

## **Synopsis of the Program, Amenity and Market Assessment Study**

Building four recreation facilities, one in northwest and three in southeast Calgary, is a significant and exciting opportunity for Calgarians. The City of Calgary is planning these facilities to address recreation and leisure needs identified by citizens and stakeholders of the sport and arts and culture community, both for today and in the future in these areas of the city. To help The City examine and determine appropriate facilities, programs and services and assess operations and financial implications, a Program, Amenity and Market Assessment Study was conducted. The findings of the Study will help The City with further design and planning of the new recreation facilities. HarGroup Management Consultants Inc. was engaged to conduct the Program, Amenity and Market Assessment Study.

To guide recommendations for facility components and program elements at each facility, key objectives were established (see below). These objectives are consistent with facility investment principles that are articulated in the Calgary Recreation Master Plan, 2010-2020. Indeed, the development of the four new recreation facilities will be governed by directives presented in the Master Plan; most notable being that Calgary will be vibrant, livable and alive, where citizens can develop their talents and be creative and innovative, while fostering active, healthy, engaged, connected, safe and responsible opportunities for themselves.

- Generate sufficient revenues to support programming and operations
- Provide affordable and accessible recreation and leisure opportunities
- Meet the needs of citizens residing in proximity to facilities
- Accommodate a variety of sport at different levels of play
- Accommodate a variety of arts and culture activities
- Complement existing recreation and leisure facilities
- Foster multi-purpose facilities with flexible design elements

The four new recreation facilities will operate under a new model of development being used by The City of Calgary, which is premised on the Public-Private Partnership Policy that was adopted by City Council (November 16, 2008). The City will procure private or not-for profit sector organizations to design, construct, partially finance, maintain and operate the four new recreation facilities. This kind of partnership is being increasingly recognized as a viable and innovative method of developing public infrastructure. A partner, known as the P3 contractor, will assume a major share of responsibility in terms of risk and financing for the delivery and performance of the infrastructure, from design and structural planning to long-term maintenance. A second partner (there could be more than one) will be procured, known as the programmer, to assume responsibility for service delivery including recreation, sport and cultural programs. The programmer could be a private (for-profit) or not-for-profit organization.

Using data from studies recently conducted by The City with residents and sport and arts and culture stakeholders in 2009/2010,<sup>1</sup> the needs and expectations for recreation facilities, programs and services in northwest and southeast Calgary were identified. These data were augmented by information provided by comparable recreation facilities located in Calgary and throughout Canada to identify facility components and program elements, assess impact on existing facilities serving market areas and complete a financial analysis for operations and service delivery for the four new recreation facilities. Strategic concepts such as vision, facility components and program elements for each of the four recreation facilities were shared with the general public, Community Advisory Groups, and key stakeholders to gain feedback and comments. Input received through

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<sup>1</sup> Recreation Amenities Gap Analysis (2010); Calgary Sport, 10 Year Strategic Plan for Sport Development and Enhancement (2009); and Calgary Arts Development Agency, Arts Spaces.

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this engagement process was considered in a final set of recommendations and conclusions for the facilities. The following summaries highlight key aspects of the four recreation facilities.

**Rocky Ridge Regional Recreation Facility**

(11300 Rocky Ridge Rd. N.W.), 26.1 hectare (64.5 acre) site with 8.1 to 10.1 hectare (20 to 25 acres) for the recreation facility; estimated building size: 32,516 m<sup>2</sup> to 37,161 m<sup>2</sup> (350,000 ft<sup>2</sup> to 400,000 ft<sup>2</sup>).

<b><u>Vision</u></b>	<b><u>Facility Component</u></b>	<b><u>Program Elements</u></b>	<b><u>Considerations</u></b>
<ul style="list-style-type: none"> <li>▪ This facility will be a community hub where people of all ages and abilities can come together to play, learn, exercise, relax and have fun.</li> <li>▪ It will comprise a blend of leisure and recreational amenities for individuals and families, and competitive sport venues for groups and organizations.</li> <li>▪ There will be a central gathering place with a distinctive focal point (e.g. an interactive multi-media centre or indoor children's playground) providing both physical and visual access to all of the major facility components.</li> <li>▪ Included is an aquatics centre to accommodate training and competition needs of swim clubs as well as providing play, learning and fitness opportunities for individuals and families (e.g. dual use).</li> <li>▪ Recreational/leisure ice would be comprised of both a free-form surface and a boarded rink to be used primarily for pleasure skating and noncompetitive activities.</li> <li>▪ The Calgary West Soccer Centre would be relocated to the site and incorporated into the facility as a fieldhouse component.</li> <li>▪ As an integrated facility, revenues would be derived from a combination of membership fees, facility rentals, drop-in admissions and registered programs.</li> <li>▪ The fieldhouse and gymnasiums would be booked and used by third-party groups and organizations for a significant amount of time, and would accommodate the full range of sport activity – introductory to high performance.</li> <li>▪ Arts and cultural needs are addressed by the provision of a library, complete with a theatre space, and multi-purpose rooms to accommodate art making, and, possibly, artist studios, as part of the retail/commercial component.</li> <li>▪ Health and fitness objectives would be met through the development of a state-of-the-art fitness centre which would comprise a significant amount of the facility.</li> <li>▪ The provision of drop-in and registered recreation programs for all segments of the population (i.e. all ages and abilities) that focus on introductory activities and basic skill development would be a core element of the facility's operation.</li> <li>▪ More accomplished and higher performance opportunities in both sport and the arts would be provided by the groups and organizations who book facility components to deliver their programs and services</li> </ul>	Aquatics	25m, 8 – 10 lane competition pool Spectator viewing area Leisure pool – zero depth entry, wave system, lazy river, spray features, water slides Hot tubs/steam room	<ul style="list-style-type: none"> <li>▪ A dual use facility:               <ul style="list-style-type: none"> <li>▪ Accommodate training and competition of swim clubs</li> <li>▪ Support play, learning and fitness opportunities for individuals and families</li> </ul> </li> </ul>
	Ice	Recreational/leisure ice – free form surface and a boarded rink	<ul style="list-style-type: none"> <li>▪ Used primarily for pleasure skating and non-competitive activities</li> </ul>
	Fieldhouse	4 indoor fields – multi-functional play space	<ul style="list-style-type: none"> <li>▪ Calgary West Soccer Centre replacement</li> <li>▪ Booked and used by third parties</li> <li>▪ Accommodate full range of sport activity</li> </ul>
	Gymnasiums	3 full courts – dividable	<ul style="list-style-type: none"> <li>▪ Booked and used by third parties</li> <li>▪ Accommodate full range of sport activity</li> </ul>
	Fitness Centre	Cardio and strength training equipment Fitness/aerobics studios Running/walking track	<ul style="list-style-type: none"> <li>▪ State of the art</li> <li>▪ Expected 15% to 20% of total building area</li> </ul>
	Multi-Purpose Rooms	Large rooms Small meeting rooms	<ul style="list-style-type: none"> <li>▪ Accommodate an assortment of activities including art making, dance/movement/ yoga</li> </ul>
	Racquet Facilities	4 courts	<ul style="list-style-type: none"> <li>▪ Principally to accommodate squash and racquetball</li> </ul>
	Library	18,000 sq.ft core facility 150 to 200 seat multi-functional theatre space	<ul style="list-style-type: none"> <li>▪ Theatre space operated and programmed by the Calgary Public Library with opportunities for rentals by outside groups</li> </ul>
	Retail/ Commercial	Day care/child minding Food services Physiotherapy/medical clinic Artist studio/gallery space Office space for sport organizations	
	Outdoor Areas	2 outdoor artificial turf fields Outdoor courts – basketball, tennis Pathways and nature trails/interpretation Children's play structures Skateboard park	

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**Seton Regional Recreation Facility**

(18150 56 St. S.E.), 8.4 hectare (20 acre) site for the recreation facility; estimated building size: 27,871 m<sup>2</sup> to 37,161 m<sup>2</sup> (300,000 ft<sup>2</sup> to 350,000 ft<sup>2</sup>).

<b><u>Vision</u></b>	<b><u>Facility Component</u></b>	<b><u>Program Elements</u></b>	<b><u>Considerations</u></b>
<ul style="list-style-type: none"> <li>▪ This facility will be a community hub where people of all ages and abilities can come together to play, learn, exercise, relax and have fun.</li> <li>▪ It will provide a blend of leisure and recreational amenities for individuals and families and competitive sport venues for groups and organizations.</li> <li>▪ There will be a central gathering place with a distinctive focal point (i.e. an interactive multi-media centre or indoor children's playground) which would provide both physical and visual access to all of the major facility components.</li> <li>▪ The aquatics centre accommodates training and competition needs of swim clubs and diving clubs, as well as providing play, learning and fitness opportunities for individuals and families (i.e. dual use).</li> <li>▪ The ice arenas, fieldhouse and gymnasiums would be booked and used by third-party groups and organizations for a significant amount of time, and would accommodate the full range of sport activity – introductory to high performance.</li> <li>▪ Arts and cultural needs are addressed by the provision of a library complete with a theatre space, multi-purpose rooms that can accommodate art making, and possibly artist studios, as part of the retail/commercial component.</li> <li>▪ Health and fitness objectives would be met through the development of a state-of-the-art fitness centre which would comprise a significant amount of the facility.</li> <li>▪ The provision of drop-in and registered programs for all segments of the population (i.e. all ages and abilities) that focus on introductory activities and basic skill development would be a core element of the facility's operation.</li> <li>▪ More accomplished and higher-performance opportunities in both sport and the arts would be provided by the groups and organizations who book facility components to deliver their programs and services.</li> <li>▪ As an integrated facility, revenues would be derived from a combination of membership fees, facility rentals, drop-in admissions and registered programs.</li> </ul>	Aquatics	52m, 8 – 10 lane competition pool Dive tank - 1 and 3m boards, 5 and 10m platforms Spectator viewing area Leisure pool – zero depth entry, wave system, lazy river, spray features, water slides Hot tubs/steam room	<ul style="list-style-type: none"> <li>▪ A dual use facility:               <ul style="list-style-type: none"> <li>▪ Accommodate training and competition of swim clubs</li> <li>▪ Support play, learning and fitness opportunities for individuals and families</li> </ul> </li> </ul>
	Ice	2 arenas	<ul style="list-style-type: none"> <li>▪ Booked and used by third parties</li> <li>▪ Accommodate full range of sport activities</li> </ul>
	Fieldhouse	2 indoor fields – multi-functional play space	<ul style="list-style-type: none"> <li>▪ Booked and used by third parties</li> <li>▪ Accommodate full range of sport activity</li> </ul>
	Gymnasiums	3 full courts – dividable	<ul style="list-style-type: none"> <li>▪ Booked and used by third parties</li> <li>▪ Accommodate full range of sport activity</li> </ul>
	Fitness Centre	Cardio and strength training equipment Fitness/aerobics studios Running/walking track	<ul style="list-style-type: none"> <li>▪ State of the art</li> <li>▪ Expected 15% to 20% of total building area</li> </ul>
	Multi-Purpose Rooms	Large rooms Small meeting rooms	<ul style="list-style-type: none"> <li>▪ Accommodate an assortment of activities including art making, dance/movement/ yoga</li> </ul>
	Racquet Facilities	4 courts	<ul style="list-style-type: none"> <li>▪ Principally to accommodate squash and racquetball</li> </ul>
	Library	25,000 sq.ft core facility 150 to 200 seat multi-functional theatre space	<ul style="list-style-type: none"> <li>▪ Theatre space operated and programmed by the Calgary Public Library with opportunities for rentals by outside groups</li> </ul>
	Retail/Commercial	Day care/child minding Food services Physiotherapy/medical clinic Artist studio/gallery space Office space for sport organizations	
Outdoor Areas	Outdoor courts – basketball, tennis Children's play structures Skateboard park		

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**Quarry Park Recreation Facility**

(108 Quarry Park Rd. S.E.), 6.7 hectare (16.5 acre) site for the recreation facility; estimated building size: 6,968 m<sup>2</sup> to 9,290 m<sup>2</sup> (75,000 ft<sup>2</sup> to 100,000 ft<sup>2</sup>).

<b><u>Vision</u></b>	<b><u>Facility Component</u></b>	<b><u>Program Elements</u></b>	<b><u>Considerations</u></b>
<ul style="list-style-type: none"> <li>▪ This centre will be a community recreation facility to serve the recreational needs and interests of the residents in the surrounding communities, and the employees in the adjacent business parks.</li> <li>▪ Program offerings will be developed for all segments of the population (i.e. all ages and abilities), would concentrate on introductory activities and basic skill development, and would be non-competitive in nature.</li> <li>▪ The Glenmore Square Library would be relocated to the site and incorporated into the facility.</li> <li>▪ Memberships, drop-in admissions and registered programs fees would be the main sources of revenue, with minimal revenue from facility rentals.</li> <li>▪ It will provide leisure and recreational amenities for individuals and families with a focus on spontaneous and unstructured use.</li> </ul>	Aquatics	25m, 6 lanes Small leisure pool Hot tubs/steam room	<ul style="list-style-type: none"> <li>▪ Serve recreation needs and interests of residents in surrounding communities and adjacent business parks (i.e. Calgary Recreation Small Recreation - Level 2 - Facility)</li> <li>▪ Provides for individuals and families with a focus on spontaneous or unstructured use</li> </ul>
	Gymnasiums	1 full courts	
	Fitness Centre	Cardio and strength training equipment Fitness/aerobics studios Running/walking track	<ul style="list-style-type: none"> <li>▪ Accommodate an assortment of activities including art making, dance/movement/ yoga</li> <li>▪ Glenmore Square replacement</li> <li>▪ This site is located in proximity to one operational and one closed landfill. On-site development will be required to comply with the provincial Subdivision and Development Regulation (AR 43/2002). A landfill setback variance will be applied from the Province to allow food establishments and other uses with these setbacks</li> </ul>
	Multi-Purpose Rooms	Large rooms Small meeting rooms	
	Library	10,000 sq.ft core facility	
	Retail/Commercial	Child minding Food services	

**Great Plains Recreation Facility**

(5749 76 Avenue S.E.), 5 hectare (12.4 acre) site for the recreation facility; estimated building size: 13,935 m<sup>2</sup> to 18,580 m<sup>2</sup> (150,000 ft<sup>2</sup> to 200,000 ft<sup>2</sup>)

<b><u>Vision</u></b>	<b><u>Facility Component</u></b>	<b><u>Program Elements</u></b>	<b><u>Considerations</u></b>
<ul style="list-style-type: none"> <li>▪ This facility is a team-based sports facility focusing on ice hockey, ringette, lacrosse and ball hockey.</li> <li>▪ It would provide a home for lacrosse in southeast Calgary and possibly serve as a centre for adult hockey.</li> <li>▪ Food services and banquet facilities would allow the facility to become a tournament centre for hockey, ringette, lacrosse and ball hockey.</li> <li>▪ Fitness facilities would focus on the training requirements of the team-based sports using the complex. Revenue would primarily be derived from the third party rental of the ice arenas and dry pads, along with associated food service and banquet revenue.</li> </ul>	Ice	2 hockey rinks - one rink with enhanced spectator seating	<ul style="list-style-type: none"> <li>▪ Potentially serving a variety of sport</li> </ul>
	Dry Pads	2 box lacrosse indoor pads - one pad with enhanced spectator seating	
	Fitness Area	Cardio and strength training Fitness/Aerobics studios	<ul style="list-style-type: none"> <li>▪ Mainly used by team sports</li> <li>▪ Enables tournaments</li> </ul>
	Multi-Purpose Rooms	Large rooms Small meeting rooms	
	Other Services	Food services Banquet facilities	

Based on feedback obtained from the public engagement process, the above recommendations were endorsed by the general public and organizations that might use these facilities to provide programming and services to Calgarians. Financial analysis conducted for the first ten years of operations suggest that it is reasonable for excesses (revenues less programming and operating expenses) to be achieved that would contribute to financing and/or lifecycle management expenses for each of the four new recreation facilities.