The Fenlands Business Case

– BHA Wing Lease Vacancy

July 2020

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Executive Summary

The Banff Hockey Academy (BHA) advised the Town of Banff that they would be terminating their lease at The Fenland Banff Recreation Centre in mid-May. With their termination, there is approximately 4000 square feet of vacated space at The Fenlands and an approximate $120,000 annual loss in revenues. In addition, supporting services that were historically provide by academy such as coaching, refereeing and performance camps will no longer be offered to local non-profits such as Canmore and Banff Minor Hockey. There also is also a level of concern in the community with respect to the continuation of Banff Community High School's operation as majority of the BHA students athletes were enrolled there.

When planning the future for the vacated space, consideration should be given to emerging trends, community needs, potential revenues and associated operating and capital costs. Any plans for design or repurposed uses should include public consultation and engagement with stakeholders groups both in and outside the facility. Resources such as the Recreation Programs and Services Master Plan (2015), Recreation Facilities Master Plan (2013), Banff Community Social Assessment (2018) and Banff Strategic Plan (2019) should all be utilized when reviewing options for the space.

The facility continues to be impacted by a partial closure resulting from the COVID-19 outbreak. So in addition to the current loss of revenues anticipated in 2020 from the Banff Hockey Academy, substantial facility rental revenue is being foregone, program fees are not be paid and program and prepaid rental fees are being refunded. At the same time, non-variable costs for utilities, maintenance and mandatory staffing continue to be incurred.

Policy Context

With the vacancy of the Banff Hockey Academy wing, an opportunity is presented whereby the space could be repurpose and support the achievement of organizational goals in recreation and social policies and plans. The Fenlands programs and services were regularly reviewed and considered in the development and through the implementation of each plan and policy document. These municipal policies and plans included extensive public consultation with individual community members and user groups.

Below are excerpts gathered from each of the guiding documents that explored The Fenlands programs and services.

Recreation Facilities Master Plan Recommendations:

- Develop the Mezzanine. Potential uses include exercise machines or a children's play area.
- Evaluate the potential to convert other existing single-use rooms.
- Expand dry floor uses in both summer and shoulder seasons.

THE FENLANDS BANFF RECREATION CENTRE

STRENGTHS	WEAKNESSES	OPPORTUNITY	THREATS
• Newly constructed / good condition • Adequate provision for ice sport demand and visitor tournament events	• Current space configuration geared towards winter sports, rinks & curling and limited summer use as a result • Low percentage of multifunctional spaces • Poor pedestrian/bike access and lighting • Not performing as a central, complete community centre • Not located in a central location: located away from town and across the railway tracks	• The facility has operated for 2 to 3 years and Town staff have a good idea of which spaces are underutilized • There is potential to improve cost recovery for underutilized spaces • There are opportunities for revenue generation to support operating costs • There are opportunities to add informal gathering areas and boost casual use of the facility as a community centre • Conceptual plans exist for future additions: gymnasium, weight room, community program space, community kitchen, leisure pool • Future transit service	• Land constraints make expansion costly • To accommodate new and different users, displacement or reduction in services or amenities would be likely • Adding some new uses would require additional capital investment

Banff Community Plan:

- Improve the quality, quantity and access to social programs, recreation, education and cultural facilities.
- Offer a wide range of quality recreation and active living programs.

Banff Community Social Assessment:

From the Banff Community Social Assessment there is much to be gleaned with respect to the demographics, income and cost of living of the community. Additionally, information about desired or valued programs and services was included in the community consultation process.

Challenge Theme #1: Cost of Living:

Recreation: Income earners who do not qualify for the Banff Access Program are stressed by their inability to include their families in day to day recreational activities. Traditional mountain activities are expensive and there is a lack of low cost alternate options for children – there were many requests for more playgrounds and indoor play spaces.

Challenge Theme #3: Community Wellness

- Challenges of daily life (covered in the previous two themes) are affecting people's personal, emotional, physical and intellectual wellness.
- Of specific concern is stress that impacts mental wellbeing caused by the cost of living, especially related to housing.
- Residents requested access to opportunities to help alleviate or reduce stress such as informal dance, music sessions, and skill building opportunities, such as a fix it cafés.
- A desire for employers to provide more consistent scheduling so that staff can participate in regular programs and for employers to generally support staff participation in recreational activities.

Four Year Strategic Plan (2019-2022)

Enhancing Quality of Life – Addressing Cost of Living Goal:

Cost of Living Targets by 2022:

- The number of eligible Banff residents participating in the Banff Access program increases 20% from 2017 levels.
- The number of Banff Access Program members accessing recreation programs increases 10% from 2018 participation rates.
- Citizen satisfaction rating of "overall quality of life" as very good or good, maintains above 90%.
- Citizen satisfaction with programs for low income residents increases by 20% from 2017 levels.
- Citizen satisfaction of respondents who rate living in Banff as affordable increases from 25% to 35%.

Recreation Programs and Services Master Plan (2015)

Vision

Banff is a healthy, vital community where the enjoyment and benefits of recreation, parks and culture are fully realized, valued and embraced by its citizens.

Mission

We enhance the quality of life of all Banff residents by promoting health and wellbeing through the provision and facilitation of superior recreation and cultural opportunities.

Guiding Principles/Values



- Recreation and active living are essential to personal health & well-being.
- Lifelong learning & cultural appreciation contribute to personal & community growth.
- Every citizen should have the opportunity to participate in our programs and services.
- We work collaboratively with our community partners to assess and to meet community needs.
- Our programs and services should reflect the natural environment in which we live.
- We pride ourselves in providing excellent customer service in a friendly, fun and respectful manner.
- We believe that effective recreation & cultural programming results in healthy, well-rounded individuals, children, youth & families.

Objectives

- increasing involvement;
- enhancing access; and
- strengthening capacity.

Key Findings from the Consultation Process

- Various recreation service providers operate in the community, including the Town of Banff, to ensure residents have a variety of opportunities available – The Town of Banff delivers programs and services directly to residents, but so do other organizations. Some of these organizations are community-based not-for profit, while others are private or commercial. The combination of these organizations provide Banff residents with diverse opportunities to engage in recreation and leisure activities and programs.
- Most residents of Banff are satisfied with the involvement of the Town in recreation programs and services – When asked to rate satisfaction with Town involvement in recreation program and service provision, the vast majority of respondents to a community survey indicated they were very or somewhat satisfied. Still, respondents identified areas for which program and service delivery could be improved. In particular, some respondents expressed the need for more advertising and promotion, more variety in programming (or more programs generally), better scheduling of activities/times of classes, and programs being more affordable.
- Most Banff residents recognize the need to travel to other Bow Valley communities to access recreation programs and services - Most respondents to the community survey agreed that it is reasonable for Banff residents to travel to Canmore to access recreation programs and services that might not be available in Banff. That said, most recreation activities that Banff residents participate in are accessed within (or around) the community.
- Banff has unique characteristics that need to be addressed in recreation program and service delivery - Overall, the population of Banff tends to be younger when compared to other communities and a sizable proportion are represented by recent immigrants. This profile is

influenced, in part, by Banff being located within a National Park. Many residents' schedules are affected by the type of employment that is available within the community and household incomes, on average, are lower than in other communities. There are also many residents who stay for short periods of time in the community to fill seasonal jobs that are associated with the tourism industry. Nonetheless, there is evidence in the research to suggest that Banff residents perceive themselves to be active in recreation, more so than other communities. Reasons for why they engage in recreation include to be physically fit, socialize with others, have fun, become refreshed, and help out in the community.

- Other recreation program providers operating in the community perceive that their organizations are offering quality programs and services to residents - When asked about their programs and services in a survey, all program providers indicated that their organizations provided quality activities, programs, and services to residents. Even so, they also recognized that they lack resources such as volunteers, are challenged to effectively advertise or promote their programs and services due to the reliance on volunteers, but also the lack of funds available, and do not usually offer programs and services at different times of the day to accommodate the varying schedules of residents.
- Other recreation program providers foresee additional assistance from the Town of Banff to help with program and service delivery.
    - Be a resource to assist organizations identify and use facility spaces within the community and plan for future space needs.
    - Work with organizations to ensure that facility costs are affordable and identify alternative solutions to ensure costs remain low.
    - Work closely with local organizations to ensure that programming needs are being addressed effectively when out-of-town organizations come to the community.
- Residents are challenged to identify community gathering places – In focus groups, participants had difficulties identifying locations within the community that would be considered gathering places, where residents come together as a community or where they might bump into family, friends or neighbours. Both Central Park and The Fenlands Banff Recreation Centre were discussed in the groups, but there were concerns about these locations mainly due to the perceptions that they are seasonally based (e.g. short summer season for Central Park and The Fenlands Banff Recreation Centre focusing mainly on residents interested in ice-related activities). Of all the possible locations suggested, Banff Avenue was identified as the most likely community gathering place.
- Costs and required levels of commitment were cited as reasons for not engaging in new activities – There are various reasons for why residents do not engage in new recreation activities such as time commitments, other priorities, etc. However, some residents showing interest in new activities expressed concern about costs and the amount of time expected to commit to programs. These residents stated high levels of interest in participating in low cost, short-term (e.g. an hour to three hours) commitment introductory programs that would allow them to try new activities without being inhibited by cost or time.

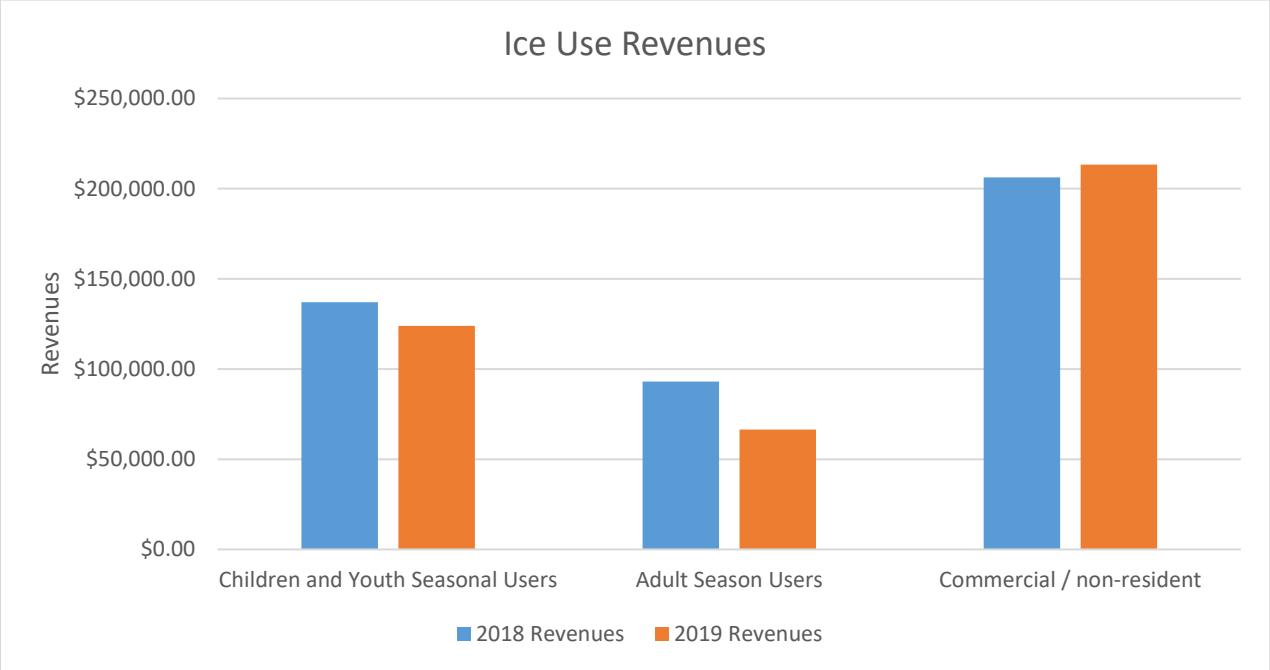
The Fenlands Recreation Centre

The 2009 recreation centre renovation and expansion project included major upgrades and additions. The facility now boasts two arena ice surfaces, a four sheet curling rink, three meeting rooms, a concourse, ten dressing rooms, two referee rooms, a full service concession and a lounge with bar. In addition, the Banff Hockey Academy had exclusive use of an office, physio, gym, laundry, storage and three high performance rooms.

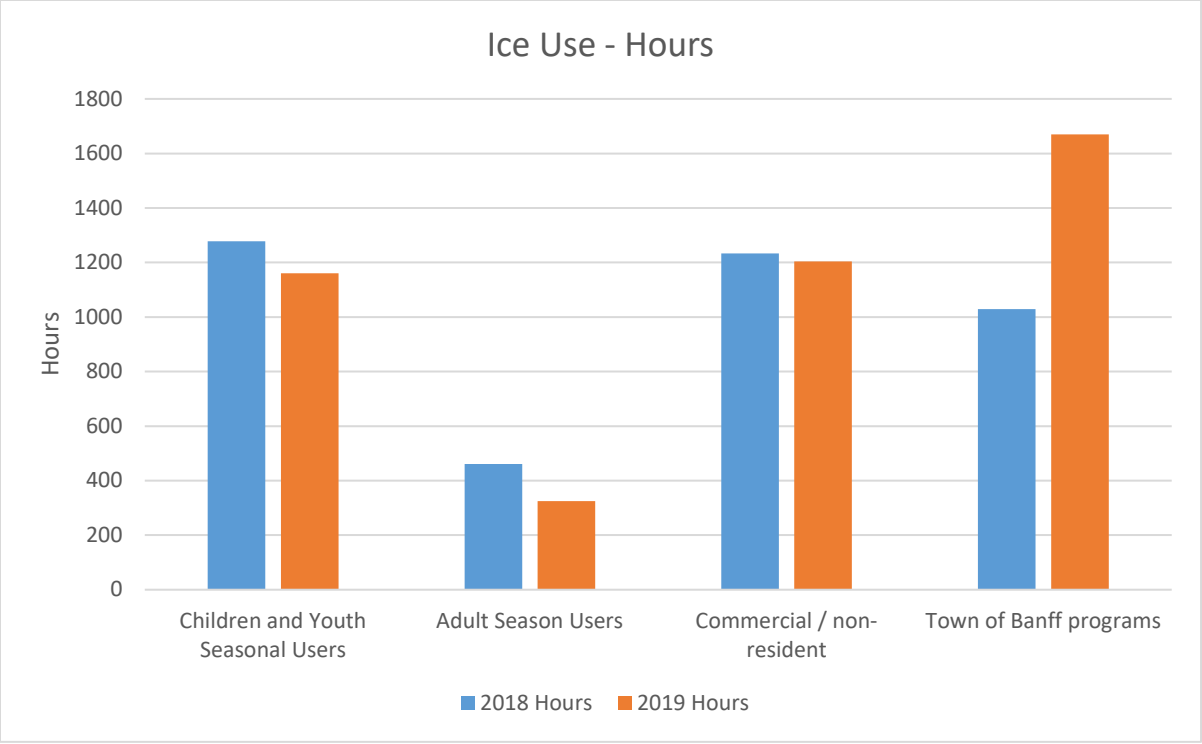
The Fenlands has a parking lot with 137 stalls, and an additional overflow lot with 60 stalls. A portion of the main and the overflow lot are located on CP lands, and are accessed through a 20 year lease agreement that expires in October of 2029 (lease fee of approx. $37,500 per annum). The curling facility is operated by the Banff Curling Club for mid-September to May and is tied to an annual lease in the amount of $60,000.

Programs and Services

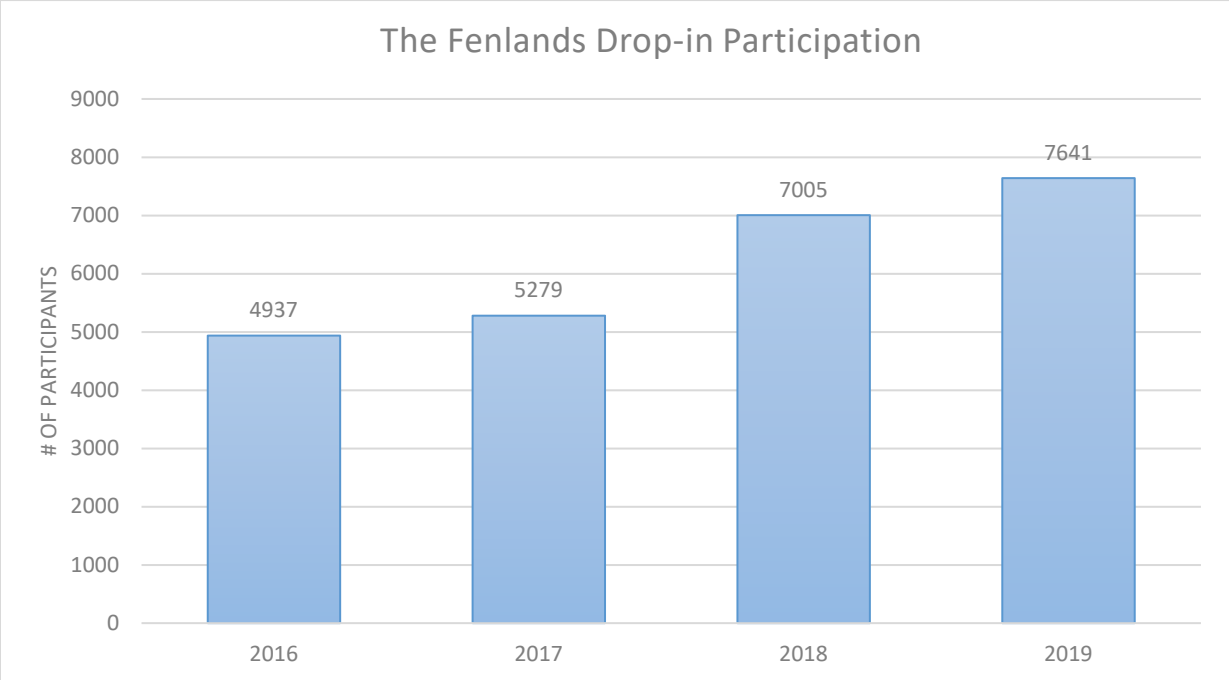
The Fenlands currently provides a myriad of programs and services to residents and visitors, however, winter rink activities continue to be the primary source of revenue. Other programs and services now offered in the shoulder and summer season include, showers, roller skating, a family fun zone and retail sales. The estimated revenues for these new programs and services are approximately $20,000 per annum.



Note: Adult seasonal user loss of revenue in 2019 was due to the loss of the adult No Hit League.

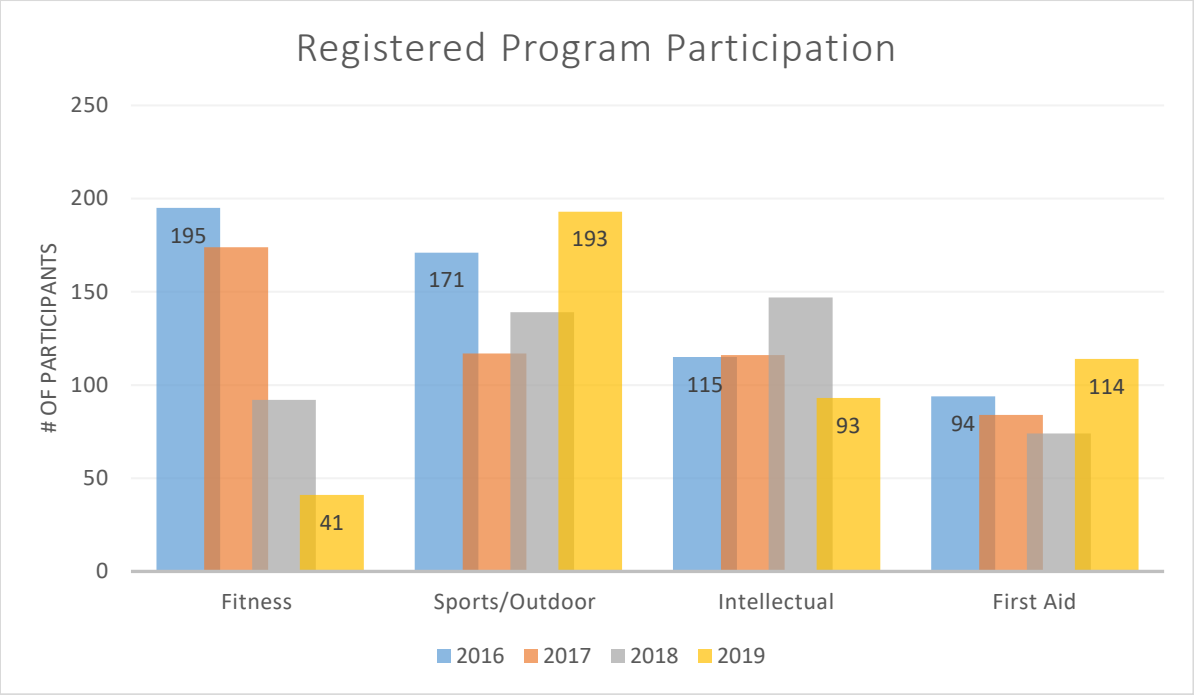


Winter usage of the rinks account for the majority of the facility's revenues. However, in recent years access for informal and spontaneous use has increased with more drop-in programming offered by the Town or through partnership with local non-profits.



As the 2018 Banff Community Social Assessment indicated and, as supported by the Recreation Programs and Services Master Plan, with changing demographics and user needs (i.e. flexible

programming due to service sector work), the desire for drop-in sports and intellectual learning has continued to increase while registered program participation has decreased.



Note: Sports/Outdoor is primarily drop-in sports offered at the Banff Elementary School.

As illustrated above, the participation rate for both registered and non-registered recreation programs has increased from 7,806 in 2016 to 12,650 in 2019 respectively. However, gross revenues for The Fenlands Banff Recreation Centre have decreased in the past few years.

In recent years, in response to public consultation and community research, the Town has adopted policies and supported programs at The Fenlands that has allowed both low income individuals and non-profit users groups to access the facility and certain programs at no charge. This includes, Access Program cardholders attending public skating programs and local non-profit associations being provide a set amount of facility space at no charge through the *Public Use of Municipal Facilities Policy*. The result has been an increase in participation and use while resulting in a loss of impacted drop-in and facility rental revenues.

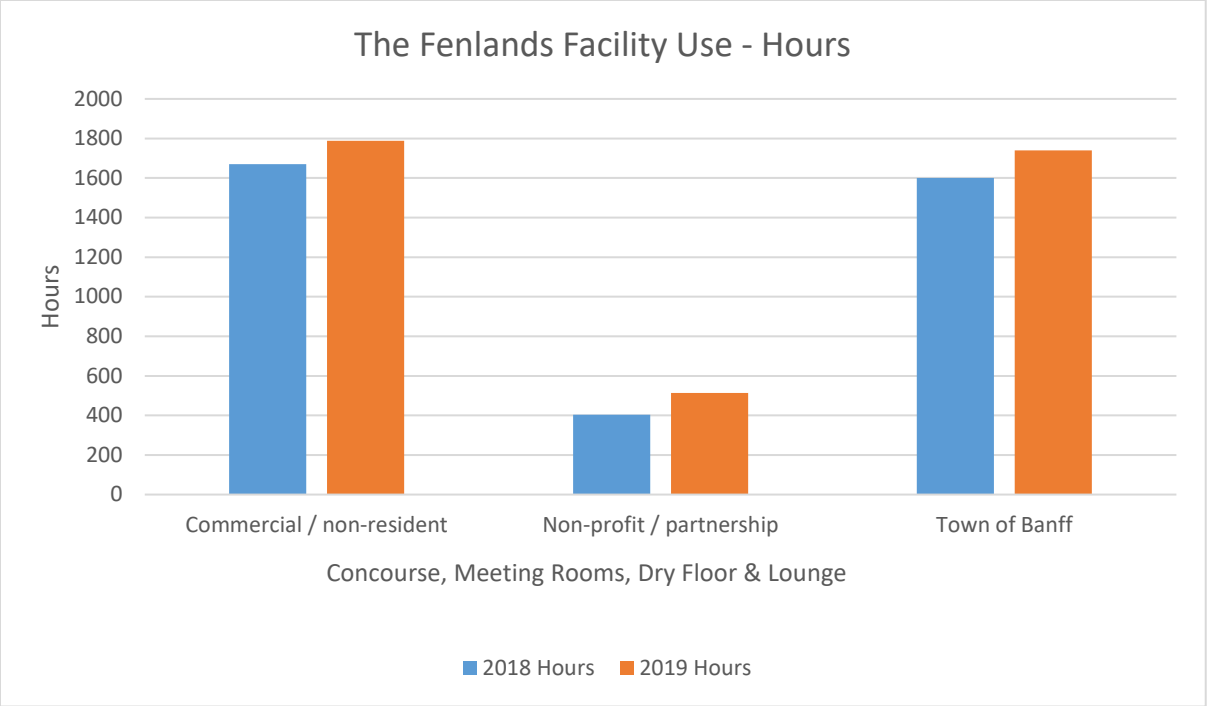
Public Programs and Services currently offered at The Fenlands include:

Winter:

- Public skating
- Shinny
- Sticks and pucks
- Power skating
- Yoga
- First Aid
- Avalanche Safety Training
- Learn to Curl

Summer:

- KidZone
- Roller Skating
- Dry floor sports



Stakeholders

Until May of 2020, there had been three leaseholders at the recreation centre, which included the BHA. The other two leaseholders are the Banff Curling Club, operator of the curling sheets and lounge from mid-September to May, and Oh Bento operater the concession. Oh Bento also provides catering services for group bookings, inclusive of weddings in the summer months.

There are many other stakeholders that regularly utilize the facility to offer their programs and services. This includes, but is not limited to:

- Banff Skating Club
- Banff Minor Hockey
- Canmore Minor Hockey
- Adult Hockey Leagues
- Bow Valley Roller Derby
- Banff Curling Club
- Bow Valley Learning Council
- Juuma Prayer Group
- Primary Care Network
- Bow Valley Hall of Fame
- Banff Greenhouse Gardening Society
- Iiniskim Pow wow
- Parks Canada (meetings and training)
- ROAM Transit (meetings and training)
- Rocky Mountaineer (parking lot)
- Banff Yoga Festival
- Banff Marathon



The Fenlands was home to over 700 Bow Valley players for both adult and youth hockey teams and skating clubs in the 2019/20 season. It should be noted that some of these individuals participated on multiple teams.

The Banff Hockey Academy

The Billy Doherty, owner of the BHA, advised the Town that the academy would be relocating its operations to southern Alberta in May of 2020.

The Banff Hockey Academy had operated for over 25 years at the municipal recreation centre in Banff. In 2009, the Town underwent an extensive renovation and expansion that saw multiple conceptual and amenity options presented and reviewed. At that time, the BHA became an active partner in the redevelopment contributing over $100,000 in leasehold improvements to its future home and entered into a 20 year occupancy agreement for office, physio and equipment spaces. The lease included a 10 year extension clause that could have been activated in late 2020.

The BHA has paid for ice time for CSSHL (Canadian Sport School Hockey League) practices, games and tournaments. The number of hours and bookings have varied for both summer and winter and are typically dependent on player registrations. In the past few seasons the total regular hours of seasonal bookings have decreased, particularly during non-prime time hours (prior to 3:30 p.m. on weekdays). The BHA's ability to utilize daytime ice was hampered in part due to limited times core courses were offered at the Banff Community High School.

BHA Lease Area

Junior Team Room (111): includes player cubbies and open floor area.- **576 ft²**

Storage Area (112): includes some electrical panels. Hanging shelves and storage. - **210 ft²**

Boys Varsity Room (118): includes player cubbies and open floor area.- **576 ft²**

Equipment / Gym Room (119): - **528 ft²**

Laundry Room (120): commercial laundry hook ups (**included in the above**.)

Girls Varsity Room (120): includes player cubbies and open floor area.- **576 ft²**

Physiotherapy Room (132): includes cabinets and shelving units, tiled wall for cold water baths, drains and taps.- **638 ft²**

Coaches / Main Office (133): carpeted floor area. - **332 ft²**

Head Coach Office (134): carpeted open floor area. - **228 ft²**

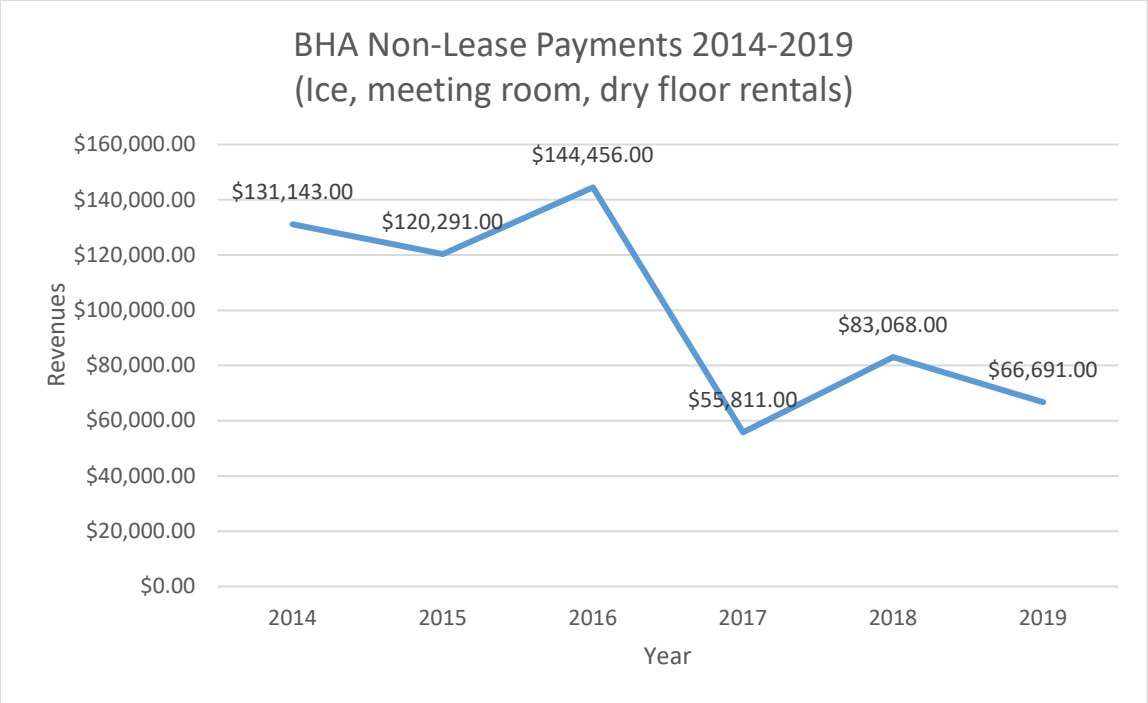
Annual Revenues for the Town of Banff from the BHA:

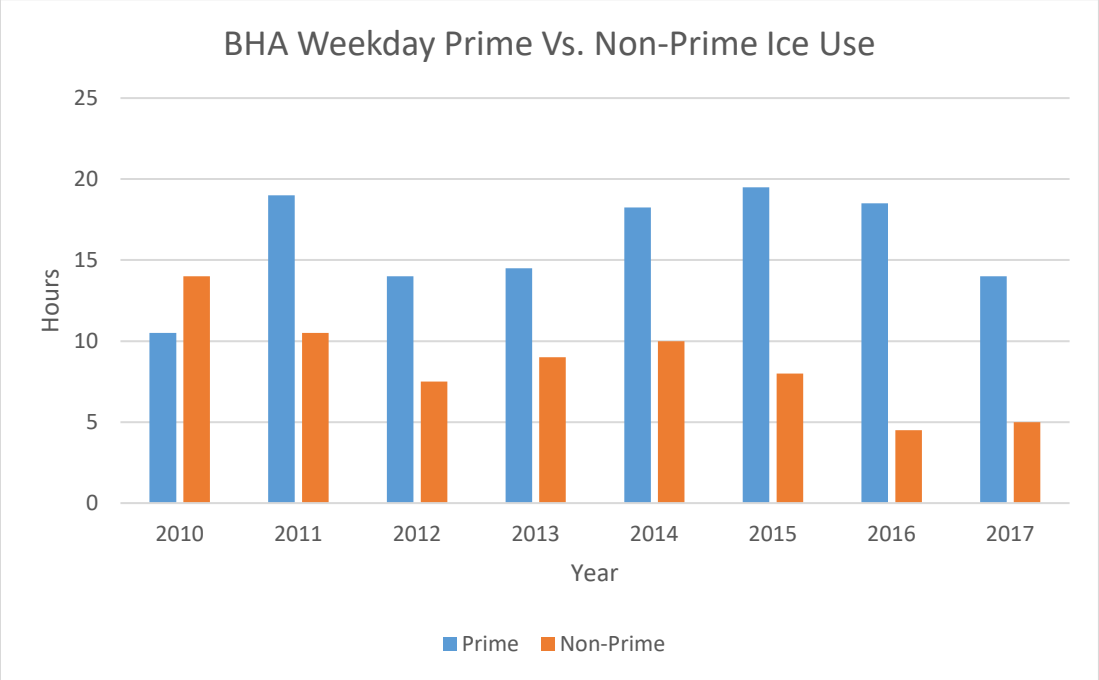
Through the BHA lease, the Town was paid an annual base rate of $41,000 plus utilities in the amount of $12,000. In addition to the base monthly lease rent, the BHA was required to pay for all ice usage per their rate established in the Town's fees and charges bylaw which ranged between $134 and $143 per hour. The BHA also paid for some meeting room and dry floor rentals (those that were not provided for in The Fenlands Operating Policy).

Town of Banff Revenue Summary from the BHA (2018 and 2019):

2018 - $80,699 Ice $2,369 Other Facilities (plus lease and utilities $53,000) = $ 136,068

2019 - $65,383 Ice $1,308 Other Facilities (plus lease and utilities $53,000) = $119, 691


BHA Non-Lease Payments 2014-2019
(Ice, meeting room, dry floor rentals)
$160,000.00
$140,000.00
$120,000.00
$100,000.00
$80,000.00
$60,000.00
$40,000.00
$20,000.00
$0.00
Revenues
$131,143.00
$120,291.00
$144,456.00
$55,811.00
$83,068.00
$66,691.00
2014
2015
2016
2017
2018
2019
Year


BHA Weekday Prime Vs. Non-Prime Ice Use
25
20
15
10
5
0
Hours
2010
2011
2012
2013
2014
2015
2016
2017
Year
Prime
Non-Prime

Financial Overview for The Fenlands

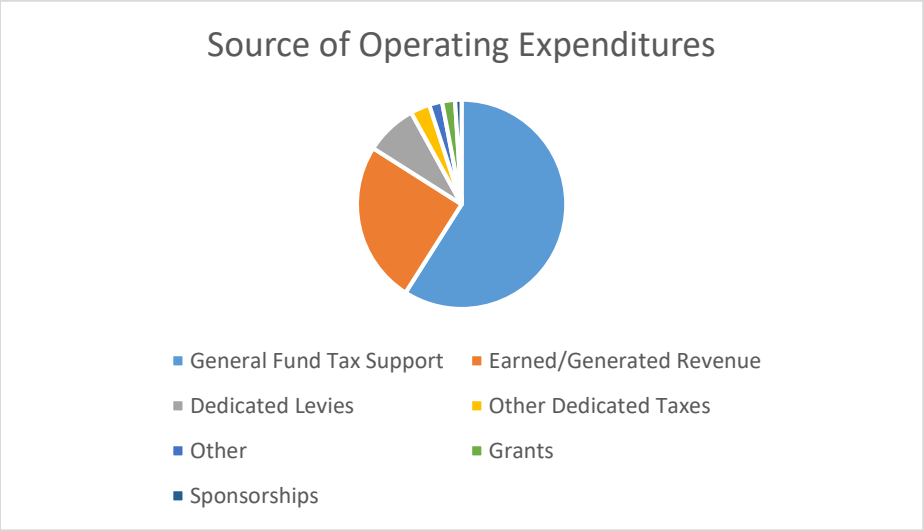
The Fenlands Recreation Centre has maintained a cost-recovery level of 45 - 50 percent for the past three years. As noted previously, although a decrease ice revenues for both curling and hockey have attributed to a lower cost recovery rate, facility usage that is non-ice related has increased (free or low-cost use by community groups). As a comparable, in the 2016 City of Edmonton Current State Report, a five percent decrease in prime time ice rentals was also noted. However, utilization always remained over 90 percent (prime time as 6 p.m. to 11 p.m. weekdays and 8 a.m. to 11 p.m. on weekends).

The Fenlands Operating Cost-Recovery Summary

	2019	2018	2017	2016	2015	2014
Net	(1,538,626.04)	(1,457,843)	(1,473,185)	(1,291,495)	(1,266,777)	(1,310,596)
Cost Recovery	**-46%**	**-49%**	**-49%**	**-61%**	**-57%**	**-50%**
Debenture Interest	79,472.14	124,026	167,286	209,264	250,132	289,625

** Does not include capital grants and CIP. Direct costs only (inclusive of internal chargebacks).*

According to the National Parks and Recreation Association, sources of operating expenditures for parks and recreation are as follows:



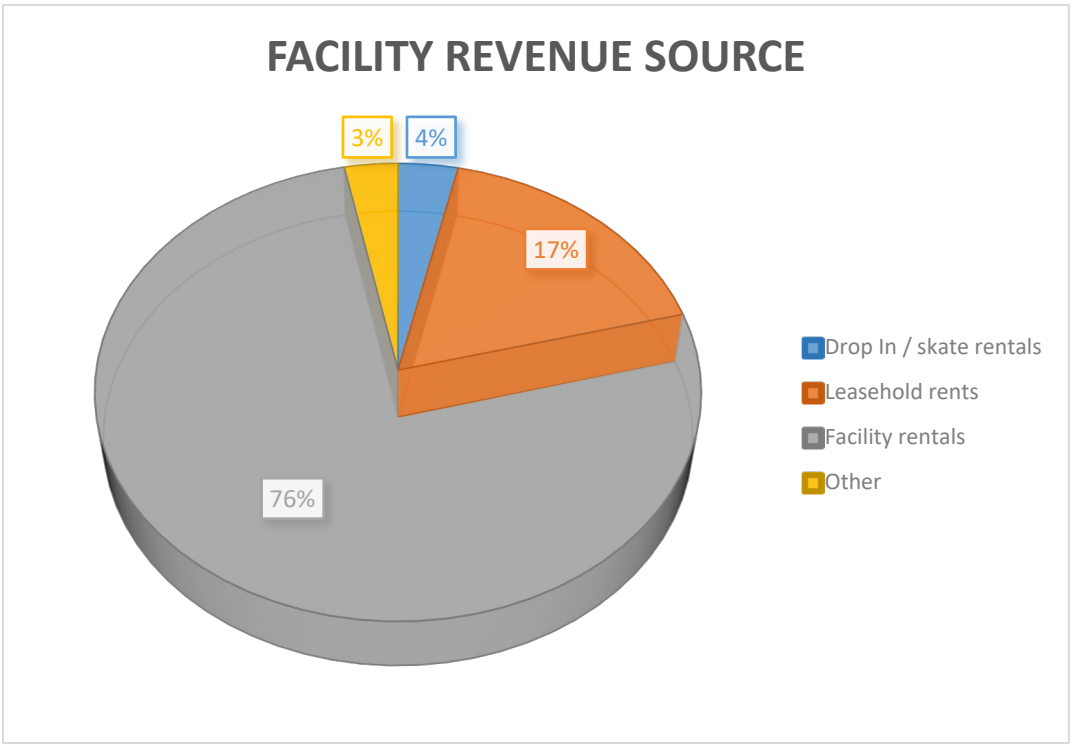
General Fund Tax Support	59%
Earned/Generated Revenue	25%
Dedicated Levies	8%
Other Dedicated Taxes	3%
Other	2%
Grants	2%
Sponsorships	1%

**From the 2018 NRPA Agency Performance Review*

The average cost recovery for recreation and parks as noted by RC Strategies in the Strathcona County Trends and Best Practices 2019 report was 46 percent. In the Cochrane Recreation Redevelopment Feasibility study cost recovery for the aquatic facility were estimated at 40 percent and the City of Calgary has an estimated 50 percent cost recovery rate for recreation and park facilities (Calgary Recreation ZBR Summary Report 2018). Although this information can be used as a general guide, municipal benchmarking for recreation facilities can be perceived as inaccurate due to how direct / indirect costs are calculated and depend on what types of amenities, programs and services are available in each facility.



Facility rentals have, and are most likely to continue to be the primary revenue sources for The Fenlands. This is the same with other municipal recreation facilities.



Market Overview

COVID-19

The Fenlands has been closed to the public since mid-March 2020. Rent abatement has been provided to each leaseholder recognizing that their businesses are not able to operate due to the provincial requirement to have the facility closed (*note: current access is limited to Town programs per recommendations for public health*). It is anticipated that the recreation centre will open to the public in September. Although reopening may be allowed questions still remain with respect to how capacities and player interactions will be safely managed.

In Alberta alone, it is estimated that over $180 million dollars will be lost in revenue were recreation facility closures to continue for a 12 month period while fixed facility costs would amass to $257 million due to the COVID-19 pandemic.

Canadian Hockey Schools Programs

The Canadian Sport School Hockey League was established in 2009. In its inaugural year there were only five teams in the league. Presently, there are 20 schools in the league and the number of teams playing from each association has also increased. The model for each school varies, with some operating privately (school and athletic program) and others through a public – private partnership (public school - private program / facility). In the prairie provinces, some schools provide low tuition rate for both international and Canadian students to support enrollment numbers in their community.

As highlighted by William Doherty, owner of the BHA, the challenges with a hockey school in Banff from an academic perspective include tuition costs and core course offering times. Additionally, the high cost of living and lack of dorm style housing in the community has required billeting which can be challenging to secure.

Municipal Recreation Centres – Similar Population

Operational models of recreation facilities in Alberta vary from private, community/non-profit partnership to municipal. According to the Canadian Infrastructure Report Card, small responding municipalities noted that 64 percent of sport and recreation facilities were less than 20 years old. The report card also notes that almost 80 percent of ice arenas and pools condition assessment rates are between Fair and Very Good.

Depending on community needs and desires, different recreational amenities are offered in municipal recreation facilities. Below is a brief summary of similar sized communities and their recreation facility offerings:

Community (*population*)	Pool	Rink	Field House	Gym	Climbing	Fitness Centre	Track	Squash	Multi-P / Studio
Beaumont (11,157)	Y	Y (X2)	Y	Y	Y	Y	Y	N	Y
Strathmore (13,528)	Y	Y	N	Y	N	N	Y	N	Y
Whistler (11,854)	Y	Y	N	Y	N	Y	N	Y	Y

Community (*population*)	Pool	Rink	Field House	Gym	Climbing	Fitness Centre	Track	Squash	Multi-P / Studio
Jasper (4,590)	Y	Y	N	N	Y	Y	N	N	Y
Sylvan Lake (14,816)	Y	Y (X2)	N	N	N	N	Y	N	Y
Olds (9,140)	Y	Y (X2)	N	N	N	Y	Y	Y	Y
Edson (8,148)	Y	Y (X2)	N	N	N	N	N	N	Y

Commercial Real Estate Analysis

As with other impacts that COVID-19 has in the community, there is a potential, were new leasehold(s) to be considered for rates within the market to decrease. Current market values that show the impacts of COVID-19 are most likely not yet available, however, below is a brief summary of rates as of May 2020. It should also be noted that lease rates in commercial and non-centralized areas are typically lower in all markets (i.e. Banff Commercial Buildout Report included rates for Banff Avenue real estate).

Lease Rate Analysis (per square foot)

Canadian Real Estate Market Outlook 2020:
Calgary Office Downtown - $17.11 Calgary Industrial - $7.96

2019 Whistler Chamber of Commerce Market Report:
Creekside - $35 - $55 (main floor) Main Village - $55 - $70 (main floor) Upper Village - $35 - $50

2007 Banff Commercial Buildout Report
$85 - $100

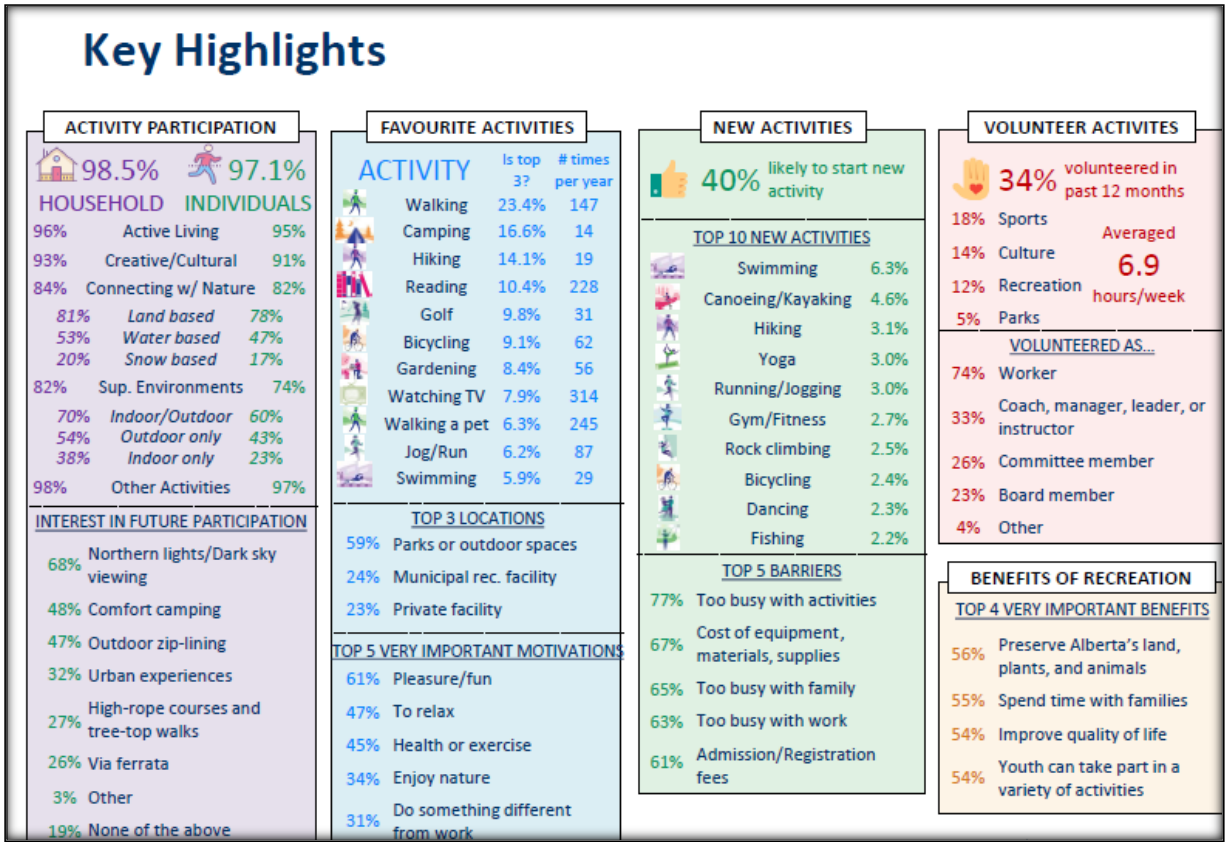
Peka Canmore (commercial listings May 2020):
Office Spaces - $16 -$18

Canmore Commercial Real Estate Services Market Report:
Office Spaces - $14 - $22 Industrial Bays - $8 - $18 Main Street - $35 - $45



Recreation Participation Trends

Below is a summary chart showing Albertan's recreational activity participation from the 2017 Alberta Recreation Survey. Although the survey had 3000 plus respondents for across the province, it should be noted that recreation trends in Banff might vary from other communities due to our mountain culture, demographics and high level of service industry employment.



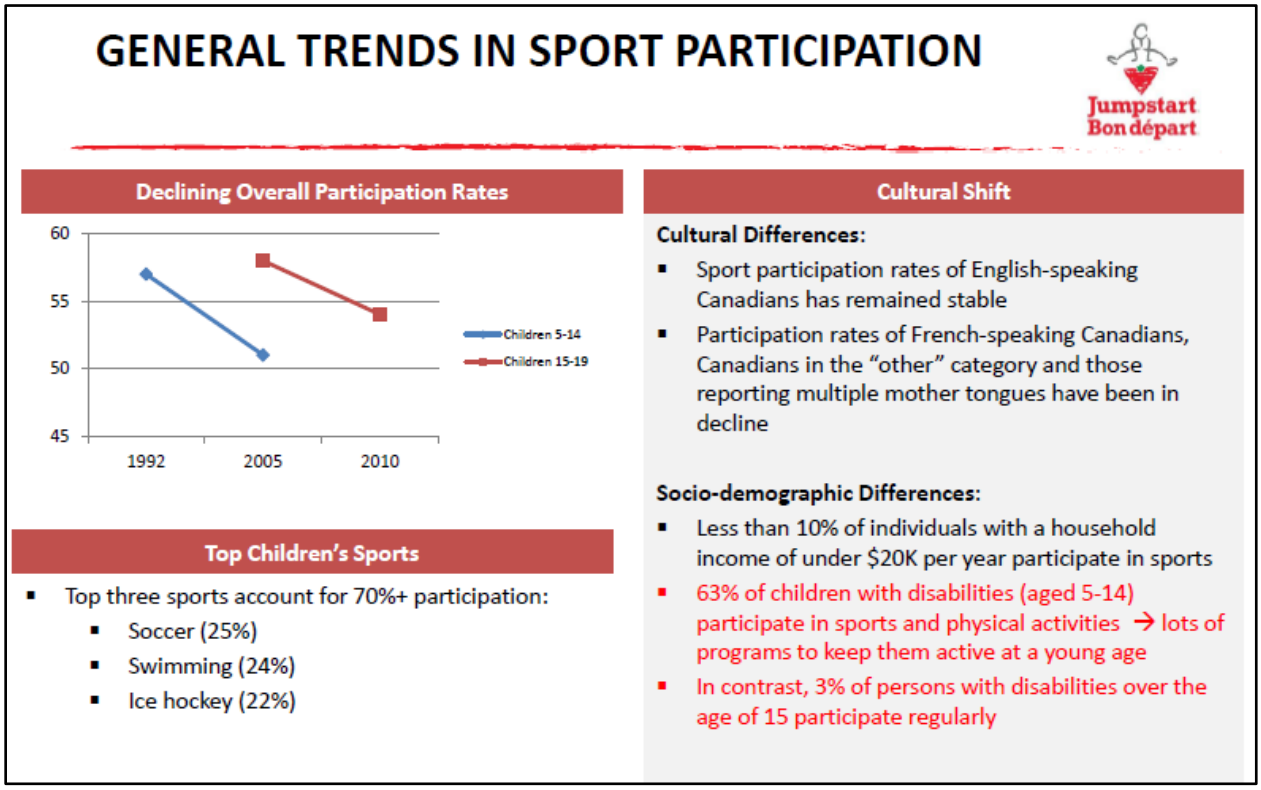
** From the 2017 Alberta Recreation Survey*

Other research has also been conducted in recent years with respect to sport and recreation participation for new Canadians. It is important that this is considered when reviewing potential offerings in the community as 30 percent of Banff residents are foreign born.

Research from the Institute for Canadian Citizenship Playing Together report states that top sport participation for immigrants in Canada are swimming, soccer, ice skating, basketball, gymnastics and martial arts. New Canadians also note that they prefer activities that are more leisure rather than organized sports. A key highlight also included that many new Canadians had tried ice skating but only four percent had tried hockey and only one percent practiced hockey regularly.

These desire for informal and spontaneous leisure versus organized sport participation is not only synonymous with new Canadians. Multiple reports indicate that individuals are more interested in participating in activities that are flexible, non-competitive and low cost. For those programs that individuals do register in there is an expectation that they be of high value (BCRPA Trends Affecting Recreation in BC and Canada). This does not mean that organized sport lacks value (i.e.

teaches teamwork, leadership, physical literacy, etc.), but rather sport organization may have to amend how programs and services are delivered in response to the changing needs of the community.



** 2017 Sport as a Tool for Social Change*

Recreation Infrastructure Trends

Since the early 2000's a shift across Canada continues from standalone recreation and culture facilities to multi-use facilities (third generation facilities). A part of this shift can be attributed to how new facilities in Canada were funded during that period (i.e. municipal-provincial-federal infrastructure programs). Centers typically also include more partnerships in program and service delivery including, public health offices or practices, libraries and seniors facilities.

Common aspects of third generation recreation facilities include:

- Multi-use / flexible spaces - available to host fitness, art and cultural classes and programs.
- Revenue generating spaces - meeting rooms or mezzanine types spaces that can be rented to private groups for weddings or parties.
- Sport tourism space - recreational facility development and programming/service provision which support sport tourism are increasingly part of municipal recreation initiatives.
- Accessible and inclusive spaces – ensuring facility design and activity spaces would not preclude individuals or families from participating.
- Social spaces – common areas that are comfortable and inviting. These spaces do not require a membership or rental fee to access.
- Vulnerable population space – spaces for seniors, youth or immigrant populations to gather. An example would be the prayer room and youth lounge at the new City of Calgary Library.



One of the most important aspects recreation complexes is ensuring that there is an emphasis on establishing a sense of "place". All residents regardless of the activities they wish to participate in, should feel welcomed within the facility.

**2016 City of Chestermere Future Recreation & Leisure Facility Study and City of Edmonton Recreation Current State reports*

Recreation & Banff Residents

Annually, the Town of Banff conducts a user survey for The Fenlands Banff Recreation Centre. The survey is distributed to all stakeholder groups, private renters and members of the public. In the past two years, a question pertaining to potential future year facility amenities was included. The 2019 survey had over 200 respondents of which over 150 were from Banff.

The highest ranking preferences for new amenity considerations were:

Fitness Centre – 63 %
Pool / Aquatic Centre – 49 %
Indoor Track – 31 %
Playground (outdoor) – 30 %
Bouldering Wall – 29 %
Squash – 25 %
Batting Cages – 23 %

This ranking is also reflective of the previous year's survey (100 respondents). ***Please note:*** ***a field house was not included as an option in the survey, given the need for two ice surfaces with the operation of the hockey school.***

From the Banff community Social Assessment it was clear in the findings that there is a desire for a community hub and place for people to gather. In addition, the report highlighted that not all people move to Banff for the "mountain culture" but rather for employment contracts. Therefore, the desire for flexible indoor recreation spaces and more diverse program offerings may increase over time.



The 2018 Vital Signs Survey conducted by the Banff Canmore Community Foundation noted that overall residents in the Bow Valley were happy with the level of sport and recreation opportunities in their community. However, three areas were identified for improvement, and they are as follows:

- 28 percent - improve affordability of sport and recreation programs
- 13 percent - encourage more non-competitive, athletic activities for all ages
- 13 percent - improve transit infrastructure to sport and recreation facilities

Opportunities at The Fenlands

There are many options available for the vacant space at The Fenlands. The space could be used in its current form for a program that similar to what the BHA offered or it could be leased to private businesses as office space or health services such as physiotherapy. However, were assumptions could be made that high performance athletic programs are not feasible in Banff due to a high cost of living and lack of dorm style housing, some of the following options could be explored in conjunction with further community and stakeholder engagement.

Supporting what we know

Based on research to date and previous public consultation, were the space to be repurposed for alternative uses, it should support more spontaneous and informal recreation and leisure opportunities. Additionally, were revenue expectations for the facility to be maintained, consideration may need to be given to the activities or programs that support cost recovery achievement.

Arena 2 Use Options

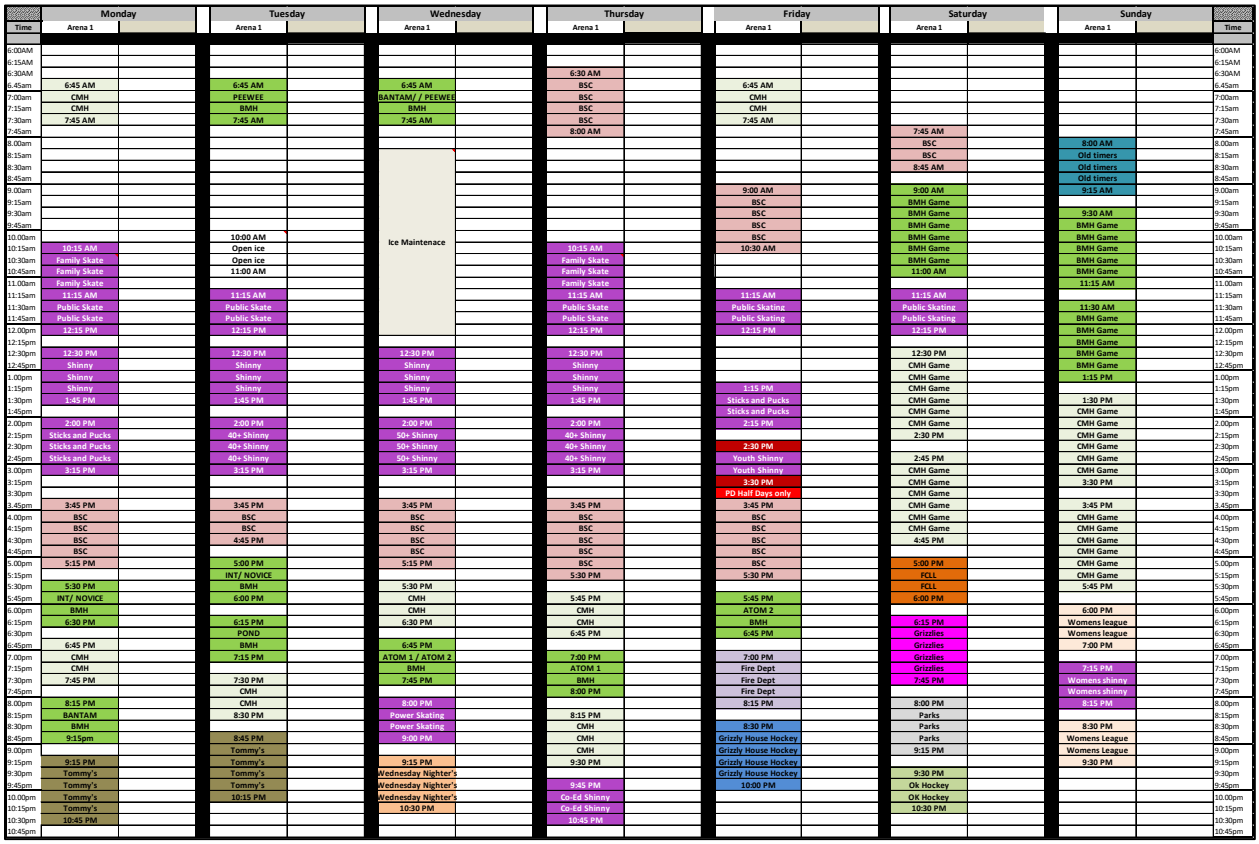
Recognizing that ice time may not be as in demand without the BHA (approx. 25 hours per week), reducing the facility to one ice sheet is likely feasible.

Arena 2 Options	**Use Potential**
Multi-sport turf field	Soccer Rugby Tradeshows Children's play Lacrosse Baseball / Slow pitch Ultimate Frisbee
Indoor Pump Track	BMX biking Skateboarding Tradeshows
Multi-court sport surface	Tennis Pickleball Soccer Basketball Gymnastics Ultimate Children's play Tradeshows
Gymnastics Facility	Gymnastics

Were the facility to host one ice sheet, existing user groups could be accommodated as follows (*3 examples provided*):

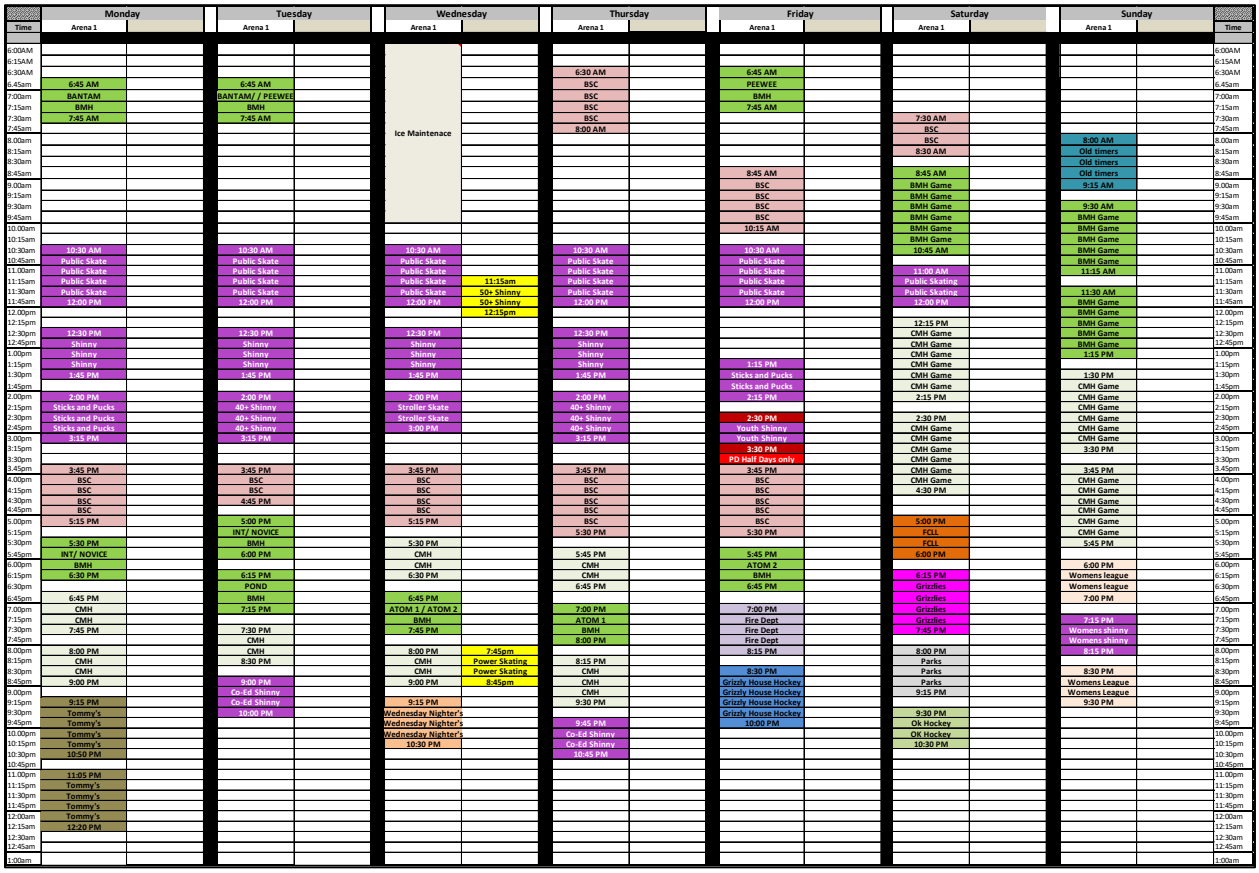
This would result in shorter/reduced ice slots for Bow Valley user groups and an increase in morning practices. Additionally, four to five blackout weekends would be required to accommodate minor hockey tournaments.

Weekly Hours	Total hours 2019/ 2020	Total hours 2020/2021	Difference
Banff Skate Club	7 Ice slots- 12.25 hours	7 Ice slots- 11:50 hours	-0.75 hours
CMHA	14 Ice slots- 20.25 hours	11 Ice slots- 15.25- 15.75 hours	-3 ice slots -5.0 hours
BMH	14 Ice slots- 16.50 hours	12 ice slots- 14.50 hours	-2 ice slots -2.0 hours



Time	Monday Arena 1	Tuesday Arena 1	Wednesday Arena 1	Thursday Arena 1	Friday Arena 1	Saturday Arena 1	Sunday Arena 1	Time
6:00AM								6:00AM
6:15AM								6:15AM
6:30AM				6:30 AM				6:30AM
6:45am	6:45 AM	6:45 AM	6:45 AM	BSC	6:45 AM			6:45am
7:00am	CMH	PEEWEE	BANTAM/ / PEEWEE	BSC	CMH			7:00am
7:15am	CMH	BMH	BMH	BSC	CMH			7:15am
7:30am	7:45 AM	7:45 AM	7:45 AM	BSC	7:45 AM			7:30am
7:45am				8:00 AM		7:45 AM		7:45am
8:00am						BSC	8:00 AM	8:00am
8:15am						BSC	Old timers	8:15am
8:30am						8:45 AM	Old timers	8:30am
8:45am							Old timers	8:45am
9:00am					9:00 AM	9:00 AM	9:15 AM	9:00am
9:15am					BSC	BMH Game		9:15am
9:30am					BSC	BMH Game	9:30 AM	9:30am
9:45am					BSC	BMH Game	BMH Game	9:45am
10:00am		10:00 AM	Ice Maintenace		BSC	BMH Game	BMH Game	10:00am
10:15am	10:15 AM	Open ice		10:15 AM	10:30 AM	BMH Game	BMH Game	10:15am
10:30am	Family Skate	Open ice		Family Skate		BMH Game	BMH Game	10:30am
10:45am	Family Skate	11:00 AM		Family Skate		11:00 AM	BMH Game	10:45am
11:00am	Family Skate			Family Skate			11:15 AM	11:00am
11:15am	11:15 AM	11:15 AM		11:15 AM	11:15 AM	11:15 AM		11:15am
11:30am	Public Skate	Public Skate		Public Skate	Public Skating	Public Skating	11:30 AM	11:30am
11:45am	Public Skate	Public Skate		Public Skate	Public Skating	Public Skating	BMH Game	11:45am
12:00pm	12:15 PM	12:15 PM		12:15 PM	12:15 PM	12:15 PM	BMH Game	12:00pm
12:15pm							BMH Game	12:15pm
12:30pm	12:30 PM	12:30 PM	12:30 PM	12:30 PM		12:30 PM	BMH Game	12:30pm
12:45pm	Shinny	Shinny	Shinny	Shinny		CMH Game	BMH Game	12:45pm
1:00pm	Shinny	Shinny	Shinny	Shinny		CMH Game	1:15 PM	1:00pm
1:15pm	Shinny	Shinny	Shinny	Shinny	1:15 PM	CMH Game		1:15pm
1:30pm	1:45 PM	1:45 PM	1:45 PM	1:45 PM	Sticks and Pucks	CMH Game	1:30 PM	1:30pm
1:45pm					Sticks and Pucks	CMH Game	CMH Game	1:45pm
2:00pm	2:00 PM	2:00 PM	2:00 PM	2:00 PM	2:15 PM	CMH Game	CMH Game	2:00pm
2:15pm	Sticks and Pucks	40+ Shinny	50+ Shinny	40+ Shinny		2:30 PM	CMH Game	2:15pm
2:30pm	Sticks and Pucks	40+ Shinny	50+ Shinny	40+ Shinny	2:30 PM		CMH Game	2:30pm
2:45pm	Sticks and Pucks	40+ Shinny	50+ Shinny	40+ Shinny	Youth Shinny	2:45 PM	CMH Game	2:45pm
3:00pm	3:15 PM	3:15 PM	3:15 PM	3:15 PM	Youth Shinny	CMH Game	CMH Game	3:00pm
3:15pm					3:30 PM	CMH Game	3:30 PM	3:15pm
3:30pm					PD Half Days only	CMH Game		3:30pm
3:45pm	3:45 PM	3:45 PM	3:45 PM	3:45 PM	3:45 PM	CMH Game	3:45 PM	3:45pm
4:00pm	BSC	BSC	BSC	BSC	BSC	CMH Game	CMH Game	4:00pm
4:15pm	BSC	BSC	BSC	BSC	BSC	CMH Game	CMH Game	4:15pm
4:30pm	BSC	4:45 PM	BSC	BSC	BSC	4:45 PM	CMH Game	4:30pm
4:45pm	BSC		BSC	BSC	BSC		CMH Game	4:45pm
5:00pm	5:15 PM	5:00 PM	5:15 PM	BSC	BSC	5:00 PM	CMH Game	5:00pm
5:15pm		INT/ NOVICE		5:30 PM	5:30 PM	FCLL	CMH Game	5:15pm
5:30pm	5:30 PM	BMH	5:30 PM			FCLL	5:45 PM	5:30pm
5:45pm	INT/ NOVICE	6:00 PM	CMH	5:45 PM	5:45 PM	6:00 PM		5:45pm
6:00pm	BMH		CMH	CMH	ATOM 2		6:00 PM	6:00pm
6:15pm	6:30 PM	6:15 PM	6:30 PM	CMH	BMH	6:15 PM	Womens league	6:15pm
6:30pm		POND		6:45 PM	6:45 PM	Grizzlies	Womens league	6:30pm
6:45pm	6:45 PM	BMH	6:45 PM			Grizzlies	7:00 PM	6:45pm
7:00pm	CMH	7:15 PM	ATOM 1 / ATOM 2	7:00 PM	7:00 PM	Grizzlies		7:00pm
7:15pm	CMH		BMH	ATOM 1	Fire Dept	Grizzlies	7:15 PM	7:15pm
7:30pm	7:45 PM	7:30 PM	7:45 PM	BMH	Fire Dept	7:45 PM	Womens shinny	7:30pm
7:45pm		CMH		8:00 PM	Fire Dept		Womens shinny	7:45pm
8:00pm	8:15 PM	CMH	8:00 PM		8:15 PM	8:00 PM	8:15 PM	8:00pm
8:15pm	BANTAM	8:30 PM	Power Skating	8:15 PM		Parks		8:15pm
8:30pm	BMH		Power Skating	CMH	8:30 PM	Parks	8:30 PM	8:30pm
8:45pm	9:15pm	8:45 PM	9:00 PM	CMH	Grizzly House Hockey	Parks	Womens League	8:45pm
9:00pm		Tommy's		CMH	Grizzly House Hockey	9:15 PM	Womens League	9:00pm
9:15pm	9:15 PM	Tommy's	9:15 PM	9:30 PM	Grizzly House Hockey		9:30 PM	9:15pm
9:30pm	Tommy's	Tommy's	Wednesday Nighter's		Grizzly House Hockey	9:30 PM		9:30pm
9:45pm	Tommy's	Tommy's	Wednesday Nighter's	9:45 PM	10:00 PM	Ok Hockey		9:45pm
10:00pm	Tommy's	10:15 PM	Wednesday Nighter's	Co-Ed Shinny		OK Hockey		10:00pm
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Time	Monday Arena 1		Tuesday Arena 1		Wednesday Arena 1		Thursday Arena 1		Friday Arena 1		Saturday Arena 1		Sunday Arena 1		Time
6:00AM															6:00AM
6:15AM															6:15AM
6:30AM							6:30 AM								6:30AM
6:45am	6:45 AM				6:45 AM		BSC		6:45 AM						6:45am
7:00am	BANTAM				PEEWEE		BSC		BANTAM/ / PEEWEE						7:00am
7:15am	BMH				BMH		BSC		BMH						7:15am
7:30am	7:45 AM				7:45 AM		BSC		7:45 AM						7:30am
7:45am			Ice Maintenace				8:00 AM				7:45 AM				7:45am
8:00am											BSC		8:00 AM		8:00am
8:15am											BSC		Old timers		8:15am
8:30am											8:45 AM		Old timers		8:30am
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3:15pm									3:30 PM		CMH Game		3:30 PM		3:15pm
3:30pm									PD Half Days only		CMH Game				3:30pm
3:45pm	3:45 PM		3:45 PM		3:45 PM		3:45 PM		3:45 PM		CMH Game		3:45 PM		3:45pm
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5:15pm			INT/ NOVICE				5:30 PM		5:30 PM		FCLL		CMH Game		5:15pm
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6:30pm			POND				6:45 PM		6:45 PM		Grizzlies		Womens league		6:30pm
6:45pm	6:45 PM		BMH		6:45 PM						Grizzlies		7:00 PM		6:45pm
7:00pm	CMH		7:15 PM		ATOM 1 / ATOM 2		7:00 PM		7:00 PM		Grizzlies				7:00pm
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8:00pm			CMH		8:00 PM				8:15 PM		8:00 PM		8:15 PM		8:00pm
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8:30pm	CMH				Power Skating		CMH		8:00 PM		Parks		8:30 PM		8:30pm
8:45pm	CMH		8:45 PM		9:00 PM		CMH		CMH		Parks		Womens League		8:45pm
9:00pm	CMH		Tommy's				CMH		CMH		9:15 PM		Womens League		9:00pm
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9:30pm			Tommy's		Wednesday Nighter's						9:30 PM				9:30pm
9:45pm	9:45 PM		Tommy's		Wednesday Nighter's		9:45 PM				Ok Hockey		9:45PM		9:45pm
10:00pm	Tommy's		10:15 PM		Wednesday Nighter's		Co-Ed Shinny				OK Hockey		Grizzly House Hockey		10:00pm
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Time	Monday Arena 1		Tuesday Arena 1		Wednesday Arena 1		Thursday Arena 1		Friday Arena 1		Saturday Arena 1		Sunday Arena 1		Time
6:00AM					Ice Maintenace										6:00AM
6:15AM															6:15AM
6:30AM							6:30 AM		6:45 AM						6:30AM
6:45am	6:45 AM		6:45 AM				BSC		PEEWEE						6:45am
7:00am	BANTAM		BANTAM/ / PEEWEE				BSC		BMH						7:00am
7:15am	BMH		BMH				BSC		7:45 AM						7:15am
7:30am	7:45 AM		7:45 AM				BSC				7:30 AM				7:30am
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8:00am											BSC		8:00 AM		8:00am
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8:30am													Old timers		8:30am
8:45am									8:45 AM		8:45 AM		Old timers		8:45am
9:00am									BSC		BMH Game		9:15 AM		9:00am
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9:30am									BSC		BMH Game		9:30 AM		9:30am
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10:15am											BMH Game		BMH Game		10:15am
10:30am	10:30 AM		10:30 AM		10:30 AM		10:30 AM		10:30 AM		10:45 AM		BMH Game		10:30am
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11:15am	Public Skate		Public Skate		Public Skate	11:15am	Public Skate		Public Skate		Public Skating				11:15am
11:30am	Public Skate		Public Skate		Public Skate	50+ Shinny	Public Skate		Public Skate		Public Skating		11:30 AM		11:30am
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2:00pm	2:00 PM		2:00 PM		2:00 PM		2:00 PM		2:15 PM		2:15 PM		CMH Game		2:00pm
2:15pm	Sticks and Pucks		40+ Shinny		Stroller Skate		40+ Shinny						CMH Game		2:15pm
2:30pm	Sticks and Pucks		40+ Shinny		Stroller Skate		40+ Shinny		2:30 PM		2:30 PM		CMH Game		2:30pm
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5:15pm			INT/ NOVICE				5:30 PM		5:30 PM		FCLL		CMH Game		5:15pm
5:30pm	5:30 PM		BMH		5:30 PM						FCLL		5:45 PM		5:30pm
5:45pm	INT/ NOVICE		6:00 PM		CMH		5:45 PM		5:45 PM		6:00 PM				5:45pm
6:00pm	BMH				CMH		CMH		ATOM 2				6:00 PM		6:00pm
6:15pm	6:30 PM		6:15 PM		6:30 PM		CMH		BMH		6:15 PM		Womens league		6:15pm
6:30pm			POND				6:45 PM		6:45 PM		Grizzlies		Womens league		6:30pm
6:45pm	6:45 PM		BMH		6:45 PM						Grizzlies		7:00 PM		6:45pm
7:00pm	CMH		7:15 PM		ATOM 1 / ATOM 2		7:00 PM		7:00 PM		Grizzlies				7:00pm
7:15pm	CMH				BMH		ATOM 1		Fire Dept		Grizzlies		7:15 PM		7:15pm
7:30pm	7:45 PM		7:30 PM		7:45 PM		BMH		Fire Dept		7:45 PM		Womens shinny		7:30pm
7:45pm			CMH				8:00 PM		Fire Dept				Womens shinny		7:45pm
8:00pm	8:00 PM		CMH		8:00 PM	7:45pm			8:15 PM		8:00 PM		8:15 PM		8:00pm
8:15pm	CMH		8:30 PM		CMH	Power Skating	8:15 PM				Parks				8:15pm
8:30pm	CMH				CMH	Power Skating	CMH		8:30 PM		Parks		8:30 PM		8:30pm
8:45pm	9:00 PM		9:00 PM		9:00 PM	8:45pm	CMH		Grizzly House Hockey		9:15 PM		Womens League		8:45pm
9:00pm			Co-Ed Shinny				CMH		Grizzly House Hockey				Womens League		9:00pm
9:15pm	9:15 PM		Co-Ed Shinny		9:15 PM		9:30 PM		Grizzly House Hockey				9:30 PM		9:15pm
9:30pm	Tommy's		10:00 PM		Wednesday Nighter's				Grizzly House Hockey		9:30 PM				9:30pm
9:45pm	Tommy's				Wednesday Nighter's		9:45 PM		10:00 PM		Ok Hockey				9:45pm
10:00pm	Tommy's				Wednesday Nighter's		Co-Ed Shinny				OK Hockey				10:00pm
10:15pm	Tommy's				10:30 PM		Co-Ed Shinny				10:30 PM				10:15pm
10:30pm	10:50 PM						10:45 PM								10:30pm
10:45pm															10:45pm
11:00pm	11:05 PM														11:00pm
11:15pm	Tommy's														11:15pm
11:30pm	Tommy's														11:30pm
11:45pm	Tommy's														11:45pm
12:00am	Tommy's														12:00am
12:15am	12:20 PM														12:15am
12:30am															12:30am
12:45am															12:45am
1:00am															1:00am

Were the Town to proceed with two ice sheets, as is currently available, the following is recommended:

- Following Sylvan Lake, Airdrie, City of Calgary and others, reduce non-prime rates to support more day time / early afternoon use; and
- Increase non-prime day time hours from 3:30 p.m. to 5 p.m. on weekdays.

Leasehold Use Options

Significant public consultation would most likely be required to determine the best fit for the vacated leasehold space. However, options that have been researched by administration and are that are supported by the Recreation Facilities Master Plan and/or the Community Social Assessment include:

- Private leasehold (secured through a public procurement process).
- Children's indoor play space
- Concession area
- Staff offices
- Fitness / gym area
- Multi-purpose space to accommodate art, culture, creative, etc. programs.

- Public washrooms with showers

Constraints

Through previous years consultation with the facility administrative team and stakeholder groups, constraints that have been identified that should also be considered with any building retrofits include:

General

1. Limited parking capacity when compared to other public recreation facilities
2. Although a new year-round pedestrian trail services the facility, transit service is currently not available.
3. Challenges with building out due to environmental constraints of the surrounding parkland and nearby private property (Liricon / CP).

Building's Infrastructure

1. Heat loss in front lobby (no vestibule) and challenges bringing equipment bags in / out.
2. Accessibility concerns – i.e. manual doors within facility.
3. Lack of inclusive dressing rooms for skating participants.
4. Lack of changing areas for curling participants.
5. Lack of training space for skating and curling programs (i.e. fitness areas).
6. Lack of showers for the general public (currently use dressing room showers from May to September with no capacity to offer in the winter).
7. Lack of seating in Arena 2.
8. Arena 1 undersized (not NHL).
9. Safety concerns with respect to the Mezzanine space which currently acts as the children's play space (half walls above curling lobby).
10. Location, size and configuration of the staff room (public access, shortage of space, access to computers / electronic filing system).
11. Location, size and configuration of the front desk and retail shop (ergonomics, shortage of space, sense of "place" upon entering the facility).

Recommendations

Cost Options

Below is a brief summary of estimated cost options for some of the proposed amenities for the leasehold and Arena 2. A detailed design process that included an engineering review of the facility (available utilities, load bearing walls, points of egress for fire code, etc.) would provide more finite cost estimates.

Capital

Amenity	**Cost***
Mechanical Upgrades to Arena	$85,000
Turf Surface	$125,000
Board Modifications	$50,000
Indoor Pump Track[1]	$100,000
Multi-court sport surface[1]	$125,000
Fitness Equipment	$100,000
Fitness Area Renovation (2000 sq ft)	$576,000
Multi-purpose room (1500 sq ft)	$361,500
Multi-purpose fixtures, furniture & equip	$20,000
Washroom /shower facilities (500 sq ft)	$486,000
Architectural, Engineering and Testing Permits	$182,350
Contingency (15 %)	$273,525
Grand Total (not including pump track /multi court sport surface)	**$2,279,375**

** Does not include Capital Improvement Program (CIP)*

[1]Not included in the grand total. Arena 2 could only accommodate one of the following: field house, indoor pump track or multi-court surface.

Operating Financial Analysis

Conversion of rink to multi-use surface / turf + Multi-purpose Room / Fitness / Washrooms & Showers could result in a potential decrease in annual operating costs. The number of facility attendants to support weekend tournaments, dressing room cleans, etc. will likely be reduced as field house cleaning for dressing rooms / playing surface is anticipated to be lower than minor / adult hockey users.

Expense Source	**Increase / Decrease**	**Comments**
Employee Wages	1 FTE reduction Approx. $55,000	Reduction in FTE count from Facilities. Reduced daily dressing room cleans, ice maintenance, ice resurfacer maintenance, etc.

		Increases for showers, fitness area and multi-purpose cleaning and maintenance will limit level of decrease.
Contracted Services	20 % reduction Approx. $20,000	Reduced dressing room, arena maintenance. Reduced ice plant / ice resurfacer maintenance, board cleaning, etc. Increase in contract services for turf and fitness equipment maintenance
Plant – Natural Gas	$5,100	Based on 50 % consumption charge of $850 per month for two sheets
Plant – Electrical	$21,900	Based on 50 % consumption charge of $3,650 per month for two sheets
Total Operational Saving Estimate	**$102,000**	Per annum

Outside a reduction to facility maintenance costs, as highlighted above, there is no anticipated change to administrative staff time / wages. A need may arise for a part-time fitness attendance for the gym to support youth fitness / orientations.

In 2018 the City of Devon undertook a study to convert an existing arena into a field house. Annual operating costs were estimated to be $260,000 with an additional $25,000 transfer to capital.

Aquatics

Options for aquatic amenities such as a pool, hot tub and steam room are not included within this business case. Currently, there are an abundance of pool facilities within the community at hotels and the Banff Centre that can be accessed by residents. Many hotels also provide their employees access to these onsite amenities at no charge or through an employee discount program. The Town also has a standing agreement with the Sally Borden Pool at the Banff Centre for lifeguarded public swims. This agreement amounts to approximately $155,000 per annum. The Sally Borden Pool provides discounted rates for Town of Banff Community Services youth swims, partners on aquatic fitness and drowning prevention programs and provides discounts to Banff Access Program cardholdes.

Aquatic centres, whether just a hot pool or sauna, have a much lower cost recovery than other recreational amenities. Pools, saunas and hot tubs require additional staffing, insurance and training (pool operators I and II, lifeguarding, WHMIS, first aid, etc.). Infrastructure requirements also include upgraded HVAC systems, higher utility costs, and more.

Revenue Analysis

Fitness Centre Projections

Drop-in memberships would be applicable for the fitness centre only unless drop-in field house use also remained outside of the recently approved resident free recreation drop-in sports program (to be launched in January 2021).

Adult Pass	Rate	Est. Quantity Sold	Total Revenue
Drop-in	$6.50	1500	9,750.00
10 Pass	$60.00	200	12,000.00
20 Pass	$115.00	100	11,500.00
3 Month	$155.00	100	15,500.00
6 Month	$273.00	50	13,650.00
Total			**62,400.00**

Turf Field Projections

Rate Type	Rate	Hours per day	Total Revenue (50 weeks)
Adult Prime	$200	3	$210,000
Non-prime	$80	3	$84,000
Youth Prime	$130	3	$136,500
Total	**$136 AV**	**9**	**$430,500**

Estimates based from hourly rental rates for indoor turf fields
City of Calgary:

Non-prime $155
Adult Prime $199
Youth Prime $162
Tournament $130

the City of Edmonton:
Full Field $148 - $295
Half Field $93 - $185

Multi-Purpose Room Projections

Current rental rates for meeting rooms at The Fenlands are $28 per hour for residents or $47 per hour for non-residents. The concourse rental rate is $153 per hour for residents and $230 for non-residents. Approximately 25 percent of the bookings for the concourse and meeting room were paid with 75 percent being public programs or offered to local non-profits through a community partnerships.

Historical Revenues for Meeting Room 1 and the Concourse

Facility	2018	2019
Meeting Room 1 (1000 sq ft)	$7,944	$10,544
Concourse	$34,837	$39,903

Estimated Revenues for the proposed Multi-Purpose Room

Rate Type	Rate	Hours per Annum	Total Revenue
Resident	$50	850	$42,500
Non-resident	$75	150	$11,250
Total	**$64 AVG**	**1000**	**$53,750**

* based on historical averages of meeting room rentals at The Fenlands

Summary of Projections:

Multi-Purpose Room + Fitness + Field House Revenue Projection:
Total Operating Cost Savings: $102,000
Total Revenues from rentals and memberships: $546,650
Total Projected Potential Future Revenues: $648, 650

Total Revenue Loss (BHA Leasehold): $53,000
Total Revenue Loss (Arena 2 Ice Rentals): $225,000
Total Projected Revenue Loss: $278,000

Summary

The purpose of this report is has been to identify potential options for the leasehold space at The Fenlands that was previously occupied by the Banff Hockey Academy. Throughout the past ten years, the municipality has included The Fenlands infrastructure in the organization's capital replacement plan. The Town has also developed multiple recreation plans that help guide community recreation programs and service delivery. These elements will help ensure that future amenities at The Fenlands meet resident and visitor needs and remain fiscally sustainable in the long-term.

The Fenlands continues to be home to many winter based local non-profit sporting organizations. In addition, both the skating and curling rinks support regional and Canadian sport tourism events including, adult and minor hockey tournaments, bonspiels and more. The facility is also rented for tradeshows, weddings and other private events. User fees for the skating and curling rink from both regional and local users offset rate payer taxes for the facility.



The loss of the Banff Hockey Academy presents a challenge to the municipality, but it also represents an opportunity to be able to address some of the gaps that currently exist in program offerings in Banff for residents. This includes the capacity to address some of the identified weaknesses in the predominantly winter activity focused Fenlands facility. Capital costs for any of the proposed alternative uses at facility are not insignificant and, in light of the global financial crisis resulting from the COVID-19 pandemic, municipal funding for net new capital projects is likely not feasible at this time. However, the long term community gain from repurposing the existing space to support the health and wellbeing of community members year round should not be overlooked, especially as they recover from the effects of the pandemic.

Recommended Next Steps

The Town must be responsive to the BHA lease termination and pending financial losses that will be incurred this fiscal year. This report provides an internal review of the current state of the facility and use types, however, a more thorough analysis, that includes the following should be undertaken:

Community Endorsement

- Engagement with the community to listen to ideas and concerns through focus groups, surveys and other engagement processes that can be implemented during the pandemic
- Public consultation should include questions such as:
    - household indoor recreation participation
    - barriers to indoor recreation participation
    - potential frequency of use for potential facility amenities
    - support for any development / retrofit
    - level of support for an increase in property tax for potential amenities
    - level of support for sport tourism / sponsorship in the facility to offset operating costs.

Funding – Operating and Capital

- Explore opportunities for capital funding that could reduce impacts to local rate payers.
- Continue to explore the potential benefits of ownership and partnership opportunities similar to the curling club model and / or private leaseholds like the BHA.

Achieve Outcomes

Within the majority of the Town's strategic plans, and as supported by industry best practices, The Fenlands Banff Recreation Centre's operation should provide the following:

- Maximize facility use through a diverse range of uses year-round.
- Provide affordable and accessible leisure opportunities for all residents.
- Achieve operational and budget benchmarks.
- Support the organization's environmental goals through the reduction of greenhouse gas emissions, waste diversion, etc. at the facility.

Adherence and application of Policy C4003 – Town of Banff Property Licensing and Leasing