



The TOWNSHIP of  
**NORTH DUMFRIES**



# ARENA STRATEGY

Phase One (Draft) | August 2020



*mbpc*

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*The TOWNSHIP of*  
**NORTH DUMFRIES**

**Township of North Dumfries**

# **Arena Strategy – Phase One**

August 6, 2020

Prepared by:



**WALTERFEDY**

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### LIMITATIONS

*This report was prepared by Monteith Brown Planning Consultants Ltd., The JF Group, and WalterFedy (herein referred to as “the Consulting Team”) for the account of the Township of North Dumfries. The material in this report reflects the Consulting Team’s best judgment in light of the information available to it at the time of preparation. Any use which a third party makes of this report, or any reliance on or decisions to be made based on it, are the responsibility of such third parties. The Consulting Team accepts no responsibility for damages, if any, suffered by a third party as a result of decisions made or actions based on this report.*

Funding for this study has been provided by the Province of Ontario Municipal Modernization Program.



## Section 1: Introduction

### 1.1 Study Purpose

The purpose of this Arena Strategy is guide planning and inform decisions for North Dumfries arena system. Specifically, the Strategy will evaluate the need to maintain two ice pads in North Dumfries based on a comprehensive analysis of background research, trends and best practices, demographics, and understanding of local and regional arena supply and usage levels.



**The Township of North Dumfries Arena Strategy will inform capital investment and long-term arena provision.**

**This Phase One Report determines current and future indoor ice needs by considering local demographics and growth, regional arena supplies, usage and trends, and public and stakeholder input.**

**Phase Two – still to come – will examine provision options and costs.**

The following objectives have been established for Arena Strategy:

- Review **background research** including the Corporate Strategic Plan, facility condition assessments, local demographics and other documents pertinent to the Arena Strategy.
- Consider **arena trends** such as ice sport participation, facility design and accessibility. Promising practices in other in communities will also be reviewed.
- Project **future arena demand** with consideration given to local and regional supply, distribution, utilization, planned capital investments and the ability to serve current and future residents.
- Identify **capital and operating estimates**, as well as potential programming and partnership opportunities associated with long-term arena provision options.
- Consult** with local arena and indoor facility users, the public, Township staff and Council to gather input and feedback on current and future ice needs.
- Develop a **comprehensive arena provision strategy** with consideration given to undertaking a comprehensive renovation of the Ayr Community Centre or twinning the North Dumfries Community Complex arena (should need for maintaining a second ice pad be demonstrated).

#### **Provision Options to be Evaluated**

**If the study finds long-term demand for one ice pad, Phase Two will consider:**

- The timing of decommissioning the Ayr Community Centre (Queen Elizabeth Arena) as an ice venue.

**Should the study demonstrate the continued need for two ice pads in North Dumfries, Phase Two will assess the following options:**

- A comprehensive renovation of the Ayr Community Centre; or
- Expanding the North Dumfries Community Complex to add a second ice pad and decommissioning the Ayr Community Centre as an ice venue.



The potential re-purposing or end use of the ACC (if applicable) is outside the scope of this project and will be determined through further study.

## 1.2 Study Process

To achieve the Strategy's objectives, a two-phase work plan was devised. The work plan involved public and stakeholder consultation, thorough background research, evidence-based needs assessment, evaluation of options and sites, concept development, and costing.

This draft report represents the Phase One of the Strategy and contains a summary of key inputs including background research, community profile and trends, arena inventory, consultation, and analysis of arena usage. These factors were considered in the assessment of arena needs, which is identified at the end of this draft report. Should it be determined that a second ice pad is required in the Township, Phase Two of the Strategy will explore provision options.

### PHASE ONE Indoor Arena Ice Usage and Needs Analysis

1. Background Review
2. Community Profile
3. Trends & Best Practices
4. Arena Inventory Tour
5. Public & Stakeholder Consultation
6. Usage Analysis
7. Needs Assessment
8. Partnership Assessment
9. **Phase 1 Report** and Council Presentation

### PHASE TWO Business Case Assessment

10. Implementation Analysis
11. Capital & Operating Assessments
12. **Draft Arena Strategy**
13. Public Open House
14. **Finalize Arena Strategy**
15. Council Presentation



### Key Questions

- a. How is the demand for ice time changing?
- b. How does community growth factor into future arena needs?
- c. Is there sufficient demand in the short- and long-term to support two ice pads in North Dumfries?
- d. What would be the benefit of maintaining two ice pads? What about the impact of removing one ice pad?

### Key Questions

- a. Should the Township reinvest in the ACC?
- b. Should the Township add a second ice pad to the NDCC? When? What should it include?
- c. If applicable, what is the right time to decommission the ACC?
- d. What are the costs (capital and operating) associated with the various facility options?
- e. How can we encourage greater use of our arenas?



**This report is being prepared in 2020 during the midst of the COVID-19 pandemic. While a short-term slowdown in the growth trajectory of local ice sports is possible, longer-term impacts will need to be monitored.**

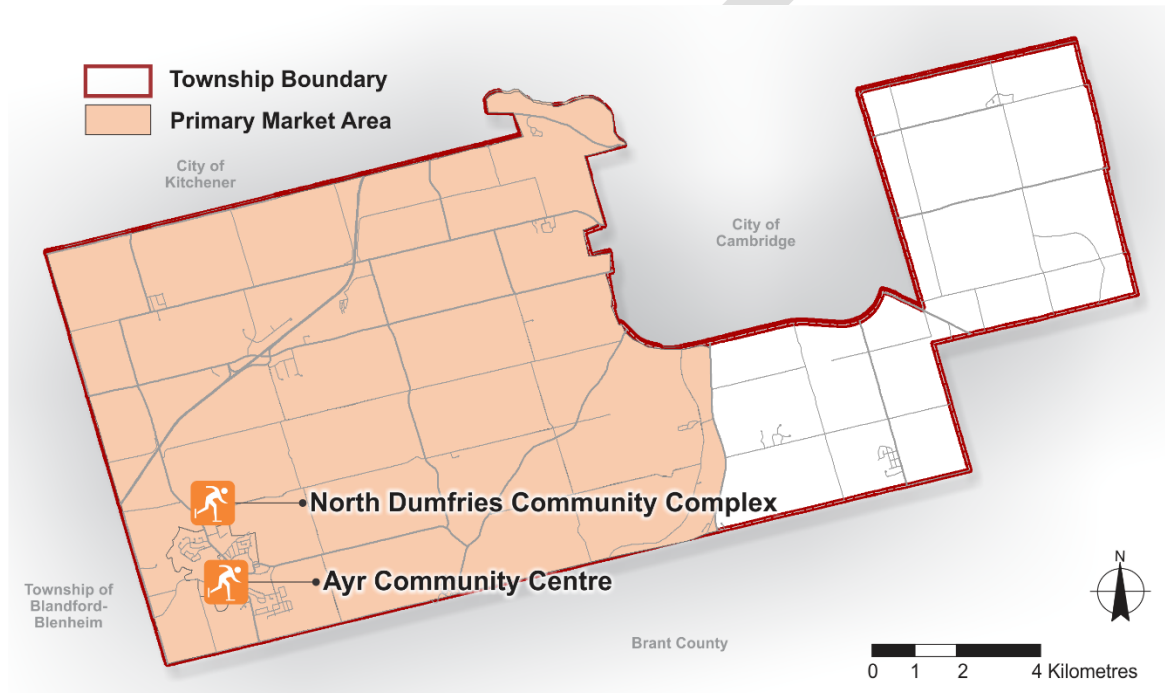
**The pandemic has highlighted the importance of physical activity and community interaction. Proactive planning and strategic investment are vital to support the significant role that the recreation sector plays in personal, social, and local economic recovery.**

## Section 2: Planning Context

### 2.1 Community Profile

This section examines demographic characteristics that may influence the current and future demand for arenas in North Dumfries and area. Highlighted below are a broad range of factors including historical and forecasted population growth, age profiles, income levels and immigration levels.

Figure 1: Township of North Dumfries



#### Historical and Projected Population

Statistics Canada reported that between the 2006 and 2016 Census, the Township of North Dumfries experienced a growth of 13%, reaching a population of 10,215.<sup>1</sup>



**Home areas for some competitive sports (such as minor hockey) do not align with municipal boundaries, nor do usage patterns.**

**The primary market area for the Township's arenas is concentrated on the western portion of North Dumfries and accounts for 78% of the Township's population. Those living east of the Grand River and closer to the municipal boundary are more likely to be drawn to arenas in the City of Cambridge or County of Brant.**

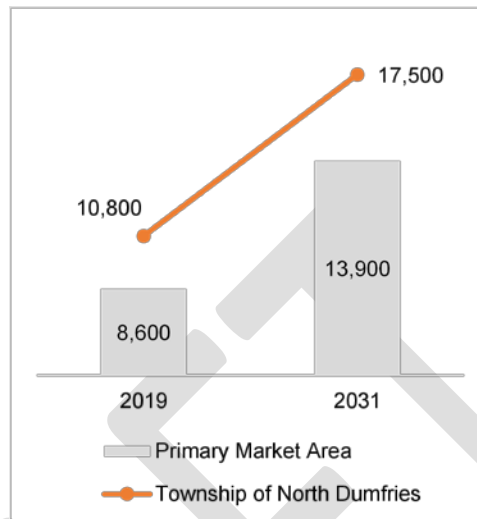
<sup>1</sup> Statistics Canada. 2006 and 2016 Census.

Due to the Township's unique geography, playing boundaries for minor sports and travel patterns, a primary market boundary is identified to provide a better understanding of where users live and how this area will change in the future. It is generally recognized that Township residents living on the east side of the Grand River use services (including arenas) in Cambridge or Brant due to their close proximity. Residents residing on the west side of the Grand River are considered to be the main users of the Township's two arenas (herein referred to as the primary market area). The 2016 Census reported a population of 8,015 residents within the primary market area, representing 78% of the Township's total population.

The Region of Waterloo estimates that North Dumfries' year-end 2019 population is 10,800 persons<sup>2</sup>, which was a growth of 585 residents since 2016. Given that the Region and Township Official Plans designate Ayr are the focal point for growth in North Dumfries, it is assumed that the majority of recent population growth has occurred within the primary market area. As a result, **it is estimated that the Township's arenas are presently serving 8,600 North Dumfries residents.**

Population projections allocated by the Region of Waterloo indicates that North Dumfries is projected to grow to approximately 17,500 residents by 2031 (Table 1),<sup>3</sup> which is in-line with the Township's 2019 Development Charges Background Study and the 2018 Official Plan. The projected population accounts for 1,400 residents planned to be accommodated along the North Dumfries and Cambridge boundary ("Cambridge West") and due to its proximity to the City, it is anticipated that these residents will not be Township arena users. The majority of the balance of population growth (5,300 residents) is anticipated to be accommodated within Ayr's existing urban boundary, particularly in the emerging southeast and southwest areas. With this in mind, the population within the primary market area is forecasted to reach approximately 13,900 residents by 2031, which translates into an increase of 62% from 2019. Local growth beyond 2031 is expected to be more limited and will be the subject of further study through the Region's ongoing Municipal Comprehensive Review.

**Table 1: Township of North Dumfries Projected Population, 2019 - 2031**

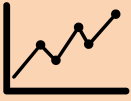


Note: The primary market area includes all residents living on the west side of the Grand River, with the exception of 1,400 residents planned to be located along the North Dumfries and Cambridge boundary.

Source: Region of Waterloo Year-End 2019 Population and Household Estimates for Waterloo Region; Correspondence provided by the Region of Waterloo in July 2020.

<sup>2</sup> Region of Waterloo. April 14, 2020. Year-End 2019 Population and Household Estimates for Waterloo Region. Report PDL-CPL-20-11 prepared by the Planning, Development and Legislative Services Department. Table 1.

<sup>3</sup> Correspondence provided by the Region of Waterloo in July 2020.



**The current (2019) population estimate of the primary market area is 8,600. The population in this area is forecasted to increase by 62% by 2031, reaching 13,900. It is noted that the Township's arenas also attract users from Blandford-Blenheim and south Kitchener.**

Due to its affordable housing, small town lifestyle, and proximity to Highway 401 and large urban municipalities such as Kitchener and Cambridge, North Dumfries is an attractive place to live. Nevertheless, it is recognized that short-term population growth may be impacted by the COVID-19 pandemic, which has caused an economic slowdown in growth across Canada due to limited travel, reduced construction activity, employment disruptions and curtailed migration. Over the longer-term, research suggests that the Greater Golden Horseshoe (of which North Dumfries is a part of) will remain attractive to growth and the previous population and employment forecasts will remain relevant.<sup>4</sup> While this may mean a brief pause in North Dumfries' growth, the timing of housing market demand will require ongoing monitoring.

### **Population Growth by Age**

The age profile of a community is an important indicator of arena demand. For example, a community with a high proportion of children and youth may yield higher demand for arena-related activities such as hockey and figure skating, while a community with a higher proportion of older adults may require non-arena related facilities that offer less intensive and more passive forms of recreation.

Contrary to aging trends observed across the Province, North Dumfries' population is getting younger. Between the 2011 and 2016 Census, North Dumfries' median age declined marginally from 42.1 years to 41.7 years. Despite this finding, North Dumfries' population is generally older compared to the Region of Waterloo (median age of 38.5 years) and on par with the Province (41.3 years).



**Between 2019 and 2031, the population of children and youth (ages 5 to 19) in the primary market area is forecasted to grow by 57%, suggesting growing demand for traditional recreation activities, such as ice sports.**

Using age group capture rates from the 2016 Census and age cohort projections provided by the Region of Waterloo, Table 2 summarizes population growth by age group for the Township. These projections suggest that the North Dumfries will experience growth in all age groups by 2031. Trends in arena usage typically indicate that youth between the ages of 5 and 19 years make up the majority of prime time usage within arena systems across the Province. Within the primary market area, it is estimated that there will be 2,800 youth in North Dumfries by 2031, representing a growth of 57% from 2019.

Future growth among the Township's younger population during this time period is also reflected in the long-term accommodation projections developed by the Waterloo Region District School Board and Waterloo Catholic District School Board, which estimate that the population of elementary-aged pupils will

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<sup>4</sup> Ministry of Municipal Affairs and Housing, Greater Golden Horseshoe: Growth Forecasts to 2051. Technical Report, Hemson Consulting Ltd. June 16, 2020.



increase by 30% between 2019 and 2027 (a shorter period compared to what was forecasted above).<sup>5</sup> These statistics reinforce the fact that the Township is poised to continue attracting young families with children and youth, which will drive arena demand.

Population growth among the Township's older population is also expected. Adults between the ages of 20 and 49 years typically make up for the remainder of ice sport users, often booking times later in the evenings and weekends. Age group projections estimate that this age group will grow by 64% 2031.

**Table 2: Projected Population Growth by Age Group, 2019 - 2031**

Age Group	Primary Market Area			Township of North Dumfries		
	2019	2031	Growth	2019	2031	Growth
<b>Children (0-4)</b>	483	714	<b>48%</b>	571	898	<b>57%</b>
<b>Youth (5-19)</b>	1,813	2,842	<b>57%</b>	2,220	3,574	<b>61%</b>
<b>Adult (20-49)</b>	3,112	5,105	<b>64%</b>	3,901	6,420	<b>65%</b>
<b>Older Adult (50-54)</b>	778	1,013	<b>30%</b>	952	1,273	<b>34%</b>
<b>Seniors (55+)</b>	2,414	4,226	<b>75%</b>	3,156	5,315	<b>68%</b>
<b>Total</b>	<b>8,600</b>	<b>13,900</b>	<b>62%</b>	<b>10,800</b>	<b>17,500</b>	<b>62%</b>

Note: 2019 age group estimates were developed by applying the 2016 Census age cohort capture rates to the total population identified by the Region of Waterloo. 2031 age group estimates were provided by the Region of Waterloo. Primary market area 2019 age group estimates were developed by applying the age cohort capture rates based on the 2016 Census Dissemination Areas to the total population. 2031 age group estimates were developed by applying the age cohort capture rates based on the Region of Waterloo's population projection.

### Income and Immigration



**The Township's population is generally younger and more affluent than regional comparators, suggesting higher than average demand for ice time, all other factors being equal.**

Ice sports, particularly minor hockey, are commonly recognized as some of the costliest recreation activities. Due to the financial barriers, sector trends indicate that households with higher household incomes are more likely to participate in organized recreation activities such as arena sports. The 2016 Census reported that the median household income in North Dumfries was \$111,000, higher compared to the Region of Waterloo (median income of \$77,500) and the Province (\$74,300). Less than 4% of residents in Ayr and the surrounding area live in low-income households (compared to 12% in the Region and 14% in the Province). These findings suggest that Township residents are more likely to participate in arena activities compared to their counterparts.

Participation in ice sports can also be influenced by immigration in a community, particularly since a great deal of in-migration across Canada and Waterloo Region has come from countries that do not typically play ice sports. This may be less of a factor locally since the number of immigrants in North Dumfries is relatively low. Township-wide, the 2016 Census reported that approximately 12% of residents are immigrants, the majority of which migrated decades ago from countries such as the United Kingdom, Portugal, Netherlands and the United States.

<sup>5</sup> Waterloo Region District School Board and Waterloo Catholic District School Board Long-Term Accommodation Reports.

## 2.2 Strategic Alignment

The Arena Strategy gives consideration to other Township's objectives, strategies, and recommendations as identified in relevant corporate plans, studies and reports. The following is a high level summary of applicable document, along with potential implications on this study.

### Corporate Strategic Plan (2019-2022)

The Township's Corporate Strategic Plan guides decision making between 2019 and 2022. With the benefit of public input, the Corporate Strategic Plan articulates the desired goals and objectives for growing the Township, which are organized under five "Pillars to Success":

1. Community Growth & Economic Prosperity
2. Recreation & Leisure
3. Environment & Sustainability
4. Governance & Financial Strategy

The Arena Strategy has relevance to each Pillar through sustainable asset management (the Ayr Community Centre is aging), addressing needs associated with population growth in the community, economic/sport tourism spin-offs associated with new or improved arena facilities, and the ability to create dynamic community hubs of activity.

### Community Use Facility Needs Study (2008)



**The 2008 Community Use Facility Needs Study supported the development of the North Dumfries Community Complex and recommended monitoring and further study prior to adding a second ice pad to replace the aging Ayr Community Centre.**

A Community Use Facility Needs Study, approved by Township Council in 2008, identified long-term needs for recreation facilities in North Dumfries. The Study's recommendations supported the development of the North Dumfries Community Complex in 2011, among other capital projects.

Specifically, the 2008 Study recommended that a single ice pad be provided as part of the multi-use community facility in North Dumfries and that Ayr Community Centre be maintained for at least the short-term (and evaluated after the new facility was operational for one year). It was further recommended that the new facility be designed so that it could be expanded to include a second ice pad if the need to replace the Ayr Community Centre became imminent from a facility investment standpoint.

### Facility Audits

The Township has completed a number of facility reviews for the Ayr Community Centre and North Dumfries Community Complex including facility condition assessments, accessibility reports, and energy audits. Generally speaking, the Ayr Community Centre was identified as in "Fair to Poor" condition, while the North Dumfries Community Complex was considered to be in "Good to Excellent" condition. The results of these reports will be considered more fully through Phase Two of this Arena Strategy

## 2.3 Benefits of Recreation

Municipal arenas and recreation facilities are integral to a community's wellbeing. They contribute in a significant way to our social, economic and environmental priorities by providing spaces for services and programs that benefit residents and support community-building.

Specifically, municipal arenas:

- Enhance mental and physical wellbeing;
- Enhance social wellbeing and promote engagement and inclusion;
- Help build strong families and communities;
- Help people develop critical and creative thinking skills; and
- Provide wide-ranging economic benefits.

The Township recognizes these benefits and regularly invests in the local arena system by directing the needed capital and operating resources, as well as undertaking long-range planning – such as this Arena Strategy – from time to time.

## **2.4 Trends in Recreation and Community Wellbeing**

This section explores “mega-trends” that are broad, system-wide directions or movements affecting society and spanning various sectors. Many of these have widespread ramifications for the future of recreation and sport. Some are already starting to impact what and how facilities and services are being delivered, while others will have longer-term implications.



**Aging  
Population**



**High Levels  
of Physical  
Inactivity**



**Focus on  
Active Living  
and Wellness**



**Growth in  
Unstructured  
Activities**



**Affordability  
Concerns**

### **Aging Population**

- Municipalities across North America are experiencing an aging of the population as the baby boomer generation move through the age cohorts. North Dumfries’s population of residents 55 years of age and over grew by 520 residents (21%) between the 2011 and 2016 Census periods, although its overall population is not aging as quickly as many others.
- The number of children and youth (age 5-19) in North Dumfries, who are the primary users of arenas, only grew by 2% between the 2011 and 2016 Census periods. Future residential growth in North Dumfries has the potential to attract younger families to the community, which may drive arena needs by way of minor sports and adult pick-up leagues.
- There is a greater emphasis on the provision of barrier free facilities to respond to provincial legislation as well as the need to respond increasing program demands for older adults and seniors who wish to remain active (e.g., adult pick-up leagues, seniors’ skate, etc.). The Ayr Community Centre is not a barrier-free facility due to its age.

### **High Levels of Physical Inactivity**

- Nearly one-third of Canadian children and youth (age 5-17) are obese or overweight, which was an increase from 23% reported in 1979. Almost two-thirds (64%) of adults over the age of 18 are obese or overweight, which was an increase from 49% in 1979.<sup>6</sup>
- In a 2016 profile on physical activity for children and youth in Waterloo Region, 84% of children (age 3-4 years) met recommended physical activity levels. However, only 7% of children (age 5-11 years) and 4% of youth (ages 12-17 years) met the minimum requirements.<sup>7</sup> These findings indicate that physical activity levels decline considerably as children and youth get older.
- The 2020 ParticipACTION report card on physical activity for children and youth graded overall physical activity levels a "D+"<sup>8</sup>. There has been little improvement in physical activity levels over the years.
- Reliance on automobiles (as opposed to walking or biking) has contributed to a culture of physical inactivity, while sedentary activities such as watching television, playing video games, or using a computer further exacerbate sedentary behaviours.
- Ice sports such as hockey and figure skating continue to be popular recreation activities in Canada, particularly for children and youth as they foster a variety of benefits including encouraging healthy and active lifestyles. Broader trends have revealed that there are increasing rates of physical activity due to the rise of sedentary activities and increasingly busy lifestyles.

### **Focus on Active Living and Wellness**

- The Healthy Communities movement recognizes that recreation and leisure are vital contributors to social and personal health. Active living is a primary goal of the 2015 Framework for Recreation in Canada.
- Municipalities are focusing on strategies to improve the activity levels, health and wellbeing of their residents. This goal is supported by the Township's Corporate Strategic Plan, which encourages communities to grow in a manner that supports healthy lifestyles.
- Among Canada's most popular recreation activities, hockey and ice skating encourage physical activity for all ages. The Township and local organizations offer a variety of skating programs and opportunities to ensure that there is something for everyone to get active through all life stages.

### **Growth in Unstructured Activities**

- The primary barrier to recreational participation for both youth and adults is a lack of free time. Organized ice sports, particularly at the competitive levels, often require a considerable time commitment for training, practices, travel and other league activities.
- Due to increasingly busy lifestyles, competing interests, and the inability for many people to commit to structured activities, there has been a growing desire for drop-in and unstructured activities that can be self-scheduled. North Dumfries provides some opportunities to engage in

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<sup>6</sup> Ibid. Public Health Agency of Canada, 2017.

<sup>7</sup> Region of Waterloo. 2016. Physical Activity for Children and Youth in Waterloo Region. Retrieved from <https://www.regionofwaterloo.ca>

<sup>8</sup> Participation. 2020. The ParticipACTION report card on physical activity for children and youth. Retrieved from <https://participaction.cdn.prismic.io>



drop-in arena activities including weekend public skating and free skating activities for seniors and parent/tots. Some stakeholders suggested a need for after-school activities for local youth.

- To address this trend, municipalities are seeking strategies such as extending hours of operation, providing more drop-in activities, offering programs at different times of the day, and more.

### **Affordability Concerns**

- Income can be a significant barrier to participation in organized sports where equipment, travel and rental fees result in greater costs to the participant. Financial assistance programs and low-to-no-cost programming options can help alleviate the financial burden of participation.
- North Dumfries's median household income is higher than the Region of Waterloo and the Province, suggesting that residents may be more likely to participate in arena activities.

## **2.5 Trends in Ice Sports and Arena Design**

This section explores existing and emerging trends in ice sport participation and facility provision that could affect the provision of arena facilities in North Dumfries. Understanding trends at the national, provincial and local level can help anticipate needs for arenas. The following trends may be directly or indirectly related to the potential demand for arenas and broader recreation services in North Dumfries.



**Participation  
in Ice Sports**



**Female Sport  
Participation**



**Skill Development  
and Competition**



**Narrowing  
Prime Time**



**Aging  
Infrastructure**



**Repurposing  
Aging or  
Underutilized  
Arenas**



**Multi-Use  
Recreation  
Facilities as  
Community Hubs**



**Persons with  
Disabilities and  
Barrier Free  
Facilities**



**Embracing  
Green Design**



**Partnerships**



**Nationwide participation data shows steady to declining participation in organized team sports, such as hockey (especially amongst boys). This is partially attributed to increased ethnic diversity (with many from non-hockey playing countries) and rising costs of participation. In addition, unstructured, self-scheduled activities are growing in popularity and a wider variety of leisure opportunities creates competition of one's time.**

**In North Dumfries, participation has been slowly increasing – particularly for girls' hockey – and generally in line with population growth.**

### **National and Provincial Participation in Ice Sports**

Registration in Hockey Canada (both in Ontario and Canada) has declined since peaking in the 2008-2009 season with nearly 210,000 affiliated minor players reported in Ontario for the 2018/2019 season. This represents a 16% decline from the peak in 2008/09, and can be linked to several factors such as the high cost of hockey, concerns over safety, competing interests, aging populations, and competition from leagues/organizations that are not sanctioned by Hockey Canada.

Participation in local ice sports has been increasing, which is reflective on the Township's historical roots in playing hockey. Since the 2008 study was completed, the total number of ice participants increased by 16% to 911 registrants, including 593 youth and 318 adult players.

### **Female Sport Participation**

Participation in girls' hockey continues to rise due to growth in minor and international sport opportunities (such as women's hockey), changing lifestyle and personal commitments, and gender equity efforts that remove participation barriers for females. Hockey Canada reported that there is a strong growth in girls' hockey that has largely sustained overall participation levels. In Ontario, girls' hockey represented one-fifth (21%) of all participants affiliated with Hockey Canada for the 2018/2019 season, which is an increase from 16% four seasons ago.<sup>9</sup> As a result, female and male ice groups are competing for a finite amount of arena time within municipal facilities.

Across the nation and including North Dumfries, the most recent gains in hockey participation are driven by the increasing interest in girls' hockey. Since its inception in 2010, Ayr Rockets Girls' Hockey has grown to 144 participants for the current season.

### **Increased Focus on Skill Development and Competition**

Several sport governing bodies in Canada are implementing the Long-Term Athlete Development model (LTAD) that emphasizes athlete growth, maturation, and development. This model identifies that needs of athletes at various stages of their development, including training and competition needs and addresses the appropriate stages for the introduction and refinement of technical, physical, mental, and tactical skills.

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<sup>9</sup> Hockey Canada. Annual General Meeting Reports.

The adoption of the LTAD model has transformed the way many ice organizations deliver programming as there is a shift away from play games in favour of skill development. In 2018, Hockey Canada mandated that novice participants play half ice (or cross ice) in order to boost fun and skill development. While this change suggests that twice as many participants may be accommodated within the same period, Hockey Canada requires that half-ice be 100 feet by 85 feet. Due to the size of the Ayr Community Centre pad, modified programs are required at this location. In addition, the standards of play mandate minimum thresholds for game and practice time, which can be particularly challenging for the higher levels of play that require greater access.

Competitive development experiences and opportunities are also in high demand. The higher the level of play and the greater the focus on athlete development, the more time that is required for practices, games, and camps. This is a notable trend for North Dumfries given the presence of the Ayr Minor Hockey Association (Ontario Hockey Association), Ayr Rockets Girls' Hockey (Ontario Women's Hockey Association), Ayr Skating Club (Skate Canada), and the Ayr Centennials (Junior B).

### **Perception of Prime Time is Narrowing**



**Usage profiles of arenas – in North Dumfries and across Ontario – have changed in recent decades. Families are less willing to use early morning weekday ice and interest in late night times for adult hockey has declined. There are more tournaments and a focus on skill development, which has also placed a premium on access to prime time ice, particularly during the week. In short, the prime-time window is shrinking, which is making it more difficult to make use of shoulder and non-prime hours.**

Historically, municipal arenas experienced strong or steady ice usage during the early mornings or late-night hours. Most recently, experience in the sector revealed that the window of core prime time ice is shrinking as most groups desire the use of early prime time hours, particularly during the weekday. Groups are increasingly reluctant to utilize ice time during the morning, shoulders, and late prime time hours. Some communities are also challenged with filling weekend hours. These usage trends are placing pressures on groups' ability to secure desired ice times and expand memberships.

An analysis of North Dumfries' arena schedules finds that there is available weekend capacity at the Ayr Community Centre. In addition to the limitations of this arena, consultation with stakeholders suggest that this available time is also due to the fact that youth groups are playing away games in other communities and/or that arena pad is too small for the level of play.

### **Aging Infrastructure**

The 2019 Canadian Infrastructure Report Card reported that 39% of Canada's municipal arenas and pools are in fair to very poor condition. Many of these facilities were built between 1956 and 1980 whose age and/or deferred infrastructure renewal/maintenance activities have accelerated the number of facilities in need of replacement.

The Ayr Community Centre, built over 40 years ago, is a local example of a facility with a number of structural and mechanical components that have reached or are approaching the end of their useful life. Certain grant and shared funding programs have been introduced by senior levels of government over the past 15 years to renew aging recreation facilities including the 2011 RInC program (which was leveraged for the North Dumfries Community Complex), the Building Canada Fund, and most recently the Investing in Canada Infrastructure Program. While these programs have gone a long way toward reducing the infrastructure deficit, significant shortfalls remain in municipalities across the country.

### **Repurposing Aging or Underutilized Arenas**

Changing demands and participation levels, evolving facility requirements, and new multi-pad arena projects have created surplus ice time in several communities. Certain municipalities have explored adaptive re-use of redundant arena facilities for purposes such as:

- community centre space (e.g., Kingsdale Community Centre in Kitchener)
- indoor soccer (e.g., Syl Apps Community Centre in Paris, Ontario)
- gymnasiums (e.g., Ken Giles Recreation Centre in Brampton)
- indoor playgrounds (Vancouver)
- indoor skateboarding (e.g., Zurich, Ontario)
- dry floor activities / theatre venue (New Hamburg Arena in Wilmot Township)
- temporary storage (e.g., AMA Arena in Amherstburg, Ontario – since demolished)
- commercial or institutional uses (e.g., former Maple Leaf Gardens in Toronto)

Other examples of adaptive re-uses include curling rinks, indoor tennis, box lacrosse, and roller derby. Repurposing can extend the life of an existing facility, but can be just as costly as building new given the need to refurbish and reconfigure building components. As a result, the most common response in Ontario has been to decommission and demolish surplus arenas. Should the Arena Strategy determine that the most optimal solution to address arena needs would be to relocate ice usage from the Ayr Community Centre to a second pad at the North Dumfries Community Complex, alternative uses of the arena floor pad at the Ayr Community Centre would need to be determined through further study.

### **Multi-Use Recreation Facilities as Community Hubs**



**Arena users and spectators are drawn to new facilities that offer modern conveniences. New facility designs typically involve: barrier-free spaces; larger and gender-specific dressing rooms; warm viewing areas; multi-pad arenas that generate efficiencies; amenities such as walking tracks and shooting pads; and more. This is particularly apparent in North Dumfries, where the Township has shifted ice usage – particularly for games – away from the ACC in favour of the newer and more modern NDCC facility.**

A community hub is a central access point for a range of needed health and social services, along with cultural, recreational, and green spaces to nourish community life. A community hub can be a school, neighbourhood centre, an early learning centre, a library, an elderly persons' centre, a community health centre, an old government building, a place of worship, or another public space. This concept is gaining traction across the Province as it offers tremendous social benefits, strengthens community cohesion, and fosters enhanced quality of life by providing a central location to deliver a range of services.

In an era of user convenience and growing emphasis on cost recovery, many municipalities are centralizing recreation services into multi-use facilities as the Township has done with the North Dumfries Community Complex. The Complex has become a true community hub with its arena (designed with expansion potential), multi-purpose meeting space, walking track, sports fields, spray pad, and community garden). There are a range of benefits of multi-use facilities including the creation of a destination where all household members can gather and engage in recreation activities, thereby contributing to sport development, tourism, and operational efficiency.

The majority of recent arena projects across Ontario have been in the form of multi-pad and multi-use venues. While the specific nature and degree of above noted benefits will depend on local circumstances,



facility design and operation, and other factors, there is no denying that multi-use recreation facilities have the potential to generate substantial economic, social, and environmental gains for local municipalities.



**Multi-pad arenas offer economies of scale in operation, are more convenient for user groups, and enhance tournament and event potential.**

### **Inclusivity of Persons with Disabilities and Barrier Free Facilities**

The *Accessibility for Ontarians with Disabilities Act (AODA)* directs municipalities to consider the needs of persons with disabilities through facility design and service delivery. By 2025, municipalities are required to remove all barriers within new and redeveloped municipal facilities, including those related to physical space as well as customer service through training.

The Township of North Dumfries' 2020 to 2025 Multi-Year Accessibility Plan contains several actions to improve accessibility and remove barriers within the corporation, although none are specifically identified for the arenas as the North Dumfries Community Complex is relatively new and was designed in accordance with modern standards that consider accessibility requirements. The longstanding uncertainty surrounding the future of the Ayr Community Centre has limited the Township's investment until a path forward is determined for that facility.

### **Embracing Green Design**

Environmental concerns are often a top of mind issue among Canadians as there is an increasing need to maximize the efficient use of resources. Many municipalities have demonstrated environmentally conscious awareness in the design of new facilities that utilize state-of-the-art technologies to enhance environmental efficiency. North Dumfries has taken steps to reduce its environmental impact through its Energy Conservation and Demand Management Plan. Arena related projects identified in the plan included ice plant rehabilitation and LED light retrofits for the Ayr Community Centre, expected to take place in 2021.<sup>10</sup>

### **Partnerships**

Throughout Ontario municipal recreation departments are increasingly challenged to provide and maintain top quality facilities, services and programs within defined budget envelopes. And as financial pressures mount and the need for cost containment rises, many departments are examining new and creative service provision methodologies including developing relationships with outside entities.

There are three types of relationships that are generally available to municipalities interested in pursuing alternative approaches to deliver, operate or program recreation and sport infrastructure:

- A Public/Private Partnership (P3) – a relationship between the municipality and a private sector entity;
- A Public/Public Partnership (P2) – a relationship between the municipality and public sector agency such as another municipality or a school board;

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<sup>10</sup> Township of North Dumfries. 5-Year Energy Conservation and Demand Management Plan. 2019.

- A N-F-P Partnership – a relationship between the municipality and a not-for-profit organization such as a local sports organization.

Some municipalities are gradually shifting from a traditional direct delivery model to one of these structured relationships. Within certain jurisdictions creative approaches has resulted in:

- the development “core facilities” that would not have been possible had the municipality addressed the project on its own (e.g., Vaughan’s arrangement with the Ontario Soccer Centre);
- the provision of “non-core” facilities that represent new levels of service available to local residents (e.g., Mississauga’s arrangement with the Mississauga Gymnastics Club);
- operating results that are beyond the usual performance thresholds of a municipally delivered service (e.g., Hamilton’s arrangement with a private arena operator); and
- the transfer of operating liabilities to a third-party service provider (e.g., London’s arrangement with the YMCA).

Given the scope of this study as well as North Dumfries’ typical arena facility operating profile, it is unlikely that a significant departure from the traditional municipally managed philosophy or operating approach would be applicable to any scenario that may be recommended in Phase Two of this project. However, in smaller and rural communities it is important to recognize that cooperation between municipalities is necessary to maximize the use of community facilities, particularly for rentals that are not bound by residency requirements. This is particularly true for rural arenas that often rely on drawing users from beyond municipal boundaries in order to remain viable. It is common for smaller municipalities such as North Dumfries to work together with adjacent municipalities with respect to the provision of arenas to manage regional usage and capacity while minimizing service duplication. Consequently, the cultivation of a P2 with one or more neighbouring municipalities to maximize arena utilization may represent the most significant opportunity to reach acceptable financial and operational thresholds. This approach will be more fully reviewed through Phase Two.

## Section 3: Local & Regional Inventory Review

### 3.1 Township of North Dumfries Arenas



The Township operates two indoor ice pads at two different locations: the Ayr Community Centre (ACC) and the North Dumfries Community Complex (NDCC). The ACC was built in 1977, although the ice slab and refrigeration lines are older. The Township contemplated closing the ACC and twinning the NDCC when it was built in 2011, but continues to operate single pads at each location.

Figure 2: Arena Inventory Map



A snapshot of the facilities is provided below. Additional information on the usage of North Dumfries' arenas can be found in Section 5, while a review of their condition, operating costs and future capital requirements will be undertaken in Phase Two of this study.

The North Dumfries Community Complex arena contains an NHL-regulation ice pad (200' x 85') with six change rooms and spectator seating for 950 persons. Arena users can benefit from other recreation amenities at the community centre including a walking track, multi-purpose space, health centre, concession, spray pad, soccer fields, skate park, community garden, and outdoor walking trails. This facility was designed to allow a second ice pad to be added and allow for the eventual replacement of the Ayr Community Centre. The 2019 Facility Condition Assessment found that NDCC was in “Good to Excellent” condition.

Originally an arena floor housed in a Quonset hut, the Ayr Community Centre (Queen Elizabeth Arena) was constructed in its present form through a refurbishment project completed in 1977, though certain areas of the original arena were retained and are thus older. At 43 years of age, the arena is in an advanced lifecycle state as most Ontario arenas tend to have a useful life spanning 40 to 50 years.

Like many arenas of this era, the Ayr Community Centre lacks many of modern amenities that users have become accustomed to, notably:

- the ice pad is considerably undersized at 174' by 72' compared to an NHL-regulation pad;
- the refrigeration lines under the ice surface are original; the ice quality is not always up to user expectations;
- the change rooms and lobby are outdated and small by current standards;
- the facility is not fully accessible to persons with disabilities (despite an attendant-operated lift); and
- the limited onsite parking constrains the ability to host events or tournaments.

The building envelope and interior areas have visible signs of deterioration. The 2019 Facility Condition Assessment rated the Ayr Community Centre to be in “Fair to Poor” condition.

### North Dumfries Community Complex



Source: Esri, DigitalGlobe, GeoEye, Earthstar Geographics, CNES/Airbus DS, USDA, USGS, AeroGRID, IGN, and the GIS User Community

### Ayr Community Centre (Queen Elizabeth Arena)



Source: Esri, DigitalGlobe, GeoEye, Earthstar Geographics, CNES/Airbus DS, USDA, USGS, AeroGRID, IGN, and the GIS User Community



**Stakeholders frequently identified the following shortcomings with the ACC: under-sized ice pad, substandard ice quality, smaller change rooms, narrow lobby, redundant seating, and limited parking. Many arenas of this era exhibit similar deficiencies.**



### 3.2 Regional Market Arenas



**Most youth-based organizations in North Dumfries place a priority on accessing ice within the community, while some adult ice users are willing to travel outside the Township to secure ice at a more favourable time or cost.**

Location, travel patterns, and historic service levels have a great deal to do with how local residents perceive the accessibility of recreation opportunities in North Dumfries. Due to the Township's proximity of other population centres, North Dumfries residents have options for addressing their recreational needs. Nevertheless, studies have shown that proximity is one of many factors that can increase one's physical activity. Typically, it is our experience that most are willing to travel about 15 minutes to access the activities that they participate in the most, with longer travel times (25 minutes or more) tolerated for regular participation in competitive activities (e.g., travel hockey) and regional-level facilities. The type of facility/activity and the level of competition/skill will affect catchment areas, with people being generally more likely to travel greater distances to participate in more unique and elite activities.

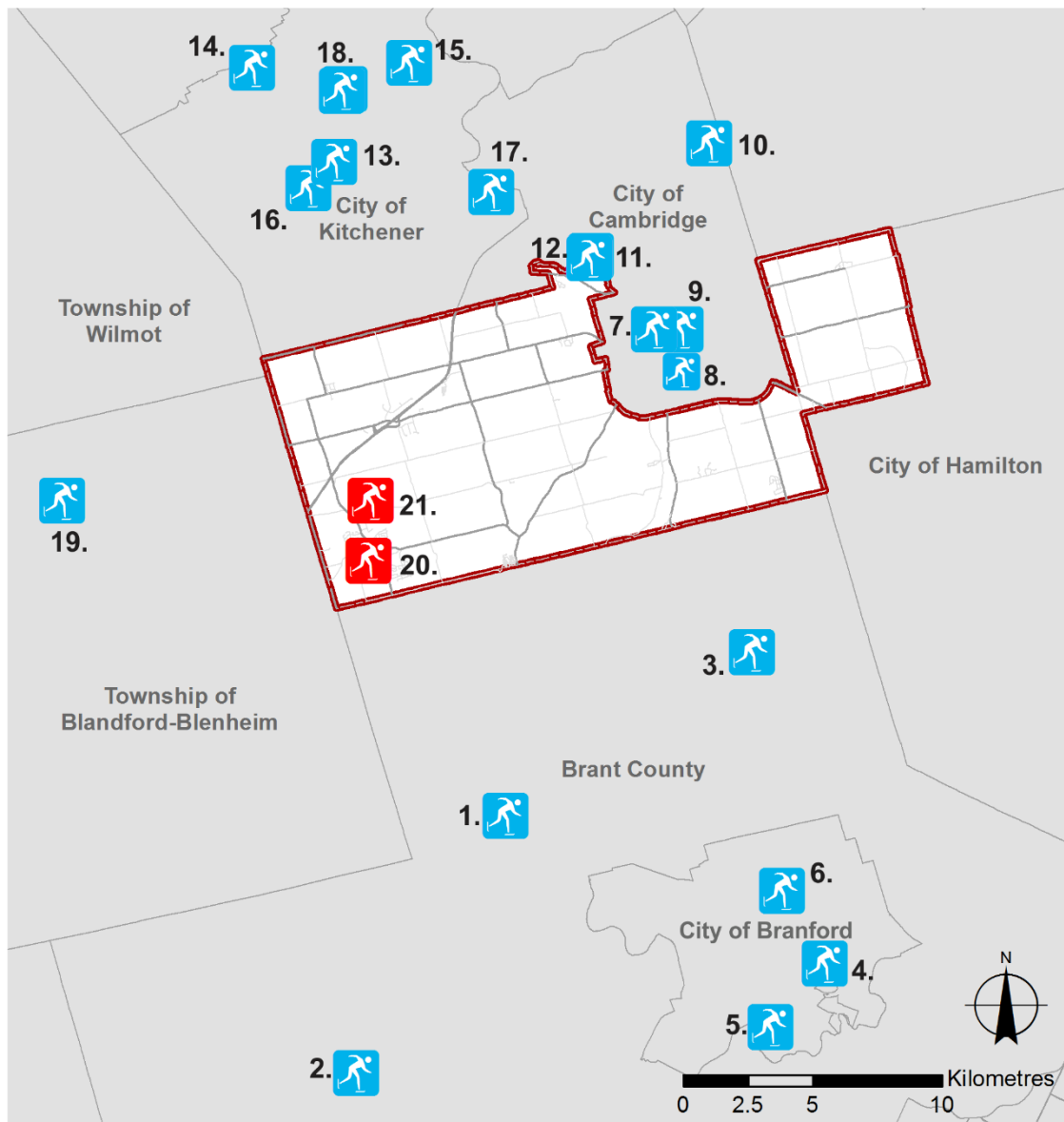
A high-level scan of major regional arenas within a 25 to 30-minute drive from Ayr was completed (Figure 2). Arena staff in these municipalities were contacted to understand existing capacity, the degree to which outlying arenas support North Dumfries organizations, and to determine how these arenas may be impacted if changes were made to the Township's arena supply. Table 2 summarizes the arena usage profiles in these communities. **At the time of writing, input has not yet been received from Cambridge, Brantford and Brant (Burford Community Centre location). Responses will be considered in this report as the input becomes available.**



**Most arenas in the region are facing the same challenges as North Dumfries – not enough prime time ice to keep up with demand, declining usage during shoulder hours, and plenty of available capacity during non-prime hours.**

**Generally, usage profiles are the strongest at the more modern arenas, while older arenas – particularly those in low growth communities – have more opportunity for greater use. Arenas in Plattsville (Blandford-Blenheim), St. George (Brant) and possibly Cambridge may be able to absorb additional usage – especially on weekends – but this would need to be considered in view of local user groups and allocation policies.**

Figure 3: Regional Arena Inventory



#### Brant County

1. Brant Sports Complex (2 pads)
2. Burford Community Centre
3. South Dumfries Community Centre

#### City of Brantford

4. Brantford and District Civic Centre
5. Lions Park Arena/Steve Brown Sports Complex
6. Wayne Gretzky Sports Centre (4 pads)

#### City of Cambridge

7. Dickson Centre
8. Duncan McIntosh Centre
9. Galt Arena Gardens
10. Hespeler Memorial Arena (2 pads)
11. Karl Homuth Arena
12. Preston Memorial Auditorium

#### City of Kitchener

13. Activa Sportsplex (2 pads)
14. Don McLaren Arena
15. Grand River Arena
16. Lions Arena
17. Sportsworld Arena (2 pads)
18. The Aud (3 pads)

#### Township of Blandford-Blenheim

19. Plattsville Memorial Community Arena

#### Township of North Dumfries

20. Ayr Community Centre
21. North Dumfries Community Complex

**Table 3: Arena Usage Profile in Nearby Communities**

<b>Municipality</b>	<b>Arena Usage Profile</b>
<b>Blandford-Blenheim</b>	<ul style="list-style-type: none"> <li>• Prime time ice utilization is generally strong during the ice season, though there is some to accommodate additional usage.</li> <li>• It is anticipated that declining participation in minor hockey will impact long-term demand for ice, particularly if interest in adult pick-up leagues does not increase.</li> <li>• Open to working with regional municipalities to strengthen arena usage due to available capacity at the Plattsville Arena.</li> </ul>
<b>Brant</b>	<ul style="list-style-type: none"> <li>• Prime time usage has remained consistent over the past three years.</li> <li>• The Brant Sports Complex is the most used arena and is generally operating at full capacity.</li> <li>• There may be opportunities to accommodate additional use at the South Dumfries Community Centre (St. George) but this would need to be investigated further.</li> </ul>
<b>Brantford</b>	<ul style="list-style-type: none"> <li>• <b>Waiting for response, Input will be considered in final report.</b></li> </ul>
<b>Cambridge</b>	<ul style="list-style-type: none"> <li>• Cambridge has a city-wide arena utilization rate of 74%; individual arenas are operating between 61% and 85% capacity during prime time hours.</li> <li>• Prime time ice rentals are declining at the City's three older arenas as these facilities do not have the modern amenities that are typically desired.</li> <li>• There have been more turnback time due to reduced tournament participation.</li> <li>• Non-prime time usage has been decreasing since 2012, particularly due to fewer early morning rentals.</li> </ul>
<b>Kitchener</b>	<ul style="list-style-type: none"> <li>• The City's 2019 Master Plan identified the need to undertake an ice demand study to investigate the need for a new arena in the southwest area of Kitchener (either to replace or add to the existing supply). This study has been deferred due to the COVID-19 pandemic.</li> <li>• Arenas have been operating at 80%+ capacity during prime time hours over the past three years.</li> <li>• There is a demand from ice users for additional prime time hours, particularly between 5pm and 9pm.</li> <li>• Future ice usage is expected to be impacted by the COVID-19 pandemic, as well as other factors such as declining participation and the rising cost of ice sports.</li> <li>• There is available capacity during non-prime time hours. Usage during early mornings have been declining as users do not find this time to be desirable.</li> </ul>

The research indicates that regional arenas are well used, particularly during the weekday prime time. Neighbouring communities indicated that there are prime time hours that are generally available during the late evenings (e.g., after 9pm or 10pm), although this varies each year. There may be time available at some arenas to accommodate additional prime time usage (such as in Blandford-Blenheim and Brant County), although this would need to be investigated further to understand what times are available. There is generally available capacity across the region during non-prime time hours, with some communities indicating that usage during this period is declining due to fewer early morning rentals.

Over the long-term, municipalities anticipate that arena usage will be impacted by a variety of factors including declining participation in minor hockey and the rising cost of participation in ice sports. The impact of COVID-19 on short-term ice registration is also unknown.

In addition to the existing arena supply, Cambridge and Kitchener have both been contemplating new arena facilities in order to replace aging arena facilities and to serve emerging growth areas. Kitchener's 2019 Leisure Facilities Master Plan identified the need to undertake a comprehensive ice demand study to evaluate the need for a new arena in the southwest area of the City (at RBJ Schlegel Park), as well as to prepare a strategy to decommission an existing arena. Due to the COVID-19 pandemic, this project

has been deferred. Additionally, the Township of Wilmot is also exploring the provision of a third ice pad although a decision has not been made at this time.

Lastly, a review of Census population statistics in nearby municipalities that was contacted was undertaken to develop a trendline for future arena demand. Based on experience in other municipalities, communities with a declining number of children and youth may negatively impact arena usage given that these age cohorts tend to be the largest user of prime time ice.

The research revealed that these municipalities experienced 7% growth in the number of children (age 0-9 years) between 2006 and 2016, but a decline (-5%) in the number of youth (age 10-19 years). This trend may be linked to the growth in the number of adults who are in their child-bearing years. With the exception of Blandford-Blenheim, all municipalities that were contacted (as well as North Dumfries) experienced growth in the number of children between the 2006 and 2016 Census. This may lead to moderate increases in demand for local ice time in these municipalities over the coming years.

**Table 4: Total Population Growth by Age Group of Nearby Municipalities, 2006 - 2016 Census**

<b>Age Group</b>	<b>2006</b>	<b>2016</b>	<b>Change (#)</b>	<b>(%)</b>
<b>Children (Age 0-9)</b>	57,025	60,955	<b>3,930</b>	<b>7%</b>
<b>Youth (Age 10-19)</b>	64,675	61,515	<b>-3,160</b>	<b>-5%</b>
<b>Adult (Age 20-34)</b>	94,925	104,330	<b>9,405</b>	<b>10%</b>
<b>Mature Adult (Age 35-54)</b>	143,035	143,445	<b>410</b>	<b>0%</b>
<b>Older Adult (Age 55-69)</b>	64,670	92,995	<b>28,325</b>	<b>44%</b>
<b>Senior (Age 70+)</b>	41,560	51,730	<b>10,170</b>	<b>24%</b>
<b>Total</b>	<b>465,890</b>	<b>514,970</b>	<b>49,080</b>	<b>11%</b>

Note: Regional municipalities include North Dumfries, Kitchener, Cambridge, Brant, Brantford and Blandford-Blenheim.  
Source: Statistics Canada 2006 and 2016 Census



## Section 4: Public & Stakeholder Consultation

The public and stakeholder consultation program allows the public to provide input and critical insights relating to this Strategy. Several community consultation tools were utilized to solicit input at key points. Each consultation tool was designed to maximize community involvement and tailored to respond to a variety of audiences, including members of the public, local stakeholder groups, Township Staff and Council.



**Residents had many ways to contribute to this Phase 1 Report: (a) an online open house and comment form; (b) questionnaire sent to all affected user groups; (c) interviews with primary stakeholders; and (d) written submissions. A consultation event will also be scheduled for September to provide input on Phase 2.**

In addition, as noted earlier, the Consulting Team engaged a selection of surrounding municipalities to gather information regarding facility inventory and associated trends. Regular meetings with Township staff are also being held at key points during the planning process to review key deliverables, as well as meetings with Township Council to present the findings from the Draft Arena Strategy.

### 4.1 Public Consultation Input

A virtual Public Open House was held to engage residents at the outset of the Arena Strategy and to help identify challenges, needs and opinions with respect to arenas in North Dumfries. The consultation event was held online due to current public gathering restrictions. Information panels were prepared and hosted on the Township's website for residents to learn about the project and find out how to get involved. An online comment form was developed to receive input and 56 responses have been received as of August 5, 2020.



**Participants in the Phase One virtual open house indicated a preference for maintaining two municipal ice pads. Most supported a strategy that provides modern arena conveniences at a single location.**

**Interest was also expressed for additional programs and spaces that would engage residents of all ages in recreational activities.**

Key findings from the public comments are summarized below in no particular order. Detailed responses can be found in **Appendix A**.

#### **Barriers**

*Is there anything about the Township's two arenas (Ayr Community Centre and North Dumfries Community Complex) that keep you from using them as often as you would like?*

- The quality of the **Ayr Community Centre** was identified as the most common barrier that prevented residents from using arenas as often as they would like. The primary issue raised by respondents was the arena's undersized ice pad and dressing rooms. Due to the age of the building, respondents identified that the arena is generally not welcoming for participants and

spectators. The lack of amenities such as a concession and parking was also a barrier to holding large games and tournaments.

- The **lack of available programs** was identified as a barrier. Some respondents felt that there should be more public skating options, particularly for older adults and seniors. Others felt that the Township should offer a wider variety of recreation programs that are not arena-based for those that are not interested in ice activities.
- **Convenience and coordination** were concerns expressed by some respondents. It can be particularly challenging for families that have more than one child playing at two different locations at the same time.
- Respondents felt that the walking track at the **North Dumfries Community Complex** gets too crowded when it is being used by ice organizations. Access to the Complex was also identified as a challenge as it is only accessible by car. By contrast, it was mentioned that residents can walk to the Ayr Community Centre given its convenient location.
- The **distance to the Township's two arenas** was identified as an issue by some respondents, particularly for those that live on the east side of the Township. As a result, residents are more likely to use the facilities in Cambridge.
- The **cost of renting ice** was mentioned as a barrier to using arenas as often as they would like.

#### **Future Considerations**

*If the Township goes forward with a major arena reinvestment initiative, what programs, activities or spaces should be offered in a renovated or expanded arena?*

- Many respondents supported constructing a **second ice pad at the North Dumfries Community Complex** as this option would allow provide an opportunity to ensure that a new arena would be constructed to modern standards and achieve the benefits associated with having a twin pad arena.
- If the Township were to undertake a major arena renovation project at the ACC, respondents felt that **other facility components** should be considered given that not all residents have an interest in ice sports. Facility components that were mentioned included indoor pool, gymnasium, fitness centre, meeting space, or a community hall.
- It was felt that **additional programs** could be provided if a major arena project was undertaken such as additional public skating opportunities, as well as non-ice activities such as fitness programs. The desire for additional ice time was requested and the potential to offer summer ice was also mentioned.
- A comment was received that suggested that **no investment** should be made at present due to the uncertainty caused by the COVID-19 pandemic.

#### **Additional Comments**

*Please provide any other comments or suggestions relevant to the Arena Strategy.*

- Many respondents reiterated their support to **add a second ice pad** to the North Dumfries Community Complex, as well as to consider the recreational needs of residents who do not participate in ice activities.
- A smaller number of respondents expressed their support to continue to maintain the Ayr Community Centre.

## 4.2 Stakeholder Consultation

Input from arena users is vital to understanding demand and usage trends, current pressures, and long-term facility needs. The following tactics were used to engage stakeholders in July 2020:

1. All user groups were requested to complete an organization-wide questionnaire that examined participation levels, trends and demand pressures.
2. Follow-up interviews were held with key organizations to discuss, in detail, long-term arena needs in North Dumfries.

As of writing, the following 16 organizations participated in the consultation program (\* included telephone or video conference interviews):

- |  |  |
|--|--|
| 1. Ayr Centennials Junior B Hockey Club* | 9. Ayr-Paris Band                        |
| 2. Ayr Ladies Hockey                     | 10. Benjamin's Thursday Night Pickup     |
| 3. Ayr Ladies Ringette                   | 11. Centre for the Community Group*      |
| 4. Ayr Minor Hockey Association*         | 12. Jedburgh Oldtimers Hockey Club       |
| 5. Ayr Old Timers Hockey                 | 13. MCV Fitness                          |
| 6. Ayr Rockets Girls Hockey*             | 14. North Dumfries Cougars Ringette Team |
| 7. Ayr Skating Club*                     | 15. North Dumfries Sport Camp*           |
| 8. Ayr Sportsmen Hockey League*          | 16. Thursday Night Men's Hockey          |



**Several arena organizations suggested that the Township – and most notably Ayr – is a “sports/hockey town”. This underscores the importance of local programs and facilities, as well as the pride that the community places in these activities.**

**Some groups requested access to additional hours once normal operation of arenas resume, including Junior B and girls' hockey. Approximately four (4) additional hours per week were requested. New skill development programs (such as power skating) were also seen as a growth opportunity.**

Key findings from the stakeholder consultations are summarized below. Detailed responses and input from key groups can be found in **Appendix B**.

- The majority of local ice users reported **stable participation levels** over the past three years. Some groups indicated that registration has increased.
- Most groups indicated that they are **able to obtain enough ice time** at the Township's arenas. Three groups expressed concerns over the ability to secure additional ice time in the future to accommodate growing programs and participation levels, particularly with the uncertain future of the Ayr Community Centre.
- The availability of ice time at the **Ayr Community Centre** is its greatest strength. Some of the **limitations** associated with this location include:
  - Undersized ice pad (limiting the number of players on the ice and type of programs that can be provided)
  - The arena is too cold for some users and spectators and the ice quality is variable
  - Undersized dressing rooms compared to modern standards
  - The aging boards, benches, matting and entry/exit points need to be replaced

- There is a lack of supporting amenities (e.g., concession, Wi-Fi, dry-land training space, parking, etc.)
  - Does not support tournaments
- The ice pad at the **North Dumfries Community Complex** meets the needs of the local users. No limitations were reported.
- Decommissioning the Ayr Community Centre and **adding a second ice pad** to the North Dumfries Community Complex was the most supported long-term arena provision option. Groups that supported this option felt that:
  - Locating both arenas at a single location is logistically more efficient to provide programming, particularly when it comes to scheduling and communication with participants to ensure they are at the right location. Consolidating programming at a single location also reduces the need to duplicate equipment to serve two separate locations, and is thus more operationally cost effective.
  - Due to the age of the Ayr Community Centre, it is anticipated that a substantial investment will be required to renovate and update this facility. Many felt that this investment would be better utilized to expand the North Dumfries Community Complex with a second ice pad to achieve the benefits described above, as well as achieve municipal operating efficiencies.
- A small number of groups, including hall users and an adult hockey group, supported maintaining all arenas as is (with no major changes or investments) as the Ayr Community Centre currently meets the needs of the organizations.
- The **community hall** at the Ayr Community Centre is an important space for user groups that require a large indoor space. It was mentioned that the community hall is the largest indoor space in Ayr and the room's acoustics are better than the spaces at the North Dumfries Community Complex. Another group mentioned that having access to the community hall is important as they are unable to secure sufficient time at other facilities.
- All groups indicated that **if the Ayr Community Centre was closed and not replaced**, the loss of the ice pad would negatively impact the programming that they provide. Some identified that they would lose a considerable amount of ice time, while others that do not currently use other arenas (within or outside of the Township) would not have anywhere to play. Organizations indicated that they would hope that the Township would be able to shift their time to the North Dumfries Community Complex, although it is recognized that this location is already well used. Some groups mentioned that they would be required to seek ice time in other municipalities, while other groups raised concerns about losing participants to other groups outside of North Dumfries.
- If the Township undertakes a major renovation to the Ayr Community Centre or adds a second ice pad to the North Dumfries Community Complex, groups identified that they would be able to **offer additional or an expanded range of programs**, as well as potential tournaments and games. The provision of an expanded ice surface would also allow groups to increase the number of participants on the ice at once. Suggested amenities that should be considered include:
  - Regulation-size ice surface
  - Properly-sized dressing rooms and players boxes
  - Limited spectator seating
  - Warm viewing area
  - Wide circulation areas and lobby
  - Multi-purpose space for meetings and dry-land training
  - Pro shop

## Section 5: Ice Needs Assessment (Phase One)

This section evaluates the overall supply of indoor ice pads in the Township of North Dumfries. In identifying current and future ice facility needs, several inputs have been considered, including population characteristics and forecasts, arena usage, “provision targets” based on a combination of accepted standards of play and market-driven participation rates, stakeholder input, and other local circumstances.

### Factors considered in the Ice Needs Assessment

Demographics (Section 2.1)	Existing Arenas (Section 3)	Participation Trends (Sections 2.5 and 5.1)	Public & Stakeholder Input (Section 4)
<ul style="list-style-type: none"> <li>Population Characteristics (e.g, age)</li> <li>Population Projections</li> </ul>	<ul style="list-style-type: none"> <li>Ice Utilization</li> <li>Limitations of Township Facilities</li> <li>Availability of Outside Rinks</li> </ul>	<ul style="list-style-type: none"> <li>General Trends in Recreation</li> <li>Sport Registration Levels</li> </ul>	<ul style="list-style-type: none"> <li>Challenges and Opportunities</li> <li>Requests for Additional Ice Time</li> </ul>

### 5.1 Local Ice Sport Participation Levels



**There are approximately 593 youth and 318 adults playing organized ice sports in the Township (2019/2020 season).**

**This further supports the claim that Ayr is a “hockey town”, but also suggests that there is little opportunity to add additional youth participants unless through population growth or by drawing from other centres.**

Ice sports continue to be high profile activities in Canada and pressures on indoor ice rinks, particularly during prime times (evenings and weekends), have been observed across the province. Future outlooks suggest that ice demand will generally remain steady at current participation rates (as a proportion of the target population), although there could be fluctuations from sport to sport and region to region. For example, there has been considerable growth in girls' hockey, but figure skating and ringette have seen declines in many jurisdictions. Ice hockey remains popular with children and young teens and the aging population could lead to steady interest in adult hockey.

Table 5 illustrates the trend in arena participation between the 2007/08 (source: 2008 Community Use Facility Needs Assessment) and 2019/20 ice seasons (source: Arena Strategy questionnaire) in North Dumfries. **For the 2019/2020 ice season, there were approximately 911 registered players using the Township of North Dumfries's rinks**, including 593 youth representing the four organizations that book regular time. In addition to the organized users identified below, the Township also offers opportunities for parent and tot programs, public skating, seniors skate and private rentals. Smaller and/or more sporadic rentals also make use of a limited number of non-prime time hours.

Since the 2008 Community Use Facility Needs Assessment was completed, registration increased by 16%, which largely mirrors the Township's population growth and reflects the strong local interest in ice sports. The majority of growth was attributed to the increase in adult hockey, as well as the introduction of



girls' hockey. Registration in minor hockey – the largest and most prominent user group in North Dumfries – grew by approximately 4% during this period. Participation in organized figure skating has declined by about 20%, while minor ringette no longer books regular ice in the Township after amalgamation with Paris Ringette. The number of players on the Ayr Centennials Junior B team was also adjusted to more accurately reflect the current roster. Most recently, registration levels have generally been stable between the 2017/18 and 2019/20 ice seasons according to stakeholder groups.

**Table 5: Summary of Arena Participation Trends, 2007/08 to 2019/20**

<b>Ice Sport Organization</b>	<b>2007/08</b>	<b>2019/20</b>	<b>Change (#)</b>	<b>(%)</b>
<b>Youth</b>				
Ayr Centennials Junior B Hockey Club	45	23	-22	-49%
Ayr Minor Hockey Association	335	347	12	4%
Ayr Minor Ringette Association	96	-	-	-
Ayr Rockets Girls Hockey	-	144	144	100%
Ayr Skating Club	102	79	-23	-23%
<b>Sub-Total</b>	<b>578</b>	<b>593</b>	<b>15</b>	<b>3%</b>
<b>Adult</b>				
Ayr Chiefs Hockey Club	30	-	-	-
Ayr Ladies Hockey	-	40	40	100%
Ayr Ladies Ringette	15	19	4	27%
Ayr Old Timers Hockey	15	20	5	33%
Ayr Sportsmen Hockey League	110	164	54	49%
Jedburgh Oldtimers Hockey Club	25	20	-5	-20%
North Dumfries Cougars Ringette	-	16	16	100%
Other Casual / Shiny Rentals	15	39	24	160%
<b>Sub-Total</b>	<b>210</b>	<b>318</b>	<b>108</b>	<b>51%</b>
<b>Total</b>	<b>788</b>	<b>911</b>	<b>123</b>	<b>16%</b>

Based on these participation findings, the following capture rates have been identified for North Dumfries:

- The local youth (age 5-19 years) capture rate in ice sports is 33% based on current participant and population estimates for the primary market area in the Township – this means one in every three youth play ice sports. This rate is on the higher end of the range seen in other communities (which typically averages about 20% to 25%).
- The local adult (age 20+ years) capture rate in ice sports is approximately 5% based on current participant and population estimates for the primary market area, meaning that one in every 20 adults play ice sports. This rate is in-line with most communities (which average about 4%).

These inputs are analyzed later in this section to develop a North Dumfries-specific provision target that represents a recommended measure of arena demand based on a combination of accepted industry standards, market-driven factors and other local circumstances. The statement of need is based on ice usage during peak season.

## 5.2 Arena Usage Profile

The Township's ice season differs by arena, typically running between October and March at the Ayr Community Centre and between August and May at the North Dumfries Community Complex (an extended season that provides ice in the spring and late summer). Arena schedules were analyzed to understand usage of North Dumfries's arenas. The schedules identify regular usage from minor organizations, adult users, other rentals, public skating, tournaments and special events.



**The focus of this analysis is the peak arena seasons (generally September to March). Spring and summer use of arenas, while an important consideration for operations and programming, do not influence the primary arena provision decision.**

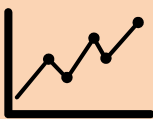
**The usage data used in this analysis was not impacted by the COVID-19 shutdown that occurred near the end of the 2019/20 season.**

For the purposes of this analysis, typical weekly ice schedules from the 2017/18, 2018/19 and 2019/20 seasons were analyzed and broken down into further categories. According to the Township's user fee schedule, prime and non-prime (early bird and late night) time hours are defined as:

<b>Prime Time</b>	Weekday:	5:00pm to 10:00pm
	Weekend:	8:00am to 10:00pm
<b>Non-Prime Time</b>	Weekday:	7:00am to 5:00pm and 10:00pm to 12:00am
	Weekend:	6:00am to 8:00am and 10:00pm to 12:00am

It is important to note that ice utilization statistics presented in this section are based on arena schedules, which may in some cases differ from actual usage. This focus on "planned usage" does not reflect unscheduled downtime for maintenance, ice time turned back by renters, or last minute ice pick-ups, which can change slightly from week to week, particularly at the beginning and end of the season.

### Summary of System-Wide Ice Usage



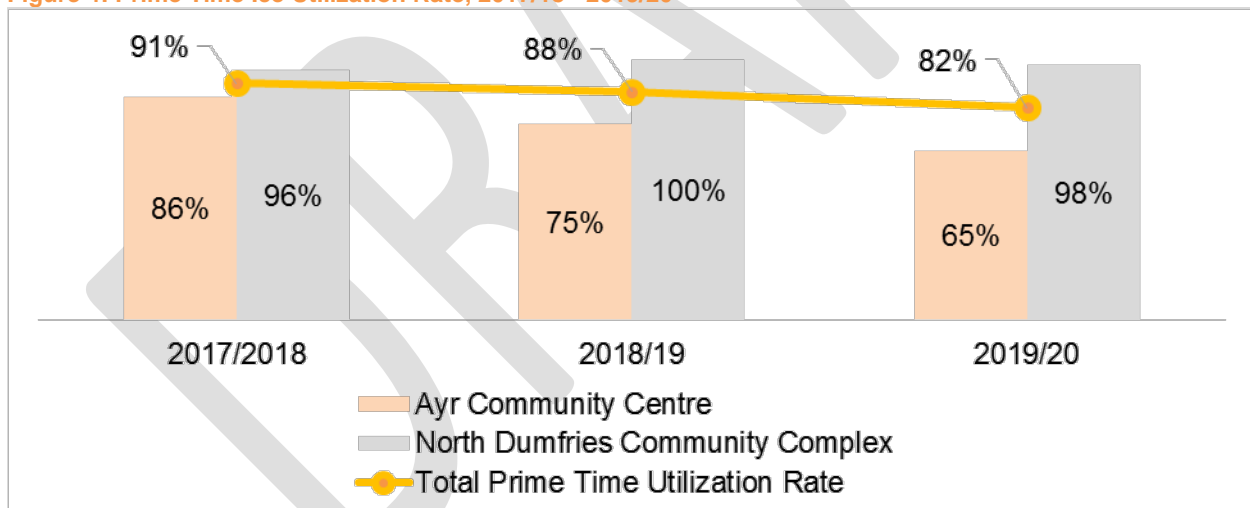
**Total weekly rentals hours have declined by 4% (4.5 hours per week) in North Dumfries over the past three seasons. This can largely be attributed to reduced rentals by the figure skating club and shared practices that make more efficient use of ice times.**

For the 2019/20 ice season, North Dumfries achieved a system-wide arena utilization rate of 82% (86.5 hours per week) during prime time hours, representing a 9% decline from the 2017/18 ice season.

- Youth sports are the primary users of the Township's arenas, booking 79 hours per week across prime and non-prime time periods – and representing 75% of all ice usage. This is a decline from 82 hours from the 2017/18 season due to fewer bookings from minor hockey and figure skating groups at the Ayr Community Centre. This may be partly due to shared practices that make more efficient use of ice time, as well as declining demand from the figure skating club (which the group attributes to a cyclical downturn in competitive skaters).

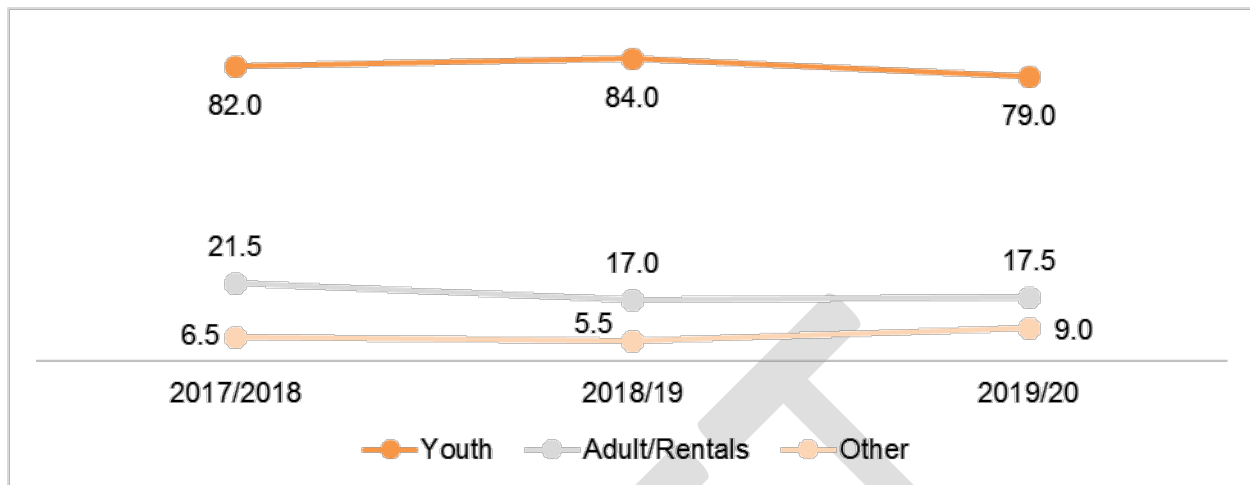
- Adult use in North Dumfries has also declined from 21.5 hours to 17.5 hours per week. The decline in adult users is largely attributable to fewer casual rentals and reduced bookings by the Sportsmens League at the NDCC.
- Other uses – such as Township programs (public skating, parent and tot, etc.) and commercial camps (e.g., power skating) – have increased slightly over the past three ice seasons.,
- The non-prime time utilization rate across the two arenas is 14%, which is typical of arena profiles in other communities. It has always been a challenge for arenas to attract users during weekday mornings and afternoons as most youth are in school and many adults are working. There is also a growing reluctance to rent hours after 10 p.m. on most evenings as this means most players would not be home and asleep until midnight or later.
- The North Dumfries Community Complex had a total prime time utilization rate of 98%, a slight increase from 96% from the 2017/18 season; this level of use is indicative of an arena that is operating at full capacity. Another notable finding is that non-prime time usage at this location has been increasing, particularly during the early weekend mornings before 8am and weeknights after 10pm.
- The Ayr Community Centre had a total prime time utilization rate of 65%, a significant decline from 86% from the 2017/18 season; this reflects the Township's recent policy of accommodating all games at the NDCC. There are 19.5 hours of available ice during the prime time window, which is equivalent to 0.4 ice pads. The majority of available prime time ice is on the weekend.

**Figure 4: Prime Time Ice Utilization Rate, 2017/18 - 2019/20**



Data reflects all hours scheduled in a typical week during prime time.  
Source: Township of North Dumfries

Figure 5: Total Weekly Peak Season Ice Schedules (in hours) by Type of Group, 2017/18 to 2019/20



Data reflects all hours scheduled in a typical week (including prime and non-prime); some variation may occur from week to week. "Youth" category consists of minor hockey, girls' hockey, figure skating, and Junior B hockey. "Other" category consists of the Public Skate, Power Skate, and Camps.

Source: Township of North Dumfries

### North Dumfries Community Complex

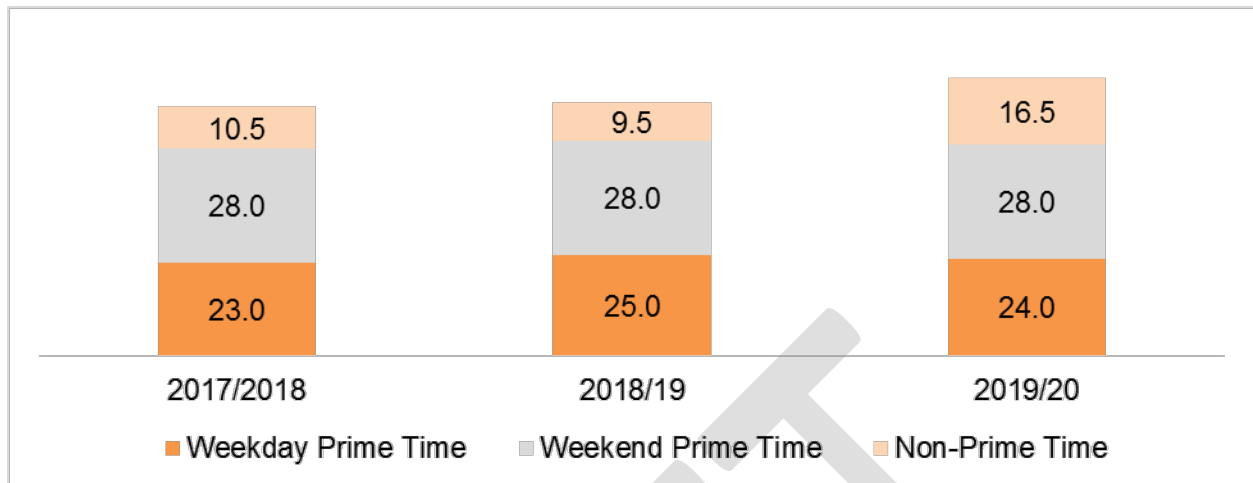


**Usage of the North Dumfries Community Complex ice pad has been increasing. On an average week in 2019/20, the arena was used for 68.5 hours and had a prime time utilization rate of 98%. This is indicative of an arena that is operating at full capacity during peak times. Non-prime time usage has also been increasing.**

Figure 4 and Figure 5 illustrate the weekly ice usage profile by time of day at the North Dumfries Community Complex. Figure 6 summarizes weekly ice usage by type of group. A review of ice schedules from the 2019/20 season revealed the following findings:

- 24 out of 25 available weekday prime time hours were booked, amounting to a utilization rate of 96% and representing an increase of 4% compared to the 2017/18 season. Additional rentals from minor hockey (girls and boys) and the Jr. B team have offset fewer rentals from figure skating and adult leagues.
- Over the past three seasons, all available weekend prime time hours have been booked and thus used to full capacity.
- Of the 66 non-prime time hours that are available, 16.5 hours were booked which amounts to a 25% utilization rate. Non-prime bookings increased by 9% over the 2017/18 season, due to more rentals from minor hockey, hockey camps and power skate programs. Additional public skating programs were also offered.

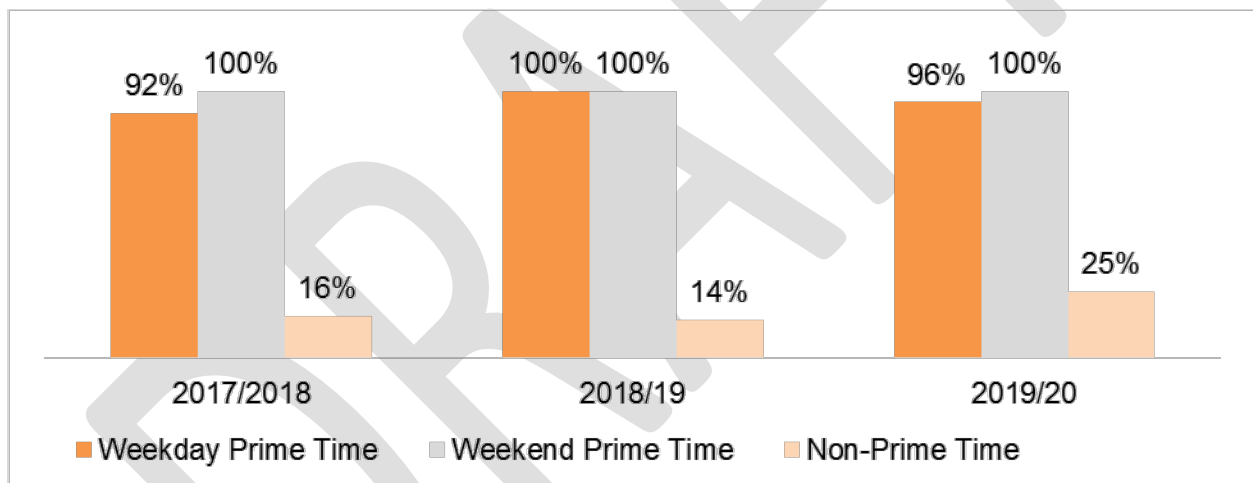
Figure 6: NDCC Weekly Peak Season Ice Schedules (in hours) by Time of Use, 2017/18 to 2019/20



Data reflects all hours scheduled in a typical week (including prime and non-prime); some variation may occur from week to week. Ice maintenance and ticket ice is excluded.

Source: Township of North Dumfries

Figure 7: NDCC Utilization Rate per Peak Season, 2017/18 to 2019/20

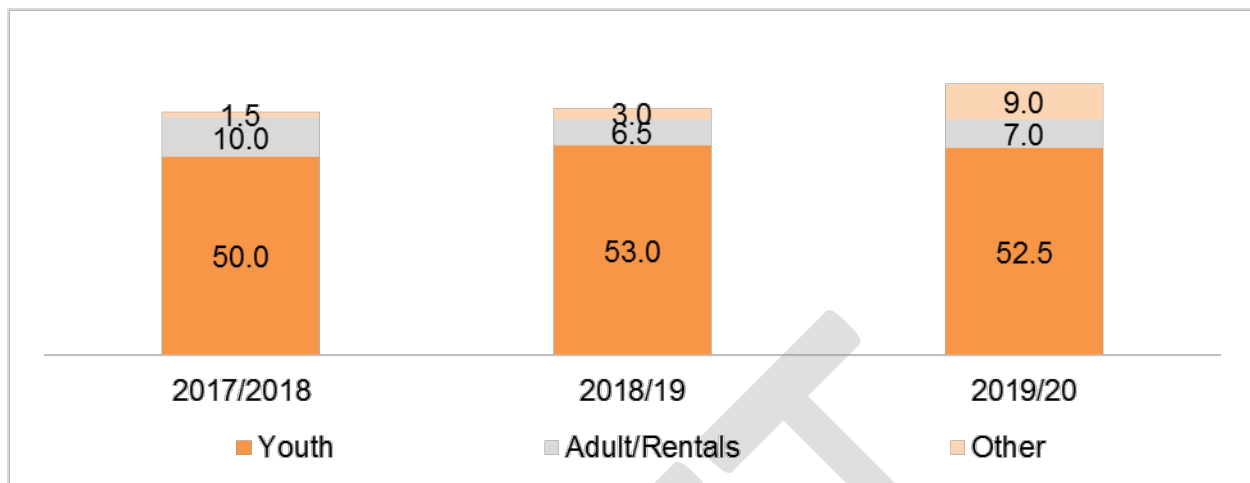


Data reflects all hours scheduled in a typical week (including prime and non-prime); some variation may occur from week to week. Ice maintenance and ticket ice is excluded.

Source: Township of North Dumfries



Figure 8: NDCC Weekly Peak Season Ice Schedules (in hours) by Type of Group, 2017/18 to 2019/20



Data reflects all hours scheduled in a typical week (including prime and non-prime); some variation may occur from week to week. "Youth" category consists of minor hockey, girls' hockey, figure skating, and Junior B hockey. "Other" category consists of the Public Skate, Power Skate, and Camps  
Source: Township of North Dumfries

### Ayr Community Centre



**Usage of the Ayr Community Centre ice pad has been declining. On an average week in 2019/20, the arena was used for 37 hours and had a prime time utilization rate of 65%. There are 19.5 hours of available ice during the prime time window, which is equivalent to 0.4 ice pads.**

**To save costs and offer a higher level of service to users, the Township has been shifting rentals from the ACC to NDCC in recent years. This has created efficiencies for both the Township and user groups; however, these gains are limited as there are no additional prime time hours available at the NDCC.**

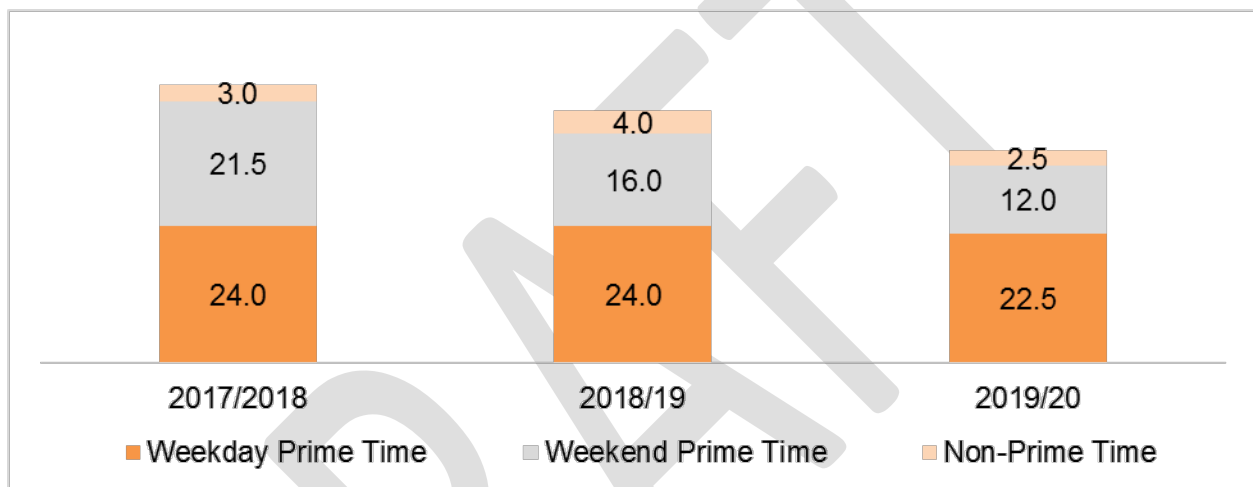
Figure 7 and Figure 8 illustrate the weekly ice usage profile by time of day at the Ayr Community Centre. Figure 9 summarizes weekly ice usage by type of group. A review of ice schedules from the 2019/20 season revealed the following findings:

- Of the 25 weekday prime time hours that are available, 22.5 hours were booked, amounting to a utilization rate of 90%. This was a 6% decline from the 2017/18 season, primarily resulting from fewer rentals from minor hockey and girls' hockey.
- Just 12 of the 28 available weekend prime time hours were booked, amounting to a utilization rate of 43%. This represents a 34% decline in bookings compared to the 2017/18 season, attributed to fewer rentals from minor hockey, figure skating, ringette, and power skating. In addition, public skating is no longer offered at this arena on weekends. The Township has altered its staffing schedules to align with rentals and improve operational efficiencies.

- Of the 66 non-prime time hours that are available, only 2.5 hours were booked (amounting to a 4% utilization rate). Although most municipalities accept that weekday daytime bookings will be nominal, the inclusion of early morning weekend and late evening bookings throughout the week is concerning since those “shoulder” periods tend to attract some level of usage. This was a marginal decline of one percent from the 2017/18 season.

In addition to these findings, it is understood the arena at the Ayr Community Centre is closed during certain times due to low demand, such as weekday mornings and afternoons, some weekend times, and late nights (including Friday evenings after 9 pm, which is considered prime time). Where possible, the Township can accommodate requests for ice time during periods when the arena is closed if staff are available; however, this does not frequently occur. The Township recognizes that there is currently insufficient demand to operate this arena full-time and has elected to achieve cost-savings by reducing operating hours.

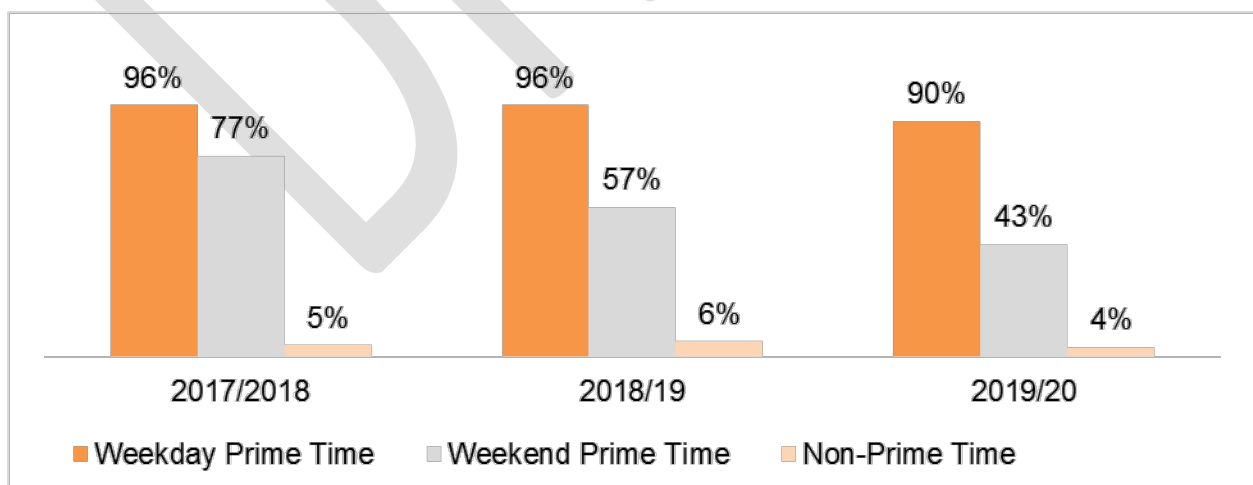
**Figure 9: ACC Weekly Peak Season Ice Schedules (in hours) by Time of Use, 2017/18 to 2019/20**



Data reflects all hours scheduled in a typical week (including prime and non-prime); some variation may occur from week to week. Ice maintenance and ticket ice is excluded.

Source: Township of North Dumfries

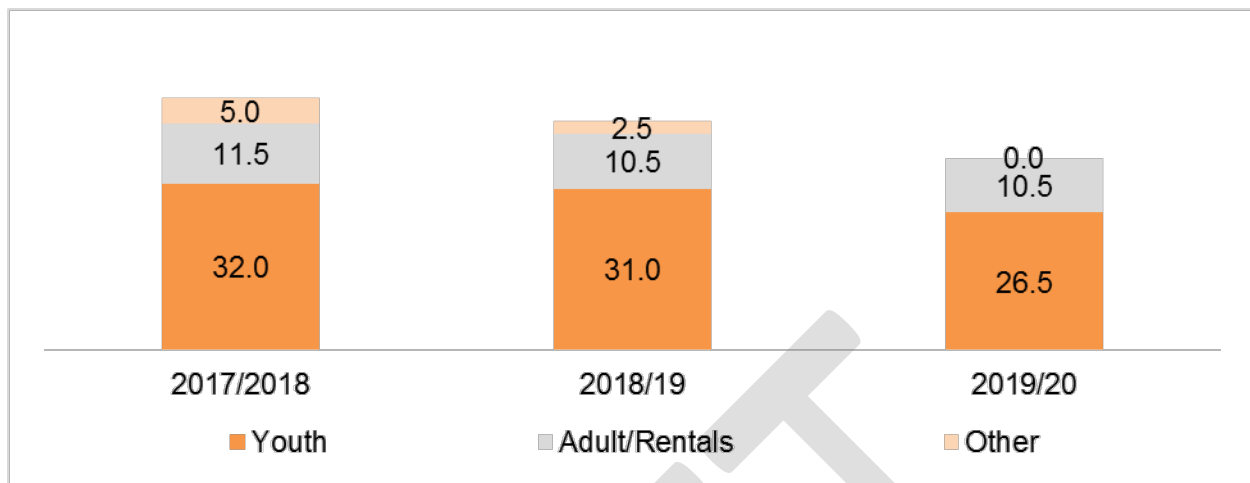
**Figure 10: ACC Utilization Rate per Peak Season, 2017/18 to 2019/20**



Data reflects all hours scheduled in a typical week (including prime and non-prime); some variation may occur from week to week. Ice maintenance and ticket ice is excluded.

Source: Township of North Dumfries

Figure 11: ACC Weekly Peak Season Ice Schedules (in hours) by Type of Group, 2017/18 to 2019/20



Data reflects all hours scheduled in a typical week (including prime and non-prime); some variation may occur from week to week. "Youth" category consists of minor hockey, girls' hockey, figure skating, and Junior B hockey. "Other" category consists of Public Skate, Power Skate, and Camps  
Source: Township of North Dumfries

### 5.3 Summary of Factors Influencing Arena Demand

The following discussion summarizes key factors that are impacting demand for arena facilities in the Township of North Dumfries. These factors provide a basis for projecting current and future arena needs.

- Increases in youth ice sport registration are likely given that this age group (ages 5 to 19 years) is projected to increase by 57% between 2019 and 2031.** As youth are the primary user of the Township's arenas, this impacts the pool of core arena users.
- Arenas in North Dumfries are used at 82% capacity during prime time hours and can accommodate additional usage.** However, this is dependent on having access to adequate facilities that meet the specific needs of users and the community.
- While the arena North Dumfries Community Complex is less than ten years old, the Ayr Community Centre is over 40 years old.** Ice usage at the Ayr Community Centre is lower compared to the North Dumfries Community Complex due to the facility's shortcomings including accessibility constraints, undersized ice pad, limited parking, and small change rooms and lobby. There is a strong preference for ice time at the North Dumfries Community Complex given that it is a newer facility with modern amenities.
- Consultation with arena stakeholders revealed that there is modest demand for additional ice.** Users also expressed the desire to accommodate new participants, hold additional practices and games, offer more skill development opportunities and expand their programs. Prior to the COVID-19 pandemic, an additional 3 hours per week would likely have been requested, with additional requests in future years based on population growth and new program opportunities.
- The demand for prime time ice (weekday evenings before 10pm and weekends) is relatively strong, but the window of acceptable rental times is shrinking.** Ice sports continue to be in demand in Canada, particularly at higher levels of competition, which leads to more time on the ice per participant. Trends in usage and participation suggests that demand will remain high, although fluctuations occur from sport to sport and region to region.

6. **Standards of play are changing and becoming more formalized, leading to greater ice requirements.** For example, beginning in 2018, Hockey Canada mandated that novice participants must play half ice (or cross ice) in an effort to enhance player development. Due to the size of the Township's two ice pads, modified programs are required. In addition, the standards of play mandate minimum thresholds for game and practice time, which can be particularly challenging for the higher levels of play that require greater access.
7. **There is a strong desire for modern, quality arenas that offer multiple regulation-size ice pads.** Access to regulation-size ice pads (200' x 85') levels the playing field for all user groups, creates additional capacity, and bolsters a community's ability to attract and host tournaments. Additionally, residents and stakeholders expressed the desire for amenities such as a minimum of six large dressing rooms, multi-purpose space (dry-land training, meetings, etc.), and recreational uses that appeal to residents of all ages. As the existing arena at the NDCC is the showcase rink, only limited seating is required at a second municipal ice pad.

## 5.4 Needs Assessment



**Ice demand is heavily influenced by local participation and programming. Registration data, arena usage, and input from stakeholders are the key building blocks to our analysis. Community growth projections are then layered in to forecast future needs.**

**A market-driven provision target of one ice pad per 400 youth participants is recommended for the Township of North Dumfries. This target reflects local factors and can be used to track demand over time.**

The use of a market-driven provision target to assess arena needs is the preferred approach because it is able to account for generally accepted standards of play, arena usage patterns, demographic and arena trends, and other key factors. As a point of reference, the 2008 Community Use Facility Needs Study used a target of one ice pad per 650 youth and adult participants. Based on arena registration data captured for this Arena Strategy, the current provision rate is one ice pad per 456 participants (youth and adult); focusing on youth-only, this provision rate changes to one ice pad per 297 participants. However, it must be recognized that several factors have emerged since the 2008 Study was prepared that have influenced ice demand – many of these have impacted standards of play and have generally led to fewer participants per ice pad due to increased practice and training requirements.

Though updated research and consultation with stakeholders, a youth-based provision target is recommended moving forward as prime time ice needs for youth organizations – the primary user of municipal arenas – have become more apparent. This approach better reflects how the Township allocates ice time and ensures that youth have reasonable access to ice time outside of school hours. Adult ice usage also tends to be more volatile as they require less ice time per participant and are generally more flexible in when and where they rent ice time.

Given the factors influencing ice utilization described in this Strategy, a provision target of **one ice pad per 400 youth participants** is recommended to guide future arena needs in North Dumfries. This target is commonly applied in communities that share a similar profile to North Dumfries. This provision target reflects the current arena usage profile and recognizes that:

- **Youth use the majority of prime time hours** and will continue to do so over the foreseeable future;
- Youth-serving groups anticipate that **participation levels will increase** as a result of projected population growth within the primary market area, particularly among young families with children and youth;
- The Township will generally continue to allocate time for **adult play** during the shoulder hours (at the edges of prime time) and non-prime times; and
- There is a strong desire for arena users to have their **ice needs met within the Township**.

The projected number of youth participants is calculated by applying the current participation rate (33%) to the forecasted youth population. In doing so, the needs assessment model makes the following core assumptions relating to participation and population growth:

- The projected population within the primary market area (Township residents residing west of the Grand River) will grow as identified in Section 2 of this Strategy; and
- Participation rates in youth ice sports will remain steady.



**The degree to which potential changes to the Region's allocation of population growth to the Township, as well as potential impacts of the COVID-19 pandemic on population growth and ice sport participation, will impact ice demand in North Dumfries is currently unknown.**

**It is recommended that the population projections, registration and participation rates, and their collective impact on the needs assessment be closely monitored over the coming years.**

For 2019, it is estimated that there are 1,813 youth (age 5-19) living within the primary market area. Arena stakeholders reported a total of 593 youth participants for the current season, which represents approximately 33% of the youth population. By 2031, the youth age group within the primary market area is expected to reach a population of 2,842. Assuming that the participation rate in youth ice sports (33%) remains unchanged, it is estimated that there will be 929 local youth participants by 2031.

**Table 6: Ice Pad Demand Analysis, Township of North Dumfries**

	2020	2031
<b>Number of Youth Participants</b>	593	929 (projected)
<b>Provision Target</b>	1 per 400 youth participants	
<b>Ice Pad Needs</b>	1.5	2.3
<b>Existing Ice Pad Supply</b>	2.0	2.0
<b>Surplus (Deficit)</b>	<b>0.5</b>	<b>(0.3)</b>

Based upon the recommended provision target and projected participation levels (Table 6), there is currently a surplus of 0.5 ice pads. Due to population growth within the primary market area, this is forecasted to become a deficit of 0.3 arenas by 2031. This finding is consistent with the arena usage analysis, which suggests that there is surplus prime time within the local arena system (a finding that is also influenced by the physical shortcomings of the ACC facility, which restrict its use for some activities). Maintaining a supply of two ice pads would ensure that all current participants have an adequate level of



ice time, new residents have an opportunity to play within their local market, and all ice organizations have capacity to grow their organizations by offering high quality programs.



**The needs assessment finds that there is currently a surplus of 0.5 ice pads, changing to a deficit of 0.3 ice pads by 2031. The Township should fully grow into its current supply in or around 2027, when demand and supply will be in equilibrium.**

**This finding supports moving forward with an arena investment program that preserves long-term access to two municipal rinks, designed and maintained to meet community needs.**

Consultation with stakeholders expressed that any reduction to the North Dumfries' arena supply would have detrimental impacts on the success and viability of the Township's ice users. While there may be opportunities for groups to find time at other arenas in adjacent municipalities, they are not guaranteed access to suitable ice times without a municipal ice purchase agreement. While new arenas are also being contemplated in the region, these facilities are generally being planned to replace aging arenas and to meet the needs of future growth. The timing for these arena projects is also uncertain, while the Township's arena needs are more immediate.

While the Township's existing supply of two ice pads is adequate to meet short-term needs, consideration must be given to medium and long-term arena needs due to the significant limitations of the Ayr Community Centre. As described throughout this report, the aging arena has a number of constraints that does not allow the facility to be fully utilized. As a result, user groups have been required to make alternative arrangements to compensate such as sharing ice times, using non-prime time ice at the North Dumfries Community Complex, or seeking ice time in other communities. In order to align supply with demand, the following options are presented for the Township's consideration:

Option 1: Renovating the Ayr Community Centre; or

Option 2: Expanding the North Dumfries Community Complex to add a second ice pad and decommissioning the Ayr Community Centre as an ice venue.

Given that these two options represent major financial commitments that will impact the community over the long-term, advantages and disadvantages of each option need to be carefully considered, as well as associated capital and operating costs. This will be the focus of Phase Two, which will proceed following Council direction on the findings of this report.

## **Section 6:      Arena Business Case (Phase Two)**

To be completed following Council direction on Phase One.

DRAFT

## Appendix A: Public Consultation Input

DRAFT

**BARRIERS: Is there anything about the Township's two arenas (Ayr Community Centre and North Dumfries Community Complex) that keep you from using them as often as**

* There is not enough programming for those 40+ who don't play hockey. * More recreation like in New Hamburg
Community complexes are centered around hockey practices and games.
Having more than one child playing at different locations is difficult for parents to manage and support.
The quality of the ice at ACC is often not great, equipment break downs. The facilities like food and beverage are never open at the ACC. Dressing rooms are very small.
I believe that as residents we pay for these facilities to be available to us. Not having ice available at either facility for months is a bit ridiculous. There are plenty of year round uses for both rinks that more than justifies having
I do not use the ACC very often as it is cold, dark, and dingy. The bright and open space along with the walking track at the NDCC - as well as the large meeting room spaces make this a preferred space overall.
I also find the ACC rundown and old. I would assume it would be difficult to keep clean and safe during a pandemic. The ice is small, the dressing rooms are gross, and the plumbing often doesn't work. The ice surface is
I find it difficult when I have two children at two different rinks at the same time.
I found it tough to find open ice to rent. Would love to see a feature that posts open ice times that could be booked if a group cancels or an ice slot hasn't been rented. Many places offer slightly reduced rates for last minute rentals.
I live in Branchton and they are too far to justify using them at all. We are on the wrong side of the "tracks" (river) over here and use the Cambridge rec facilities (looking forward to the one being planned at the end of Branchton
Lack of facilities. No children areas
Limited public skating options
NDCC is always going to be a drive away for everyone in the township.
No but the old rink is very dated
no interest in using them. New Tennis courts should be considered before a second ice pad or repairs to the old
Not barriers per say, but I do know that the ice rates at the ndcc are extremely expensive if you compare to surrounding arenas. Our hockey league rates are higher due to this as well - part of the reason ACC ice times are used are due to lack of availability at ndcc AND to help reduce league costs. My worry is that if a second rink is built at ndcc, those high rates will continue to apply and make ice sports unaffordable. Also, Ayr is now home to a Jr B hockey team - how will that affect available ice times for other teams/activities? I would think they will require more ice time now than they did before. The girls hockey teams are already splitting the ice and having shared practices
Parking at ACC is an issue if there are large events. Size of the ice at ACC is restrictive.
Parking at the ACC is very limited.
Poor seating, lighting, parking at the ACC. NDCC perfect for on ice activities, lots of parking, food booth, great lighting, great seats and lots of occupancy.
The ACC facilities are extremely under the local standard. The showers and change rooms are in disrepair, dirty, and in desperate need of an overhaul, or better; the arena taken down and adding a pad at the NDCC. The ice pad itself is small and dangerous in the corners. The seating is under par too. As a coach, I find it difficult to run two teams practices on the one ice pad, given how small it is. I don't have any concerns with the NDCC. Overall, it
The ACC is old and ice is too small. Wasting resources operating 2 buildings. All ice should be at NDCC with a twin
The ACC is old, dingy, has steep stairs, and is smelly. The NDCC is definitely preferred when my daughter has hockey. I will utilize classes during her practices or the walking track, at the ACC I usually carpool with another family as none of us want to stay in the facility during practice. The arena is also uncomfortable and very cold in
The ACC is old, smelly, change rooms are small. Very cold. Heaters rarely work. Ice surface is smaller. Limited spectator area. No netting for flying hockey pucks. No walking track. No water station. No concession stand (although NDCC is rarely open). Limited parking with poor outside lighting.
The NDCC arena is beautiful! The ACC arena needs some serious updating and maintenance if it will be staying.
The ACC is not kept clean, the ice pad is rough and the stands are a safety hazard.
The size and state of the Ayr community centre prevents me from using it at times.
The total and complete lack of anything offered Other than ice related sports.

The walking track is used for exercise by hockey teams. They completely consume the track and are running in groups that make it impossible to walk when hockey is being played. Not everyone can use the track during working hours. Not to be crude but the players also stink! It is very unpleasant to be around them when they are in their gear exercising. It would be nice if there were a separate area for teams to do their warm-ups or for walkers. Additionally, improvements to the outdoor track such as lighting, grooming and perhaps snow removal
There are very few programs run at either arena and the advertising is very poor. The ice is often left empty during off peak hours and if you try to rent the ice full price is to be paid. Look at what other municipalities are doing to get non prime time ice filled ,thousands of dollars are spent in other towns and cities booking ice for use.
There is never ice time Available to rent at prime hours - ex after 4pm or on the weekends. It's booked up in advance for the hockey leagues. Also the price- the price to rent the ice in Ayr is crazy expensive! Other areas
They are not geared to seniors/older population for recreational use.
Too much hockey. Not enough public skates.
We are not a family of hockey
We should have a second larger arena than the ice surface at the ACC.
While my family is not involved in ice related sports, we utilize the walking track from time to time. We do find that team and groups like to train using the community walking track and this infringes on space for community usage and discourages us and walkers from using the walking track at any time. Also, teams charge to get in to watch
ACC is very cold for the smaller skaters. My younger children do not like skater there since they aren't moving around enough to keep warm all the time.
No, i think it was great that my son skates on the same ice that i did at his age.
No, with the exception that the old rink is opened later in the season and there isn't as much early ice to go around when there is extra interest in getting ice time to get up to speed and get a head start on other centres. It would be
Old arena is not accessible. Try and take a shower if you are in a wheel chair. Using the locker rooms aren't the easiest to enter. Location is great, but the ice surface is small for today's events.
The ACC is an old facility badly in need of upgrades--if I recall correctly, there were some asbestos mitigation issues that needed to be employed during its last round of renovations. The ice surface is not regulation sized (undersized substantially, which can be a risk, especially for older ages) and the change rooms are small/cramped. Lack of access to skate sharpening services at the arenas is problematic. Suggest that consolidating the two ice surfaces into the NDCC will provide enough demand in one location to make this service viable.
The ACC is not suitable for hockey games as it is too small
The NDCC is too far for younger kids to get to on their own and utilize the park, fields and splash pads. My children are old enough to be on their own but the location of these areas is tucked away from the safety of neighbours and they are not comfortable being there on their own, whereas they are very comfortable going to other parks within
We are now several months in to Covid and for some reason the NDcc is still not open. It is a public space. All of the facilities at the end Ndcc can be safely utilized with proper safety code protocols put in place including the meeting halls and the ice surface. We have a great need for recreation within our community and the NDC can



**FUTURE CONSIDERATIONS: If the Township goes forward with a major arena reinvestment initiative, what programs, activities or spaces should be offered in a**

By adding the second ice pad to the current arena it allows more flexibility for families as they will not have to be travelling back and forth for multiple children's activities - but will all be in the same place. Same goes for tournaments that we may be hosting. Allowing a "warm up" area for pre-game activities for hockey teams, or off-
A pool in the NDCC would be nice to have. Off ice space should offer programs for all ages, including non-sports. Rental prices need to be affordable to the majority of people.
A pool.
A pool.
A second pad at NDCC. Summer ice on 1 pad. Look into ball hockey, lacrosse, summer camps. a gym,
A send ice pad at the NDCC New dressing rooms, especially for The Cens A fitness center Offer skating lessons ball hockey league if the ice is removed Would like to see a licensed area for the Cens Games
Additional ice time available for hockey
All ice activities should be made available: Minor hockey Skating lessons, power skating, hockey prep/skills lessons outside of minor hockey Figure skating Public skating Family skates
An additional mini ice surface that could be rented --sized for one or two players or goalie training (similar to Cros Nest in Brantford). Some arenas have this and it would be relatively easy to maintain and could generate some revenue. A skate sharpening facility and small shop with tape etc. would be awesome to have.
As a regular swimmer (part of a masters group), and having lived in the community for 21 years, I have had to travel a minimum of 25-30 min. to exercise in an indoor pool on a weekly basis. My family isn't a hockey family and hasn't ever been, however utilizing a pool would be highly desired. I suspect that many seniors in our community would also benefit from aquafit exercises that are lower impact and easier on their joints. Lastly, the opportunity for swimming lessons for little ones would be extremely beneficial. Even an outdoor pool would be wonderful (and I'm sure, easier on the budget). We would have zero need for another ice rink. It is my hope that perhaps more diverse exercise options would be made available to our community rather than, yet again, another rink. :( There
As a regular swimmer (part of a masters group), and having lived in the community for 21 years, I have had to travel a minimum of 25-30 min. to exercise in an indoor pool on a weekly basis. My family isn't a hockey family and hasn't ever been, however utilizing a pool would be highly desired. I suspect that many seniors in our community would also benefit from aquafit exercises that are lower impact and easier on their joints. Lastly, the opportunity for swimming lessons for little ones would be extremely beneficial. Even an outdoor pool would be wonderful (and I'm sure, easier on the budget). We would have zero need for another ice rink. It is my hope that perhaps more diverse exercise options would be made available to our community rather than, yet again, another rink. :( There
As indicated above, more area for activities other than hockey that can be used in the evening hours. A pool would also be wonderful. Everything is about hockey in the Township but there are other areas where money should be
Does swimming count? Lessons locally would be so beneficial
Ensure continued availability of the non-ice related facilities for community hall rentals, fitness and other exercise classes. Good acoustics should be maintained in the rental hall. Public ice rentals at the old arena tended to be a
Girls and boys hockey, figure skating, learn to skate programs, speed skating or ringette if there is interest.
Great place to put a fitness centre. A pool would be great addition. With so many new families moving to the area along with existing residents and seniors this would be a welcomed addition.
Hockey camps, additional fitness classes, skating lessons not just figure skating.
I would love to see an indoor public pool added to the arena, something that could be used by All age groups within our community. Programs could be run during all seasons instead of large gaps of no use like we currently have. Employment opportunities for local teens, life saving classes for all levels/ages, would be an excellent resource for our aging community members as well. I would also Love to see some martial arts classes offered! Dance,
I would love to see an outdoor swimming pool like Paris has. Indoor pools are prohibitive but a 4 month a year pool
I would love to see more flexibility in ice times. It would be nice to have a proper gym with lines, basketball nets, and the ability to add volleyball nets or other sports equipment. I would love to see a child care area or games room where kids can go while waiting for siblings while they are at practices or games. It would give children a place to go and hopefully keep them out of trouble. It would also be nice to have a proper canteen and eating
I'd rather the township had other options like swimming so we don't have to leave the township to have our kids
In stead of spending money on an older arena, build an apartment

Indoor swimming pool (swimming lessons, swim teams, seniors aquatic aerobics, mom & tots etc...) similar to the Wilmot Rec. Center. 2 ice pads, community rooms and pool.
It would be great to build off the facilities that are already at the NDCC. More meeting rooms, more workout space, especially for running dryland training. A gym with workout equipment and free weights? The second ice surface (if it is put at the NDCC) should be of equal size. Seating doesn't necessarily need to be as big. Maybe, just have
More drop in programs for kids, a pool would be great but probably or feasible for a town this size. an actual gymnasium that prices are not so outrageous that basketball/ volleyball clubs would be able rent.
My family and I would love to see a pool (indoor or outdoor) as well as more gymnasium space for activities like volleyball leagues for adults and children, as well as more drop-in youth activities like a Cafe or lounge for board
No more ice pads! A pool could be utilized by a wider swath of people in age/demographics Other rec ideas - billiards, darts, something else.
No need for more ice. Bring in a swimming pool.
Not in favour of a new arena
Please consider adding a second pad to the NDCC and renovating the old Ayr arena into an indoor space for activities such as indoor soccer, kids play space, etc (similar to what Paris did to the Syl Apps arena) or into a public pool (with activities and programming available). Both are highly desirable to young families with kids and
Please consider adding an indoor pool. Ayr's population has increased dramatically, and a municipal pool would see a lot of use, especially considering how many children live in Ayr that would be candidates for swimming lessons. I would _absolutely_ take my son to a pool in Ayr for swimming lessons. If you do add one, I think you'll also find that it gets a lot of use by people looking for low-impact and zero-impact exercise.
Pool. Walking track. Gym. Outdoor play structure. Outdoor basketball court. Updated showers and change room
Power fit skating Women's rec hockey Adult ice dancing
Recreational skate time for those not interested in hockey.
Second ice pad could be simple. Minimal seating. You could look to offer hockey schools or remove the ice in the summer and have floor hockey leagues. Possibly even lacrosse. Pools are very commonly expensive and lose
Second ice surface! Obviously...even if it's not as big Or a practice ice surface and it could definitely have less seating. Larger/reconfigured dressing Room for the Ayr Cens team Now that they are junior B and so that all players can change in one room. Have seen players have to go to room 6 to fit. Ideally a fitness facility over looking the ice would be fantastic...ride the bike while watching the kids hockey practice. Another suggestion might be to also put a small recreational outdoor pad for public skating and use through the winter. As you know
Swimming pool offering lessons for children and free/family swim times.
The ice should be open during the summer months. So it can be used all year. Or atleast one of them be open
The Township should invest in a second rink at the NDCC. There is already sufficient existing space for other programs etc... Perhaps a fitness facility but a second rink should be a priority. If there is only sufficient funding
The Township should not go forward with this investment. With the unknowns with the covid and the debt incurred the Township should be looking at ways to pay back the debt. Taxes are high enough in the Township already. A major project incurring a lot of debt should not be considered at this time or for several years
Township gym, basketball court, swimming pool.
Would like to see a fitness centre. And also 2 arenas on the one site so tournaments can be held etc. Perhaps a
An indoor pool would be nice for our growing community. More community rooms, gym, some kids play areas
A gym, a pool
A second ice surface A more comprehensive selection of food to choose from and less expensive. Also having canteen open more often A restaurant and liquor license Pool
Ayr Community Centre 1) Bigger dressing rooms- My son's Minor Novice team has trouble fitting in the rooms at the old arena. 2) Community Hall - In the old arena we've surprisingly been to functions there twice in the past 1.5 years. 3) Accessibility - a place to watch the game with a good view North Dumfries Community Centre 1) if it is the second ice pad, then it should be adequate for families. Places for kids to run around. Seating to watch a game. It should have similar facilities/settings to the ACC and not simply be 4 walls, a huge ceiling and an ice pad - like so many 2nd ice pads in the area. Simcoe's 2nd pad is an awful place to watch your child play hockey (stands only behind the net). Woodstock's 2nd rink has baseball bleachers where you if you sit in the bottom three rows you can't see over the boards (and they are located in the corner). Paris' new arena seating has two blind spots. New Hamburg feels miles away from the ice. The current pad at the NDCC is a great place to watch a game (for parents as well as little siblings running around). I hope the 2nd pad is also family oriented and not just a

<p>I feel that the township is continually looking to get rid of an arena. The mismanagement of the arena facilities is obvious as most townships can't get enough ice time. I would recommend the following be added, partner with Schools to have Skating as part of their physical education program. See this in Cambridge all the time. Seniors skates during the day time. Rent to other cities, they are always looking and we are 20 minutes from 3 major cities. Township office, not sure what the plans are but it is ridiculous that the township moved in and booted everyone out of the community center. Maybe build a separate part that is for this. Hopefully they are paying the exorbitant rates that everyone else has to for each room. Skate shop are you kidding me bring it back and get someone that wants to run it properly. Restaurant/Bar, lots of arenas now have an eating area overlooking the ice pads. The person running the concession stand is a joke, never open and has almost no selection. Go to Caledonia to see how it could be. Recommend adding second pad at the new arena and closing the old arena. Ice is needed and</p>
<p>I think the dressing room sizes need to be bigger. Even before COVID many teams had struggles with having space for everyone and now it would be more of an issue. I realize that bigger rooms would cost more but would improve the quality of use of the facility. Drayton's newer dressing rooms are a good example of sizing. A warm space with good views of the ice would be appreciated by many. I like sitting in the arena but I know there are those who by preference, age, or medical conditions would appreciate a warm comfortable location to watch events. While this an arena survey I have seen many who feel a pool should be under consideration. I would not be</p>
<p>I would love to see a swimming pool as part of the project. Ayr could really use a pool. Indoor would be ideal, but an outdoor pool would suffice too. Depending on cost, I'd also love to see gymnasium space and weight equipment. Perhaps a third party such as snap fitness would be interested in renting and managing a gym in the</p>
<p>Seniors should have more access to programs involving physical and mental stimulus. Kids under the school age should also have some sort of early development drop in Center. The Jr B hockey team should have a larger footprint in dressing room as well as access to a fitness environment/area and equipment for all.</p>
<p>This town has to realize that not everyone plays ice sports and that those investments only accommodate a certain population and exclude others from physical activity and participating in sports in their community. The uptake of the Scorpions Volleyball in Ayr this past year is a prime example that community members crave other sports and the loss of the basketball program is greatly missed by many. It appears that the township is constantly bending to certain long-standing families with a lot of financial ties to hockey to keep this sport going even though more and more families in town are not participating in hockey. My family's interests should not be for the financial gain of</p>
<p>Twin the NDCC before spending another penny on the ACC</p>
<p>With the projected growth of the Township, the utilization of the arenas will increase, including for women's hockey. The socio-economic benefits of North Dumfries becoming a tournament site for the Silver Stick Regionals have been demonstrated and the more active promotion of Ayr as a tournament site with 2 ice surfaces in one facility is an opportunity for building upon this success. Coupled with the addition of a Junior B team entry, Ayr could become a centre for hockey activities in the Region. (Similar comment applies to the Cowan Park and Ayr becoming a centre for soccer related activities in the Region with some active promotion.) The fast-growing Scorpions Volleyball Club has been operating successfully in Ayr for over a year, offering Ontario Volleyball Association</p>
<p>Without knowing the financial details it is difficult to have an informed Opinion. I do know that the township could be much more aggressive at trying to rent out the ice surfaces and haul space. I am on a mailing list for three other facilities within driving distance of ayr and I receive updates weekly on ice availability. It encourages people to purchase a set off times and keeps the facility utilized. We also should be exploring alternative uses for the space at the end Ndcc. The large exhibition hall and other smaller meeting rooms are not currently utilized to their fullest</p>

**ADDITIONAL COMMENTS: Please provide any other comments or suggestions relevant to the Arena Strategy.**

3 arenas for a small town seems unnecessary when you come from a family who doesn't play hockey. While I understand this is a big hockey town and there would be many who would benefit from a new or additional arena, paying for an additional and/or new arena as a citizen of the township, when many won't benefit from the new facility doesn't seem ideal when we already have 2 arenas. Perhaps a pool would be better suited. It would be nice to be able to have my children take swimming lessons, diving, synchro, swim team etc at a local pool, rather than having to drive to the city and pay an out of town fee. It would be nice to have a fitness option in a pool for the community too, lane swimming, aquafit etc.

A complete community Rec. Center would be the hub of our community. It would be wonderful to have all the facilities in one location.

An outdoor pool along with the ice pad would be a great addition as well!

Ayr needs two permanent arenas - we are a hockey/ice sports town that is continuing to grow. Part of what motivated us to move to Ayr years ago was the availability and dedication to the local sports teams - let's not lose that.

Build the twin pad and close ACC. Stop spending money on ACC. would BE MUCH MORE EFFICIENT IN 1 BUILDING AT NDCC

How many Townships this size have 2 arenas. Re paying debt should be the number one consideration not a new ice pad or repairs to the old arena. This is more than just a hockey town. North Dumfries already has a new state of the art Ice Pad. Be happy with it for now

I am pro renovating the acc. I do not like the idea of putting a second pad at the ndcc. Having 2 separate rinks is nice.

I don't think an extension of the Arena in any way shape or form should be added. Ayr is not prepared for any extra traffic coming in and out of town, we have no restaurants or core downtown area or investors to support visitors. The region needs to look at what's best for its citizens and visitors as a whole not just spending money frivolously for something that's not important right now. Let's focus on supporting local businesses and growing investors in our community first.

I feel the old arena building should be considered an important part of the history of Ayr and should be preserved. If decommissioning the old arena, please bear in mind the old cemetery below and potential limitations/costs for repurposing the property.

I think we need to restrict ice time to local groups first then if there is a surplus we should consider allocating the ice at market values (a profit) to out of town groups.

I understand why the Township must plan the arena project on the west side of the river, due to the population (current and forecast) there.

I would really like to see our local arenas support more than just the hockey families within the township. My family has had to go outside of our township for all of our extracurricular activities because the only thing offered here (for an indoor activity) is hockey.

I'd like to see a more consistent cleaning of the facility. Also like to see better managed food and beverage offering, this one is so expensive and hit and miss. I'd even responsibly support a blue line club for Cens games! That would be awesome. The arena is the hub of our village and it has so many great things going on all of the time! Let's make it the best it can be! Love that we are investing in it! Would sit on a Arena committee if needed.

If given a preference, I would put a second pad at the new complex and remove the old. The ACC facility needs a huge amount of upgrading and is starting to look quite shabby. Also, duplication of services and expenses is costly to the tax payer. I would not want to see any initiative undertaken until we are fully out of this pandemic and have recuperated from its financial impact at all levels of government.

In my opinion, adding a second pad would be the best situation for the community and any visiting people. Tournaments could easily be run out of the one location. If there are further workout facilities, there could be revenue brought in by memberships. Further dryland facilities will allow for our kids to develop and our community to stay fit. By adding the pad to the NDCC, there could be savings for ongoing maintenance and staffing. I would also like to add that looking for your communities feedback is great! What an excellent township we have!

It is unfortunate that the second ice pad was not approved prior to the completion of the NDCC. The result of that decision is ever increasing costs to build the second pad. The community is growing and can justify two ice surfaces. Construction for the second ice pad should proceed as soon as possible. The Centre for the Community Group is prepared to restart its fundraising to assist with the construction of the second pad.

Let's focus on the new and build a one use facility that houses everything needed for sports inside and out. Turn the downtown arena into something the downtown needs which is apartments.

NDCC should have been built with 2 ice pads from the onset. Expand NDCC. Close ACC.

Not everyone plays hockey, and with so many bodies of water being in and around Ayr a pool would be beneficial rather than an additional ice pad if the ACC is getting a total overhaul. I think it opens doors to more families who don't have members who play hockey as well as senior programming.

Perhaps selling the old arena that could utilize it as a private sports complex would be a good way to offset the costs of expanding the NDCC

Personally would have no issue with increased taxes for consolidating to one site for arenas. I would wonder if consolidation would help with operational costs.

Please consider opportunities for families who have children who are not interested in hockey.

Please consider parking requirements for either initiative and the amount of increased parking spaces needed. Please also consider food and beverage options available within or near the spaces, Tim Hortons and several small pizza places can only withstand so much traffic.

Please remember the failed summer ice program before committing thousands of dollars on a promise to use.

<p>The concession stand is never open and the prices are way higher then every other arena and very little selection at multiple tournaments the concession is not open . A space for a pro shop In the arena for skate sharpening and tape etc.. would be nice ( could also be run by a third party company if space is allotted. Every team in hockey tournaments ask where they can go to get equipment and skates sharpened and we send them to Cambridge or Paris.</p>
<p>the Jedburgh Oldtimers have used the old facility for many years and a few concerns come up. The cost of the arena ice rental has always been the same for both arenas when clearly the old rink does not match up in quality both on and off the ice surface. More importantly as a taxpayer the cost of running two facilities has got to be substantially higher than if one twin pad were in operation. Would love to see a second full sized ice surface with seating for a few hundred (bench seating is fine) at the NDCC. Tournaments for kids would be so much better and our downtown is difficult travel for excessive traffic. Finally with Ayr's ever increasing population the need for 2 ice surfaces remains essential. Although my kids have grown up I still find it very important to have the facilities here to fulfill our communities needs.</p>
<p>The township should put some serious thought into also adding an indoor or outdoor pool with swimming lessons. You will often hear this is not something that will ever happen with so many homes in Ayr having pools. It should be more of a reason to have a public facility that offers swimming lessons to ensure children learn how to swim. It is a life skill and more important than hockey (coming from a hockey family) The town is growing and adding a pool increases jobs and allows the community to stay in the community for all extracurricular activities. If they add a 2nd ice pad to the NDCC maybe the old arena land could be the pool if space at the NDCC is an issue.</p>
<p>This town favours hockey way too much and it's time to consider other options to keep residents money in this village. Why can Paris and New Hamburg have these options but Ayr won't expand? Moved here 12 years ago and have stepped foot in both arenas only once. That's a shame.</p>
<p>Two pads at the ndcc makes the most sense. It allows to share many things such as staff and the concessions. Also makes the size of the second rink in ayr the correct size for today's stands</p>
<p>We already have two arenas. People in this town can't think past hockey but if we had more to offer we might find our youth have more talents. A pool would benefit young and old members in the community.</p>
<p>We feel that it would be a better idea to expand an already great facility at the NDCC. This arena already has easy access and is still in great condition.</p>
<p>When this study was done years ago, a pool was the most needed for the Township.</p>
<p>While I appreciate programming and facilities for youth. What are we doing for those who's children are grown and they still live in Ayr. Many move out of town after their kids are grown up.</p>
<p>With limited activities in the community for children and youth, I believe there is an opportunity to explore and expand. This will bring the community together as well as keeping the youth occupied and active. Simply offering basketball nets to play without signing up for an actual program</p>
<p>With the projected growth and the conditions of the ACC, it would be fantastic to have a dual ice pad at the NDCC and further cement the NDCC as a community anchor for families. If we move to one ice surface, all programs in town will suffer due to decreased availability. I hope that everyone is forward thinking and while we may have decreased utilization due to Covid this year, future demand will be there and two surfaces needed.</p>
<p>Would not like to see the Ayr community centre tore down. Ya it needs some work but it's nice having two different areas on different sides of town.</p>
<p>As Ayr grows significantly, I recommend that the council stop looking for ways to shut the arenas and start looking at what they should have done years ago. It is not about where your kids are at, it is about the community. Frustrating to see such a short sited council. Arena Staff : Send them on a course of customer management. Continual harassment, negative attitudes, continual unfounded complaints. They are in a customer service industry and act like customers are a problem. I know they are new but they are the face of the township. Note there are several good ones but there appears to be a couple that just like to cause trouble.</p>
<p>For the land allocated at the NDCC, if a second pad is added, please ensure there is still room for a community indoor pool. It would be very frustrating if in like 5 years Township says we can't have a community pool because we built a second ice pad.... when we already had a second rink.</p>
<p>It would be great to have all of these services offered in one location, but the cost (and how it would be funded) needs to be considered. I'm sure the community would do what it can to help out with fundraising, but we need to get through this covid pandemic and make sure that the facilities can be used to maximum capacity before investing.</p>
<p>Need to have some sort of public transit within Ayr that can take young and old to facilities from all parts of the village since the facility maybe out of walking distance for a lot of those demographics .</p>
<p>The NDCC is one of the best arenas in the area. If it is possible to build a second pad of the same calibre that would be amazing. Lets do it!!</p>
<p>The township needs larger parks to accommodate larger kids, not every park should be built for a preschooler</p>
<p>Twinning the NDCC and making it the central recreational facility would be the ideal condition. I think that the ACC would require too much work and space to bring it up to what is needed not to mention which it would still have a small ice surface and for parents with multiple children or who use the facilities themselves still require travel back and forth. With Ayr taking on 2 Silver Stick tournaments in addition to their other tournaments, having everything consolidated in one facility would help as well as for staffing for the township.</p>
<p>When the 'twin pad' at NDCC was first considered by Council, a financial analysis done by local CPAs was submitted that showed the 2nd ice surface at NDCC was a better choice financially and operationally for the Township over a single ice pad and maintaining the ACC. This analysis would need to be updated based upon current conditions/assumptions, but it is pretty clear that utilization will be high and operating one dual pad facility would be more cost-effective than two separate facilities, especially when one is not built to modern standards. There is a substantial community contribution available from the CCG registered charity to a twin pad for the NDCC which should be factored into the analysis.</p>

Would be so much more efficient to run kids to the ice if both pads were at the same location. Also associations would have all Equipment at one location, saving money on duplicate equipment. Seems a waste to keep pouring money into the acc when repairs are costlier and seem to be required frequently.



## Appendix B: Stakeholder Group Survey Input

### Interview Summaries

**Ayr Minor Hockey Association** – Participation has been relatively stable in recent years; a slight increase was seen between 2018/19 and 2019/20. The group offered a juvenile team in 2016/17 and 2017/18, but has discontinued this program, though may consider offering it again in the future. The large majority of players are from North Dumfries, though the local league does draw some players from surrounding municipalities (most notably Blandford-Blenheim). Continued growth at all levels is anticipated based on the quality and success of their program, as well as growth in the community. Over the long-term, the organization does not anticipate an impact on their registration if a new arena is built in Southwest Kitchener, although a closer working relationship with Plattsville Minor Hockey could result in additional ice time needs.

At present, the group is satisfied with the ice time it receives, but if more prime time was available, they would like to expand their skills development. They have tried to be efficient with the ice time they receive, including shared ice practices. The different ice pad dimensions (and change room sizes) between the ACC and NDCC is a major determinant in their scheduling; they try to schedule practices and younger age groups at the smaller ACC (the small ice pad results in a lot of unnecessary contact in older age groups), though this can be difficult when they are running one of their three annual tournaments. The group indicated that they cannot use unbooked weekend ice at the ACC as most games are on weekends, and many are out of town. The prime time window is shrinking as parents are less enthusiastic about making use of early morning hours, especially on weekdays. There are also logistical challenges resulting from two single pad areas, such as scheduling of referees and gate attendants, as well as tournament programming.

The group supports the twinning of the NDCC in concert with the decommissioning of the ACC. They would be very concerned if the Township were to reduce its supply to one ice pad as they would have to turn children away and seek time out-of-town (and are doubtful that prime time exists in neighbouring centres).

**Ayr Rockets Girls Hockey** – The association was formed approximately ten years ago and has grown to approximately 144 members this past season. Registration has plateaued in recent years, but there is opportunity for adding a rep team at the Midget level and additional local level teams, which would result in a need for 2 to 3 additional hours per week in the short-term. The club anticipates future membership growth due to the growing population in North Dumfries, and is also hoping to host an annual tournament moving forward.

The group supports the twinning of the NDCC in concert with the decommissioning of the ACC. They would be very concerned if the Township were to reduce its supply to one ice pad as they would have to turn children away and seek time out-of-town. The under-sized rink at the ACC – and the fact that the township operates arenas at two different locations – is a challenge for scheduling; the ACC is used largely for practices. The group indicated that they cannot use unbooked weekend ice at the ACC as most games are on weekends, and many are out of town.

**Ayr Skating Club** – The group has experienced stable membership in recent years, with approximately 79 participants in their fall/winter programs; the club also offers a spring season (April and May). The largest numbers are in learn to skate programming; star skate and competitive skater numbers are cyclical and the club is currently without any competitive skaters, which has led to declining demand for ticket ice. Most skaters live in the Township, though the club does draw from other areas, including south Kitchener. Looking to the future, the club expects participation to increase in pace with population growth as they offer strong local programming focused on personal and small group instruction. While the club has sufficient access to ice time for its current programming, there may be opportunities to offer power skating and synchronized skating as the club grows. The club would also be interested in using summer

ice (especially June) if it was availability locally; skaters currently go into Cambridge and other centres during this time of year.

The group supports the twinning of the NDCC in concert with the decommissioning of the ACC. The small size of the ACC rink limits their programming and it is very costly and logistically challenging to operate out of two different venues. If operations were consolidated at a twin pad, they could offer more affordable registration rates to their members and enhance their level of service.

**Centre for the Community Group (CCG)** – The CCG was instrumental in establishing the vision and funding for the North Dumfries Community Complex and outdoor amenities. They are a registered charity and led a successful fundraising campaign for the NDCC, raising approximately \$2.2 million. Of this, \$0.5 million remains in reserve (placed in trust with the Cambridge and North Dumfries Community Foundation) and has been earmarked for the addition of a second ice pad at the NDCC. Using the interest from this account, the CCG provides an annual community grant program to assist local organizations active at the complex.

The group supports the twinning of the NDCC in concert with the decommissioning of the ACC as an ice surface. They are willing to work with the Township to support this initiative, including an additional fundraising campaign if necessary. They indicate that local demand is strong based on the success of local hockey organizations and the Township's growth, which could lead to additional future opportunities such as Women's hockey league.

**Ayr Centennials Junior B** – The Club – now in the Junior B circuit as of 2020 – has approximately 23 players on the active roster. They play and practice at the NDCC. With the move from Junior C to Junior B, they will require an additional hour of practice time per week once play resumes and games will extend later into the year. The club supports the twinning of the NDCC in concert with the decommissioning of the ACC and suggest that investing major capital in the ACC would not be in the Township's best interests due to the facility's age/shortcomings and loss of economies of scale from a twin pad. The group feels that there will be increased interest in "local" activities and experiences in a post-COVID world, which would be better supported by a twin pad.

**Ayr Sportsmen Hockey League** – The group has experienced stable membership since moving to 12 teams when the Township built the NDCC. Most players (largely age 35+) are long-time members that live in North Dumfries or used to live in the Township. Their appeal is consistent ice times year over year (Sunday evenings). Later ice times or decreased access to ice would negatively impact membership and discourage growth. Their preference is to twin the NDCC and decommission the ACC. If the ACC is to be retained, their suggestion was to remove the bleachers to enlarge the ice pad and dressing rooms as they do not meet today's standards.

**North Dumfries Sport Camp** – The ND Sports Camp was formed about 5 years ago and provides summer and march break camp opportunities for local youth ages 5 years and older. The organization's mission is to support and/or create sports programs for kids and the community and promotes the employment of youth in the community. Prior to the COVID-19 pandemic, an average of 50 to 60 youth were enrolled weekly in the camp, which operated out of the NDCC (arena floor, arena ice, rooms, park, etc.). Occasional use was also made of schools (e.g., gymnasiums), parks, and other arenas (with lower cost daytime ice). The camp is operating out of the ACC (and Cambridge Sports Park) this year due to COVID and has purchased synthetic ice to allow for continued hockey activities. Demand has been strong for local sports camps and the group may consider offering after-school programs in the future as the Township does not currently have a role in direct program delivery. The group supports the twinning of the NDCC in concert with the decommissioning of the ACC, and may be interested in extending its relationship with the Township through the use of the ACC as a non-ice venue if it was made available.

## Questionnaire Summary

DRAFT

Organization Name	Provide a brief description about your organization's primary activities and services.	Indicate the number of active members / participants that your organization has served over the past three years / seasons.			If available, provide a breakdown of your 2019/20 registration by age group and division/level of play (e.g. house league, rep, Preschool, Canskate, etc.), if applicable.	Indicate the approximate percentage of your membership/participant base that lives in the Township of North Dumfries.	Over the past three years, indicate how your general registration/membership is trending.
		2017/18	2018/19	2019/20			
<b>Ayr Ladies Hockey</b>	Ladies over 30 learn to play and beginners level hockey. Full equipment required. No body contact.	25	30	40	Pick up, with ref. Low skill. Ages 30-60	75%-99%	Increased
<b>Ayr Ladies Ringette</b>	Ladies Ringette is players ranging in age from 18+ and up. We play other centres like Woodstock, Stratford, Waterloo, Kitchener ect.	15	18	19	18+ age group Regional C South Western Intermediate Ringette League.	75%-99%	Generally stable
<b>Ayr Minor Hockey Association</b>	MISSION STATEMENT We are dedicated to providing the youth of Ayr a fun, rewarding and positive environment to play amateur hockey. AIMS AND OBJECTIVES To provide the maximum opportunity for youth to participate in amateur hockey with regard to the resources available. To develop and encourage good sportsmanship and fair play between all participants. To work for the betterment of the players physical, mental and social well being. To adhere to the C.H.A. / O.H.F. / A.M.H.A. Harassment and abuse policy. MOTTO Hometown Proud!!!	361	323	347	Pre-School - 31 IP - 23 Major Novice Rep - 13 Major Novice LL - 12 Minor Novice LL - 31 Atom Rep - 13 Atom AE - 14 Atom Local League - 23 Bantam Rep - 16 Bantam AE - 16 Bantam LL - 17 Midget Rep - 17 Midget AE - 17 Midget LL 37 Pee wee Rep - 16 Pee wee AE - 16 Pee wee LL - 30	75%-99%	Increased
<b>Ayr Oldtimers</b>	AYR Oldtimers were established 38 years ago and started the Sportsman (hockey) League. Our hockey over the years have raised 10's of thousands of dollars for minor sports and local community groups. Our club plays against local area teams by hosting them for a game or two annually and they reciprocate. Along with a couple other Oldtimers teams in town, we provide a competitive level of hockey for individuals.	20	20	20	All of us are 60 plus in age	75%-99%	Generally stable
<b>Ayr Rockets Girls Hockey Organization</b>	Our mission is to grow and sustain the sport of girls hockey within the community of North Dumfries so that girls of all ages will be able to remain within the community of North Dumfries.	145	146	144	This was an atypical season for us in terms of level of play (we usually have one rep team in each division) but here are our numbers from this last season: U7 (Fundamentals)- 19 players U9 (Novice)- 18 players, 1 local league team U11 (Atom)- 18 players, 1 rep team U13 (Pee wee)- 32 players, 2 local league teams, 1 rep team U15 (Bantam)- 30 players, 1 local league team, 1 rep team U 18 (Midget)- 27 players, 2 Local League teams	75%-99%	Generally stable
<b>Ayr Skating Club</b>	Ayr Skating Club (ASC) is a Skate Canada sanctioned, not-for-profit organization that provides skating instruction programs. The ASC provides programs for youth who are learning to skate all the way up to adult skating. Both recreational and competitive skating programs are offered. As a not-for-profit organization, the club is run completely by volunteers. Volunteers fill roles for the Board of Directors, registration, fundraising, testing, ice show/gala, and support of club operations on a daily basis.	119	140	79	Refer to spreadsheet that I have provided by email.	75%-99%	Increased

Organization Name	Provide a brief description about your organization's primary activities and services.	Indicate the number of active members / participants that your organization has served over the past three years / seasons.			If available, provide a breakdown of your 2019/20 registration by age group and division/level of play (e.g. house league, rep, Preschool, Canskate, etc.), if applicable.	Indicate the approximate percentage of your membership/participant base that lives in the Township of North Dumfries.	Over the past three years, indicate how your general registration/membership is trending.
		2017/18	2018/19	2019/20			
<b>Ayr Sportsmen Hockey League</b>	Sunday night men's social hockey league. The goal is to be inclusive to current and new residents of North Dumfries as a means to meet other people in the community and to support physical activity. No teams carry over year to year with an annual draft hosted to support a sense of community as members return annually.	144 regular users + 20 spares = 164 members	139 regular users + 20 spares = 164 members	144 regular users + 20 spares = 164 members	+60 = 6 +50 = 55 +40 = 45 +30 = 38 Skill levels vary from beginner to junior, however those days are long past.	50%-74%	Generally stable
<b>Ayr-Paris Band</b>	We are a concert/marching band who perform concerts and participate in parades in Ayr and surrounding communities. We also run a Junior Band program for children and adults to learn musical instruments.	85	85	85	N/A	50%-74%	Increased
<b>Benjamin's Thursday Night Pickup</b>	For years we have played pick up hockey on Thursday nights at the old arena in Ayr at 9:30 PM. There is usually between 15-20 of us.	15	15	15	N/A	50%-74%	Increased
<b>Jedburgh Oldtimers</b>	oldtimers hockey for people over 35 to play against other centres following the same criteria	20	20	20	35 and over	75%-99%	Generally stable
<b>MCV Fitness</b>	Women's Group Fitness classes	55-65	60-70	60-70	Females aged between 25-65+	75%-99%	Generally stable
<b>North Dumfries Cougars Ringette Team</b>	We participate weekly Oct -Mar in a competitive ladies only South Western Intermediate Ringette League ( SWIRL) thru Ontario Ringette Association. We play in a 9 team loop 1-2 games per week in Guelph, Kitchener, Waterloo, St Jacobs, London.	18	16	16	Ladies only , 25-35 yrs old in a competitive BB league with South Western Intermediate Ringette League ( SWIRL) thru Ontario Ringette Association.	50%-74%	Generally stable
<b>Thursday Night Men's Hockey</b>	Thursday night recreational hockey	24	24	24	24 Adult Men	75%-99%	Increased

Organization Name	Indicate the North Dumfries's arenas and facilities your organization typically uses. Select all that apply.	Is your organization able to obtain enough time at Township arenas and facilities? If not, how many additional hours (per week) does your organization require and for what purpose?	Does your organization use any other arenas or facilities (including those outside of the Township)?	Please list any other arenas or facilities that your organization typically uses (including those outside of the Township).	Why does your group use these other arenas or facilities (e.g. design of the facility, availability of desired time, proximity to users, rates, etc.)?	How many hours does your group use during a typical week at these other arenas or facilities?
Ayr Ladies Hockey	Ayr Community Centre – ice rink	One hour per week is what we need and have	No			
Ayr Ladies Ringette	Ayr Community Centre – ice rink	Yes	No			
Ayr Minor Hockey Association	North Dumfries Community Complex – ice rink, hall or meeting rooms; Ayr Community Centre – ice rink	Available ice is pretty much the same each year. We have to work with what we historically have had in the past.	Yes	Brant Ice Complex - Paris Plattsville Arena - Plattsville	To accommodate our tournaments we host.	Typically 3 weekends a year depending on what is available.
Ayr Oldtimers	North Dumfries Community Complex – ice rink	We are good with our existing hours	No			
Ayr Rockets Girls Hockey Organization	North Dumfries Community Complex – ice rink, hall or meeting rooms; Ayr Community Centre – ice rink	We were looking for an additional 2-3 hours of ice this year because of our predicted numbers in U7 and U18 divisions. If we could not obtain reasonable hours in the township, we have been in contact with other nearby arenas for the upcoming season.	No			
Ayr Skating Club	North Dumfries Community Complex – ice rink, dry floor pad, hall or meeting rooms; Ayr Community Centre – dry floor pad	We are able to obtain enough ice for the current programs we offer but are concerned about future ice availability as the community of Ayr grows and the size of our programs may need to scale up accordingly.	No			



Organization Name	Indicate the North Dumfries's arenas and facilities your organization typically uses. Select all that apply.	Is your organization able to obtain enough time at Township arenas and facilities? If not, how many additional hours (per week) does your organization require and for what purpose?	Does your organization use any other arenas or facilities (including those outside of the Township)?	Please list any other arenas or facilities that your organization typically uses (including those outside of the Township).	Why does your group use these other arenas or facilities (e.g. design of the facility, availability of desired time, proximity to users, rates, etc.)?	How many hours does your group use during a typical week at these other arenas or facilities?
<b>Ayr Sportsmen Hockey League</b>	North Dumfries Community Complex – ice rink; Ayr Community Centre – ice rink	Yes we are able to obtain enough time based on our current need which includes weekly, stable slots at a reasonable time.	No			
<b>Ayr-Paris Band</b>	Ayr Community Centre – hall or meeting rooms	We have enough time at the Ayr Community Centre. We do not require additional hours.	Yes	Gazebo in Centennial Park Ayr New Dundee Band Shell Goderich Band Shell Paris Lions Park Band Shell	We play concerts in Ayr and surrounding communities	Concerts are usually one hour
<b>Benjamin's Thursday Night Pickup</b>	Ayr Community Centre – ice rink	Yes	No			
<b>Jedburgh Oldtimers</b>	Ayr Community Centre – ice rink	we receive the required amount of ice	No			
<b>MCV Fitness</b>	North Dumfries Recreation Complex – hall or meeting rooms; Ayr Community Centre – hall or meeting rooms	Getting more difficult to obtain space as users groups increase but usually able to make it work. Closure of ACC in March has poses some difficulties although if not for covid, accommodations were going to be made this year for groups to continue using.	Yes	Local School gym	Availability & rates	6 hours
<b>North Dumfries Cougars Ringette Team</b>	Ayr Community Centre – ice rink	Yes, we are allotted the time we require by the Township.	No			
<b>Thursday Night Men's Hockey</b>	North Dumfries Community Complex – ice rink	Yes	No			

Organization Name	To what degree does the Ayr Community Centre meet your organization's needs (if applicable)? From your groups' perspective, what are the facility's primary limitations?	To what degree does the North Dumfries Community Complex meet your organization's needs (if applicable)? From your groups' perspective, what are the facility's primary limitations?	Which of the following long-term facility provision options is most preferred by your group? Please select one option only.	Please explain your choice to the previous question.
<b>Ayr Ladies Hockey</b>	It doesn't. We have dealt with broken bones and other injuries from the horrific ice conditions. It is constantly dirty and things falling apart (doors and trim on the ice broken). It is an embarrassment to the township.		Option 3: decommissioning the Ayr Community Centre and adding a second ice pad to the North Dumfries Community Complex	The ACC is an embarrassment. Visitors make comments on how bad the arena is. To make the NDCC two pads would be great for hosting tournaments.
<b>Ayr Ladies Ringette</b>				
<b>Ayr Minor Hockey Association</b>	Change rooms are very small and traffic at times can be very heavy in the lobby and hallways. The arena itself does not show well to hosting tournaments. Small ice surface makes it difficult for consistency when hosting tournaments. Benches and boards showing wear & their age. The ice surface quality is often inconsistent. Association needs to have double the equipment to host our younger age programs (set at ACC and a set at NDCC) additional costs involved. Inconsistency in practicing primarily at ACC but playing games at NDCC due to drastic change in ice surface size.	Very little limitations with the NDCC.	Option 3: decommissioning the Ayr Community Centre and adding a second ice pad to the North Dumfries Community Complex	Not only is the facility more modern and spacious, it lends well to hosting tournaments. It also allows for efficiencies in scheduling, equipment costs. Consistency in practice and game play as same size ice surface. Potential reduction in expenses to the township in operating, equipment and staff requirements.
<b>Ayr Oldtimers</b>		The NDCC fully meets our current needs as a facility	Option 3: decommissioning the Ayr Community Centre and adding a second ice pad to the North Dumfries Community Complex	Provided there is the support for a second pad at the NDCC, expense management is the primary reason for decommissioning the ACC
<b>Ayr Rockets Girls Hockey Organization</b>	The smaller surface limits our use to practices only. The lack of services (concession stand, no wifi, no dedicated warm-up area), older change rooms, colder for spectators, less appealing to host visiting teams and less parking availability limit this venue for games use.	none	Option 3: decommissioning the Ayr Community Centre and adding a second ice pad to the North Dumfries Community Complex	Having 2 ice pads at the same location, eliminates confusion in scheduling (dropping players off at one arena when the practice is at the other, it happens often), easier for parents for multi-player families not have to travel between the two arenas picking up and dropping off their children, eliminates parents complaining about having their skater use the small, old ACC ice, eliminates the need to have equipment at two separate locations, easier when hosting tournaments to have two pads at the same spot. ample parking, newer facilities are inviting to out of town guests (the NDCC is a showpiece for the township), etc.
<b>Ayr Skating Club</b>	We use the ACC for 1 day/week and it meets our needs for the type of session that we schedule on that ice. The primary limitations for us would be the size/shape of the ice surface (limits the size of the group we can put on the ice and the type of training we do, ie. we can't train higher level jumps/ice dance/pairs); in addition the area is extremely cold in the winter and we've had some smaller students stop coming to lessons because they don't care for the cold.	This facilities meets our organization's needs and we don't see any limitations.	Option 3: decommissioning the Ayr Community Centre and adding a second ice pad to the North Dumfries Community Complex	For us, operating out of 2 different arenas is a constant battle - ensuring ongoing communication to ensure participants go to the right arena on the right day; doubling up of our supplies/doubling our supply costs, doubling of our costs to keep 2 jump harness systems certified (which costs us hundreds of dollars each year), constant movement of materials (eg. report cards, coaching notes) between locations, etc.

Organization Name	To what degree does the Ayr Community Centre meet your organization's needs (if applicable)? From your groups' perspective, what are the facility's primary limitations?	To what degree does the North Dumfries Community Complex meet your organization's needs (if applicable)? From your groups' perspective, what are the facility's primary limitations?	Which of the following long-term facility provision options is most preferred by your group? Please select one option only.	Please explain your choice to the previous question.
<b>Ayr Sportsmen Hockey League</b>	The ACC meets our needs as far as it provides a ice surface to skate on. The size of the rink is no longer relative and can be dangerous regarding incidental contact playing 5 on 5, the dressing rooms are undersized and shower facilities are barely adequate. The ice surface itself usually meets the requirement however the boards, benches/matting and entry/exit points to the surface are all below average, acceptable condition considering the same rate is being charged for both facilities.	The NDCC meets our needs and expectations regarding the facility. I currently can't think of any limitations regarding it. It is kept clean and general maintenance meets expectations.	Option 3: decommissioning the Ayr Community Centre and adding a second ice pad to the North Dumfries Community Complex	The ACC has pasted it's lifespan and investing significant funds to update it would be better served elsewhere.
<b>Ayr-Paris Band</b>	The Ayr Community Centre meets all of our organizations needs.	We can not use the NDCC for practice or concerts because of the poor acoustics.	Option 1: maintain all arenas as is (no major changes or investments)	We would have no facility to practice in if we decommissioned the Ayr Community Centre.
<b>Benjamin's Thursday Night Pickup</b>	It's great.	N/A	Option 1: maintain all arenas as is (no major changes or investments)	We play once a week. The old arena serves our needs very well.
<b>Jedburgh Oldtimers</b>	it allows us an ice time rental at a decent time ice surface is smaller and does not hold up to 80 minutes no flood as well as NDCC paying the same rate for a lesser arena	One ice surface does not allow us who as a team has donated over \$10000 to the NDCC project a time slot at the new arena	Option 3: decommissioning the Ayr Community Centre and adding a second ice pad to the North Dumfries Community Complex	Beneficial to the community to have one building to maintain (cheaper to run) Tournaments for kids would be easier to organize Full sized practice ice for all user groups
<b>MCV Fitness</b>	Meets our needs	Meets our needs	Option 1: maintain all arenas as is (no major changes or investments)	Our group is only using the meeting rooms at both arenas and they meet our needs
<b>North Dumfries Cougars Ringette Team</b>	The Ayr Community Center meets our requirements, albeit we prefer to play at North Dumfries Community Complex but are advised we cannot get ice there for our requested 5:00 pm -6:00 pm timeslot on Sundays.	N/A ( If we did play there the ice need to have Ringette marking / lines on the ice.)	Option 3: decommissioning the Ayr Community Centre and adding a second ice pad to the North Dumfries Community Complex	I feel that in the long term the investment that would have to be put into the Ayr Community Center would best be spent on a new ice pad at the North Dumfries Community Center. Consolidation of efforts for maintenance / upkeep , taxes, facility layout / equipment and player / fan excitement in a new central showpiece location is best. The Township population is growing and there will be an even bigger demand for a modern arena / ice availability and recreational facilities in a few short years.
<b>Thursday Night Men's Hockey</b>	We don't currently use the ACC, but we have in the past. It is a good second ice pad.	Fantastic facility	Option 3: decommissioning the Ayr Community Centre and adding a second ice pad to the North Dumfries Community Complex	We will need two ice surfaces in Ayr in the future and two rinks are one facility will be more efficient and make better economic sense.

Organization Name	If the Township decommissions the Ayr Community Centre and does not replace it, how would this affect your group?	If the Township undertakes a major renovation to the Ayr Community Centre or adds a second pad to the North Dumfries Community Complex:	
		What additional or expanded services or programs would your group (or others) offer?	What types of spaces or design attributes should be considered? (e.g., seating, dressing rooms, rink size, support spaces, ancillary uses, etc.)
<b>Ayr Ladies Hockey</b>	We love our Friday at 8:00pm time slot and we assume that would not happen at the NDCC	Bar, alcohol served during Cems games.	
<b>Ayr Ladies Ringette</b>			
<b>Ayr Minor Hockey Association</b>	This will greatly effect the Ayr Minor Hockey Association. Our ability to provide a quality program through consistent practice and games at reasonable times would likely suffer. Especially if a priority on ice availability is not made to our organization.	We would likely expand our player development programs, as well as look at expanding our tournaments dependent on if additional ice time can be made available.	Simply a full size ice pad with comfortable change rooms, benches for players and coaches and seating (Bench Seating) for spectators to enjoy.
<b>Ayr Oldtimers</b>	It depends an whether or not our ice time is affected	None	
<b>Ayr Rockets Girls Hockey Organization</b>	We would have to go elsewhere/other municipalities to purchase ice times.	A larger ice surface would allow for more logical scheduling and better use of available ice hours by combining team practices. A major renovation to the ACC is of little use to us.	increased number and size of dressing rooms, same rink size of NDCC, ample spectator seating, additional meeting room, space for warm-ups and dry land training (a second indoor track would be awesome), easily connected to original NDCC spaces, large lobby for parents to gather, space for a pro shop,
<b>Ayr Skating Club</b>	We have ~2 hours of ice at the ACC on Saturdays. Assuming that we could not be given 2 hours of Saturday ice at the NDCC to compensate for the closure of the ACC, we would lose 50% of our learn to skate (Canskate) capacity. Saturday is our most popular Canskate day and we would not be allowed to combine all of those students onto our Monday session while still ensuring we stay within Skate Canada guidelines for number of participants. We anticipate a good many of our participants would go to other clubs in Cambridge, Plattsville, or Paris. For our Starskate and competitive skaters, no ACC ice would mean 25% of their available ice time would be removed. A small amount of this might be able to be shifted to other days, however, very little as coaching at this level is in much smaller groups and there simply isn't enough time to fit all of the coaches private lessons in -- most Starskaters skate 3 times/week.	In the past we have considered offering a power skating session and would likely revisit that first. With some growth in years to come we may consider a synchro session. We may also be able to retain more competitive students as most move to other clubs (with more ice time) once they get to higher competitive levels.	For us, a 2nd pad at the NDCC would not need the same extent of seating as the first pad as we only have a couple events each year that draw larger crowds. Seating that accommodates ~40 people would be sufficient. Rink size would need to be similar to that of the first pad at the NDCC. We would not need more than 2 dressing rooms (assuming similar size to dressing rooms already in NDCC) at the 2nd pad. It would be great if the 2nd pad could have a bit more specific/segregated warm up/off ice jump training area.

Organization Name	If the Township decommissions the Ayr Community Centre and does not replace it, how would this affect your group?	If the Township undertakes a major renovation to the Ayr Community Centre or adds a second pad to the North Dumfries Community Complex:	
		What additional or expanded services or programs would your group (or others) offer?	What types of spaces or design attributes should be considered? (e.g., seating, dressing rooms, rink size, support spaces, ancillary uses, etc.)
<b>Ayr Sportsmen Hockey League</b>	Based on our current usage, we would lose 50% of our hours. It plans were made to extend start times beyond 9:30 PM, membership would drop off.	N/A	Dressing rooms should be able to comfortably accomodate 15-16 adults.
<b>Ayr-Paris Band</b>	This would be detrimental to our organization continuing. There is no facility big enough to accommodate the Ayr-Paris Band and our Junior Band program.	We would continue to offer our free Junior Band program to children and adults	The community hall has already undergone a renovation
<b>Benjamin's Thursday Night Pickup</b>	We would lose our ice time. We would simply hope that we could be accommodated at the ND Community Complex.	We just want our one night of pick up.	No comment.
<b>Jedburgh Oldtimers</b>	would disband or seek ice time in Plattsville	none required	bench seating for 200 to 300. no extra amenities required as it is all at main building
<b>MCV Fitness</b>	As our group is looking to make the Township facilities our permanent home, the loss of the use of the ACC would definitely affect our group, especially if renovations to NDCC only involve ice pad and not more meeting spaces!		
<b>North Dumfries Cougars Ringette Team</b>	We may loose our ice time and have to play out of Kitchener / Cambridge unless we can get ice allocated at the North Dumfries Community Center, which we would expect to happen.	Possible Ringette Tournament.	Rink size, hallway spacing, dressing room size, showers, appropriate seating within the ice area and / or a viewing area, appropriate bench size / height/ spacing. j.
<b>Thursday Night Men's Hockey</b>	I am concerned that this would result in a shortage of ice times and our group could lose its ice time.	None	Extra dressing rooms

Organization Name	Please share any additional comments regarding arenas and facilities in the Township of North Dumfries.
Ayr Ladies Hockey	I think the ACC should be renovated to accommodate the township offices
Ayr Ladies Ringette	
Ayr Minor Hockey Association	
Ayr Oldtimers	
Ayr Rockets Girls Hockey Organization	Renovating the ACC still does not change the size of the ice surface, and the problem remains of having two arenas at different locations. Consolidating the ice pads to one site makes the most sense. As our population in the township grows, as will our organization, thus will only increase the need for ice hours.
Ayr Skating Club	If a second pad was added at the NDCC, it is our hope that the ASC could be given some preference for use of the 1st pad so that we have access to the skating harness system we have just installed there (costing us approx. 2 years of fundraising and costing ~\$12k). It is our hope that the ACC would continue to operate "as is" until the 2nd pad at the NDCC is built and available for use.



Organization Name	Please share any additional comments regarding arenas and facilities in the Township of North Dumfries.
Ayr Sportsmen Hockey League	NA
Ayr-Paris Band	We need to offer space in the Township facilities for arts and culture.
Benjamin's Thursday Night Pickup	
Jedburgh Oldtimers	Seeing other centres work with two full sized ice pads in the North end of Ayr would keep traffic out of a very restricted downtown area
MCV Fitness	
North Dumfries Cougars Ringette Team	I feel the township does a good job in the arena ice maintenance and staff are usually quite friendly. Facilities in general are getting better as the population expands.
Thursday Night Men's Hockey	

## Appendix C: Typical Weekly Arena Schedules

The following schedules represent typical ice pad usage levels during the winter season over the past three years at the Township's arenas. Some variation may occur from week to week.

### North Dumfries Community Complex

2019/20

	NDCC						
TIME	SUN	MON	TUES	WED	THURS	FRI	SAT
Feb/March	23	24	25	29	27	28	29
6 - 6:30am							
6:30 - 7							
7 - 7:30	AMHA	Brian Roche	Ticket Ice	Maintenance	Brian Roche	Colleen	AMHA
7:30 - 8		Powerskating			Powerskating	Graham	
8 - 8:30		Robyn			Maintenance	Maintenance	
8:30 - 9		Cunningham					
9 - 9:30			Maintenance	ICE Maintenance NO BOOKINGS			
9:30 - 10							
10 - 10:30	ROCKETS		PARENT &		SENIORS		ROCKETS
10:30 - 11			TOTS		SKATING		
11 - 11:30	ROCKETS		SKATING				
11:30 - 12pm			Maintenance		Maintenance		
12 - 12:30	PARENT &						
12:30 - 1	TOTS						
1 - 1:30	CENS						
1:30 - 2	Practice						
2 - 2:30	AMHA						ROCKETS
2:30 - 3					Ticket Ice		
3 - 3:30							Public
3:30 - 4		ND Sports					Skating
4 - 4:30		Camp		Maintenance			
4:30 - 5		Maintenance		ASC	ASC		
5 - 5:30		ASC	AMHA			ROCKETS	AMHA
5:30 - 6	ROCKETS						
6 - 6:30					ROCKETS	AMHA	
6:30 - 7				ROCKETS			
7 - 7:30					Cens		
7:30 - 8	SPORTSMEN	ROCKETS			Game		
8 - 8:30	LEAGUE		AMHA				
8:30 - 9		AYR					
9 - 9:30		OLDTIMERS					
9:30 - 10		AMHA		AMHA			
10 - 10:30					Brian Lund		
10:30 - 11			Maintenance				
11 - 11:30	Maintenance	Maintenance		Maintenance	Maintenance	Maintenance	Maintenance
11:30 - 12							
12:00-12:30							

2018/19

	NDCC						
TIME	SUN	MON	TUES	WED	THURS	FRI	SAT
Feb	10	11	12	13	14	15	16
6 - 6:30am							
6:30 - 7							
7 - 7:30	OPEN	Ticket Ice	Ticket Ice	Ticket Ice	Ticket Ice	Ticket Ice	OPEN
7:30 - 8	OPEN						OPEN
8 - 8:30	ROCKETS						AMHA
8:30 - 9							
9 - 9:30		Maintenance	Maintenance	ICE NO BOOKINGS	Maintenance	Maintenance	
9:30 - 10							
10 - 10:30	AMHA		PARENT &		SENIORS		
10:30 - 11			TOTS		SKATING		
11 - 11:30							
11:30 - 12pm			Maintenance		Maintenance		
12 - 12:30							ROCKETS
12:30 - 1							
1 - 1:30		Ticket Ice					
1:30 - 2							
2 - 2:30	AMHA		Ticket Ice		Ticket Ice	Ticket Ice	
2:30 - 3							
3 - 3:30		Maintenance					
3:30 - 4							
4 - 4:30			Maintenance	Maintenance	Maintenance	Maintenance	AMHA
4:30 - 5		ASC		ASC	ASC		
5 - 5:30			AMHA			AMHA	
5:30 - 6	ROCKETS						
6 - 6:30					ROCKETS		
6:30 - 7				ROCKETS			
7 - 7:30					Cens		Cens
7:30 - 8	SPORTSMEN	ROCKETS			Game		Game
8 - 8:30	LEAGUE		AMHA				
8:30 - 9		AYR		Huron Old			
9 - 9:30		OLDTIMERS	CENS	Timers			
9:30 - 10		AMHA	Practice				
10 - 10:30				OPEN	CLANCY		AMHA (?)
10:30 - 11	Maintenance			OPEN			
11 - 11:30		Maintenance		Maintenance	Maintenance	Maintenance	Maintenance
11:30 - 12							
12:00-12:30							

2017/18

	NDCC						
TIME	SUN	MON	TUES	WED	THURS	FRI	SAT
Feb	11	12	13	14	15	16	17
6 - 6:30am							
6:30 - 7							
7 - 7:30	OPEN	Ticket Ice	Ticket Ice	Ticket Ice	Ticket Ice	Ticket Ice	Private
7:30 - 8	OPEN						Rental
8 - 8:30	ROCKETS						AMHA
8:30 - 9							
9 - 9:30		Maintenance	Maintenance	Maintenance	Maintenance	Maintenance	
9:30 - 10							
10 - 10:30	AMHA			PARENT &			
10:30 - 11				TOTS			
11 - 11:30							
11:30 -12pm			Ticket Ice	Maintenance			
12 - 12:30		Maintenance					ROCKETS
12:30 - 1		Ticket Ice		Ticket Ice	Ticket Ice	Ticket Ice	
1 - 1:30	CENS						
1:30 - 2	Practice						
2 - 2:30	AMHA						
2:30 - 3			Maintenance				
3 - 3:30							
3:30 - 4		Maintenance	South Wood	Maintenance	Maintenance	Maintenance	
4 - 4:30			Boys		ASC		ROCKETS
4:30 - 5	ROCKETS			ASC			
5 - 5:30		ASC	AMHA			ROCKETS	AMHA
5:30 - 6							
6 - 6:30					ROCKETS	AMHA	
6:30 - 7	SPORTSMEN						
7 - 7:30	LEAGUE			ROCKETS	Cens		
7:30 - 8					Practice		
8 - 8:30			AMHA		OPEN		
8:30 - 9		AYR			OPEN		
9 - 9:30		OLDTIMERS	CENS	Cens Alumni	OPEN		
9:30 - 10		AMHA	Practice	Tim B	OPEN		
10 - 10:30			Maintenance	OPEN	CLANCY		
10:30 - 11				OPEN			
11 - 11:30	Maintenance	Maintenance		Maintenance	Maintenance	Maintenance	Maintenance
11:30 - 12							
12:00-12:30							

**Ayr Community Centre**

**2019/20**

	AYR ARENA SCHEDULE						
TIME	SUN	MON	TUES	WED	THURS	FRI	SAT
Feb	23	24	25	26	27	28	29
6 - 6:30am							
6:30 - 7							
7 - 7:30							
7:30 - 8							
8 - 8:30							
8:30 - 9							
9 - 9:30							
9:30 - 10							ASC
10 - 10:30							
10:30 - 11							
11 - 11:30							
11:30 - 12pm							AMHA
12 - 12:30							
12:30 - 1							
1 - 1:30							
1:30 - 2							
2 - 2:30							
2:30 - 3							
3 - 3:30	AMHA						
3:30 - 4							
4 - 4:30		Maintenance					
4:30 - 5		AMHA	AMHA	AMHA	AMHA		
5 - 5:30	ND Cougars					AMHA	
5:30 - 6	Ringette		ROCKETS				
6 - 6:30	AYR						
6:30 - 7	SPORTSMEN						
7 - 7:30	HOCKEY					OPEN	
7:30 - 8	SPORTSMEN					OPEN	
8 - 8:30				DYNAMO		LADIES	
8:30 - 9			JEDBURGH			HOCKEY	
9 - 9:30	M.ZULKOSKY			FWHL			
9:30 - 10		OPEN			Benjamins		
10 - 10:30	Maintenance	OPEN	Maintenance	Maintenance			
10:30 - 11		Maintenance			Maintenance		
11 - 11:30							
11:30 - 12							

2018/19

	AYR ARENA SCHEDULE						
TIME	SUN	MON	TUES	WED	THURS	FRI	SAT
Feb	10	11	12	13	14	15	16
6 - 6:30am							
6:30 - 7							
7 - 7:30							
7:30 - 8							
8 - 8:30					Robyn		
8:30 - 9					Cunningham		
9 - 9:30							ASC
9:30 - 10							
10 - 10:30							
10:30 - 11							
11 - 11:30							
11:30 - 12pm							AMHA
12 - 12:30							
12:30 - 1							
1 - 1:30							
1:30 - 2							
2 - 2:30	AMHA						
2:30 - 3							
3 - 3:30							
3:30 - 4							Public Skating
4 - 4:30							3:30-5pm
4:30 - 5		AMHA	AMHA	AMHA	AMHA		
5 - 5:30	ND ladies					AMHA	
5:30 - 6	Ringette		ROCKETS				
6 - 6:30	AYR						
6:30 - 7	SPORTSMEN						
7 - 7:30	HOCKEY					ROCKETS	
7:30 - 8	SPORTSMEN						
8 - 8:30						LADIES	
8:30 - 9			JEDBURGH			HOCKEY	
9 - 9:30	M.ZULKOWSKY						
9:30 - 10		FWHL		CHIEFS	Benjamins		
10 - 10:30	Maintenance		Maintenance	Maintenance			
10:30 - 11		Maintenance			Maintenance		
11 - 11:30							
11:30 - 12							



2017/18

	AYR ARENA SCHEDULE						
TIME	SUN	MON	TUES	WED	THURS	FRI	SAT
Feb	11	12	13	14	15	16	17
6 - 6:30am							
6:30 - 7							
7 - 7:30							
7:30 - 8							
8 - 8:30							
8:30 - 9							ASC
9 - 9:30							
9:30 - 10							
10 - 10:30							
10:30 - 11							
11 - 11:30	Kevin Winter's						
11:30 - 12pm	Powerskating						
12 - 12:30	11am-2pm						AMHA
12:30 - 1							
1 - 1:30							
1:30 - 2							
2 - 2:30	AMHA						
2:30 - 3							
3 - 3:30							
3:30 - 4							
4 - 4:30							Public Skating
4:30 - 5		AMHA	AMHA	AMHA	AMHA		4-6pm
5 - 5:30	ND ladies					AMHA	sponsored by
5:30 - 6	Ringette		ROCKETS				Bryan May
6 - 6:30	OPEN						Paris Ringette
6:30 - 7	OPEN						Tournament
7 - 7:30	AYR					ROCKETS	6-8pm
7:30 - 8	SPORTSMEN						
8 - 8:30	HOCKEY					LADIES	
8:30 - 9			JEDBURGH			HOCKEY	
9 - 9:30	M.ZULKOWSKY			B.GERBER/			
9:30 - 10		FWHL			Neil B		
10 - 10:30	Maintenance		Maintenance	Maintenance			
10:30 - 11		Maintenance			Maintenance		
11 - 11:30							
11:30 - 12							