

North Shore Curling Association



North Vancouver Curling Centre

- Business Case -

May 2017

NORTH SHORE CURLING ASSOCIATION
CURLING PROPOSAL for the HARRY JEROME REDEVELOPMENT

Business Case

May 4, 2017

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1. WHY CURLING?

The first organized curling club in Canada was built in Montreal in 1807. Curling has been a true Canadian sporting activity for centuries. Since then we Canadians have won many world and Olympic championships.

North Vancouver has been a centre for curling for decades. The City of North Vancouver offered curling facilities to the public in 1966. We even produced an Olympic champion here in North Vancouver when Linda Moore and her team were competing (world champion 1985 and Olympic Gold champion 1988).

- Curling is a Sport for Life. Children can get involved at a very young age and can continue to play throughout their lives. It is also one of the few sports that many people take up as an adult or senior.
- [Canadian Sport for Life](#) (CS4L) is a movement to improve the quality of sport and physical activity in Canada through improved athlete training and better integration among everyone in the sport system, including sport organizations, educators and recreation and health providers.
- A key feature of CS4L is Long-Term Athlete Development (LTAD), a developmental pathway whereby athletes follow optimal training, competition, and recovery regimens from childhood through all phases of adulthood.

SPORT AND ACTIVITY

- All ages can curl (from 5 to 95)
- Non-contact sport but very competitive
- Mentally stimulating – high strategic planning
- All genders can participate
- Affordable and accessible (minimum equipment requirement is sneakers and a broom)
- Has a strong social element especially important in keeping seniors active
- All skill levels can participate
- Multi-generations can form a team and be competitive
- Reasonable time requirement (1 regular league game = 2 hours)
- Olympic and Paralympic sport
 - Currently 54 countries in the World Curling Federation
 - Extensive TV coverage – leading to increased participation and interest

2. WHO ARE WE?

North Shore Curling Association

The North Shore Curling Association (NSCA) is a registered, non-profit society in British Columbia. It was formed in 2011 by a group of curling volunteers who live on the North Shore of Vancouver, which encompasses the City of North Vancouver, the District of North Vancouver and the District of West Vancouver.

The NSCA was formed shortly after the 10 year agreement to provide public curling facilities between the North Vancouver Recreation Commission (NVRC) and the North Shore Winter Club (NSWC) expired and the first three year extension was in place. The public curlers then identified that their opportunity to curl on the North Shore and in North Vancouver was seriously at risk.

Currently, in 2017, there are over 300 members of the North Shore Curling Association.

The NSCA is a member of Curl BC, the provincial governing body for curling in BC.

The current Board of Directors is:

President	- Mike Sloan
NSCA Long Range Chair	- Mark Bailey
Strategic Planning Committee	- Liz Goldenberg
Treasurer	- Paul Dunkin
Financial Planning Committee	- Dave Vyner
Director	- Rob Gardner
Director	- Brian Ulrich

Board Committee Members are:

Secretary/Website/ Membership	- Shelley Gardner
Communication Director	- Carol Honeyman
Long Range Planning	- Linda Heese
League Co-ordinator	- Jeanne Douglas

Vision Statement

The association is committed to teach, promote and advance the sport of Curling and to develop public youth and adult programs that lead to local, national and international competition.

Objective

The association has approved a key objective - to re-establish a public curling facility on the North Shore of Vancouver.

3. CURRENT SITUATION

A. Background

1. 1958 North Shore Winter Club opens as a curling club with 10 sheets of ice (private)
2. 1960 Capilano Curling Club opens as a curling club with 8 sheets of ice (private)
3. 1966 NVRC opens 6 sheet facility at Harry Jerome Centre (**public**)
4. 1978 Capilano CC purchased by NSWC, land is sold and curlers move to NSWC
5. 1991 North Shore Winter Club sells part of its property and builds a new 8 sheet curling rink at south end of the complex and demolishes the 10 sheet facility
6. 1999 NSWC and NVRC strike an agreement to utilize the NSWC's facility for **public curling**
7. 1999 NVRC removes curling from the Harry Jerome Centre and rents facility to a private tenant
8. September, 2014 NSWC serves 90 day notice to NVRC that it will no longer provide curling at their facility effective April 2015.
9. Fall 2015: North Shore curlers forced to join leagues located off the North Shore. Many primetime curlers (evening leagues) cannot be accommodated.
 - 33 years of public curling at the Harry Jerome Centre - 1966 to 1999
 - 15 years of public curling at the North Shore Winter Club - 1999 to 2015

Note that the growth of curling membership was extremely limited while public curling was offered at the North Shore Winter Club. The curling rink was behind locked doors at the private club and the marketing through the club and the North Shore Recreation Commission was very limited.

B. Currently

Today there is **NO PUBLIC CURLING** facility available on the North Shore of Vancouver.

The 2014 PERC Report (dated Jan. 26, 2015) did not address this curling issue as the private club, the North Shore Winter Club, had not yet made the change at their facility to convert the curling rink to a hockey arena. So the state of curling for the public citizens of North Vancouver was not addressed in this updated report.

As of September 2015 all North Shore curlers were forced to find ice time or a league in Vancouver, New Westminister, Coquitlam, Richmond or Squamish. Many evening curlers dropped out of the sport because of time, distance, traffic concerns or

because they could not find any space in evening leagues at the other clubs or centres.

The children on the North Shore have been deprived of the opportunity to learn and play an Olympic and very Canadian sport. The growing school program was cancelled once the facility at the NSWC was closed.

4. FUTURE FOR CURLING

CURLERS AT NSWC 2014/15 Season:

WEEKLY CURLING	# of Participants
Monday Ladies *	52
Thursday Ladies *	58
Senior Men *	58
Monday Men *	56
Tuesday Mixed	64
Wed. Business Ladies	48
Thursday Open	68
Norwesters *	52
Engineers *	58
Saturday Party	48 to 64
Sunday Morning	24
High School	48
Juveniles	36
Total	680
PLUS Private Rentals - company events, private parties	over 1,200 individuals

(* indicates teams that are still curling together but are in New Westminster, Coquitlam & Vancouver)

The market for curlers to fill a new North Vancouver Curling Centre at Harry Jerome is significant. The NSCA anticipates that we would draw the majority of the previous NSWC curlers PLUS:

- juniors, family curling, new community members
- School Classes – teachers want more student curling
- learn-to-curl program; curling clinics
- Private Rentals (about 250 people/month)
- Paralympic & Special Olympic groups, visually & hearing impaired groups
- High Performance Program
- Competition Events, Bonspiels

Note that currently over 400 curlers on the North Shore are registered with Curl BC AND that is when we have no curling facility in our community! The current breakdown by postal code shows that over 82% of these curlers live in North Vancouver.

In 2009 when we were curling at the NSWC we were informed that there were over 900 curlers with North Shore addresses registered with Curl BC.

5. THE PROPOSAL

The NSCA and the curlers of your North Vancouver community are proposing that an 8 sheet Curling Centre be included in the design of the New Harry Jerome Community Centre to be built at Lonsdale and 23rd St.

The model for this curling centre could be the Vancouver Curling Club which is an integral part of the recreation complex at Hillcrest Centre.

Overall Description

This proposal is for an 8 sheet curling facility that would include an ice-level gathering area, with a second floor social/viewing area, with the ability to accommodate other activities from May through August.

Curling would be offered from September through April, seven days a week from 9am to 11pm.

The Centre would be leased under a 50 year lease agreement with the City of North Vancouver (CNV) and be operated by the North Shore Curling Association.

The Harry Jerome Community Centre is an ideal location, easily accessed by public transportation and is the recreational centre for the growing community.

A curling facility would share areas such as cafeteria services, washrooms, stairs and elevator and in turn would have a social/viewing area that could be booked for many functions.

The North Vancouver Curling Centre would be an integral part of the Harry Jerome Community Centre with appropriate signage. It would also work in partnership with the North Vancouver Recreation and Culture Commission to promote curling as an active sports program for all ages.

Management and Staffing

The quality of the curling ice is the key to a successful curling operation. This requires an Ice Technician who has specific training on making curling ice. For this reason, the NSCA needs to have control over the ice-making person, their training and their hours of work.

The curling fees include the salary of the Ice Technician and also a Curling Manager. The manager is responsible for registrations, scheduling ice time and promoting curling. Initially, volunteers will do administrative activities and also do basic ice cleaning between draws. Once the curling base exceeds the 600 member level, further staff can be supported.

Curling Programs

The following are many of the curling programs that were offered at the NSWC and would continue and expand.

Day League curling	women's, men's, open and mixed leagues that will accommodate up to 64 curlers per draw, 2 draws per day
Evening League curling	women's, men's, open, mixed and competitive leagues that will accommodate up to 64 curlers per draw; 2 draws per evening
Drop-in curling (weekends)	for people who cannot commit to a league
Private rentals	for individuals and corporations (Team Building) – schedule on available ice both daytime and evenings
Junior programs (ages 6 to 19)	including an ongoing learn-to curl program for youth, skill development, competition training, league play, summer development camps
School program - Getting Started, Learn to Curl	available to all public and private schools on the North Shore and other municipalities that do not have a curling centre (Burnaby, northern sector of Vancouver) and offered during school hours
Adult Learn to Curl Program	ongoing during the season with Introductory League to ensure engagement of new curlers
Special Groups	Blind Sport, Wheelchair Sports and Special Olympics
Bonspiels	for all levels of play and age groups
Curl BC Playdowns / Provincial Championships	5 year hosting agreement to be established with Curl BC to bring BC Championships and/or Playdowns to the North Shore – Sport Tourism
Curl BC training programs	ice making, coaching clinics, skill development, summer development camps

Off-Season Programs and Activities (May to August)

The following are some of the activities that could utilize the curling space from May to August. These are examples of uses by the NSWC and other curling facilities.

- Catered events (can also be accommodated during the curling season)
- Sport camps – curling, basketball, volleyball
- Tradeshows/Conventions
- Pickleball
- Yoga, dancercise
- Children's activities – tiny tots tumbling, dancing
- Bridge Tournaments
- Artificial Turf - Lawn Bowling, Bocce Ball

6. FINANCIAL INFORMATION

Capital Build

The NSCA has done extensive research with curling facilities in many locations in BC, other parts of Canada and in the US. Each facility has its unique features and was built at different times. This makes it challenging to compare building costs.

From the research done by our group we estimate it will cost up to \$1 million per sheet to build this rink. The design can be optimized with the rest of the project to be cost efficient in plumbing, electrical, stairways, elevator and sharing of all possible facilities.

The main floor area would include a gathering area with windows facing onto the 8 sheets of ice. There would be small storage and cooling equipment areas. A second floor above the gathering area would have a social/viewing area.

The parking for the Centre would be utilized – estimated 50 car maximum per draw. Overall building design would allow for wheelchair accessibility from parking to the rink.

Included in this estimate of \$1 million per sheet is the refrigeration/heat exchange equipment and ice maintenance equipment. The new refrigeration equipment is very efficient and would have heat exchange features to use exhaust heat to help heat the building – rooms and pools. Air-conditioning equipment is included to make the facility useable for summertime activities.

The curling rink itself requires cooling pipes set into a level concrete floor with a small room for the ice-making equipment, and for storage of the ice maintenance equipment. When there is no ice from May through August the floor is level and can be used for many indoor activities – both by the recreation centre and rentals.

Schematic of Curling Level – Appendix B

Upstairs Viewing Area

This area needs to have a capacity for 150 people (approximately 1800 sq. ft.). It is used before and after games, for many social gatherings during the curling season and by people watching curling games including timing and scoring for competitions. For curling, a very basic space is needed.

It is anticipated that a room with this capacity within the overall recreation facility would be used on a planned basis for community social functions. The Centre's detailed project planning phase would put together the overall requirements and make final decisions on the specifications for this space.

Ongoing Operations

CURLERS & REVENUE (more detail in APPENDIX A)

	<u>450 Curlers</u> Start-up	<u>600 Curlers</u> Interim Goal	<u>800 Curlers</u> Goal
Estimated Active Daytime Curlers	150	240	320
Estimated Active Evening Curlers	300	360	480
TOTAL Curlers	450	600	800
League Revenue			
Average Curling Dues – Daytime curlers	300	300	300
Average Curling Dues – Evening Curlers	400	400	400
Curl BC, Capital & League fees	70	70	70
Total League Revenue	\$196,500	\$258,000	\$344,000
Other Revenue			
Ice Rink/Shed Rental	80,076	83,205	86,395
Banquet/Social Room Rental	3,600	3,600	3,600
Floor Rental – Summer	10,000	10,000	10,000
Advertising	5,000	5,000	5,000
TOTAL REVENUE	\$295,176	\$359,805	\$448,995

EXPENSES			
Facility Lease	12,000	12,000	12,000
Wages	113,680	166,964	179,232
Maintenance	36,500	37,940	39,439
Administrative	49,118	53,432	58,597
Utilities	50,500	52,405	54,387
TOTAL EXPENSES	\$261,798	\$322,741	\$343,655
NET OPERATING CASH FLOW	\$33,378	\$37,064	\$105,340

NOTE: We plan to operate the facility at no cost to the taxpayers, which may be the only part of the building that operates on a cost recovery basis; thereby adding lots of benefits without any added operating costs.

Operating Without Subsidies

When the agreement was extended at the NSWC in 2009 to allow public curling to continue at the NSWC, the North Shore Recreation Commission provided an annual grant to the NSWC of \$68,000 to subsidize curling at their club.

Once a curling facility is re-established in the Harry Jerome Community Centre, there will be no operating subsidy needed – the curling fees will cover the operating costs.

Fundraising

Curlers are very willing to secure funds to provide additional amenities needed for the curling facility such as curling rocks and measuring equipment. As soon as the curling facility at Harry Jerome has been approved, fundraising will begin.

Fundraising opportunities in conjunction with Curl BC and Curling Canada are being pursued.

At the NSWC, curling had corporate advertising on the rink walls and these opportunities will be renewed. There can also be in-ice advertising logos.

7. SUMMARY

North Vancouver is one of the largest communities in Western Canada without a curling rink. It is time to return curling to North Vancouver as a viable activity and competitive sport option.

NSCA is asking the City of North Vancouver to commit to adding a curling rink to the Harry Jerome Project – AND will commit to help in raising a portion of the capital cost. Furthermore we will operate the facility at no cost to the taxpayers.

The Renewal Project for the Harry Jerome Community Centre is a perfect opportunity to return curling to its original home for public curlers in North Vancouver.

The Harry Jerome Centre is perfectly located to be a full service centre for the community as it includes easy access to public transportation and the highway system. And it will be surrounded by increasing density with easy access for more of the North Vancouver citizens who want to maintain an active and healthy lifestyle.

In addition, the Centre will be practical by using shared facilities for fitness, washrooms, change rooms and cafeteria. Located with other recreational facilities, it will provide exposure to other sports and social opportunities.

A modern Curling Centre will be a draw for major curling events in British Columbia and thereby will attract people from across the province to North Vancouver – as our curlers did when hosting the BC Scotties Women’s Championship in 2010.

Curling is a sport growing in demand and an asset for the community. It is known to attract residents and corporations to communities. Curling provides excellent physical exercise and mental stimulation and at the same time is very affordable with minimum equipment – shoes and broom – and reasonable cost.

Operating costs are covered by curling fees with proven potential for additional revenue for the use of the social area and the ice area in summer.

Curling is a very inclusive, active sport for all ages. It fully supports the City of North Vancouver’s Guiding Principles and Goals:

- To foster a healthy, active-living, socially inclusive and supportive community
- To promote family well-being through a range of recreation services that are accessible, affordable and innovative and that build on family capacity and community networks
- To provide facilities that are accessible for persons of varying mobility, hearing, visual and developmental abilities

The community needs the City to provide public recreation facilities that are scarce or unavailable elsewhere in the community.

8. APPENDIX A: Estimated Revenue and Expenses

NOTE: Based on projected curlers of 450, 600 and 800 for the revenue stream.

GROWTH STAGES	Start	Interim	Goal
League Curlers			
Estimated <i>active</i> daytime curlers	150	240	320
Estimated <i>active</i> evening curlers	300	360	480
Total curlers	450	600	800

REVENUE

League Revenue

Average Daytime Curler Fee	\$300	\$300	\$300
Average Evening Curler Fee	\$400	\$400	\$400
Curl BC / Curling Canada / NSCA / Capital Cost Fees	\$70	\$70	\$70
Total League Revenue	\$196,500	\$258,000	\$344,000

Rentals: Ice Rink/Shed

Corporate + Private Rentals	45,000	46,500	48,000
School Rentals	10,500	10,900	11,300
Bonspiels	24,576	25,805	27,095
Total Ice Shed Rental Revenue	\$80,076	\$83,205	\$86,395

Rentals: Viewing/Social/Banquet Area

Rate for 4 hr Banquet area rental	\$300	\$300	\$300
Banquet Room rental weeks per year	12	12	12
Total Room Rental Revenue	\$3,600	\$3,600	\$3,600

Rental: Ice Shed - Summer Use

Rate for 1-day dry floor rental	\$2,500	\$2,500	\$2,500
Typical floor rental day per summer (May to August)	4	4	4
Summer Floor Rental Revenue	\$10,000	\$10,000	\$10,000

Advertising

Total Ad Board Revenue	\$5,000	\$5,000	\$5,000
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TOTAL REVENUE	\$295,176	\$359,805	\$448,995
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EXPENSES

Lease

Total Lease payments	12,000	12,000	12,000
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Wages

Curling Manager (12 Months)	50,000	70,000	77,000
Part Time Office Assistant	0	25,000	26,250
Ice Tech	40,000	42,000	44,100
Instructors	11,500	12,075	12,679
Benefits (CPP, E.I, WCB, Extended Health)	12,180	17,889	19,203
Total Wages & Benefits	\$113,680	\$166,964	\$179,232

Maintenance

Cleaning contract (common areas)	15,000	15,525	16,068
Building & Ice plant maintenance	8,000	8,240	8,487
Supplies - Office and building	2,000	2,100	2,205
Supplies - Ice surface (paint, repairs etc)	11,500	12,075	12,679
Total Maintenance	36,500	37,940	39,439

Administrative

Advertising	3,500	3,675	3,859
Bonspiel Costs	22,118	23,224	24,386
Insurance	7,500	7,875	8,269
Banking charges	250	258	265
Accounting & Legal fees	2,000	2,050	2,101
Affiliation fees (Curl BC)	6,750	9,000	12,000
Licenses (municipal, Serving it Right)	2,000	2,100	2,205
Phone, Internet, cable TV	2,000	2,100	2,205
Misc Supplies (bonspiel etc)	3,000	3,150	3,308
Total Administrative Expenses	49,118	53,432	58,597

Utilities

Natural Gas	12,000	12,600	13,230
Hydro	31,000	31,930	32,888
Water	5,000	5,250	5,513
Garbage	2,500	2,625	2,756
Total Utilities Expenses	50,500	52,405	54,387

TOTAL EXPENSES	\$261,798	\$322,741	\$343,655
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NET OPERATING CASH FLOW	33,378	37,064	105,340
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Target markets for curling programs:

Adults – 19 to 55
Seniors – 55+
School aged children - Grades 3 to 12

Target markets for other services and programs:

Local businesses for meeting rooms and catering facilities
Provincial Sport Governing Associations for sport camps
Seniors for daytime activities
Entertainment events

Market Analysis

There are currently over 420 North Shore residents registered with Curl BC – and we don't even provide a curling facility anywhere in the community.

As there is a growing population on the North Shore with the continued development of more density and singles, couples and family housing, there is a prime market of adults 25 to 55 who are looking for activities close to or in their neighbourhood.

From the 2010 Census, 33% of North Shore residents are over the age of 65. This is a prime target market for daytime leagues and other activities that will be provided at our centre.

Population 2011-2015	2011	2012	2013	2014	2015
North Vancouver, City	49,396	50,325	51,017	52,600	54,258
North Vancouver, District	86,063	86,779	86,731	86,902	85,974

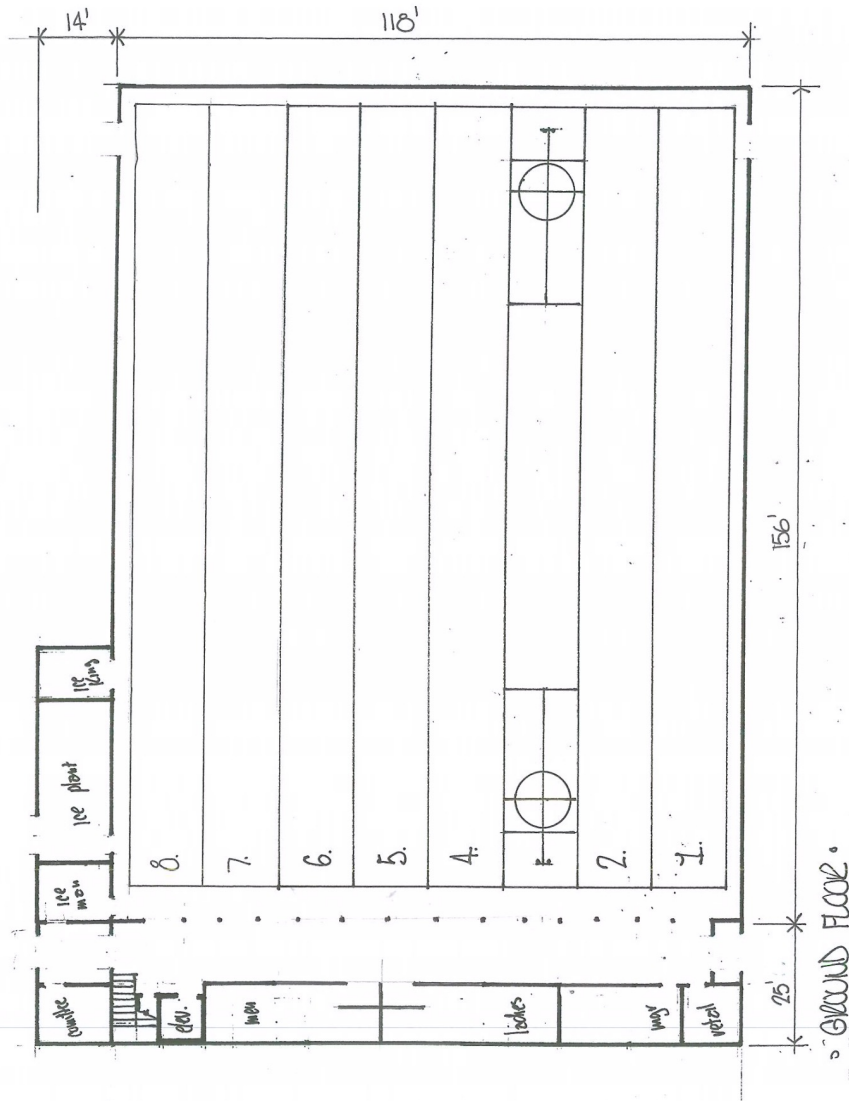
Competition

There is no public curling available on the North Shore. The closest centre is Royal City Curling Club (22 km away), located in New Westminister or Vancouver Curling Club (16 km away) located in central Vancouver.

Pricing

Our fees for curling will be set on a competitive level with other curling facilities on the Lower Mainland. 2016/17 fees range from \$160-\$300 for daytime curling and \$320- \$1,000 for primetime or evening curling (per curler, per annum).

9. APPENDIX B – CURLING RINK SCHEMATIC



NORTH SHORE CURLING CENTRE