



The Corporation of **THE CITY OF NORTH VANCOUVER**
OFFICE OF THE DEPUTY CHIEF ADMINISTRATIVE OFFICER

INFORMATION REPORT

To: Mayor Linda Buchanan and Members of Council

From: Robert Skene, Deputy Director, Civic Development and Strategic Initiatives

Subject: NEW HARRY JEROME COMMUNITY RECREATION CENTRE AND SILVER HARBOUR SENIORS' ACTIVITY CENTRE – ANNUAL PROJECT UPDATE

Date: January 22, 2025 File No: 02-0800-30-0028/1

ATTACHMENTS

1. HJCRC & SH Newsletter & Project Update December, 2024 (CityDocs [2599239](#))

SUMMARY

The construction of the new Harry Jerome Community Recreation Centre (HJCRC) and Silver Harbour Seniors' Activity Centre (SH) is progressing on schedule, with project completion anticipated for the first quarter of 2026. The overall project budget is \$230 million, and 96% of the work has been tendered. As the project enters the final year of construction, planning for the closure of the existing HJCRC and the transition to the new facility are underway.

BACKGROUND

The HJCRC/SH project represents the most extensive capital revitalization initiative ever undertaken by the City of North Vancouver. Following years of planning, consultation, design refinement, and community engagement, construction is nearing completion on what will be a state-of-the-art, inclusive community amenity hub. This facility is designed to support the physical, mental, and social well-being of our community, reflecting the City's vision of being the "Healthiest Small City in the World".

DISCUSSION

Project Schedule Update

Council authorized the commencement of construction for the new HJCRC/SH on March 7, 2022. Through a phased construction approach, the project has effectively managed its financial strategy, ensuring work progresses in line with available funding. Key completed construction milestones include:

- **Utility Upgrades:** Advanced underground utility work on East 23rd Street, including water main, sanitary, and storm sewer replacements.
- **Site Preparation:** Bulk excavation, soil remediation, and removal of oversized boulders.
- **Structural Work:** Steel structure (90% complete) and building metal decking (65% complete).
- **Mechanical and Electrical Systems:** Mechanical systems (70% complete) and electrical systems (71% complete).
- **Offsite Works:** BC Hydro, Telus, Rogers/Shaw, and Lonsdale Energy Corporation underground infrastructure.

Looking ahead, the major upcoming construction activities include:

- **2025:** Completion of major building structure and envelope, ongoing electrical and mechanical work, interior finishes, commissioning, and landscaping.
- **2026 (Q1):** Full construction completion.
- **2026 (Q2):** Public opening of the new HJCRC/SH.

Budget Update

The project is being delivered amid one of the most volatile construction markets in decades. Rising inflation, supply chain disruptions, increased labour costs, and fluctuating commodity prices have all contributed to cost escalation. To mitigate these challenges, the project team employed several strategic approaches, such as:

- **Phased Tendering:** Tendering work as it is required, rather than at the outset, to allow for more accurate pricing based on real-time market conditions.
- **Clash Detection:** The use of 3-D computer modeling to identify design discrepancies early, minimizing costly changes during construction.

To date, approximately \$219.5 million of the \$230 million budget has been committed, with 96% of tendering completed. This transition from estimated to firm pricing provides greater certainty regarding final costs. However, it is important to note that the project is currently tracking to fully consume available contingency funds by the end of the construction phase. This highlights the need for continued vigilance in cost management, scope control and risk mitigation. The project team remains focused on maintaining budget discipline and identifying opportunities to absorb unexpected expenses while delivering a successful outcome.

Risk Management

The project has successfully minimized risk through a well-planned delivery methodology and early engagement of a construction manager as the Owner's Agent. A project-specific risk register has been developed and is actively monitored, tracking remaining risks across ten categories, including communication, scope, funding, schedule, safety, and quality. Some major risks and mitigation efforts included:

- **Geotechnical Risk:** Closed.
- **Contaminated Soil Remediation:** Completed at a cost of \$4M.
- **Oversized Boulder Removal:** Completed at a cost of \$100K.
- **Supply Chain Issues:** Procurement of long-lead items completed.

HJCRC Operational Readiness Plan

In preparation for the transition to the new facility, a team that includes NVRC, CNV and external project management is focused on ensuring operational readiness. The HJCRC Operational Readiness Team will focus on the following key areas to ensure a smooth operational launch:

- **Furniture, Fixtures, and Equipment (FFE):** Scope development, procurement, and coordination with vendors.
- **Change Management:** Supporting staff through large-scale organizational changes and ensuring smooth transitions in operations.
- **Training and Orientations:** Providing comprehensive staff training and orienting staff and user groups to new operational processes.
- **Move Management:** Developing and executing a detailed move plan, including retaining moving services and overseeing the move process.
- **Tactical and Integration Planning:** Finalizing readiness, dry-run activations, go-live plans, and resourcing to ensure a smooth start for operations in 2026.

These activities will ensure the facility is ready to welcome the public. This comprehensive Operational Readiness Plan aims to ensure that the transition to the Harry Jerome Community Recreation Centre is efficient, well-coordinated, and successfully supports both staff and users from day one. The HJCRC Operational Readiness team is committed to delivering a facility that meets the needs of the community while maintaining the highest standards of service and operational excellence. Silver Harbour Seniors' Activity Centre is also underway on their operational readiness planning.

Communications Strategy

The team has developed a comprehensive communications strategy for the upcoming "year to launch" with the goals of:

- Creating awareness, excitement and pride for this once in a generation project
- Educating the public about both the near term benefits of the HJCRC (leading edge in environmental and accessibility performance) and the longer term benefits

(welcoming public realm and community building space for Central Lonsdale and North Vancouver)

Work will focus on proactive storytelling, a visual presence online and in community, as well as a steady build of tactics (from giveaways to media-friendly activations) leading to the grand opening in Spring 2026 that will include:

- **Advertising** – ranging from construction fencing to signage on bus shelters and in current community facilities.
- **Increased Project Newsletter Frequency:** Monthly updates on construction progress with a corresponding video update for the public.
- **Social Media Storytelling:** Highlighting programming, accessibility, design, and sustainability features of the new facility.
- **Interest Holder Engagement:** Focused updates for community user groups.
- **CityView Newsletter Feature:** A dedicated feature on the new HJCRC in the CityView newsletter.
- **Photography and Videography:** Ongoing video storytelling to document the project's evolution.

Facility Opening Celebration

The construction of the HJCRC is slated for completion in Q1 2026, with the facility opening to the public in Q2 2026. A grand opening event is planned to celebrate this important milestone. This event will also provide an opportunity to celebrate the closure of the existing HJCRC and usher in a new era of community culture and recreation.

FINANCIAL IMPLICATIONS

The financial management of the HJCRC/SH project remains on track. The successful implementation of risk mitigation strategies including phased tendering has allowed the project to adapt to changing market conditions while maintaining budget integrity.

INTERDEPARTMENTAL IMPLICATIONS

Coordination has been a key element of the project's success, with input and collaboration from every City department, North Vancouver Recreation and Culture and Lonsdale Energy Corporation.

STRATEGIC PLAN, OCP OR POLICY IMPLICATIONS

The new HJCRC/SH project aligns with the City's long-term vision of "A Healthy City for All." It will provide a vibrant, inclusive community space designed to meet the health and wellness needs of current and future generations. The project represents a key investment in the City's infrastructure, ensuring that North Vancouver remains a thriving, connected, and healthy community for years to come.

RESPECTFULLY SUBMITTED:

A handwritten signature in black ink, appearing to read "Robert Skene", written over a horizontal line.

Robert Skene
Deputy Director, Civic Development and
Strategic Initiatives