

Harry Jerome Sports Centre

Use Analysis

March 2025

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EXECUTIVE SUMMARY

The City of Burnaby has commissioned a comprehensive use analysis of the Harry Jerome Sports Centre (HJSC) to assess its current operations and future viability. The air sprung facility, a 4,900 m² city-owned space located on Barnet Highway, has been leased to Volleyball BC since 1997 and features six volleyball courts and a 200-meter indoor velodrome (specialized cycling track designed for racing and training, typically featuring steeply banked curves and a smooth surface to accommodate high-speed bicycle racing). Given its aging infrastructure and increasing maintenance costs, this study explores the financial sustainability, operational efficiency, and future service delivery models for the facility.

Key Findings

Facility Condition and Capital Investment: The HJSC requires significant capital renewal and maintenance investments, estimated at \$19 million over the next 20 years. The current lease holder, Volleyball BC, has completed an independent facility condition assessment suggesting a reduced total requirement of \$5 million over 20-years. Despite the reduced estimate, Volleyball BC has indicated that they would require municipal funding support.

Usage and Demand: The facility is well utilized, reaching 80% occupancy during peak seasons, primarily for volleyball programming and external rentals, including a growing demand for pickleball. Annual visitation is estimated in the range of 105,000 with the vast majority for volleyball and pickleball activities. Of the total facility visits associated with Volleyball BC programs and activities, ~28% of the participants reside in the City of Burnaby and 21% reside within the Tri-Cities.

Cycling activities account for an additional 5,000-7,500 visitors per year. ~25% of users are Burnaby residents, with the majority coming from the wider Metro Vancouver region.

Operational Challenges: As per Volleyball BC HJSC financials, the facility operates at a significant financial deficit year over year, even with a \$1/year lease agreement and a City of Burnaby permissive tax exemption. Volleyball BC's financial model subsidizes these losses through its broader operations, but long-term sustainability remains uncertain. Under the current operations, the contractual obligation for Volleyball BC to maintain (including the renewal and replacement of building systems) the physical building is not feasible.

Burnaby Velodrome Club Viability: The Burnaby Velodrome Club, a subtenant, faces significant operational and financial challenges, with low participation, heavy reliance on operating grants,

significant track maintenance/replacement costs and limited opportunity to increase track access during peak-use days/times restricting growth and sustainability.

Regional Context and Alternative Uses: HJSC serves as a regional sports hub for volleyball and indoor cycling. The indoor cycling track is one of only four across Canada and the only one in the Pacific Northwest. A high-level use opportunity assessment explored alternative recreational and cultural uses for the facility, including indoor soccer, gymnastics, and event space, which may increase local engagement and financial viability.

Future Scenarios

Three potential pathways for HJSC's future have been considered:

Maintain Existing Use (volleyball and indoor cycling): Retain current programming with a revised lease model to address capital and operational financial sustainability. This requires the City to assume capital maintenance and renewal costs while third-party operators manage daily operations.

Est. capital cost impact: ~\$19m over 20-years.

Repurpose for broader third-party recreational use: Remove the velodrome and reconfigure the space for multi-sport and cultural activities, potentially increasing community benefit and rental revenue. Market interest and financial feasibility would need further assessment.

Est. capital cost impact: Assumes a portion of the capital renewal and upgrades is covered by a new tenant. Scale of capital renewal would be negotiated. <\$19m over 20-years.

Facility demolition and site repurposing: Demolish the facility, converting the site to parkland or alternative municipal use. This scenario minimizes financial liabilities but results in a net loss of regional recreation space and the removal of the only indoor cycling track in the Pacific Northwest.

Est. capital cost impact: Demolition (~\$800k), park design and construction (not estimated for this study).

The City must weigh financial sustainability against regional recreation demand and equity of access. Any decision should ensure alignment with municipal priorities, equitable service distribution, and responsible fiscal management.

1. STUDY INTRODUCTION

1.1. Project Objectives

The City of Burnaby (“The City”), has initiated a comprehensive use analysis of the Harry Jerome Sports Centre to address current operations and future use planning of the facility.

The Harry Jerome Sports Center (HJSC) is a 4,900 m² city-owned facility located on Barnet Highway at the base of Burnaby Mountain. The facility has been leased to Volleyball BC (VBC, formerly referred to as the BC Volleyball Association) since 1997 and features 6 volleyball courts and an indoor cycling track. The cycling track and common areas are licensed to the Burnaby Velodrome Club (BVC, The Velodrome Club) for use. The track is one of only four indoor bicycle racing tracks in Canada. The facility is aging and requires significant maintenance and repairs to stay functional.

Cornerstone Planning Group has been contracted by the City of Burnaby to conduct a use analysis for the Harry Jerome Sports Centre (HJSC) to assess financials related to operation and maintenance, current and projected utilization, and to explore lease agreement options for current and future operations of the facility.

The goals of this study include:

- Provision of a high-level assessment of the current state of the facility and operations.
- Engagement with key facility user groups to explore current and future needs and demands.
- Engagement with key stakeholders within the City to explore needs and options.
- Develop high-level financial operating models.

1.2. Project Scope

The project was initiated in July 2024 with and concluded in February 2025. The process consisted of 5 phases:



Figure 1. Project Process

Phase 1: Project Initiation — Documents provided by the City and user groups were reviewed including building condition assessments, utilization data, and strategic planning documents.

Phase 2: Engagement — Interviews were conducted with internal City stakeholders from Parks, Recreation, and Culture, and Lands and Facilities along with the facility's main sports user groups - Volleyball BC and the Burnaby Velodrome Club. Cornerstone Planning Group attended two facility tours - one led by the Burnaby Velodrome Club and the other led by Volleyball BC.

Phase 3: Current State Analysis — This phase involved a comprehensive review of all current state data including financials, overall facility utilization, and user group and participation numbers. The findings were assessed to determine the facility's ability to meet current user group as well as community-wide demand. Additionally, a regional scan of the lower mainland was performed with the goal of identifying other facilities which provide a similar level of service to similar user groups.

Phase 4: Scenario Development — Based on the outcomes of Phase 3, several use and service delivery model scenarios for the facility were developed to ensure that its future operations align community demand with the City's current and future planning and strategic directions.

Phase 5: Reporting — A draft and final report summarized the project activities and findings.

1.3. City Recreation Planning Context

The City of Burnaby has a recreation facility provision target of 1.0 ft²/resident¹ (subject to change with the upcoming PRC Long Range Plan). This target is based on the net floor area of indoor recreation spaces including dry floor space, gymnasiums, large halls, fitness centres, activity rooms, multipurpose rooms, lounges, arts and craft studios, game rooms and day care spaces. Utilizing 2021 population statistics, the City of Burnaby currently provides 0.86 ft² per resident. Two additional Community Centre development projects have been approved by Council (Brentwood and Cameron Community Centre) which increases the provision to 1.01 ft² per resident. With the acknowledgement that the population has increased over the baseline 2021 numbers, and they will continue to increase while the new Community Centres are being constructed, it can be concluded that the City is under their provision

¹ The target has been set based on several factors, one being that the other neighbouring communities (Vancouver, Richmond, New West, City of North Vancouver and District of North Vancouver) provide ~1.2 ft² recreation space per resident.

targets. These calculations do not consider the recreation floor areas within Harry Jerome Sports Centre.

If considering purely the NE quadrant of the City (where HJSC is located), and the addition of Cameron Community Centre redevelopment, there is a provision of 1.27 ft²/resident.

If the City were to include the recreation space within the Harry Jerome Sports Centre, the overall provision increases from 1.01 to 1.16 ft²/resident. While this may be advantageous from a statistical perspective, it is important to understand that a specialized building like Harry Jerome Sports Centre serves regional demand and not just that of Burnaby residents. For this reason, the City does not include HJSC within their recreation provision calculations.

If the City was to consider utilizing the HJSC as a community recreation facility, they would need to consider the physical location and its impact on community use. The Sports Centre's location along Barnet Highway within the Burnaby Mountain Conservation Area means that the area surrounding it are some of the of the most sparsely populated parts of Burnaby. This is shown in the figure to the right. The Sports Centre is not located within or near a Town Centre, where most of the population growth in Burnaby is concentrated. The facility is also primarily accessible by personal vehicles which further prohibits the use for community recreation. These factors limit the facility's utility as a general-purpose community recreation centre.

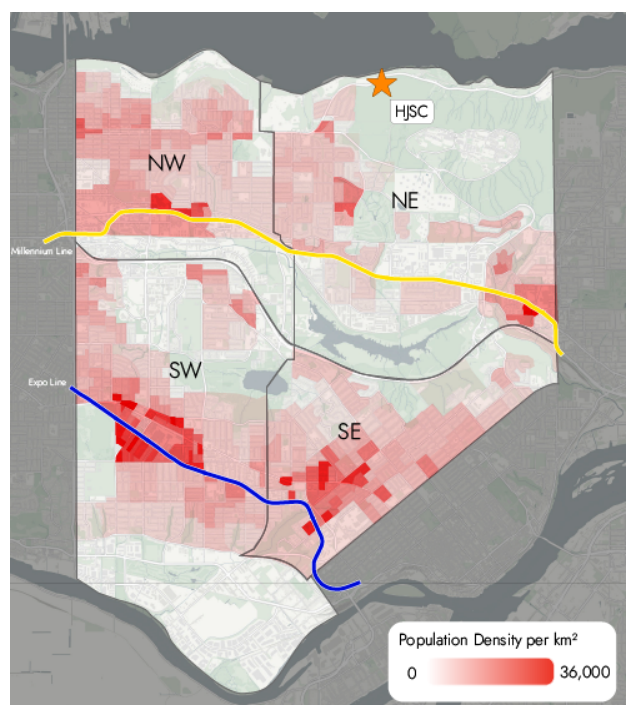


Figure 2. 2021 Census Population Density Map by Dissemination Area with Site and City Quadrant Overlay

2. CURRENT STATE - SITE AND FACILITY

2.1. Site

Harry Jerome Sports Centre is located at 7654 Barnet Highway at the base of Burnaby Mountain, within the Burnaby Mountain Conservation Area (although not within the conservation covenanted lands, Covenanted Lot 145.) The site is accessible via Barnet Highway which is serviced by public transit (bus service approx. every 15min during weekdays). It is also connected to Burnaby's trail network with the site providing access to trails on both the north and south sides of Barnet Highway. Other public amenities in the surrounding area include Barnet Marine Park and the Mountain Air Bike Skills Course which are approximately 1.5 – 2 km away from HJSC. The following figure introduces the location of HJSC.



Figure 3. Harry Jerome Sports Centre Site Context Map

The site is largely forested with the developed areas including an air sprung recreation facility, paved parking areas (100 standard parking stalls, 2 accessible stalls, and 3 stalls for staff use) and a small amount of informal storage areas. Access to the site is via a narrow-paved road directly from Barnet Highway. The intersection features a traffic light and pedestrian designated path. The forested portion

of the site features dense forest and significant elevation changes. The site is zoned P3 (Park and Public Use District) with a total lot size of 50,017 m².

The following figure introduces the features of the site.

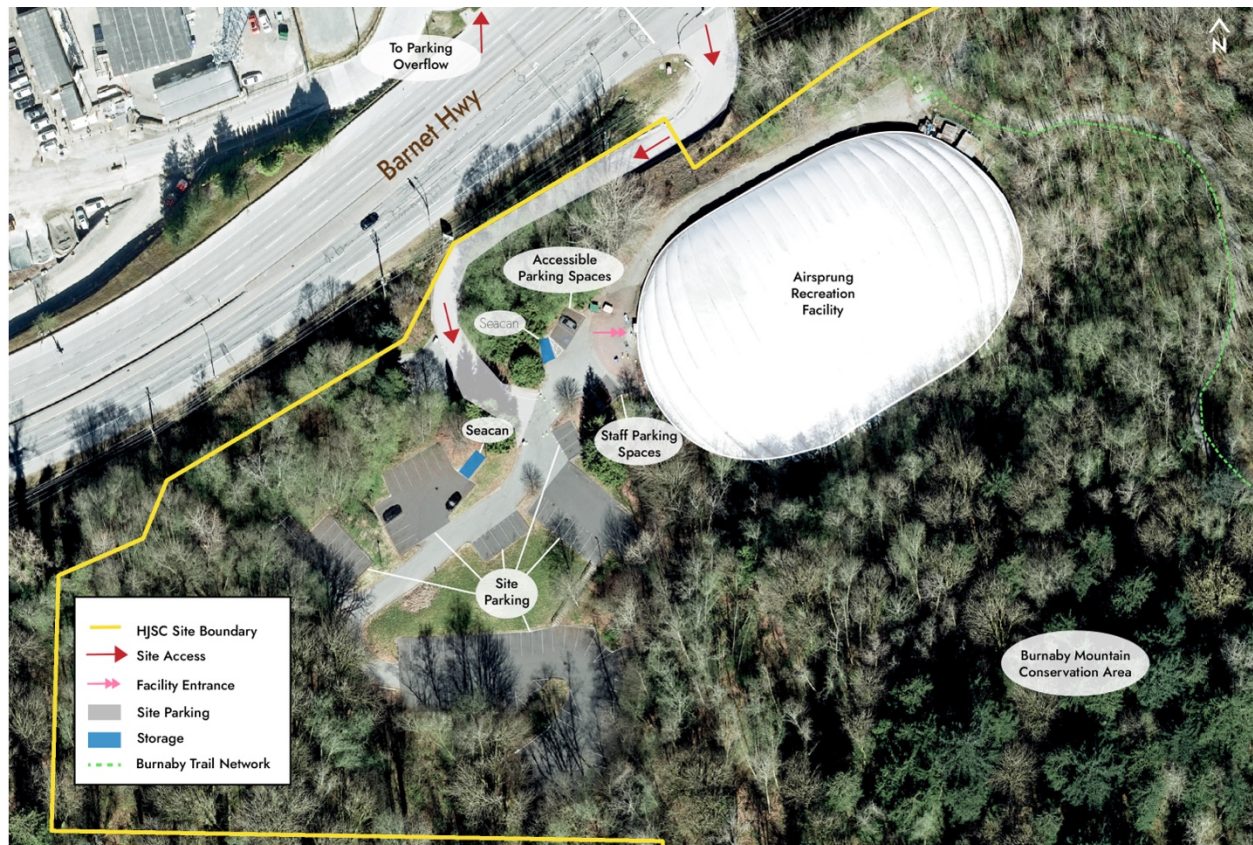


Figure 4. Harry Jerome Sports Centre Site Map

Informal, overflow parking is located at Barnet Marine Park or the Burnaby Mountain Air Bike Skills Course. For select events, the use of the opposite Trans Mountain owned parking lot has been utilized as overflow. Pedestrian access from the overflow parking lots (Marine Park and Mountain Skills Park) is challenging and unsafe, as there are no pedestrian sidewalks or walkways that connect them to the facility.

HJSC is located within the Northeast quadrant of the City of Burnaby with the closest communities being Lochdale to the west, and UniverCity at Burnaby Mountain. Lochdale is a single-family neighbourhood with about ~3,000 people, while UniverCity has ~5,000 people (BC Statistics, 2021) and is located directly adjacent to the SFU Burnaby Mountain campus. Both of these neighbourhoods do not have direct access to HJSC.

2.2. Facility

2.2.1. History

In the early 1950s, the China Creek Cycle Track was constructed for the 1954 British Empire and Commonwealth Games in East Vancouver, at the current site of Vancouver Community College (12th and Oak, Vancouver). Made of yellow cedar, this was the region's first cycling track and would become the centre of track cycling in British Columbia. By the 1960s, the track had fallen into disrepair, with the Vancouver Park Board moving to demolish it. However, it was saved by the local cycling community, who raised funds to repair the track and extend the life by an additional 10 years. Eventually, the China Creek Cycle Track was demolished for the construction of Vancouver Community College in 1980.

Given the gap in infrastructure after the demolition of China Creek Cycle Track, the cycling community began planning the development of a purpose-built indoor velodrome facility. The development of the facility had many setbacks and construction challenges before finding its new home at HJSC. The following timeline presents key points through the development of the HJSC.

Table 1. Timeline of HJSC Development

Year	Description of Event
1983	President of Bicycling Association of BC appears as a delegation to City commission with a proposal to build a bicycling track and facility for amateur sports, preferably in the Central Valley in Burnaby. This facility would include a 250 m bicycle track, running track, and multi-use infield
1984	Letter from B.M.X Association of BC expressing desire to develop and build B.M.X. bicycle track in Burnaby. Commission report to provide \$10,000 for development of facility. City allows B.M.X. Association to operate on designated parkland upon proof of ability to complete facility and is granted a 5-year lease to begin development. Preferred site is on the south side of Barnet Highway across from Kask Bros Redimix Ltd (the current site of HJSC, not named as such at the time).
1985	Council approves in principle the construction of the "Harry Jerome Sports Centre" within Burnaby Lake Sports Complex, with site specific location to be determined before any further action is taken. The City commission expresses in principle its approval for leasing of the land to the Bicycle Association of B.C. for \$1.00 annually.

Year	Description of Event
1985	City Commission approves execution of 5-year lease for Burnaby B.M.X. Association and authorises expenditure of \$10,000 from 1984 capital budget for development of B.M.X. track facilities
1986	City Commission approves the cancellation of the lease agreement with the Burnaby B.M.X. Association because of organizational problems within the organization
1987	Change of location of Harry Jerome Sports Centre from the preferred Central Valley location to the 7600 block of Barnet Highway (the current site and former site leased to Burnaby B.M.X. Association). Structure is simplified to allow for reduced construction costs. The Bicycling Association of BC requests City Commission to contribute \$325,000 towards construction costs of the building's shell.
1988	Bicycle Association of BC requests smaller facility be built for the Harry Jerome Sports Centre due to funding issues. Commission approves lease to be executed when Cycling Association has sufficient funding to construct the velodrome to an operational stage and has received final building and planning approvals.
1989	A lease agreement was entered with the Bicycling Association of British Columbia to build the Harry Jerome Sports Centre. However, this group's funding fell short of completing the Centre.
1996	A grant of \$75,000 was authorized by council to the Bicycling Association of BC to complete the building. However, later that year, the association indicated that they were no longer interested in pursuing completion of the building due challenges in financing. The construction of the facility was stopped at around 70% completion. Volleyball BC expressed to the City that they were willing to pursue completion of the building, and estimated they could complete the facility for ~\$585,000.

Year	Description of Event
1997	<p>A 5-year lease agreement was reached with B.C. Volleyball Association (Volleyball BC) to complete and operate the facility. Key lease terms included:</p> <ul style="list-style-type: none"> • Completion of the facility on or prior to May 31, 1997 • Three five-year renewal terms subject to Burnaby Parks, Recreation and Culture Commission approval • Annual lease payment of \$30,000 annually (excluding the first year) • During the first ten years of the agreement, Volleyball BC's initial capital investment of \$160,00 will be prorated should the City exercise its right not to renew the lease • Facility operated and maintained exclusively by Volleyball BC at no cost to the City • All user fees charged are subject to approval of the Director of Recreation and Cultural Services <p>The City approves \$578,704 to be spent toward the completion of the facility.</p>
1997	<p>Volleyball BC completes the facility (with funds from the City and VBC) and occupies the facility in June 1997, containing a cycling track and volleyball courts. VBC enters into a contract with the Burnaby Velodrome Club to use the cycling track.</p>
1999	<p>Due to substantial cash outlays to complete the building and utility costs, the lease is amended to decrease rent from \$30,000 to \$1 for the remainder of the lease term. Council report indicates that there are a "number of long-range plans to promote this facility and develop more use which we feel will make a viable operation in the near future."</p>
2000-2001	<p>City staff commissions a building condition assessment which indicated approximately \$1.1 m in required repairs for the facility as well as track safety upgrades. Included was a required roof replacement (which had a lifespan of 12 months).</p> <p>Staff recommends seeking proposals from outside organizations/groups that may have an interest in bringing the facility up to satisfactory operating standards, based on a business case and independent of City subsidy or co-funding. If no viable alternative is found, demolition of the site is considered.</p>

Year	Description of Event
March 2002	Staff receives three proposals (Volleyball BC, Burnaby Velodrome Club, and Inlet Soccer). Based on an evaluation criteria, all proposals are rejected due to their reliance on City funding for facility upgrades. Staff recommends an interim 3-year short-term lease with the current tenant to allow VBC to build resources to accomplish the required upgrades over the longer term.
June 2002	The City enters into a lease agreement with VBC, with VBC financing the roof replacement with a loan of \$550,000 from Vancity Savings amortized over 15 years. Due to the 15-year horizon of loan repayment, the City enters into a 15-year lease with VBC. The City authorizes \$100k to VBC in exchange for keeping the cycling track to allow BVC to develop revenue-generating programs.

2.2.2. Lease Details

In 2002, the City of Burnaby entered into a new agreement with Volleyball BC which stipulated:

- It is owned by the City of Burnaby and has been leased to Volleyball BC for a nominal fee (typically \$1 per year) who in return assumes financial responsibility for its continued operations and maintenance.
- Original lease executed had a term of 15-years.
- The original lease identified several upgrades which the tenant was required to complete:
 - Roof replacement (must be completed before November 30, 2002)
 - Seismic upgrade of mezzanine
 - Replacement of revolving door and air lock
 - Replacement of emergency exit doors
 - Replacement of HVAC system
 - Upgrade of lighting
 - Washroom and change room renovations
 - Interior wall finishing
 - Installation of front entrance canopy
 - Installation of bleacher and mezzanine viewing area
- The tenant was responsible for all taxes, utilities, insurance, and maintenance of the lands and facilities.
- The tenant was required to license the use of the cycling track and common areas of the facility to the Burnaby Velodrome Club.

- In the event that annual revenues from the operation of the Sports Centre exceed annual expenditures, the excess is required to be paid to the City.
- the Tenant is required to “keep the Lands and the interior and exterior, and all structural and non-structural components, of the Sports Centre...in a safe, clean and sanitary condition and in good and substantial repair.”
- the Velodrome Club is solely responsible for maintaining and repairing the cycling track. Volleyball BC is required to keep and maintain adequate records of maintenance, repair, and replacement activities within the Sports Centre.

After the expiry of the 2002 lease in 2017, the City entered into a 3-year lease with Volleyball BC, followed by three extended lease terms—two one-year extensions and one six-month extension, ending December 31, 2022. The tenancy is now in overholding, operating under the same lease terms without a new agreement.

Since the original execution of the lease agreement between Volleyball BC and the City of Burnaby, there have been small adjustments to the agreement, but the facility has largely functioned the same—primary use as an indoor court recreation space and secondary use as an indoor cycling velodrome.

2.2.3. Sub-Lease Details

Burnaby Velodrome Club entered a license agreement with Volleyball BC for the use of the cycling track and common spaces in November 2002. This has been followed by nine extensions with various amendments, with the current agreement dating from July 2023 on a month-to-month basis.

The rent payable to Volleyball BC totaled \$100,000 from July 2004 – June 2005. The amount has escalated to \$135,612 in 2023. The increase between 2004 and 2023 is below the rate of inflation as recorded in the consumer price index, which would have increased the rent amount to \$150,760 in 2023. Additionally, until 2011, an infrastructure credit significantly reduced the rent payable by BVC.

Key terms within this license agreement include the requirement for BVC to provide Volleyball BC with annual financial reports, future operation plans, and records of track repairs and maintenance. BVC is allocated 28 regular hours per week, with additional hours guaranteed for competitions and events. As the leaseholder, Volleyball BC dictates the terms of the license agreement. Volleyball BC also contractually has the right to cancel any BVC booked date for a maximum of 6 calendar dates per year, with mutually acceptable replacement dates agreed upon at the time of cancellation.

Table 2. BVC License Agreement Allotted Times

BVC License Agreement Allotted Times	Start	Duration
Monday	15:00 – 18:00	3
Tuesday	9:30 – 12:30	3
Wednesday	15:00 – 23:00	8
Thursday	9:30 – 12:30	3
Friday	15:00 – 22:30	7.5
Saturday	19:00 – 22:30	3.5
Weekly Total		28
Annual Total		1456
Total Hours with Additional Hours and Competitions		1684

The Velodrome Club is solely responsible for the maintenance, repair, and replacement of the cycling track. The Velodrome Club is also responsible to damages to the courts, which can occur when cyclists crash. Likewise, Volleyball BC is responsible for damages to the track beyond regular wear and tear of a shared facility.

2.2.4. Description

At present day, the 4,900m² (53,000 ft²) air-supported facility contains 6 volleyball courts, a 200 m indoor cycling velodrome, and offices for Volleyball BC (lease holder) and Burnaby Velodrome Club (sublease holder) and support spaces. The majority of the building is single storey, however, there is a mezzanine space located along the facility's north wall. The following figure introduces the layout of the facility. Photos of the numbered locations are located on the following page.

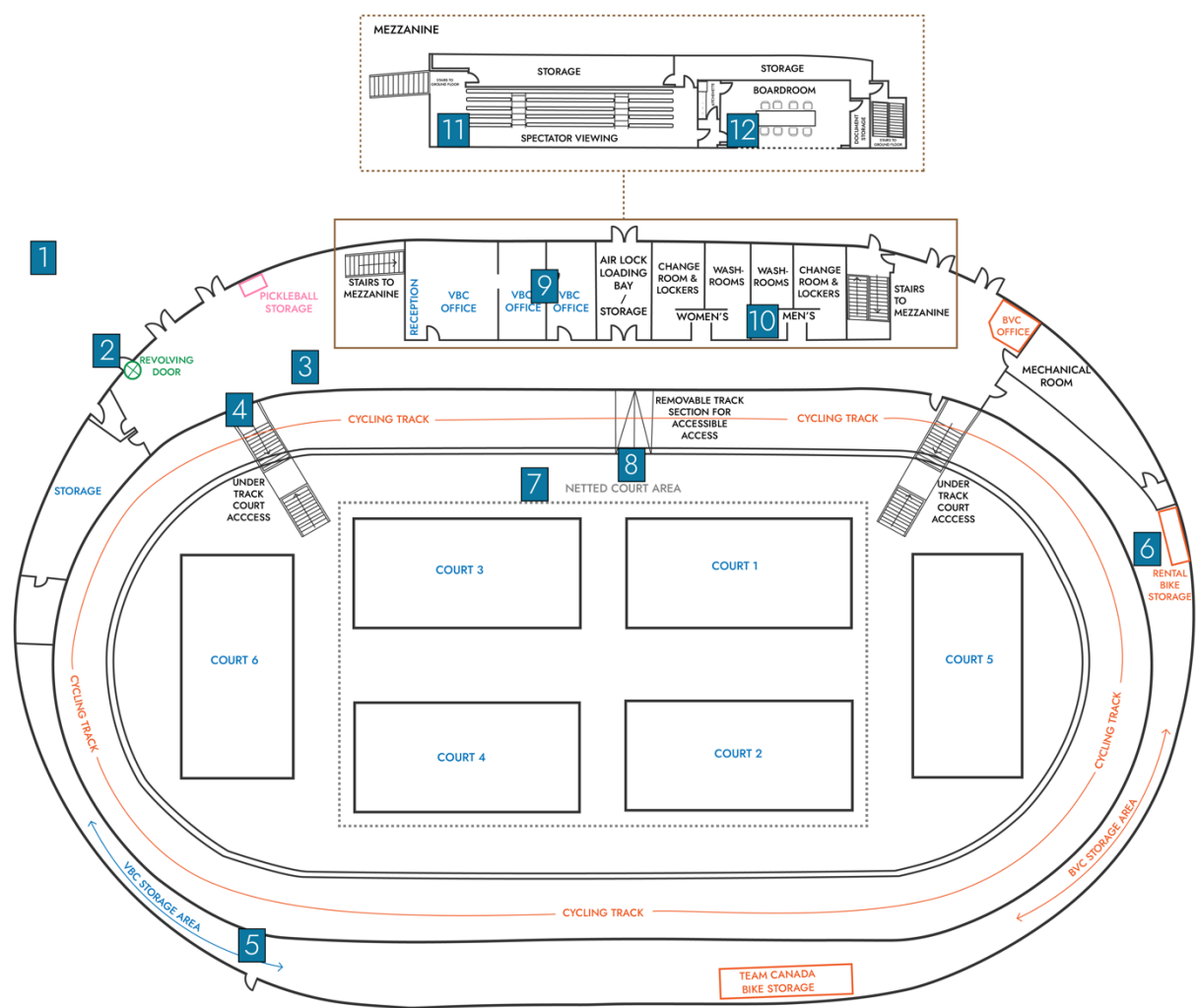


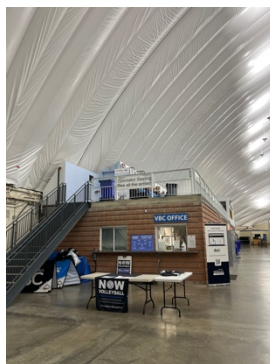
Figure 5. Facility Floor Plan



1. Air sprung structure



2. Parking and Exterior



3. Shared lobby,
administrative
offices and viewing
area



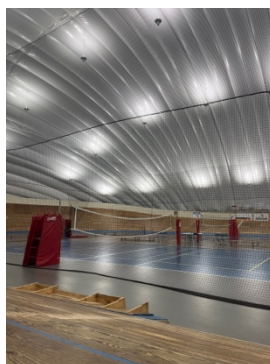
4. Under-track access
stairs



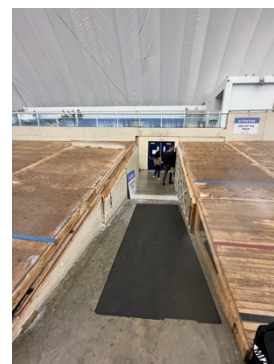
5. Under-track storage
area



6. Rental Bike Storage
Cage



7. Netted volleyball
court area



8. Removable track
area



9. VBC administrative
office area



10. Men's Washroom



11. Mezzanine viewing
area



12. Mezzanine
boardroom

The following table details the main spaces within the Harry Jerome Sports Centre.

Table 3. HJSC Space List

Space	Area (m ²)	Area (ft ²)
Ground Floor		
Lobby	512.7	5518.4
Air Lock Entrance	7.8	84.0
Cycling Track	1324.3	14254.6
Inner Court Area	2257.4	24298.4
Netted Court Area	1093.4	11769.2
Inner Court Area without Netted Area	1164.0	12529.2
Mechanical Room	50.1	539.3
BVC Office	7.5	80.7
Men's Washroom/Changeroom	65.9	709.3
Women's Washroom/Changeroom	67.9	730.9
Air Lock/Loading Bay	31.3	336.9
VBC Offices	109.5	1178.6
Office 1 (Reception)	53.0	570.5
Office 2 (Middle)	27.2	292.8
Office 3	29.3	315.4
Storage (Sprinkler Valve Room)	60.8	654.4
VBC Behind-Track Storage Area	285.5	3073.1
BVC Behind-Track Storage Area	244.8	2635.0
Total, Ground Floor	5025.5	54093.8
Mezzanine		
Spectator Viewing Area	102.2	1100.1
Staff Kitchenette	5.7	61.4
Boardroom	56.8	611.4
Vestibule	4.1	44.1
Document Storage & Tech Room	6.5	70.0
Behind Bleacher Storage	45.4	488.7
Behind Boardroom Hallway/Storage	33.8	363.8
Total, Mezzanine	254.5	2739.4

Space	Area (m ²)	Area (ft ²)
Total Area	5280.0	56833.2
Total Facility Footprint	4927.4	53038.0

2.2.5. Physical Condition

Preface: The following physical building condition information has been informed by the 2024 VFA Condition Assessment Report which was commissioned by the City of Burnaby. The current lease holder, Volleyball BC, has a secondary facility condition assessment commissioned by themselves which presents an alternative capital maintenance program. This information is captured within Appendix A: Volleyball BC Assessment.

The City utilizes VFA's approach to capital maintenance planning for the majority of its owned facility assets. In 2024, the City completed an assessment of HJSC. The outcomes of the assessment can be summarized into the following key points:

- Over the next ~20-years, the facility requires significant capital investment to ensure functionality and safety. The Building Condition Assessment identifies ~\$19m worth of renewal and replacement items with approx. \$9m of items required in the next 10-years. The projected building system renewal costs by year are presented in the following figure.
- All major building systems: electrical, mechanical, structural and architectural require considerable capital investment.
- The assessment identifies that the courts and cycling track be renewed in year 2038.

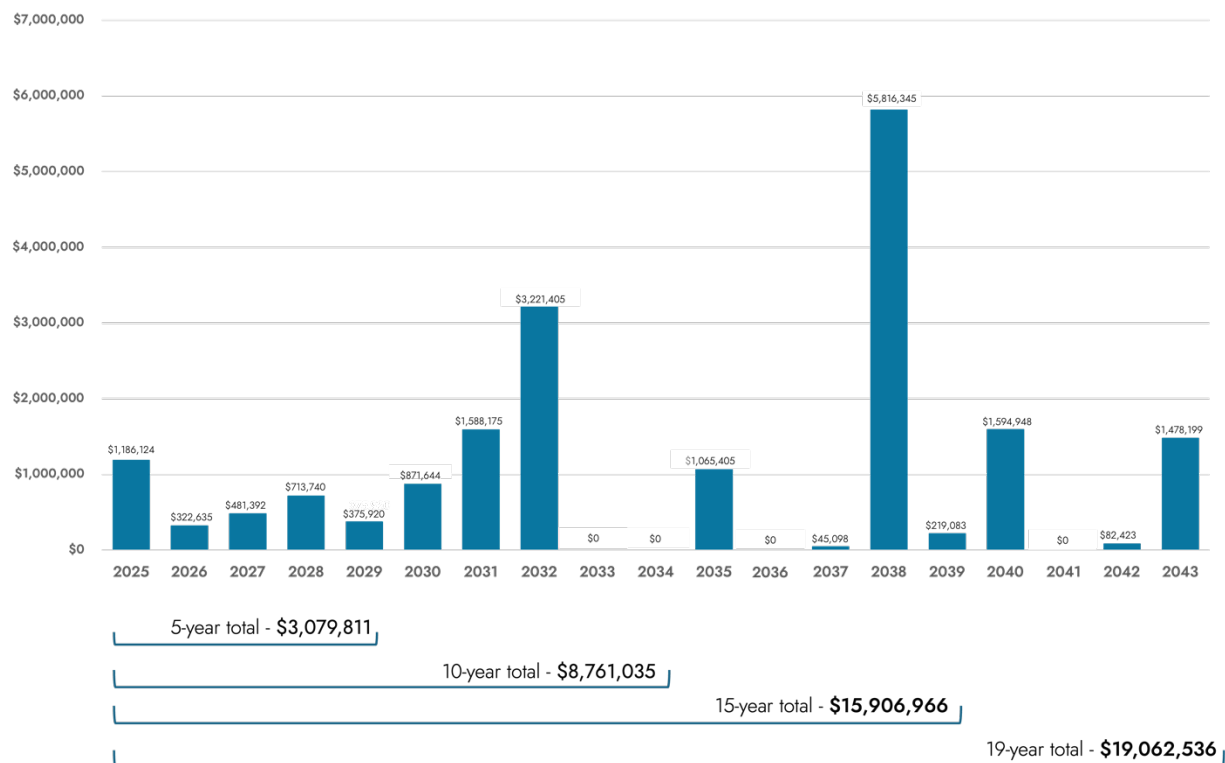


Figure 6. Estimated Capital Renewal Requirements, VFA (2024)

For a detailed understanding of the building system renewal requirements, please see Appendix C: VFA Building Condition Assessment, 2024.

Notes on Facility Challenges: Since its construction, the facility has had notable physical challenges related to the roof structure and the indoor track. The following summarizes the key challenges.

- Roof Collapse #1: News article from May 2000 indicated that the roof had previously collapsed twice.² Because of the poor condition of this roof, Volleyball BC was required to replace this roof in their 2002 lease with the City for a 15-year term.
- Roof Collapse #2: During the winter of 2008/2009, the roof collapsed due to heavy snow and a power failure. There was minimal damage to the roof, which was not replaced after this incident.

² Canadian Cyclist (2000). Retrieved from <https://canadiancyclist.com/dailynews.php?id=2604&title=Burnaby%20Velodrome%20Closing,%20Laval%20Midweek%20Results>

- Roof Collapse #3: During the winter of 2022/2023, the roof collapsed and required replacement. The replacement, which cost \$1.8 million, was replaced by Volleyball BC, with contributions from Federal grant funding (\$750k) and the City of Burnaby (\$500k).
- Cycling Track Closure #1: In May 2001, on the advice of the City's Risk Manager, the track was closed due to its poor condition. Structural engineering reports indicated that the track was not in satisfactory condition for its intended use and deemed unsafe.

3. CURRENT STATE – USE OF THE FACILITY

HJSC is currently being utilized to support indoor court activities and indoor cycling. The facility is managed and operated by Volleyball BC who holds a sublease agreement with Burnaby Velodrome Club. The following section summarizes the current use profile of the facility. Detailed assessments of Volleyball BC and Burnaby Velodrome Club can be found within Appendix A and B, respectively.

3.1. Volleyball BC

3.1.1. Facility Utilization Overview

Volleyball BC is the primary leaseholder of the facility, managing its operations and maintenance, while also using it as their headquarters. The facility operates from 8:45 AM to 10:30 PM daily.

Volleyball BC's programming, including leagues, tournaments, and youth programs, accounts for approximately 50% of the facility's total court use time. These uses take place after school and work hours on weekdays, and all day on weekends. There is little demand for volleyball in the morning and early afternoon. As a result, this court time is rented to external users, primarily pickleball groups. The Velodrome Club is allocated time for the cycling track, which renders court 5 and 6 unavailable for volleyball and other court uses. The remainder of the time is allocated by VBC to private volleyball court rentals and other uses.

The facility is well utilized, reaching 80% utilization in 2021/22 and 2023/24 during peak seasons. Utilization rates have increased since 2019, particularly as a result of pickleball rentals. A facility closure in early 2023 for roof replacement temporarily reduced usage but rebounded to pre-closure levels in 2023/24.

3.1.2. User Profile and Demographics

Overall, there are a high number of visits to the facility associated with VBC programming and external rentals. In 2024 (from January to November) the facility had an estimated 98,000 facility visits, with ~70,000 associated with Volleyball BC programming and ~28,000 being attributable to external rentals. Just under half of VBC programming-related facility visits were attributable to residents of Burnaby or the Tri-Cities at 28% and 21% respectively. Demographic information for external rentals is unknown due to a lack of information available.

Table 4. Summary Facility Visits by VBC Use, 2024 (to November)

2024 (to November)			
Use	HJSC Facility Visits	% Burnaby Residents	% Tri-Cities Residents
VBC Programming	69,731	28%	21%
External Rentals	28,146	-	-
Total	97,877	-	-

The percentage of facility visits attributable to Burnaby residents varies by program bucket. For example, VBC Youth Recreational Programs have a much higher percentage of Burnaby resident participants, at 58%. See the table below for a breakdown of VBC programming-related facility visits in 2024:

Table 5. VBC Programming Facility Visits by Program Type, 2024 (to November)

2024 (to November)					
VBC Programming	# Events /Programs	# Registrants /Participants	# HJSC Facility Visits	% Burnaby Residents	% Tri-Cities Residents
Adult Recreational Leagues and Programs	200	2,995	31,405	25%	17%
VBC School Tournaments	7	992	992	26%	18%
Club Tournaments	18	2,636	5,272	10%	7%
Team BC Programs	32	416	785	6%	5%
VBC Club Rentals/ Programs	224	1,621	25,936	29%	32%
VBC Youth Recreational Programs	616	1,153	5,341	58%	11%
Total VBC Programming	1,097	9,813	69,731	28%	21%

3.1.3. Financial Assessment

Within the existing lease agreement between the City of Burnaby and Volleyball BC, a financial report for Harry Jerome Sports Centre separate from Volleyball BC's organization report is required annually. These two separate accounting streams have a very strong connection between them, but the relationship is complex.

The revenues and expenses for Volleyball BC's internal programs that take place at HJSC are not accounted for in HJSC's financial reports, which account for ~50% of the facility's total court utilization. Because of the complexity of this arrangement, the true facility accounts cannot be accurately estimated

without significant effort and complete access to bookkeeping documentation, which is considered outside of the scope of this work.

Based on VBC's HJSC official financial reports, total facility revenues and expenses have both grown significantly from 2017 to 2023, with expenses outpacing revenues. Between 2017 and 2023:

- Revenue from HJSC grew an average of 17% per year, from \$165k to \$383k.
- Expenses at HJSC grew an average of 15% per year, from \$266k to \$587k
- Expenses exceeded revenues by an average of 41%, with the gap growing larger since 2021
- Revenue from rent paid by the Velodrome Club has fluctuated but increased from \$113k to \$129k in 2022 (rent reduced in 2023 due to roof replacement). BVC's rent as a proportion of total facility revenue has decreased over this period.
- The main growth in revenue has been driven by an increase in volleyball court rentals to external users and clubs, as well as expanding into pickleball court rentals.
- The main growth in expenses has been driven by an increase in labour and benefits, which increased 86% between 2020 and 2022, driven by a large increase in facility attendant labour hours.

Using the accounting principles that have historically been put in place, HJSC has run on a deficit every year and is therefore subsidized by the other operations of Volleyball BC. This operational deficit does not consider major capital upgrade projects, which have included 50% of the 2017 flooring replacement (\$317,275), 2018 air unit replacement (\$129,035), 2019 siding replacement (\$16,365), and 2023 roof replacement (\$1.43 million, \$660k paid by VBC with non-grant funding).

Volleyball BC's net surplus, as presented in their organization's financial reports, has increased from \$59,301 to \$519,651 between 2017 and 2023. Volleyball BC has indicated that a large driver for the increase in surplus has been the inability to hire staff as demand has grown, leaving a gap in service delivery and support. The organization has prioritized addressing this gap in 2025 onwards and is projecting a significant decrease in surplus as a result.

As noted, true facility accounts cannot be accurately estimated without significant effort and complete access to bookkeeping documentation for HJSC and the organization. Considering that revenues and expenses which are related to VBC programming (that take place at HJSC) are not captured on the HJSC reports, it is highly probable that the current accounting principles which are utilized in the preparation of HJSC financial reports does not accurately capture the true facility accounts.

3.1.4. Capital Maintenance & Financial Challenges

The VFA report (commissioned by the City of Burnaby) estimated \$19 million in capital renewal over the next 20 years—something that Volleyball BC would not be able to bear. Volleyball BC also conducted a separate building condition assessment with Mallen Gowing Berzins Architecture, AES Engineering (electrical engineer), and M3 Development Management (quantity surveyor) that estimated a reduced figure of ~\$5 million over 20 years, with \$4.7 million required within the next decade. The main differences in projected costs are linked to:

- City expectations and standards which exceed those of the non-profit operators.
- VBC's experience operating the facility and their understanding of what systems require maintenance vs. renewals.

Regardless of the differing opinions, Volleyball BC has indicated that they are unable to bear the reduced costs alone and would require subsidies or grants. Significant increases in revenue and profitability would be required to fund the capital renewal and maintenance schedule.

3.1.5. Challenges & Future Viability

VBC's management of HJSC has been viable due to an operational model that minimizes expenses, and which relies on subsidizing from the main organization. This model has now reached a point where it is not sustainable without outside intervention. Several factors challenge the future viability and sustainability of the VBC's continued use of the facility:

- **Facility-Related Expenses Outpacing Revenue Generation:** According to accounting principles historically put in place, the operating costs of the facility have exceeded revenue generation, with a gap that is growing. Additionally, costs of required capital upgrades have increased significantly. Under the current operating model, it is not feasible that the facility revenues will cover the required expenses. As a point of reference, City run recreation facilities typically run at a 40-60% operational cost recovery rate.
- **Reliance on Permissive Tax Exemption:** Volleyball BC receives a significant permissive tax exemption from the City for HJSC, which totaled \$246k in 2024. The viability of VBC's operation at HJSC of the facility relies on this exemption.
- **Historical lack of capital renewal planning:** The original 15-year lease term was negotiated for VBC to be able to recoup the capital investment required for identified replacements and upgrades. Until 2025, VBC did not have a capital renewal plan for the facility, and the

organization does not have the resources to address the increasing costs of the aging facility without subsidies.

- **Tensions with Burnaby Velodrome Club:** There are considerable and persistent operational conflicts, including conflicts around scheduling and maintenance responsibilities, which contribute to an unstable working relationship between the two organizations.

3.2. Burnaby Velodrome Club

3.2.1. Facility Utilization Overview

The Burnaby Velodrome Club operates within the Harry Jerome Sports Centre under an agreement that allocates 28 recurring hours per week for track use. The Velodrome Club's activities fall into three primary categories: structured programs (Learn to Ride, Learn to Race, and clinics), racing events (weekly Friday Night Racing and regional competitions), and general track use (track passes and drop-in sessions).

Peak usage occurs on Wednesday and Friday evenings when track capacity (capped at 20 riders) is fully utilized. However, the Velodrome Club has expressed concerns that its limited access to prime hours restricts potential growth and participation. Due to incomplete record-keeping, accurate validation of capacity constraints and actual facility usage remains challenging.

Annual facility visits attributable to the Velodrome Club are estimated to range between 5,000 and 7,750. Membership data suggests that Burnaby residents make up a small portion of total participation (9–13%), reinforcing that the facility functions primarily as a regional cycling venue rather than a local community hub.

3.2.2. User Profile & Demographics

Data from 2019, the only year with comprehensive visit estimates, indicates that the majority of participants come from the broader Lower Mainland region (47% of members, responsible for 69% of total visits). The remaining members are from exurban Vancouver, other parts of British Columbia, and out-of-province locations, with a small percentage of participation from Alberta and the U.S.

3.2.3. Financial Assessment

The Velodrome Club's financial model heavily relies on government grants, which accounted for an average of 47% of total revenue between 2012 and 2023. Revenue growth has remained stagnant, averaging only 1% annual increases over this period.

Key financial challenges include:

- **Rent Costs:** The largest annual expense, accounting for 64% of the Velodrome Club's total operating budget between 2017 and 2023.
- **Payroll:** Averages \$43,000 annually, though the Velodrome Club remains primarily volunteer-run due to financial constraints.
- **Track Maintenance/Renewal:** A 2024 assessment estimates a \$2.6M track renewal cost by 2032, which is financially unfeasible under the current funding model.

3.2.4. Challenges & Future Viability

The Velodrome Club has faced persistent financial difficulties since the inception of HJSC, leading to its reliance on external grants and limited staffing. Several factors contribute to the uncertainty of its long-term sustainability:

- **Restricted Access & Capacity Issues:** Limited peak-hour availability restricts participation growth, and facility-sharing agreements with other user groups create scheduling conflicts.
- **Aging Infrastructure & Maintenance Costs:** The existing track is original to the facility's construction and requires significant investment for renewal, which the Velodrome Club cannot afford.
- **Declining Regional Importance:** The construction of modern velodromes in Canada (such as the Mattamy National Cycling Centre, Milton, Ontario) has reduced the Burnaby Velodrome's role as a premier training and competition venue, impacting funding opportunities from national cycling organizations.
- **Tensions with Volleyball BC:** Operational conflicts, including disputes over scheduling, facility maintenance responsibilities, and the removal of the track's removable section, contribute to an unstable working relationship between the two organizations.

4. CURRENT STATE – ROLE WITHIN SPORT AND THE COMMUNITY

4.1. Volleyball

The Harry Jerome Sports Centre has served as BC's hub for Volleyball since Volleyball BC first occupied the facility in 1997. As BC's provincial governing body for volleyball, HJSC has supported administrative operations, athlete development programs, and provincial competitions for decades.

From a regional perspective, the facility addresses a known shortage of large, multi-court indoor venues in the Lower Mainland. There are few regional facilities that can host and facilitate large, multi-court events or concurrent training sessions, positioning the centre as a critical provider of court space for organized sports. The facility is also centrally located in Metro Vancouver and is within a 30-kilometre radius of 60% of BC's population.

HJSC use spans recreational uses as well as high-performance training, hosting adult recreation leagues and tournaments, youth clinics, school tournaments, alongside advanced training programs for provincial-level athletes, and referees. HJSC hosts Volleyball BC's Lower Mainland Team BC Programs, which works to identify, train, and develop athletes with high performance potential, as well as coaches who aspire to represent Canada internationally.

The training aspect of the facility is an important part of the sporting infrastructure supporting the development of BC athletes, many of whom have advanced to represent Canada internationally. According to Volleyball BC's 2024 AGM Report, there are several athletes from the Lower Mainland on Team BC that currently play on Team Canada, including Ryan Sclater, Emily Maglio, Sydney Grills. The facility is also the training home of Danille Ellis and Felicia Voss-Shafiq, who represented Canada in sitting volleyball at the 2024 Paralympic Games.

4.2. Indoor Cycling

The Burnaby Velodrome is the only indoor cycling track in BC and is one of only four across Canada (with one additional track coming online in 2026 in Edmonton at the Coronation Park Recreation Centre). It is also the only indoor cycling track in the Pacific Northwest and draws track cyclists from Washington State and Idaho. The track is located in a temperate climate ideal for training both indoor and outdoor athletes, which is unique in the Canadian context.

A number of high-profile track cyclists have trained or raced at the Burnaby Velodrome, including Olympic silver medalist and Pan-Am Games gold medalist Brian Walton, former World Champion and Olympian Tanya Dubnicoff, Olympian Lori-Ann Muenzer, and Olympic Bronze Medalist Jasmine Glaesser.³

While the track remains important regionally, its international importance has waned over the years as other indoor cycling facilities have been constructed. The Mattamy National Cycling Centre in Milton, Ontario was constructed in 2015, which was the first 250 meter UCI-regulated, class 1 indoor velodrome in Canada. There has been a decrease in National Training Centre funding over the years as other, newer, regulation-sized velodromes have been constructed across Canada.

Despite the decreased national importance of the facility, the facility continues to support the National team, who maintains a dedicated storage cage in the facility. Canada's large geographical area means that this facility continues to serve as a regional facility and provides training opportunities for track cyclists in western Canada.

4.3. Regional Supply of Indoor Courts and Velodromes

The HJSC is a unique facility supporting indoor volleyball and indoor cycling. A facility which primarily supports these uses is uncommon across most municipalities in Canada. As such, this asset, under its current use profile, is considered a regional (or destination) recreational facility meaning that participants will travel from neighboring communities to access the programs and amenities. To further understand the indoor court and cycling track landscape, a contextual facility scan has been completed. The scan has focused on identification of:

- Indoor multi-court facilities within the lower mainland
- Indoor volleyball court facilities
- Pickleball courts within the lower mainland
- Cycling tracks / velodromes within Canada

4.3.1. Indoor Volleyball Multi-Court Facilities

When considering indoor multi-court facilities, there are two main categories:

³ Canadian Cyclist (2002). Burnaby Track in Trouble. Retrieved from <https://canadiancyclist.com/dailynews.php?id=4681>.

- Facilities with multi-sport gymnasiums - Gymnasium spaces typically range between 650-800 m² and can accommodate 2 to 3 volleyball courts.
- Purpose built facilities with multi-court spaces – Facilities with purpose built indoor courts primarily supporting single activities.

Facilities with multi-court gymnasiums: Within the lower mainland, there are numerous school, university and community centre gymnasiums which can accommodate indoor court activities/volleyball on a rental or drop-in basis. While there are numerous facilities, access to these spaces is limited to select windows of time and to select user groups.

Within the City of Burnaby, three community centres offer drop-in volleyball for adults and youth at specified times within their gymnasia. Community Centres offering drop-in volleyball space are likely to increase to five within the next five years with the completion of the new Cameron Community Centre and Brentwood Community Centre. Currently, the number of hours allocated weekly to volleyball are very limited. A summary of the hours allocated to volleyball drop-in per the fall 2024 schedule weekly is shown in the following table:

Table 6. Burnaby Community Centre Drop-in Volleyball Hours, Fall 2024

Facility Name	Hours per Week for Drop-in Volleyball
Bonsor Recreation Centre	8
Edmonds Community Centre	4
Christine Sinclair Community Centre	6

Apart from schools, universities and community centres, a handful of private businesses also offer volleyball court rentals in multi-sport gymnasium facilities, including Richmond Sports and Fitness (2 courts, Richmond), and Catalyst Initiative Athletic Club (2 courts, Maple Ridge),

Purpose built facilities with multi-court spaces: Facilities with spaces larger than a gymnasium that can accommodate more than 3 volleyball courts are very limited, and the City of Burnaby does not operate any community recreation facilities with large indoor multi-court spaces. The main comparable facility in the region is the Richmond Olympic Oval, which can be configured to hold 13 volleyball courts.



Figure 7. Richmond Olympic Oval Multisport Court Area. Photo from Richmond Olympic Oval.

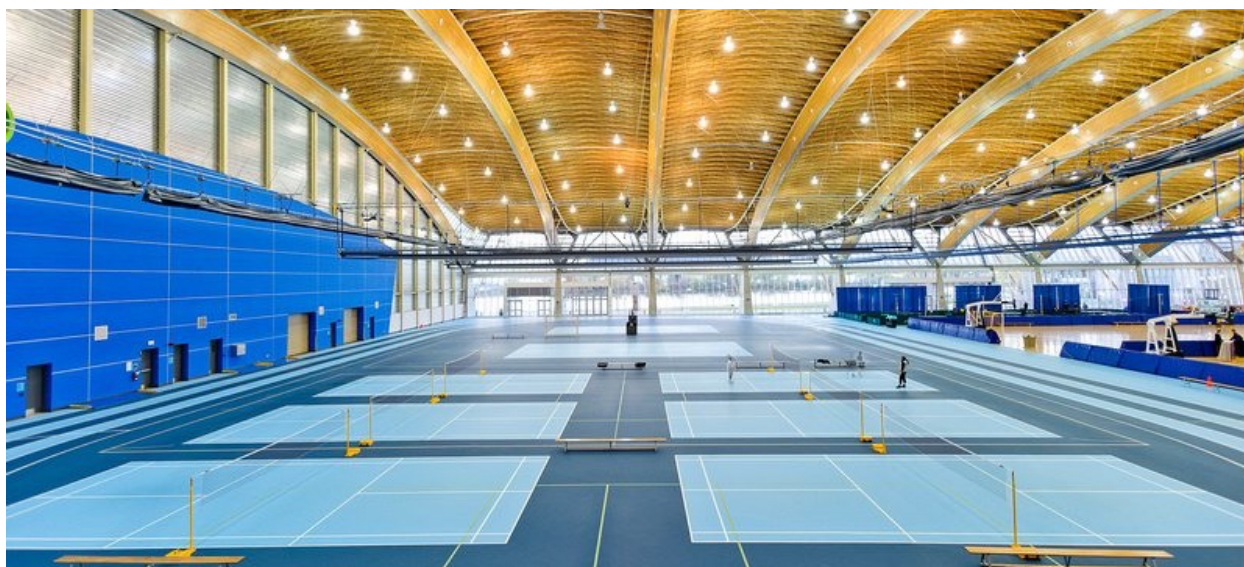


Figure 8. Richmond Olympic Oval Multi-use Track and Court Space. Photo from Centaur Products.

Additionally, there is a private indoor beach volleyball facility within the City of Richmond named 6Pack Indoor Beach which features 4 beach courts.

Summary

Overall, there are currently limited indoor multi-court facilities in the region that can accommodate regular use for recreational leagues, tournaments, club practices, and rentals, particularly at the volume

of participation that is currently offered at Harry Jerome Sports Centre. This conclusion also exhibits HJSC's regional role in the provision of indoor volleyball courts.

4.3.2. Cycling Tracks / Velodromes

The Burnaby Velodrome (200m) is one of four indoor velodromes in Canada, and currently the only indoor cycling track in Western Canada. There are currently two regulation-size (250m) velodromes in Canada, located in Milton, Ontario and Bromont, Quebec. A third regulation-size indoor velodrome is currently under construction in Edmonton, Alberta, and is anticipated to open in 2026. Additionally, the United States has two indoor cycling tracks in Michigan and California, with only the Velo Sports Center in Carson, California containing a 250m track. The following figure presents the locations of the indoor velodromes across Canada.

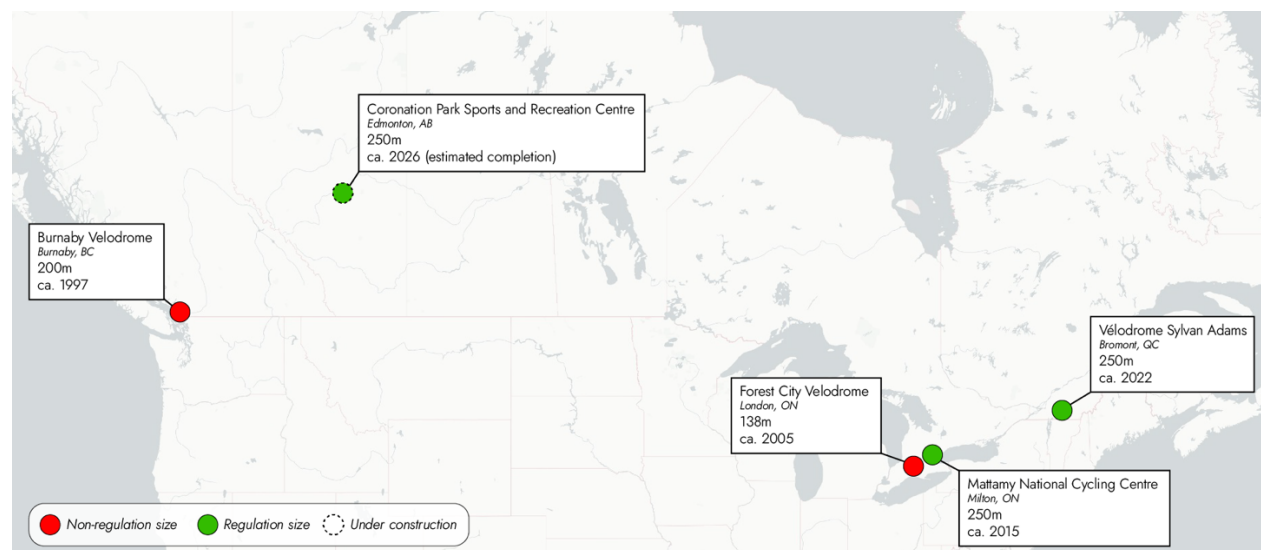


Figure 9. Indoor Velodromes in Canada

There are currently three outdoor velodromes in Canada, none of which are regulation sized. The three outdoor velodromes are the WestShore Velodrome (Victoria, BC), Argyll Velodrome (Edmonton, AB), and Glenmore Velodrome (Calgary, AB). There is also a 400m outdoor velodrome across the border—the Jerry Baker Memorial Velodrome—Redmond, Washington.

The Mattamy National Cycling Centre is a state-of-the-art facility that can approximate the operational costs of a full-sized, fully functioning velodrome facility with multi-use courts, walking/running track, and fitness facilities. The Mattamy National Cycling Centre was constructed at a cost of \$56m in 2015 for the Pan American Games and was handed over to the Town of Milton following the event. From 2014 to 2025, the operational costs of the were approximately \$11.4 million, with the majority (~80%) having

been paid by the federal government through the Toronto Foundation 2015 Sport Legacy Fund.⁴ There is an additional \$1.6m allocated in Milton's 2025 capital budget for improvements to the cycling track. The facility saw increased facility visits between 2017 and 2019, reaching over 300,000 in 2019.

Note: Coronation Park Sports and Recreation Centre is currently under construction in Edmonton and will be a city-owned multi-sport recreation facility with a 250-metre indoor cycling track, running track, fitness studio, bouldering wall, multiple sports courts, and other spaces. The facility is anticipated to operate at 50% cost recovery,⁵ with the Argyll Velodrome Association programming, managing and operating the cycling track and cycling spaces, which will not require an operating subsidy from the City of Edmonton. However, the association is not expected to pay rent, and user fees are used solely to support cycling track and space programming and operations.

⁴ InsideHalton (2025). Is Milton's Multi-Million Dollar National Cycling Centre Worth It? Retrieved from https://www.insidehalton.com/news/is-miltons-multi-million-dollar-national-cycling-centre-worth-it/article_3b963de7-f0d6-56e0-b1e9-7d949f66ae4e.html

⁵ City of Edmonton (2018). Capital Business Case 15-21-5801 - Coronation Community Recreation Centre.

5. FACILITY USE OPPORTUNITIES

While the current use of the facility is focused on indoor volleyball and cycling, there exist other possible uses for the facility. This section of the document explores the feasibility of other facility uses based on the following assumptions:

- The uses explored are in alignment with the current site zoning, P3, which permits the following uses:
 - Assembly, cultural and recreational facilities, including arenas, auditoriums, band shells, bowling greens, community centres, curling rinks, gymnasiums, riding academies, skating rinks, stadiums, swimming pools and tennis courts.
 - Arboreta, botanical gardens, planetaria, zoological gardens and aquaria.
 - Public parks
 - Public golf courses.
 - Public libraries.
 - Public playfields and playgrounds.
 - Public schools.
 - A dwelling or dwelling unit for a caretaker, watchman or other persons similarly employed, when considered to be essential to the operation of the facility.
 - Accessory buildings and uses.
 - Liquor license establishments.
 - Temporary shelters.
 - Childcare facilities.
 - Fire halls.
- The facility is situated on a section of land which is within the Burnaby Mountain Conservation Area although the lot is excluded from the conservation covenant.
- The uses identified will be compatible with the existing (or lightly modified) activity space. The space within the cycling track has an area of ~2,300 m², with two areas unusable due to under-track court access points. With the removal of the track, the facility can be reconfigured to accommodate up to 3,400 m² of indoor dry floor space.
- The uses shouldn't require extensive renovation and modification to the facility and site support spaces.
- The financial viability (typically defined in a business case) of each use opportunity is not assessed within this report.

Given the current zoning restrictions and the existing uses, the site and facility are best aligned for recreation and culture activities. The following section introduces each use opportunity for the facility.

Table 7. Facility Use Opportunities and Accommodation

Use Activity	Description
Badminton	Activity space can accommodate up to 15 badminton courts.
Basketball	Activity space can accommodate up to 3 full-size courts
Climbing Walls	Activity space could accommodate a wide range of boulder and top rope climbing walls, as well as digital climbing walls. This facility could accommodate competition height climbing activities.
Culture Event Space	Activity space could be reconfigured to support a wide range of events, exhibitions, trade shows, cultural festivals, markets and fairs.
Dance	Activity space could accommodate a variety of dance and training spaces. Could include a sprung floor, training floors and mirrored moveable walls.
Fitness and Wellness	Activity space could be reconfigured to support a multitude of fitness and wellness spaces including weightlifting, yoga, Pilates, spin, aerobics etc.
Gymnastics	Activity space could support a comprehensive collection of gymnastic infrastructure including recreational and competition floors, multiple trampolines, foam pit, bar area, beam area, tumble track, vault track, parkour zone etc. The high ceiling height is optimal for several gymnastic specialties and allows for competition level training / events.
Indoor Bike Park	The activity space could be used to support multiple indoor pump tracks and bike jumping air bag zones.
Indoor Soccer	The activity space can accommodate 1 standard indoor soccer field (61x26m).
Pickleball	The activity space can accommodate up to 10 pickleball courts.
Roller Sports	Activity space could be reconfigured to support roller sports - roller hockey, roller derby, or casual roller-skating.
Table Tennis	The activity space can accommodate up to 60 table tennis tables.
Tennis	The activity space can accommodate up to 3 tennis courts.
Trampoline Park	Activity space could be reconfigured to the development of a trampoline park.
Volleyball	Current use. Activity space can accommodate up to 8 full-size courts

A high-level suitability assessment has been completed to better understand each use opportunity. The suitability assessment aims to answer the following questions:

- Does the structure provide sufficient size and height for the use opportunity?
- Does the site provide sufficient space to support the use opportunity?
- Can the facility be easily adapted to meet the layout and setup needs of the use opportunity?

- Is there a perceived unmet demand for this use activity?
- Will the use opportunity primarily support local Burnaby residents or a larger demographic?
- Does the physical location of the site positively, neutrally or negatively impact the use opportunity?
- Is there an opportunity to combine the activity with another use activity?

The following table summarizes the outcomes of the suitability assessment. For a detailed suitability assessment, see Appendix D.

Table 8. Facility Use Suitability Assessment Summary Table

Use Activity	Does the structure provide sufficient size and height for the use opportunity?	Does the site provide sufficient space to support the use opportunity?	Can the facility be easily adapted to meet the layout and setup needs of the use opportunity?	Is there a perceived unmet demand for this use activity?	Will the use opportunity primarily support local Burnaby residents or a larger demographic?	Does the physical location of the site positively, neutrally or negatively impact the use opportunity?	Is there an opportunity to combine the activity with another use activity?
Badminton	✓	✓	✓	✓?	Regional	Negatively	Yes
Basketball	✓	✓	✓	✓	Local	Negatively	Yes
Climbing Walls	✓	✓	✓	✓	Regional	Neutral	Yes
Culture Event Space	✓	X	✓	✓	Regional	Negatively	Yes
Dance	✓	✓	✓	?	Local	Negatively	Yes
Fitness and Wellness	✓	✓	✓	✓	Local	Negatively	Yes
Gymnastics	✓	✓	✓	✓	Regional	Neutral	No
Indoor Bike Park	✓	✓	✓	✓	Regional	Positively	No
Indoor Soccer	✓	✓	✓	✓	Regional	Neutral	Yes
Pickleball	✓	✓	✓	✓	Local	Negatively	Yes
Roller Sports	✓	✓	✓	X	Regional	Neutral	Yes
Table Tennis	✓	✓	✓	X	Regional	Neutral	Yes
Tennis	✓	✓	✓	✓	Local	Negatively	Yes
Trampoline Park	✓	✓	✓	?	Regional	Neutral	No

6. SERVICE DELIVERY MODELS

When considering the future of HJSC, there are several service delivery models that can be considered. Assuming the City remains as the owner of the facility, there are three likely service delivery models:

1. **City-managed and operated:** Under this model, the City of Burnaby would maintain and deliver direct programming from the facility. This is the same service delivery model as most community centres.
2. **City-managed and third-party operated:** Under this model, the City of Burnaby would maintain the facilities major building systems and lease the use of facility to a third-party. For example, a provincial sport organization could lease the space from the City and be responsible for program delivery while the City of Burnaby would maintain the functionality and integrity of the physical infrastructure. The operator can be found through a tendering process or through renegotiations with current tenants of the facility.
3. **Third-party managed and operated:** Under this model, the maintenance and operation of the facility and site would be the sole responsibility of the third-party provider. This model is most similar to what was utilized with Volleyball BC. The operator can be found through a tendering process or through renegotiations with current tenants of the facility.

6.1. City-Managed and Operated

A City-managed and operated model assumes the City holds responsibility for capital upgrades, maintenance, operations, and direct programming of the facility. However, there are several factors that limit the benefit and viability of this operating model, including the healthy provision of recreation space in the Northeast Quadrant of the city, high costs of capital upgrades, maintenance, and service delivery, as well as the facility's suboptimal location with limited access and parking.

The facility requires ~\$19m of upgrades over the next 20 years (or \$16.5m assuming no need to renew velodrome, but with additional costs to remove the velodrome and replace it with appropriate flooring) and will likely require additional cosmetic and functional upgrades to make the facility function as a community centre space at City standards. With competing priorities and other quadrants underserved by recreation space, community recreation resources are better served being invested in other areas of the City. As a result, direct service delivery has been ruled out by staff as a viable service delivery model at the HJSC.

6.2. City-Managed and Third-Party Operated

The City-managed and third-party operated model involves municipal responsibility for capital upgrades, major maintenance, and lifecycle renewals of the facility, while a third-party operator manages programming and daily operations. Examples of other city-managed and third-party operated facilities include Place des Arts, Evergreen Cultural Centre, and the Tennis Centre in Coquitlam.

This approach seeks to balance municipal oversight with operational efficiency by allocating high-cost, long-term infrastructure obligations to the City, which mitigates risks associated with inconsistent maintenance standards observed in past third-party management. By retaining control over capital investments, the City reduces liability exposure related to safety compliance, catastrophic failures, or asset degradation, and ensuring adherence to established quality and safety benchmarks. However, this model imposes significant financial obligations on the City, including an estimated ~\$19 million in capital upgrades over 20 years—alongside ongoing annual maintenance and groundskeeping costs.

While the City could theoretically charge higher rent to offset these expenses, the financial feasibility for third-party operators remains a challenge. Annual capital renewal costs alone exceed \$950,000, a figure unlikely to be fully covered by operator rent payments. Annual facility maintenance, including routine and preventative maintenance and janitorial costs, was estimated by FM staff at \$412,500 annually. Consequently, substantial municipal subsidies would likely be necessary to maintain and upgrade the facility.

This model exists on a spectrum between fully third-party managed operations and direct City control, with flexibility to negotiate specific maintenance standards and tenant improvements in contractual agreements. However, clear definitions of maintenance expectations, cost-sharing mechanisms, and accountability frameworks are critical to ensuring alignment between municipal priorities and operator capabilities. The feasibility of this service delivery model is dependent on what the market will bear.

6.3. Third-Party Managed and Operated

The existing operating model, in place since the facility's inception, which was intended to minimize municipal financial investment while enabling recreational service delivery. This approach relied on a third-party operator to manage daily operations at reduced costs, though this cost efficiency came at the expense of deferred maintenance, leading to the facility's current deteriorated state and heightened liability risks. While the model initially kept City expenditures low, the operator's adherence to

substandard maintenance practices has resulted in compounding infrastructure challenges, including safety concerns and escalating capital renewal needs.

If this model is retained, enhanced City oversight and clearly defined maintenance and renewal expectations—particularly for capital renewals—would be critical to mitigate further degradation. Financial feasibility remains a central challenge: even with Volleyball BC’s proposed alternate capital renewal plan, which reduces projected capital renewal and replacement costs to approximately \$5 million over 20-years, the organization has indicated an inability to bear these expenses independently, necessitating municipal funding, subsidies or grants. Transitioning to a new operator would likely require the City to fund significant upfront upgrades, such as velodrome removal and to bring the facility to a leasable standard. However, attracting a viable operator under the current conditions is unlikely, given the facility’s projected 20-year capital renewal burden and the additional costs of retrofitting the space for alternative uses.

Historical precedent underscores these challenges. During the 2002 tender process, all three proposals—from Volleyball BC, the Burnaby Velodrome Club, and Inlet Soccer—depended on City-funded capital upgrades and presented unconvincing business cases, leading to their rejection. Ultimately, the feasibility of this model depends on what the market will bear and the confidence from the City that an operator can carry out its responsibilities.

7. SCENARIO ANALYSIS

This analysis evaluates three distinct scenarios for the future of the facility, each exploring potential uses, service delivery models, and their implications for community benefit, financial sustainability, and recreation service accessibility. The scenarios are designed to identify trade-offs between continuity, financial impact, and potential community benefit between likely futures:

Scenario 1 – Volleyball and Track Cycling: Retains existing programming while restructuring lease agreements to address known operational and financial challenges.

Scenario 2 – Indoor Dry-Floor Recreation & Sport Space: Removes the velodrome to prioritize flexible indoor sports (e.g., basketball, pickleball), aligning with broader recreation trends.

Scenario 3 – Facility Demolition: Demolishes the structure and converts the site to parkland, eliminating known facility capital renewal and replacement obligations.

Scenario 1 and 2 can be delivered under two service delivery models: city-managed with third-party operation or third-party managed and operated. Scenario 3, while halting further investment, forfeits the facility's role as a regional sports hub and removes existing recreational opportunities within Burnaby. The following sections explore each scenario in more detail.

7.1. Scenario 1 – Volleyball, Dry Floor Sports, & Track Cycling

7.1.1. Description

Scenario 1 retains the Harry Jerome Sports Centre's (HJSC) current uses as a home for indoor court activities (volleyball and pickleball included) and the only indoor velodrome in the Pacific Northwest. This scenario supports existing service continuity and therefore continues to support the existing facility users – volleyball and indoor cycling predominantly. Under this scenario, service could be delivered via two service models: city-managed facility with third-party operation or third-party managed facility and operated.

Given the outcomes of the current use assessment related to financial feasibility, it is unlikely that a third-party (which delivers volleyball and indoor cycling activities) can support the ongoing maintenance and renewal requirements of the facility. Therefore, the most likely service model for this scenario is a city-managed facility and third-party operation. This is a deviation from the current state.

7.1.2. Demand and Community Benefit

Volleyball: There is a considerable demonstrated demand for volleyball in Metro Vancouver, and the demand is well established due to data from existing users of the facility. In 2024, there was an estimated ~69,000 facility visits associated with Volleyball BC programming, with an additional ~12,000 visits for external volleyball user group court rentals. While there is high demand for this type of court use, the direct benefit to Burnaby residents is limited, with only about 25% residing in Burnaby.

Pickleball: This scenario also assumes that external users would continue to access the facility, the most significant user being pickleball groups. There is a known quantified demand for pickleball courts during non-peak times (weekday and between 9-3pm) and it is well defined that the activity is still in a period of growth. There were an estimated ~16k facility visits associated with pickleball uses in 2024, around 45% of which were Burnaby residents.

Indoor Cycling: There is limited demand for indoor cycling tracks in Burnaby. The existing membership for BVC is <200 members and it has been estimated that track related annual visits were in the range of 5,000 to 7,500. Under the assumption that the same demographics would apply, ~15% of visitors would reside in Burnaby with the remainder of participants from neighbouring communities. It is likely that investment into the facilities would increase the demand, but the nature of the sport is that only 20 individuals can safely be on the track at a given time, thereby limiting the overall participation.

7.1.3. Operational Assumptions / Cost Implications

Under a city-managed facility and third-party operation model, it is assumed that the City of Burnaby would be responsible for the ongoing maintenance and renewal of the facilities building systems (electrical, mechanical, structural, architectural) as well as site elements. A third-party would be responsible for indoor general maintenance as well as program service delivery. Under these assumptions:

- The City would be responsible to address the existing deferred capital maintenance and projected capital maintenance, which is currently estimated at ~\$19m over 20-years. This includes the replacement of the indoor cycling track.
- The City would be required to provide ongoing maintenance to the facility, which is currently estimated at ~100k per year.
- The City should develop a new lease/use agreement which addresses existing challenges, including:

- Facility rental rates to the operator and user groups utilizing the facility, with predetermined acceptable increases.
- Clearly defined expectations related to internal facility maintenance and grounds maintenance.
- Equitable division of access to the facility for each user group.
- Reduced participation fees/rates for Burnaby residents.

It is recommended that if there are multiple operators, that each operator has an agreement directly with the City.

- The City should consider implementing a design solution which would allow the facility to be utilized for court use at the same time as track use. This may lead to increased participation.

7.1.4. Summary

Scenario 1 maintains the Harry Jerome Sports Centre's current dual-purpose use, preserving volleyball and track cycling facilities. Demand for these activities are known and with adjustments to the existing lease/use agreement, it is likely that participation will continue to increase. Given that these uses attract participants from a larger geographical region, it is likely the Burnaby residents will still make up less than 25% of overall use.

This scenario also assumes that the City will be required to address the deferred and projected building system renewal and replacement requirements. This is substantial at an estimated \$19m over 20-years. While there is an understanding that a third-party operator will be able to pay rent, it is highly unlikely that it will be substantive given the shear cost of facility and site maintenance. The City/Burnaby residents would continue to subsidize the cost of service delivery for an asset which supports regional demand. For reference, a City-managed and operated community recreation facility typically operates with a 40-60% operational cost recovery rate. Private and non-profits typically have a higher rate of cost recovery.

7.2. Scenario 2 – Indoor Dry Floor Recreation and Sport Space

7.2.1. Description

Scenario 2 explores the opportunities that may exist if the City offered the facility on the open market for recreation and culture purposes (consistent with the current zoning). A facility of this type can

support a wide range of use opportunities including: badminton, basketball, indoor climbing, culture events, dance, fitness and wellness, gymnastics, indoor bike skills park, indoor soccer, pickleball, roller sports, table tennis, tennis, trampoline park and volleyball. Offering the facility to the public on open market may provide other more financially feasible options for City consideration.

Under this scenario, service could be delivered via two service models: city-managed facility with third-party operation or third-party managed facility and operated. Given the outcomes of the current use assessment related to financial feasibility of high functioning non-profit sport organizations, it is unlikely that a third-party (which delivers recreation and culture programming) can support the ongoing maintenance and renewal requirements of the facility. Therefore, the most likely service model for this scenario is a **city-managed facility and third-party operation**. This is a deviation from the current state.

7.2.2. Demand and Community Benefit

The demand for the other use opportunities has not been quantified at a detailed level. Preliminary assessment indicates that several of the use opportunities presented have increasing demand and large membership/participation in the City of Burnaby and the Lower Mainland. Of the proposed use opportunities, the majority would provide some direct community benefit (to Burnaby residents) but likely more benefit to the region. The physical location of the facility and the scale of the facility supports regional participation.

7.2.3. Operational Assumptions / Cost Implications

Under a city-managed facility and third-party operation model, it is assumed that the City of Burnaby would be responsible for the ongoing maintenance and renewal of the facilities building systems (electrical, mechanical, structural, architectural) as well as site elements. A third-party would be responsible for indoor general maintenance as well as program service delivery. Under these assumptions:

- The City would be responsible to address the existing deferred capital maintenance and projected capital maintenance, which is currently estimated at ~\$19m over 20-years.
- The City would be required to provide ongoing maintenance to the facility, which is currently estimated at ~100k per year.
- The City would likely be responsible for a portion of the tenant requested improvements. At a minimum, it is expected that the City would have to remove the existing track.

Achieving full cost recovery through lease rates (for the identified use opportunities) is highly unlikely without a highly sophisticated and experienced operator. Under this scenario it is recommended that the City request detailed business cases from each potential operator to understand the level of municipal subsidy that will be required.

7.2.4. Summary

Scenario 2 offers a possible path toward a higher level of operational sustainability by providing an opportunity for other recreation and culture program operators a chance at utilizing the facility. This scenario may lead to facility use with higher proportions of Burnaby residents (increased community benefit) and decreased municipal financial risk.

7.3. Scenario 3 – Facility Demolition

7.3.1. Description

Scenario 3 proposes the demolition of the Harry Jerome Sports Centre and converting the site into public parkland. This scenario minimizes the ongoing operational, maintenance, and capital renewal costs associated with the aging facility, which faces significant infrastructure challenges, including the deteriorating velodrome and outdated systems. Demolition would remove liabilities tied to the building's poor condition and relocate resources to other municipal priorities. The cleared site could be repurposed as green space, be reintegrated into the Burnaby Mountain Conservation area as forested area or serve as a parking lot for access to Burnaby Mountain's trails. Facility demolition can take place immediately or in combination another scenario with a third-party managed and operated model, with the condition that the City will not invest in the facility's maintenance, repairs, and upgrades, with the facility demolished at its end-of-life as determined by the City's FM teams.

7.3.2. Demand and Community Benefit

The Northeast quadrant of Burnaby, where this facility is located, is already well-served by existing parkland, including the expansive Burnaby Mountain Conservation Area and nearby Barnet Marine Park. Converting this site into additional recreational green space may offer limited community value, given its proximity to existing established parks. Its location along Barnet Highway and adjacency to industrial properties also limits its value as green space.

The primary community benefit of this scenario lies in cost avoidance, eliminating costs associated with capital renewal and maintenance of the facility totalling ~\$19 million according to the VFA report. However, this comes with the trade-off of losing recreation space—namely, the loss of the region’s only indoor velodrome, as well as a loss of a large number of well-utilized volleyball and pickleball courts. While it is realistic to assume new Community Centres (Cameron and Brentwood) can support a portion of the use, there will be still be a net decrease for the region.

7.3.3. Operational Assumptions / Cost Implications

While Scenario 3 eliminates the costs associated with capital renewal of the facility, there are costs associated with demolishing the facility, clearing the site, and converting it to parkland. At \$15 per ft², demolishing the 53,000 ft² facility would cost \$795,000. Additional costs for park planning, landscape architecture and construction would be required following the demolition.

7.3.4. Summary

Demolishing the Harry Jerome Sports Centre and converting the site into parkland offers a fiscally conservative solution to eliminate long-term financial liabilities on an aging facility that currently operates more as a regional asset than one that primarily serves Burnaby residents. Demolition of the facility are estimated at ~\$800k, significantly lower than retaining the aging facility.

However, the loss of this facility would displace current groups and would remove recreation opportunities currently available, resulting in a net loss of usable recreation space, even after factoring in the new Community Centre development.

7.4. Scenario Summary

The three scenarios presented offer distinct pathways for the future of the Harry Jerome Sports Centre, each balancing operational feasibility, financial responsibility, and community impact.

Scenario 1 maintains the status quo, preserving volleyball and track cycling, though it requires significant upfront and ongoing municipal investment with limited direct benefit to Burnaby residents.

Scenario 2 introduces an opportunity to offer a broader range of recreational and culture opportunities, potentially increasing local engagement and financial sustainability but still requiring upfront and ongoing municipal support.

Scenario 3, the most cost-effective and sustainable scenario, with the negative impact of eliminates a unique regional sports facility, displacing current users and reducing available recreation space.

Ultimately, the decision must carefully weigh financial feasibility against community benefit, considering both the short-term costs and the long-term implications for Burnaby's recreational landscape. If maintaining or repurposing the facility, the City must ensure that the investment aligns with the needs and interests of its residents, particularly given that current usage largely serves a regional audience rather than Burnaby locals. Conversely, if demolition is pursued, the City must evaluate whether the loss of specialized recreational amenities justifies the cost savings and potential repurposing of the site. A balanced approach that prioritizes fiscal responsibility while enhancing accessible and sustainable recreation opportunities will be key in determining the most beneficial outcome for the facility/sites future.

8. STUDY CONCLUSION

The analysis of the Harry Jerome Sports Centre underscores the complexities of maintaining, repurposing, or decommissioning aging municipal assets. With significant capital investment required to ensure long-term viability, the facility's future must be carefully considered in alignment with Burnaby's broader strategic priorities for recreational space and financial sustainability.

The three potential scenarios—maintaining the current use profile, repurposing the facility for broader recreational and culture use, or demolishing the facility—each present unique benefits and challenges. While maintaining current uses supports continuity for existing user groups, it necessitates ongoing financial commitments from both the City and third-party operators. Repurposing the space could expand recreational and cultural offerings and enhance community access but requires an open market demand assessment. Demolition offers cost certainty by eliminating long-term capital renewal obligations but would result in the loss of a unique regional recreation asset.

APPENDIX A: VOLLEYBALL BC ASSESSMENT

The following assessment has been completed to inform the consultant team understanding of the current facility use profile and offer insights into the benefits and challenges of facility/site operation. The assessment examines the operations of Volleyball BC and the Velodrome Club, the two main facility users. It reviews:

- Facility use patterns – how is the facility being used and at what frequency.
- Participant profile patterns – who participates in the activities.
- Financial operation patterns – what is the cost to operate the facility.

The following process was utilized through the user group assessment:

- Consultant team toured the site/facility with Volleyball BC and, separately with, the Velodrome Club.
- Consultant team met with representatives of each organization separately to collect information related to the use and financials of the facility.
- Consultant team met with representatives of each organization to review/discuss preliminary findings of the assessment and to ensure that relevant context for findings was provided.

Note 1: The final report, nor the organization assessment (Appendix A and B) have not been provided to the organizations for review or comments. The following assessment represents the consultant team understanding of Volleyball BC's (Appendix A) and the Velodrome Club's (Appendix B) operations.

Organizational Context

Volleyball BC is the Provincial Sport Organization (PSO) for volleyball in British Columbia, operating as a non-profit dedicated to promoting, developing, and governing the sport across the province. Volleyball BC delivers programs catering to athletes of all ages and skill levels, from grassroots participation to high-performance training, while also offering structured development pathways for coaches and officials.

Volleyball BC oversees club volleyball across the province and provides the infrastructure for volleyball clubs (who operate as independent organizations) to train and compete across the province. Any club, player, coach, or referee wishing to participate in club volleyball in BC must be a member of Volleyball BC. These clubs are distributed across the province, with 53% located within the Lower Mainland and the Fraser Valley and the remaining 47% located elsewhere in the province. Volleyball BC employs

regional managers across BC to facilitate regional development, regional events, and programming across the province.

Harry Jerome Sports Centre serves as Volleyball BC's head office and acts as an indoor volleyball hub in the Lower Mainland. However, Volleyball BC runs indoor and outdoor programs at a variety of other facilities, including the Richmond Olympic Oval, Tradex Convention Centre in Abbotsford, and Kitsilano Beach in Vancouver.

Facility Utilization

Volleyball BC is the primary tenant of Harry Jerome Sports Centre, holding the lease and managing the operations and maintenance of the facility and site. As the primary tenant, Volleyball BC utilizes the facility as the organizations head office, as well to deliver programming and host events. As per the lease agreement between the City of Burnaby and VBC, VBC is required to license the cycling track and common areas to the Burnaby Velodrome Club for specific hours throughout the week. When not utilized for direct volleyball related activities or by the Velodrome Club, the facility is rented to external community user groups.

To estimate the overall utilization of the facility (focus on court utilization), the following assumptions have been made:

- Volleyball BC operates the facility from 8:45 AM to 10:30 PM, for a total of 13.75 hours per day. The facility is open seven days a week, with holiday closures totalling ~8 days per year.
- The facility sees ~7 days of closure time annually for maintenance and repairs.
- Volleyball BC has access to 6 courts. During cycling track use hours, two courts are utilized by the Velodrome Club, thereby reducing the number of courts available for Volleyball BC activities.
- VBC has access to 2,179 hours of possible booking time per month, 17,376 hours in the fall/spring (Sept-April) and 8,688 hours in the summer (May-Aug). This assumes that 10% of the total open time is not bookable as there is necessary turnover time between activities.
- Court time utilization analysis was based on exported data from Volleyball BC's internal Google Calendar, which Volleyball BC used to track bookings of court time. Because this system was manually maintained by staff, the accuracy of the analysis is limited by the completeness and accuracy of calendar events within their system.

When considering the total time that VBC can utilize the facility, booking data indicates the spaces are utilized up to 80% of the theoretical maximum. Peak use was captured during the fall/spring season in

years '21/22 and '23/24. This represents a very well utilized facility during peak booking seasons. The following figure presents the court utilization by year and by season.

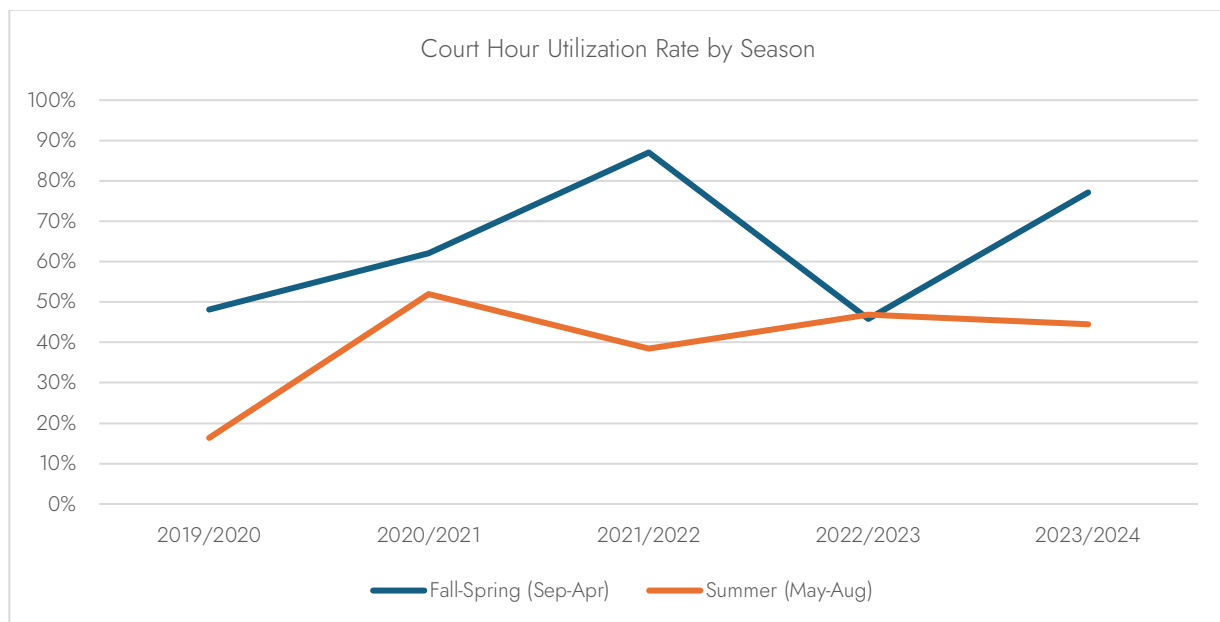


Figure 10. Volleyball BC Court Hour Utilization Rate by Season

As shown, there are significant seasonal differences in Volleyball BC's utilization, with much higher rates of utilization in the fall/spring season (September to April) than the summer season (May to August). Both seasons have trended toward higher utilization, although the fall/spring season remains much more utilized than the summer season, when outdoor sports increase in popularity.

Note: The facility roof was replaced in the winter of 2022, requiring a three-month facility closure. This closure significantly decreased facility/court utilization during the closure and impacted the return to the facility as user groups found other spaces to support their activity.

Activity Use Patterns

Under Volleyball BC's control, the facility is utilized to support the following types of activities:

- VBC internal programs: leagues, tournaments, clubs, clinics and youth programs.
- External organization rental groups: external volleyball groups and individuals and pickleball user groups.

The data suggests that approx. half of the overall court utilization is attributed to Volleyball BC internal programs. The remainder of the court utilization is associated with external organization rentals. The

following figure presents the utilization of courts for VBC internal programs and external organization rentals by year.

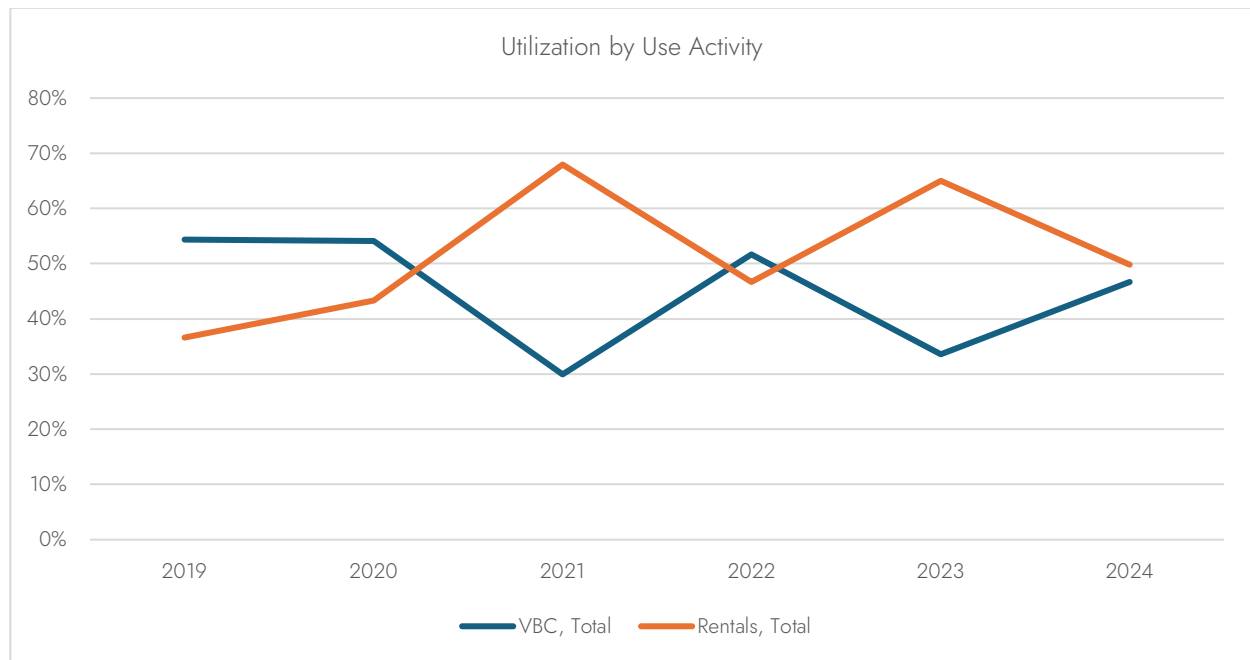


Figure 11. Volleyball BC Utilization Rate by Use Activity

As shown, between 2019 and 2024, VBC internal program uses accounted for approx. 30% to 54% of total court utilization. All other uses are considered “rentals” from Volleyball BC and use rates are inversely related to Volleyball BC’s internal programming use rates.

Volleyball BC internal programs include **recreational leagues, tournaments, programming, and club rentals**. The following figures present the use by type of VBC internal programs across the last 5 years and by season.

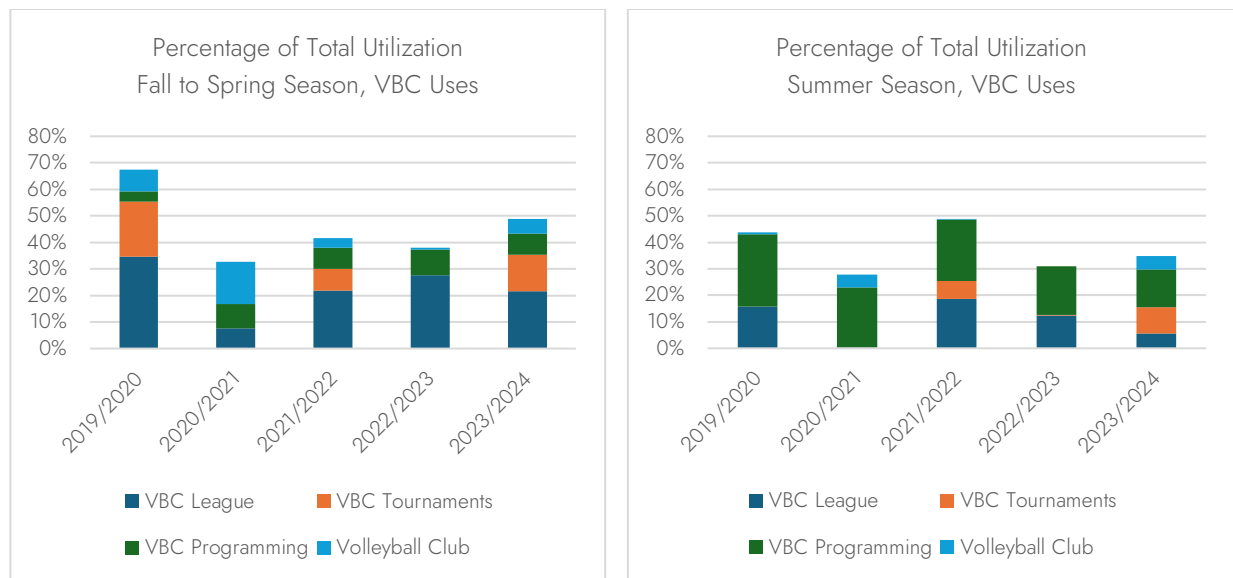


Figure 12. VBC Program Use Seasonal Utilization Rate

As shown, there has been some variation through the last five years but with the following overall trends:

- League use is the most significant during the fall/spring season.
- There is a trend towards more VBC internal programs being offered since 2019/2020 in the fall/spring season.
- VBC internal programming is the most significant use during the summer season.

Volleyball BC's internal program hourly use profile also varies between weekdays and weekends. The majority of weekday uses occur after 4 PM and peaks between 7 and 10 PM, with minimal use from opening until 4 PM. During weekends, there is steady use throughout the day, with the highest use times between 10 AM and 4 PM. This is due to program participants being in schooling and working during weekday working and schooling hours. The following figure presents the weekday use patterns for all of VBC's internal programs during the fall/spring season.

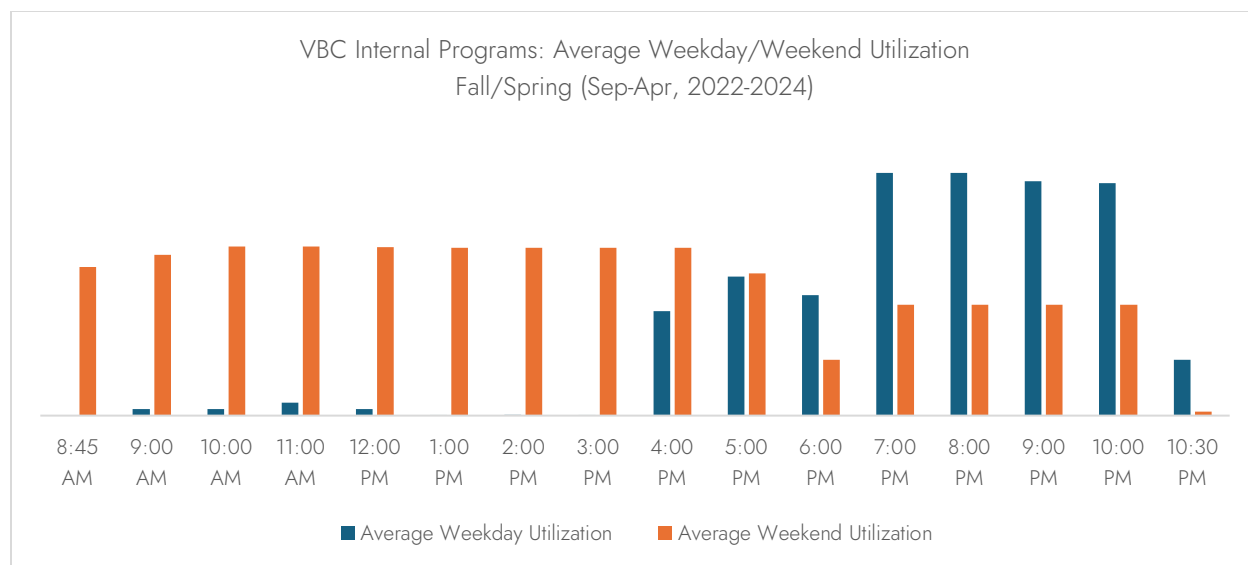


Figure 13. Fall/Spring Hourly Utilization Trends by Weekday/Weekend, VBC Internal Programs (2022-2024)

The hourly utilization profile of the summer season is similar, albeit at lower rates. Weekday utilization peaks after 4 PM, with slightly higher rates of use before 3 PM than in the fall/spring season. The summer weekend utilization profile is steadily low throughout the day, without peaks. The following figure presents the weekday use patterns for all of VBC’s internal programs during the summer season.

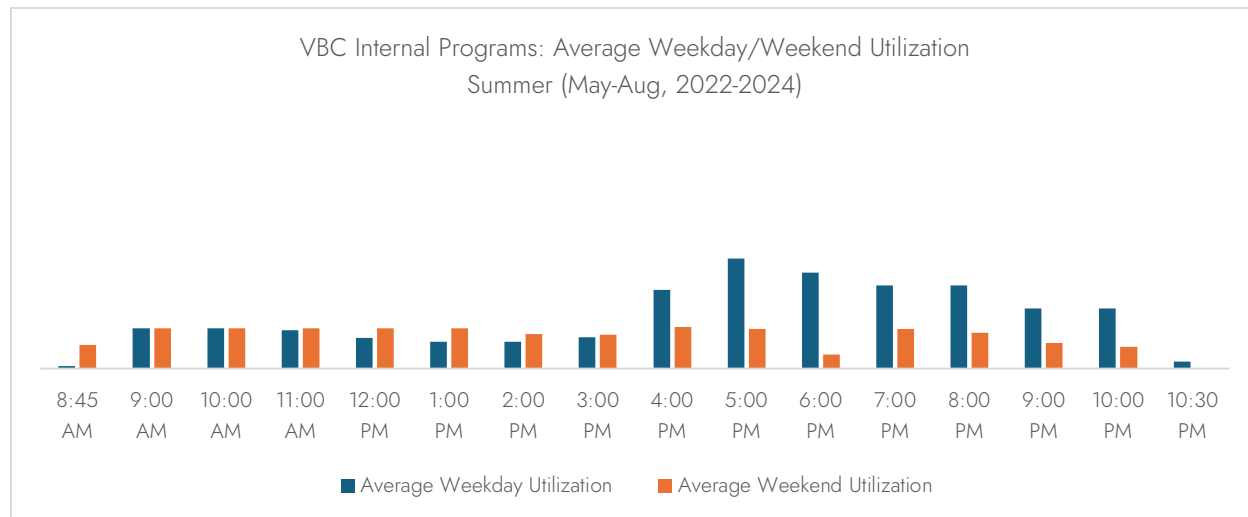


Figure 14. Summer Hourly Utilization Trends by Weekday/Weekend, VBC Internal Programs

The other major use of the facility (managed by Volleyball BC) is associated to external organization court rentals. The two primary rental uses are volleyball court rentals (by external clubs) and pickleball court rentals. The use of courts for pickleball rentals began in 2020 as a means to increase utilization during non-peak times (weekdays, before 3 PM). Today, VBC has partnered with Burnaby Pickleball Association, who has access to the majority of the weekday non-peak time rentals.

Due to limitations in the court rental data sets, it is not possible to parse out the specific use of court rentals. However, in general, pickleball court rentals occur before 3 PM, and other rental uses occur after. The following figure presents the weekday use patterns for all of the external rentals during the fall/spring season and followed by the summer season.

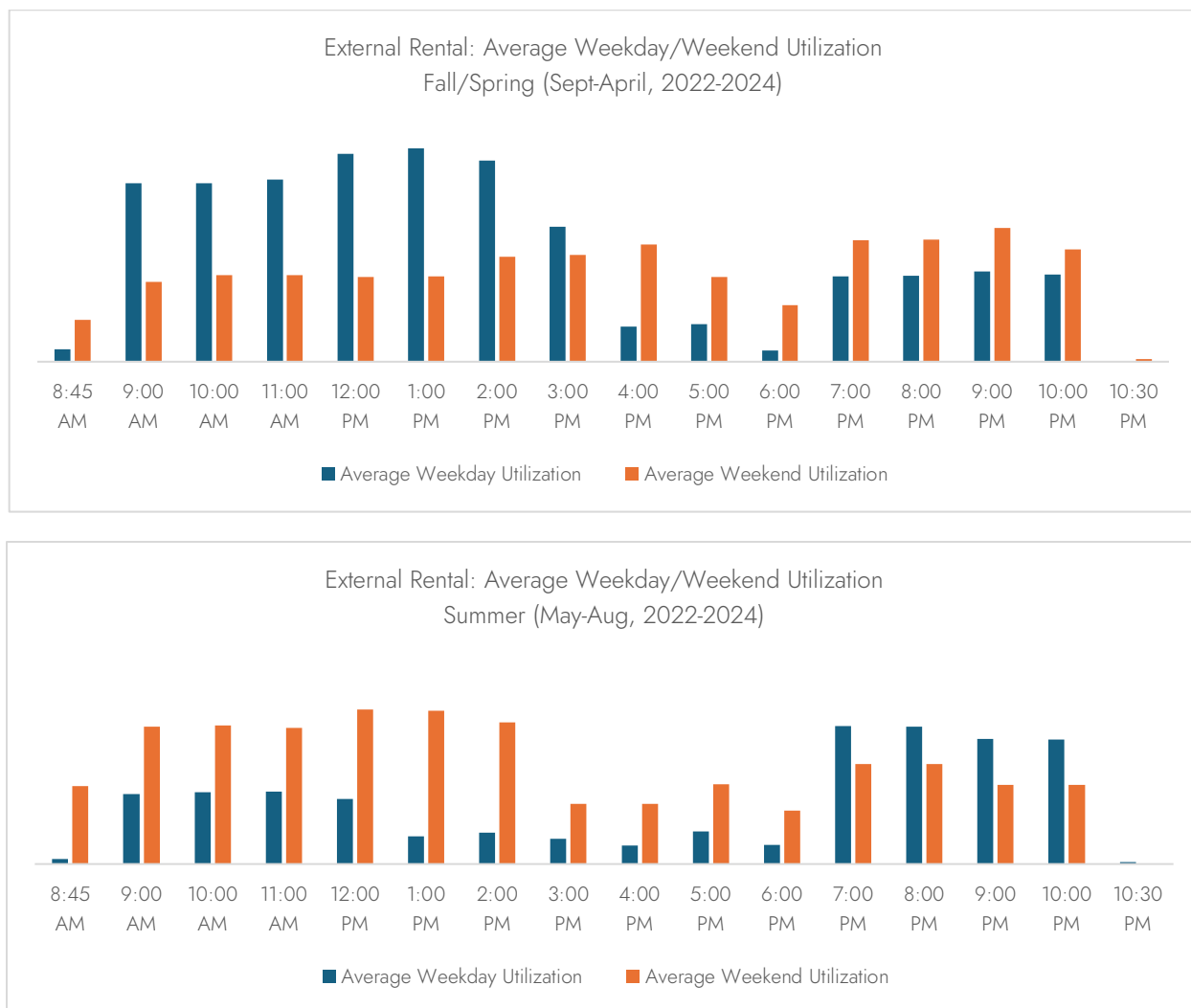


Figure 15. Hourly Utilization Trends by Season, External Rentals (2022-2024)

During the fall/spring season, external rental utilization peaks between 9 AM and 3 PM on weekdays, with decreased levels of court rentals occurring between 7 PM and 10 PM. On weekends, external rentals have a steady, albeit low rate of utilization throughout the day.

The use patterns of court rentals differ significantly in the summer season. On weekdays during the day, there is low utilization due to a drop in pickleball rentals as groups, while there is higher utilization during the day on weekends. Weekday court rentals peak between 7 and 10 PM.

Participation and Demographics

Overall, there are a high number of visits to the facility associated with VBC internal programs and external rentals. Between 2021 and 2024, annual facility visits (total number of visits) have increased from around 62,000 to 98,000. The following table summarizes the number of visits by year and use type.

Table 9. Summary of Facility Visits by VBC Use Type

Use Type	2019	2020	2021	2022	2023	2024
VBC Programming	7,268	31,045	48,816	73,357	37,998	69,731
Private Court Rentals	-	-	12,996	17,942	32,646	28,146
Total Facility Visits	7,268	31,045	61,812	91,299	70,644	97,877

NOTE: Years 2019 and 2020 saw much lower participation rates as a direct result of the restrictions put in place as a result of the COVID-19 pandemic. These years are not considered representative of facility use patterns. In 2023, the roof was replaced on HJSC and as a result, the facility was inaccessible for a three-month period.

To understand where each visitor resides, a demographic assessment has been completed. It is worth noting that there exist many data limitations which impact the accuracy of this assessment. For VBC internal programs, numbers of visits and municipality of residence have been analyzed using program registration records. However, participation numbers and demographic data for external rental groups is not tracked consistently and therefore several assumptions were used during the assessment. The following table presents the outcomes of the assessment for year 2024 only. Historical years were assessed but due to data inconsistencies the resulting patterns and trends were not considered representative of realities.

The following tables summarize participants, facility visits, and the proportion of visits by Burnaby and Tri-Cities residents:

Table 10. Program Participants & Facility Visits, 2024 (to November)

2024 (to November)					
VBC Programming	# Events /Programs	# Registrants /Participants	# HJSC Facility Visits	% Burnaby Residents	% Tri-Cities Residents
Adult Recreational Leagues and Programs	200	2,995	31,405	25%	17%
VBC School Tournaments	7	992	992	26%	18%
Club Tournaments	18	2,636	5,272	10%	7%
Team BC Programs	32	416	785	6%	5%
VBC Club Rentals/ Programs	224	1,621	25,936	29%	32%
VBC Youth Recreational Programs	616	1,153	5,341	58%	11%
Total VBC Programming	1,097	9,813	69,731	28%	21%
2024 (to November)					
External Rentals	# Rentals	# of Participants per Court Rental	# HJSC Facility Visits	% Burnaby Residents	% Tri-Cities Residents
Volleyball Court Rentals	1,015	12	12,180	-	-
Pickleball Rentals	2,616	6	15,585	45%	36%
External Tournament Rentals	1		381	100%	0%
Total Private Court Rentals			28,146	-	-

The following takeaways can be made with regards to participation demographics.

- ~28% of facility visitors in 2024 attributable to VBC programming resided in Burnaby and ~21% resided in the Tri-City region.
- Between 2020 and 2024, Burnaby residents made up approximately 25% to 30% of all Volleyball BC program-related facility visits.
- Between 2020 and 2024, the percentage of Burnaby resident visitors within each VBC internal program area remained largely consistent.
- The proportion of visits by Burnaby residents varies between program types, with club rentals/programs and youth recreational programs having a higher proportion of Burnaby residents (33-53% in 2022). Club tournaments, Team BC programs, adult recreational leagues, and school tournaments accounted for 9-20% in 2022.
- The percentage of external rental facility visits attributable to Burnaby residents is unknown due to lack of data collection for external volleyball court rentals. However, Pickleball court rentals and external tournament rentals have a high percentage of Burnaby participants (45-100%) due to partnerships with Burnaby Pickleball Association and Burnaby schools for tournament rentals.

Financial Assessment

As per the lease agreement between the City of Burnaby and Volleyball BC, there is a requirement to report an annual financial report for HJSC operations. In addition to this annual report, VBC also prepares an annual financial report for their organization, under a separate cover. Understanding that there are two separate accounting streams, but with a very strong connection between them, the consultant team has attempted to identify key inclusions and exclusions for revenues and expenses associated with the HJSC financial accounts.

Table 11. HJSC Financial Reports - Inclusions and Exclusions

	Revenues	Expenses
Included within HJSC financial accounts	<ul style="list-style-type: none"> • Velodrome Club rent • Volleyball court rentals rent • Interest • Vending/concession sales • Miscellaneous revenue 	<ul style="list-style-type: none"> • Facility staff wages and benefits (facility manager and attendants only) • Bank service/POS charges • Office supplies • Insurance • Maintenance contracts • Maintenance supplies • Facility repairs and improvements
Excluded from HJSC financial accounts	<ul style="list-style-type: none"> • All user fees for VBC internal programs held at HJSC, including recreational leagues, tournaments, and youth programs. 	<ul style="list-style-type: none"> • Staffing and other costs for VBC internal programs which take place at HJSC • Accounting, bookkeeping, equipment and technology, supplies, and staff time for facility-related activities not otherwise allocated to facility staff

For clarity, the financial accounting for Harry Jerome Sports Centre does not account for Volleyball BC's internal programs that take place within the facility, which accounts for ~50% of the facility's total court utilization. As a result, the revenue associated with the facility only accounts for rental income associated with the Velodrome Club, volleyball court rentals (external private and club), interest, and vending/concession sales. The same logic is seen on the expense side with only expenses directly related to the facility included.

Given the tight relationship between HJSC and VBC as an organization, accurately separating the revenues and expenses associated with HJSC operations only is not a simple and clear-cut process. Some challenges that exist include:

- The structure to accurately assess the financial accounts of HJSC are not in place requiring assumptions to be made for each revenue and expense account.
- Programs, leagues, tournaments, and clinics, are often held in multiple venues in addition to HJSC, complicating the process of parsing out what constitutes revenue and expenses for the facility and for the organization.
- There are shared resources that Volleyball BC utilizes for the operations of the facility which are accounted for in the organization's financial accounts.

Given the challenges, the true facility accounts cannot be accurately estimated without significant effort and complete access to bookkeeping documentation, which is considered outside of this scope of work. The following sections provide insight into the existing financial accounts, as they have been captured.

HJSC Financial Accounting Assessment

As reported in the annual financial statements, between 2017 and 2023, revenue from Harry Jerome Sports Centre grew by an average of 17% year-over-year, from \$165,046 in 2017 to \$382,584 in 2023. In the same period, expenses grew by an average of 15% year-over-year, from \$266,084 in 2017 to \$587,067 in 2023. Despite a slightly higher rate of revenue growth, the gap between revenues and expenses has increased from a deficit of \$96,202 in 2017 to a deficit of \$204,483 in 2023. This is shown in the following figure.

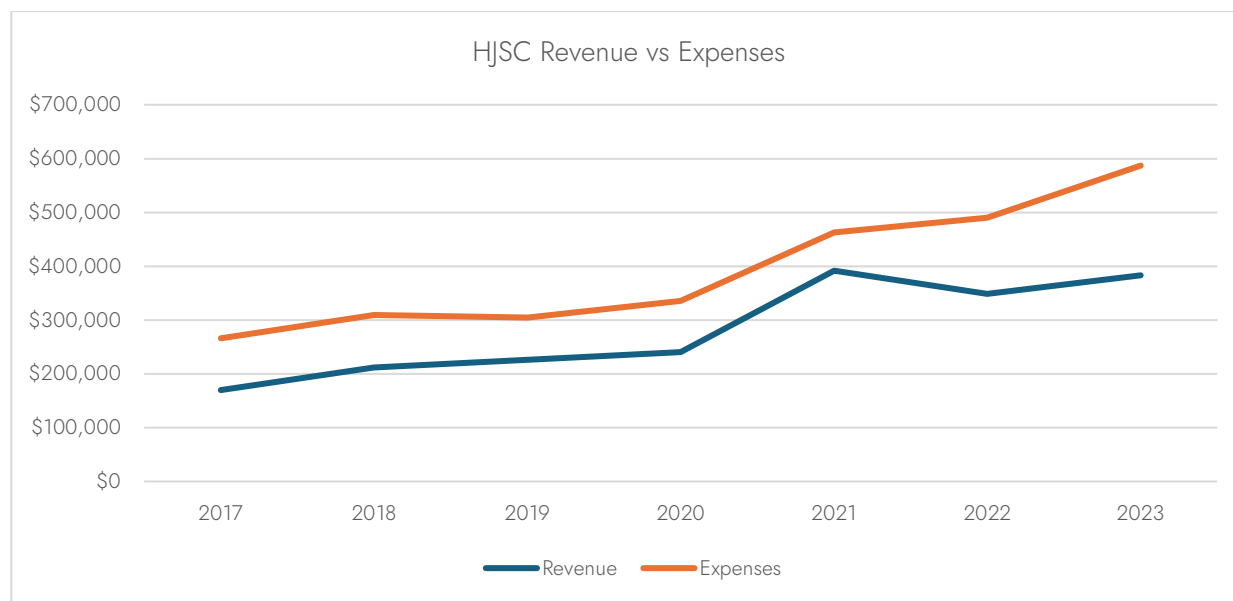


Figure 16. HJSC Financial Reports - Revenue vs Expenses (2017-2023)

Using the accounting principles that have been historically put in place (i.e. not including internal programming revenue in HJSC financial accounts), Harry Jerome Sports Centre has run on a deficit every year and is therefore ‘subsidized’ by the other operations of Volleyball BC. Between 2017 and 2023, expenses have exceeded revenues by 41% on average, with the gap between revenue and expenses growing larger since 2021.

The growth in revenue has been driven by an increase in revenue from volleyball court rentals to external users and clubs, which grew from \$43,826 in 2017 to a peak of \$209,660 in 2021, before declining slightly to \$168,315 in 2023 (with potential revenue being higher due to a 3-month facility closure for roof replacement in early 2023). In 2020, Volleyball BC began renting out courts to pickleball groups and individuals, adding a new source of facility revenue, which has grown from \$9,253 in 2020 to \$45,615 in 2023 (with potential revenue being higher due to facility closure).

Between 2017 and 2023, revenue from rent paid by the Velodrome Club to VBC has fluctuated, with increases in some years and decreases in others. In 2017, the cycling rent paid to VBC totaled \$113,000. This figure increased to \$135,416 in 2019 before dropping to \$118,381 in 2020 due to Covid-19 closures. In 2021, the Velodrome Club requested a reduction in rent due to their inability to pay, resulting in a rate of \$127,377 paid—lower than the rent in 2019.

As a result, the proportion of Harry Jerome Sports Centre’s revenue as accounted for in financial statements attributable to the Velodrome Club has decreased from 69% in 2017 to 30% in 2023, while rent from volleyball court rentals have increased from 26% to 53% in the same period. Trends related to HJSC revenue are presented in the following figure.

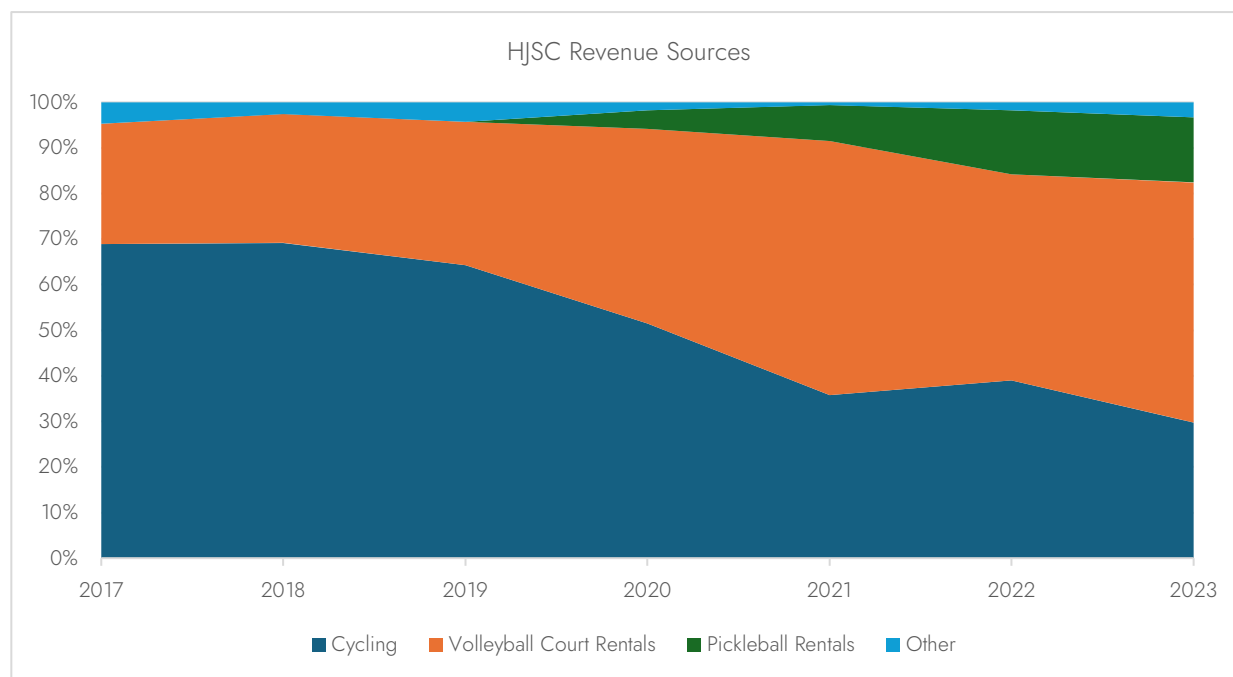


Figure 17. HJSC Revenue Sources, 2017-2023

The largest expense accounted for at HJSC are costs related to labour and benefits, which constituted an average of 49% of all facility expenses between 2017 and 2023. This was followed by administration (including insurance, banking services, marketing, office supplies) with an average of 20%, and utilities, with an average of 18%. The largest increases in facility expenses were attributed to increases in the cost of labour and benefits, which increased 86% between 2020 and 2022. The increases in costs for labour and benefits is entirely attributable to a large increase in facility attendant labour hours from an average of 2,183 between 2017 and 2019 to an average of 7,267 between 2021 and 2023.

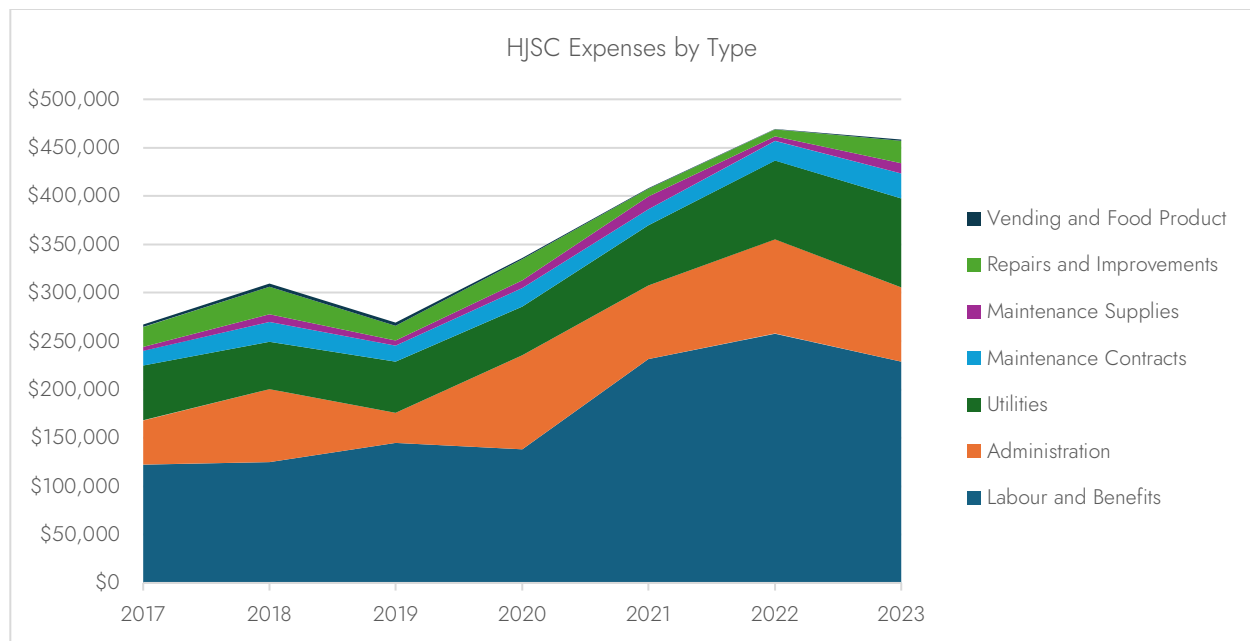


Figure 18. HJSC Expenses by Type, 2017-2023

Facility maintenance expenses, including supplies, contracts, and repairs and improvements, totaled an average annually of \$43,798 from 2017 to 2023. This does not include major capital upgrades or projects, including 50% of the 2017 flooring replacement (\$317,275), 2018 air unit replacement (\$129,035), 2019 siding replacement (\$16,365), and 2023 roof replacement (\$1.43 million, \$660k paid by VBC with non-grant funding). The spike in Labour and Benefits between 2020 and 2021 is a direct result of additional personnel being hired.

Volleyball BC Financial Accounting Assessment

An assessment of VBC's organizational financials has been completed given the interrelationships between the organization and the HJSC. This assessment is presented at a higher level of analysis.

Volleyball BC's annual net surplus, as presented in their financial reports, has steadily increased from \$59,301 to \$519,651 between 2017 and 2023.

Revenue Overall organization revenue has increased from \$2,756,912 to \$4,789,927 between 2017 and 2023. This increase in revenue is associated with increases in entry, tournament, and league fees (increasing by \$1.0 million). There were also increases in administrative revenue (+540%), registration (+108%), and government funding (+105%).

Worth noting is that VBC is a non-profit Provincial Sports Organization which receives government grants and tax exemptions totalling ~\$560,000 annually. This is comprised of provincial sport organization grants and a City of Burnaby permissive property tax exemption (\$246k in 2024, the second highest permissive tax exemption granted by the City of Burnaby).

Expenses Overall organization expenses have increased from \$2,697,611 to \$4,270,276 between 2017 and 2023. This increase in expenses is associated with increases in program expenses (increasing by \$1.2 million or 129%) and salaries (increasing by \$576k or 43%).

Surplus Annual surplus has increased from \$59,301 to \$519,651 between 2017 and 2023. Volleyball BC has indicated that a large driver of the increased surplus has been an inability to hire staff as demand has grown, leading to a gap in service delivery support. The organization has prioritized addressing this gap in 2025+.

A summary of the reported annual revenues, expenses and surpluses are shown in the following figure.

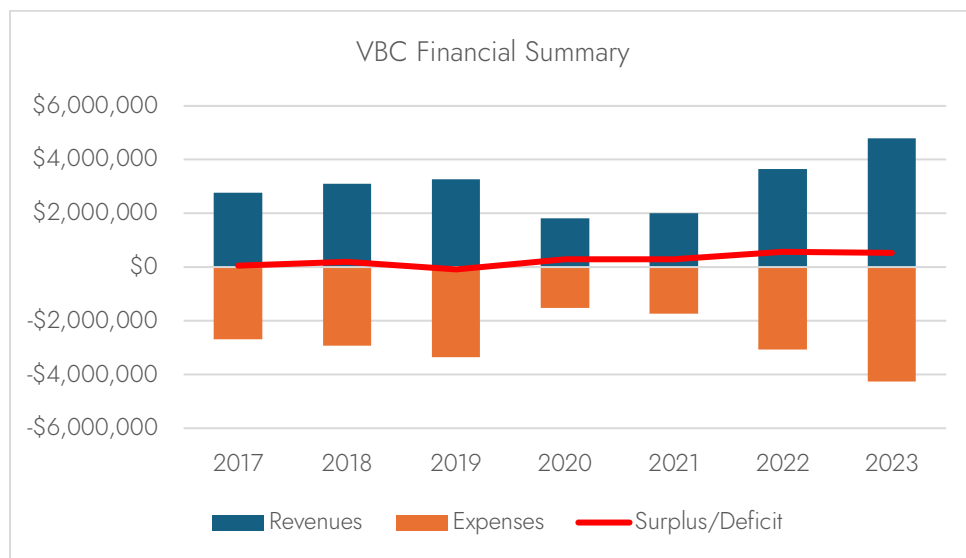


Figure 19. Summary of VBC Financial Reports - Revenues, Expenses, and Surplus/Deficit (2017-2023)

Building System Capital Renewal and Replacement Plan

Building system capital renewal and replacement is the responsibility of Volleyball BC under their lease agreement with the City of Burnaby. This typically requires a regularly updated building condition assessment, which identifies priorities for renewal and replacement by year. The consultant team was not provided any historical building condition assessment information which would indicate that an active plan for identifying or addressing upcoming capital maintenance was being followed.

With that said, Volleyball BC has recently commissioned Mallen Gowing Berzins Architecture, AES Engineering (electrical engineer), and M3 Development Management (quantity surveyor) to develop a capital renewal and replacement plan based on the work completed by the City of Burnaby and VFA – Building System Condition Assessment. The intent of this work was to ensure that VBC understands the required building system renewal and replacement needs for the HJSC over the next 20 years.

The plan was prepared using the knowledge gained from operating the facility over the last 20+ years and an intimate understanding of each building system. Key variances between this capital renewal plan and the one prepared by VFA are:

- Maintenance/renewal items which have already been addressed have been removed.
- Maintenance/renewal items which VBC considers out-of-scope (e.g. sound system renewal, velodrome renewal, items considered to be covered under general operating maintenance) have been removed.
- Shift towards select items being maintained (based on current condition) rather than replaced (based on age of asset).
- Adjustments made where pricing seems high/low compared to 2024 market pricing.
- Adjustment to the projected annual escalation – 3.4% annually used.
- Application of 25% general requirements mark up

Using this adjusted process, the forecasted capital maintenance/renewal of building systems totals ~\$5.4m over the next 20 years (until 2045), with ~\$4.7m required in the next 10 years. The following figure summarizes and compares the VFA identified requirements versus the VBC identified requirements over the next 20-years.

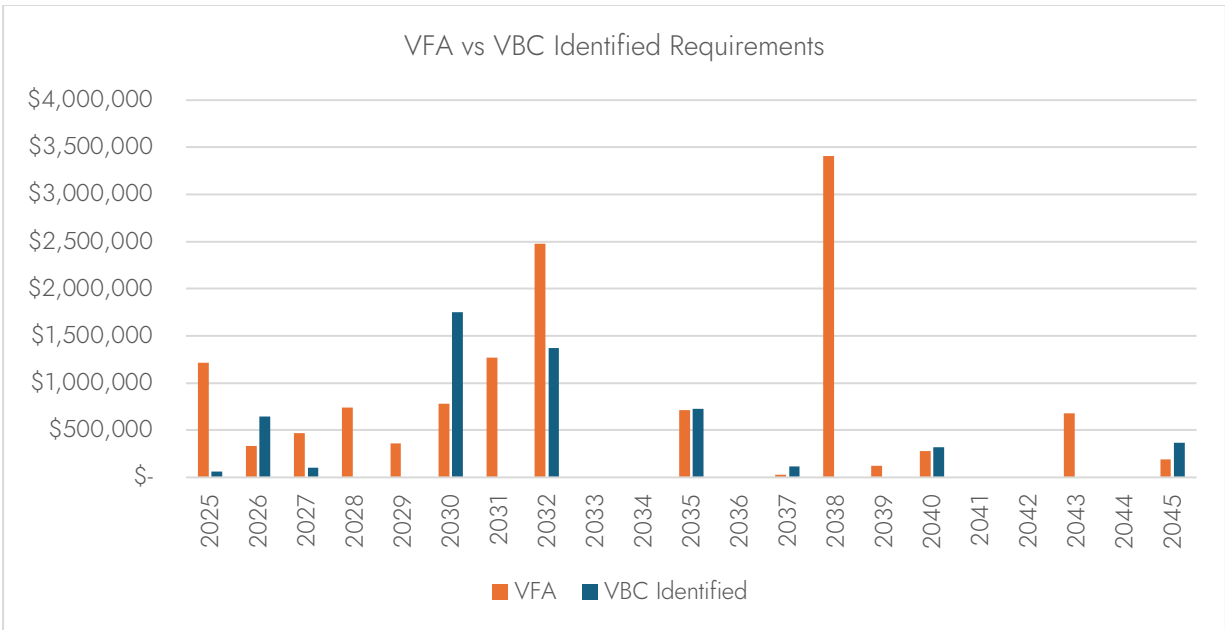


Figure 20. VFA vs VBC Identified Capital Maintenance/Renewal Requirements

Over a 20-year period, VBC’s identified requirement forecast requires an average of approximately \$500k each year for building system capital renewal and replacement. Volleyball BC has indicated that they would not be able to bear the renewal and replacement costs without the financial support from the City of Burnaby.

Summary of Findings

The following points summarize the outcomes of the assessment.

- HJSC is a well utilized facility for VBC (internal programs and external rentals, excluding the Velodrome Club). Of the theoretical maximum utilization of the courts, they are utilized up to 80% during the peak season.
- Annual visitation of the facility for VBC internal programs and external rentals is up to 98,000. This represents an average of 270 visitors per day.
- HJSC in relation to Volleyball BC programming is a regional facility which support a much larger geographical population than that of the City of Burnaby. It is estimated that only 25% of the visits are from Burnaby residents.
- Visitation to the facility and programs being offered are increasing in response to the increasing community and sport demand.
- The HJSC financial reports indicate that the activities within the facility operate at a deficit year over year. This noted deficit is most likely attributed to the financial reporting structure which accounts all VBC internal program related fees and expenses to the organization’s financial

reports (separate financial reports) regardless of where the activities take place. In contrast, the organizations financial reports have shown an annual surplus since 2017. An accurate financial assessment of HJSC financials requires a detailed analysis which breaks down the revenues and expenses for the complete organization (HJSC and the organization). With that said, it is reasonable to conclude that there is a financial benefit to VBC from operating from HJSC and under the current lease agreement. (With the exception of the requirement to maintain the physical building and site).

- VBC has identified ~\$5m is required over a 20-year period for building system capital renewal and replacements. This sum of money exceeds the organizations' ability to generate enough to fund the capital renewals and replacements.
- The possible loss of HJSC to support VBC operations would result in a significant decrease in programming and likely increased cost to participate for the sporting community.

APPENDIX B: BURNABY VELODROME CLUB ASSESSMENT

The following assessment has been completed to inform the consultant team understanding of the current facility use profile and offer insights into the benefits and challenges of facility/site operation. The assessment examines the operations of Volleyball BC and Burnaby Velodrome Club, the two main facility users. It reviews:

- Facility use patterns – how is the facility being used and at what frequency.
- Participant profile patterns – who participates in the activities.
- Financial operation patterns – what is the cost to operate the facility.

The following process was utilized through the user group assessment:

- Consultant team toured the site/facility with Volleyball BC and, separately with, Burnaby Velodrome Club.
- Consultant team met with representatives of each organization separately to collect information related to the use and financials of the facility.
- Consultant team met with representatives of each organization to review/discuss preliminary findings of the assessment and to ensure that relevant context for findings was provided.

Note 1: The final report, nor the organization assessment (Appendix A and B) have not been provided to the organizations for review or comments. The following assessment represents the consultant team understanding of Volleyball BC's (Appendix A) and the Velodrome Club's (Appendix B) operations.

Organizational Context

The Burnaby Velodrome Club (BVC) is a non-profit organization established in the mid-1990s to operate the Burnaby Velodrome after its construction, which is housed within the Harry Jerome Sports Centre. As an organization that is tied to the infrastructure within the facility, all the Velodrome's activities occur within HJSC. The Velodrome Club's mandate is to promote track cycling and racing through youth programming, coached workouts, weekly races, and hosting competitions. The BVC is affiliated with Cycling BC and is a Cycling Canada Training Centre, and is supported through provincial grants, sponsors, members, and donations. Over the years, the velodrome has played an important role as a training facility for track cyclists in Canada and has been a training ground for a number of Olympic athletes, including 2012 Bronze Medalist Jasmine Glasser.

Due to financial challenges during the velodrome’s construction, Volleyball BC completed the facility and has been the leaseholder of the facility since the facility’s completion. Volleyball BC has licensed the use of the track and common areas to the Velodrome Club from 1997 to present day. Volleyball BC is required in their lease with the City to provide BVC with access to the track.

Given the limited organisational structure and community scale of operations of BVC, there are limited systems in place to capture facility use and participation data. While this is common for community scale organizations, it presents challenges assessing utilization and participation. As such, only high-level analysis was performed. Quantitative analysis was completed when data was deemed reliable.

Facility Utilization

BVC is allocated 28 recurring hours per week at pre-determined days/times throughout the week. The currently scheduled access to the velodrome track is summarized in the following table.

Table 12. BVC License Agreement Allotted Times

BVC License Agreement Allotted Times	Start	Duration
Monday	15:00 – 18:00	3
Tuesday	9:30 – 12:30	3
Wednesday	15:00 – 23:00	8
Thursday	9:30 – 12:30	3
Friday	15:00 – 22:30	7.5
Saturday	19:00 – 22:30	3.5
Weekly Total		28
Annual Total		1456
Total Hours with Additional Hours and Competitions		1684

43% of the time allocated to BVC is during weekdays and between 9:30 AM and 5 PM. This is considered non-peak use time which results in lower utilization. Peak time allocation represents 57% of the overall allocation.

Activity Use Patterns

The activities of Burnaby Velodrome Club can generally be categorized into three groups:

- Programs: include Learn to Ride, Learn to Race, BIPOC youth program, Junior Development program, and clinics.
- Racing/Events: includes Friday Night Racing, Provincial races, Western Challenge and Bare Bones Racing.
- Track passes/drop-in use. Program uses.

Participation and Demographics

The nature of the sport limits the number of active participants that can utilize the track at a given time. The maximum capacity of the track is 20 people.

The Velodrome Club has indicated that the track runs at or near capacity on Wednesday and Friday nights, with waitlists common. While this could not be corroborated by booking data, the online booking platform which shows availability, generally followed this trend during the duration of the study.

Outside of the Wednesday and Friday night programming, participation was noted to be low.

Overall, annual facility visits attributable to Burnaby Velodrome Club are likely between 5,000 and 7,750. Referencing a report prepared by Burnaby Velodrome Club in 2019 the facility was visited ~7,750, by ~323 unique individuals. The following table presents the number of participants by residing location, number of annual visits.

Table 13. BVC Membership and Facility Visits, 2019

Participants	Count	Percent of Count	Assumed Annual Number of Visits	Total Number of Visits by Zone	% of Visits
Zone 0 (Burnaby)	29	9%	40	1,160	15%
Zone 1 (Lower Mainland)	153	47%	35	5,355	69%
Zone 2 (Vancouver exurbs - Squamish, Whistler, Bowen Island, etc)	12	4%	15	180	2%
Zone 3 (BC outside Lower Mainland + surroundings + No address)	87	27%	10	870	11%
Zone 4 (Alberta, Bellingham, Boise)	12	4%	6	72	1%
Zone 5 (Other)	30	9%	4	120	2%
All Zones	323	-	-	7,757	

As shown, only 15% of visitors reside in Burnaby, indicating the regional nature of a velodrome. It is likely that a portion of the visitors who indicated they were from the Lower Mainland do in fact reside in Burnaby.

Estimates based on financial information were used to generate facility visits based on assumptions of user fees and facility visits per user. The estimated visits provided by the Velodrome Club are slightly higher than estimates generated in this analysis, but do not differ substantively, falling between ~4,800 and ~6,700 visits annually. The table below shows estimated facility visits by Velodrome Club use:

Table 14. BVC Facility Visits Calculated through Financial Reporting Assumptions and User Fees

Estimations by Bucket	2019/20	2020/21	2021/22	2022/23
Program	450	447	592	531
Racing/Events	1531	1611	848	1281
Track Pass	3402	3583	3183	4382
Drop-In	225	237	48	267
Rentals	34	19	36	75
Private Bookings	0	0	129	205
Total	5642	5898	4835	6742

Based on the Velodrome Club's own estimates, the percentage of facility visits attributable to Burnaby residents is very low, with 9% of participants being responsible for 15% of facility visits. This is in line with the membership list from 2022/23 that indicated that 13% of active members were Burnaby residents. This indicates that the Velodrome serves as a regional facility rather than a facility with primarily local community benefit.

Financial Assessment

The Burnaby Velodrome Club relies heavily on government and grant funding, which made up an average of 47% of total revenue annually between 2012 and 2023. Overall, total revenue between 2012 and 2023 has not grown, with annual change averaging 1% in that period. In 2019, the reporting structure for revenues shifted to rely much less on membership dues, shifting to a track pass model, but the sum of both buckets has not grown.

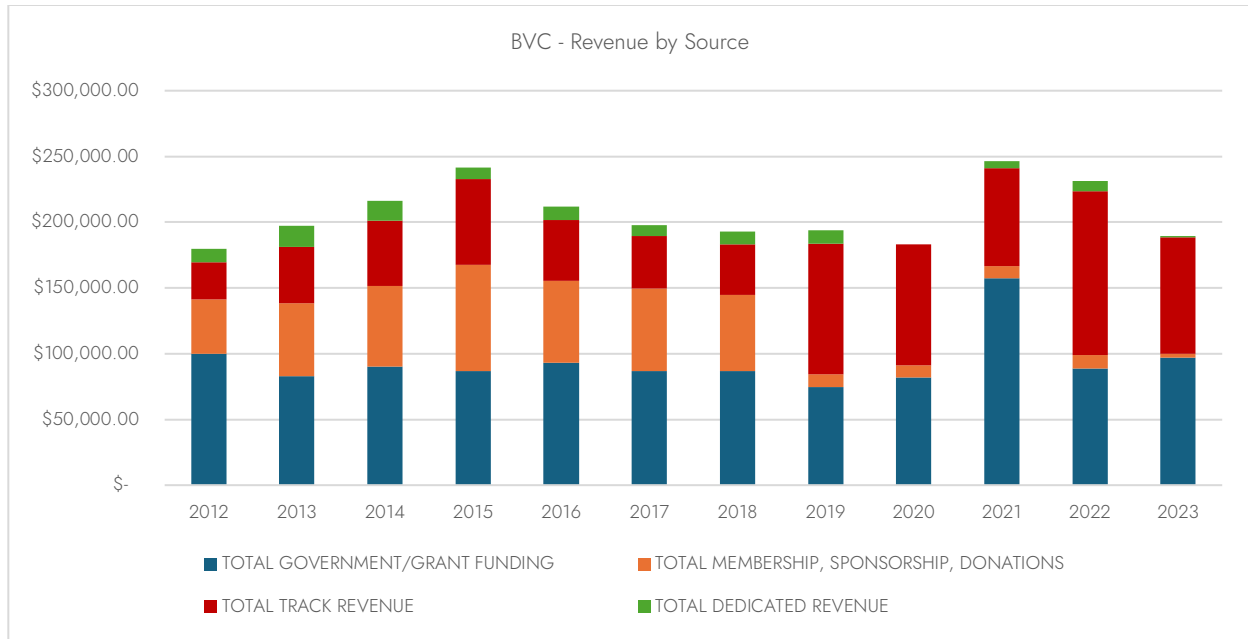


Figure 21. BVC Revenue by Source (2012-2023)

Rent was the largest expense annually, making up an average of 64% of all expenses between 2017 and 2023. The next largest expense was payroll, which averaged ~\$43,000 in the same period. Burnaby Velodrome Club is largely volunteer-operated and is unable to afford staffed positions in the current arrangement.

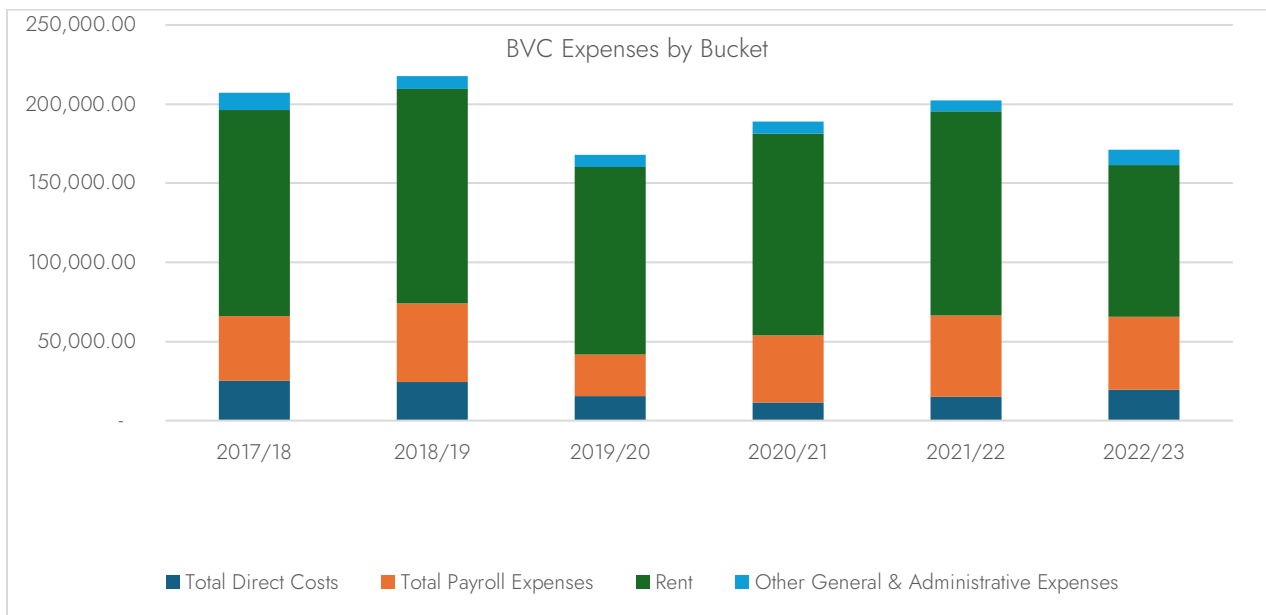


Figure 22. BVC Expenses by Bucket, 2017-2023

Burnaby Velodrome Club is also required to maintain the track and keep it in good condition as part of their lease agreement with Volleyball BC. The track currently being utilized in the facility is the original track from the construction of the facility and has seen significant wear and tear over the years. Between 2017 and 2023, track maintenance expenses were minimal, totalling \$5,186 over that period. *It was noted that the costs for track maintenance in the financials is not an accurate reflection of reality given that the majority of the maintenance is performed by staff and/or volunteers.* The VFA Report (2024), commissioned by the City of Burnaby, estimates a cost of \$2.6 million to renew the cycling track. It is not feasible for the Velodrome Club to bear the costs of renewing or replacing the track with the current revenue levels.

Challenges

Burnaby Velodrome Club faces a number of challenges that limits the viability of continued use of the facility. The Velodrome Club has faced financial challenges since the inception of the Sports Centre, which led to Volleyball BC's long-term lease for operating and maintaining the centre. Over the past two decades of operation, BVC has remained largely a volunteer-run organization reliant on grants to operate.

Based on the information and data reviewed, the membership and ridership has not experienced trends of growth. The stagnant participation is attributed to the current organizational structure, limits on allocated track time, and operational challenges with Volleyball BC.

There are some indications that interest in indoor track cycling has been growing in Canada, with three new facilities being constructed across Canada in the last decade: Mattamy National Cycling Centre (Milton, ON), Vélodrome Sylvain Adams (Bromont, QC), and Coronation Park Sports and Recreation Centre (Edmonton, AB). However, this also reduces the national importance of the Burnaby Velodrome as a regional training and competition facility, which has led to reduced funding from Cycling Canada. Its non-regulation size also limits the future utility of the facility for training and competition purposes.

There are also notable conflicts and disagreements between Volleyball BC and Burnaby Velodrome Club which have been documented since the early 2000's and which remain relevant today. Consistently cited challenges have included: facility access disagreements, environmental control issues, scheduling conflicts, facility and track damage allegations, harassment allegations, and unfair treatment. There is a general belief that each group would be more successful without the other group sharing space and under a different operating agreement.

Lastly and most impactfully, under the current arrangement, the Velodrome Club is unable to afford further increases to rent. This is aside and separate from the Velodrome Club's likely requirement to renew/replace the track.

Summary of Findings

The following points summarize the outcomes of the assessment.

- Annual visitation of the facility for BVC activities is estimated to be between 5,000 and 7,750.
- ~15% of visitors reside in Burnaby and a further 69% visitors note that they reside in the Lower Mainland.
- An indoor velodrome is a regional facility which support a much larger geographical population than that of the City of Burnaby. BVC is the only indoor velodrome in Western Canada.
- Membership has remained largely stagnant over the last 5 years, largely attributed to the Velodrome Club's limited access to peak time facility use.
- BVC relies heavily on grant funding and volunteers to remain operational. ~47% of total revenue between 2012 and 2023 is attributed to government and grant funding. Any changes to the current grant funding would require a complete operational model shift.
- 64% of all expenses between 2017 and 2023 are attributed to rent of the facility.
- The possible loss of HJSC to support BVC operations would result in a complete collapse of indoor cycling in the Lower Mainland for athletes and community members.

APPENDIX C: VFA BUILDING CONDITION ASSESSMENT, 2024



Requirement By Name

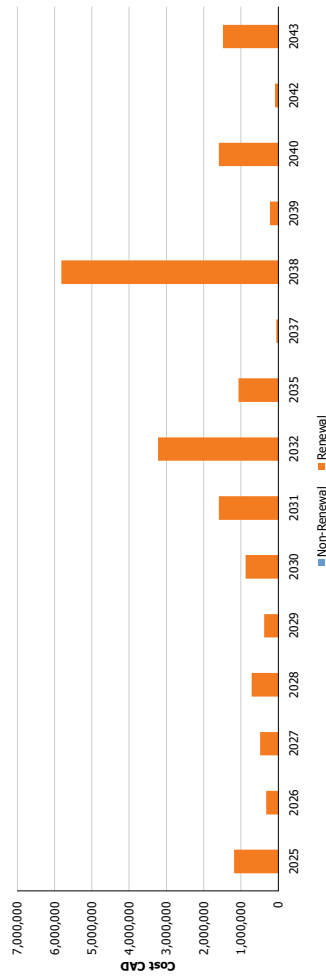
Forecast Report

Region: City of Burnaby
Campus: Pools, Arenas & Recreation Centres
Asset: Harry Jerome Sports Centre
Period: 20 years
Period: 20 years
Asset: Harry Jerome Sports Centre
Period: 20 years
Asset: Harry Jerome Sports Centre
Period: 20 years

The current year is always the Period start date. If "Include past due Action Dates/Renewals" is selected, the cost of those past due Requirements is included in the current year cost.

Inflation: 4.70%

Summary of Funding Needed by Requirement Type and Year



Year	Renewal Requirements	Non-Renewal Requirements	Total
2025	1,186,124	0	1,186,124
2026	322,635	0	322,635
2027	481,392	0	481,392
2028	713,740	0	713,740
2029	375,920	0	375,920
2030	871,644	0	871,644
2031	1,588,175	0	1,588,175
2032	3,221,405	0	3,221,405
2033	1,065,405	0	1,065,405
2034	45,086	0	45,086
2035	5,816,345	0	5,816,345
2036	219,083	0	219,083
2037	1,594,948	0	1,594,948
2038	82,423	0	82,423
2039	1,478,199	0	1,478,199
2040	19,062,536	0	19,062,536
2041	0	0	0
2042	0	0	0
2043	0	0	0
2044	0	0	0
Total	19,062,536	0	19,062,536

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Feb 22, 2024



Requirement By Name

Forecast Report

Region: 0-City of Burnaby
Campus: Pools, Arenas & Recreation Centres
Report is grouped by Year

Asset: Harry Jerome Sports Centre
Asset Number: 1

Currency: CAD

Address 1

City

Country

Current Replacement Value

13,286,115

Address 2

State/Province/Region

BC

ZIP

V5A 1E7

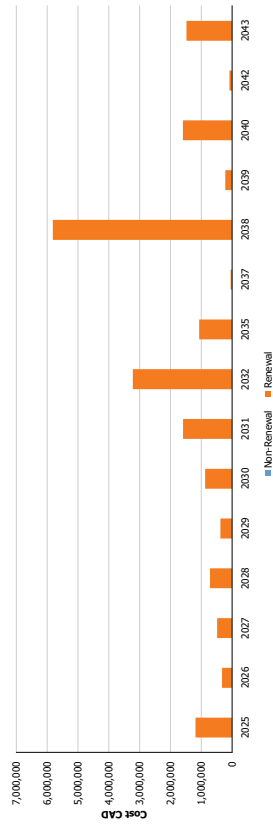
Size

4,554SM

Summary of Funding Needed by

Requirement

Type and Year



Detail of Funding Needed by Year

Year	System	Requirement Name	Renewal	Non-Renewal	Total
2025	D2020 - Domestic Water Distribution	Water Heater - Elec - Domestic Res - 65 Gallon Renewal	40,149	0	40,149
	D3040 - Distribution Systems	Blower - Packaged Fan/Blower Unit - 1 Renewal	316,245	0	316,245
	D3040 - Distribution Systems	Blower - Packaged Fan/Blower Unit - 2 Renewal	316,245	0	316,245
	D3040 - Distribution Systems	Exhaust System - General Building and Restroom Renewal	151,200	0	151,200
	D3080 - Controls and Instrumentation	DDC Controls - Basic Renewal	159,170	0	159,170
	D5022 - Lighting Equipment	Lighting Fixtures - Exterior - HID Renewal	16,600	0	16,600
	D5037 - Fire Alarm Systems	Fire Alarm System - Head End Control Panel Equipment - Zoned Renewal	186,517	0	186,517
	Subtotal for 2025		1,186,124	0	1,186,124
2026	B2030 - Exterior Doors	Exterior Doors - Pair - Hollow Metal Renewal	80,052	0	80,052
	B2030 - Exterior Doors	Exterior Doors - Single - Hollow Metal Renewal	20,446	0	20,446
	B2030 - Exterior Doors	Exterior Doors - Single - Hollow Metal Renewal	16,478	0	16,478
	B5092 - Emergency Light and Power Systems	Revolving Doors - Aluminum Storefront - Manual Operation Renewal	165,620	0	165,620
		Emergency Electrical Distribution - ATS - 70A 600V 3-phase Renewal	20,038	0	20,038
	Subtotal for 2026		322,635	0	322,635
2027	G1030 - Filings	Restroom Accessories - 2005 Renewal	40,622	0	40,622
	G3010 - Wall Finishes	Painted Finish - Average (1 Coat Prime - 2 Coats Finish) - All Levels - 2005 Renewal	4,491	0	4,491
	G3020 - Floor Finishes	Carpeting - Broadloom - Level 1 - 2005 Renewal	23,716	0	23,716
	G3020 - Floor Finishes	Vinyl Composite Tile - Level 1 - Washrooms - 2005 Renewal	12,932	0	12,932
	D2010 - Plumbing Fixtures	Restroom Fixtures Renewal	90,883	0	90,883
	D2020 - Domestic Water Distribution	Water Diet Complete - Low Volume Renewal	291,426	0	291,426
	D5022 - Lighting Equipment	Lighting Fixtures - Interior - Fluorescent - Restrooms Renewal	17,323	0	17,323
	Subtotal for 2027		481,392	0	481,392

2028	D5012 - Low Tension Service and Dist.	Subtotal for 2028	Distribution Equipment - Panelboards, Transformers and Feeders - 600A 347/600V Renewal	713,740	0	713,740
2029	D5012 - Low Tension Service and Dist.	Subtotal for 2029	Distribution Equipment - Panelboards and Feeders - 225A 208Y/120V - 1995 Renewal	375,920	0	375,920
2030	D3060 - Controls and Instrumentation	Subtotal for 2030	Electric Controls Renewal	375,920	0	375,920
	D5037 - Fire Alarm Systems		Fire Alarm System - Initiating & Alarm Devices - Zoned Renewal	14,778	0	14,778
	D5037 - Fire Alarm Systems		Fire Alarm System - Recievey and Wiring Renewal	101,143	0	101,143
	D5038 - Security and Detection Systems		Security System - Intution Alarm Renewal	452,798	0	452,798
	D5092 - Emergency Light and Power Systems		Emergency Generator - 35kW - Natural Gas - Interior Renewal	205,065	0	205,065
	D5092 - Emergency Light and Power Systems		Exit Signs Renewal	86,214	0	86,214
		Subtotal for 2030		11,647	0	11,647
2031	C3020 - Floor Finishes	Subtotal for 2031	Poured Rubber Flooring - Athletic- 2016 Renewal	871,644	0	871,644
2032	C3020 - Floor Finishes	Subtotal for 2032	Wood Flooding - Hardwood Strip - Velodome-Renewed 12-19-2022 Renewal	1,588,175	0	1,588,175
	D5021 - Branch Wiring Devices		Suspended ACT - All Levels - 2005 Renewal	2,602,702	0	2,602,702
	D5031 - Public Address and Music Systems		Branch Wiring - Equipment & Devices Renewal	99,999	0	99,999
	D5038 - Security and Detection Systems		Sound System - Dome Renewal	266,554	0	266,554
	D5039 - Local Area Networks		Security System - CCTV Renewal	148,809	0	148,809
	D5092 - Emergency Light and Power Systems		LAN System Renewal	10,878	0	10,878
		Subtotal for 2032	Emergency Battery Pack Light Units Renewal	83,109	0	83,109
				11,353	0	11,353
2035	B2020 - Exterior Windows	Subtotal for 2035	Aluminum Windows Renewal	3,221,405	0	3,221,405
	D2010 - Plumbing Fixtures		Kitchen Sink Renewal	33,729	0	33,729
	D3040 - Distribution Systems		Sinks - Custodial/Utility - Plastic Renewal	9,771	0	9,771
	D40 - Fire Protection		HVAC Ductwork - Supply - Single Zone Renewal	6,971	0	6,971
	E2012 - Low Tension Service and Dist.		Perimeter Heat - Electric Baseboard Renewal	378,608	0	378,608
			Fire Extinguishers Renewal	11,490	0	11,490
			Distribution Equipment - Panelboards and Feeders - 225A 208Y/120V - 2005 Renewal	7,249	0	7,249
			Fixed Lockers - Double Tier - Level 1 Renewal	495,195	0	495,195
				122,392	0	122,392
				1,065,405	0	1,065,405
2037	C3010 - Wall Finishes	Subtotal for 2037	Painted Finish - Average (1 Coat Prime - 2 Coats Finish) - All Levels - 2005 Renewal	7,109	0	7,109
	D5033 - Telephone Systems		Telephone System Renewal	37,989	0	37,989
2038	F1011 - Air Supported Structures	Subtotal for 2038	Inflatable Dome - Velodome and Volleyball Courts Renewal	45,098	0	45,098
2039	D2010 - Plumbing Fixtures	Subtotal for 2039	Water Coolers - Wall-Mounted w/Bottle Filler Renewal	5,816,345	0	5,816,345
	D5022 - Lighting Equipment		Lighting Fixtures - Interior - LED - Troffer Renewal	23,133	0	23,133
				195,950	0	195,950
				219,083	0	219,083
2040	D2020 - Domestic Water Distribution	Subtotal for 2040	Water Heater - Elect - Domestic Res. - 65 Gallon Renewal	79,960	0	79,960
	D5037 - Fire Alarm Systems		Fire Alarm System - Head End Control Panel Equipment - Zoned Renewal	371,466	0	371,466
	D5038 - Security and Detection Systems		Security System - Initiating & Alarm Devices - Zoned Renewal	160,103	0	160,103
	D5092 - Emergency Light and Power Systems		Exit Signs Renewal	324,607	0	324,607
			Beachers - Telescoping - Manual Operation - Level 2 - 2005 Renewal	18,436	0	18,436
				640,375	0	640,375
				1,594,946	0	1,594,946
2042	C3020 - Floor Finishes	Subtotal for 2042	Carpeting - Broadloom - Level 1 - 2005 Renewal	47,232	0	47,232
	D5038 - Security and Detection Systems		Security System - CCTV Renewal	17,219	0	17,219
	D5092 - Emergency Light and Power Systems		Emergency Battery Pack Light Units Renewal	17,971	0	17,971
		Subtotal for 2042		82,423	0	82,423
2043	D2030 - Sanitary Waste	Subtotal for 2043	Sanitary Waste - Gravity Disch Renewal	866,548	0	866,548
	D5022 - Lighting Equipment		Lighting Fixtures - Interior - LED Flood Pendant Mounted Renewal	611,651	0	611,651
				1,478,199	0	1,478,199
			Total	19,062,636	0	19,062,636

APPENDIX D: FACILITY USE SUITABILITY ASSESSMENT

Use Activity	Does the structure provide sufficient size and height for the use opportunity?	Does the site provide sufficient space to support the use opportunity?	Can the facility be easily adapted to meet the layout and setup needs of the use opportunity?	Is there a perceived unmet demand for this use activity?
Badminton	Yes.	Yes.	Yes. Would require the removal of the track, and renovation of the court space.	Likely. Badminton BC does not list any facilities to play badminton in Burnaby. However, the scale of operations of Badminton BC is considerably smaller than other Provincial Sport Organizations. However, it had the second highest number of drop-in gym participants in Burnaby's NE quadrant in 2019. ⁶
Basketball	Yes.	Yes.	Yes. Would require the removal of the track, and renovation of the court space.	Yes. According to the Canadian Fitness and Lifestyle Research Institute, basketball ranked as the number two sport among 5- to 17-year-olds in 2022 with 17% of sport participants taking part. ⁷ There are a limited number of publicly accessible dedicated indoor basketball courts in the region.
Climbing Walls	Yes. Top/high rope competition climbing requires facilities which can support 10m vertical height. This facility would accommodate this requirement.	Yes.	Yes. Would require the removal of the track and courts. Climbing features would need to be constructed.	Yes. Growing popularity of climbing as a sport led to inclusion in 2020 Olympics and is one of the most popular sports locally. Burnaby does not currently have indoor climbing facilities, although there are a number regionally.
Culture Event Space	Yes.	No. The site would be challenged to support events which attracted more than ~150 people. It is likely that an overflow parking strategy would be required to support events.	Yes. Would require the removal of the track and courts and installation of a suitable event floor.	Yes. Swangard Stadium is the only city-owned asset that can accommodate large cultural events with controlled access and egress.
Dance	Yes.	Yes.	Yes. Would require the removal of the track and courts and installation of a suitable dance floor, as well as suitable partitions between dance spaces.	Unknown. There is a lack of comprehensive data or information on trends in dance participation.
Fitness and Wellness	Yes.	Yes.	Yes. Would require the removal of the track and courts and installation of a suitable fitness floor (likely multiple floors would be required).	Yes. There is an overarching increasing emphasis on fitness and wellness activities in Canadian culture.
Gymnastics	Yes. Select gymnastic specialties require ceilings which are ~12m above equipment. For example trampoline gymnastics requires 12m about the surface of the trampoline. This facility would accommodate this requirement.	Yes.	Yes. Would require the removal of the track and courts and installation of a suitable gymnastics floor. Assume that the gymnastics equipment would be located on top of the floor and not recessed.	Yes. In 2022, 5% of Canadian children and youth aged 5 to 17 participated in gymnastics, ranking it among the top 15 sports for this age group. There are currently no GymBC Member Clubs in Burnaby.
Indoor Bike Park	Yes.	Yes.	Yes. Would require the removal of the track and courts and installation of a suitable biking floor. All bike park features would need to be constructed.	Yes. There are currently no indoor bike park facilities in Burnaby, and the only one in the region is on the North Shore.

⁶ City of Burnaby & RC Strategies (2020). Burnaby Northeast Quadrant Community Space Needs Assessment. Retrieved from https://www.rcstrategies.ca/wp-content/uploads/2021/04/Burnaby-NQ-Community-Space-NA.pdf?utm_source=chatgpt.com

⁷ Canadian Fitness and Lifestyle Research Institute (2022). Sport Participation among children and youth. Retrieved from <https://cflri.ca/publication/sport-participation-among-children-and-youth/>.

Use Activity	Does the structure provide sufficient size and height for the use opportunity?	Does the site provide sufficient space to support the use opportunity?	Can the facility be easily adapted to meet the layout and setup needs of the use opportunity?	Is there a perceived unmet demand for this use activity?
Indoor Soccer	Yes.	Yes.	Yes. Would require the removal of the track and courts and installation of a suitable soccer field.	Yes. According to the Canadian Fitness and Lifestyle Research Institute, soccer ranked as the number one sport among 5- to 17-year-olds in 2022 with 28% of sport participants taking part. There are three dedicated indoor soccer fields in the region; two within the North Shore and one next to Christine Sinclair Community Centre.
Pickleball	Yes.	Yes.	Yes. Would require the removal of the track and renovation to the courts.	Yes. Pickleball is experiencing exponential growth across Canada. Pickleball Canada reported a growth in membership from 28,000 at the end of 2021 to over 80,000 by November 2024. ⁸ Burnaby currently has limited inventory and availability for indoor pickleball courts. However, a private 10-court facility is opening soon in Lougheed Town Centre.
Roller Sports	Yes.	Yes.	Yes. Would require the removal of the track and courts and installation of a suitable floor and dasher boards for roller sports.	No. There is little information on roller derby and other sports and growth or decline associated with the sport.
Table Tennis	Yes.	Yes.	Yes. Would require the removal of the track and renovation to the courts.	No. Table Tennis is a popular sport, and there are four table tennis clubs in Burnaby. However, there is likely insufficient demand to fill a facility the size of HJSC with table tennis tables. The scale of operations (revenues, expenses) of the British Columbia Table Tennis Association is significantly smaller than sports such as Volleyball, Basketball, and Soccer.
Tennis	Yes.	Yes.	Yes. Would require the removal of the track and renovation to the courts.	Yes. The International Tennis Federation 2024 Global Tennis Report found that Canada has the second highest percentage of its population playing tennis globally at 12.8%, but that there has been a decline in the total number of publicly accessible recreational courts between 2021 and 2024. The North Vancouver Tennis Centre and UBC Tennis Centre have 9 and 12 indoor courts respectively and are well utilized year-round. Burnaby Tennis Club operates 6 indoor courts from Oct – May.
Trampoline Park	Yes. This facility could accommodate gymnastic competition level trampolines given the high ceiling height (at peak, the dome is ~20m).	Yes.	Yes. Would require the removal of the track and courts and installation of a suitable floor. All trampoline park features would need to be constructed.	Unknown. Extreme Air Park operates three trampoline parks in Metro Vancouver, indicating strong demand. However, it is not known if there is unmet demand, and safety and liability issues must be considered in a City-owned property.

⁸ Pickleball Canada (2024). Pickleball Canada Celebrates 80,000 Members. Retrieved from <https://pickleballcanada.org/pickleball-canada-celebrates-80000-members/>.

Use Activity	Does the structure provide sufficient size and height for the use opportunity?	Does the site provide sufficient space to support the use opportunity?	Can the facility be easily adapted to meet the layout and setup needs of the use opportunity?	Is there a perceived unmet demand for this use activity?
Use Activity	Will the use opportunity primarily support local Burnaby residents or a larger demographic?	Does the physical location of the site positively, neutrally or negatively impact the use opportunity?		Is there an opportunity to combine the activity with another use activity?
Badminton	Will primarily support regional participation given the popularity of badminton and the physical location of the facility.	Negatively impacts the use opportunity: Access to the facility requires motor vehicle or public transit. This use is seen as a community use and therefore would benefit from a location close to dense, residential communities and be accessible via foot.		Yes — this activity could take place on a court which could serve other uses.
Basketball	Will primarily support local participation as basketball is most commonly considered of as a community/local activity.	Negatively impacts the use opportunity: Access to the facility requires motor vehicle or public transit. This use is seen as a community use and therefore would benefit from a location close to dense, residential communities and be accessible via foot.		Yes — this activity could take place on a court which could serve other uses.
Climbing Walls	Will primarily support regional participation given the limited regional availability of indoor climbing facilities and the nature of the sport. This facility type tends to be a destination facility.	Neutral. Climbing users are willing to travel for access to indoor facilities. While not optimally located, the location at the base of Burnaby mountain is not likely to negatively or positively impact the use.		Yes - the facility area is large enough that multiple uses could be accommodated at the same time.
Culture Event Space	Will primarily support regional participation given the nature of events which commonly attract a wide range of visitors. This facility type tends to be a destination facility.	Negatively impacts the use opportunity: Access to the facility requires motor vehicle or public transit. The frequency of public transit is not ideal to support events. Culture event space is ideally located close to dense, residential communities and be accessible via foot.		Yes — the event space could be utilized for other uses while not in use as an event space.
Dance	Will primarily support local participation as dance is most commonly thought of as a community/local activity and given the fact that there are several dance studios and dance suitable spaces throughout the neighbouring communities.	Negatively impacts the use opportunity: Access to the facility requires motor vehicle or public transit. This use is seen as a community use and therefore would benefit from a location close to dense, residential communities and be accessible pedestrian traffic.		Yes - the facility area is large enough that multiple uses could be accommodated at the same time. Dance spaces could be utilized for fitness and wellness activities.
Fitness and Wellness	Will primarily support local participation as fitness and wellness is most commonly considered as a community/local activity.	Negatively impacts the use opportunity: Access to the facility requires motor vehicle or public transit. This use is seen as a community use and therefore would benefit from a location close to dense, residential communities and be accessible pedestrian traffic.		Yes - the facility area is large enough that multiple uses could be accommodated at the same time.
Gymnastics	Will primarily support regional participation given the limited regional availability of gymnastic facilities and the nature of the sport. This facility type tends to be a destination facility.	Neutral. Gymnastic users are willing to travel for access to facilities. While not optimally located, the location at the base of Burnaby mountain is not likely to negatively or positively impact the use.		No — a gymnastics organization would likely require all the space within the facility to support the different specialities.
Indoor Bike Park	Will primarily support regional participation given the limited regional availability of indoor biking facilities and the nature of the sport. This facility type tends to be a destination facility.	Positively impacts the use opportunity. Access to indoor bike facilities is very limited and therefore users are generally willing to travel for access to facilities and therefore the reliance on pedestrian traffic and public transport are minimal. There is a possible benefit to being located close to the Burnaby Mountain Air Skills Park and Burnaby Mountain biking trails.		No — an indoor bike park would likely require all the space within the facility to support service delivery.
Indoor Soccer	Will primarily support regional participation given the limited regional availability of indoor soccer facilities. Participants are likely willing to travel for access to a specialized facility.	Neutral. Indoor soccer users are willing to travel for access to facilities. While not optimally located, the location at the base of Burnaby mountain is not likely to negatively or positively impact the use.		Yes — the activity space could be utilized for non-soccer activities when not utilized by participants.
Pickleball	Will primarily support local participation as pickleball is most commonly considered a community/local activity. Many neighbouring municipalities have also recently invested in pickleball infrastructure decreasing the need to travel.	Negatively impacts the use opportunity: Access to the facility requires motor vehicle or public transit. This use is seen as a community use and therefore would benefit from a location close to dense, residential communities and be accessible pedestrian traffic.		Yes — this activity could take place on a court which could serve other uses.

Use Activity	Does the structure provide sufficient size and height for the use opportunity?	Does the site provide sufficient space to support the use opportunity?	Can the facility be easily adapted to meet the layout and setup needs of the use opportunity?	Is there a perceived unmet demand for this use activity?
Roller Sports	Will primarily support regional participation given the limited regional availability of indoor roller facilities. This facility type tends to be a destination facility.	Neutral. Roller sports users are willing to travel for access to facilities. While not optimally located, the location at the base of Burnaby mountain is not likely to negatively or positively impact the use.	Yes – the roller arena space could be utilized for non-roller activities when not utilized by participants.	
Table Tennis	Will primarily support regional participation given the limited regional availability of indoor table tennis facilities. This facility type tends to be a destination facility.	Neutral. Table tennis users are willing to travel for access to facilities. While not optimally located, the location at the base of Burnaby mountain is not likely to negatively or positively impact the use.	Yes – this activity could take place on a court which could serve other uses.	
Tennis	Will primarily support local participation as tennis is most commonly considered a community/local activity. Many neighbouring municipalities also have indoor tennis infrastructure which may limit the number of visitors willing to travel to use the facility.	Negatively impacts the use opportunity: Access to the facility requires motor vehicle or public transit. This use is seen as a community use and therefore would benefit from a location close to dense, residential communities and be accessible pedestrian traffic.	Yes – this activity could take place on a court which could serve other uses.	
Trampoline Park	Will primarily support regional participation given the limited regional availability of indoor trampoline parks. This facility type tends to be a destination facility.	Neutral. Trampoline Park users are willing to travel for access to facilities. While not optimally located, the location at the base of Burnaby mountain is not likely to negatively or positively impact the use.	No – an indoor trampoline park would likely require all the space within the facility to support service delivery.	