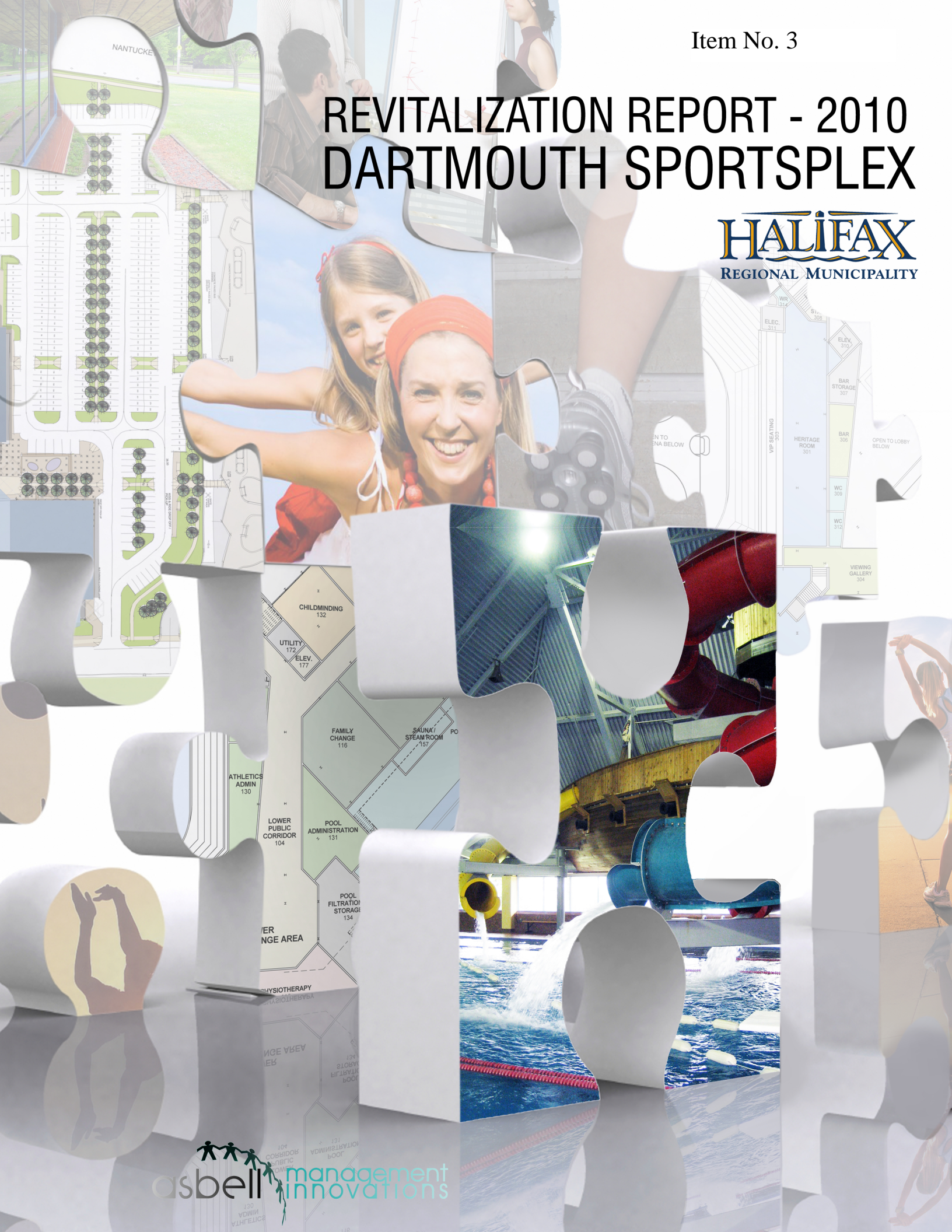


# REVITALIZATION REPORT - 2010 DARTMOUTH SPORTSPLEX

**HALIFAX**  
REGIONAL MUNICIPALITY



## Consultant Team



In association with

DSRA|envision  
ARCHITECTURE

Disclaimer: The analysis presented in this report is based on estimates, assumptions and other information developed from interviews, focus groups, an on line survey, industry research, discussions with current and potential facility users and analysis of competitive/comparable facilities. The sources of information, the methods employed and the basis of significant estimates and assumptions are stated in this report. Some assumptions inevitably will not materialize and unanticipated events and circumstances may occur. Therefore, actual results achieved will vary from those described and the variations may be material.



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## Executive Summary

Asbell Management Innovations, DSRA Envision and CBCL Limited (“The Consultant Team”) has completed the Dartmouth Sportsplex Revitalization Report. The Consultant Team completed a market analysis, integrated a public consultation process, studied current services and programs, assessed current business operations, and conducted a comprehensive building assessment.

Given the superior infrastructure and focused program and service delivery options posed by competitors, Dartmouth Sportsplex must now, more than ever, revitalize its facilities and reflect upon service provision options while also developing strategies to add value in new ways. Without a change in focus and investment in infrastructure, the Sportsplex will be operationally unsustainable without mill rate support. During the transition to renewal, the facility will require additional financial operational support.

The attached report presents our research, analysis and findings, and is intended to assist the Halifax Regional Municipality in evaluating three key challenges facing Dartmouth Sportsplex and making an informed decision to invest capital dollars pertaining to renewal and recapitalization. The report proposes developing key differentiating elements and a community signature to ensure the facility nurture the next generation of user.

A series of recommendations have been put forth to best position Dartmouth Sportsplex (hereinafter referred to as either DSP or the Sportsplex). Recommendations incorporate a number of integrated scenarios for the repositioning and redevelopment of the indoor facilities at DSP complete with concept plans and order-of-magnitude cost estimates. The following are recommendations from The Consultant Team:

**Table 1: DSP Key Challenges & Opportunities**

<b>Customer Experience</b>	Difficulty with customer attraction and retention	Reposition as a multi-district facility with a focus on family opportunities
<b>Facility Design</b>	Aging and outdated infrastructure	Upgrade infrastructure, improve flow and design flexible, adaptable and welcoming spaces
<b>Financial Sustainability</b>	Diluted market focus	Implement a sustainable revenue generating model based on active living as core business strategy

## Market Recommendations

**Project Scope:** Analysis of current and future recreation, sport and wellness market opportunities and analysis of local, regional and national trends that is applicable to specific opportunities for the Sportsplex.

DSP is an excellent Gateway location for Dartmouth and the Eastern Passage. The proximity to the proposed new transit terminal with a forecasted 26,000 daily users can be advantageous to creating more market opportunities for DSP. Hosting of major public assembly events close to public transit and a hotel provide a unique series of strengths for DSP. The concepts recommended herewith should be advantageous to its market position and enhance the Dartmouth Gateway.

The population within a short drive time radius of DSP is substantial. Based upon population forecasts it is understood there will be an overall increase in those residents aged 25-44 and those over 65 yrs living within close proximity to DSP. The family unit is an important and growing factor in the market place. While there is some competition from other facilities for elements of the overall facility the combination of public access assets at DSP is unique and important. The facility asset mix and programming must reflect this changing demographics and ethnographic. Throughout this report the Consultants have highlighted the contrast between the current facility landscape situation and essential elements required to operate a successful DSP recreation facility today and for the future based upon forecasted population. Facility component modification is designed to capture interest to meet identified market need in mind. DSP modifications are family oriented, offer variety of activity for active living and community hosting, they are consistent with the community character and the unique aspects of this particular site. The concepts presented also keep in mind environmentally friendly elements as heard from the community.

DSP currently attempts to appeal to the family market. A broadening of the sports available along with improved health and wellness and events capacity would be more economically viable. Two key Market Segments for the future have been identified:

1. Active Living/Wellness for Fitness and Recreation: both program and spontaneous use; with provision of swimming, ice use and general dry land activity;
2. Social and Spectator Gathering. (e.g., local community consumer shows, community events and competitions are hosted in the Arena and in a gym as a new key component of the Sportsplex.

To stimulate increased facility use of the revitalized facility and organization, it is recommended that a brand promise be developed emphasizing the “family focused active living facility experience.” Redevelopment of DSP will help position the following Key Value Propositions:

**Key Value Proposition #1:** DSP could become a multi-generational facility focusing on continuity of use for young families to build lifelong relationships with the Complex. A revitalized and expanded commitment to provide sport, active living and wellness appears to be the most viable concept that matches the community profile and need. This parallels the Community Facilities Master Plan document. DSP could become the Dartmouth area focal site for initiating and maintaining quality of leisure lifestyles while fostering such feelings as multigenerational sharing, harmonization, and encouragement.

**Key Value Proposition #2:** Carefully defining family programming focused services ensures that DSP shares the same vision for the service as both HRM and the community consulted. This will translate into substantial interest in the facility and should translate into higher utilization of the new facility components.



**Key Value Proposition #3:** Service recommendations are designed to ensure activation of the aforesaid value proposition ideas. The Arena can continue to be the primary mid-sized format spectator/entertainment showcase facility for the Halifax region. The Pool can be re-invigorated with customer-centric upgrades. Fitness and wellness expansion are essential to capitalizing on trends.

**Key Value Proposition #4:** The Sportsplex is a good facility to introduce and re-introduce recreational activity. On-going efforts to ensure that programming is consistent in its development of relationships that encourage young people's connection to recreation activity is encouraged, as well as services for the emerging active senior market in Dartmouth.

**Key Value Proposition #5:** DSP can effectively service the diverse needs of active wellness adult participants. The expansion of a fitness centre with support servicing, easier access to rehabilitation amenities in the aquatics area, continued access to the arena for public skating and lessons, and an emphasis of community events in the arena are good program options for the Sportsplex. The refreshed facility supports these uses.

**Key Value Proposition #6:** Health and Wellness was indicated as being a primary interest by community members, in addition to an increased desire to live healthy lives. This is an expression of desire to engage in experiences that offer richer opportunities in their lives. A significant opportunity exists for expanding penetration in the health and wellness marketplace through a heavier concentration of programming at DSP provided that appropriate service and facility support is provided. This can counteract obesity and other health-related issues.

#### **Draft Dartmouth Common Master Plan**

All proposed elements of the DSP renewal support the values and vision as identified in the Draft Plan. The Sportsplex is envisioned as a freely accessible facility offering quiet reflection, recreation, health and wellness services. It can become a facility that will be a Common Place for people to congregate and participate, bringing citizens together to experience the extraordinary. The redesign will provide a sense of place, distinguish itself as the Gateway to Dartmouth and support many of the identified goal statements from the Draft Master Plan.

### **Operational Recommendations**

**Project Scope:** Analysis of current business and other relationships with bingo, tenant, event hosting and any others conducting business at DSP.

The overall impression of the Sportsplex Staff Team and Board of Directors are a group of committed, dedicated nonprofit business advocates who understand the facility challenges. They have attempted to respond proactively to changing conditions. The facility renewal is deemed essential if the Sportsplex is to achieve business growth and sustainability in the future. New space and facilities are required to permit the facility to restore its previous key strength as an early adaptor and trend setter.

#### **Defining Core Business**

Bingo has historically been a net revenue provider that has supported the core business of the facility. The erosion of net revenue production and its non-core function necessitate a review of its importance to the long-term success of the facility. Leading business authorities believe a disciplined approach

focusing on one primary with a strong secondary revenue generator will normally produce greater financial results. This has been verified through consultant research of other operators. The Board was presented this business logic and challenged to bring forth a narrowed and more concentrated, sharper business philosophy and business acumen for the future. The Board and Senior Staff recently completed a visioning exercise and have endorsed a plan to eliminate bingo from current operations within the facility and convert the space to a modified use that is more consistent and congruent with long term business vision, organizational purpose and community value proposition – a much greater focus on sport, recreation and active, healthy living.

### **Creating the Compelling Vision**

Board and Senior Management were challenged with crafting a future business vision that would effectively reduce the areas of business concentration from 3 divergent areas to two aligned areas. The Board and senior management accepted the challenge and determined to emphasize only 2 spheres of major business concentration. The result envisions a commitment to focusing energy and resources for sustainable, supportable business opportunities that capitalize on existing event hosting capabilities in the arena and as its primary focus of business activity the Sportsplex will activate a deep commitment to athletic/wellness concentration for serving the needs of HRM/Dartmouth's residents. Modification in facility renewal and thereby designed around the two key business concentration areas and a vision of being a vital active wellness a community common for the citizens of Dartmouth and beyond. Dartmouth Sportsplex will be the region's premier public active wellness and indoor sports /events facility through offering activities, experiences and services that engages the Dartmouth community.

### **SOAR Customer Experience and Services**

Using a SOAR analysis (Strengths, Opportunities, Aspirations and Results Expected) and maximizing those elements for DSP, these are the recommendations for renewing the business model. It calls for the creation of a cohesive updated business strategy for DSP with aligned facility renewal, policies, procedures and action to capture the essence of an experience creation internal culture.

Recommendations include:

- Emphasize a key core value proposition for DSP focusing on active living and sport participation.
- Position DSP as a multi-generational facility focusing on continuity of use for young families through youth to build lifelong relationships with DSP while also serving the growing seniors population.
- Create defining signature facility characteristics that set DSP apart from others in service, brand, culture and quality to help resurrect DSP and sustain the devoted following currently in vogue.
- Emphasize DSP as a community common for hosting major community events within Dartmouth
- Improve way finding and signage throughout DSP.
- Review the booking and scheduling of events and programs to reduce parking frustrations and conflicts that results in disruption, program extension or cancellation.
- Position DSP to effectively service the diverse needs of active wellness adult participants through the provision of fitness and wellness focused services.
- Continue the concentration of introductory programs in Learn to Swim, Learn to Skate, preschool programming and various introductory gymnastics and dance programs

## **Building Recommendations**

**Project Scope:** Analysis of current physical layout, including guest engagement, internal traffic flow, accessibility, space utilization and flexibility, space appropriateness and condition.

This following Table summarizes the Consultant Team’s views of the recommendations for the Sportsplex’s re-imagined future.

**Table 8: Current State to Preferred Future State**

Function Area	Current	Future
Customer Experience	Programs & rentals are drivers for participation	A memorable, extraordinary experience stimulating on-going participation
Facility Design	Staid, old boring facilities	Dynamic play, sport and wellness environments.
Financial Sustainability	Somewhat reliant on bingo revenue to offset lack of revenue from other facility components	Diverse sport/active living facilities providing strength

Top priority consideration for the facility is the general modernization and updating of the entire complex with particular initial priority to:

- family focus programming capacity, fitness centre relocation and enhancement that generates an exceptional view corridor environment
- aquatics destination status returned

**Lobby/Foyer** – update and reconfigure the entire floor

#### **Multi-purpose rooms and Studios**

- 3 studio/multipurpose spaces ranging in size to accommodate from between 15 to 30 people participating. One large space should be suitable to host dance classes (hardwood floors and mirrors) all areas would require muted lighting. 2 studios adjacent and within the proposed fitness centre – this could either become spinning or yoga room
- Updated diverse meeting/multipurpose spaces (5) in total. This includes a board room, the enclosed viewing lounge over the arena, the meeting room adjacent to the lounge and at least 2 other meeting rooms. Prefer varying sizes of space ranging from accommodating 12 up to over 100 if feasible
- Dedicated space for licensed pre-school with outdoor access; this is thereby preferably on the ground floor with access to the outdoor space. Close proximity to a babysitting/child care area and the front reception makes sense. The child care/babysitting space should be shifted to the upper floor if feasible or along new corridor between gym and arena – windows and fresh air opportunity would be beneficial
- On lower floor where current fitness centre and child care are currently located: convert portion of space to a Children’s play center and 1 Youth weight room and provide a games area and social area within the space
- Improved and expanded storage and office areas throughout the complex
- Improved/expanded space for physio (extra 500 SF).

#### **Arena**



- Female hockey change rooms added
- Storage capacity added

#### **Aquatics improvements/enhancements**

- New views into the pool from Wyse Road – showcasing the slide
- Waveloch Flowrider (single machine)
- Large easy access hot tub

#### **Current Racquetball/Squash - Eliminate the courts**

#### **Dedicated Staff Area (possible within space currently occupied by one of the existing studios)**

- At least 2 additional private offices
- Admin space for full and part-time staff that may accommodate 4 staff members
- Locker rooms
- Lounge/lunch area
- An additional smaller rentable office for sport teams – at least 2 small offices if feasible with small storage areas within the office

#### **Updated and expanded locker rooms**

Continue use of existing locker rooms but expand. Currently the Sportsplex has a variety of locker/change rooms, general public male and female, family change areas and annual pass male and female change rooms. All need upgrading. The annual pass change rooms need expansion.

#### **Fitness Centre**

- Shift to along Wyse Road and expand by adding a second floor above. Heavy weight equipment – free weights could be segmented in another area on the lower floor.
- This space may require expansion to be on one level.
- Windows/natural light
- If feasible design for at least 2 different levels – one tiered
- Dedicated, multi-purpose enclosed spaces for spinning and yoga classes as outlined in a previous section
- Wellness center/offices and a small reception desk

#### **New Gym (range of size 10,500 SF to 12,000SF)**

- 1 large gym with multiple courts of approximately 12,500 SF
- Programmable space of up to 2000 SF to 2500 SF x 2. Large easy access storage along one wall of this programmable area is essential
- Spectator space (pull out bleachers for up to about 200)
- Storage space

#### **Parking and Connection to Transit**

- Ensure tie in to the proposed transit hub
- Design for adequate parking, lighting and security

The Sportsplex is the recreational Multidistrict facility for the Dartmouth area. The addition of a gym component to the existing complex and the associated synergy is deemed to be a great opportunity for

the viability of the existing facility as well as an opportunity to enhance the entire complex. The design team recommends that the proposed gym complex could be accommodated on the site and would benefit from being directly connected to the existing facility.

## Financial Sustainability Recommendations

The population within a short drive time radius of DSP is substantial. Based upon population forecasts it is understood there will be an overall increase in those residents aged 25-44 and those over 65 yrs living within close proximity to DSP. The family unit is an important and growing factor in the market place. While there is some competition from other facilities for elements of the overall facility the combination of public access assets at DSP is unique and important. The facility asset mix and programming must reflect this changing demographics and ethnographic. Throughout this report the Consultants have highlighted the contrast between the current facility landscape situation and essential elements required to operate a successful DSP recreation facility today and for the future based upon forecasted population. Facility component modification is designed to capture interest to meet identified market need in mind. DSP modifications are family oriented, offer variety of activity for active living and community hosting, they are consistent with the community character and the unique aspects of this particular site. The concepts presented also keep in mind environmentally friendly elements as heard from the community. Segmentation of the drive time market most probable to use the DSP shows that that there may be 20% of the population may choose to use the facility. Visitor market is also substantial especially with the introduction of the only Waveloch Flowrider in the Atlantic region.

Detailed components of a renewed DSP are highlighted in Facility Assessment Section. The three highest priority elements affecting revenue growth are an expanded fitness centre, development of a gym facility to add sport diversity and spontaneous use drop-in components and a general modernization of the facility to demonstrate a welcoming environment. As market penetration rates or capture rates are a function of attraction of the size, scope and quality of components and themes of the facility these changes should produce positive response. Participation is expected to range from low to probable or high based upon review of the market place.

Based upon the population demographics and research of the current indoor facility provision landscape the Consultants estimate that there might be approximately 10,800 to 13,200 individuals interested in purchasing adult annual pass equivalents in Dartmouth area. The Consultant Team used a tested model to determine market penetration in Dartmouth that included cross referencing with revitalized facilities from within the comparative study group as well as regional penetration rates (Sackville Sports Stadium). An estimate of current market penetration at commercial facilities is generously determined at 7,750 memberships purchased, averaging 500 per yoga/pilates facility (4) and 750 for each private fitness centres (3); 2500 for each of the NuBodies/Good Life (2). Drop-in participation is not considered a significant factor amongst these Dartmouth located facilities as most are “membership” based facilities. This represents a sizable market opportunity for the Sportsplex. In research conducted by the Physical Activity and Health of Canadians Study (2005) regular active participation in recreation and sport has been noted above 40% in this market place. This is a sizable market opportunity when compared against just commercial and non-profit club membership. The actual volume of adult and senior annual pass purchases at DSP in June 2010 totaled approximately 1,800. As a contrast in the local market scene the consultants learned Sackville Sports Stadium attracts

in excess of 1800 annual memberships from a market approximately ½ half the size of that for the Sportsplex.

Using conservative data the Consultant Team believes that there are arrange of between 550 and 850 additional annual pass equivalents probable for purchase within Dartmouth public facilities. Dartmouth Sportsplex is the only public access provider of services within the marketplace. Additional market growth potential for DSP can therefore be realistically is forecasted at 675annual pass equivalents within a 3+ year time line. Additionally drop in participation could be substantial. The volume of program registrations will also escalate with the proposed multipurpose studio spaces

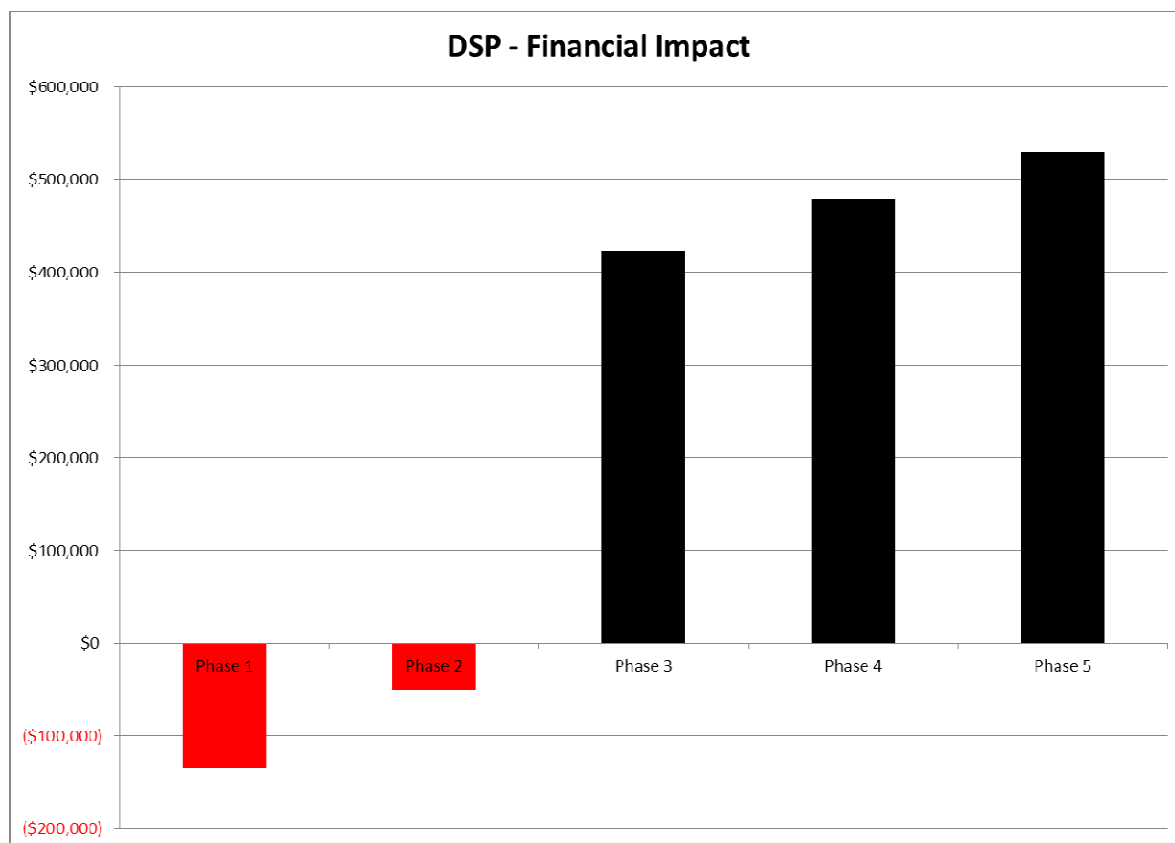
To stimulate increased facility use of the revitalized facility and organization, it is recommended that a brand promise be developed emphasizing the “active living facility experience.”

Additionally, the Consultant Team recommends pressing forward with fund development and naming rights and does a study to determine value and create proper support for going after the dollars.

## Financial Pro forma

Operating a facility while also undergoing multiple construction projects will present the Dartmouth Sportsplex with 3 key challenges: maintaining current operations, preparing for the next phase of the construction project, and celebrating each phase as it completes. To help maintain a viable operation during the various projects, additional marketing will be required to keep all stakeholders apprised of the projects and to ensure as many current customers as possible remain with DSP throughout the construction projects. Preparing for each phase will include vast amounts of planning including fitness centre layout, equipment moves, and office relocations. Further, additional staffing will be required to ensure the appropriate attention is paid to both the current operations and the construction projects. Finally, the new facilities will bring greater exposure to DSP resulting in higher revenue potential. To achieve this potential, staffing for the fitness centre and family programs area and gymnasium will need to increase. In addition, marketing will be instrumental in driving sales.





### Recapitalization & Renewal Phasing with Costing Recommendations

Integrated scenarios for repositioning and redevelopment were prepared:

- Market and program focus
- Building redevelopment and concept plans
- Order of magnitude cost estimates
- Transition plan to solidify financial sustainability

The following facility renewal principals respond directly to the RFP, customer and citizen input, research conducted into DSP business and national facility renovation trend development and support the findings and recommendations outlined in the Community Facilities Master Plan, Dartmouth Commons Master Plan and other associated plans. If these principles are upheld, the Sportsplex has the capacity to be more sustainable with an increased revenue focus.

- **Multi- District Facility:** Dartmouth Sportsplex is the key Multi-District facility serving the Dartmouth area.
- **Integration with Existing Documents and the Draft Dartmouth Common Master Plan:** DSP is integrated into planning for the Common. Existing services could include recreation spaces, but may also include social, education, tourism, municipal or residential adjacencies.

- **Economic Development:** A quality recreation facility will be a positive attribute in keeping young families and retirees in Dartmouth or attracting business and institutions to the region.
- **Promoting Health and Wellness and Sport Development:** With the re-development of DSP, there will be an opportunity to promote healthy living for all residents in Dartmouth. The refreshed facility will need to be implemented in such a way as to promote recreation, whether organized or drop-in, team or individual, passive or strenuous. The goal is to make sure Dartmouth residents can have access to a facility that can adapt to recreation and wellness needs as they evolve. Tying into the Halifax Physical Activity Strategy and the Long Term Athlete Development (LTAD) model endorsed by Sport Canada will promote active living, sport development and nurture community engagement and heightened use of DSP.

#### Five Potential Phases:

The strategy for revitalizing, modernizing and adding functional capacity to the Sportsplex involves up to five phases that are only partially sequential and could be carried out independent on each other. Based upon the level of disruption to DSP services it is recommended the revitalization takes place over a period of time. If all construction were to be completed at the same time the Sportsplex would not be operable or if it were to operate significant financial disruption would occur. For greater opportunity of on-going financial success the five phases were deemed most suitable. The Consultant Team recommends that to be consistent with the Study purpose which clearly defined financial sustainability as a key outcome, it is recommended HRM commence Phase 1 immediately or within 1 year (the 2011/2012 budget year) and invest in the remainder of the facility renewal program within one year after commencement of Phase 1.

**Table 2: Consultant Recommendations for Phase 1 to 5**

Success Factor	Phase 1 – 2011 to 2012	Phase 2 – 2012 to 2013	Phase 3 – 2013 to 2014	Phases 4 & 5 Beyond 2014
Customer Experience Outcomes	Stimulate excitement and interest in fitness	Emphasis on family focus	Meet all identified customer drivers	Destination status aquatics
Facility Design Outcomes	Design of Fitness Centre Development/Renewal	Construction of family programs and gym building	Completion of interior renewal	Completion of aquatics and mezzanine
Financial Sustainability Outcomes	Phase 1 Impact	Phase 1 & 2 Impacts	Phase 3 Impacts – full operations	Phase 4 and 5 impacts
Total HRM Capital Investment*:	\$2,925,000	\$6,730,000	\$3,390,500	\$1,856,000

*\*Based on order of magnitude pricing; details of which are shown elsewhere in this report*

The recommended time frame for implementation of Phase 1 is 2011 or as early as possible. All associated Operational Recommendations are included in the short term timeframe. This capital construction project would be matched to High Priority Management and Program Recommendations where possible.

The Consultant Team recommends that the Halifax Regional Municipality proceeds with Capital Investment and associated Operational Recommendations on an expeditious basis. This recommendation has been vetted through the Project Management Committee.

## Context

### Dartmouth Sportsplex - “The Place to BE”

The Dartmouth Sportsplex (“DSP”) includes the Pool, the Common Room, various athletic and fitness spaces and the arena. The complex was originally constructed in 1980. There have been a variety of small modifications and one large addition made to the facilities over the intervening years.

DSP, similar in age to other major recreation facilities across Canada, requires significant repositioning and redevelopment to make it current, relevant and financially stronger. Without significant facility upgrade or operating model redesign, DSP will suffer from decreasing levels of customer use and satisfaction as it continues to age. Failing to be responsive to changing demographics and customer needs reduces interest in the Sportsplex for existing and new customers. On-going participant loss to other external opportunities and other HRM supported facilities will result in reduced revenues and elevated subsidization levels.

### Project Description

The Halifax Regional Municipality (“HRM”) commissioned the Dartmouth Sportsplex Renewal and Revitalization Project (the “Project”) to identify a sustainable facility asset mix for the facility’s future.

The Steering Committee for the Dartmouth Sportsplex Renewal Study provided Asbell Management Innovations (the “Consultant Team”) with a set of key outcomes to guide the Project. These outcomes are as follows:

- Recapitalize and renew the Sportsplex
- Become a fresh, fun, flexible and relevant venue for residents by incorporating a mix of recreation programs and services
- Attract and retain increased numbers of users
- Present a sense of welcome, flow and usability amongst the facilities
- Maintain financial sustainability

The prime objective of the Project was to create the ability to attract and retain an increased number of users and deliver financial sustainability.

### Scope

In response to the Terms of Reference and discussions with the Steering Committee, the following scope of work was outlined and accepted:

### Market Analysis



- Analysis of consumer needs and gaps in service providers in the market area
- Analysis of current and future recreation, sport and wellness market opportunities
- Analysis of local, regional and national trends applicable to specific opportunities for the Sportsplex

#### **Operations Analysis**

- Analysis of current business agreements and other relationships with bingo, tenants, event hosting and any others conducting business at DSP
- Business viability and feasibility of long term opportunities if DSP were to re-focus its efforts

#### **Building Analysis**

- Current physical layout - guest engagement, internal traffic flow, accessibility, space utilization and flexibility, space appropriateness and condition.

#### **Recapitalization and Renewal Phasing with Costing**

Integrated scenarios for repositioning and redevelopment for:

- Market and program focus
- Building redevelopment and concept plans
- Order of magnitude cost estimates
- Transition plan to solidify financial sustainability

### **Deliverables**

The report presents the research, analysis and findings, and is intended to assist the Halifax Regional Municipality in evaluating three key challenges facing Dartmouth Sportsplex and make an informed decision to invest capital dollars pertaining to renewal and recapitalization.

### **Methodology**

The analysis presented in this report is based on estimates, assumptions and other information developed from interviews, focus groups, an on line survey, industry research, discussions with current and potential facility users and analysis of competitive/comparable facilities.

Overall stakeholder input of DSP was collected through focus groups, an on-line survey, interviews with staff and management, external interviews and an examination of other venues in the surrounding area. During these extensive series of meetings, interviewees were asked a predetermined set of questions and asked to prioritize customer needs, issues, facility, and operational changes. Focus group consultation focused on the gathering of ideas and stakeholder input on DSP's challenges, issues and opportunities.

The Consultant Team conducted desk research to gather information about Dartmouth and Halifax Regional Municipality, Dartmouth Sportsplex, user groups and other relevant community information. The Consultant Team gathered information from regional and provincial sources such as Halifax Regional School Board, Sport Nova Scotia and others and federal sources such as Statistics Canada, Sport Canada, Heritage Canada, other government departments, and industry associations such as Nova Scotia Parks and Recreation Association, Canadian Parks and Recreation Association, and other provincial organizations, the Internet and business and academic journals. Further, the Consultant Team has

information about the Halifax-related recreation activities and interests of citizens based on surveys previously conducted within Halifax. The Consultant Team was provided with information from DSP related to membership/ participants, use of facilities and perceived future needs based on research and business planning. The Consultant Team interviewed municipal leaders, current DSP management, and a lease partner and facilitated a series of focus groups. Collectively this data provided a socio-demographic profile of the community that was used to understand the types of users of the renewed facility, as well as identify industry trends and issues that may impact multipurpose facility development and activities within the municipality. The information from this review was used in all phases of the Project.

## Market Analysis

**Project Scope:** Analysis of current and future recreation, sport and wellness market opportunities and analysis of local, regional and national trends applicable to specific opportunities for the Sportsplex.

## Recreation, Sport and Wellness Market Trends

Successful multipurpose facility operations across Canada and the United States have the following **3 Success Factors** in common: Customer Experience, Responsive Facility Design and Financial Sustainability. These components are discussed below.

### Customer Experience

- Attention is paid to creating experiences, especially in commercial theme park and water park industries that rely on repeat visitors. Promoting fun, meaningful, welcoming activities and engaging staff is customer oriented and encouraging.
- Understanding the strong link between socialization participation in aquatics, fitness and wellness. With the growing focus on healthy living and well being ensuring access to facilities and services is critical.
- Staff training is gaining credence as a necessary investment, especially if the vision is to develop a culture that embraces service excellence and experience creation for its clientele
- Customer connection is an essential element. Understanding preferences for memorable, meaningful activities requires leaning more about customer through surveys formal and informal discussion and on-going analysis of participation habits to identify trends.
- The American Journal of Health (2003) identified numerous studies that illustrate a positive correlation between the density and appropriate indoor recreation facilities and the frequency of physical activity self-reporting. Health Canada has identified that over half of children between the ages of 5-17 are not active enough. Inactivity increases the risk of chronic disease in adulthood.
- Swimming continues to be one of the most popular activities for all ages in Canada. There has also been an increase in participation amongst older adults using pools with the introduction of warmer water temperatures and inclusion of hot tubs, therapeutic pools and other amenities. Modern swimming pools cater to at least 3 distinct market segments:
  1. Recreation and leisure activities comprise 60-70% of users;
  2. Fitness activities account for 20- 30% of users; and
  3. Health and therapy users constitute the remaining 10-20%.

### Responsive Facility Design

- New and remodeled facilities have design orientations for individual activities rather than group sport programs; activity use is reflective of community programming and scheduling to meet particular community needs.
- Diversifying the uses of fitness centres, social multipurpose rooms and swimming pools to meet different recreation market needs (e.g., pools offering warmer water temperatures for rehabilitation and therapy have stimulated greater use by seniors at pools in Vancouver and Ottawa).
- There is a move away from designating space for male and youth dominated sport activities to those that are more inclusive of all ages, genders, interests and abilities to access.
- The internal environment offers a warm, comfortable atmosphere.
- Dedicated fitness space is large, bright and airy with a combination of environments.
- To address emerging sports and increased demands for spontaneous use enjoyment of activity by adults and youth gyms are being added to facilities. These are identified as significant draws for membership within the facilities that have added gyms.

### Financial Sustainability

- Large, multi-purpose facilities that generate economies of scale and present significant opportunities for cross programming are becoming the standard across Canada.
- Income is a significant barrier to participation
- There is a declining participation in sport. Cost of admission fees, equipment, material and supplies are factors

*"Youth needs more access to recreation activities on a drop-in basis" – Online Survey Participant*

- Space within successful facilities is being programmed for different types of users at different times of the day and week.

Many people prefer to participate in social activities in order to interact with other individuals; to engage in activities that are fun, stimulating, educational, or challenging; to explore new activities; to acquire knowledge or

new skills; or simply to enjoy the social interactions with other participants. Several significant aspects pertaining to these interests and associated trends are mentioned briefly to provide some context for the specific recommendations that have been put forward for the rejuvenation of DSP. There is an increasing shift away from a focus on structures designed to accommodate specific activities toward flexible venues that can facilitate a wider range of activities. An important point is to avoid planning facilities that allow for singular use. There are many activities that simply require that a large open area be made available.

Greater focus is being placed on creating positive, memorable experiences for participants. If those experiences can be delivered consistently, users are much more likely to become loyal patrons. A satisfied guest is more likely to return and will speak positively to family and friends about the experiences received. Although this is not complicated in theory, there has been a general decline in the availability of authentic recreation programs that consistently generate meaningful and lasting experiences for participants.

**Table 3: Recreation Trends**

Trend	From	To
Activity participation	Structured	Low cost, spontaneous, unstructured individual and activities
Customer Use	Activity driven	Experience driven
Government support	Higher degree of subsidization	Sustainability; promoters of activity; subsidy based on ability to pay, not age
Facilities Planning & Design	Architecturally driven, static facility features (wave pools and slides)	Emphasis on market-driven standards; “one-stop shopping”- multi-purpose and multi-generational. Continued evolution of multipurpose facilities providing interchangeable components

### Local, Regional and National Market Positioning

#### Local

The viability of HRM's aging recreation facilities are largely dependent upon the size and component mix of the facility, the capability of management, the range of programs and services, and the market size. There is a direct correlation between the scope of the facility thrust, the number of current in demand amenities and the capacity of the facility to generate participation and revenue. DSP is an integral component of the adjacent neighborhood and Dartmouth.

HRM has developed new recreation centres that coincide with community interest and demographics. These new facilities are designed and constructed to replace old infrastructure with modern facilities incorporating emerging recreational trends. HRM is also interested in renewing existing infrastructure to ensure they meet current and forecasted community need. The recommendations presented herewith for revitalization of the Sportsplex will be consistent with the approach used in renewing and developing HRM recreational infrastructure.

Many communities now recognize the value of integrated recreation facilities. Updated, well designed facilities can attract customers who previously left to explore other recreation options. The contemplation to redevelop DSP should include opportunities to explore and include unique amenities that would not be found in other facilities within the asset inventory of the HRM assets. There are numerous commercial fitness, Pilates and yoga studios and facilities in Dartmouth. NuBodies/Good Life and Curves are the 2 largest providers of service for Dartmouth. The Interlude Spa is another commercial competitor. Each of these has its own market strength but all are significantly different from the public fitness and wellness business model used with HRM. They, the YMCA and Cole Harbour Place are deemed the largest fitness competitors in the market region. A review of major facilities identified several smaller yoga studios and 2 military fitness centres, each with an estimated membership size of approximately 675.

Development of the Canada Games Centre and other more modern commercial facilities will contribute to reduced participant interest in DSP. These newer facilities emphasize coordinated multi-component customer services, modern aesthetics and decor. The market reach of these facilities has intensified and expanded and they have the capacity to offer more diverse services. The newer facilities make them appealing to a broader community, which now has increased expectations for pools, fitness facilities, arenas and social centres to offer a variety of recreation options.

### **Regional and National Positioning**

All facilities noted below would be classified as Good Quality Comparative Multi-Dimensional Facility Models emphasizing revenue production from sport and recreation and utilizing good quality cost management controls and procedures. The following facilities have been studied in assessing prospective financial performance of renovated and updated recreation facilities:

- Sannich Commonwealth Place, Gordon Head Recreation Centre, Saanich, BC
- Southland Leisure Centre, Village Square Leisure Centre & Cardel Place, Calgary, AB
- Brampton Centennial Centre, Brampton, ON
- Cindy Klassen Recreation Centre, Winnipeg, MB
- TransAlta Tri Leisure, Spruce Grove, AB
- G.H. Dawe Centre, Red Deer, AB
- Mission Aquatic Centre(H2O Adventure), Kelowna, BC (Flowrider installation)
- Canada Games Centre, Sackville Sports Stadium and Cole Harbour Place in Halifax

Each new or renovated facility has achieved significant immediate revenue growth as a result of the revitalization. Revenue has continued, or is forecasted, to grow over the first three years of any renovation. All business forecasting of the above noted facilities had calculated a slightly lower growth rate than what was actually achieved. The range of revenue growth has ranged from 15% to 45% of previous revenue. Southland and Village Square Leisure Centres in Calgary, Alberta had additional growth of 35% after rejuvenating and updating their facilities (no expansion). Each facility manager interviewed indicated on-going declining revenues would have resulted without facility rejuvenation. Each manager recommended the development of a gym to simulate pass sales. The Consultant Team believes that this would be the case at DSP. Each of the aforementioned facilities receives financial support from municipal government to assist with lifecycle replacement. Five of the facilities are operated by nonprofit organizations. All facilities have responsibilities beyond strict financial performance and all are social good providers to their respective communities.

All program and financial forecasts for DSP presented in future sections of this report are consistent with those demonstrated by others while taking into consideration the Dartmouth market. DSP recommendations will incorporate insights learned from review of these facility comparatives.

## **Demographics and Utilization**

The 2005 Canadian Census is the most current database of demographic information available to assess population characteristics within the study area. The next Census will be undertaken in 2010 and available in 2011, which would provide a more current picture of the population changes and existing situation. However, on a macro level of analysis, although the current growth trends may vary



somewhat since the last Census period, the nature and intent of the analysis is to establish larger scale phenomena to help identify some of the bigger picture trends and directions.

For purposes of this analysis, Census Divisions 9-12 and 19-23 were selected as the primary Census Division tracts with population bases that are within an 8-10 km distance from Dartmouth Sportsplex. The 8-10 km's is somewhat arbitrary, but has been identified in other research as an average maximum comfortable driving distance from the facility for personal training, participating in activities and attending local events. It varies somewhat depending on the availability of other facilities in the area, the quality and range of programming and instruction offered that responds to individual needs, the cost to participate, and the attractiveness of the facilities. The analysis also included several additional Census Divisions as secondary population bases located at a slightly longer distance from the Sportsplex, as it was determined that the Dartmouth Sportsplex is a premier facility in the area and may draw users from further away. The additional Census Tracts included 0101 through 0112.

### **Dartmouth Area of Halifax Regional Municipality Demographic Analysis**

While reviewing the Community Facilities Master Plan(CFMP), the consultants determined HRM population will grow by 32,658 between 2006 and 2021. This clearly shows overall population of Halifax continues to increase albeit slowly, putting pressure on existing facilities and increasing demand especially in the suburbs and commuter shed areas of the municipality. There is a small increase in net migration. Dartmouth Sportsplex catchment zone population may grow by approximately 6,500. Halifax Regional School Board also provided valuable information and insight on student population forecasts for Dartmouth based schools. This confirmed the volume of youth in the market place for the foreseeable future as a slow decline. The Regional Municipal Planning Strategy has identified by the year 2026 there will be more than twice the number of people over the age of 65 than in HRM today.

When the total populations from both the primary and secondary census divisions are combined, the total potential volume of users is obviously much higher. We have also referenced the fact that the number of participants from the secondary tracts might likely be less simply due to distance, but it does serve to illustrate that there is a significant additional population base of potential users located within a half hour drive from DSP. If highly attractive programs and experiences are designed and offered to the public, there is potential to draw from that pool of prospective users as well, and not be limited by an 8-12 minute average drive time. The experiences would have to be differentiated, high quality and something that other competitors do not offer, but it is possible for a facility to focus on providing those kinds of experiences for their membership and community. See Appendix A for further Demographics Analysis.

The demographic research supports the following conclusions:

- The target catchment zone population is growing
- A mini baby boom is anticipated that will support family based activities at DSP as well as introduction of new children's services
- The income levels of residents will require DSP be creative with offering attractive financial incentives and programs
- More empty nester adults will move to Dartmouth, these individuals may be attracted to health and wellness services.

## Utilization Research

Research and industry experience tells us that 70% of users of major indoor participation focused recreational infrastructure are located within an 8 -10 minute drive time radius of the facility. Secondary markets are typically located within a 20 minute drive time. Application of this pattern was confirmed for DSP, suggesting that within an 8 minute drive, the primary market area from within Dartmouth is a market reach population of 38,000+. Forecast of population growth received from Halifax School Board provide a positive glimpse into a mini baby boom occurring within the catchment zone of Dartmouth high over the next 8 years. A population of 73,400 is within a 20 minute full drive time. This latter population has grown consistently over the years. Table 1 below provides a synopsis of population within the draw radius.

**Table 4: Population, 2006 and Drive Radius**

Population	2006 HRM Census: 372,675	0 to 20 Minute Drive Radius: 73,420
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The utilization research indicates the following:

An analysis indicates that DSP draws from an area extending beyond the primary 8 minute drive time radius, and many current or potential customers reside within the remainder of HRM. Population forecasts indicate family based activities will be important and relevant for DSP in the future. Childcare, child-minding, children's introductory programming should be well subscribed.

Segmentation of the drive time market most probable to use the DSP shows that that there may be 20% of the population may choose to use the facility. Visitor market is also substantial especially with the introduction of the only Waveloch Flowrider in the region.

Based upon the population demographics and research of the current indoor facility provision landscape the Consultants estimate that there might be approximately 10,800 to 13,200 individuals interested in purchasing adult annual pass equivalents in Dartmouth area. The Consultant Team used a tested model to determine market penetration in Dartmouth that included cross referencing with revitalized facilities from within the comparative study group as well as regional penetration rates (Sackville Sports Stadium). An estimate of current market penetration at commercial facilities is generously determined at 7,750 memberships purchased, averaging 500 per yoga/pilates facility (4) and 750 for each private fitness centres (3); 2500 for each of the NuBodies/Good Life, recently purchased by Good Life,(2). Drop-in participation is not considered a significant factor amongst these Dartmouth located facilities as most are "membership" based facilities. This represents a sizable market opportunity for the Sportsplex. In research conducted by the Physical Activity and Health of Canadians Study (2005) regular active participation in recreation and sport has been noted above 40% in this market place. This is a sizable market opportunity when compared against just commercial and non-profit club membership. The actual volume of adult and senior annual pass purchases at DSP in June 2010 totaled approximately 1,800. As a contrast in the local market scene the consultants learned Sackville Sports Stadium attracts in excess of 1800 annual memberships from a market approximately ½ half the size of that for the Sportsplex.

Using conservative data the Consultant Team believes that there are arrange of between 550 and 850 additional annual pass equivalents probable for purchase within Dartmouth public facilities. Dartmouth Sportsplex is the only public access provider of services within the marketplace. Therefore additional

market growth potential for DSP can be realistically forecasted at 675 annual pass equivalents within a 3 year time line. Additionally drop in participation could be substantial. The volume of program registrations will also escalate with the proposed multipurpose studio spaces

## Public Consultation Results

The key stakeholders included but were not limited to: The Project Steering Committee, DSP Board of Directors, senior leadership of DSP, staff of DSP, current program registrants and members, previous members and program participants, prospective gym users, general public, Halifax School Board, Halifax Police Service, Halifax Recreation, Halifax Transit, local community leaders, HRM senior leadership, HRM councilors, operators of local and national multipurpose facilities, other industry contacts and local developers. Overall stakeholder input of DSP was collected through focus groups, an on-line survey, interviews with staff and management, external interviews and an examination of other venues in the surrounding area. During these extensive series of meetings, interviewees were asked a predetermined set of questions and asked to prioritize customer needs, issues, facility, and operational changes. Focus group consultation focused on the gathering of ideas and stakeholder input on DSP's challenges, issues and opportunities. The following summarizes the feedback received from the public consultation process.

### Focus Group Findings arising from 7 Focus Groups

**Table 5: Focus Group Findings**

Top 3 Strengths identified by Focus Groups	Top 5 Challenges identified by Focus Groups
<ul style="list-style-type: none"> <li>Family focus and neighbourliness about the community</li> <li>Swimming pool and introductory programs</li> <li>An organization working hard to find a balance to ensure everything works for the benefit of the customer – focus is on health, fitness and active living. People recognize there are compromises to help the organization deliver them services</li> </ul>	<ul style="list-style-type: none"> <li>Fitness centre: location, ventilation, equipment congestion</li> <li>The building is old and tired, its out-dated, difficult to get from floor to floor and not welcoming</li> <li>Parking lot control and management; sometimes too many activities at the same time – especially when there are antique shows etc. and exhibitors have trucks that seem to get priority taking away substantial parking</li> <li>Is bingo congruent with an active living and healthy lifestyle building? Most people don't believe it fits any longer. Are all other programs taking up valuable space relevant any longer – "I hardly ever see anyone playing RB or squash"</li> <li>Studios are too small, cramped, some with inferior ventilation, flooring etc.</li> </ul>

#### Focus Groups- Top 5 Wish-list for future Facility Upgrades:

**General upgrade:** Complete modernization: including adding light, shifting some rooms around to better accommodate needs. The main customer entrance needs to be improved and encourage a sense

of welcoming. A sustainable building possibly being designated a Leeds Silver or higher level. Lay-out of the building needs improvement with better flow between floors.

**Fitness centre:** Larger, brighter, airy, spacious with newer good working equipment; separate heavy weight equipment for cardio and lighter weights. The centre should offer exercise equipment suitable for youth, adult and seniors.

**Gyms:** A Gymnasium with ample opportunity to offer programming for all including basketball, floor hockey and activities for youth; easy access drop in possibilities for free play. Many focus groups participants and interviewees indicated there was no public access gym in Dartmouth.

*"The fitness centre is under sized and poorly located. It needs to be bright and airy"*

*– Online Survey Participant*

**Studios:** Studios of appropriate size without being too multipurpose all the time; no poles, good flooring, improved ventilation and larger spaces

**Parking Lot:** Improved parking lot design, lighting, controls and security

**Focus Groups –Vision for DSP:**

When asked "What is your preferred vision for the future of the Sportsplex?" Focus Group participants answered the following way:

Become once again "The Place to BE". If DSP really focuses on providing me as a customer innovative good quality programs it can become differentiated by offering the

right programs for all ages. DSP can become a community gateway attraction

Focus on active, healthy living and make sure activities are in alignment and congruent – i.e. promote activities for all and make sure the building is accessible to all incomes; should bingo be one of the activities? – Most in focus groups say no

Family friendly – improve child care, add preschool, fun play areas, a climbing wall, youth areas and programming

Activities for the baby boomers as they age – socializing, lots of activity options

Details of the Focus Group Minutes are provided in Appendix B.

## On-line Survey Findings

An on-line public survey was also undertaken as part of the public consultation process. The purpose was to help establish a more detailed profile and understanding of user demand changes for the Sportsplex facilities and to identify the types of recreational activities needed to accommodate user needs. The survey generated 158 responses. Many of the comments received were very similar to those expressed in the focus groups and interviews. A few highlights from the survey are:

- Over 80% of respondents either have used or currently use DSP for their recreation
- The pools are the amenity most respondents would use (67%)
- Of all facility amenity options respondents “might use” in the future the highest volume was use of gyms if there were to be added (41%)
- Another facility amenity desired is a climbing wall

Some important comments from the online survey are: “DSP is a good facility that stops itself from being a great one by not looking after what’s there.” “Badminton courts would be a wonderful addition. There are currently no facilities in Dartmouth for junior badminton players, so they must train in Halifax or Sackville (and even then, space is limited).” “Currently when you buy a family membership and have young kids aside from swimming and skating there is not much to do there covered by your membership. A field-house where kids and families could have pickup games of soccer, basketball would be great as well as a Dalplex-like fun zone for kids and a climbing wall. Details of the Online Survey Results are provided in Appendix C.

*"The Sportsplex was the place to be. Our family grew up here. More families would benefit from updating the facilities so they could experience the same opportunities"*

*– Online Survey Participant*

## Public Open House Findings

On June 24, 2010 DSP, HRM and the Consultant team hosted a public Open House designed to provide those in attendance an opportunity to review, critique and comment upon the initial concepts and learn how the ideas were crafted. Approximately 36 individuals attended this evening presentation. Few of those in attendance were part of any other consultation effort for the revitalization project.

The top three preferences for facility renewal matched the recommendations presented that evening:

1. Fitness centre development
2. A new family programs area and gym
3. General facility make-over and updating

The majority of attendees indicated the facility amenity adjustments met the identified needs of the community and would resonate with the populace. Details of the Open House Minutes are provided in Appendix D.

## Other Research Findings

Additional needs assessment and gap analysis from the public consultation process, staff discussions and reviews of competitive market place assessment provided the following insights:

The multiple non-aligned activity components of DSP have dissuaded those interested in fitness and wellness from continuing to use the facility. Issues identified were smoking at the entrances and the different personality profiles associated with active living versus no-active users. Therefore many local residents do not see DSP as connecting to them to fulfill their active lifestyle needs. This has resulted in a missed draw of potential users to continue use of DSP as the preferred recreation destination.

From an interview conducted with Community Recreation it was learned that there are a number of areas/groups underserved in Dartmouth. DSP could be seen as the provider of choice for these areas and target markets. The Sportsplex could take an active leadership role in Stepping Up Halifax, servicing Nova Court area, continue concentration on introductory sport initiatives and offering teaser style programming such as cheer leading or engaging youth and provision of fitness services for adults. Some community members perceive DSP could do more to effectively engage the public in use of the facility. The incorporation of a large publicly accessible gym in the complex would be well received.

DSP has lost the flexibility of quickly adjusting to trends and new program ideas due to limited space availability. Existing programs are already capped due to small sized rooms; there are no gaps in the schedules allowing for introduction of new untested program ideas.

## Overall Top Five Themes Identified in the Public Consultation Process

**Overlapping uses:** DSP tries to be too many things for too many people and uses at the same time; space for programs and activities not always most appropriate. DSP programming tries to cater to many people and does a good job of service provision with quality instructors in most areas. Are bingo and major events congruent with the limited facility resources available to DSP?

**Sense of community:** there is a sense there is small communities within the DSP – people like this connection to others, the size and tightness this generates; the facility is family oriented. Many people have been members or users of DSP for years – there is a great continuity of people.

**DSP no longer is “current”:** It doesn’t provide trend programs or services; some of the facilities are antiquated/out of date. At one time this was the place to be but it’s no longer adapting and is being eclipsed by others.

**Loyalty:** The users use the building on a regular and consistent basis. Customers are quite loyal; they overlook elements within the building that need improvement – some common descriptor words for the facility are satisfactory and ok.

**Parking Lot is a challenge:** Drop off and pick areas very congested; loitering/security and visibility including appropriate lighting; too many big trucks unloading



Public consultation has identified DSP as a tired and outdated facility. Therefore in their minds it can no longer serve as a good quality customer experience deserving loyalty and investment. Foremost among the significant challenges are the facts that the Sportsplex facilities no longer provide an inspiring experience to customers. A scarcity of available space to offer new programs hampers the facility's ability to attract new users with diverse programs. These challenges have resulted in an erosion of participation.

From the customers' viewpoint the biggest challenges and issues facing the Dartmouth Sportsplex are:

- Frustration for overcrowding/overuse of programming and general use of the studios
- Lack of an airy, bright fitness facility
- Event and activity coordination with particular challenges associated with parking
- Dartmouth Sportsplex is an old tired facility that has lost its vigour and many of its customers to other more modern facilities and service models

Overall stakeholder input indicated that DSP facility users have a collective desire to address the following **3 priority areas** which correspond perfectly to the recommendations contained within this report regarding the redevelopment of the facility:

1. Expanded and relocated fitness centre and associated programming studios for dance, gymnastics, yoga and other programs
2. Family activity amenity spaces and large community gym
3. General modernization and updating of the entire complex

### Assessment Match to the Community Facilities Master Plan Goals

The 2008 Community Facilities Master Plan (CFMP) identified categories of benefits that Multi District facilities could foster. Two general benefit categories were fostering a sense of community and fostering a growth of the individual. The Consultant Team reviewed the Sportsplex through those two lenses and has provided an assessment of effectiveness of delivery in the tables below:

**Table 6: Fostering a Sense of Community - Assessment of Effectiveness of Delivery**

Fostering a Sense of Community	Strength	Neutral	Weakness
Capability of hosting quality community events	x		
Support for Community Groups for service and meetings	x		
Spectator sports opportunity	x		
Social interaction		x	
Family leisure opportunity		x	
Mix generations and integration		x	

**Table 7: Fostering Active Living Growth of Individual - Assessment of Effectiveness of Delivery**

Fostering Growth of Individual	Strength	Neutral	Weakness
Fitness and Wellness			x
Pre-school opportunities			x
Child Care			x
Basic skills and introductory programs for children	x		
Basic skills and introductory programs for youth			x
Basic skills and introductory programs for adults and seniors		x	
Social Opportunities		x	

Efforts need to be undertaken to strengthen the Sportsplex's service objectives to achieve delivery of these key goals.

The CFMP promotes the possibilities of partnering with other agencies and organizations. DSP has the opportunity to create a partnering relationship with Transit as that organization progresses to development of the new hub in the Dartmouth Commons. Closer working relations with both Halifax School Board, Halifax Police for community policing and Capital Health are opportunities worthy of exploration as the Sportsplex is renewed. Preferential access terms may be designed to promote usage of DSP. In exploration with the parties on a very preliminary basis it is anticipated that none of these organizations would be prepared to provide any capital contribution for the renewal of DSP. There may be an opportunity to explore the possibilities of partnering with Basketball or Volleyball provided confirmed and substantial use if confirmed for these sport groups. This may not align with the identified community needs for public access.

## Recommendations

DSP is an excellent Gateway location for Dartmouth and the Eastern Passage. The proximity to the proposed new transit terminal with a forecasted 26,000 daily users can be advantageous to creating more market opportunities for DSP. Hosting of major public assembly events close to public transit and a hotel provide a unique series of strengths for DSP. The concepts recommended herewith should be advantageous to its market position and enhance the Dartmouth Gateway.

The population within a short drive time radius of DSP is substantial. Based upon population forecasts it is understood there will be an overall increase in those residents aged 25-44 and those over 65 yrs living within close proximity to DSP. The family unit is an important and growing factor in the market place. While there is some competition from other facilities for elements of the overall facility the combination of public access assets at DSP is unique and important. The facility asset mix and programming must reflect this changing demographics and ethnographic. Throughout this report the Consultants have highlighted the contrast between the current facility landscape situation and essential elements required to operate a successful DSP recreation facility today and for the future based upon forecasted population. Facility component modification is designed to capture interest to meet identified market need in mind. DSP modifications are family oriented, offer variety of activity for active living and community hosting, they are consistent with the community character and the unique aspects of this

particular site. The concepts presented also keep in mind environmentally friendly elements as heard from the community.

DSP currently attempts to appeal to the family market. A broadening of the sports available along with improved health and wellness and events capacity would be more economically viable. Two key Market Segments have been identified:

3. Active Living/Wellness for Fitness and Recreation: both program and spontaneous use; with provision of swimming, ice use and general dry land activity;
4. Social and Spectator Gathering. (e.g., local community consumer shows, community events and competitions are hosted in the Arena and could be in the proposed gym.

To stimulate increased facility use of the revitalized facility and organization, it is recommended that a brand promise be developed emphasizing the “family focused active living facility experience.” Redevelopment of DSP will help position the following Key Value Propositions:

**Key Value Proposition #1:** DSP could become a multi-generational facility focusing on continuity of use for young families to build lifelong relationships with the Complex. A revitalized and expanded commitment to provide sport, active living and wellness appears to be the most viable concept that matches the community profile and need. This parallels the Community Facilities Master Plan document. DSP could become the Dartmouth area focal site for initiating and maintaining quality of leisure lifestyles while fostering such feelings as multigenerational sharing, harmonization, and encouragement.

**Key Value Proposition #2:** Carefully defining family programming focused services ensures that DSP shares the same vision for the service as both HRM and the community consulted. This will translate into substantial interest in the facility and should translate into higher utilization of the new facility components.

**Key Value Proposition #3:** Service recommendations are designed to ensure activation of the aforesaid value proposition ideas. The Arena can continue to be the primary mid-sized format spectator/entertainment showcase facility for the Halifax region. The Pool can be re-invigorated with customer centric upgrades. Fitness and wellness expansion are essential to capitalizing on trends.

**Key Value Proposition #4:** The Sportsplex is a good facility to introduce and re-introduce recreational activity. On-going efforts to ensure that programming is consistent in its development of relationships that encourage young people’s connection to recreation activity is encouraged, as well as services for the emerging active senior market in Dartmouth.

**Key Value Proposition #5:** DSP can effectively service the diverse needs of active wellness adult participants. The expansion of a fitness centre with support servicing, easier access to rehabilitation amenities in the aquatics area, continued access to the arena for public skating and lessons, and an emphasis of community events in the arena are good program options for the Sportsplex. The refreshed facility supports these uses.

**Key Value Proposition #6:** Health and Wellness was indicated as being a primary interest by community members, in addition to an increased desire to live healthy lives. This is an expression of desire to

engage in experiences that offer richer opportunities in their lives. A significant opportunity exists for expanding penetration in the health and wellness marketplace through a heavier concentration of programming at DSP provided that appropriate service and facility support is provided. This can counteract obesity and other health related issues.

#### **Draft Dartmouth Common Master Plan**

All proposed elements of the DSP renewal supports the values and vision as identified in the Draft Plan. The Sportsplex is envisioned as a freely accessible facility offering quiet reflection, recreation, health and wellness services. It can become a facility that will be a Common Place for people to congregate and participate, bringing citizens together to experience the extraordinary. The redesign will provide a sense of place, distinguish itself as the Gateway to Dartmouth and support many of the identified goal statements from the Draft Master Plan.

### **Operational Analysis**

**Project Scope:** Analysis of current business and other relationships with bingo, tenant, event hosting and any others conducting business at DSP.

### **Operations**

#### **Pool**

The overall participation rate is high especially for swim lessons and use of Pirates Cove but may be impacted with the opening of Canada Games Centre. Nonetheless swimming will still rank very high in terms of forecasted usage at DSP. Elements could be added to the aquatics component will attract a broader audience and elevate participation for a specific and the important youth target group. DSP encourages the whole family to participate. Adding more teen focused activities with thrilling and exciting participation opportunities should extend the reach of the facility. Rehabilitation activity use and Pirate's Cove at DSP are noted as draws for the pool.

#### **Drop-In, Pass Holders and Programs**

DSP has a long history of use by many local residents. This represents a loyal following of customers who have continued to use DSP through the development of other facility options. This being said, overall participant use of DSP is declining and the facility is failing to attract many new drop-in or pass customers.

Programs scheduled at DSP are a major draw to the facility although the facilities are not up to current day amenity preferences. Review of the 2009 Program Status Report for the Sportsplex and the most recent program guide identified two program types where DSP excels: 'Learn To' activities (e.g., swim learn to programs) and Dance and general fitness programs.

Participation volumes are restricted due to size of existing spaces to conduct classes. As an example Pilates is restricted to 7, Tai Chi, yoga and many other programs can accommodate only 12 participants. Zumba the largest participation class at DSP can accommodate only 45. Many programs have wait lists or people clamoring to register.

Admission and pass scans revealed that DSP has a dedicated group of users who are inclined to purchase and use a pass of some form. Many seniors are long terms users. Adult and child admissions at the facility had consistent overall use.

### **Fitness Facilities**

There are only 2 other public fitness access facility alternatives in Dartmouth. Neither Finlay nor the YMCA would be considered significant competitors if DSP upgraded its fitness centre.

The Boys and Girls Club and YMCA offer a licensed child care and/or after school program. Based upon research and population forecasts it is felt the market area could easily handle another service provider option.

Currently there is limited opportunity to offer any form of indoor child play space within DSP. Child minding, out of school care and pre-school programs could all be considered to be valued assets which include fun, challenges and socialization for children. Child day care and pre-school are legislated services which could be aligned with DSP service provision. Additionally, a fun children's play space would be a key differentiator for DSP as well as a new revenue source. A youth weight training and fitness centre may foster greater participation in an active lifestyle.

### **Arena**

The Arena remains pivotal, is well functioning, and provides a high profile event facility space within Dartmouth. Minor hockey is the prime tenant at the Arena. Day use of the arena is available and in prime time season bookings are solid and anticipated to remain so for the future. HRM is opening a large 4 pad arena complex in another community. The supply will take up a lot of current demand for bookings but DSP should not be negatively impacted for the long term. Prime time ice rental should continue to be fully subscribed whereas day use ice will always be a challenge to rent

### **Bingo Centre and Common Room, and Events Hosting**

Hosting of major sports spectator events, community events, shows/concerts and exhibitions occurs within DSP. The arena facility serves important community needs for Dartmouth and the entire region. It is the largest public assembly space in Dartmouth and has a long history of public assembly. That being said coordination and limitation of events must be emphasized to reduce too much disruption of the regular core customers' use of DSP.

Facility rentals of the Bingo Common Room target cost conscious banquets and events. Research of meeting spaces and event hosting facilities in Dartmouth revealed that competition exists from three leading hotels that offer meeting and event facilities capable of hosting groups from 20 to 400+. The Holiday Inn Harbourview has a quality conference centre, ballrooms and meeting spaces that would be considered very attractive when compared to Sportsplex facilities. There are numerous community and organization halls in the region with capacities ranging from 70 to 100. Sportsplex utilization (Common Room and Arena) has been relatively stable even though the facilities are aging compared to these newer and/or better alternatives. That being said it appears the market is small in Dartmouth. DSP has not attracted increased business or additional bookings. The Bingo Common Room effectively attracts cost conscious large group facility bookings.

### **Public Access Gyms**

There is currently minimal inventory of public access gym space in Dartmouth. The Ecole du Carrefour is the only reasonable quality large scale gym accessible for the public through bookings. The gym is not available for general drop-in spontaneous use by the community. The YMCA and Boys and Girls Club have smaller scale gyms. Neither of these facilities is within close proximity to DSP. Representatives from basketball and volleyball have expressed the need for greater access to quality gym space in Dartmouth. There is unmet local registration and drop in use demand.

Public consultation and research revealed there are issues pertaining to public gym access. These issues include increased fees for school gyms have made some rentals unaffordable for some groups; access to school gyms is becoming increasingly challenging and there is demand for additional gymnasia for sports such as badminton, floor hockey and for spontaneous use activities that are not pre-organized.

## **Recommendations**

The overall impression of the Sportsplex Staff Team and Board of Directors are a group of committed, dedicated nonprofit business advocates who understand the facility challenges. They have attempted to respond proactively to changing conditions. The facility renewal is deemed essential if the Sportsplex is to achieve business growth and sustainability in the future. New space and facilities are required to permit the facility to restore its previous key strength as an early adaptor and trend setter.

### **Defining Core Business**

Bingo has historically been a net revenue provider that has supported the core business of the facility. The erosion of net revenue production and its non-core function necessitate a review of its importance to the long term success of the facility. Leading business authorities believe a disciplined approach focusing on one primary with a strong secondary revenue generator will normally produce greater financial results. This has been verified through consultant research of other operators. The Board was presented this business logic and challenged to bring forth a narrowed and more concentrated, sharper business philosophy and business acumen for the future. The Board and Senior Staff recently completed a visioning exercise and have endorsed a plan to eliminate bingo from current operations within the facility and convert the space to a modified use that is more consistent and congruent with long term business vision, organizational purpose and community value proposition – a much greater focus on sport, recreation and active, healthy living.

### **Creating the Compelling Vision**

Board and Senior Management were challenged with crafting a future business vision that would effectively reduce the areas of business concentration from 3 divergent areas to two aligned areas. The Board and senior management accepted the challenge and determined to emphasize only 2 spheres of major business concentration. The result envisions a commitment to focusing energy and resources for sustainable, supportable business opportunities that capitalize on existing event hosting capabilities in the arena and as its primary focus of business activity the Sportsplex will activate a deep commitment to athletic/wellness concentration for serving the needs of HRM/Dartmouth's residents. Modification in facility renewal and thereby designed around the two key business concentration areas and a vision of being a vital active wellness a community common for the citizens of Dartmouth and beyond. Dartmouth Sportsplex will be the region's premier public active wellness and indoor sports /events facility through offering activities, experiences and services that engages the Dartmouth community.



## SOAR Customer Experience and Services

Using a SOAR analysis (Strengths, Opportunities, Aspirations and Results Expected) and maximizing those elements for DSP, these are the recommendations for renewing the business model. It calls for the creation of a cohesive updated business strategy for DSP with aligned facility renewal, policies, procedures and action to capture the essence of an experience creation internal culture.

Recommendations include:

- Emphasize a key core value proposition for DSP focusing on active living and sport participation.
- Position DSP as a multi-generational facility focusing on continuity of use for young families through youth to build lifelong relationships with DSP while also serving the growing seniors population.
- Create defining signature facility characteristics that set DSP apart from others in service, brand, culture and quality to help resurrect DSP and sustain the devoted following currently in vogue.
- Emphasize DSP as a community common for hosting major community events within Dartmouth
- Improve way finding and signage throughout DSP.
- Review the booking and scheduling of events and programs to reduce parking frustrations and conflicts that results in disruption, program extension or cancellation.
- Position DSP to effectively service the diverse needs of active wellness adult participants through the provision of fitness and wellness focused services.
- Continue the concentration of introductory programs in Learn to Swim, Learn to Skate, preschool programming and various introductory gymnastics and dance programs

## Building Analysis

**Project Scope:** Analysis of current physical layout, including guest engagement, internal traffic flow, accessibility, space utilization and flexibility, space appropriateness and condition.

Over the years, HRM has adjusted and constructed new infrastructure in an effort to create an effective recreation delivery system. In the past, Sportsplex facilities were considered to be industry leaders, but they have now become out-dated and face threats to their long-term viability unless corrective action is undertaken immediately. In the early 1970's, when much of the current Dartmouth Sportsplex infrastructure was built, the demographics of Dartmouth were considerably more homogeneous than they are today. In that era, Sportsplex facilities were some of the only facilities in both Dartmouth and Halifax. But local recreation infrastructure has evolved rapidly in recent years.

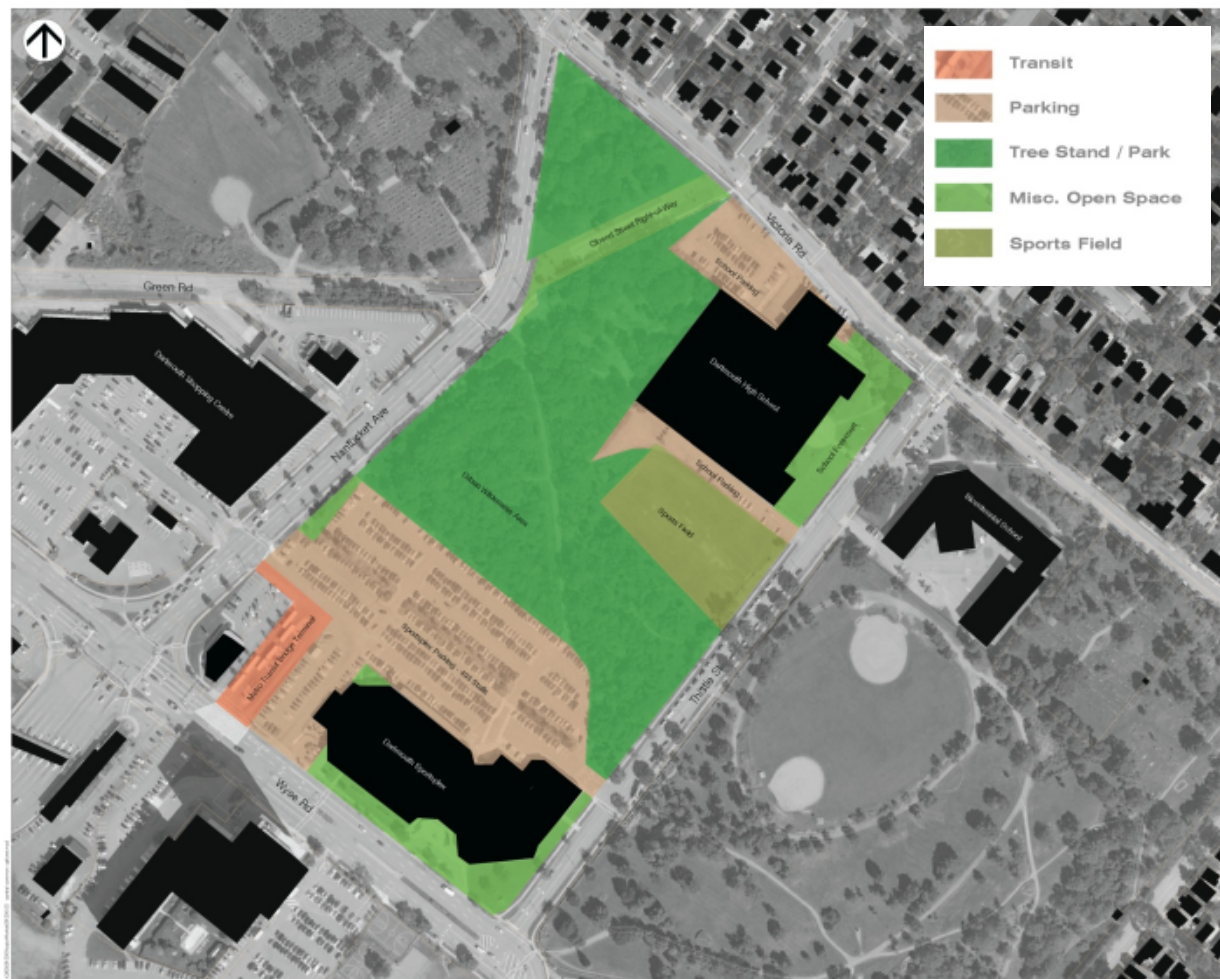
Reviewing the Sportsplex lifecycle plan it revealed that the current "blue" metal roof was scheduled for replacement in 2006 at a value in excess of \$500,000. Revitalization and renewal of the complex will replace the roof associated with modernization.

## Site

All renewal concepts proposed for DSP takes into consideration The Dartmouth Common Act (DCA) and The Draft Dartmouth Common Master Plan (DCMP). DSP recommendations contained within this report support the overarching Goal Statements contained within in the DCMP. Section 66 subsection 4 of The Act states: "A person may build an addition to a building located on the lands described in the Schedule to Chapter 87 of the Acts of 1994, An Act to Amend Chapter 68 of the Acts of 1986, the Dartmouth

Common Act, if the building and the addition are both totally located on those lands The proposed building addition appears to fall within the boundary. However, the boundary was only traced by the Consultant team via an attached schedule to the Act. The consultant team did not have a survey file of this line therefore the boundary should be confirmed through a survey. The Sportsplex provides valued space for indoor recreation, promotes community health and a sense of community. This facility is a community common and can be an extraordinary provider of experiences. A revitalized DSP can help create an attractive gateway with strong visual impacts while adding to the vibrancy of this public use precinct. The integration of DSP renewal has taken into account the concerns expressed in the DCMP and DCA documents and its immediate neighbours.

The Dartmouth Sportsplex is located at the southern tip of the Central Dartmouth Common Area, which is bordered by Wyse Rd., Nantucket Ave., Victoria Rd. and Thistle St. The area is a primary point of connection between Halifax and Dartmouth where the Angus L MacDonald Bridge, multi-modal travel routes important community institutions, facilities and open space come to a confluence. Currently located on the southern end of the Central Common Area are the 90,000 square foot footprint of the Dartmouth Sportsplex building, the Metro Transit Bridge Terminal and approximately 500 surface parking spots



## Challenges and Opportunities

There are considerable development pressures on the Central Dartmouth Common Area, driven by the needs for expansion, improvements or relocation by all of the three public lands tenants on the site. These three stakeholders are: Metro Transit, Dartmouth Sportsplex and Dartmouth High School. In the context of current development pressures on the Central Common, the *Dartmouth Common Master Plan (2010)* has initiated a collaborative effort and mutual dialogue by all three stakeholders, which can be considered as key to unlocking what initially appeared to be situation of conflicting interests. The Dartmouth Common Master Plan, which sets out an administrative framework for the protection, enhancement and management of the entire Dartmouth Common, developed a spatial plan for the Central Common Area that capitalizes on the opportunity to develop a new transit hub that is well connected to all surrounding uses and might encourage adjacent transit-oriented developments at the intersection of Nantucket Avenue and Wyse Road.

As a result of these recommendations, Metro Transit has decided to orient its new Bridge Terminal along the northern boundary of the Dartmouth Sportsplex parking lot, running between Thistle Street and Nantucket Avenue. The new bus terminal, if well connected to the Sportsplex, provides a tremendous opportunity in the long term to decrease the car reliance of Sportsplex users and thus decrease the pressures on the existing parking lot. At the same time, the site plan needs to ensure, that in the short term, no significant reduction of Sportsplex parking spaces occurs, as the provision of parking to its users is presently critical to the vitality of the Sportsplex operation.

## Design

The site plan developed as part of the *Dartmouth Sportsplex Renewal and Recapitalization Plan* further develops the notion of integration and connectivity put forward by the Dartmouth Common Master Plan. A direct and intuitive pedestrian connection is created between the new bus terminal and the Sportsplex. This connection terminates at a plaza in front of the Sportsplex main entrance that provides opportunity for gathering, seating, bike parking and chance encounters. Another important pedestrian connection runs east-west through the parking lot, connecting to the sidewalks on Nantucket Avenue and Thistle Street as well to the trail network in Dillman Park. This connection makes the site permeable for the considerable amount of pedestrians that wish to cross the block to get from Dillman Park to the Dartmouth Shopping Centre.

The parking lot is organized in a way that allows effortless circulation and use by both Sportsplex and bus terminal users. A kiss & ride drop off and pick-up area is located at either end of the bus terminal. Another drop off and pick up layby area as well as a bus parking and loading bay for Sportsplex users is located adjacent to the new entrance plaza. Wheelchair parking spots are located close the entrance. Predictably, the Sportsplex building expansion results in a loss of surface parking, some of which is however recaptured by creating new parking spaces in the location of the old bus terminal. Overall, there is a net parking loss of approximately 30 stalls, which results in a total about 470 surface parking spots.

By and large, the design of the Sportsplex building addition and the treatment of public open space should be driven by highest quality principles to ensure that the future development of the Central Dartmouth Common can proceed in a way that is true to the spirit of the original Dartmouth Common Land Grant of 1788 that put these lands “in special trust” to representatives of the community.

## Pool

- The pool change rooms require refurbishing
- A fully accessible hot tub is needed

## Fitness

- Upgrading fitness facilities is required
- The multipurpose rooms are out-dated and too small.
- A licensed child care and/or after school space would be a valuable addition to the Sportsplex
- Increasing indoor child play space
- Possible youth weight training and fitness centre

## Arena

- The track surrounding the arena is a welcomed improvement and is well used in the winter months
- DSP offers a large arena seating configuration. The facility is therefore deemed highly suitable for hosting events with require view seats.

## Bingo Centre and Common Room, and Events Hosting

- Meeting room and class room space is an important facility offering for DSP.
- The use of this space can become a better revenue generator by better aligning it's use with the core offering

## Public Access Gyms

- A gym offering servicing for a wide variety of functions for all ages will be an important component of a renewed facility at DSP. The Community Facilities Master Plan commented on the viability and standard of need for provision of a public access gym in Dartmouth.

## Parking

- Parking availability is an industry-wide issue. Facilities with ample free parking get more expressions of rental interest. Parking at DSP offers a market advantage for event renters. The proposed parking plan and the connection to the Dartmouth Common Act can be found in Appendix E.

## Facility Program Detailed Recommendations

This following Table summarizes the Consultant Team's views of the recommendations for the Sportsplex's re-imagined future. See Appendix E for Conceptual Design.

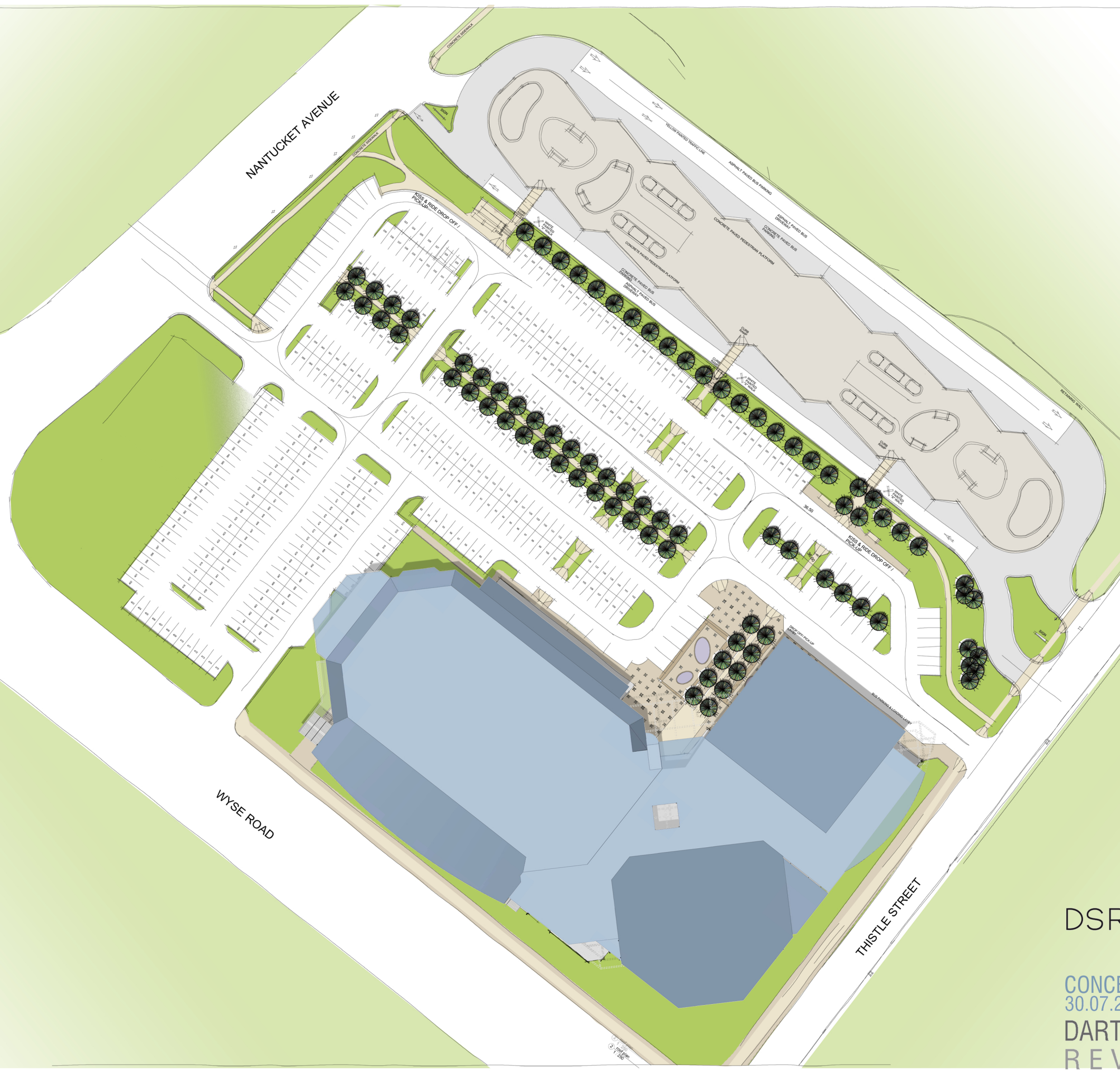
**Table8:Current State to Preferred Future State**

Function Area	Current	Future
Customer Experience	Programs & rentals are drivers for participation	A memorable, extraordinary experience stimulating on-going participation
Facility Design	Staid, old boring facilities	Dynamic play, sport and wellness environments.
Financial Sustainability	Somewhat reliant on bingo revenue to offset lack of revenue from other facility components	Diverse sport/active living facilities providing strength

The Sportsplex is the recreational Multidistrict facility for the Dartmouth area. The addition of a gym component to the existing complex and the associated synergy is deemed to be a great opportunity for the viability of the existing facility as well as an opportunity to enhance the entire complex. The design team recommends that the proposed gym complex could be accommodated on the site and would benefit from being directly connected to the existing facility.

The following drawings highlight the recommended facility revitalization components and areas of focus for the Sportsplex. Additionally a full Class D cost estimate is provided at the conclusion of the drawings section.

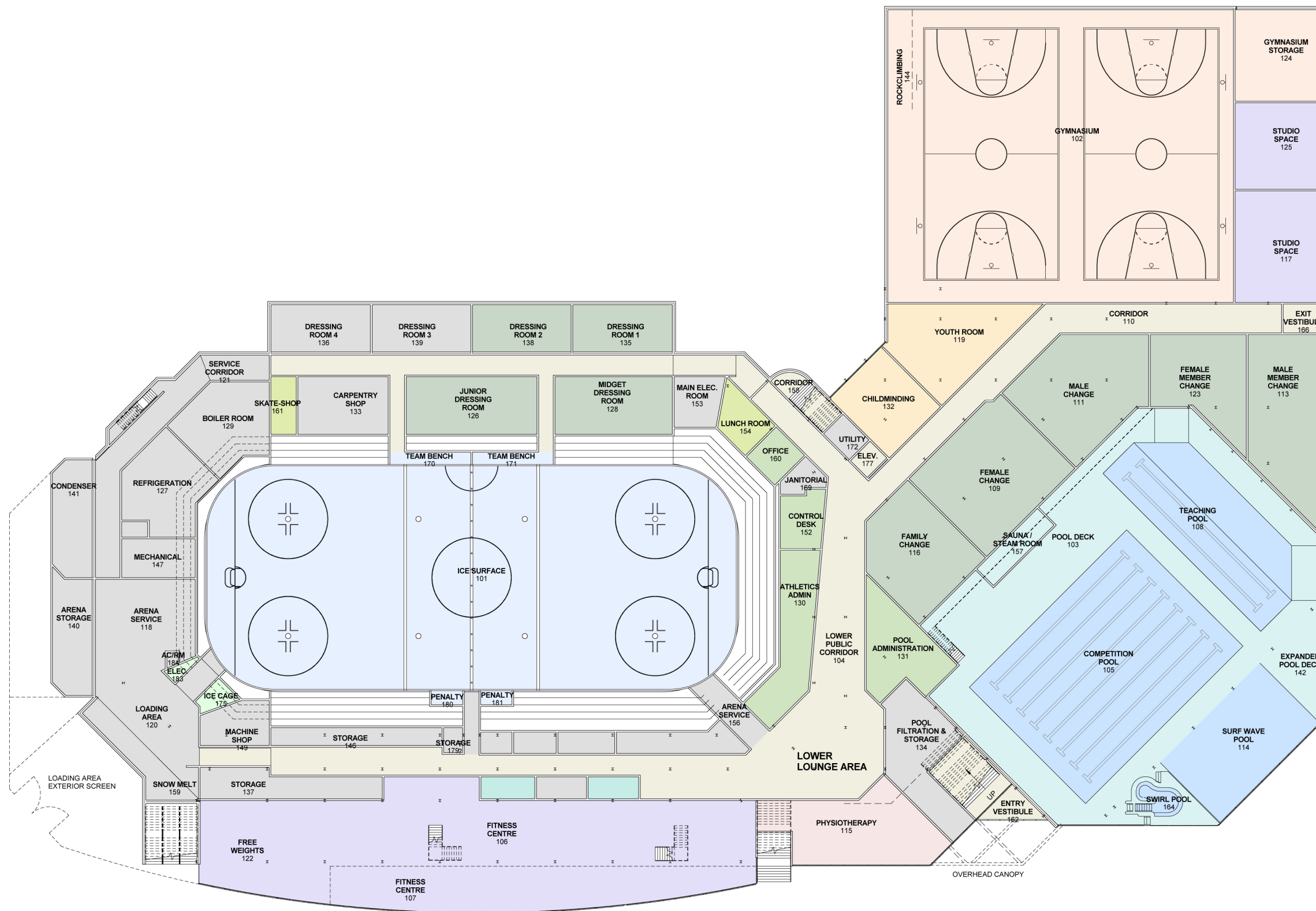




THISTLE STREET

CONCEPTUAL SITE PLAN  
30.07.2010  
DARTMOUTH SPORTSPLEX  
REVITALIZATION





- ADMINISTRATION
- AMENITIES
- ARENA
- ARENA SEATING
- BUILDING UTILITIES
- CIRCULATION
- DRESSING / CHANGE ROOMS
- FAMILY PROGRAMS
- FITNESS ROOMS
- GYMNASIUM
- PHYSIOTHERAPY
- POOL DECK
- POOL TANK
- VOID SPACE
- WASHROOMS

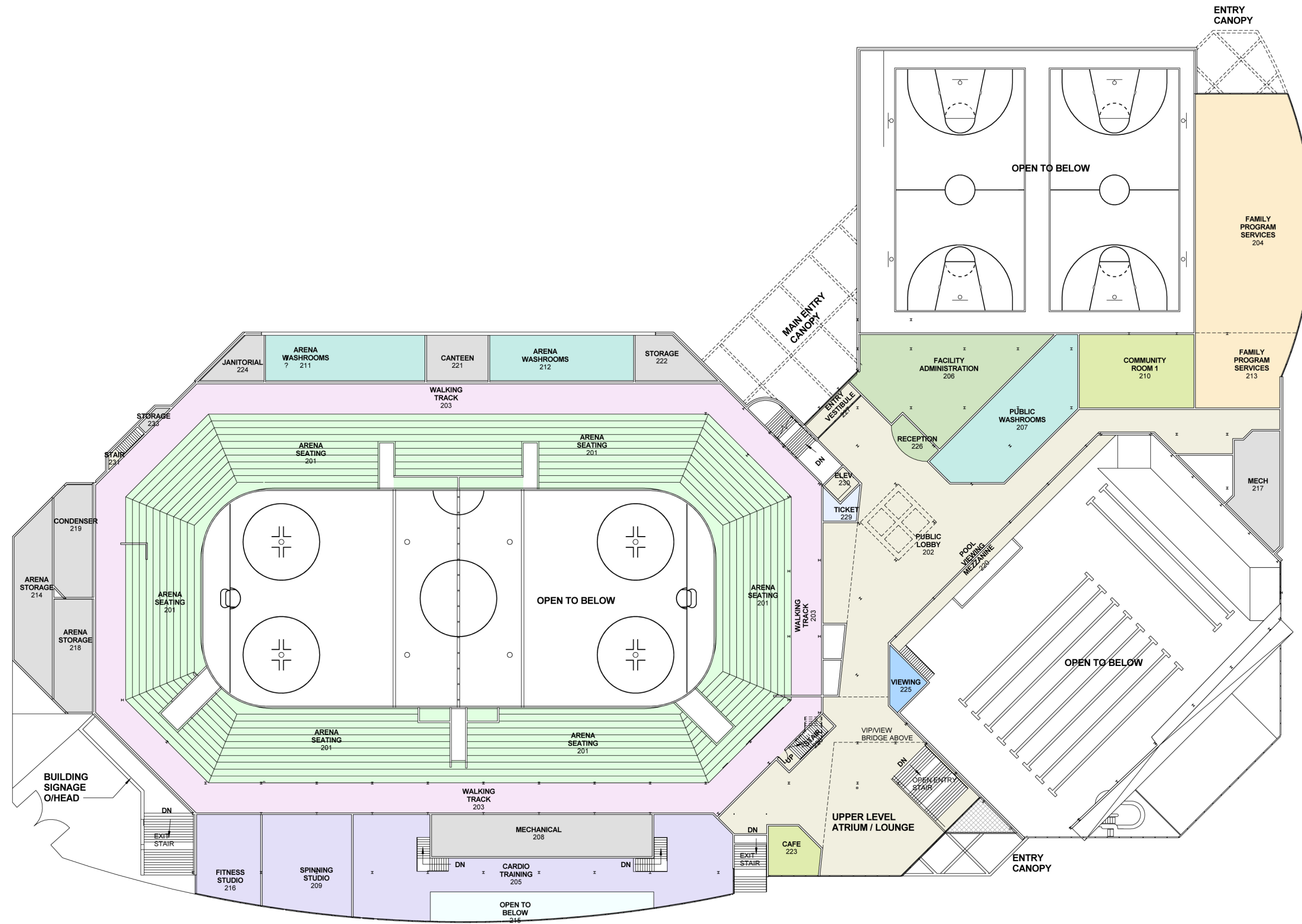
DSRA|envision  
ARCHITECTURE

LOWER LEVEL PLAN  
30.07.2010

DARTMOUTH SPORTSPLEX  
REVITALIZATION

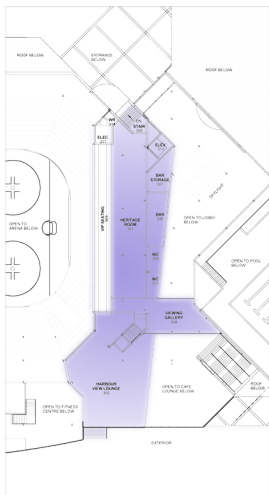
LOWER LEVEL PLAN

1:250

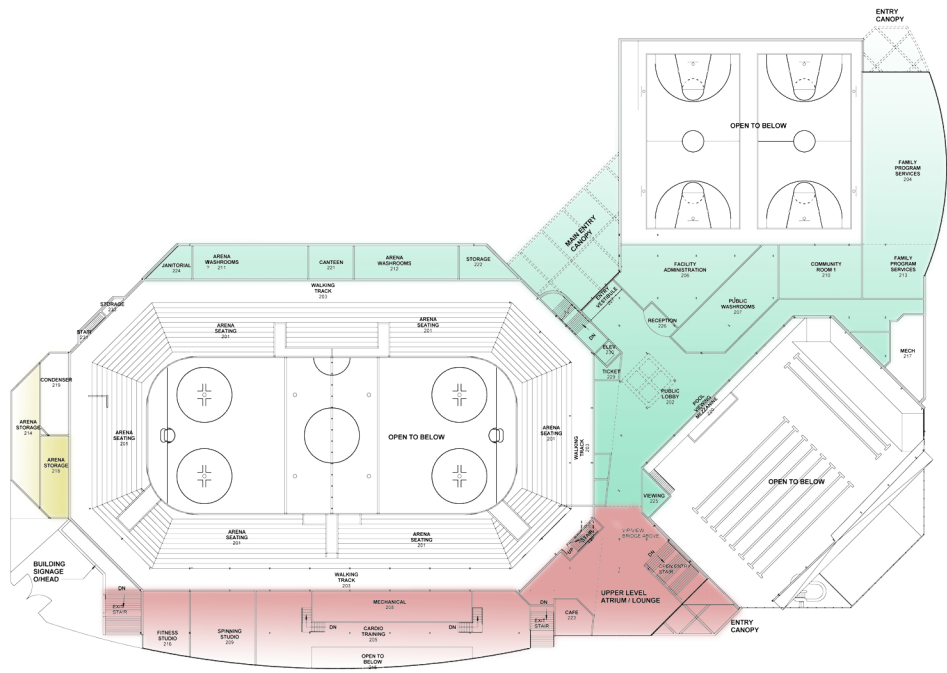


- ADMINISTRATION
- AMENITIES
- ARENA
- ARENA SEATING
- BUILDING UTILITIES
- CIRCULATION
- FAMILY PROGRAMS
- FITNESS ROOMS
- OPEN TO BELOW
- POOL
- WALKING TRACK
- WASHROOMS

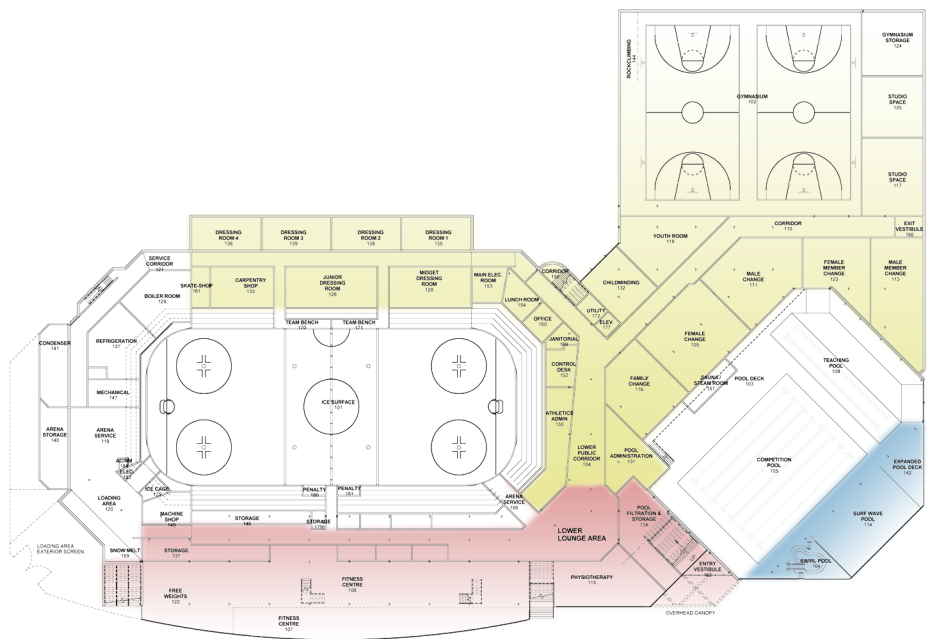
UPPER LEVEL PLAN  
1:250



MEZZANINE LEVEL PLAN



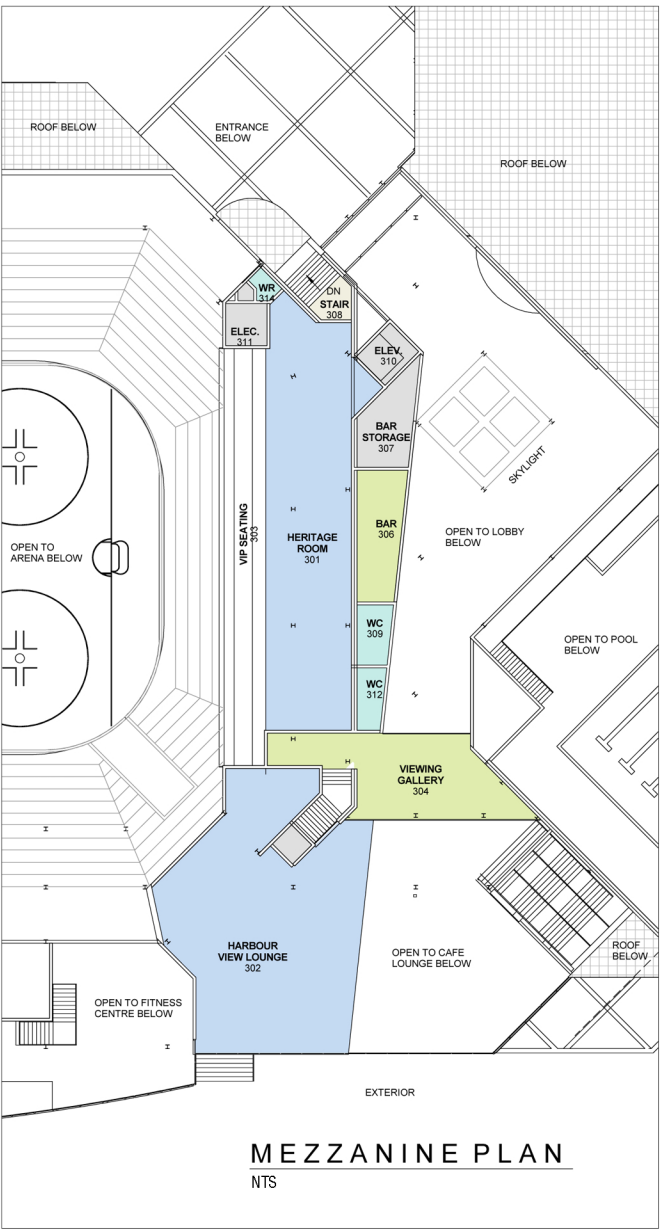
UPPER LEVEL PLAN



LOWER LEVEL PLAN

- PHASE 1
- PHASE 2
- PHASE 3
- PHASE 4
- PHASE 5

- AMENITIES
- BUILDING UTILITIES
- CIRCULATION
- PUBLIC ROOMS
- WASHROOMS



DSRA|envision  
ARCHITECTURE

MEZZANINE AND PHASING PLANS  
30.07.2010  
DARTMOUTH SPORTSPLEX  
REVITALIZATION



## Class "D" Cost Estimate

**Dartmouth Sportsplex Revitalization**

## Renovation &amp; Addition

<b>COSTING CATEGORIES</b>	<b>\$/SF NEW</b>	<b>\$/SF RENO</b>	<b>\$/SF REFURB</b>	
A1 substructure	\$11.39	\$0.00	\$0.00	
A2 structure	\$25.06	\$5.25	\$0.00	
A3 exterior enclosure	\$36.45	\$5.25	\$0.00	
B1 partitions & doors	\$22.78	\$21.00	\$13.50	
B2 finishes	\$34.18	\$47.25	\$31.50	
C1 mechanical	\$68.35	\$15.75	\$0.00	
C2 electrical	\$29.62	\$10.50	\$0.00	
	<u>\$227.83</u>	<u>\$105.00</u>	<u>\$45.00</u>	
<b>BUILDING COST</b>	<b>SF</b>	<b>\$/SF</b>	<b>Totals</b>	
new construction	42,790	\$227.83	\$9,748,995	
major renovation	46,650	\$105.00	\$4,898,250	
refurbishment	5,650	\$45.00	\$254,250	
			<u><b>\$14,901,495</b></u>	<b>A</b>
<b>SITE &amp; ANCILLARY</b>				
D1 civil & landscape		allow	\$1,100,000	
F1 fixtures fitting & equipment		allow	\$500,000	
			<u><b>\$1,600,000</b></u>	<b>B</b>
<b>GENERAL REQUIREMENTS &amp; ALLOWANCES</b>				
Z1 general requirements & fees		8%	\$1,320,120	
Z2 allowances				
Z21 Design Contingency		10%	\$1,650,150	
Z22 Construction Contingency		5%	\$825,075	
Z23 Phasing Premium		10.0%	\$1,650,150	
			<u><b>\$5,445,494</b></u>	<b>C</b>
<b>Total Cost Projection</b>			<b>\$21,946,989</b>	<b>(A+B+C)</b>

DSRA Envision Architecture

## Financial Sustainability

Historically whenever DSP has made significant modifications to the premises revenue gains have been achieved as evidenced by 1995/1996 expansion and 1997/1998 expansion, Pirates Cove introduction and the recapitalization of fitness equipment in the fitness centre. Net income increased by a minimum \$100,000 per year as a direct result of these modifications.

DSP has been described as an early adopter of key value added concepts that have driven business success. These formidable differentiating strengths positioned DSP as a trend setter at one time. Fast adaptation to seize market opportunity such as Pirates Cove, introduction of high quality fitness equipment and even Bingo as a revenue mechanism offered the Sportsplex an opportunity for early revenue capture.

DSP has focused investment and managerial energy attempting to position the facility as a premier supplier of 3 distinctly different spheres of business revenue production: providing services in bingo, events and athletic/wellness markets over the past number of years in an effort to generate revenue and diversify its business.

## Impacts on Financial Sustainability

### Recent Trends

Significant changes have occurred which have negatively impacted operating results for DSP: introduction of smoking by law changes in 2003/2004; the launch of the new Forum bingo operations in 2003/2004; the introduction of new minimum wage increases have been causing a reversal of financial fortunes since 2006; the increased costs of utilities; the fact the facilities are getting older while at the same time new competition from commercial and other municipally supported facilities have been opening.

### Bingo

One of the major revenue generators, Bingo, has declined steadily. Peak year net revenue contribution was in 1998/1999. The decline has been severe: from approximately an \$800,000 net contribution at its peak to close to a net zero in 2008/2009. Net income appears to have somewhat rebounded for fiscal 2009/2010. Preliminary forecasts provided to the consultant team indicate a net income of \$200,000.

Revenues in 2009 declined while expenditures grew. Increases in inflation or consumer price index changes will impact both revenue and expenditure. Based upon the % difference in costs the rate of costs mill rate subsidization would be required unless renewal and recapitalization occur.

In October 2009 DSP presented information to the HRM CAO outlining its concern about on-going economic sustainability. The Board of Directors and Senior Staff of DSP expressed the potential need for either mill rate subsidization for DSP or immediate renewal of facilities within the complex. Mill rate subsidization may be required on an on-going basis unless redevelopment and updating were undertaken. The actual financial subsidization level and percentage is also deemed high when compared

against the three other Multi District facilities operated (current and planned) within HRM. The consultants have reviewed these assertions and concur with those comments.

### **Fundraising and Naming Rights Potential**

In recent years, municipalities throughout Canada, from major urban centres to smaller towns, have undertaken to fund the construction of recreation facilities including multipurpose recreation centres, hockey rinks and aquatic facilities through a combination of public and private funds.

While some communities and their civic or town partners (i.e. not for profit societies) have been very successful in raising significant amounts of donated funds, the expectation that government is ultimately responsible for providing these facilities has not changed. In addition, the experience of most not for profit groups is that the vast majority of the funds to cover construction costs must still come from government; in some instances a combination of all three levels of government. While the amount raised for these facilities from private sources tends to be relatively modest it is not insignificant and therefore increasingly cities and towns are asking interested citizens to establish committees, form not for profit societies and launch capital campaigns to raise as much as possible to both lighten the burden on government and also to establish the 'popular' support for the facility. In some cases, especially larger urban centres, these not for profit societies also assume the responsibility for daily operations which has a myriad of benefits for the town or city who nonetheless maintain ownership of the facility. Given the prevalence of this public/private partnership model certain tendencies have arisen. Chief among these tendencies is that communities tend to be understanding and even accommodating of fundraising campaigns to assist with financing construction costs. In addition, setting goals can be done with a degree of confidence and, finally, there is little mystery as to how best to undertake to raise private funds. That said, there is nothing guaranteed about fundraising and while community pride and hard work can take a group a long way, responsible goal setting and proper strategy are still very helpful to maximizing potential and doing so within a reasonable time frame. Relative to the question of goal setting, organizations tend to break up potential private support between the amount that can be raised from securing a title sponsor (for the new facility) and what can be raised from all other sources. The title sponsor is usually a private corporation who enters into an arrangement with the not for-profit/municipality to pay for the exclusive rights to name or brand a public facility. These agreements tend to be legal in nature, not charitable by definition, and limited to a fixed period of time usually 10 years. In some cases, the amount raised from these sponsorship deals equals as much as one quarter to one half of all private funds raised. A review of a number of recreation centres reveals that sponsorship agreements vary, but the amount tends not to sell for less than \$250,000. Two naming rights agreements are pending within HRM recreational facilities that are above the total identified. Conversely, the naming rights or recognition for large internal spaces such as arenas or pools generate support in the range of \$25,000 to \$100,000.

While naming agreements tend to be held in strict confidence, there are some agreements that are made public and others where the numbers are known but cannot be confirmed. Quite apart from the potential through a naming rights agreement, there is the potential available through a broad based capital campaign involving area businesses, affluent individuals, foundations and other sources. Here again, while the experience of others tends to vary somewhat the most relevant experiences tend to suggest that these sources could provide an additional \$250,000. Additional fund development may yield sufficient support to fully fund the Youth Signature Youth Program Focus envisioned within this report.



## Financial Forecasts Background and Assumptions

Financial assessment solutions to the most significant issues, obstacles and challenges previously noted are addressed herewith. These financial forecasts are not intended to be a final business plan financial forecast.

The supporting material presented for the financial projections has been prepared at an “Order of Magnitude” capital project costing level, and does not include detailed, in-depth assessments, analysis or evaluation of function areas. They are conceptual in nature and are intended to stimulate further thought and discussion around alternative development scenarios for the redevelopment of the Sportsplex. Notes about development of the financial and facility forecasts include, but are not limited to:

- This information is very preliminary in design and cannot be construed as a final presentation of financial forecasts.
- Forecasting for the Sportsplex is consistent with the research and analysis completed in the Renewal Study, as well as insights gleaned from operators in the facilities study group.
- The financial and operating performance of DSP is highly dependent upon the quality of the management team implementing strategies to generate the results forecasted by the Consultant Team.
- The financial forecasts and pro forma DO NOT include any inflationary projections and are based upon 2010 wages and salaries. Fees, charges and revenue rates used were in place at June 2010.
- All projections are based upon assumptions regarding future events. Actual results will vary and variations may be material. The Consultant Team expresses no opinion as to whether these projections will be achieved.

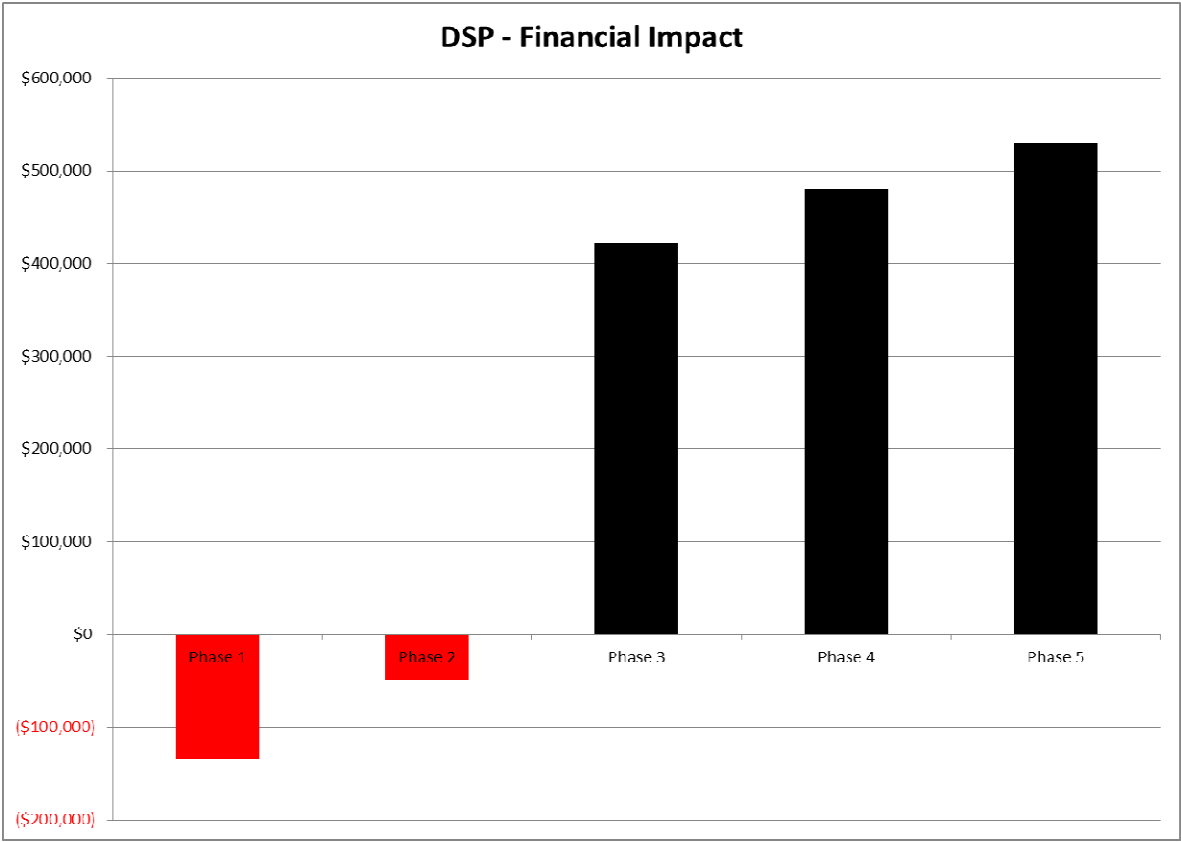
Operating a facility while also undergoing multiple construction projects will present the Dartmouth Sportsplex with 3 key challenges: maintaining current operations, preparing for the next phase of the construction project, and celebrating each phase as it completes. To help maintain a viable operation during the various projects, additional marketing will be required to keep all stakeholders apprised of the projects and to ensure as many current customers as possible remain with DSP throughout the construction projects. Preparing for each phase will include vast amounts of planning including fitness centre layout, equipment moves, and office relocations. Further, additional staffing will be required to ensure the appropriate attention is paid to both the current operations and the construction projects. Finally, the new facilities will bring greater exposure to DSP resulting in higher revenue potential. To achieve this potential, staffing for the fitness centre and family programs area and gymnasium will need to increase. This provides assurance of high quality customer service. Their focus would be on continual communications, customer support and program help. In addition, marketing will be instrumental in driving sales.

The rejuvenation of the Sportsplex will take place in 5 phases and will include: fitness centre construction, family programs building/gymnasium construction and general upgrades. DSP will continue to operate throughout the rejuvenation with each phase presenting different challenges and opportunities to the current operations. HRM would provide support of a Construction Manager to oversee the revitalization of the complex; this individual would be supported by the Project Manager of

the revitalization project. Following are the phases in greater detail with notes on the impacts to the current operations. Please note: no consideration has been given to the funding for any of the phases assuming that this will be funded by the community with no need to borrow funds and incur interest expenses.

The following chart represents the financial impact (costs and revenues) forecasted for each phase of the project. In addition, a forecast to year 5 is included and assumes a 10% increase to net revenues each year. Growth would slow after year 5.

**Table 9: DSP Financial Operating Impact**



**Recommendations**

The population within a short drive time radius of DSP is substantial. Based upon population forecasts it is understood there will be an overall increase in those residents aged 25-44 and those over 65 yrs living within close proximity to DSP. The family unit is an important and growing factor in the market place. While there is some competition from other facilities for elements of the overall facility the combination of public access assets at DSP is unique and important. The facility asset mix and programming must reflect this changing demographics and ethnographic. Throughout this report the Consultants have highlighted the contrast between the current facility landscape situation and essential elements required to operate a successful DSP recreation facility today and for the future based upon forecasted

population. Facility component modification is designed to capture interest to meet identified market need in mind. DSP modifications are family oriented, offer variety of activity for active living and community hosting, they are consistent with the community character and the unique aspects of this particular site. The concepts presented also keep in mind environmentally friendly elements as heard from the community.

Segmentation of the drive time market most probable to use the DSP shows that that there may be 20% of the population may choose to use the facility. Visitor market is also substantial especially with the introduction of the only Waveloch Flowrider in the Atlantic region.

Detailed components of a renewed DSP are highlighted in Facility Assessment Section. The three highest priority elements affecting revenue growth are an expanded fitness centre, development of a gym facility to add sport diversity and spontaneous use drop-in components and a general modernization of the facility to demonstrate a welcoming environment. As market penetration rates or capture rates are a function of attraction of the size, scope and quality of components and themes of the facility these changes should produce positive response. Participation is expected to range from low to probable or high based upon review of the market place.

Based upon the population demographics and research of the current indoor facility provision landscape the Consultants estimate that there might be approximately 10,800 to 13,200 individuals interested in purchasing adult annual pass equivalents in Dartmouth area. The Consultant Team used a tested model to determine market penetration in Dartmouth that included cross referencing with revitalized facilities from within the comparative study group as well as regional penetration rates (Sackville Sports Stadium). An estimate of current market penetration at commercial facilities is generously determined at 7,750 memberships purchased, averaging 500 per yoga/pilates facility (4) and 750 for each private fitness centres (3); 2500 for each of the NuBodies/Good Life(2). Drop-in participation is not considered a significant factor amongst these Dartmouth located facilities as most are “membership” based facilities. This represents a sizable market opportunity for the Sportsplex. In research conducted by the Physical Activity and Health of Canadians Study (2005) regular active participation in recreation and sport has been noted above 40% in this market place. This is a sizable market opportunity when compared against just commercial and non-profit club membership. The actual volume of adult and senior annual pass purchases at DSP in June 2010 totaled approximately 1,800. As a contrast in the local market scene the consultants learned Sackville Sports Stadium attracts in excess of 1800 annual memberships from a market approximately ½ half the size of that for the Sportsplex.

Using conservative data the Consultant Team believes that there are arrange of between 550 and 850 additional annual pass equivalents probable for purchase within Dartmouth public facilities. Dartmouth Sportsplex is the only public access provider of services within the marketplace. Additional market growth potential for DSP can therefore be realistically is forecasted at 675 annual pass equivalents within a 3+ year time line. Additionally drop in participation could be substantial. The volume of program registrations will also escalate with the proposed multipurpose studio spaces

To stimulate increased facility use of the revitalized facility and organization, it is recommended that a brand promise be developed emphasizing the “active living facility experience.”

Additionally, the Consultant Team recommends pressing forward with fund development and naming rights and does a study to determine value and create proper support for going after the dollars.

## Recapitalization and Renewal Phasing with Costing & Financial Pro forma

Integrated scenarios for repositioning and redevelopment were prepared:

- Market and program focus
- Building redevelopment and concept plans
- Order of magnitude cost estimates
- Transition plan to solidify financial sustainability

The following facility renewal principals respond directly to the RFP, customer and citizen input, research conducted into DSP business and national facility renovation trend development and support the findings and recommendations outlined in the Community Facilities Master Plan, Dartmouth Commons Master Plan and other associated plans. If these principles are upheld, the Sportsplex has the capacity to be more sustainable with an increased revenue focus.

- **Multi- District Facility:** Dartmouth Sportsplex is the key Multi-District facility serving the Dartmouth area.
- **Integration with Existing Documents and the Draft Dartmouth Common Master Plan:** DSP is integrated into planning for the Common. Existing services could include recreation spaces, but may also include social, education, tourism, municipal or residential adjacencies.
- **Economic Development:** A quality recreation facility will be a positive attribute in keeping young families and retirees in Dartmouth or attracting business and institutions to the region.
- **Promoting Health and Wellness and Sport Development:** With the re-development of DSP, there will be an opportunity to promote healthy living for all residents in Dartmouth. The refreshed facility will need to be implemented in such a way as to promote recreation, whether organized or drop-in, team or individual, passive or strenuous. The goal is to make sure Dartmouth residents can have access to a facility that can adapt to recreation and wellness needs as they evolve. Tying into the Halifax Physical Activity Strategy and the Long Term Athlete Development (LTAD) model endorsed by Sport Canada will promote active living, sport development and nurture community engagement and heightened use of DSP.

The strategy for revitalizing, modernizing and adding functional capacity to the Sportsplex involves up to five phases that are only partially sequential and could be carried out independent on each other. Based upon the level of disruption to DSP services it is recommended the revitalization takes place over a period of time. The Consultant Team recommends that to be consistent with the Study purpose which clearly defined financial sustainability as a key outcome, it is recommended HRM commence Phase 1 immediately or within 1 year (the 2011/2012 budget year) and invest in the remainder of the facility renewal program within one year after commencement of Phase 1.

## Phase 1: Fitness Centre Construction

### Market and Signature Program Focus

Update and modernize fitness area so it is bright and airy will be exceedingly more attractive to previous, current and prospective users. The fitness centre will be unique in HRM with majestic views of the inner harbour and downtown Halifax. This will be a signature fitness facility that will stimulate use due to the open fresh environment. Personal training, yoga, pilates and spinning classes will open up new market and growth opportunities for DSP.

**Building Redevelopment and Concept Plan** –New fitness centre, attached small studios located along Wyse Road.

**Table 10: Phase 1 Order of Magnitude Cost Estimates**

Level	Rm	Occupancy	Name	Area	Phase	Comments	\$/ SF	Estimate
Lower Corridor Level	106	FITNESS ROOMS	FITNESS CENTRE	4,305	1	EXISTING SPACE RENOVATED	\$105	452,500
Concourse Level	205	FITNESS ROOMS	CARDIO TRAINING	3,285	1	NEW CONSTRUCTION	\$215	706,500
Lower Corridor Level	107	FITNESS ROOMS	FITNESS CENTRE	2,405	1	NEW CONSTRUCTION	\$215	517,000
Lower Corridor Level	117	FITNESS ROOMS	STUDIO SPACE	1,375	1	NEW CONSTRUCTION	\$215	296,000
Concourse Level	209	FITNESS ROOMS	SPINNING STUDIO	1,325	1	NEW CONSTRUCTION	\$215	285,000
Lower Corridor Level	122	FITNESS ROOMS	FREE WEIGHTS	1,175	1	EXISTING SPACE RENOVATED	\$105	123,500
Concourse Level	216	FITNESS ROOMS	FITNESS STUDIO	840	1	NEW CONSTRUCTION	\$215	180,000
Lower Corridor Level	143	FITNESS ROOMS	FREE WEIGHTS	525	1	NEW CONSTRUCTION	\$215	112,500
Lower Corridor Level	145	CIRCULATION	OPEN STAIR	455	1	NEW CONSTRUCTION	\$215	97,500
Lower Corridor Level	151	BUILDING UTILITIES	POOL FILTRATION & STORAGE	375	1	NEW CONSTRUCTION	\$105	39,000
Concourse Level	223	AMENITIES	CAFE	355	1	NEW CONSTRUCTION	\$215	76,000
Lower Corridor Level	162	CIRCULATION	ENTRY VESTIBULE	185	1	NEW CONSTRUCTION	\$215	39,500
<b>SUM TOTAL</b>								<b>2,925,000</b>

## Phase 1 Financial Pro Forma

### Transition Plan to Solidify Financial Sustainability

By remodeling and revitalizing the fitness components first, this will provide assurance of on-going revenues while the remainder of the facility is updated and expanded. This project may have the opportunity to move forward in 2011/2012 budget year along with design of the full facility. Expanding the Fitness Centre creates a solid revenue generation model on an immediate basis as a key focal commencement point to the revitalization. Fitness services are integral to overall membership and program revenues for DSP or any other major multipurpose recreation/sport facility. Investing in this modernization element that responds directly to the comments heard from the previous and current users in focus groups, on line survey and interview clearly demonstrates that HRM and DSP are embarking upon a facility renewal programs that will resonate with the customers.

In this phase, a new fitness centre will be constructed. During this construction the present fitness centre will continue to operate in its current location. This project will impact the current operations as some programs will not be able to run while others may be relocated (e.g. Nantucket Room). To help alleviate the impact of the project, additional funds need to be spent on stakeholder communications and member incentives to entice customers to continue to utilize DSP throughout the construction project. Further, additional expenses will be incurred to prepare the facility for the project, including equipment and office relocations. Finally, additional staff will be required to ensure the appropriate attention is paid to both the current operations and the fitness centre construction project.

Prior to the completion of Phase 1, DSP will likely need to purchase more fitness centre equipment to fill the new space; no amortization expense will be incurred until the equipment is in use but the purchase may be considered from a cash flow standpoint. This report has urged the review of a facility naming rights agreement be undertaken. The initial funds generated from the naming rights could be used for purchase or lease of exercise equipment. In addition, the current physiotherapy operation may need to be relocated elsewhere. The impact of this potential is unknown at this time. Monthly lease payments for physio are currently \$1500. A portable trailer may need to be rented and placed in the parking lot to accommodate physiotherapy during construction of their new space.

Overall, phase 1 redevelopment will cost DSP approximately \$135,000, summarized as follows:

**Table 11: Phase 1**

Amount	Description
(\$25,000)	Marketing – stakeholder communications & member incentives
(\$20,000)	Staffing – support staff to offset additional hours required to assist with construction
(\$20,000)	Project preparations – equipment moves, office relocation & storage
(\$70,000)	Programs – net loss on membership, drop in revenue and programs
<b>(\$135,000)</b>	<b>Total</b>

Revenues are forecasted to commence after completion of Phase 1 recapitalization and are therefore reflected as a component of Phase 2. Therefore the financial pro formas do not include any revenue gain from this phase of facility revitalization.

## Phase 2: Family Programs Building and Gymnasium Construction

### Market and Family Signature Program Focus (Gym and lower floor)

The new family programs area complete with preschool, after school care program space, studios and a double gym will add significant program and activity diversity to DSP. The activities contemplated for these spaces are directly linked to the forecasted users intended within the demographic and align fully with the revised Vision Statement concepts endorsed by the Board of Directors of DSP. New locker rooms will attract members to the facility. A combination of public access lockers for non-annual pass holders, family members and annual pass holders will make the locker areas responsive to market interest. The new youth weight rooms and child care areas will stimulate interest from young parents and families with teens. The social spaces within DSP will be fully refreshed and produce a welcoming environment making the overall experience much more satisfying for all users. . An expanded and improved physiotherapy will provide the chance to integrate health and wellness services in conjunction with Maritime Physiotherapy and Capital Health.

**Building Redevelopment and Concept Plan** –New arena female dressing rooms, a double gymnasium, youth weight room, locker rooms, upper and lower floor updating, and physiotherapy completion.

**Table 12: Phase 2 Order of Magnitude Cost Estimates**

Level	Rm	Occupancy	Name	Area	Phase	Comments	\$/ SF	Estimate
Lower Corridor Level	102	GYMNASIUM	GYMNASIUM	13,800	2	NEW CONSTRUCTION	\$215	2,967,000
Lower Corridor Level	104	CIRCULATION	LOWER PUBLIC CORRIDOR	5,705	2	EXISTING SPACE RENOVATED	\$105	599,000
Lower Corridor Level	109	DRESSING / CHANGE ROOMS	FEMALE CHANGE	1,930	2	EXISTING SPACE RENOVATED	\$105	202,500
Lower Corridor Level	110	CIRCULATION	CORRIDOR	1,890	2	EXISTING SPACE RENOVATED	\$105	198,000
Lower Corridor Level	111	DRESSING / CHANGE ROOMS	MALE CHANGE	1,755	2	EXISTING SPACE RENOVATED	\$105	184,500
Lower Corridor Level	113	DRESSING / CHANGE ROOMS	MALE MEMBER CHANGE	1,710	2	EXISTING SPACE RENOVATED	\$105	180,000
Lower Corridor Level	115	PHYSIOTHERAPY	PHYSIOTHERAPY	1,545	2	NEW CONSTRUCTION	\$215	332,000
Lower Corridor Level	116	DRESSING / CHANGE ROOMS	FAMILY CHANGE	1,375	2	EXISTING SPACE RENOVATED	\$105	144,500
Lower Corridor Level	119	FAMILY PROGRAMS	YOUTH ROOM	1,300	2	EXISTING SPACE RENOVATED	\$105	136,500
Lower Corridor Level	123	DRESSING / CHANGE ROOMS	FEMALE MEMBER CHANGE	1,170	2	EXISTING SPACE RENOVATED	\$105	122,500
Lower Corridor Level	124	GYMNASIUM	GYMNASIUM STORAGE	1,130	2	NEW CONSTRUCTION	\$215	242,500
Lower Corridor Level	125	FITNESS ROOMS	STUDIO SPACE	1,070	2	NEW CONSTRUCTION	\$215	230,000
Lower Corridor Level	126	DRESSING / CHANGE ROOMS	JUNIOR DRESSING ROOM	1,070	2	EXISTING SPACE REFURBISHED	\$45	48,000
Lower Corridor Level	128	DRESSING / CHANGE ROOMS	MIDGET DRESSING ROOM	960	2	EXISTING SPACE REFURBISHED	\$45	43,000
Concourse Level	214	BUILDING UTILITIES	ARENA STORAGE	930	2	NEW CONSTRUCTION	\$105	98,000
Lower Corridor Level	130	ADMINISTRATION	ATHLETICS ADMIN	895	2	EXISTING SPACE RENOVATED	\$105	94,000
Lower Corridor Level	131	ADMINISTRATION	POOL ADMINISTRATION	865	2	EXISTING SPACE RENOVATED	\$105	91,000
Lower Corridor Level	132	FAMILY PROGRAMS	CHILDMINDING	850	2	EXISTING SPACE RENOVATED	\$105	89,500
Lower Corridor Level	135	DRESSING / CHANGE ROOMS	DRESSING ROOM 1	660	2	EXISTING SPACE RENOVATED	\$105	69,500
Lower Corridor Level	136	BUILDING UTILITIES	DRESSING ROOM 4	660	2	EXISTING SPACE RENOVATED	\$105	69,500
Lower Corridor Level	137	BUILDING UTILITIES	STORAGE	655	2	EXISTING SPACE RENOVATED	\$105	69,000
Lower Corridor Level	138	DRESSING / CHANGE ROOMS	DRESSING ROOM 2	655	2	EXISTING SPACE REFURBISHED	\$45	29,500
Lower Corridor Level	139	BUILDING UTILITIES	DRESSING ROOM 3	655	2	EXISTING SPACE RENOVATED	\$105	69,000
Lower Corridor Level	140	BUILDING UTILITIES	ARENA STORAGE	655	2	NEW CONSTRUCTION	\$215	140,500
Lower Corridor Level	144	GYMNASIUM	ROCKCLIMBING	500	2	NEW CONSTRUCTION	\$215	107,500
Lower Corridor Level	152	ADMINISTRATION	CONTROL DESK	335	2	EXISTING SPACE RENOVATED	\$105	35,000
Lower Corridor Level	154	AMENITIES	LUNCH ROOM	320	2	EXISTING SPACE REFURBISHED	\$45	14,500
Lower Corridor Level	158	CIRCULATION	CORRIDOR	260	2	EXISTING SPACE REFURBISHED	\$45	11,500
Lower Corridor Level	160	ADMINISTRATION	OFFICE	240	2	EXISTING SPACE REFURBISHED	\$45	11,000
Lower Corridor Level	165	WASHROOMS	PUBLIC WASHROOMS	165	2	EXISTING SPACE RENOVATED	\$105	17,500
Lower Corridor Level	166	CIRCULATION	EXIT VESTIBULE	160	2	EXISTING SPACE RENOVATED	\$105	17,000
Lower Corridor Level	167	WASHROOMS	PUBLIC WASHROOMS	155	2	EXISTING SPACE RENOVATED	\$105	16,500
Lower Corridor Level	168	BUILDING UTILITIES	STORAGE	155	2	EXISTING SPACE RENOVATED	\$105	16,000
Lower Corridor Level	172	BUILDING UTILITIES	UTILITY	145	2	EXISTING SPACE RENOVATED	\$105	15,000
Lower Corridor Level	177	CIRCULATION	ELEV.	90	2	EXISTING SPACE RENOVATED	\$105	9,500
Concourse Level	230	CIRCULATION	ELEV.	90	2	EXISTING SPACE RENOVATED	\$105	9,500
SUM TOTAL								6,730,000



## Phase 2 Financial Pro Forma

### Transition Plan to Solidify Financial Sustainability

Being responsive to the Family and Youth target markets will solidify customer attraction and retention as well as increase satisfaction.

In this phase, a new addition will be built housing a double gymnasium and up to 4 community rooms. This phase is highlighted by two key changes in DSP's operations; the removal of bingo and the introduction of a new fitness centre. The grand opening of the fitness centre will help to alleviate the removal of bingo but will also mean an increase in staffing and marketing costs to help generate the revenues. As with phase 1, additional expenses will be incurred to prepare the facility for the project, including the planning of the fitness floor layout and equipment moves from present fitness centre. Finally, additional staff will be required to ensure the appropriate attention is paid to both the current operations and the family programs and gymnasium construction project.

Prior to the completion of Phase 2, DSP will likely need to purchase equipment for the gymnasium that may or may not be included in the project costs. This includes standards (e.g. basketball, volleyball, badminton), office furniture, and specialized equipment (e.g. ballet bars); no amortization expense will be incurred until the equipment is in use but the purchase should be considered from a cash flow standpoint. Phase 2 revitalization membership growth is intentionally forecasted conservatively. The lack of high quality change rooms and future construction upheaval associated with Phase 3 renovations and updating necessitated a modest revenue projection.

Overall this phase will cost DSP approximately \$55,000, summarized as follows:

**Table 13: Phase 2**

Amount	Description
(\$200,000)	Bingo – net loss from removal of bingo from DSP
(\$10,000)	Bingo – staff layoff costs and/or morale incentives related to the closure of bingo
(\$50,000)	Marketing – stakeholder communications & fitness centre grand opening
(\$20,000)	Staffing – support staff to offset additional hours required to assist with construction
\$305,000	Net athletics revenue from additional membership and drop-in sales due to new family programs area and gymnasium; membership revenues have been negatively impacted through closure of the racquet courts
\$10,000	Net revenue from increase exposure of new fitness centre (including café)
(\$30,000)	Staffing – additional fitness centre staff
(\$30,000)	Project preparations – fitness centre layout plans, equipment moves and storage
(\$25,000)	Utilities – increase due to new fitness facility
(\$50,000)	<b>Total</b>

## Phase 3: General Facility Upgrades

### Family Signature Program Focus

Program services envisioned within this phase include full functioning of the entire complex. This will enable DSP to offer innovative, trend responsive services and programs on a consistent basis. A significant emphasis on overall family based activities is accentuated with services ranging from pre-school through after school care, regular enrollment programs and lessons. Signature Youth programming is available through a new youth oriented weight room and child-minding upgrades. Adult oriented services include the revitalized opportunities inherent with the fitness centre expansion and repositioning, the new expanded hot tub will attract those wishing spa oriented services, finally the myriad program possibilities in the spinning room, dance studio and program spaces for yoga, pilates will provide a full spectrum of membership and program services for the full demographic focus of the extended family. This will enable DSP to offer innovative, trend responsive services and programs on a consistent basis. A significant emphasis on overall family based activities is accentuated with services ranging from pre-school through after school care, regular enrollment programs and lessons. Signature Youth programming is available through a new youth oriented weight room

### Building Redevelopment and Concept Plan - Complete the Facility Makeover

This project phase allows for complete updating of multipurpose spaces, development of a new preschool, new meeting rooms, revitalization of a centralized atrium with administration and food services while creating a sizable enclosed social gathering space; completion of an upper floor connection amongst the three existing buildings effectively tying them together and conversion of the current studios to office and an expanded physiotherapy.

**Table 14: Phase 3 Order of Magnitude Cost Estimates**

Level	Rm	Occupancy	Name	Area	Phase	Comments	\$/ SF	Estimate
Concourse Level	202	CIRCULATION	PUBLIC LOBBY	9,580	3	EXISTING SPACE RENOVATED	\$105	1,006,000
Concourse Level	204	FAMILY PROGRAMS	FAMILY PROGRAM SERVICES	4,060	3	NEW CONSTRUCTION	\$215	872,500
Concourse Level	206	ADMINISTRATION	FACILITY ADMINISTRATION	2,040	3	EXISTING SPACE RENOVATED	\$105	214,500
Concourse Level	207	WASHROOMS	PUBLIC WASHROOMS	1,660	3	EXISTING SPACE RENOVATED	\$105	174,500
Concourse Level	210	AMENITIES	COMMUNITY ROOM 1	1,275	3	EXISTING SPACE RENOVATED	\$105	134,000
Concourse Level	211	WASHROOMS	ARENA WASHROOMS	1,100	3	NEW CONSTRUCTION	\$300	329,500
Concourse Level	212	WASHROOMS	ARENA WASHROOMS	990	3	NEW CONSTRUCTION	\$300	297,500
Concourse Level	213	FAMILY PROGRAMS	FAMILY PROGRAM SERVICES	960	3	EXISTING SPACE RENOVATED	\$105	101,000
Concourse Level	221	BUILDING UTILITIES	CANTEEN	425	3	NEW CONSTRUCTION	\$215	91,000
Concourse Level	222	BUILDING UTILITIES	STORAGE	410	3	NEW CONSTRUCTION	\$105	43,500
Concourse Level	224	BUILDING UTILITIES	JANITORIAL	275	3	NEW CONSTRUCTION	\$215	59,500
Concourse Level	225	POOL	VIEWING	205	3	EXISTING SPACE REFURBISHED	\$45	9,500
Concourse Level	226	ADMINISTRATION	RECEPTION	180	3	EXISTING SPACE RENOVATED	\$105	18,500
Concourse Level	227	CIRCULATION	ENTRY VESTIBULE	165	3	EXISTING SPACE RENOVATED	\$105	17,000
Concourse Level	228	CIRCULATION	STAIR	160	3	EXISTING SPACE REFURBISHED	\$45	7,500
Concourse Level	229	ARENA	TICKET	135	3	EXISTING SPACE RENOVATED	\$105	14,500
<b>SUM TOTAL</b>								<b>3,390,500</b>

**Transition Plan to Solidify Financial Sustainability**

The complete upgrade and modernization of the facilities creates a long term sustainable organization that is based upon engagement of the community. Incorporating elements that are relevant and meaningful to the target market as well as financially beneficial will enable DSP to reposition itself as a premier sport and active living destination in HRM.

In this phase, the new family programs function will be operational providing opportunities for programs, children's preschool, youth programming, mom and me programs and other family oriented programming. As with the other phases, additional staff will be required to ensure the appropriate attention is paid to both the current operations and the general facility upgrade project. After the conclusion of Phase 3 some of the additional expenses associated with preparing for and "living through" construction can be reduced or eliminated. These reductions include staffing support for construction and marketing support for the grand opening of the family programs spaces.

Overall, completion of all 3 phases will generate approximately \$422,500. This is a forecast that would be achieved after three years of continuous, uninterrupted operation. The results anticipated are summarized as follows:

**Table 15: Phase 3**

<b>Amount</b>	<b>Description</b>
\$75,000	Net family program room revenue from facility bookings, programs or drop-in fitness classes
\$62,500	Net gymnasium revenue from facility bookings, programs or drop-in fitness classes
\$405,000	Net athletics revenue from additional membership and drop-ins sales due to new family programs area, fitness and studio expansion and gymnasium
\$25,000	Net revenue from increased exposure of new facility, multiple revenue streams (including café)
(\$50,000)	Utilities - increase due to family programs building/gym (5% increase)
(\$20,000)	Staffing – support staff to offset additional hours required to assist with construction
(\$45,000)	Staffing – additional staff (fitness centre& gymnasium)
<b>\$422,500</b>	<b>Total</b>

## Phase 4: Aquatics Focus

### Aquatics and Youth Signature Program Focus

Program services envisioned within this phase include Signature Aquatic elements unique to the Sportsplex such as a Waveloch Flowrider. In this phase, the aquatic area will undergo some upgrades including a new Flowrider and hot tub. In this phase, the revenue from memberships, drop-ins and personal training will continue to grow as the awareness of the new fitness centre increases in the community.

Two new components are recommended within the aquatics area: a new easy entry large hot tub in close proximity to another new aquatic attraction feature the Waveloch Flowrider.



The Waveloch Flowrider is a fun attraction that is especially appealing to the 13 -21 demographic. This is a key demographic identified for DSP. The Flowrider is a skill based aquatic attraction that requires balance and technique. It is an exciting activity to watch. The Flowrider can benefit from interest in surfing generated from surfer who frequent Lawrencetown Beach. It is anticipated existing participants in surfing, skate boarding and wakeboarding will have interest in using the Flowrider.

### Building Redevelopment and Concept Plan

Two new pool tanks and expanded deck space.

**Table 16: Phase 4 Order of Magnitude Cost Estimates**

Level	Rm	Occupancy	Name	Area	Phase	Comments	\$/ SF Estimate	
Lower Corridor Level	114	POOL TANK	SURF WAVE POOL	1,695	4	NEW CONSTRUCTION	\$450	762,500
Lower Corridor Level	142	POOL DECK	EXPANDED POOL DECK	570	4	NEW CONSTRUCTION	\$350	199,000
Lower Corridor Level	150	POOL DECK	EXPANDED POOL DECK	380	4	NEW CONSTRUCTION	\$350	133,000
Lower Corridor Level	164	POOL TANK	SWIRL POOL	170	4	NEW CONSTRUCTION	\$400	67,500
<b>SUM TOTAL</b>								<b>1,162,000</b>

### Phase 4 Financial Pro Forma

#### Transition Plan to Solidify Financial Sustainability

The complete upgrade and modernization of the aquatics facilities creates a long term sustainable organization that is based upon engagement of the youth community. Incorporating elements that are relevant and meaningful to the target market as well as financially beneficial will enable DSP to reposition itself as a premier aquatic activity and sport destination in HRM.

Amount	Description
\$95,000	Additional program revenues from family programs and aquatics
\$405,000	Additional 10% growth of memberships and programs Net athletics revenue from additional membership and drop-ins sales due to new family programs area, fitness and studio expansion and gymnasium
\$75,000	Net revenue from increased exposure of new facility, multiple revenue streams (including café)
(\$20,000)	Utilities - increase due to aquatics expansion
(\$10,000)	Staffing – support staff to offset additional hours required to assist with construction
(\$45,000)	Staffing – additional staff (aquatics component)
<b>\$480,000</b>	<b>Total</b>

## Phase 5: Harbourview

### Signature Focus is Harbourview

Completion of the facility make over through capturing its unique view potential from the upper floor meeting rooms.

**Building Redevelopment and Concept Plan** - This phase finishes the lounges, and Heritage Room.

**Table 17: Phase 5 Order of Magnitude Cost Estimates**

Level	Rm	Occupancy	Name	Area	Phase	Comments	\$/ SF	Estimate
Mezzanine Level	301	PUBLIC ROOMS	HERITAGE ROOM	1,745	5	EXISTING SPACE REFURBISHED	\$45	78,500
Mezzanine Level	302	PUBLIC ROOMS	HARBOUR VIEW LOUNGE	1,550	5	EXISTING SPACE RENOVATED	\$105	162,500
Mezzanine Level	304	AMENITIES	VIEWING GALLERY	740	5	NEW CONSTRUCTION	\$215	160,000
Mezzanine Level	305	PUBLIC ROOMS	HARBOUR VIEW LOUNGE	555	5	NEW CONSTRUCTION	\$215	119,500
Mezzanine Level	306	AMENITIES	BAR	275	5	NEW CONSTRUCTION	\$215	59,500
Mezzanine Level	307	BUILDING UTILITIES	BAR STORAGE	215	5	NEW CONSTRUCTION	\$215	46,000
Mezzanine Level	308	CIRCULATION	STAIR	165	5	EXISTING SPACE RENOVATED	\$105	17,000
Mezzanine Level	309	WASHROOMS	WC	95	5	NEW CONSTRUCTION	\$215	20,500
Mezzanine Level	310	BUILDING UTILITIES	ELEV.	90	5	EXISTING SPACE RENOVATED	\$105	9,500
Mezzanine Level	312	WASHROOMS	WC	80	5	NEW CONSTRUCTION	\$215	17,000
Mezzanine Level	313	BUILDING UTILITIES	STORAGE	35	5	EXISTING SPACE REFURBISHED	\$105	4,000
SUM TOTAL								694,000

## Phase 5 Financial Pro Forma

### Transition Plan to Solidify Financial Sustainability

Upper floor revenue increase is due to lounge and meeting room makeover. All facility components up and fully functional generating revenue.

Amount	Description
\$125,000	Net family program room revenue from facility bookings, programs or drop-in fitness classes; aquatics programming
\$62,500	Net gymnasium revenue from facility bookings, programs or drop-in fitness classes
\$465,000	Net athletics revenue from additional membership and drop-ins sales due to new family programs area, fitness and studio expansion and gymnasium
\$12,500	Net revenue from increased exposure of new facility, multiple revenue streams (including café)
(\$70,000)	Utilities - increase due to family programs building/gym and aquatics
(\$20,000)	Staffing – support staff to offset additional hours required to assist with construction (last year)
(\$45,000)	Staffing – additional staff
<b>\$530,000</b>	<b>Total</b>

## Project Timelines

**Table 18: Project Milestones**

Project Milestones	Completion Date
Sign off on scope of Consultant Project	August 2010
Recommendation for budgetary approvals to proceed	Spring 2011
Phase 1	Fall 2011
Phase 2	2011/2012
Phase 3	2012 or 2013
Phase 4	2014 or beyond
Phase 5	2014 or beyond



## Appendix A: Community Demographics Analysis

### Dartmouth Area of Halifax Regional Municipality Demographic Analysis

The 2005 Canadian Census is the most current database of demographic information available to assess population characteristics within the study area. The next Census will be undertaken in 2010 and available in 2011, which would provide a more current picture of the population changes and existing situation. However, on a macro level of analysis, although the current growth trends may vary somewhat since the last Census period, the nature and intent of the analysis is to establish larger scale phenomena to help identify some of the bigger picture trends and directions.

For purposes of this analysis, Census Divisions 9-12 and 19-23 were selected as the primary Census Division tracts with population bases that are within an 8-10 km distance from Dartmouth Sportsplex. The 8-10 km's is somewhat arbitrary, but has been identified in other research as an average maximum comfortable driving distance from the facility for personal training, participating in activities and attending local events. It varies somewhat depending on the availability of other facilities in the area, the quality and range of programming and instruction offered that responds to individual needs, the cost to participate, and the attractiveness of the facilities. We also included several additional Census Divisions as secondary population bases located at a slightly longer distance from the Sportsplex, as it was determined that the Dartmouth Sportsplex is a premier facility in the area and may draw users from further away. The additional Census Tracts included 0101 through 0112.

For comparative and reference purposes we have also included data from Halifax Regional Municipality (HRM) and Nova Scotia summary data, located in the middle of the chart.

### Primary Census Divisions

Population data, referenced in the first three columns in the top half of the accompanying summary chart, indicates that minor declines in population occurred in the primary Census Divisions, ranging from -.04% to -4.9%. The populations in both HRM and the Province reflected an overall increase in the population in the same time period. As stated earlier, the data collected from the Census Division statistics is becoming dated and continues to decline over time. A more current understanding of changes that have occurred in the past five years since the 2005 census will not be available until 2011 when the 2010 data has been collected and tabulated. However, in spite of the lack of currency, it still offers some value in terms of some general indicator trends and relative values.

The exact causes or reasons for the decline in population is unknown, however several possibilities could be contributing factors, including students moving away from home to attend school, or adverse economic conditions reducing the number of employment opportunities in the area. The data available was taken from the last Canadian Census, so it is somewhat dated. Local population trend information will be probed further during discussions with local government agencies.

The median age range reflected a population base between ages 30.0 and 43.4 years, an average of about 36.1 years of age. HRM's median age was listed as 39.1 and Nova Scotia's as 41.8. Also, the percentage of the population in the primary Census Divisions over the age of 15 is higher in all tracts than the averages for both HRM (83.9%) and Nova Scotia (84.0%). The average of 89.4% ranged between a low of 84.5% and upwards to a high of 96.8%. The data suggests there is a proportionately younger population located in Dartmouth's Eastern Passage area compared to Halifax and the Provincial

averages. Subject to confirmation through any recent trend data or local survey results, the data suggests that there are still very significant numbers of people living in the study area that fall within age ranges that are typically frequent users of sport and fitness facilities in other cities and provinces. The marketing approaches needed to attract participants in these various age groups to use the Sportsplex and become regular users is the challenge, but regardless of the lack of specificity on the details of the population data, overall, there appears to be a sufficient number of potential users in the total population base to increase participation if the facility repositions its products and services to focus more specifically on the needs and interests of various market segments.

The number of private dwellings and the average values of same is included here as another indicator of economic demography. Housing ownership in the primary Census Tracts ranged from 38.9% to 65%, and the average was in the low 50% range. Housing values ranged from \$187,471 to \$413,990, with an average value of \$265,000. By comparison, in HRM, the percentage of dwelling owners is 44.7%, with an average value of \$212,942. Provincially the average was about 46.6%, and the average value was \$158,000. Two basic observations here is that the proportion of home owners and average property values are higher than the norm in both Halifax CMA and in the province. The comparative level of home ownership and investment would therefore suggest there is a relatively strong community base within the study area that appears to be at least as strong as those in the two comparative census regions.

Median incomes in 2005 for all private households in the primary Census Divisions ranged from \$35,702 to \$70,539, with an average of approximately \$42,468. That lags well behind the median income level of \$54,108 in HRM, and is slightly less than the Province's median income average of \$46,605. With respect to the potential for increasing the number of facility users at DSP, this factor would suggest that membership and user entry fees may need to be positioned at lower price points to be more affordable and attractive to individuals living in the area. Further, there may be a requirement to source grants or other funding programs and/or attempt to attract corporate sponsorship funding to help offset the costs for participants who might otherwise not be able to afford to participate in DSP programs.

Canadian citizenship is predominant in all Census Divisions and relatively high compared to immigrant populations. The 2005 population in all nine Census Divisions consisted of 33,980 persons, with 32,675 registered as Canadian citizens. The immigrant population of 1,305 comprised 3.8% of the total. The implications for DSP, as in many communities, is to recognize and understand that there is a degree of cultural heterogeneity resident in the community, and that it can represent new opportunities to diversify program offerings in order to attract the interest of these populations. For example, one of the more recent trends we have seen in several other communities in Canada is a strong interest by Asian citizens in ballroom dancing. Recreation agencies that have recognized that interest and offer classes in ballroom dancing have indicated that participation rates are growing, and are not limited to Asian persons, but also to an aging population that is becoming much more interested in dance as an alternate fitness and social activity that involves physical and rhythmic physical movement, interaction with the other participants, and the enjoyment of enhancing and developing their dance skills.

**Table 19: Census**

Census Track 3	2005 Pop	2001 Pop	% Change	Med Age	% of Pop Over 15	Private Dwell's	Avgas Value of Owned Dwellings	Med 2005 Income All Priv Households	Total Pop	Cdn. Citizen
Census Tr 0009	1,859	1,738	-7%	30.0	96.8%	1,223	261,402	37,641	1,780	1,725
Census Tr 0010	4,699	4,943	-4.9%	32.7	87.7%	2,877	259,712	24,800	4,610	4,280
Census Tr 0011	5,768	6,012	-4.1%	30.2	90.3%	2,922	303,090	41,943	5,605	5,380
Census Tr 0012	2,594	2,685	-3.4%	32.0	86.1%	1,212	413,990	70,539	2,570	2,515
Census Tr 0019	4,412	4,435	-0.5%	38.1	89.8%	2,269	242,024	46,669	4,410	4,320
Census Tr 0020	2,672	2,787	-4.1%	43.4	95.1%	1,041	282,661	37,908	2,225	2,185
Census Tr 0021	3,090	3,197	-3.3%	39.1	84.9%	1,567	223,159	39,848	3,075	2,955
Census Tr 0022	5,489	5,390	1.8%	42.6	89.8%	3,009	187,471	47,163	5,475	5,370
Census Tr 0023	4,239	4,256	-0.4%	37.1	84.5%	2,089	211,287	35,702	4,230	3,945
Totals Halifax CMA	34,822	35,443	- 1.75%	36.1		2,023	264,977	42,468	33,980	32,675
Nova Scotia	372,858	359,183	3.8%	39.0	83.9%	166,757	212,942	54,108	369,455	360,355
	913,462	908,007	0.6%	41.8	84.0%	425,681	158,000	46,605	903,090	887,995
Census Tr 0101	3,433	3,649	-5.9%	43.0	86.3%	1,845	150,464	39,223	3,410	3,345
Census Tr 0102	4,191	4,037	3.8%	40.7	87.0%	2,233	224,727	44,389	4,155	4,110
Census Tr 0103	4,401	4,254	3.5%	42.5	85.6%	1,971	193,188	53,386	4,395	4,250
Census Tr 0104	2,054	2,179	-5.7%	49.4	88.5%	887	175,911	60,727	2,000	1,965
Census Tr 0105	3,272	3,522	-7.1%	40.5	83.0%	1,343	167,589	57,315	3,260	3,180
Census Tr 0106	3,728	3,939	-5.4%	37.1	79.4%	1,650	218,794	43,742	3,715	3,655
Census Tr 0107	3,140	3,277	-4.2%	41.5	84.7%	1,348	159,558	49,613	3,120	3,070
Census Tr 0108	4,140	4,019	3.0%	48.3	87.3%	1,972	266,563	62,442	4,125	4,025
Census Tr 0109	3,366	3,373	-0.2%	45.2	88.7%	1,784	194,318	41,306	3,350	3,290
Census Tr 0110	1,684	1,779	-5.3%	44.2	88.1%	987	250,712	24,789	1,660	1,645

<b>Census Tr0111</b>	3,214	3,352	-4.1%	40.0	89.1%	1,836	142,499	35,431	3,200	3,125
<b>Census Tr 0112</b>	1,977	2,407	-17.9%	39.4	84.1%	1,523	116,910	27,846	1,960	1,900
<b>Totals</b>	38,600	39,787	-3.0%	42.65	86.0%	1,615	188,436	45,017	38,350	37,560

### Population Age Groups by Increments

An analysis of the age group increments located within the primary Census Divisions was undertaken to gain a better understanding of the characteristics of the population as it evolves in the future. The relevance of this assessment and purpose served is to approximate what the various age categories may consist of so that Sportsplex recreation program and activity planners can utilize it as base information to assist in guiding planning efforts. In addition to communicating with prospective and current facility users to identify their interests and needs, planners can better understand the length of time that various age groups will be moving through the system, and be prepared with fresh new programs appropriate to each age group in the continued effort to retain their business as they mature. Knowing one's market is an important initial management goal, and attracting them to participate in a facility is the next task, but the real challenge is to retain users as they mature and evolve over time. This requires sound knowledge of managing that process and creating opportunities for users to continually enjoy new experiences at the facility is a critical step in serving the recreational needs of the community. This is also a strategically sound business management approach.

**Table 20: Population totals for all 9 primary Census Division tracts**

Census Tracts	9	10	11	12	19	20	21	22	23	Total	%
Total population <sup>4</sup>	1,860	4695	5770	2590	4410	2675	3090	5490	4240	34,820	100
0 to 4 years	25	200	205	95	170	50	175	195	215	1,330	3.8
5 to 9 years	15	175	165	130	145	35	140	185	215	1,205	3.4
10 to 14 years	20	205	190	140	140	45	155	180	225	1,300	3.7
15 to 19 years	75	205	390	200	210	70	150	245	265	1,810	5.2
20 to 24 years	380	670	1160	390	515	285	190	440	415	4,445	12.7
25 to 29 years	415	665	765	270	505	290	270	505	375	4,060	11.6
30 to 34 years	195	400	465	155	325	230	275	420	310	2,775	8.0
35 to 39 years	160	335	355	140	305	200	235	385	245	2,360	6.8
40 to 44 years	110	290	415	150	360	190	265	430	340	2,550	7.3
45 to 49 years	95	290	360	205	350	140	240	425	290	2,395	6.9
50 to 54 years	110	290	325	205	355	155	290	445	270	2,445	7.0
55 to 59 years	85	280	275	190	255	130	190	405	235	2,045	5.8
60 to 64 years	50	215	140	100	135	80	130	320	160	1,330	3.8
65 to 69 years	40	170	105	45	145	80	100	205	145	1,035	3.0
70 to 74 years	25	85	105	65	150	115	70	210	170	995	2.8
75 to 79 years	20	75	105	50	120	125	80	200	115	890	2.5
80 to 84 years	10	55	95	20	115	170	65	160	140	830	2.4
85 years and over	10	75	155	40	110	300	70	140	100	1,000	2.8

Median age of the population <sup>5</sup>	30.0	32.7	30.2	32.0	38.1	43.4	39.1	42.6	37.1	37.1	37.1
% of the population aged 15 and over	96.8	87.7	90.3	86.1	89.8	95.1	84.9	89.8	84.5	84.5	84.5

In reviewing the previous population chart age distributions, we can begin to identify the relative sizes of each age range. This data can be helpful for identifying potential market sizes located within the primary market area within an 8-10 km distance. It can also be helpful for designing and planning various types of activities that may hold greater interest and popularity with different categories. There are 2,535 under age 10 (7.2%); 1300 age 10-14 (3.7%); 1,810 age 15-19 (5.2%); 11,280 age 20-34 (32.3%); 4,910 age 35-44 (14.1%); 4,840 age 45-54 (13.9%); 3,375 age 55-64 (9.6%); 2,030 age 65-75 (5.8%); and 2,720 age 75 and over (7.7%).

### Secondary Census Divisions

Population statistics in the twelve secondary Census Divisions, identified in the first three columns of the lower half of the summary chart, indicate that slightly more severe declines occurred in the population base in these Tracts between 2001 and 2005. Declines registered in 9 of the 12 Tracts ranged from a low of -.02% to a high of -17.9%. The three Divisions registering positive increases in population all demonstrated healthy growth ranging between 3.0% and 3.8%.

The median age range reflected a population base between ages 30.0 and 43.4 years, an average of about 42.7 years of age. This is slightly older than the 36.1 average of the population in the study's primary Census Divisions, as well as HRM's median age of 39.1 and 41.8 in Nova Scotia.

The percentage of population over the age of 15 in the primary Census Divisions ranges between 84.5% and 96.8%, with an average just under 86.0%, which is slightly higher than the HRM average of 83.9% and the average for Nova Scotia's at 84.0%.

The number of private dwellings and the average values of same is included here as an economic indicator. Housing ownership ranges from 38.9% to 65%, with the average being in the low 50% range. Housing values range from \$187,471 to \$413,990, with an average value of about \$265,000.

Median incomes in 2005 for all private households in the secondary Census Divisions ranged from \$24,789 to \$60,727 for an average of \$45,017. This ranked ahead of the 2005 median income level of \$42,468 for all private households in the primary Census Divisions, and is very close to the provincial average of \$46,605, but is well back of the median income level of \$54,108 in Halifax CMA.

Canadian citizenship is predominant in all Census Divisions and relatively high compared to immigrant populations. The 2005 population in all twelve secondary Census Divisions consisted of 38,600 persons, and of that total, 37,560 were listed as Canadian citizens. The immigrant population of 780 persons comprised 2.0% of the total. Median incomes in 2005 for all private households in the primary Census Divisions ranged from \$35,702 to \$70,539, with an average of approximately \$42,468. That lags well

behind the median income level of \$54,108 in HRM, and is slightly less than the Province's median income average of \$46,605.

The age range distribution within the Secondary Census Tracts identifies an additional source of demand for DSP. Given that the distances from DSP is about a 20-30 minute drive time, which is slightly further than the 10-15 minute drive times in the primary tracts, the rate of participation of facility users located in the secondary areas may not be as high as in the primary census tracts. However, there would very likely be users from those areas, especially if future programs and customer experiences can be designed that respond to the interests of individuals and various market segments that may be seeking new opportunities and challenges to enhance their health and fitness activities.

The age ranges of the residents in the Secondary Census Tracts are relatively evenly distributed over the 4 year incremental measurement standard used in the census count. However, if you cluster the users into segments that more commonly used in the health and fitness industry, the age categories would be more along the lines of early to later childhood years; early and late adolescence; early twenties to mid-thirties; mid-thirties to mid- forties, mid-forties to mid-fifties; mid-fifties to mid-sixties, and age 65 years and older. These categories are loosely based on average fitness and activity capacities and levels of the majority of people, but individuals are certainly not limited to those segments strictly due to age. In fact, the encouragement of people to retain high fitness and extend their vitality and health levels much longer in their lives is a goal that all health professionals would ascribe to. The age distributions, then, are merely used as average measurement increments.



## Appendix B: Consultation - Focus Group Minutes

### Current Users/Members - March 29, 2010

- What do you currently use at DSP? Volume (number in parenthesis indicates the number of users who identified this activity)
- Aquatics for children - 3/4 times/week
- Yoga - 2/week
- Skating for children - 1 session
- Dance Academy - all year long
- Karate(4)- 3/week
- Physio Therapy (2)- 2/week, 1/week
- Massage Therapy - 6 times/year (medical plan allowance)
- Recreational Swimming (4) - 1 week, 2/week, 3/week
- Pirates Cove (2) - 1/week
- Water Aerobics - depends on DSP schedule
- Cardio/Weights (7) 2/week, 3/week, 6/week, 3-4/week
- Circuit - 2/week
- Track (3)- 1/week, 3/week, 6/week
- Seniors Programs (4) - 3-5/ week
- Tai Chi/Other similar types of programs (2) - depends on DSP schedule
- Adult Skating - 2/week, 4/month

#### 1a. Restrictions to Use

- Schedule with programs seems to be centered around the school year vs. providing different timing appropriate to users
- Changing schedules - yoga started on a Wednesday @ 8:00, next level session should be a Wednesday @ 8:00 rather than changing day and time
- Parking Lot - access/visibility
- Loading/unloading - buses, delivery trucks seem to be doing this in front of entrances or main thoroughfares making it challenging for visibility/access for pedestrian traffic
- Pedestrian traffic - visibility/access - Thistle Street entrance ☐ buses parked on the side of the road
- Loitering/security in the parking area - revamp parking and have security to remove loitering kids
- Moving between levels within DSP - not convenient
- Summer/winter hours, shift work - hours not convenient - should start earlier and end later
- Weekend hours - have an earlier start, not convenient

#### 1b. Geography

- 95% of the focus group lived within a 10km radius of the facility. Those who lived outside of that were from Bedford, Sackville (were former area residents).

## 2. What Do You Like? What Don't You Like?

Likes	Dislikes
<ul style="list-style-type: none"> <li>• Hearts in Motion</li> <li>• Programming seems to cover all demographics</li> <li>• Family facility</li> <li>• Location</li> <li>• Staff are friendly</li> <li>• Sense of community</li> <li>• Long time members</li> <li>• Different communities within the facility; weight room, pool, programs</li> </ul>	<ul style="list-style-type: none"> <li>• When things are broken, i.e. Steam, elliptical, seat covers, arm rests, it takes a long time to have it</li> <li>• fixed, reason given is ordering parts seems to take too long</li> <li>• Lighting - very little in parking lot</li> <li>• Young people collecting in the parking lot</li> <li>• Complaints about staff education/knowledge - don't get a response from management</li> <li>• Inadequate weights - 25lbs</li> <li>• Weight equipment not maintained</li> <li>• Outdated equipment in the weight room</li> <li>• Cardio room is cramped</li> <li>• Mat area is inadequate/not designed to be a mat area</li> <li>• Not enough benches for sitting, socializing</li> <li>• Management of members –rules not being enforced</li> <li>• Front Desk- varying degrees of customer service, not good at fixing problems, complaints not handled well</li> <li>• No information about the Staff, Board, Roles either posted in the DSP and not accessible when you go looking for this information</li> <li>• Users using hair dryers to dry bathing suits</li> <li>• Lay out - street shoes making way into facility, should be in locker room only</li> <li>• Hygiene issues- user problem perhaps facility design could make this less of an issue</li> </ul>

### 2a. Suggestions

- Separate the weight room and the circuit room
- Better equipment for weights - lighter weights
- Better cleaner flooring in weight room, not carpet
- More visibility with staff with weights - trained to offer help, be visible in the room, make contact with people
- More training with staff for weights - giving inappropriate or wrong advice

- More/better designed weight room - light, raising the ceiling height, windows, skylights
- Better parking and traffic flow
- Redo the sauna - bigger
- Members only section/special recognition for members
- Equipment being tied up- different space for regular users/members
- Best practices among users, i.e. hygiene, user education
- Fences to help with traffic flow/parking
- Pilates and Yoga room with mirrors, flooring and storage
- Keep fees within CPI increases
- Buses - mixed reaction to terminal being there- problem with traffic flow ,does allow people to get to the facility that might not otherwise be able to use it
- Extended hours for Saturday - 9 pm closing is too early
- Extended hours for summer

### 3. Programs/Services/Amenities

- Believe all demographic groups have something for them at DSP/income may be an issue (some can't afford it)
- Dance Academy - timing over dinner hour - not so good
- Have programs, services, amenities that promote healthy life style
- Shops/Businesses - to sell DSP T-shirts/Golf Shirts to build a community for DSP, fitness gear, goggles, fitness books, running shoes
- Recognize need to generate revenue but bingo/trade shows seem inconsistent with the concept of a fitness facility
- Small communities exist within DSP - the swimming group, the weightroom group - we like this
- Cross-membership across HRM facilities - if I am a member at DSP, I can also use Chocolate Lake
- Standards for staff training, professional trainers
- Advocate for tax incentives for fitness for adults
- This facility is family oriented - could be more modern, cleaner
- Artificial turf/track facility -would be nice, but make sure everyone has access some facilities only certain users have access
- Not interested in this becoming a mixed use facility, i.e. music programs or activities that do not relate to fitness and wellness

### 4. Vision

- Become a premier facility
- Community facility/A level
- Sustainable facility, i.e. showers automatically turn off
- Centrifuge machine
- Skylights
- Promote positive aspects of the facility
- Hot Tub
- Dry/Wet sauna
- More pool area for lane swim only
- Better space for Karate room, no pillars, better flooring, more open space
- Gym with basketball nets, indoor badminton, tennis

- Programs for School Kids during the Day
- Field house/Gym - sliding doors for multi-use
- Include more than just the standard sports i.e. baseball, obstacle courses
- More sport related activities to raise money
- Promote sport activity

#### 5. Priorities for Facility Upgrades/Improvements

- Parking lot improvements
- Equipment upgrades
- More space in the facility generally
- Field house/Equipment
- Bike Racks
- 50 metre pool
- Weight room
- Security/System
- Sustainable facility - LEEDS Platinum building

### **March 31, 2010: Aquatics Users**

#### 1. What do you currently use at DSP? Volume

- Lane Swims - 4/5/week
- Hot Tub - 2/week
- Day/Summer Camps - as scheduled by DSP
- Swim/Pirates Cove - 2/week
- Whalers Swim Club - 3/week
- Shallow Pool - 3/week (when children were between 2-3 years old)
- Aquafit/Laps - 3/week
- Pool with family membership - 8-15/week (family of 5)

#### 1a. Restrictions to Use

- Pirates Cove- extends too far into the pool, creates problems when doing lane swims(waves)
- Like Pirates Cove - could it be reconfigured so the area doesn't feel so cramped and compressed - could it have its own space???
- Lane swims are impacted by family/children in the pool - jumping into the lanes or over the lanes
- Often the lanes open are reduced while swimmers using the lanes to accommodate the pool users
- Lane swims seem to be lowest on the priority list when space becomes an issue - how can the lanes be protected for regular users

#### 1b. Geography

- 100% of focus group participants lived in the neighbourhood or within 10 km of the DSP.

## 2. What Do You Like? What Don't You Like?

Likes	Dislikes
<ul style="list-style-type: none"> <li>• Schedules for pool - open early, close late</li> <li>• Staff - maintenance, front desk, welcoming and long serving, know users/members</li> <li>• Cleanliness - staff always seem to be sweeping, mopping</li> <li>• Options within the facility and the cycle of options</li> <li>• programs/services change</li> <li>• Babysitting</li> <li>• People seem to like the classes, repeat participants</li> <li>• Change rooms - well laid out- kids/teens/adults</li> </ul>	<ul style="list-style-type: none"> <li>• Parking Lot- accessibility, visibility, loading/unloading of delivery trucks, buses</li> <li>• Family changing room not very clean or well maintained</li> <li>• Need timed showers – showers left running, wasting water</li> <li>• Need new hair dryers</li> <li>• Cross-training for swim teams not available - no separate room for this to contribute to building</li> <li>• excellence</li> <li>• Can' t do laps, swims, lessons,</li> <li>• Pirates cove at the same time - some user groups disadvantaged when all these users in the space</li> <li>• at the same time</li> <li>• No activities for pre-teens (10-12years) other than the pool</li> <li>• Rink staff need customer service skills</li> <li>• Rink staff not monitoring the drills for practice</li> <li>• Summertime - pool feels too crowded/lack of lifeguards</li> <li>• Pirate' s Cove not conducive to being able to hold Swim events, i.e. deep end starts</li> <li>• No reinforcement/attention to laps</li> <li>• teenagers jumping into lanes, family swims overtake laps</li> <li>• Pool- too many things going on in the pool at the same time – not enough space</li> <li>• Pirate' s Cove makes the entire area seem darker, crowded</li> <li>• Lessons/Physiotherapy/Pilates Classes - all these are held in the same area, makes it feel chaotic</li> </ul>

## 2a. Suggestions

- Pirate's Cove moved back 20 feet- give it own facility/staff
- Loading/unloading zone outside of main entrances for multi-function rooms

## 3. Programs/Services/Amenities

- Combat training - difference classes for Boxing, Speed Bags, Other Martial Arts
- Weight Room - windows, view of the ocean, less crowded
- Bigger stretching area
- Parking Lot - better traffic flow, visibility, create drop off spots, better access through Thistle Street entrance, change handicap parking spot to drop off
- Night safety - more lighting outdoors
- Timing of event endings - creates extra traffic i.e. Bingo and Whalers Swim practice end at the same time, delay Bingo ending or start at a different time
- Staff- not enforcing parking regulations □ fire lanes, no stopping zones
- Have parking stickers for members
- Fitness focus for Seniors - special classes directed at this group
- Speakers on topics of interest to seniors/youth
- Some focus on youth who can't afford programs/membership
- Create opportunity to develop sport excellence and the excitement that come with that focus

## 4. Vision

- Juice bar/healthy food
- Electronic Timing System for swim competitions/attracts more events
- Community events important ,Include music/arts
- Track with access even during playoffs
- Field house/Basketball courts/Volleyball/Badminton
- Gym with access morning and each weekday afternoon (i.e. 4:00 □ 7:00 PM)and Saturday morning; wood floor, free weight floor area, wall suitable for medicine ball rebounding, wall with mirrors, wall with chin bars, attached storage room for training equipment
- Equipment area with space and skip ropes, medicine balls, balance balls, bosu half balls, balance boards, mats, free weights, stationary bike trainer
- Training area for spinning accessible to adults and youth
- Wide open spaces for multi-purpose use
- Share spaces with schools
- Basketball
- Floor hockey
- Do things for "poor" kids - community service, drop in program (not organized) without cost to them, promote it
- Drop-ins for family/kids; Youth fitness center, staff trained to work with the kids
- Create something that makes this unique to our community
- Focus on building a fitness facility not a bingo hall
- Jungle Jim for kids □ Play entertainment (like Dalhousie, BullDogs)
- More family friendly
- Pre teen after school program



- Broadening programs for more access
- Become a centre for excellence in sport

#### 5. Priorities for Facility Upgrades/Improvements

- Fieldhouse/Basketball courts/Volleyball/Badminton
- Do things for “poor” kids - community service, drop in programs without cost to them, promote it
- Youth fitness center, staff trained to work with the kids
- Parking Lot -better traffic flow, visibility, create drop off spots, better access through Thistle Street entrance, change handicap parking spot to drop off

## Consolidated Comments from DSP Focus Groups, March/April

### General comments: (Top five themes)

- Parking Lot is a challenge – drop off and pick areas very congested; loitering/security and visibility including appropriate lighting; too many big trucks unloading
- Overlapping uses: DSP tries to be too many things for too many people and uses at the same time; space for programs and activities not always most appropriate. DSP programming tries to cater to many people and does a good job of service provision with quality instructors in most areas.
- Sense of community: there is a sense there is small communities within the DSP – people like this connection to others, the size and tightness this generates; the facility is family oriented. Many people have been members or users of DSP for years – there is a great continuity of people.
- DSP no longer is “current”. It doesn’t provide trend programs or services; some of the facilities are antiquated/out of date. At one time this was the place to be but it’s no longer adapting and is being eclipsed by others.
- The users use the building on a regular and consistent basis. Customers are quite loyal; they overlook elements within the building that need improvement – some common descriptor words for the facility are satisfactory and ok

### Key Challenges with Current Facility (Top Five)

- Fitness centre: location, ventilation, equipment congestion
- The building is old and tired, its outdated, difficult to get from floor to floor and not welcoming
- Parking lot control and management; sometimes too many activities at the same time – especially when there are antique shows etc and exhibitors have trucks that seem to get priority taking away substantial parking
- Is bingo congruent with an active living and healthy lifestyle building? Most people don’t believe it fits any longer. Are all other programs taking up valuable space relevant any longer – “I hardly ever see anyone playing RB or squash”
- Studios are too small, cramped, some with inferior ventilation, flooring etc

### Key Strengths:

- Family focus and neighbourliness about the community
- Swimming pool

- An organization working hard to find a balance to ensure everything works for the benefit of the customer – focus is on health, fitness and active living. People recognize there are compromises to help the organization deliver their services

#### **Facility upgrades for the future and what people would like to see: (Top Five)**

- General upgrade and modernization, including adding light, shifting some rooms around to better accommodate needs. A much improved entry and welcoming. A sustainable building possibly becoming a Leeds Silver or higher level. Lay-out of the building needs improvement with better flow between floors
- Fitness centre – larger, brighter, airy, spacious with newer good working equipment
- A Gymnasium with ample opportunity to offer programming for all including basketball, floor hockey and activities for youth
- Studios of appropriate size without being too multipurpose all the time; no poles, good flooring, improved ventilation and larger spaces
- Improved parking lot design, lighting, controls and security

#### **Vision:**

- Become once again “The Place to BE”. If DSP really focuses on providing me as a customer innovative good quality programs it can become differentiated by offering the right programs for all ages. DSP can become a community gateway attraction
- Focus on active, healthy living and make sure activities are in alignment and congruent – i.e. promote activities for all and make sure the building is accessible to all incomes; should bingo be one of the activities? – most in focus groups say no
- Family friendly – improve child care, add preschool, fun play areas, a climbing wall, youth areas and programming
- Activities for the baby boomers as they age – socializing, lots of activity options

## **DSP Board of Directors Focus Group – April 8, 2010**

### **1. Mission Statement discussion:**

#### **Is the current statement valid and correct?**

- Issues: competition increased both external commercial competitors and from within HRM with the new 4 pad, Canada Games Centre etc, fund raising cost recovery and sustainability; facility is old and tired looking in need of updating, trends have passed us by and facility cannot evolve; money still an important aspect of the future; bingo has a sunset and it is coming soon in terms of consistent revenue flow. We need to determine if bingo is a service we should be in for the long term as a core fundamental business.
- Eventually the DSP Board will need to find out the answer to these questions:
  - If we were to stop offering this service would anyone really notice, would anyone really care and would it really affect anyone?
  - What might success look like in the future: more than financial, improved relationship with customers, be known for great quality programs and services, make a difference in people's lives, best bang for \$ giving value, we need to come to terms with what the community really wants from the facility now.
  - We need to find out what is our core business: What is our real core business? Health and wellness, inclusive of tack, fitness, activity and active participation, learning and nutrition

### **2. The future and what we should create that will resonate and matter with people making a difference in their lives:**

- Re-create a sense of community, inclusiveness and accessibility.
- Become a game changer in people's lives and be an iconic facility of choice
- Create energy, passion and pride around a key central theme or concept
- We need a fundamental shift in thinking to become the "gateway identity" for Dartmouth and be a real community builder and advocate.

### **3. Exploring the gateway to the future theme:**

- A field-house for free play access, ability to host camps, programs and activities that spur minor sport participation
- Family based activities
- Opportunity to promote and host minor sports – focus on youth and fill a void in the community
- Continue and expand "learn to activities" and programs
- A children's/youth fitness area
- Stimulate tourism and business development through hosting of events
- Be a signature facility known for operating activities that people clamour for
- An appropriate size – we don't need to be the biggest, right sized for the right target population
- Possibly offer indoor golf training/driving range with a simulator; indoor paddling and training – celebrate what already exists and build
- A batting cage
- Improved and expanded studios for various activities so conversion isn't as challenging

- Check the RB and Squash courts out for efficiency and use – is there a higher and better use?  
There was a request for further in-depth research from management to substantiate the claim that the courts generate about \$80,000 per year in direct and indirect revenue.
- The facility needs to become desirable, a place to come
- Improvement to the entryway and improved control/welcoming
- More offices

#### **4. Priorities:**

##### **To become the next level of facility and all that we can be**

- ◆ Gain HRM support for our plight of needing refurbishment;
- ◆ Revitalization of existing infrastructure with general improvements and conversion of space for high efficiency and health and wellness emphasis – a Phase 1 priority
- ◆ A new field-house/gym complex with adequate parking consideration as a Phase 1A or Phase 2 project. We must identify the need is there and therefore this is a priority item and cannot be delayed forever.
- ◆ Timing: ASAP for Phase 1 – quite possibly commence planning in 2011 with budget allocation

#### **5. Report Considerations:**

- Show that when buildings age the revenue declines until such a point as they become in crisis
- Show risk factors of not doing something to modernize the building
- Somehow need to communicate that without support for updating the Board may need to self evaluate on whether they wish to continue in their role

## DSP Staff Focus Group – May 5, 2010

### Vision

Staff worked in mixed groups and responded to the question below to identify their vision for the Dartmouth Sportsplex.

***In a perfect world, where anything is possible, what do you see as the future for Dartmouth Sportsplex?***

#### Group One

- Multi-purpose complex – big space; sport events, cultural events, youth complex, field house, gym, spinning, multi-tier parking
- Modern – fabulous aesthetic – furniture, colour, inviting plants, water fall, organic wall; bright factor – WOW; high end communication services - wireless
- Family/Community – education centre – computer, family education, cooking classes, health education, nutrition education; Youth at Risk – partnering with community, social groups, Boys & Girls Club; Community Entertainment - concerts, shows
- Innovative – handheld bingo, internet bingo
- Fun and Enthusiasm – youth interactive fitness, fun for families, youth, children seniors; sports for fun, non-competitive
- Youth Oriented – culture – youth plays, musicals, workshops; Youth sports – skate parks, rollerblading, floor hockey; water slides, ziplines, fun things, rock climbing walls, fun
- State of the Art – office space and storage, more meeting rooms (better sizes), wellness, cardio, rehab
- Welcoming – glass, sunlight, bright, “bigger house” foyer, lobby
- Thrilling – fun

#### Group Two

- Front Entrance extends to control desk – welcoming and no directional confusion
- Aquatics and athletics – need their own classrooms for hosting courses
- Gymnastics facility – high ceilings/never tore down and bigger, better tramps and floors
- Wireless internet access
- Need meeting rooms to accommodate 100-300 people
- Cardio room – windows
- Varying table sizes
- Protein shakes/bars available
- Rock climbing wall
- Space for spinning and other fitness classes
- Welcoming, bright
- Bungee fun
- Beat board
- P-bars boys

### Group Three

- Centre of the community
- Info even for things not offered here
- Community meetings at reasonable cost
- Resource – kids, community
- Sport –diversity of sport at all levels at all interests
- All age groups addressed – fun for all
- Wellness centre
- Free for a day – open it one day/one hour for kids who can't afford it
- Youth – nothing in the community indoors right now
- Vibrant, Innovative, Exciting, Inviting, We have Everything customers need/want
- Family centre
- Welcoming/homey/comfortable – feeling you get around a fireplace, have a fireplace
- Bright/safe
- Complete – all sports, full day care for members/staff, pool, ice, field house, soccer, basketball, running track
- Innovative – equipment, wireless, classes, diverse
- Convertible space – adjust to new programs
- Green – lights off when leave room, heat recovery, etc.
- Fun – everything should be fun, they enjoy coming here
- Technology – easy to do, bikes, treadmills hook-up on line, lots of links

### Group Four

It is s About Creating “Spaces!”

#### Programming Spaces

- Field house
- More classes(scheduling)
- Dance studio times 2
- Fitness studio
- Other programming spaces
- Gymnasium
- Spinning

#### Wellness Centre

- Broader spectrum than current offering
- Yoga, reiki, Chi-gong
- Healing modalities



#### Outdoor Space

- Basketball
- Patio area for lounging
- Children's play area (pool)
- Parking
- Storage
- Attractive grounds

#### Miscellaneous space

- Storage
- More space for meeting needs
- Aquatic rooms -more pools

#### Meeting Needs of all ages

- Youth room, Adult room
- Older adults
- Teens
- Families
- Food court

#### General Thoughts

- More inviting for multi-cultural use via furnishings/decorating and programs
- Spacious, light filled foyer
- More inviting entrance
- Pro-shop
- More inviting for families – play area
- Water feature
- Garden
- Skylights
- Furnishings
- Updated lounging area

#### Group 5

- Pedway to Holiday Inn Convention Centre
- Atrium with splash park, extra pool or wake board pool or pool with brighter colours (Wyse Road frontage)
- Walking track
- Sport shop, public eating area, juice bar, retail space
- Youth gym, fun zone, big day care
- Entrance with bike parking(inside)
- Field house, courts, gym, rock wall, spinning
- Eliminate storage area in gym – create a glassed in space with gym equipment

## Staff Input to Opportunities/Challenges facing DSP

Round Robin – Staff worked in groups of four responding to the four topic areas. Each topic was then rotated through the groups ensuring all staff was able to contribute ideas to each category.

### 1. Strengths

What are our strengths?	How do we emphasize them?
Friendly, knowledgeable staff	Training(part-timers), Morale building Family oriented events for staff
Large variety of programs	Supporting more community groups (fundraising) Youth/teen programs development Advertise, Promotion – people for this
Arena – larger seating capacity than other municipal rinks	
Proactive problem solving	
Accommodating/flexible	
Opportunity for fresh ideas through attrition	
Large employer	Staff incentives, i.e. monthly draws for prizes, staff lounge areas away from work area - Rewarding staff for innovative ideas; cost saving/revenue generating, etc., recognition of a job well done by colleagues and supervisors Foster community among departments with overall building recognition, Celebrate our successes
Large training center – fitness instructors, lifeguard	
Donations to community - \$80, 00/year – who knew???	Promote to community i.e. newsletter
Leaders in green technology, i.e. heat recovery/uv filters	Promote to industrial community, i.e. speaking at conferences
Indoor track	Promote/market to youth sports teams
Pre-school program – gym/pool	Testimonials from families involved – instructors – gone from parent tot to teaching
Customers – long term	Recognize around building with other members/staff
Cross trained staff	Can improve morale, reduces costs, improve quality

## **2. What are the barriers to delivering quality service? How can they be overcome?**

- a) Huge technological gap between what we do and what we need to do – email notifications, red hot parking
- b) Administratively burdened; detrimental to offerings, i.e. administration vs. face time with customer
- c) Space – physical space, décor, storage, programming space – need extra pool
- d) Money – costs for maintenance/upkeep, staff equipment, etc.- staff to know cost savings and contribute ideas to save money
- e) Ownership/Structure/Governance – why is HRM competing with us? i.e. swimming lesson costs – cheap vs. not cheap, Spryfield vs. Sportsplex
- f) Staffing limitations – good help is hard to find and keep – financial incentives for staff (hiring and keeping)
- g) Good staff increases customer retention which increases revenue which increases product offered which increases new sales which ....all connected. Training space/communication protocol.
- h) Accessibility – cost to customer, parking, physical accessibility to pools, etc.
- i) Stagnant and Stale – staff get out and about – seeing new things, experiencing new products at other organizations, facilities, networking with like departments, professional development (current courses).
- j) Leadership training – lack of emphasis, lack of supervision, p/t staff don't want to bother, lack of future growth

**3. How can we capture the hearts and minds of participants? How can we increase social interaction and a sense of community? What programs are needed?**

Youth outreach programs

- Night hoops
- Boys & girls Club
- Saturday fun day
- Leadership training
- Youth socials

Senior Programs

- Interactive programs
- Social opportunities
- Educational
- Senior center

Membership Incentives

- Special family-oriented days (grandparents, sister, aunt, uncle, brother)
- Birthday incentive (pool pass, day pass)

Social Activities

- Member parties
- Child parties

Staff Professional Appearance

- Different department
- Look (standard)

Significantly Improved Online Service

- Registration
- Membership sales
- Room booking

After School Programs

- Different sport each day

Sport Programs

- Cheerleading
- Courts. Basketball
- In house leagues
- Summer Camps and Sport Camps
- Minor sport

General Ideas

- Juice Bar – healthy food in café
- Pro-shop – t-shirts, goggles, shampoo, bathing suits
- Need inviting space
- Triathlon team
- Running club
- Biking club
- Sport school(s)
- Make the facility appealing – lighting décor

#### Programming

- Cradle to grave programming – infant to older adults, multi-faceted programs not just 1 option
- Full family Programming
- Family basketball/swims/etc.
- Programming to allow the FULL family to all be in the building at the same time, i.e. something for kids, teens, adults

#### Materials – Update – Modern – Innovative

- Brochures, flyers, etc.
- Make the brochures look like what we want to look like

### **4. What physical changes are required to enhance what you do?**

#### Multi-purpose rooms

- Summer camps
- Diverse meeting space
- Youth rooms
- Storage/office

#### Facility Comfort space

- Female hockey change rooms
- Storage/office space
- Larger back of the house
- Increase bingo comfort
- Staff room/staff washroom
- Children's play center
- Lounge/patio areas
- Games room

#### Visual Property Enhancements

- Garbage/storage/recycling areas (enclosed)
- Gardens
- Controlled outdoor activity areas – splash pool, courts, outdoor game area

#### Dedicated Staff Area

- Admin space for part-time staff
- Mini-weight room/cardio

- Locker rooms/washrooms
- Lounge/lunch area with wireless
- Games/TV area

#### Dated Old fixtures

- Modern, not brown tiles, orange desk, broken cabinets, wallpapers, cedar framing, etc

#### Fitness Centre

- Windows/natural light
- Youth interactive gym
- Dedicated, multi-purpose space
- Wellness center

#### Lobby/Foyer

- Larger, brighter
- Inviting, welcome
- Security, crowd control
- Connected to parking
- Sight lines to building offerings/exposure

#### Parking Garage

- Multi-tier
- Controlled access
- Self snow removal(not contracted out)

#### Field house/Gym

- Programmable space
- Free play space
- Spectator space
- Storage space
- Windows, View from the lobby
- Competitions, i.e. leagues
- Extra pool for aqua fit
- Lesson space (proper)
- Rock wall
- Zip line

### **Ideal Participant Numbers**

#### Adult Training Programs

Fitness Leadership	25 participants/class, 3 classes/week
Aqua	1200/term (1 term = 250) 3 terms
Bingo	300 people/night
Concerts	Minimum 6/year
Day Camp	1600 total (200/week) for 8 week summer program
Fitness Classes	20-30 participants/class with room for 50-60, 30 classes/week
Gymnastics	30 participants/class, 9 classes/week Sat.9-2, Tues/Wed. 4-8pm























Hockey Schools	120 minimum for weeklong camp
Summer Hockey	400 minimum each weekend (league)
Junior A Hockey	600 minimum spectators per regular season game, 2000 playoffs
Qi Gong	15 participants/class, 4 classes per week
Pilates	10 participants/class, 30 classes per week
Skate	40 participants/class, 14 classes/week
Public Skate	150 each night & weekends
Spinning	15-20 participants, 6 classes/week
Tai Chi	15 participants/class, 5 classes per week
Yoga	12-25 participants/class, 5-6 classes/week

### Staff in Attendance

Bob Quigley	General Manger
Max Chauvin	Athletic Director
Bonnie Shears	Payroll/Accounting
Treena Snair	Athletic Supervisor (Gym/Camps/Childcare)
Rod Dickson	Arena Manager
Kim MacDonald	Administration
Ryan Kemp	Aquatics
Lucille Benoit	Events/Marketing
Debbie Greguoldu	Program Administrator
Dwight Hampden	Control
Tara Myra	Bingo Manager
John Grautettestert	Maintenance Head
Tim Sibbins	Asst. Chief Engineer
Michelle Harris	Control Supervisor
Deanna Leedham	Membership Services Coordinator
Catherine Chiodo	Aquatic Co-coordinator

## Appendix C: Public Consultation – Online Survey Results









Dartmouth Sportsplex Survey			
Respondents:	158 displayed, 158 total	Status:	Open
Launched Date:	05/04/2010	Closed Date:	07/01/2010
1. Which Large facility do they use?			
		Response Total	Response Percent
Dartmouth Sportsplex Arena		92	85%
Gray Arena		14	13%
Bowles Arena		11	10%
Cole Harbour Place Arenas		22	20%
Other, please specify		14	13%
		Total Respondents (skipped this question)	108 50
2. Which Large facility for Pools do they use?			
		Response Total	Response Percent
Dartmouth Sportsplex		109	87%
Centennial Pool		13	10%
Needham Centre		6	5%
Cole Harbour Place		20	16%
Sackville Sports Stadium		1	1%
Captain William Spry Wave Pool		10	8%
Other, please specify		10	8%
		Total Respondents (skipped this question)	125 33
3. Which Gymnasiums do they use?			
		Response Total	Response Percent
Bloomfield Centre Gym		4	9%
St Andrews Centre Gym		2	4%
Needham Centre Gym		5	11%
George Dixon Gym		1	2%
Citadel Community Centre Gym		5	11%
University Gyms		14	31%
Dartmouth School Gyms		14	31%
Other, please specify		17	38%
		Total Respondents (skipped this question)	45 113
4. Which Fitness Facilities do they use?			

		Response Total	Response Percent
Dartmouth Sportsplex fitness facility		88	70%
Findlay Centre fitness facility		5	4%
Sackville Sport Stadium fitness facility		0	0%
Cole Harbour Place fitness facility		8	6%
Private facilities		27	22%
Universities		11	9%
YMCA		4	3%
Other, please specify		11	9%
		Total Respondents	125
		(skipped this question)	33

5. Which Indoor Running / Walking Track do they use?










		Response Total	Response Percent
Dartmouth Sportsplex		64	89%
Dalplex		7	10%
Other, please specify		3	4%
		Total Respondents	72
		(skipped this question)	86

6. Which Indoor Meeting Rooms do they use?

		Response Total	Response Percent
Dartmouth Sportsplex		22	39%
Findlay Community Centre		7	12%
East Dartmouth Community Centre		3	5%
Dartmouth North Community Centre		6	11%
North Woodside Community Centre		3	5%
Northbrook Community Centre		0	0%
Holiday Inn Harbourside		8	14%
Schools		9	16%
Other, please specify		19	34%
		Total Respondents	56
		(skipped this question)	102

7. Which Child Minding do they use?













		Response Total	Response Percent
Dartmouth Sportsplex		23	72%
Other, please specify		10	31%
		Total Respondents	32








			(skipped this question)	126
<hr/>				
8. Which Bingo do they use?				
			Response Total	Response Percent
Dartmouth Sportsplex			10	48%
Dartmouth Masonic Bingo			7	33%
Halifax Forum Bingo			4	19%
Other, please specify			5	24%
			Total Respondents	21
			(skipped this question)	137
<hr/>				
9. 2.0				
For those people who <i>do not currently use</i> any of the above facilities, how likely would you be to use the following facility components at the Dartmouth Sportsplex in the future?				
	Would Use	Might Use But Not Sure	Would Not Use	Response Total
Arenas	39.19% (29)	39.19% (29)	21.62% (16)	74
Pools	66.67% (46)	26.09% (18)	7.25% (5)	69
Gymnasiums	32.86% (23)	41.43% (29)	25.71% (18)	70
Fitness Facilities	49.3% (35)	38.03% (27)	12.68% (9)	71
Indoor Running / Walking Track	43.48% (30)	37.68% (26)	18.84% (13)	69
Meeting Rooms	14.06% (9)	43.75% (28)	42.19% (27)	64
Child Minding (while you are participating in programs at the facility)	21.21% (14)	18.18% (12)	60.61% (40)	66
Bingo	13.64% (9)	15.15% (10)	71.21% (47)	66
			Total Respondents	87
			(skipped this question)	71
<hr/>				
10. 2.1				
For those people who <i>do currently use</i> the Dartmouth Sportsplex, how do you pay for your activities?				
			Response Total	Response Percent
I pay a drop in fee every time I attend			24	21%
I buy a single membership			22	20%
I buy a family membership			48	43%
I pay when I register for the program			9	8%
Other, please specify			9	8%
			Total Respondents	112
			(skipped this question)	46
<hr/>				
11. How often to use Arenas				
			Would use very	Would use
			Response	

	often	Would use often	occasionally	Would not use	Total
Hockey	13.1% (11)	7.14% (6)	19.05% (16)	60.71% (51)	84
Ringette	2.6% (2)	3.9% (3)	3.9% (3)	89.61% (69)	77
Sledge hockey	0% (0)	1.32% (1)	3.95% (3)	94.74% (72)	76
Figure Skating	2.63% (2)	5.26% (4)	9.21% (7)	82.89% (63)	76
Recreational skating	12.87% (13)	28.71% (29)	46.53% (47)	11.88% (12)	101
				Total Respondents	104
				(skipped this question)	54
<hr/>					
12. How often to use Pools					
	Would use very often	Would use often	Would use occasionally	Would not use	Response Total
Recreational swimming	25% (24)	30.21% (29)	39.50% (30)	5.21% (5)	96
Lane (fitness) swimming	17.02% (16)	21.28% (20)	40.43% (38)	21.28% (20)	94
Swim Club	7.59% (6)	2.53% (2)	15.19% (12)	74.68% (59)	79
Swimming lessons	22.62% (19)	13.1% (11)	19.05% (16)	45.24% (38)	84
Family Fun	17.24% (15)	26.44% (23)	26.44% (23)	29.89% (26)	87
Birthday parties	6.98% (6)	5.81% (5)	41.86% (36)	45.35% (39)	86
Aquafitness	7.23% (6)	8.43% (7)	33.73% (28)	50.6% (42)	83
Other	5.56% (3)	7.41% (4)	11.11% (6)	75.93% (41)	54
				Total Respondents	106
				(skipped this question)	52
<hr/>					
13. How often to use Gymnasiums					
	Would use very often	Would use often	Would use occasionally	Would not use	Response Total
Rental for your own use	1.28% (1)	5.13% (4)	30.77% (24)	62.82% (49)	78
Group exercise like "boot camp"	9.88% (8)	7.41% (6)	34.57% (28)	48.15% (39)	81
Badminton	13.1% (11)	8.33% (7)	25% (21)	53.57% (45)	84
Volleyball	3.8% (3)	8.86% (7)	24.05% (19)	63.29% (50)	79
Tennis or paddle ball	7.41% (6)	11.11% (9)	23.46% (19)	58.02% (47)	81
Basketball	10.84% (9)	13.25% (11)	24.1% (20)	51.81% (43)	83
Floor Hockey	8.54% (7)	12.2% (10)	24.39% (20)	54.88% (45)	82
Indoor Soccer	10.47% (9)	12.79% (11)	30.23% (26)	46.51% (40)	86
				Total Respondents	93
				(skipped this question)	65
<hr/>					
14. How often to use Fitness Facilities					
	Would use very often	Would use often	Would use occasionally	Would not use	Response Total
Regular fitness routine	37.5% (36)	27.08% (26)	23.96% (23)	11.46% (11)	96
Weight Training	38.38% (38)	20.2% (20)	27.27% (27)	14.14% (14)	99
Cardio Training	36.84% (35)	23.16% (22)	26.32% (25)	13.68% (13)	95
Group exercise classes	10.99% (10)	17.58% (16)	36.26% (33)	35.16% (32)	91
Spinning	12.5% (11)	11.36% (10)	32.95% (29)	43.18% (38)	88
Pilates	5.81% (5)	12.79% (11)	29.07% (25)	52.33% (45)	86

Yoga/Qi Gong	8.24% (7)	18.82% (16)	30.59% (26)	42.35% (36)	85
Boxing	8.43% (7)	8.43% (7)	26.51% (22)	56.63% (47)	83
Dance programs	1.22% (1)	7.32% (6)	28.05% (23)	63.41% (52)	82
Martial Arts	8.24% (7)	10.59% (9)	22.35% (19)	58.82% (50)	85
Post Motor Vehicle Injury / recovery	3.75% (3)	3.75% (3)	10% (8)	82.5% (66)	80
Post Cardiac Incident / recovery	3.85% (3)	3.85% (3)	7.69% (6)	84.62% (66)	78
				Total Respondents	102
				(skipped this question)	56
<hr/>					
15. How often to use Indoor walking / running track					
	Would use very often	Would use often	Would use occasionally	Would not use	Response Total
Recreational Walking	10.71% (9)	10.71% (9)	35.71% (30)	42.86% (36)	84
Fitness Walking	12.22% (11)	13.33% (12)	41.11% (37)	33.33% (30)	90
Recreational Running	10.71% (9)	14.29% (12)	30.95% (26)	44.05% (37)	84
Fitness Running	17.24% (15)	17.24% (15)	28.74% (25)	36.78% (32)	87
Training for competition	8.64% (7)	8.64% (7)	19.75% (16)	62.96% (51)	81
Cross Training	12.35% (10)	14.81% (12)	20.99% (17)	51.85% (42)	81
				Total Respondents	95
				(skipped this question)	63
<hr/>					
16. How often to use the Courts					
	Would use very often	Would use often	Would use occasionally	Would not use	Response Total
Racketball Courts	4.35% (4)	9.78% (9)	23.91% (22)	61.96% (57)	92
Squash Courts	6.52% (6)	14.13% (13)	23.91% (22)	55.43% (51)	92
				Total Respondents	97
				(skipped this question)	61
<hr/>					
17. How often to use Meeting Rooms					
	Would use very often	Would use often	Would use occasionally	Would not use	Response Total
Meeting Rooms	3.23% (3)	4.3% (4)	31.18% (29)	61.29% (57)	93
				Total Respondents	93
				(skipped this question)	65
<hr/>					
18. How often to use Child Minding					
	Would use very often	Would use often	Would use occasionally	Would not use	Response Total
Child minding (while you are participating in programs at the facility)	10% (9)	6.67% (6)	16.67% (15)	66.67% (60)	90



				Total Respondents	90
				(skipped this question)	68
<hr/>					
19. How often to use REcreational Preschool					
	Would use very often	Would use often	Would use occasionally	Would not use	Response Total
Recreational Preschool Programs (does not apply to licensed child care)	6.74% (6)	11.24% (10)	11.24% (10)	70.79% (63)	89
				Total Respondents	89
				(skipped this question)	69
<hr/>					
20. 4.0					
If you indicated that you would not use any of the facilities at a the Dartmouth Sportsplex. We appreciate hearing your reasons why. This information will help us in our planning process. (please check all that apply)					
				Response Total	Response Percent
I do not use indoor recreation facilities				9	20%
I will stay at my current facility				6	14%
The facility does not offer what I want				6	14%
The location of the facility is inconvenient				4	9%
It is too expensive to use the facility				18	41%
The facility isn't open at the times I would use it				3	7%
Parking is inadequate				3	7%
I don't feel welcome at the facility				7	16%
Other, please specify				8	18%
				Total Respondents	44
				(skipped this question)	114
<hr/>					
21. New Fitness Centre					
				Response Total	Response Percent
Yes				99	91%
No				10	9%
				Total Respondents	109
				(skipped this question)	49
<hr/>					
22. Expanded or improved dance, fitness, or program rooms					
				Response Total	Response Percent
Yes				71	66%

No		37	34%
		Total Respondents	108
		(skipped this question)	50
<hr/>			
23. Gymnasium			
		Response Total	Response Percent
Yes		60	59%
No		42	41%
		Total Respondents	102
		(skipped this question)	56
<hr/>			
24. Recreational Preschool program rooms			
		Response Total	Response Percent
Yes		24	25%
No		71	75%
		Total Respondents	95
		(skipped this question)	63
<hr/>			
25. Expanded Aquatic Area - more lanes			
		Response Total	Response Percent
Yes		70	67%
No		34	33%
		Total Respondents	104
		(skipped this question)	54
<hr/>			
26. Expanded Aquatic Area - more slides and games			
		Response Total	Response Percent
Yes		54	55%
No		45	45%
		Total Respondents	99
		(skipped this question)	59
<hr/>			
27. Youth Fitness Centre			
		Response Total	Response Percent
Yes		52	52%
No		48	48%
		Total Respondents	100
		(skipped this question)	58
<hr/>			

28. Youth Activity Room

		Response Total	Response Percent
Yes		41	44%
No		53	56%
Total Respondents		94	
(skipped this question)		64	

29. Youth Drop-in Centre

		Response Total	Response Percent
Yes		39	41%
No		55	59%
Total Respondents		94	
(skipped this question)		64	

30. Climbing wall

		Response Total	Response Percent
Yes		80	75%
No		26	25%
Total Respondents		106	
(skipped this question)		52	

31. Senior's room


		Response Total	Response Percent
Yes		20	22%
No		73	78%
Total Respondents		93	
(skipped this question)		65	












32. Improved/expanded food & beverage services

		Response Total	Response Percent
Yes		56	55%
No		46	45%
Total Respondents		102	
(skipped this question)		56	

33. Fitness and sports apparel shop

		Response Total	Response Percent
Yes		51	50%

No		50	50%
		Total Respondents	101
		(skipped this question)	57
<hr/>			
34. Expanded physiotherapist or health clinic			
		Response Total	Response Percent
Yes		45	46%
No		52	54%
		Total Respondents	97
		(skipped this question)	61
<hr/>			
35. Additional meeting rooms/exhibit spaces			
		Response Total	Response Percent
Yes		22	23%
No		74	77%
		Total Respondents	96
		(skipped this question)	62
<hr/>			
36. New social gathering areas			
		Response Total	Response Percent
Yes		41	41%
No		58	59%
		Total Respondents	99
		(skipped this question)	59
<hr/>			
37. 5.16 Is there any other component that you or your family might use?			
		Total Respondents	27
		(skipped this question)	131
<hr/>			
38. 6.0			
There are several methods available to help HRM pay to operate this type of facility. Which of the following methods for financing the operating costs of a multi district facility like the Dartmouth Sportsplex would you support?			
		Response Total	Response Percent
100% User fees (with no support through taxes)		16	14%
Combination of user fees and tax support		105	89%
		Total Respondents	118
		(skipped this question)	40
<hr/>			
39. 8.0			
Postal code of respondent (First 3 letters)			

		Total Respondents	116
		(skipped this question)	42
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40. 8.1			
Gender of the respondent			
		Response Total	Response Percent
Female		64	55%
Male		53	45%
		Total Respondents	117
		(skipped this question)	41
<hr/>			
41. 8.2			
Age categories in your household who would use the facility.			
		Response Total	Response Percent
Under 5 years		15	13%
6 - 12 years		27	23%
13 - 18 years		16	13%
19 - 25 years		15	13%
26 - 40 years		54	45%
41 - 55 years		52	44%
56 - 70 years		9	8%
70 - 80 years		2	2%
Over 80 years		1	1%
		Total Respondents	119
		(skipped this question)	39
<hr/>			
42. 8.3			
Please select the answer that best describes you:			
		Response Total	Response Percent
I am a frequent facility user (three times per week or more)		48	41%
I am a regular facility user (more than once per week)		17	14%
I am an "often" facility user (several times per month)		29	25%
I am a casual (several times per year)		20	17%
I have never used the facility		4	3%
		Total Respondents	118
		(skipped this question)	40
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43. 8.4			
Thank you for taking the time to complete the survey. Your responses will be very helpful in our planning process. If you would like to add any additional comments please do so here.			
		Total Respondents	42
		(skipped this question)	116

## Appendix D: Public Consultation – Open House

Total # of responses received: 5

Questions 1: Involvement in the process	yes	no
interview	0	5
user group	0	5
focus group	1	4
on line	1	4
all	0	4
none	3	

Question 2: Presentation of info

not at all	
somewhat	
pretty well	3
very well	2
exceptionally well	

Question 3: Extra info

Current floor plans and proposed on web site

Any facilities used as model for renewal? If so what do they offer?

Question 4: Which components would you prefer

gym	4	
fitness and studios	4	
general updating	4	
aquatics	2	1

Question 5: Fit

not at all	
somewhat	
pretty well	2
very well	1
exceptionally well	1

Question 6: Resident need

not at all	
somewhat	
pretty well	2
very well	2



exceptionally well

Other comments:

meeting space needs

storage space

let's do this!

if squash was upgraded more would play