there are no

dedicated indoor walking tracks in the Town of Riverview. The Coverdale Centre gymnasium is currently used by a walking group.

Recommendation # 10: An indoor walking / running track should be incorporated within the proposed Wellness Centre. While this could be either a ground level track within the gymnasium or a raised track in the arena it is often felt that including it as a raised track in the arena is more cost effective and potentially more usable as it is less likely to disrupt other activities in the space.

5.2.2 ROCK CLIMBING WALL

A rock climbing wall was identified in the 2013 consultation and these are often included as ancillary spaces in new recreation centres. When provided this way they are such that they appeal to the novice rather than the experienced high level climber. Route options, architecture, and atmosphere are big drivers to the success of rock climbing walls – creating a ‘cool space’ with the ability to play music appeals to youth. Trends show that bouldering is more popular than rope climbing; from an operational standpoint, bouldering is also typically more economical than rope climbing. Most facilities offer a combination of bouldering and rope climbing. It is important that municipalities carefully manage risk associate with rock climbing walls and follow strict design standards.

Recommendation # 11: Consider inclusion of a modest climbing wall within the Wellness Centre to be used in conjunction with children’s birthday parties and youth programs.

Recommendation # 12: Further assess demand, risk, operational costs, operations etc., of a more extensive climbing facility prior to any decision to incorporate one within the proposed Wellness Centre.

5.2.3 INDOOR PLAYGROUND

This suggestion was identified in the 2013 consultation. It is unclear what it included. Some larger centres in Western Canada include indoor play areas for young children where this is a significant demographic. There is no indication of need from the current study.

Recommendation # 13: As there is no indication of need for an indoor playground, this is not recommended for the proposed Wellness Centre.

5.2.4 MEETING ROOMS

There are a number of meeting rooms in existing Town facilities and in other semi-public spaces throughout Riverview. Meeting rooms may also be multipurpose space although here the space referred to is smaller and more dedicated to meetings e.g., for executives and staff groups.

Recommendation # 14: Include one or more small meeting rooms for use by stakeholder groups, staff, and area organizations for small meetings of up to 15 individuals. This/these rooms should be fitted with audio-visual supports suitable for supporting and conducting meetings. Larger meetings would be directed to multipurpose space.

5.2.5 OTHER FACILITIES / SPACES

Other spaces mentioned in various surveys and consultations include commercial space for food service, and retail and health provider spaces. The discussion of these spaces was quite popular a number of years ago but although there are exceptions they have not generally been successful. In very high traffic areas such as a multi-pad arena, food services such as a franchise coffee bar have done reasonably well. However, without high traffic, private sector leases find that the cost to lease is as high as and perhaps not as profitable as more high traffic areas. Health providers have had similar sentiments.

Recommendation # 15: Consider inclusion of a reasonably sized kitchen within the Wellness Centre suitable as a program space for cooking classes of up to 12 individuals and for supporting team banquets, and community banquets that may be held in the Wellness Centres.

Recommendation # 16: Include an area for concessions in the proximity of the arena.

Recommendation # 17: Do not include semi-private spaces such as food services run by the private sector or spaces for health providers except in situations where such service providers approach the Town to be a long term financial partner in the development and operation of these facility components.

5.3 GENERAL NEEDS ASSESSMENT SUMMARY AND DIRECTION

Based on the assessment of needs the following facility components can be identified as reasonable to include within a future Wellness Centre. The financial feasibility still has to be determined. The next few chapters of this report outline projected capital and operating costs, and the implications of those costs on the Town's taxpayers. Before a

final recommendation to proceed can be made, and what that recommendation will include, it is strongly recommended that the cost implications of recommended facility components be tested with the general public.

The preceding point is not always a statement made in facility feasibility studies. We make it in this case because there is not yet evidence of immediate need based on serious infrastructure issues, fast and increasing growth, or extensive excess demand for additional facilities. The Town therefore has some time to test this information with the full community. This can be done over the next several years, a time when the Town can also begin to put in place the required financial resources for a future Wellness facility.

The facility components that at this time can be identified as reasonable in a future Wellness Centre include:

- An additional arena for a total of 3 ice surfaces in Riverview. The new arena should be developed so that it can be twinned, either initially, or when one or more of the rinks at the Dobson Arena is decommissioned. It should have seating for approximately 1,000 unless new information (e.g., the presence of a Junior Team) emerges suggesting frequent use of additional seats.
- The arena should include a raised walking track.
- A two tank aquatic facility including a 25 metre 6 – 8 lane tank and a smaller leisure tank. Decisions regarding whether the tanks are functionally separate, whether there are 6 – 8 lanes, and other ancillary spaces should be assessed closer to the construction date. These decisions will need to reflect capital and operating cost realities as much as stakeholder wishes.
- A double gymnasium designed to support a wide range of activities including court sports, general active programming, large public meetings etc. In its design and construction it should be flexible (e.g., dividable into two single gymnasias, and able to support a wide variety of uses.
- Storage space to accommodate ancillary items such as temporary turf flooring should be included to expand the use of the gymnasium by non-court sport organizations.
- Multipurpose spaces to accommodate a wide variety of sport, culture and recreation activities. The exact nature of those spaces e.g., whether some should be more specialized such as pre-school space, or youth rooms, should be assessed closer to development through a comprehensive community input process.

- Ancillary spaces such as a moderate-size climbing wall, teaching kitchen, concession areas and one or more small meeting rooms should be incorporated within the Wellness Centre. Some components, such as a climbing wall and teaching kitchen, bring capital cost implications that will need to be assessed relative to revenue generation as well as consumer interest.

It is the view of the Consulting Team that the Byron Dobson Arena continues to be a reasonably well functioning arena and that safety and lifecycle maintenance should continue. It is however, the expectation that within the next decade, one or both of those rinks will be replaced and therefore upgrades that are not of a safety or lifecycle maintenance concern may not be a good expenditure of taxpayer resources if the medium to long term plan is to replace the Byron Dobson Arena.

This study recommends that a more in depth asset assessment of the arena be undertaken in the short term to provide the Town with information on capital requirements for the arena including life safety, infrastructure maintenance, and amenity upgrades. With this information the Town should revisit the length of time the Byron Dobson would remain a twin ice pad facility and alternatives for both ice and other uses of the Arena. For the moment however, no conversion is recommended.

6 DIRECTION FOR BYRON DOBSON ARENA

ARENA

6.1 BUILDING CONDITION ASSESSMENT

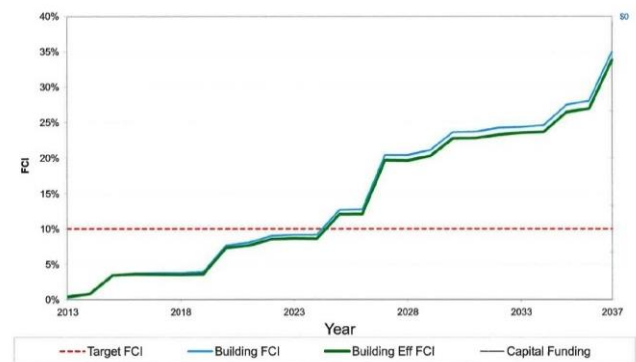
The scope of work for the current study included assessment of the viability of the Byron Dobson Arena and options for its reuse, if and when it was decommissioned as an ice arena.

Based on the cursory building condition assessment, the Dobson Arena can likely operate as a twin pad arena through the next 7 to 10 years. The preliminary assessment did not provide sufficient detail to confirm the remaining life of key elements of the arena due to resource allocation for that level of detail. A more comprehensive building condition assessment should include such tasks as (a) review of floor plans (b) review of energy consumption data (c) capital expenditure information for the life of the facility (d) review of proposed capital expenditures (e) review of building elements and (f) consultation with the facility operators. In some cases, testing of building elements may also be warranted. The figure below is from a review of facilities for the Town of Oromocto and is provided as an example only.

The graph to the right indicates that the facility in question has a remaining useful life (before requiring any major expenditure) through to approximately 2025. The facility could continue after that point but will require more significant expenditure.

Additional information identified capital items that required replacement in less than five years and less than ten years for: site work, exterior architecture, roof, main structure, architecture interior, mechanical, electrical, life safety, and specialty systems.

Such an infrastructure assessment would identify capital items in the following categories: (1) items that relate to life-safety (2) items that relate to energy and operational efficiencies, and (3) items that relate to customer and program satisfaction. Items that fall into the first two categories are usually of greater concern from a risk and financial management perspective than the final category, although the final category is



important to consumers and the facility experience. It is often items that fall into the third category that stakeholders note most often, even though from a municipal financial and risk management view the first two must be priorities.

Some life safety items are small, although no less important e.g., worn carpet that could cause tripping, and are generally included in regular capital maintenance. Other items such as roof integrity are critical to maintain and to identify in a structural assessment. Items of such major significance are typically part of a Town's regular assessments of public facilities and it is therefore assumed that the Town's staff would be aware of the general condition of these items, and that any significant items are currently included in the Town's capital budget.

Items that relate to energy and operational efficiency e.g., upgrading heating systems, energy efficient windows, dehumidifiers, ice plant, integrity of the pad etc., do not immediately affect life safety but do contribute to wear and tear on a facility and certainly to operating costs. Depending on how long a facility is intended to remain operational, an owner may or may not invest in the upgrade. For example, if the facility was to be decommissioned and particularly removed within ten years, it would be impractical to replace an item that had a 20 year payback projection. Knowing what items could contribute to energy and financial efficiencies and the payback period is an important piece of information for the future operation of the Byron Dobson Arena. If replacing an item has a five-year payback and the arena is projected to operate for an additional 7 to 10 years then the savings from the 2 to 5 years after the payback period would be beneficial.

The third assessment category includes items such as seating, accessibility, and various user amenities that might be common or the norm in a new facility. As stakeholders visit and participate in facilities of other communities, particularly newer facilities, demand for customer amenities grows and ultimately become "must-haves". Many of the items noted by stakeholders fall into this category and results in a disconnection between what the customer believes should be in a facility and what the operator knows about the integrity of the facility. When an operator or a structural engineer indicates that the facility still has a long and useful life they may not be referring to the same components as user groups.

A full building condition assessment such as described above will assist the municipality to understand the remaining life and lifecycle costs to maintain the existing arena, and make decisions on its future. It must however, be understood that to a great extent that assessment provides information on two of the three categories of upgrades that will be of interest and importance to the overall decision process.

Based on the Consultant's experience with other communities it is estimated that the cost of a more complete building condition assessment for the Byron Dobson Arena would be in the order of \$20,000. As a one-off facility (rather than as part of a larger review) the cost could be somewhat higher.

6.2 FUTURE REUSES OF BYRON DOBSON ARENA

Reuse of the Byron Dobson Arena is more complicated than it might be if this was simply a case of replacing and/or adding to the existing supply of ice, due to the fact that it sits on land bequeathed to the Town for use in perpetuity for recreation use. It was also expressed in the 2013 consultation that reuse of the existing building should be explored by the Town.

6.2.1 USE OF EXISTING ARENA WHEN DECOMMISSIONED

On the assumption that the land on which the Dobson Arena sits must be used for recreation in perpetuity, and assuming that at some time in the future it will cease operation as an arena, the need to look at reuse possibilities emerged. We suggest that in addition to looking at reuse the Town should also consider whether reuse of the existing facility is in the best interests of the Town.

Many communities find themselves in a similar situation to Riverview - with an older arena reaching the end of its natural life, plans to replace, and questions as to what to do with the older facility. The City of Moncton, for example, originally planned to simply replace three or four of their older single pad arenas when the four-pad was built. Local community demand as much as user group demand however, changed that plan to one of reuse. Reuse was done to save a local site as much as to address a standing need. This is a very common situation especially with smaller single pad walk-to arenas built in the 1950s and 1960s. Arenas have been repurposed to fit many different needs and in many cases it is unclear if the community assessed the long term costs of maintaining an older if repurposed facility rather than replacing the facility with a more purpose-built building. In some respects it is easier to repurpose a very old single pad facility that is not much more than a shell. The much larger and multi-level Dobson Arena will be more difficult to repurpose in a cost effective manner.

Through a consultation process, the 2013 Trace Study identified possible ideas for reuse which included indoor soccer, gymnastics, indoor mixed-racket (tennis, squash, racket ball), and indoor BMX among other options. During this current study Riverview Tennis Club, Minor Soccer and Manchester Lawn Bowling expressed that they would be interested in indoor facilities. However, these groups did not indicate that they would be prepared to contribute higher fees or commit to significant amounts of time which would be needed to make repurposing viable. There is also no known gymnastics club or BMX club which would make repurposing for these uses viable.

Based on a sampling of ten mid-sized municipalities²⁸ in New Brunswick and Nova Scotia, most are still utilizing their older arenas for ice and some have made upgrades

²⁸ Rothesay, NB; Quispamsis, NB; Fredericton, NB; Miramichi, NB; Madawaska, NB; Amherst, NS; Queens Regional Municipality, NS; Bridgewater, NS; Yarmouth, NS; and Kentville, NS.

including increasing spectator seating and adding walking / jogging tracks. Of the municipalities who have constructed new arenas, some have continued to operate their older arenas. This is mainly due to pressure from the local residents rather than need within the community. Municipalities contacted expressed that continuing to operate their older arenas is adding to their facility operations deficits and building maintenance budgets. Of the municipalities contact, none expressed that they have or plan to repurpose their unused arenas for new uses.

The Province of New Brunswick announced in August of 2014 that they would fund Regional Service Commissions to prepare regional recreation plans. As it seems most likely that a reuse of the Dobson Arena would focus on a regional need, the Town may wish to partner with Moncton, Dieppe and smaller villages and LSDs in the region to identify and assess what type of facilities might be needed. Identified needs can then be assessed relative to (1) appropriateness for reuse of the Byron Dobson Arena and/or (2) appropriateness of the site in a purpose-built facility.

6.2.2 RETAINING THE BYRON DOBSON ARENA AS AN ICE FACILITY

Demand for ice generally is dropping in Canada, and while it is very strong in the Greater Moncton Area it will not be fueled simply by population growth in the future as it has been in the past. Through the '90s it was not unusual in large centres to begin to hear that 10:00 PM ice was available. Now few groups would wish to use 10:00 PM ice. This is a sign of both a shrinking market and a changing market, as well as an indication of significant additional ice built in urban centres in Canada through the '80s and '90s. This facility expansion was spurred in part by growing demand for girls and women's hockey. That demand is now largely through the system and many municipal rinks are experiencing lower demand as populations age and urban centres attract immigrant populations for whom ice hockey is not the national sport.

The current study identified additional ice demand for approximately 40 – 50 prime time hours weekly though the main ice season. Full prime time use has traditionally translated into 65 hours per week meaning that at 40 – 50 hours a third rink, if built today would be approximately 75% full on opening. A majority of the additional ice time requested came from a single group that also uses ice in the City of Dieppe. As the City of Dieppe is currently planning to twin their Centennial Arena within the next year it is possible that this demand will fall. Plans for a third ice pad in Riverview are some years off and market demand must be assessed much closer to construction.

As with the suggestion in the preceding section that the Town might partner with neighbouring communities to assess regional facility options through a regional master plan, the regional demand for ice should be assessed. That assessment should incorporate demand assessment at various prices. We have noted that the level of

subsidy in Riverview, as with other communities, is often very generous and demand may reflect this support.

6.2.3 IMPLICATIONS OF A THIRD ICE PAD IN RIVERVIEW AND THE BYRON DOBSON ARENA

With consideration to the lower than capacity demand for a third ice pad and likely construction of an additional ice pad in Dieppe next year, it is almost certain that a third ice pad in Riverview, particularly if it is a full spectator facility, will reduce some existing use at the Dobson Arena. Operating costs for the proposed Wellness Centre incorporate all demands noted by stakeholder survey respondents. Assuming ice rental costs are the same at all facilities in Riverview there is likely to be some loss of revenue – we estimate as much as \$30,000 annually – at the Dobson Arena as groups migrate to the new facility.

If construction takes place prior to the decommissioning of both ice pads, the Town may wish to consider the new pad as a single practice pad. The availability of reasonable seating in the Byron Dobson Arena, as well as the fact that it is a twin pad, makes it more appropriate for tournaments. Depending on the timing of construction and results of a more detailed building condition assessment, there may be merit in building a single practice pad with the larger spectator pad built at a later time when the full Dobson Arena is closed as a spectator facility. That would minimize operating costs of two ice facilities with significant spectator seating. It might also mitigate migration from the Dobson Arena, which will be a more expensive facility to operate simply due to its age.

It is of course understood that from an amenity view stakeholders wish to build the spectator arena first, and spectator seating is required to create a raised walking track. However, consideration of operational implications should also take into consideration that as long as the Dobson remains as a twin pad facility it will be the more appropriate site for tournaments that will in fact need the larger seating capacity.

6.2.4 BYRON DOBSON ARENA SUMMARY

To the extent of information available regarding lifecycle requirements to maintain the Byron Dobson Arena for the next 7 to 10 years, information suggests that is doable. The cost of doing that may be less clear. Demand for ice is changing in Canada and should be reaffirmed closer to construction. Interest and market assessment for reuse options for the Byron Dobson have not been identified with any level of certainty and an assessment of a regional market for alternate uses should be undertaken. Determination of whether reuse or demolition and rebuild is more cost and service effective should also be undertaken.

The following recommendations will be incorporated within the implementation section of the report but as they relate specifically to the Dobson Arena are listed here.

1. Undertake a full infrastructure assessment of the Dobson Arena in the short term as outlined in this section. Costs for this assessment are anticipated to be in the order of approximately \$20,000 if only the Dobson Arena is included in the assessment. There are likely economies of scale to the Town if other facilities are also assessed.
2. Investigate options for flexibility for the land on which the Byron Dobson Arena sits, including whether there is an option to use sale of land directed to recreation use as an opportunity, and whether the site remains best allocated to recreation.
3. Work with other municipalities and communities in the region to investigate and assess market demand for regional facilities that might appropriately be located on the site of the Byron Dobson Arena. This could be done as part of a regional facility plan through Provincial funding opportunities.
4. Assess whether regional facilities that might be located on this site would be best served by a reuse of the Dobson or by new build on the site. This assessment would assess capital and operating cost implications of both options and could be done as part of or in concert with a regional facility plan.
5. Consider whether the most cost effective approach will be to build a practice pad at the Wellness Centre as the first rink if at that time the Byron Dobson Arena is still operating as a twin pad. This consideration is based on the fact that at this time it is unclear when the Dobson will close. That information may be better informed by a more extensive Building Condition Assessment.

7 WELLNESS CENTRE CONCEPT AND BUSINESS PLAN

7.1 CONCEPT PLAN FOR WELLNESS CENTRE

7.1.1 INTRODUCTION

In the following sections, a building program has been developed reflecting the findings of the Needs Assessment (Chapter 5). A concept floor plan diagram has been designed using the program to study the size of the program pieces and their adjacencies. The concept diagram does not respond to a specific site, and as a result the project design could be very different as it responds to important parameters such as topography, orientation and community connections.

A high level Class 'D' construction cost estimate based on square footage costs has been developed for this building program and percentage estimates for additional soft costs are provided.

7.1.2 VISIONING

Seven concepts that respond to the current trends for recreation facility planning were explored with the client Steering Committee and tested against the concept floor plan diagram through a design session. The concepts were:



Wellness – The focus of recreation facilities has shifted from physical recreation to a facility that promotes a healthy mind and body. The group agreed that wellness is the “building block of recreation”.



Sustainability Goals – As building operators are faced with high utility costs, buildings are increasingly being designed with ambitious sustainability goals, often using certifications such as LEED. Riverview has a Sustainability Committee that could be asked to help guide the sustainability goals for a new facility.



Multi-purpose – Efficient building design can help to limit a building size, and as a result cost, by providing rooms with multiple purposes. Areas must still be able to function for specific activities and sports, so it is important to avoid rooms that have become so general they are “multi-non-purpose”.

FLEXIBLE



Flexible – Flexible spaces that accommodate multiple programs types and group sizes help to cut down on the space requirements of the overall building. Building some flexibility into the centre will also help to accommodate recreation trends or activities that will come with the future.

community HUB



Community Hub – The committee responded enthusiastically to the concept of the recreation facility being a community hub, one that integrates recreation and culture, and is a welcoming place to gather and interact with people and the programs offered at the facility.

iconic DESIGN



Iconic Design – Recreation facilities are being designed to reflect the past, present and future of the residents they serve. The design of a Wellness Centre can become a point of pride for communities. The steering committee discussed the idea of connecting the building to the natural landscape.

inclusive

TO ALL USERS



Inclusivity – All members of a community may want to use their local Wellness Centre, and it is the responsibility of the Municipality and the designers to make the facility welcoming by addressing accessibility and the diverse community in the building design. This may mean going beyond what is required in the building code. The concept of Inclusivity is consistent with the Riverview Strategic Plan.

7.1.3 CONCEPTUAL DESIGN

DESIGN BRIEF

In the concept diagram, users are greeted by a reception kiosk as soon as they enter the building, allowing for simple control of those entering and exiting the building. The end of the arena dasher boards merges with the lobby putting users right in the action from their entry. The main office, public washrooms and the party room can be accessed directly from the lobby, while the canteen is surrounded by open area that can be populated with tables and chairs. The aquatic centre is featured at the front of the building and is overlooked by a divisible multipurpose room on the second floor that is reached using a grand stair behind reception. A double gymnasium holds a stage at one end, and features a rock climbing wall and base at the other end which could be separated from gymnasium use by a dividing curtain.

The arena service rooms are positioned with the expectation that a second ice pad will likely be built following the construction of this facility. A three lane walking track surrounds the ice surface which has seating for 1,000 spectators. Five player change rooms, one home team change room and two referee change rooms are provided. The

Resurfacer Room is located to create a straight path between a large overhead door and the access to the ice surface to allow large vehicles to enter the building in order to load and unload for large events such as tradeshow and concerts.

The aquatic centre includes two pool basins. The first is an 8-lane, 25 metre pool for competition. The second is a leisure pool, to be used for recreation and programming. The competition pool can be viewed from bleacher seating on the building's second floor. Male, female and family change rooms are shared by the users of the aquatic centre, gymnasium and multipurpose classrooms.

The major programs of the Wellness Centre are visible from a variety of locations within the building, and from the outdoors encouraging curiosity in other programs, cross programming opportunities and a feeling of constant activity radiating from the building.

FUNCTIONAL PROGRAM

Table 7.1: Community Wellness Centre Functional Program

Facility Component	Net Area (SF)	Notes
Arena		
Spectator Ice Surface	35,500	~1,000 seats
Walking Track	0	Located on arena concourse, 3 lanes
Home Team Change Room	800	To be barrier free
Seven (7) Change Rooms	3,200	3 rooms @ 500SF, 2 rooms @ 250SF 2 barrier free rooms @600SF
Two (2) Referee Change Rooms	600	
First Aid Room	100	
Lunch Room	100	
Storage	1,000	
Workshop/Maintenance	0	In resurfacer room
Mechanical	850	
Refrigeration	1,000	
Electrical	300	
Resurfacer	1,200	
Arena Office	150	
<i>Expansion of Second Ice Surface</i>	<i>29,000</i>	<i>Area to be provided on site, not included in overall square footage</i>
TOTAL Arena	44,800	

Aquatics Facility		
Pool and Deck	17,500	Competition (8 lanes) and leisure tank
Party Room	300	
Change Rooms	4,300	Male, Female and Family Rooms
Lifeguard Office	400	
Storage Room	750	
Mechanical Room	1,000	pumps and filter
Water	75	
Electrical	300	
First Aid Room	100	
Office	150	
TOTAL Aquatics Facility	22,875	
Gymnasium		
Gymnasium	9,900	Includes Rock Climbing Wall
Storage	700	Storage for flexible flooring options, under stage available.
Change Rooms	0	Shared with Aquatics Facility
Green Room	350	
Stage	1,000	
Office	100	
TOTAL Gymnasium	12,050	
Multipurpose		
Multipurpose Room	3,000	Divisible into 2 rooms.
Kitchen	200	Suitable size for cooking classes.
Storage	350	
Three (3) Breakout Rooms	1,200	Meeting rooms, possible youth centre and infant/child centre
TOTAL Multipurpose	4,750	
Shared Program		
Lobby	5,500	Includes seating for canteen and viewing for arena.
Main Office	1,200	3 offices + workspace, storage, staff washroom
Reception	150	
Staff Room	150	
Concession	500	
Public Washrooms	2,200	
Electrical	0	Included in Electrical room at Aquatics Facility
LAN Room	75	
Custodian	100	
Recycling	300	Room area will meet a set requirement if building targets LEED
TOTAL Shared Program	10,175	

TOTAL Net Square Footage	96,770
x 1.20*	
TOTAL Gross Square Footage	116,124

*Gross square footage includes building circulation, wall thickness, and services rooms that have not been sized properly for equipment due to the lack of engineering at this early stage of conceptual design. The factor 1.20 has been used to estimate this area.

PRELIMINARY FLOOR PLAN DIAGRAMS

Full sized floor plan diagrams can be found in Appendix C.

Figure 7.1: Wellness Centre Floor Plan Diagram (First Floor)

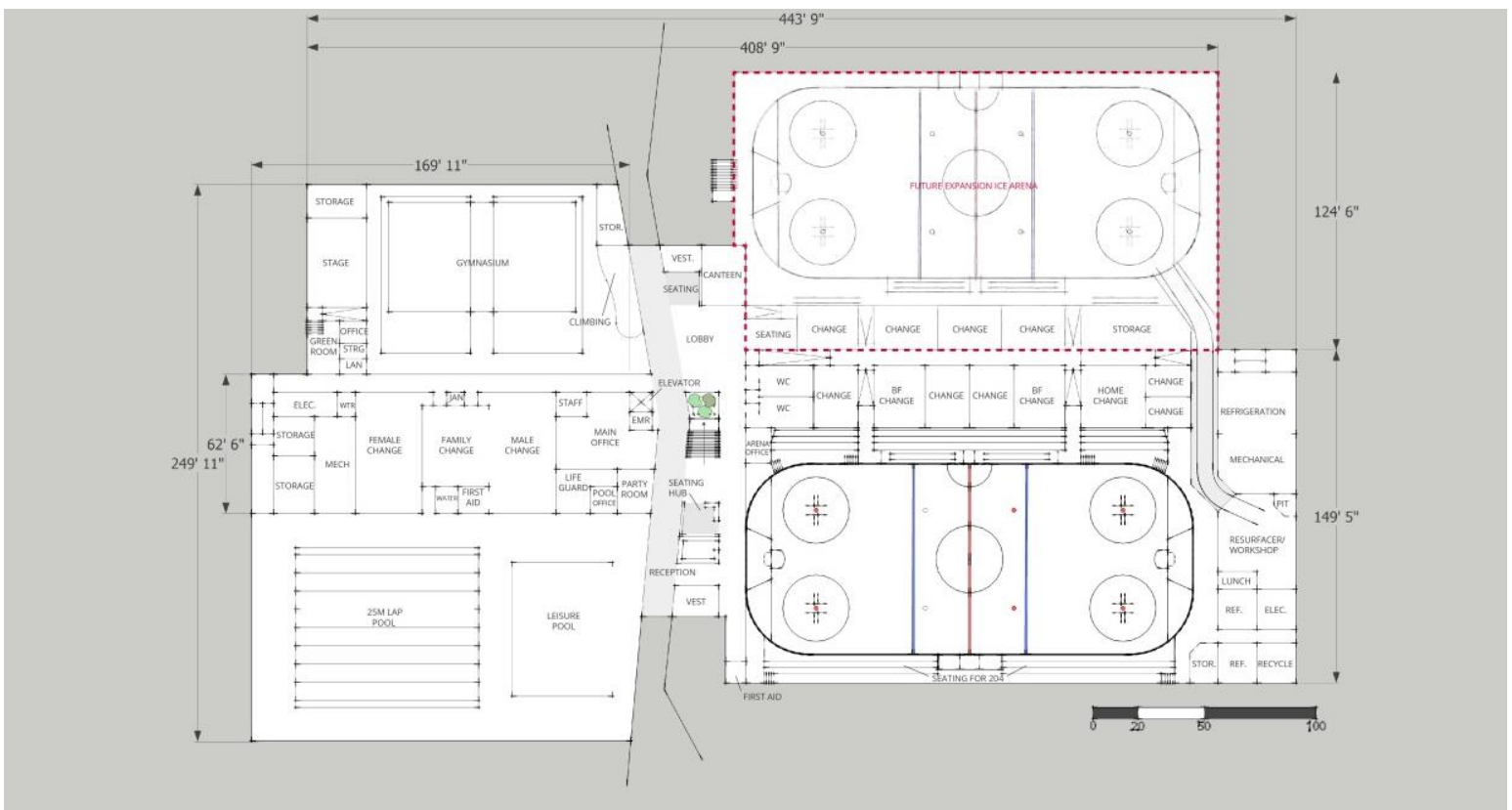
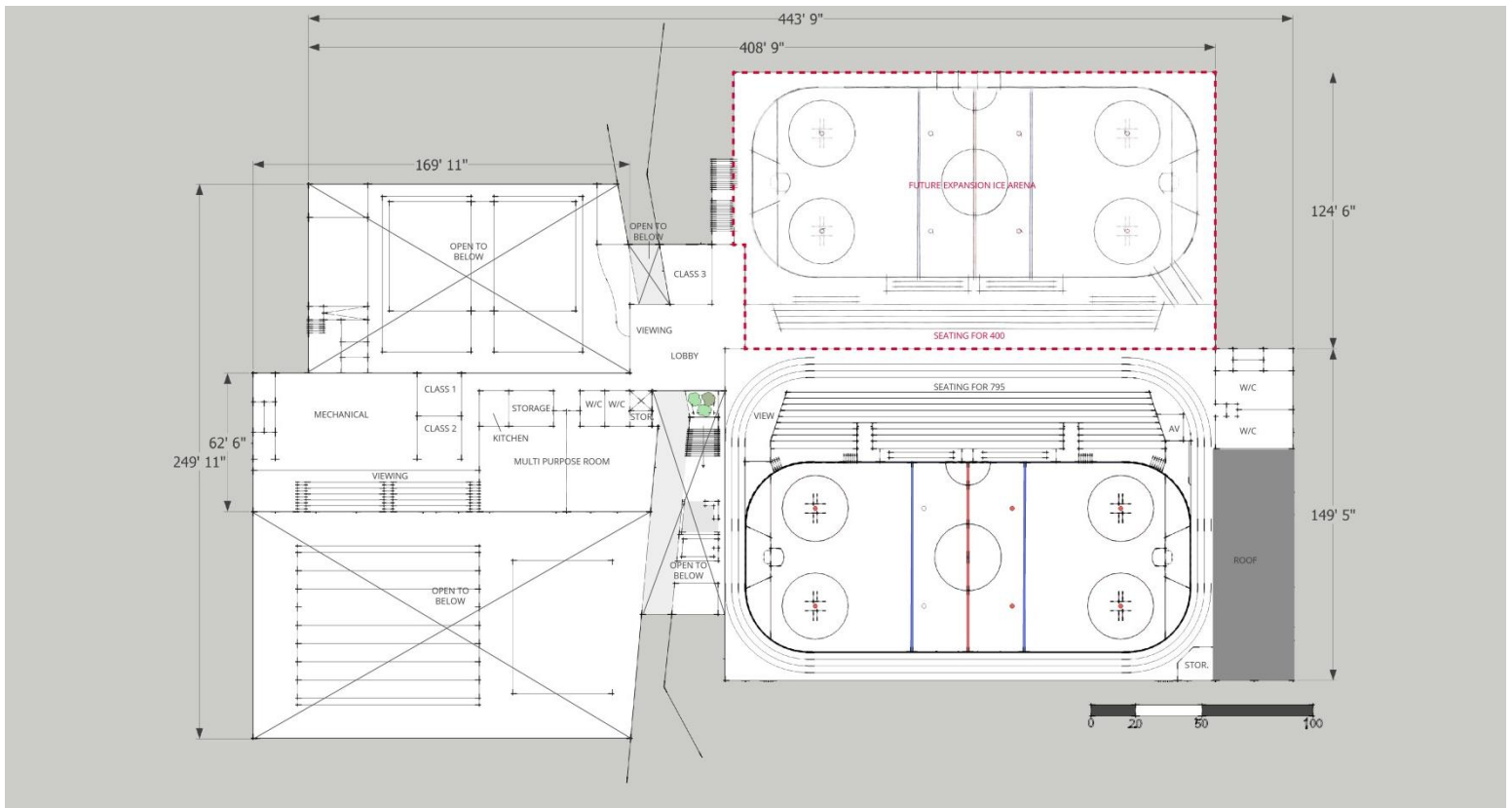


Figure 7.2: Wellness Centre Floor Plan Diagram (Second Floor)



Riverview Wellness Centre
 Program Diagram Future Expansion (Second Floor)
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7.2 CLASS 'D' CAPITAL COST ESTIMATE FOR WELLNESS CENTRE

7.2.1 CLASS 'D' CONSTRUCTION COST ESTIMATE

The Class 'D' construction cost estimate is based on the preliminary building program gross floor area of 113,220 SF.

Table 7.2: Class 'D' Construction Cost Estimate

Item		Cost
A1	Substructure	\$ 2,258,774
A2	Structure	\$ 5,601,334
A3	Exterior enclosure	\$ 4,510,442
B1	Partitions & doors	\$ 1,514,930
B2	Finishes	\$ 2,064,522
B3	Fittings & equipment	\$ 1,520,853
C1	Mechanical	\$ 5,760,052
C2	Electrical	\$ 1,690,231
NET BUILDING COST (excluding site)		\$ 24,921,139
D1	Site work	\$ 2,322,480
NET BUILDING COST (including site)		\$ 27,243,619
Z1	General requirements & fee	\$ 2,724,362
TOTAL CONSTRUCTION ESTIMATE (excluding allowances)		\$ 29,967,981
Z21	Design and pricing allowance (15%)	\$ 4,495,197
Z23	Construction allowance (5%)	\$ 1,498,399
TOTAL CONSTRUCTION ESTIMATE		\$ 35,961,577

Two allowances were included in the estimate. A design and pricing allowance is applied at 15% of the construction estimate to account for design and details that are not resolved at this early stage of concept development. A construction allowance of 5% should be carried to account for unknowns and required changes during the construction process.

Should the arena portion of the Wellness Centre be built for year round operation of the ice arena, the mechanical equipment would have to be sized with a larger capacity. This would also impact the requirements for the building envelope to perform with a cold environment during the warm months. An additional 4% should be carried for only the arena portion of the facility should the facility be planned to operate with summer ice.

7.2.2 SOFT COSTS

In addition to the cost of constructing the building there are a variety of other costs associated with constructing a building. These are called “soft costs” and include examples such as:

- Professional fees for Architects, Engineers, Landscape Architects, Specialty Consultants, etc.
- Costs associated with land such as Land Purchase, Taxes, Geotechnical Investigation, Environmental Assessment, Legal Fees, etc.
- Moving Expenses
- Furniture, Fixture, and Equipment Costs
- Signage Costs
- LEED Registration, Accreditation and LEED Consulting Fees

Soft Costs typically amount to 20% - 30% of the project construction cost.

7.2.3 COST CONSIDERATIONS

PHASING

The costs in this document do not include additional costs for phasing of a project. If a project were to be designed and constructed in phases the owner should expect to incur additional fees for items such as temporary hoarding, inefficiencies of bringing trades back onto site, etc.

ESCALATION

The costs are based on contractor bids being received in December 2014. Escalation has not been included.

COMPETITIVE BIDS

The costs are based on the project receiving competitive bids from at least five general contractors with 3 or 4 subcontractors for each trade.

ALLOWANCES

At this stage in the design process there has been very little detail developed about the building. As a result we have added a 15% allowance to the fee in order to cover design

and pricing unknowns for the new construction of the building. This does not cover additional square footage added to the building. It is important not to confuse the design and pricing allowance with the professional design fees which are a separate cost in addition to the building construction cost.

An allowance of 3% has been added to cover unknown problems during the construction that may require a change order.

EXCLUDED COSTS IN CONSTRUCTION COSTS

The following costs have **not** been included in the Class 'D' cost estimate:

- Geotechnical survey or environmental assessments
- Removal or mitigation/remediation of contaminated soils
- Removal or mitigation of any hazardous material
- Escalation Allowance
- Value added taxes (GST, HST, QST, etc.)
- Financing fees and carrying costs
- Fundraising requirements
- Owner's staff and associated management
- Relocation of existing facilities, furniture or equipment
- Impact of adjacent properties and their conditions
- Soft costs

SITE COSTS

The costs for site work are based on a general per square foot fee and in the absence of detailed site information are not based specifically on any sites in Riverview. This fee assumes the site is connected to municipal services, and does not contain contaminated soils, hard rock, or other barriers that would slow down and complicate site preparation. Additional cost at an estimate of \$1.25/square metre would be applied for tree clearing.

7.3 BUSINESS PLAN

7.3.1 INTRODUCTION TO THE BUSINESS PLAN

The business plan, including the projected pro forma budget (Table 7.9) concludes with a projection of net operating costs based on current available information including:

- Size and nature of the planned facility;
- Staffing allocation and costs that reflect current salary, wage and benefit rates; and FTEs reflecting facility components and hours of operation;
- Utility costs from similar sized and recently built facilities;
- Estimated program and general management expenses;
- Current fee and rental rates;
- Transfer of all existing aquatic activities; and
- Additional aquatic, arena and gymnasium uses based on staff indications of new programs, recapture of hours currently allocated to the Hillsboro Arena and/or wait list data, and stakeholder requests for additional hours.

The business plan assumes that no hours will be transferred from the Byron Dobson Arena. We understand this may not be what actually happens. However, as a transfer of hours from the Dobson Arena would simply transfer revenues as well, it will not affect the bottom line for the Town. As the new aquatic facility will result in the closure of the existing pool, the current net deficit for that facility is subtracted from the net deficit for the Wellness Centre. Finally, the annual cost of capital debt financing for the proposed Wellness Centre is added to the projected net operating deficit to determine the estimated annual property tax increase for the average assessed home in Riverview. This provides an understanding of the potential effects on residential property taxes.

It must be understood that this projected net deficit is based strictly on current information and is provided as the starting point for decision making. Increases in fees charged, reduction in facility size or components, increased usage, and adjustment in staffing and operational assumptions present opportunities to reduce this net deficit.

Based on the projected size and usage of the Wellness Centre, if built today, using the market demand identified in the scope of this study, there would be significant excess capacity in many of the facility components. Excess capacity would support significant participation and revenue increases without significantly increasing either staff or utility costs.

The fees charged for rentals are low compared to many communities and the Town may wish to consider fee increases to reduce operating deficits. However, it is cautioned that

fee and rental increases may reduce hours rented resulting in limited new revenues. This is particularly likely if the market is soft.

Section 7.5 outlines implementation directions including initiatives to confirm and enhance usage and revenues.

7.3.2 FACILITY USAGE ASSUMPTIONS

The following usage assumptions reflect information received from the user group consultation activities, from trend data, and from discussion with Staff and the Steering Committee.

ARENA USAGE

- It is assumed that the arena will operate with ice the first week of September and be removed the first week in May. Revenues from ice have been calculated for 35 weeks.
- Summer ice has not been considered in the calculation of the pro forma. If summer ice is considered, additional weeks of usage would reflect additional revenue, but also additional operational costs would be incurred. User groups did not express a sufficient need for summer ice hours to warrant operation throughout these months at this time. This should be reassessed closer to construction.
- Prime time ice is considered to be from 4:00 PM to 11:00 PM Monday through Friday, and from 8:00 AM to 11:00 PM on Saturday and Sunday from September 1st through April 30th for a total of 65 hours per week.
- Non-prime time hours are weekday daytime hours from early morning opening until 4:00 PM from Monday to Friday
- Based on the user response from the user group survey, groups indicated that they would like 40 – 50 additional hours of prime-time ice per week
- 1 hour of adult Skate and 3 hours of Public Skate time per week for 35 weeks was also added for the pro forma
- Pro forma has been calculated based on 54 hours of prime-time ice use per week

AQUATIC FACILITY USAGE

- It is assumed that with the opening of the proposed lap and leisure pools at the new Wellness Facility, the existing Pat Crossman Memorial Pool would close.
- The existing pool program schedule has been used to calculate pro forma for the proposed pool. This includes:
 - Family swim / public swim calculated at 5 sessions per week for 50 weeks with an average number of 11 children and 6 adults per session
 - Noon swim / adult lane swim for 8 sessions per week for 50 weeks with 24 attendees per session
 - Instructional swim was calculated using a mix of classes and class sizes including pre-school lessons and adult learning programs. For the purpose of pro forma a total of 65 children, youth and adult classes per week were used. Table 7.5 provides a breakdown of classes. For calculation purposes 8 lessons per session running for 48 weeks results in 6 sessions a year.
 - A combined Bronze Cross / Star / Medallion course for 1 class per week and 4 sessions per year with an average of 9 participants per session
 - 5 private and 5 semi-private lessons per week for 10 sessions per year
 - Existing aquatic fitness classes calculated at 10 classes per week for 48 weeks with an average of 20 attendees per class
 - School lessons for 15 hours per week 9:00 AM to 12:00 PM Monday to Friday for 42 weeks
 - Aquasouls Synchro for 3.5 hours per week for 38 weeks
 - Water Polo for 1 hour per week for 32 weeks
 - Codiac Vikings Aquatics Club (CVAC) for 15 hours per week for 38 weeks
 - Rental time (Community rental) for 3.5 hours per week for 50 weeks
- Based on user group responses, feedback from Staff, and anticipated additional program possibilities with the added leisure pool we have included additional programing including:
 - Aquatic fitness programs for 10 additional sessions per week for 50 weeks with an average of 20 attendees per class
 - Additional lap / lane swims in two lanes during weekday mornings and Sunday evening totalling 5 sessions per week for 50 weeks with an average of 24 attendees per class

- Therapeutic programs for 2 classes per week for 50 weeks with an average of 6 attendees per class
- Parent-tot programs for 6 classes per week for 50 weeks with an average of 10 participants per class
- 6 additional hours per week for the CVAC for 38 weeks
- 1 additional hour per week for Water Polo for 32 weeks
- 2 hours of additional rental during even hours on a weekday to accommodate requests for rentals (i.e. Riverview Boys and Girls Club) and 1 additional hour per week for community rentals on the weekend for 50 weeks

Activity uses are noted in Table 7.4.

MULTI-PURPOSE SPACE USAGE

- It is assumed that multi-purpose space and meeting space will primarily be used by Town Staff for regular programming. No revenues are identified for interest or instructional programs. It should be assumed that overall these programs (e.g., arts and crafts, baby-sitting courses, etc.) operate at a break-even level.
- No revenue stream was projected for the walking/jogging track. There may be potential to incorporate a pay-as-you-go turnstile entrance to the track which could increase revenue.
- Rental of meeting and multi-purpose space was calculated for 50 weeks annually with weekly usage equivalent to 10 uses for a single small space, 4 uses for a medium space for community rental, 4 uses for a medium space for commercial rental, and 2 uses for a large combination space.

OTHER USAGE AND REVENUES

Additional revenue

- Additional revenue from concessions, a percentage of the gate for events, profit from instructional classes and membership fees, if charged, should be anticipated. Rental of exclusive use space (e.g., Minor Hockey change room) may or may not be realistic based on other arrangements, and is not included here.
- The rock climbing wall would most likely function on a drop-in basis. A total of 28 hours per week of drop in time for 50 weeks was used for the pro forma with an average of 1 child and 2 adults per hour.

The calculations regarding number of uses and number of participants in each session that have been applied in the estimate of facility use are based on: transferring existing usage from the Pat Crossman Pool to the new facility, and estimates of anticipated additional use from survey responses and staff. These figures have been vetted by Town Staff. Not all current or potential users responded to the survey. Adjustments up or down to use estimates will increase or decrease costs and revenues. These figures should be viewed in this context.

7.3.3 MANAGEMENT APPROACH

Section 7.3.3 describes the management approach that complements the operating cost assumptions used for the business plan. This management model is not necessarily the one the Town will adopt for operation of the Wellness Centre and other options are described briefly, followed by our recommendation as per assumptions of this business plan.

MANAGEMENT OPTIONS

There are four basic management models that communities adopt to operate multipurpose facilities including: (1) direct operation by municipality (2) operation by a non-profit incorporated group specific to the facility (3) operation by a third party such as a YMCA, and (4) operation by a for-profit business or organization. Each approach has been used with varying degrees of success, largely dependent on matching the appropriate operational approach to the specific circumstance of the community.

Direct operation is operation by the municipality in the manner that the Town of Riverview currently operates the Byron Dobson Arena. This approach - perhaps the most common - works best where there is an existing recreation department with operational and program capacity, and where profit or break-even status is not a driver.

Operation by a Non-Profit Specific to the Facility is used when two or more separate municipalities share equally in the development of a facility. This is the model currently used for the multipurpose facilities jointly owned by the Town of Truro and the Municipality of Colchester, and the Town of Bridgewater and Municipality of the District of Lunenburg, in Nova Scotia. The partner municipalities jointly own the asset and contribute to capital and operating costs including sharing the annual operating deficit, on a per capita basis. The respective not-for-profit boards include representation of elected officials of both owner municipalities and residents. Staff are members of the Board, not the municipalities. This model has been adopted where no established recreation department exists and there is no desire to establish one. While it is clear why two or more municipalities, or a single municipality without a recreation department,

might choose this approach, removal from direct operation and influence by a single elected body is not always smooth and can be affected by the arms-length from Council situation. There is no indication that this is a less expensive approach except perhaps in situations where such an approach allows operation by a non-union staff where municipal operation would result in a unionized situation. It is unlikely that a municipality with unionized staff would or could operate a municipally owned non-union operation and so the point is likely moot.

Operation by a Third Party Such as YMCA - This model has been chosen by small municipalities without large operating recreation departments and by multiple municipalities similar to the two examples in the previous paragraph. The multipurpose centre in Pictou County, Nova Scotia is an example of operation of such a facility by the YMCA. There are numerous examples of YMCAs operating multipurpose recreation facilities on behalf of municipal units throughout Canada. In some cases these facilities are typical YMCAs and in other cases they are public centres for which the YMCA is the operator and the municipality(ies) is the official owner. As with the preceding scenario, the opportunity to reduce staffing costs relative to other operations of the municipality is not a likely opportunity.

Operation by a For-Profit Operator - This operating model became very popular throughout much of Canada in the late '80s and '90s. Various permutations of the model were in place with some working reasonably well and others becoming fairly significant failures. This model now seems most appropriate in situations where a profit is possible. The most likely situation for profit is a multi-pad arena or similar sport venue where the market is such that rental rates charged equal the true cost of the facility operation and the facility is fully booked and programmed. The four pad ice facility in Moncton is an example of this type of operation. Where municipalities have looked to a private operator to operate a more community facility e.g., with non-profit generating facilities, or where the market is soft, this has not been a financially or service-successful approach.

Recommended Operational Model for Riverview Wellness Centre - Direct municipal operation is the most appropriate model for the Wellness Centre based on the current understanding of its operation including:

- There is no current indication that the facility will be a joint initiative of two or more larger municipalities;
- The Town of Riverview currently has a fully operational recreation department including staff and facilities that would all or in part be transferred to the new facility; and
- The facility components and the significant subsidy of use by the community do not lend themselves to be a profit centre.

Operating cost assumptions are based on direct municipal operation including transfer of some existing staff and the entire aquatic operation to the new facility.

For the purpose of developing the business plan, the Wellness Centre has been identified as an operating cost centre; by this we mean that all costs for staffing, utilities, programming, and general office are attributed to the expenses of the Centre. This has significance for items that fall into the category we have titled “General Administration” including marketing, telephone, supplies, insurance etc. These costs are intended to be incremental to existing operations although it is acknowledged that some of these activities are already well funded in the overall department operations and could be reduced. At this preliminary stage however, we have adopted the assumption that the Wellness Centre operates as a stand-alone operation within the overall department structure.

7.3.4 OPERATING COST ASSUMPTIONS

Operating costs reflect assumptions for staffing, utilities, operational and program expenses. Please note that these assumptions are based on high-level estimates that reflect anticipated use of the facility using existing and additional uses identified by the stakeholder survey and through key informant interviews; current rates and fees; and an estimate of other expenditures.

The following Tables illustrate costs and calculations used to prepare the business plan.

Table 7.3: Staff Costs

	Salary	Hourly Wage	Benefit Rate
Full Time Staff			
Facility Manager	\$ 75,000	n/a	30%
Aquatic Supervisor	\$ 55,000	n/a	30%
Administrative Assistant	\$ 40,000	n/a	30%
Operations Supervisor	\$ 65,000	n/a	30%
Operations Staff	\$ 40,000	n/a	30%
Part Time Staff			
Head Guard	n/a	\$ 14.00	11%
Assistant Guard	n/a	\$ 12.00	11%
Swimming Instructor	n/a	\$ 12.00	11%
Aquafit Instructor	n/a	\$ 26.50	11%
Cashier / Customer Service Assistance	n/a	\$ 15.00	11%
Maintenance Staff	n/a	\$ 17.00	11%
Rink Attendants - public skating	n/a	\$ 13.35	11%
Rock Climbing Supervisor	n/a	\$ 24.00	11%

Full and part time staff salaries are consistent with current or shortly anticipated wages in the local area. Hours of work for part-time instructional staff are consistent with the number of classes, size of classes, number of guard hours etc., based on usage calculations and legislated regulations. Staffing hours are also based on:

- A facility that is fully operational for 50 weeks annually
- Typically there would be at minimum two lifeguards at a given time guarding or available to guard the pool and this was considered in the calculation. One guard per hour is also allocated during lessons and instructional periods.
- Aquatic instructional costs are based on the number of lessons calculated. Table 7.5 outlines the estimate of sessions and participants used for calculating staff requirements.
- Operational staff allocation assumes the facility will operate approximately 110 hours per week for approximately 50 weeks, where a full two weeks may be devoted to maintenance and pre-program preparation time. There will always be one full time and one part time operational staff when the facility is open and additional staff during prime time periods.
- Customer Service Assistant / Cashier staff hours to assist the full-time administrative assistant are estimated at 80 hours per week for 50 weeks.

Other costs included in the pro forma are utility costs and overhead and administration costs. Utility costs are calculated using a per square foot calculation to cover all utility (heat, water, sewer, light) costs. A utility cost of \$5.50 per net square foot for the entire building area was used. The costs used in this pro forma are a reasonable average for other recently built facilities. They will be influenced by usage (e.g., summer ice would have a higher average cost than winter ice). However, as utility costs continue to rise and are subject to temporary fluctuations, these costs should be reassessed and compared to similar facilities when construction is imminent.

Table 7.4: Activity Uses – Aquatics

ACTIVITY	No. Hrs per Week	Avg. No. Sessions Weekly	Avg. No. of Users per hr
Family Swim / Public Swim	7.5	5	17
Noon Swim / Adult Lap	10.5	8	24
Parent-tot (leisure pool)	6	6	10
Lane Swim (2 lanes open)	10.5	5	5
Lessons	13.5	6	49
Bronze M/C/S	2.5	1	9
Water Fitness Classes	21.5	20	20
Therapeutic Classes	2.5	2	6

ACTIVITY	No. Hrs per Week	Avg. No. Sessions Weekly	Avg. No. of Users per hr
Aquasouls Synchro	3.5	1	55
Water Polo	2	2	26
CVAC	21	8	29**
Rental - Community Group	4.5	4	24
Rental - Commercial / Public Rental	1	1	24
School Rental	15	5	69

* More than one session can occur concurrently, particularly swim lessons. Also lane swim can occur in two lanes while other activities happen in the remainder of the pool.

** Assuming not all members / age groups participate at the same time (assumed 1/4 of the 115 members would participate at the same time)

Table 7.5 Activity Uses – Swimming Lessons

LESSONS	Avg. No. Sessions Weekly	Avg. No. of Users per hr
Preschool Swim Lessons/up to Swim Kids 2 (1/2 hr)	28	5
Swim Kids 3 - 5 Lessons (45 min)	18	5
Swim Kids 6 - 9 Lessons (55 mins)	16	7
Swim Kids 10 Lessons (55 mins)	2	10
Adult learn to swim (55 mins)	1	2
Bronze Star	1	3
Bronze Medallion	1	3
Bronze Cross	1	3
Lessons (private 1/2 hr)	5	1
Lessons (semi-private 1/2 hour)	5	2
Water Fitness Classes	10	26

Table 7.6: Activity Uses – Arena

ACTIVITY – Typical Ice Season	Avg. No. Hrs Weekly	Avg. No. of Users per hr
Senior Skate	2.5	Unknown / n/a
Parent & Tot	5	Unknown / n/a
Child Skate	2.25	Unknown / n/a
Youth Skate	1.25	Unknown / n/a
Adult Skate	1	15
Public Skate	3	100 (2/3 children)
Additional User Group hours	50	Unknown / n/a
Multi-purpose space – uses per week		
Preschool program	3	
Fitness Classes	21.5	
Children's Dance	8	
Gym Use – uses per week		
Town Programs	8	
Rock Climbing Wall Use – uses per week		Avg. No. of Users per hr
Drop-in	28	3 (1 child / 2 adults)

Currently the Town uses the Byron Dobson non-ice floor area to run their summer youth camps. Staff did not indicate that private rentals of the floor area occur currently that generate additional revenue. Revenue for rental of the non-ice floor area of the proposed arena in the new Wellness Facility throughout the summer was not included in the pro forma. If rental of the non-ice floor area occurs additional revenue would be generated for the new facility.

7.3.5 REVENUE ASSUMPTIONS

Table 7.7: Program and Facility Fees & Charges

Aquatics		Fee
Public swim adults/drop in warm pool	\$ 4.00	per time
Public swim children/youth/drop in warm pool	\$ 3.00	per time
public swim senior/drop in warm pool	\$ 2.00	per time
Public swim family (max 5)	\$ 10.00	per time
Lane swim adults	\$ 4.00	per time
Lane swim youth	\$ 4.00	per time
Lane swim seniors	\$ 2.00	per time
Preschool Lessons up to Swim Kids 2 (1/2 hr)	\$ 65.00	8 lessons
Swim Kids 3-5 Lessons (45 mins)	\$ 80.00	8 lessons
Swim Kids 6-9 Lessons (55 mins)	\$ 90.00	8 lessons
Swim Kids 10 Lessons (55 mins)	\$ 95.00	8 lessons
Adult learn to swim (55 mins)	\$ 95.00	8 lessons
Bronze Star	\$ 105.00	8 lessons
Bronze Medallion	\$ 140.00	8 lessons
Bronze Cross	\$ 115.00	8 lessons
Lessons (private 1/2 hr)	\$ 60.00	5 lessons
Lessons (semi-private 1/2 hr)	\$ 90.00	5 lessons
Adult aquafit (drop in)	\$ 4.00	per time
Therapeutic classes	\$ 7.00	per time
Fitness Programs		Fee
Wellness classes work out	\$ 5.00	per time
Fitness classes work out	\$ 3.50	per time
Gymnasium rental	\$ 17.00	per hour
Rock Climbing Wall		Fee
Children / Youth / Seniors drop in rate	\$ 8.00	per hour
Adult drop in rate	\$ 10.00	per hour
Arena		Fee
Arena prime time youth	\$ 128.00	per hour
Arena prime time youth (subsidized)	\$ 77.00	per hour
Arena prime time adult	\$ 152.00	per hour
Corporate rental (non-prime)	\$ 115.00	per hour
Parent and tot skate	free	
Senior Skate	free	
Child Skate (12 and under)	free	
Youth Skate (18 and under)	free	
Public skating (child)	\$ 1.00	per person
Public skating (adult)	\$ 2.00	per person
Meeting rooms/multi-purpose space		Fee
Meeting room (small)	\$ 25.00	per hour
Meeting room (medium) - Community group	\$ 50.00	half day
Meeting room (medium) - Commercial	\$ 85.00	half day
Large room for event or banquet	\$ 140.00	half day

7.3.6 OPERATING PRO FORMA

Net operating cost projections (Table 7.9) are based on the assumptions noted in preceding sections. The pro forma does not represent specific programming that will evolve as the centre is built, marketing initiatives that may be developed, policies that would increase or limit participation, or other directions that are not part of this study. These projections represent a reasonable starting point from which to begin the process of more exact programming, scheduling and budget projections. Staffing costs for full-time employees are escalated at 3% annually, recognizing cost of living increases and incremental movement of staff through the pay range. It is assumed that part-time staff will move to new positions with higher pay ranges rather than a pay range increase within their existing position, so a 2% increase has been added annually to reflect cost of living increases. Other operation costs are also escalated at 2% annually, reflecting cost of living increases, with the exception of maintenance costs per square foot. These have been escalated at 3% annually to reflect rising energy costs in addition to cost of living increases. Revenue projections are escalated at 3% annually, to reflect general inflation. These increases do not take into account incremental growth in usage as a result of new programming, increased marketing, etc., and as such, are considered conservative. As noted previously, no revenues are included for concessions, memberships, interest instructional classes, use of the indoor track or other fundraising activities, all of which can be anticipated to bring in additional revenues.

The net operating cost does not include contributions to ongoing capital maintenance (e.g., replacement costs) or debt repayment. It is advisable to build in contributions to ongoing capital maintenance including future additions and eventual major replacements, and should be discussed as part of the initial discussions on operating approach.

Table 7.8: Estimated Staff Costs

Salaries	No. of Hrs/yr	FTEs	Rate	Estimated Salary	Benefit Rate	Year One TOTAL Staff Cost
Full Time Staff						
Facility Manager		1.00		\$ 75,000	30%	\$97,500.00
Aquatic Supervisor		1.00		\$ 65,000	30%	\$84,500.00
Administrative Assistance		1.00		\$ 40,000	30%	\$52,000.00
Operations Supervisor		1.00		\$ 65,000	30%	\$84,500.00
Operations Staff		5.00		\$ 40,000	30%	\$260,000.00

Salaries	No. of Hrs/yr	FTEs	Rate	Estimated Salary	Benefit Rate	Year One TOTAL Staff Cost
Part Time Staff						
Head Guard	1,475		\$14.00		11%	\$22,921.50
Assistant Guard	2,950		\$12.00		11%	\$39,294.00
Swimming Instructor	1,695		\$12.00		11%	\$22,577.40
Aquafit Instructor	1,120		\$26.50		11%	\$33,091.88
Cashier / Customer Service Assistance	4,000		\$15.00		11%	\$66,600.00
Maintenance Staff	4,000		\$17.00		11%	\$75,480.00
Rink Attendants - public skating	1,000		\$13.35		11%	\$14,818.50
Rock Climbing Supervisor	1,400		\$24.00		11%	\$37,296.00
Total Staff Costs						\$890,579.28

Table 7.9: Estimated Operating Pro Forma

Year One TOTAL	
Salaries	\$ 890,500
General Office Costs	
Marketing, Promotions	\$20,000
Office Supplies	\$10,000
Office Equipment	\$10,000
Telephone	\$6,000
Postage/Courier	\$2,000
Insurance	\$46,000
Dues/Subscriptions	\$500
Volunteer Recognition/Recruitment	\$2,000
Total Office Costs	\$96,500
Maintenance Costs	
Utilities	\$532,000
Pool Chemicals	\$10,000
Cleaning & Maintenance Supplies	\$10,000
Small Equip. Repair	\$10,000
Minor Building Repair	\$10,000
Contracted Cleaning	\$20,000
Total Maintenance Costs	\$592,000
Program Costs	
Aquatic program supplies	\$10,000
Part time staff training	\$3,000
Total Program Costs	\$13,000
TOTAL EXPENDITURES	\$1,592,000
TOTAL REVENUES	\$627,000
PROJECTED NET DEFICIT	\$(965,000)
Est. Net Deficit from Existing Pool	\$(286,000)
TOTAL NEW NET DEFICIT	\$(679,000)

We have assumed permanent staff rates escalating at 3% and part-time staff escalating at 2% annually, and general office, utility and maintenance costs escalating at 2% annually. If we assume the same usage and revenues from use escalating at 3% annually for a total of approximately \$706,000 annually at the end of five years, the annual net deficit would increase to approximately \$736,000. Efforts to increase use of the facility or changes to the fees charged would result in a lowering of the annual net deficit at least for the early years of operation. As the building ages, maintenance costs would also increase affecting the annual net deficit.

7.4 FINANCIAL IMPLICATIONS AND FEASIBILITY

Feasibility refers largely to financial feasibility, although operational feasibility is also an important factor. Financial feasibility implies that the “owner” has the capacity to build and operate the facility and be financially sustainable over the long term.

Some projects are clearly not feasible, while others clearly are. The second category includes situations of significant population growth, excess debt capacity, strong support from users to contribute through higher fees or surcharges, clear indications of demand that outstrips current supply, etc.

Knowing the costs of a project is one aspect, which along with revenue projections, including capital contribution to the project, can be identified with some reliability. Understanding if this project is where a community and its taxpayers want to spend their resources is beyond the scope of a study and can only be addressed by elected and administrative officials with direction from the taxpayer.

The current study has identified information the Town needs to discuss with the community to ascertain whether it is supported by the community and financially sustainable. As the project is 7 to 10 years in the future with respect to construction, the Town is where it needs to be to begin that conversation.

It should be understood that in all cases the scenario is based on a series of assumptions regarding usage, operating costs, staffing complement, utility costs, size of facility, construction costs, fees and rates etc. That information is based on the best information we have available and within the scope of this study. The information is presented as a starting point.

7.4.1 OPERATING COST SUMMARY

The preceding sections identified a net operating cost for the Wellness Centre in the order of \$965,000 annually. Details of the information used to arrive at the estimated net operating cost are outlined in detail in Section 7.3.2. One of the existing facility components – the aquatic centre – will close when this facility opens. Operating costs and revenues already in the Town’s system will be transferred to the new facility. The

amount of \$286,000 is the Consultant's estimate of aquatic net costs currently in the system, which is subtracted from the projected net operating cost for the Wellness Centre for a revised net operating cost of \$679,000. In other words, if opened today and using the assumptions for revenue, staffing, operations etc., as outlined in the previous sections, the Town should anticipate an additional \$679,000 to its annual net operating budget.

The business plan projection assumes that the arena will continue to operate as a twin pad arena facility. If the decision is made to close the Byron Dobson Arena as an ice arena and replace the existing two ice pads in the new facility, this has further implications for both capital and operating costs. While replacing the two ice pads (i.e., building three new pads) would likely result in some operating cost savings, it would also result in fairly significant additional capital costs. For now the assumption that the Byron Dobson Arena will remain as a twin pad ice arena has been adopted. No transferred costs related to the Byron Dobson Arena are included in the operating budget for the Wellness Centre. Similarly no costs that may be associated with refurbishing, demolishing or repurposing the arena are included in the cost scenario.

7.4.2 CAPITAL COST SUMMARY

The projected capital cost of the Wellness Centre, if constructed today, is \$36 million with additional soft costs estimated at 25% which would be a total of \$45 million. It is understood that future capital costs could well escalate at 2% annually bringing the cost of the same building closer to \$55 million in ten years. Operating costs will also increase by an annual increment as will Riverview's population. There are many variables that could be modeled and their reliability would be difficult to assess. Therefore costs and population are given for the current date with the understanding that these must be reassessed closer to construction.

FUNDING FROM OTHER LEVELS OF GOVERNMENT

There has been considerable discussion regarding who will contribute to capital costs. Currently there is no tri-level capital grant for which this project would be eligible. The last formal arrangement for tri-level funding related to recreation infrastructure was the stimulus funding available post 2008 and it is now closed. It is expected that future grants of that nature will be available, although to date none have been announced. Even the stimulus funding of 2008-2011 did not provide 1/3 - 1/3 - 1/3 level funding. Provincial grants in Atlantic Canada were more often in the order of \$5 million with Federal similar or slightly higher depending on the region. With this history in mind we have arbitrarily assumed that together the Provincial and Federal governments might be relied on to contribute \$10 million to this project.

COMMUNITY FUNDRAISING

Most communities embarking on a significant project such as this incorporate a significant community fundraising process. This is typically initiated several years in advance of building and includes a wide range of fundraising initiatives from sale of arena chairs, to major naming rights. Fundraising targets (this does not include from levels of government) range from \$2 million to \$6 million. For the purpose of this assessment an estimate of \$4 million in community fundraising is projected.

MUNICIPAL CAPITAL RESERVES

The Town's capital reserves are currently earmarked for other projects. For the purpose of this exercise we have assumed that the Town will create a specific reserve fund for the Wellness Centre and again, we have arbitrarily assumed that beginning in the next budget year and for the following ten years, the Town will commit \$250,000 annually to the Wellness Centre Capital reserve. Over ten years this reserve would grow to \$2.5 million (not including interest).

CAPITAL FUNDING SUMMARY

The funding contribution assumptions enable the consultants to create a funding picture. To the degree that the resulting "picture" does not fit well with the Town's reality, the Town can adjust these assumptions to better address that reality. Together funding (assumptions) from sources other than future municipal debt would reduce the requirement for debenture to \$28.5 million – if built today.

Table 7.8: Capital Funding Summary

Total Project Capital Cost	\$45,000,000
Grants from other levels of Government	\$10,000,000
Community Fundraising	\$ 4,000,000
New Capital Reserve	\$ 2,500,000
Total required from Debt	\$28,500,000

7.4.3 TOTAL OPERATING AND CAPITAL

The information outlined in the previous two sections was shared with the Town's Director of Finance. With respect to capital costs, the Director provided the following response to the question of what the annual debt costs would be to the Town of debenturing \$28.5 million at an interest rate of 5% and an amortization term of 20 years.

Annual debt costs of such a scenario would be \$2,287,000 which would equate to an annual property tax increase of \$234.00 to the average assessed home (\$150,000). Further this level of borrowing would increase the Town's debt ratio by approximately 6%. Depending on other capital debt requirements in the Town's ten year plan (not currently determined) debt related to the Wellness Centre would result in a debt level close to or above the 20% limit set by the Province.

In addition to the annual cost for capital borrowing, the annual additional \$679,000 (approximate) operating cost increase would equate to approximately 4.6 cents on the tax rate or about \$69.00 per assessed home.

When combining the average cost of capital borrowing (\$234.00) and the cost to carry the anticipate deficit (\$69.00) the average assessed home in Riverview would see an annual tax increase of \$303.00 if the Wellness Centre was built today and with the assumptions previously noted. The Director of Finance notes that this would be an almost 13% annual increase in taxes to the averaged assessed home in Riverview (\$150,000).

Table 7.9: Summary of Total Operating and Capital Implications (*if built today*)

	Total Dollar Amount	Increase to the Tax Rate (Cents)	Annual Property Tax Increase to Avg Assessed Home (\$150,000)
Annual Capital Debt Costs	\$2,287,000	15.6 cents	\$234.00
Net Operating Deficiency (Year 1 based on today's numbers)	\$679,000	4.6 cents	\$69.00
Total year 1 (based on today's numbers)	\$2,966,000	20.2 cents	\$303.00

The assumptions and this calculation do not include implications for or on commercial taxes, or calculations for significant growth. It is fairly, although not overly, conservative with respect to funding from other levels of government. It does not incorporate higher fees that might offset some operating costs. It does not include a more aggressive community fundraising or ongoing capital reserve fund creation. It is however, a reasonable scenario with which to begin to engage the public in the next decision steps.

7.4.4 OPTIONS FOR CONSIDERATION

The implications of the proposed Wellness Centre with respect to financial feasibility are not small. They represent a very sizable household increase in taxes. The Town has a variety of options ranging from doing nothing to creating a scenario that results in lower costs or higher revenues.

Some costs can be contained by reducing the facility building program. One option was outlined in the section on the Byron Dobson Arena which suggested retaining the Dobson as the event arena and eliminating the seating at the new pad. The aquatic facility could be reduced to 6 from 8 lanes. Other room spaces can be reduced resulting in capital cost savings.

With respect to revenue, we note that the facility is far from at full capacity based on the level of interest identified. There is capacity to increase usage without increasing staffing or other costs significantly. We also note that fees for some activities are highly subsidized and the Town may wish to consider consulting with stakeholder groups to assess their willingness to contribute through surcharges or higher fees now that they have a better sense of to what they may be contributing.

Taxpayers also need to weigh in on the degree to which this is an important facility. While the increase to the tax rate is not insignificant, the ability to have something like the Wellness Centre in your community would certainly cost much more than an average of \$303.00 per household (if everyone used the facility) if it were a private or not-for-profit operation. These are things the community needs the opportunity to understand and discuss.

7.5 IMPLEMENTATION

Figure 7.3 provides an overview of major tasks required for the implementation of the project, organized in streams of activity over the course of four phases: (1) Needs Assessment (2) Detailed Project Planning and Market Confirmation (3) Development and Operations and (4) Construction and Opening. Within these phases work on all or many of the following elements would be undertaken as each move forward in an interrelated fashion.

- **Site** – (size requirements, selection, approvals and development)
- **Facility** – (initial concept, call for architect, design development, construction)
- **Consultation**– (initial consultation to identify need, confirmation of and input to detailed design needs, ongoing communication with the community and stakeholders)
- **Market Assessment** – (needs assessment and confirmation of needs with respect to required fees, tax implications, fundraising contribution etc.)
- **Financial Plan** – (initial order of magnitude capital costs, operating cost projections with confirmed concept plan, financial requirements for capital and fundraising and funding strategy)

- **Operational Plan** – (staffing plan, new policies and procedures, partnerships, contributions of partners etc., decommissioning plans for existing facilities, preparation for official opening)
- **Decision Points** – (initial approval of needs assessment directions, decision to phase or not phase based on cost and other factors, decision to scale up or down based on cost and other factors)

Please note the tasks in Figure 7.3 are not exhaustive but rather provide a guide. The tasks outlined in Figure 7.3 should be used as a guide with other activities very specific to Riverview and this project incorporated in a timely fashion as well. While all tasks are interrelated, a few must assume a more iterative connection. The red circle surrounding tasks related to detailed design, confirmation of needs and financing is an important grouping. The current needs assessment identifies a facility concept based on the information available. With this preliminary concept and high level costs the Town, and potentially partners, are positioned to work with the community to align and design the future facility - including overall capital and operating costs, tax impact on residents and implications for the Byron Dobson Arena and other facilities and sites.

The schedule is based on a 7 to 10 year building timeframe from now. Figure 7.3 and the following text points outline an implementation plan for Council's consideration. The points that follow are consistent with the Figure.

7.5.1 STAGE ONE: NEEDS ASSESSMENT

The Town completed both the current Feasibility Study and an earlier consultation associated with the Mill Creek Park development. There are still some gaps to be addressed and since plans to build a new facility are not immediate, it is an appropriate place to be at this point in decision making.

It is often difficult for stakeholders, or the community in general, to communicate their needs in the absence of information about the implications of those needs. For example, while the aquatic groups would like a home pool suitable for competition, the hours they indicate that they would use the pool are based on current fees and near-term projections of membership. Current fees do not reflect the cost of providing a much more expensive aquatic facility that may necessitate an increase in fees. Without information on projected costs, the Town is at a disadvantage to understand or set different fees. With the information now available, the Town can move to a more comprehensive consultation with groups to confirm usage at a fee level that is affordable to the Town as a whole. This is where the iterative process graphically alluded to in Figure 7.3 comes in.

Through our recreation planning work it has become evident that, except in situations of significant and ongoing population growth, many communities begin to assess the feasibility of developing these centres long before they anticipate building them. It is not

unusual for communities to redo their plans more than once. Consequently we now recommend to municipalities that if construction is more than 3 – 5 years in the future they prepare a preliminary needs assessment much like this one. This provides the community with basic information that can then be reviewed and communicated with the community to confirm a more reliable needs assessment much closer to construction.

Similarly there are outstanding questions related to the future of the Byron Dobson Arena as an ice facility (infrastructure viability and customer satisfaction), land base options, potential users etc. To complete the needs assessment the following steps are recommended:

1. Undertake a more extensive building condition assessment as described in Section 6.1, to confirm life safety, structural, and energy and efficiency requirements; and lifecycle cost and payback periods. It is anticipated that if prepared today the cost of such a study will be in the order of **\$20,000**. Staff responsibility following Council budget approval.
2. Work with Regional Municipalities to assess the need for regional recreation facilities by accessing the Provincial Regional Recreational Planning funds. As part of that assessment investigate the appropriateness of the Byron Dobson Arena and Arena site to house regional sport facilities. This investigation should include a cost benefit assessment of retention of the existing facility or rebuild. As part of the regional review, assess the long-term demand for ice and, as a Town (this would be separate from the regional assessment), confirm whether the Byron Dobson twin pad should remain an ice arena or if the two pads (or one, or three) should be added to the single pad recommended as part of the Wellness Centre, and the timing of any phasing. The provincial grant provides up to 75% to a maximum of \$75,000 to undertake a regional master plan. The cost to the Town to participate in such a plan, in addition to costs related to further assessment of the condition of the Byron Dobson Arena, would be in the order of **\$10,000 to \$20,000** if prepared today. This is the responsibility of Staff and Council along with other municipalities and communities in the region.
3. Communicate the results of the current study and the proposed process and timing for refining and confirming future development with the community. This is the responsibility of Staff and Council through the budget process, and various communication initiatives.

The tasks noted above can begin immediately and should be undertaken within the next couple of years based on a 7 to 10 year construction process.

7.5.2 STAGE TWO AND THREE: PROJECT DESIGN AND MARKET CONFIRMATION

It has been traditional for municipalities to prepare one or more feasibility studies well in advance of hiring an Architect and preparing detailed design. As a consequence, the market assessment, operating cost assumptions, and even the facility space program of the feasibility study are often quite different from the final built product.

It is our recommendation that market confirmation happen concurrent with more detailed project planning. This will allow development of the final and detailed design to incorporate:

- Confirmed user and community need incorporating fee, tax and policy assumptions
- Ensure the design fully reflects a current market assessment
- Engage users in the design process that is imminent and not well into the future

The stage two and three tasks include iterative activities designed to achieve that result. Using the assumption that the Town plans to move to construction in 7 to 10 years, some of these tasks can also begin immediately, particularly the confirmation of site and potential options for the land base on which the Dobson Arena sits.

1. Confirm if Mill Creek Park will be the site of the proposed Wellness Centre and begin to allocate resources to its future development. This is the responsibility of Staff and Council.

Using the assumption that the Town is fairly certain that it plans to proceed to build some type of indoor recreation facility, it is not too early to identify this in the Town's 10 year capital budget and begin to allocate resources annually to the capital cost of this initiative.

2. Establish a capital reserve toward the cost of future development of a Wellness Centre.

Within 3 to 5 years other tasks in stage two and three should commence, including:

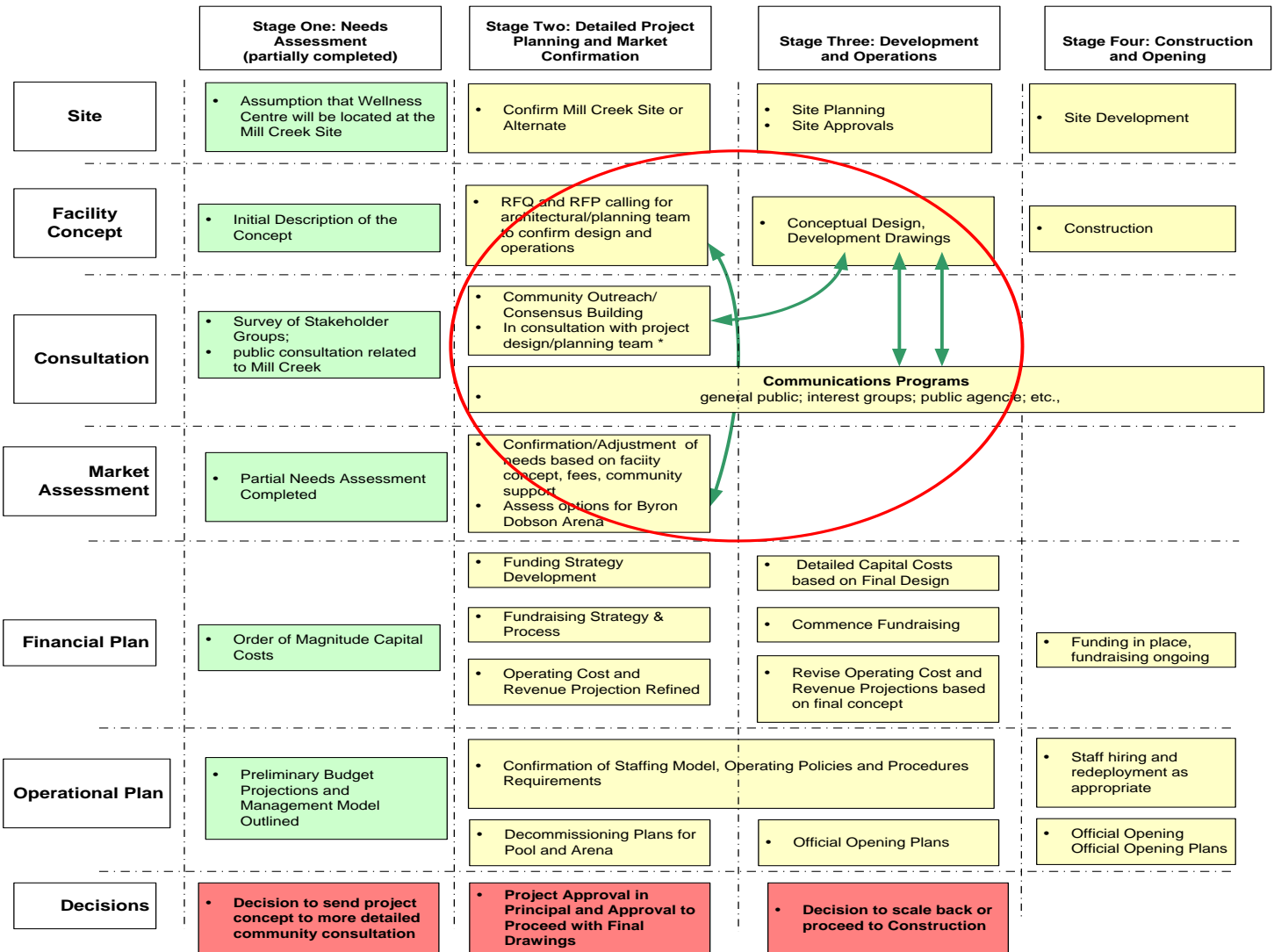
3. Preparing RFQ and RFP documents for an architectural/planning team to work with the Town to assess the market through more extensive consultation with current users, the public/taxpayer in general, stakeholder groups, and staff who will operate programs. Consideration should be given to revising fees to support the added costs of the new facility. Typically Architects also conduct this consultation to inform the design process and we recommend to clients that the design team include recreation planning and consultation expertise.

4. Assuming the Town has established a reserve fund toward capital costs, it is appropriate at least five years in advance to begin to develop a detailed funding strategy including discussions with representatives of the provincial and federal governments for contributions to capital through grants. The funding strategy will also include a community fundraising process. Many communities establish groups specifically tasked with the fundraising process. Fundraising including all aspects can be a responsibility of a fundraising group with elected officials and community members.
5. Through the iterative communication, needs assessment and design process a higher level of operating and capital costing is developed at this phase. Costs for these tasks in phases are typically in the order of 8% of the capital construction costs.
6. Confirm project and proceed to the final phase 2 to 3 years in advance of planned completion of the project. This will involve Council approval of the project. Council's responsibility.

7.5.3 STAGE FOUR: PROJECT CONSTRUCTION AND OPENING

Following Council approval of the project, the Lead Architect along with the Town will proceed with the process of development. For a facility as large as the proposed Wellness Centre construction will take approximately 2 to 3 years. The Town should therefore work back from the planned date of opening and the tasks outlined in this section. It will make a difference in timing if the Town plans to open or begin construction within 7 years. If the plan is for the facility to open in 10 years, then Stage Two and Stage Three should begin within 2 to 4 years.

Figure 7.3: Implementation Outline



Source: Schematic property of dmA Planning & Management Services

Appendix A

Indoor Recreation Facility Inventory

**Town of Riverview, NB
INDOOR FACILITY INVENTORY**

Type of Facility	Name of Facility Location of Facility	Ownership M=municipal B=school board P=private O=other	Number of facility components that are the same (e.g., 2 ice pads) at one location	Primary Users S=Seniors A= Adults Y= Youth C=Children	Market Area Served (Describe using identifiable area or community)	Primary User Groups (Please list the names of primary organized groups who make use of facility)	Capacity / Use AC=at capacity NC=near capacity UC=under capacity	Description/Comments (Please describe facility components (i.e., hall, multi-purpose room, kitchen, etc.), recent upgrades, facility limitations, etc.)
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Arenas								
1	Byron Dobson	M	2 pads	C,Y,A	Moncton Dieppe Riverview	Minor Hockey Figure Skating Ringette	NC	- Kitchen (canteen) - Upper additional canteen with no kitchen - Meeting room (upper level) (2 new condensers in 2013)
Indoor Pool								
1	Pat Crossman Memorial Pool	B	6 lanes 25 m	Y,C	Moncton Dieppe Riverview	Codiac Vikings Swim Club School Board	NC	- Meeting room - Changing rooms - Small spectator area
Fitness Facilities								
1	Program Studio	M	Large room	A,S	Tri- Community	General public (fitness and dance)	NC	- Improvements to ventilation in 2013 - mirrored wall, sounds system, sport floor
2	Community Centre	M	1 gym	A,S	Tri- Community	Fitness		- PA system, canteen, sport floor
Gymnasia								
1	Coverdale Centre	M	1 gym	Y,A	Tri- Community	Boys and Girls Club, Vets Association, Cadets	NC	- Used for additional special events - Commercial kitchen and small board room - Added a Rogers Tech Centre in 2014 - Added air conditioning in 2014
2	Community Centre (Biggs Drive)	M	1 gym	Y,S	Tri- Community	Various groups		- Attached a skate park

**Town of Riverview, NB
INDOOR FACILITY INVENTORY**

Type of Facility	Name of Facility Location of Facility	Ownership M=municipal B=school board P=private O=other	Number of facility components that are the same (e.g., 2 ice pads) at one location	Primary Users S=Seniors A= Adults Y= Youth C=Children	Market Area Served (Describe using identifiable area or community)	Primary User Groups (Please list the names of primary organized groups who make use of facility)	Capacity / Use AC=at capacity NC=near capacity UC=under capacity	Description/Comments (Please describe facility components (i.e., hall, multi-purpose room, kitchen, etc.), recent upgrades, facility limitations, etc.)
3	School Gymnasia	B	8 (one small)	A,Y,C	Riverview	School use and community rentals (priority use for schools)	NC	- Includes 2 new gymnasia at the new school and 1 small gymnasium at West Riverview School
Meeting Rooms								
1	PR Office	M	1 room	S,A,Y,C	Tri-Community	Various sport and recreation association	UC	- Meeting rooms are often used in conjunction to the sport being played (i.e. Minor Hockey uses the arena meeting room)
2	Arena	M	2 rooms	S,A,Y,C	Tri-Community		UC	
3	Coverdale Centre	M	1 room	S,A,Y,C	Tri-Community		NC	
4	Town Hall	M	3 rooms	S,A	Tri-Community		UC	
Banquet Facilities								
1	Coverdale Centre	M	400 capacity	S,A,Y,C			UC	- AC, commercial kitchen, PA system
2	Community Centre (Biggs Dr.)	M	300 capacity	S,A,Y,C			UC	<ul style="list-style-type: none"> - Not often used for the small kitchen area, PA system, AC, sport floor - Used for larger community events such as indoor concert, movies, etc.

**Town of Riverview, NB
INDOOR FACILITY INVENTORY**

Type of Facility	Name of Facility Location of Facility	Ownership M=municipal B=school board P=private O=other	Number of facility components that are the same (e.g., 2 ice pads) at one location	Primary Users S=Seniors A= Adults Y= Youth C=Children	Market Area Served (Describe using identifiable area or community)	Primary User Groups (Please list the names of primary organized groups who make use of facility)	Capacity / Use AC=at capacity NC=near capacity UC=under capacity	Description/Comments (Please describe facility components (i.e., hall, multi-purpose room, kitchen, etc.), recent upgrades, facility limitations, etc.)
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Other Indoor Recreation Facilities								
1	Skate Park	M	12 ramps	Y,C	Tri-Community	General public	UC	

Appendix B

Consultation Participants

Key Informant Interviews

Town of Riverview

Mayor Ann Seamans

Mr. Dave Muir, CAO

Mr. Robert Higson, Director of Finance

Mr. Gerry Cole, Director, Department of Parks, Recreation and Community Relations

Mr. Danny Gladstone, Supervisor of Parks and Recreation Facilities (Facility Manager)

Ms. Samantha Kuhns, Community Recreation Worker (Pool)

Ms. Anne Othen, Administrative Coordinator, Department of Parks, Recreation and Community Relations

City of Dieppe

Mr. Raymond Bourque, Director – Leisure and Recreation Facilities

Mr. Luc Bujold, Manager – Aquatic and Sports Centre

City of Moncton and Facilities in Moncton

Ms. Jocelyn Cohoon, Director of Recreation and Culture, City of Moncton

Mr. Nicolas Frizzell, Director, Red Ball Internet Centre

Mr. Dave Theriault, Moncton, YMCA

Other Informants Relevant to the Current Study

Mr. Bill Budd, Director, Moncton Urban Planning

Mr. Chris Robicheau, Local Representative, NB Dept. of Healthy and Inclusive Communities, Active Living Branch

Facility User Groups

Participated	Participated
Riverview Minor Baseball	Just for Kicks Martial Arts & Fitness
Riverview Minor Basketball	292 Coverdale Sea Cadets
East Coast Ice / Andrews Hockey	Riverview Soccer Association
Riverview Tennis Club	Riverview Arts Centre
Riverview Minor Hockey	Anglophone School District
Reaching For Rainbows Child Development Centre	Boys and Girls Club of Riverview
Manchester Lawn Bowling Club	Invited, but did not Participate
Healing Tai Chi	Badminton Club
Riverview High School Girls/Boys Hockey / Soccer / Field Hockey	Riverview Veterans Association
Riverview Figure Skating Club	Albert County Hunters Association
Water Polo	East Coast Street Styles
Codiac Vikings Club	NB Shuffleboard Association
Aquasouls Synchro	Albert County Food Bank
Riverview Ringette Association	Moncton Football Association
Ball Hockey	Codiac Storm Lacrosse Club
Riverview Karate and Ju-Jitsu	Ultimate Frisbee

Appendix C

Wellness Centre Preliminary Floor Plan Diagrams

