



The TOWNSHIP of  
**NORTH DUMFRIES**



# ARENA STRATEGY

Phase One and Two Report  
October 16, 2020



*mbpc*

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planning consultants



The JF Group

**WALTERFEDY**



*The TOWNSHIP of*  
**NORTH DUMFRIES**

**Township of North Dumfries**

# **Arena Strategy – Phase One and Two**

October 16, 2020

Prepared by:



**WALTERFEDY**

## Table of Contents

<u>Section</u>	<u>Page</u>
<b>Section 1: Introduction .....</b>	<b>1</b>
1.1 Study Purpose.....	1
1.2 Study Process .....	2
<b>Section 2: Planning Context.....</b>	<b>3</b>
2.1 Community Profile.....	3
2.2 Strategic Alignment.....	7
2.3 Benefits of Recreation.....	8
2.4 Trends in Recreation and Community Wellbeing .....	8
2.5 Trends in Ice Sports and Arena Design .....	10
<b>Section 3: Local &amp; Regional Inventory Review .....</b>	<b>16</b>
3.1 Township of North Dumfries Arenas .....	16
3.2 Regional Market Arenas .....	18
<b>Section 4: Public &amp; Stakeholder Consultation .....</b>	<b>25</b>
4.1 Public Consultation Input .....	25
4.2 Stakeholder Consultation.....	28
<b>Section 5: Ice Needs Assessment .....</b>	<b>31</b>
5.1 Local Ice Sport Participation Levels.....	31
5.2 Arena Usage Profile .....	33
5.3 Programming Options .....	39
5.4 Summary of Factors Influencing Arena Demand.....	42
5.5 Needs Assessment .....	43
<b>Section 6: Arena Business Case .....</b>	<b>46</b>
6.1 Facility Provision Options.....	46
6.2 Capital Cost Analysis .....	48
6.3 Operating Cost Analysis .....	53
6.4 Funding Considerations .....	63
6.5 Partnership Considerations.....	66
6.6 Special Considerations – The Benefits of Multi-pad Facilities.....	68
6.7 Recommendation & Implementation.....	70
<b>Appendix A: Public Consultation Input .....</b>	<b>A-1</b>
<b>Appendix B: Stakeholder Group Survey Input.....</b>	<b>B-1</b>
<b>Appendix C: Typical Weekly Arena Schedules .....</b>	<b>C-1</b>

### **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.**

**The first part of this 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.**

**The second part of this report examines 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 Evaluated**

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

- **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 report represents both phases of the Strategy.

PHASE ONE Indoor Arena Ice Usage and Needs Analysis	PHASE TWO Business Case Assessment
<ol style="list-style-type: none"><li>1. Background Review</li><li>2. Community Profile</li><li>3. Trends &amp; Best Practices</li><li>4. Arena Inventory Tour</li><li>5. Public &amp; Stakeholder Consultation</li><li>6. Usage Analysis</li><li>7. Needs Assessment</li><li>8. Partnership Assessment</li><li>9. <b>Phase One Report</b> and Council Presentation</li></ol>	<ol style="list-style-type: none"><li>10. Implementation Analysis</li><li>11. Capital &amp; Operating Assessments</li><li>12. <b>Draft Arena Strategy</b></li><li>13. Public Open House</li><li>14. <b>Finalize Arena Strategy</b></li><li>15. Council Presentation</li></ol>
Key Questions	Key Questions
<ol style="list-style-type: none"><li>a. How is the demand for ice time changing?</li><li>b. How does community growth factor into future arena needs?</li><li>c. Is there sufficient demand in the short- and long-term to support two ice pads in North Dumfries?</li><li>d. What would be the benefit of maintaining two ice pads? What about the impact of removing one ice pad?</li></ol>	<ol style="list-style-type: none"><li>a. Should the Township reinvest in the ACC?</li><li>b. Should the Township add a second ice pad to the NDCC? When? What should it include?</li><li>c. If applicable, what is the right time to decommission the ACC?</li><li>d. What are the costs (capital and operating) associated with the various facility options?</li><li>e. How can we encourage greater use of our arenas?</li></ol>



**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 due to gathering restrictions, 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.**

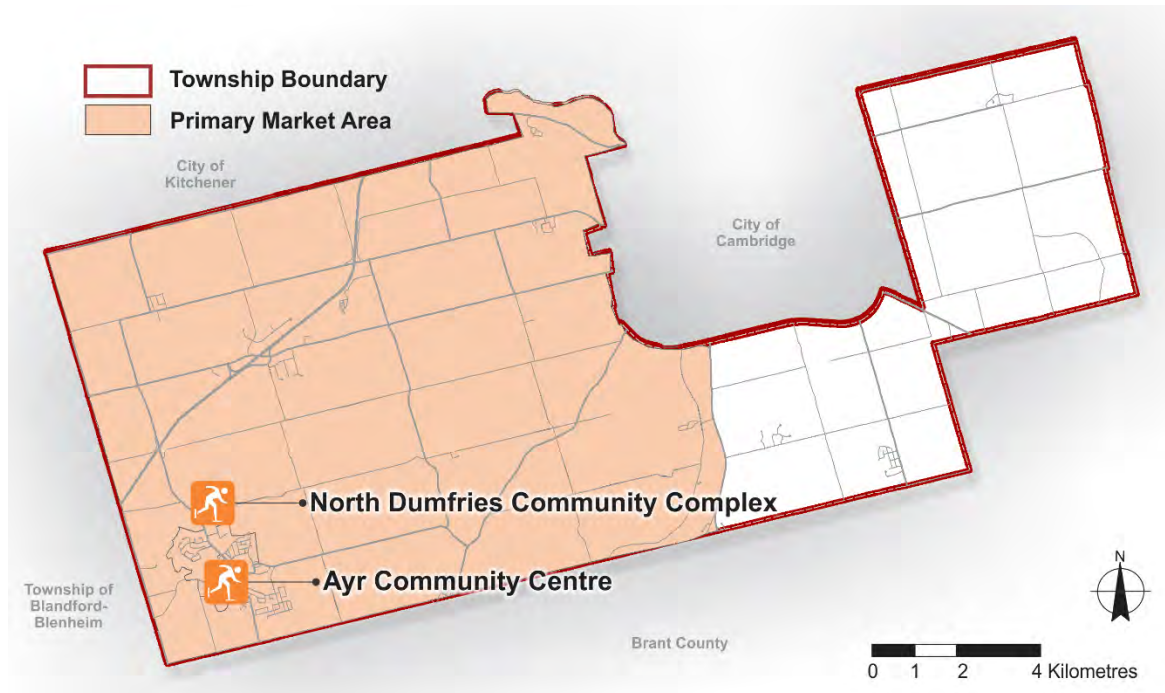
Note: On August 10, 2020, the findings from the Arena Strategy's Phase One report were presented to the Township of North Dumfries Council. Council received the report and supported a resolution to advance to Phase Two (business case).

## 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.**

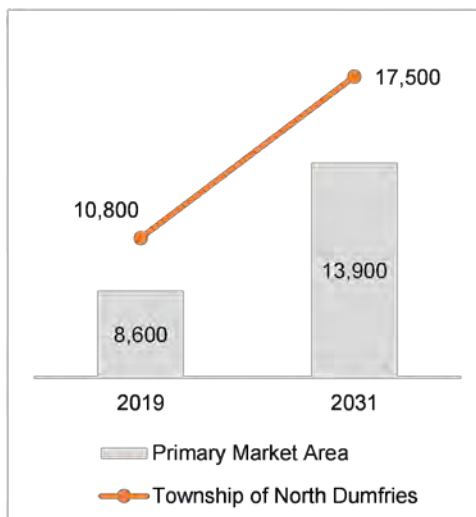
**The primary market area for the Township's arenas is concentrated on the western portion of North Dumfries and accounts for 78% of the Township's population. Those living east of the Grand River and closer to the municipal boundary are more likely to be drawn to arenas in the City of Cambridge or County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

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



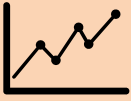
Note: The primary market area includes all residents living on the west side of the Grand River, with the exception of 1,400 residents planned to be located along the North Dumfries and Cambridge boundary.

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

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.

<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 are considered through 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 recommended scenario. 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.

## 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 can be found in Section 6.

The North Dumfries Community Complex is located at 2958 Greenfield Rd, Ayr, Ontario and has a total building area of 73,722 square feet. The 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 current (2020) FCI (facility condition index) score is 0.9% meaning the building is in "Good" overall condition.

The Ayr Community Centre (Queen Elizabeth Arena) is located at 7 Church Street, Ayr, Ontario and has a total building area of 30,012 square feet. Originally an arena floor housed in a Quonset hut, the ACC 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 current (2020) FCI score is 21.9%, meaning the building has a "Poor" overall condition rating.

### 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.**



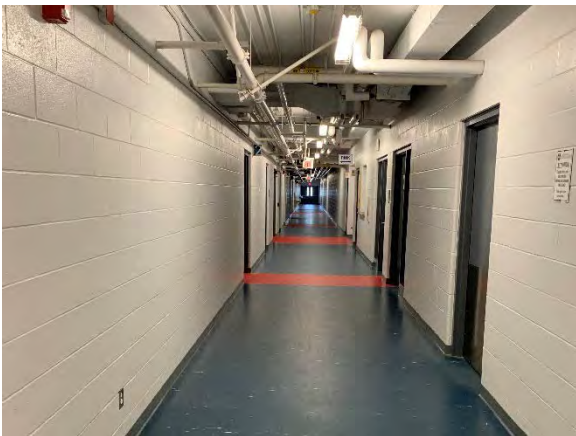
**NDCC Ice Rink and Bowl Seating**



**NDCC Walking Track**



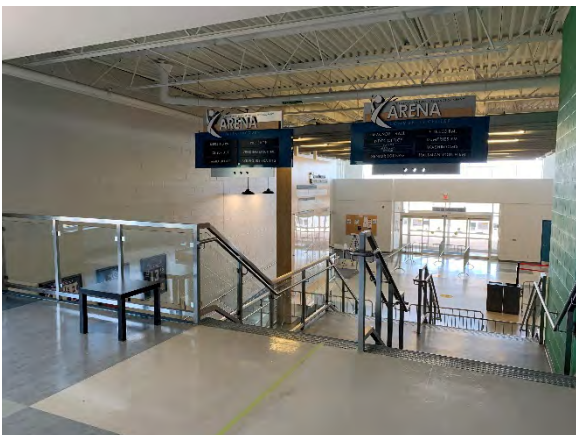
**NDCC Change Room Corridor**



**ACC Warm Viewing Area**



**NDCC Lobby**



**NDCC Open Space to East (Potential Expansion Area)**





**Exterior of ACC**



**ACC Upper Hall**



**ACC Ice Rink and Bleachers**



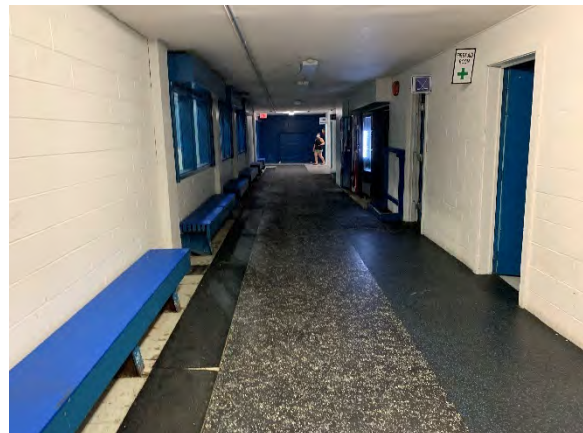
**ACC Ice Rink**



**ACC Change Room Corridor**



**ACC Warm Viewing Area**



### 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.

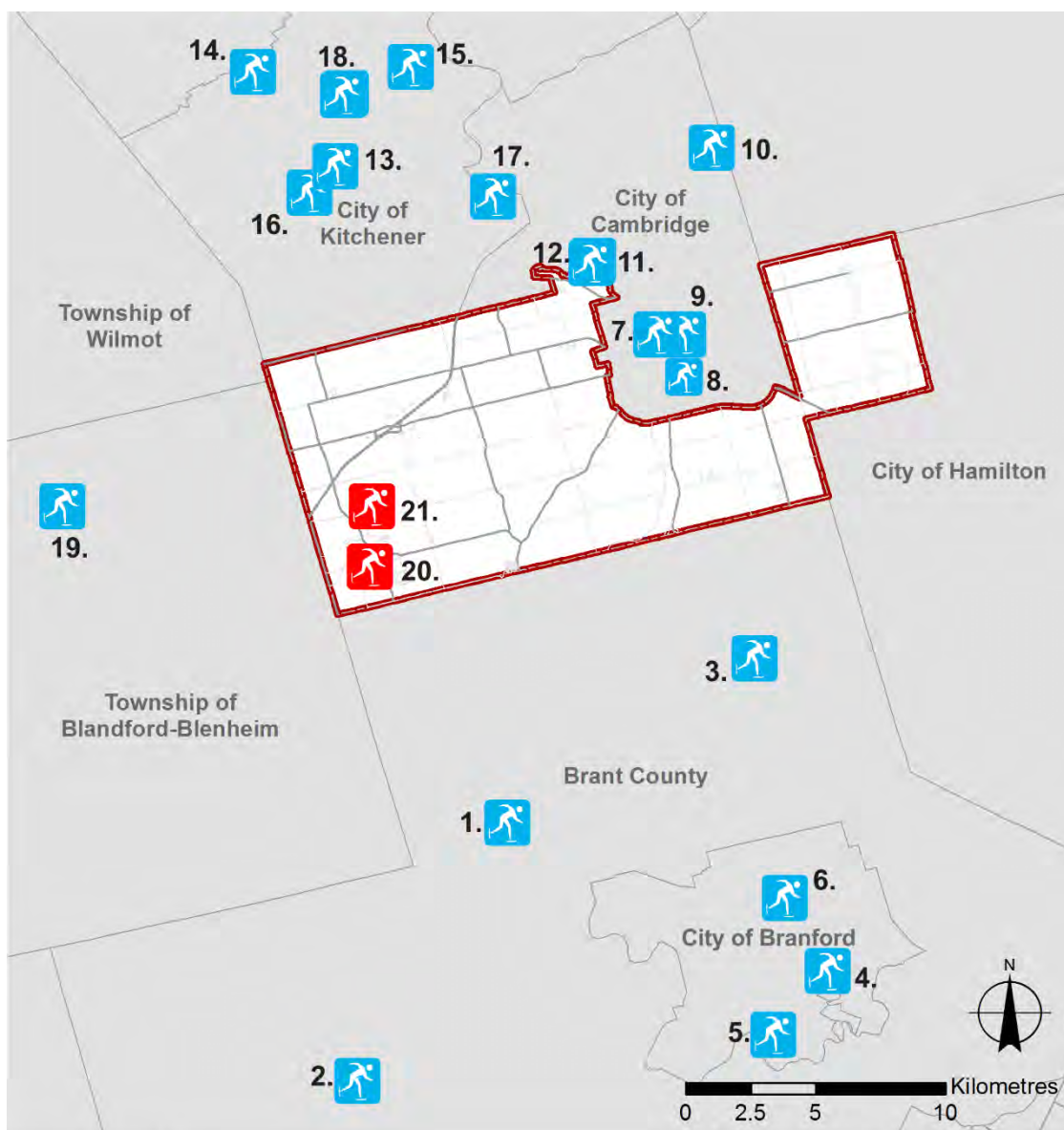
A high-level scan of major regional arenas within a 25 to 30-minute drive from Ayr was completed (Figure 2). Arena staff in these municipalities were contacted to understand existing capacity, the degree to which outlying arenas support North Dumfries organizations, and to determine how these arenas may be impacted if changes were made to the Township's arena supply. Table 2 summarizes the arena usage profiles in these communities.



**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>• Information unavailable.</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 Strategy: (a) an online open house and comment form for both the Phase One and Phase Two Reports; (b) questionnaire sent to all affected user groups; (c) interviews with primary stakeholders; and (d) written submissions.**

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

#### Open House – Phase One

A virtual Public Open House was held to engage residents at the outset of the Arena Strategy (Phase One) 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 62 responses were received in August 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 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.

### **Open House – Phase Two**

A second virtual Public Open House was held to review the complete study (Phases One and Two), with a focus on the preferred option. 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 126 responses were received in September/October 2020. Detailed responses can be found in **Appendix A**.

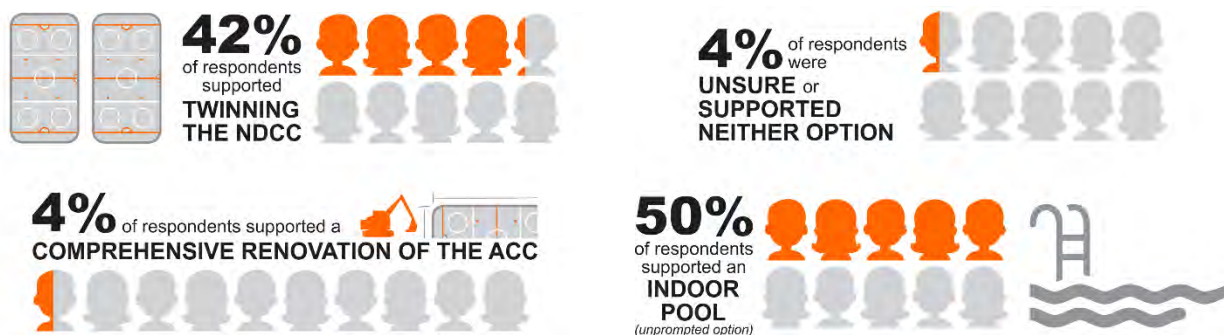
Note: This consultation event was held following the Phase One finding of support to maintain long-term access to two municipal arenas (see Section 5).

### **Preferred Option**

*Which option do you prefer? NDCC twinning or ACC comprehensive renovation?*

- Between the two options presented, there was a clear preference for the twinning of the NDCC, which was supported at a rate of 13 to 1 over a comprehensive renovation of the ACC.
- Although it was not presented as an option, the majority of respondents (50%) identified the provision of an indoor pool as their preferred choice. It should be noted that swimming and aquatic activities are outside the scope of this study and are best addressed through a Township-wide parks and recreation master plan and/or facility-specific feasibility study.

**Figure 4: Public Preference for Arena Provision Options, Phase Two Online Forum**



### **NDCC Twinning Option**

*How would your use of arenas be impacted if the Township elects to support this option?*

- Public responses presented near unanimous support for adding a second ice pad to the NDCC (coupled with closure of the ACC as an ice venue). Many noted that it was an expectation that the facility would be twinned and, with improvements necessary at the ACC, most felt that this would be the most effective option overall (citing lower operating costs of a twin compared to two single pad facilities).
- The potential benefits of this option included a second regulation-size rink, enhanced tournament potential, more convenient and less confusing for parents (one location vs. two; less time spent travelling between rinks), better amenities, a “one-stop shop”, improved parking, greater accessibility, and an overall better and safer experience.
- Some respondents indicated that they would be more likely to increase their usage of rinks (e.g., public skating, seniors’ skating, etc.) if this option was selected.
- The Centre of the Community Group reiterated their support for this option, citing past studies, operating efficiencies, and community growth. The group has \$0.5 million in reserve that it would make available for the twin pad project only, and would also assist with further fundraising.



### **ACC Comprehensive Renovation Option**

*How would your use of arenas be impacted if the Township elects to support this option?*

- Support for this option was much more limited. Those that did want to reinvest in the ACC felt that it would be the more cost-effective option and were concerned about the impact on their taxes.
- Many respondents felt that the ACC has served its purpose and should be re-purposed to other uses or possibly sold. The small ice pad size (in addition to being a single pad arena), poor ice quality, lack of parking, and small change rooms were noted as its most significant drawbacks.

### **Additional Comments**

*Please provide any other comments or suggestions relevant to the Arena Strategy, such as opportunities to enhance usage.*

- In relation to the arenas, suggestions were received for more public skate times, a seniors' hockey league, more seniors' skate times, additional daytime shinny for shift workers, and lower ice rental rates.
- Many of the respondents indicated that they are not arena users or hockey families and would rather see their tax dollars allocated to other amenities. Extensive support for an indoor pool was expressed, even though this was not identified as a potential consideration through this study. The following response is indicative of the comments received:

*"An option should allow for a community indoor pool. Many kids just aren't hockey players or skaters, but would welcome the opportunity to take swimming lessons, aquatic classes, or do competitive swimming. I understand this requires staffing and a whole other host of concerns, but focusing so much on arenas is ignoring a big chunk of the community. Many of us want to do swimming, and have tried going to Cambridge, but driving out there can be time prohibitive sometimes. My kids would be so much more active with a pool in North Dumfries. Maybe this is the wrong forum to provide this feedback, but I really believe it is needed. Kids feel so left out when they are not part of the hockey crowd, and building more arena space just makes them feel less interested in staying active when there aren't a ton of realistic options for them in Ayr."*

## **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.

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 a larger 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

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 / Shinny 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 (see **Appendix C**) 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.**

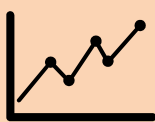
**The usage data used in this analysis was not impacted by the COVID-19 shutdown that occurred near the end of the 2019/20 season.**

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



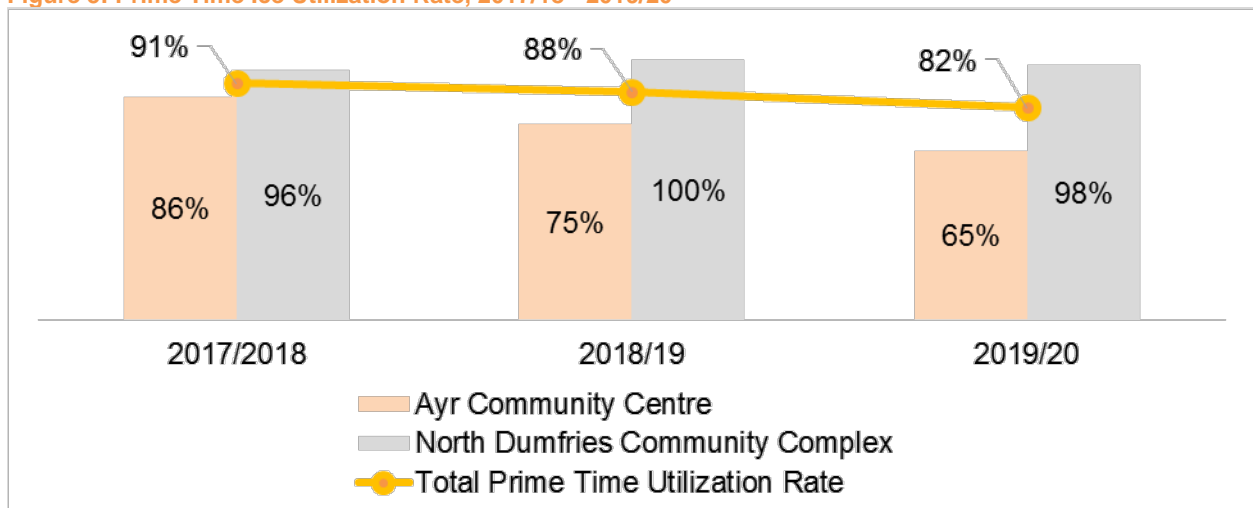
**Total weekly rentals hours have declined by 4% (4.5 hours per week) in North Dumfries over the past three seasons. This can largely be attributed to reduced rentals by the figure skating club and shared practices that make more efficient use of ice times.**

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).

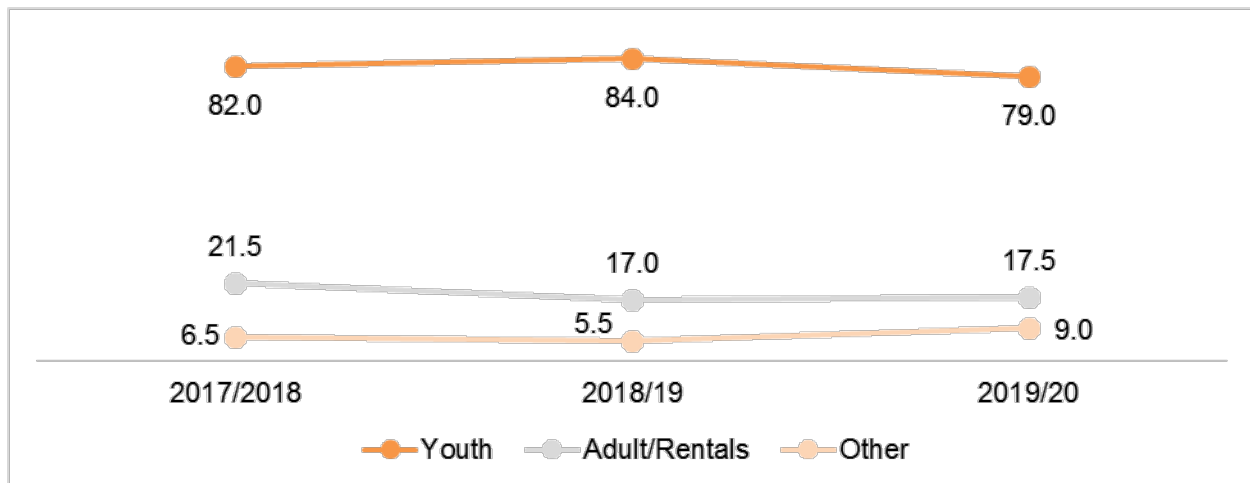
- Adult use in North Dumfries has also declined from 21.5 hours to 17.5 hours per week. The decline in adult users is largely attributable to fewer casual rentals and reduced bookings by the Sportsmens League at the NDCC.
- Other uses – such as Township programs (public skating, parent and tot, etc.) 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 5: 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 6: 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

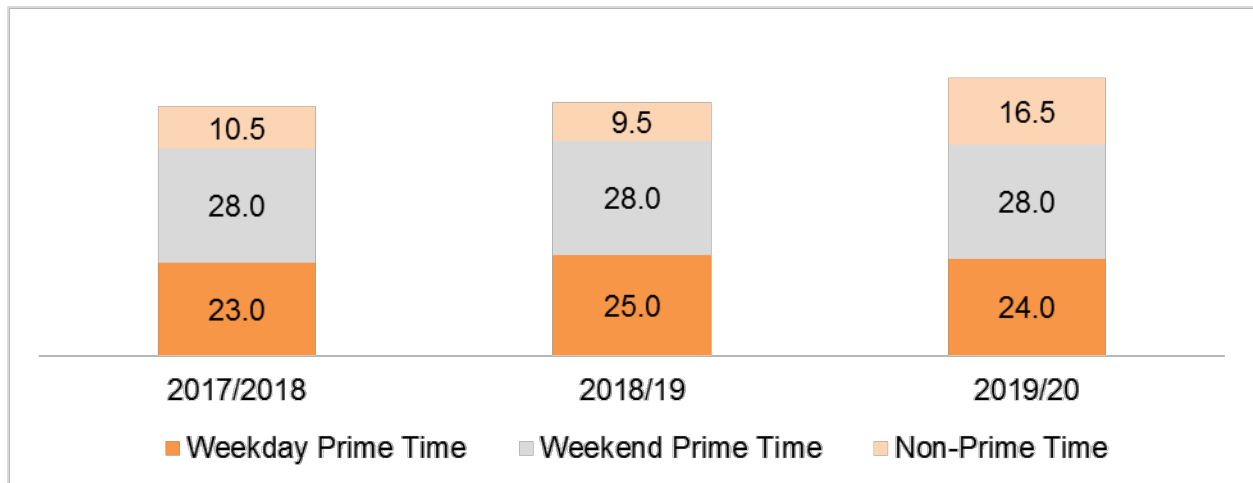


**Usage of the North Dumfries Community Complex ice pad has been increasing. On an average week in 2019/20, the arena was used for 68.5 hours and had a prime time utilization rate of 98%. This is indicative of an arena that is operating at full capacity during peak times. Non-prime time usage has also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

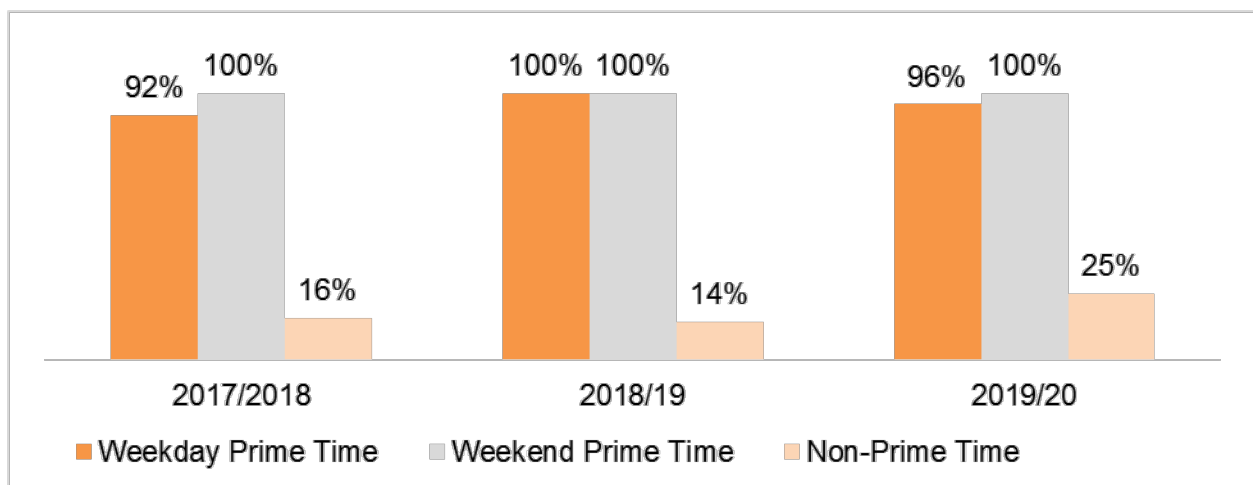
**Figure 7: NDCC Weekly Peak Season Ice Schedules (in hours) by Time of Use, 2017/18 to 2019/20**



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

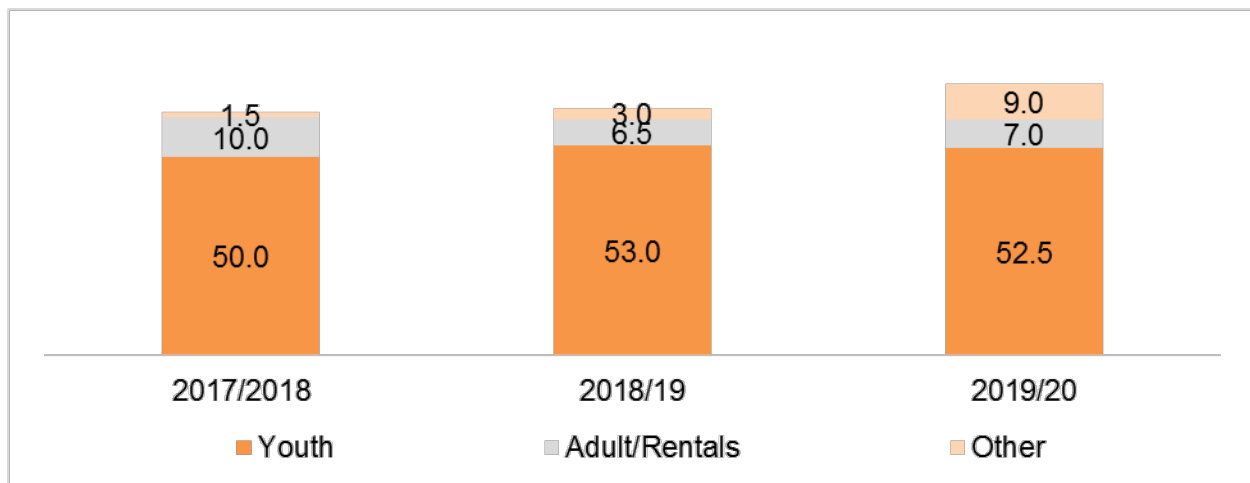
**Figure 8: NDCC Utilization Rate per Peak Season, 2017/18 to 2019/20**



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.

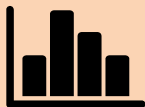
Source: Township of North Dumfries

Figure 9: 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:

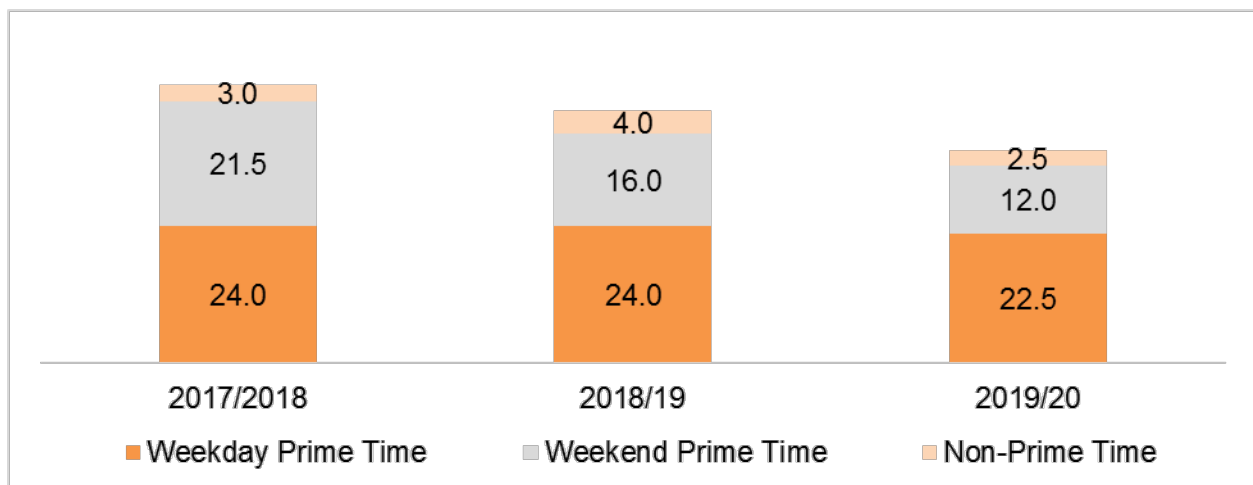
- Of the 25 weekday prime time hours that are available, 22.5 hours were booked, amounting to a utilization rate of 90%. This was a 6% decline from the 2017/18 season, primarily resulting from fewer rentals from minor hockey and girls' hockey.
- Just 12 of the 28 available weekend prime time hours were 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.

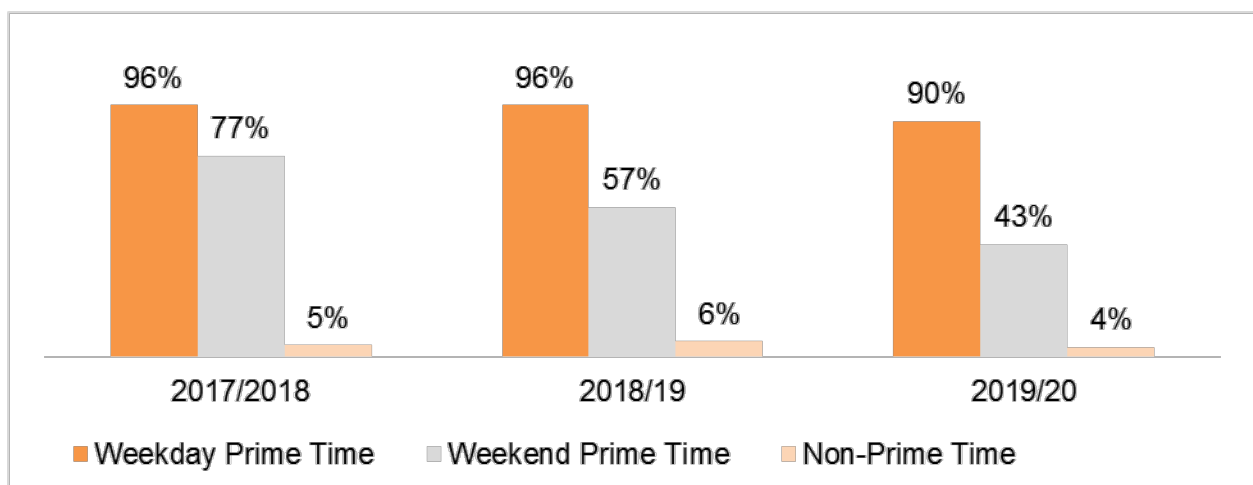
**Figure 10: ACC Weekly Peak Season Ice Schedules (in hours) by Time of Use, 2017/18 to 2019/20**



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

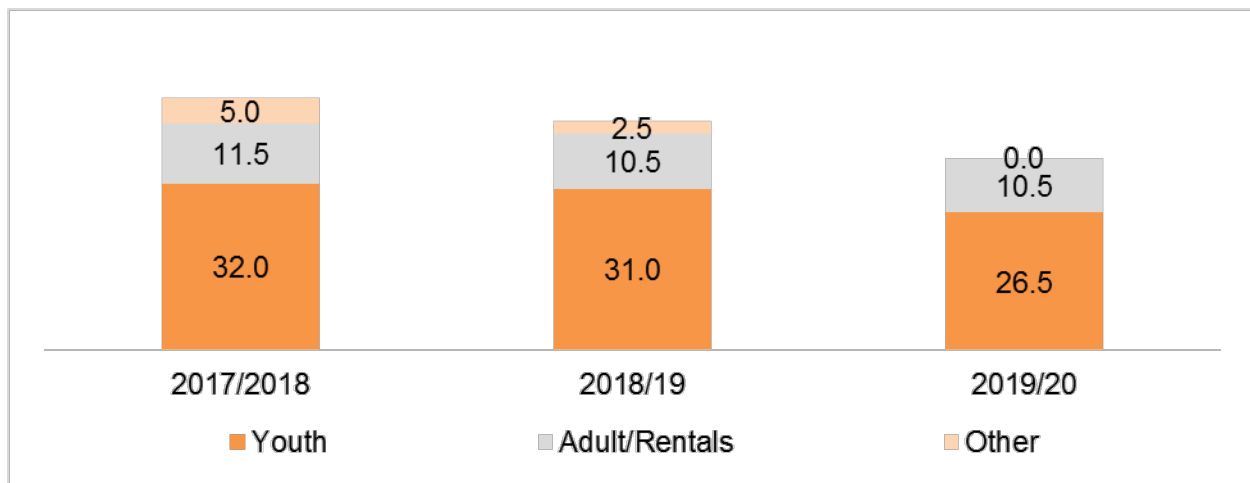
**Figure 11: ACC Utilization Rate per Peak Season, 2017/18 to 2019/20**



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 12: 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 Programming Options

### Current Usage Profile

According to most user groups, the Township's current inventory of facilities is constraining ice usage due largely to the below-regulation size ice rink at the ACC. Specifically, groups indicated that a second regulation-size ice pad and a multi-pad arena facility have the potential to enhance local ice programming.

The smaller ACC rink (174 x 72 feet) requires that most hockey games, figure skating activities, and practices involving older youth must occur at the NDCC (200 x 85 feet). This effectively divides the inventory in half for the majority of users/uses. Some organizations have adopted modified programs as interim measures; for example, shared and half-ice practices are not practical at the ACC.



**A second regulation-size ice pad would better allow minor sports organizations to achieve their recommended standards of play, resulting in a modest increase to current ice usage (estimated at 5% for the purposes of this study, equalling an additional 4 hours per week), with greater potential moving forward.**

At present, the Township's ice schedules and allocations are very comparable to those rinks in similar small urban/rural communities. For example, prime time ice is highly subscribed (particularly at the NDCC), there is an abundance of non-prime time ice, and late evening ice times are lightly used. Further, weekend ice is more available than weeknight ice due to the travel schedules of competitive teams, as well as the desire to space out practices and games (e.g., one weekday, one weekend).

Low demand during non-prime times is common across municipal arenas throughout the province. This is the time when children and youth are in school (daytime) or are going to bed (late evenings). Weekends are also challenging due to the league and tournament obligations of competitive teams. In addition, many adults are working during the daytime and are increasingly unwilling to use late night hours. It is

also noteworthy that the Township's ice allocation practices have grandfathered some adult groups into prime time hours, a practice which should be revisited as youth-generated demands increase over time.

To verify this, the Township's ice allocations to primary sport organizations were reviewed in light of current registration levels. For the 2019/20 season, minor hockey associations (boys and girls) received an average of one hour per week of ice time per 7.5 players. This is in line with averages that we have seen in similar communities in the region and throughout the province. Interestingly, the larger the house league program, the higher the ratio can be (it can approach 1 hour per 10 registrants in some urban centres); however, there is a strong focus on competitive/rep play in North Dumfries for both boys and girls hockey programs so this is not currently the case. The analysis illustrated similar findings for figure skating and adult ice allocations.



**At present, ice sport organizations in North Dumfries are generally receiving the amount of time they need according to current standards of play and practices in similar communities. They do not appear to be taking advantage of surplus ice and using more than they require.**

It is also noted that Minor Hockey – the largest user of ice time in North Dumfries – typically runs half-ice practices at the Novice level (as is the current Hockey Canada guidelines) and sometimes at the Atom level as well. This helps to support the club's sport development and instructional models, while making efficient use of available rental times. Shared practices above the Atom level are not practical due to the size and speed of the players and the nature of their training.

### **Looking Ahead**

It is projected that residential growth in the Township will lead to additional demand for prime time ice, allowing the Township to theoretically achieve full capacity of its prime time hours in or around 2025/26. As noted earlier, a second regulation-size ice pad would provide the Township with a higher likelihood of achieving this target as it would encourage broader usage by all user groups.

Moving forward, it is important to recognize that multi-pad arenas are more friendly to tournaments as well as local users. Scheduling across multiple locations – as is currently the situation with the ACC and NDCC – results in a duplication of resources for user groups and can cause confusion for some families. The operational benefits of multi-pad arenas and reduced cost factors are considered and quantified later in this report.

In communities that are facing ice shortages, it is common for organizations to: (a) share practices (up to Atom, as is the case in North Dumfries); (b) increase roster sizes; (c) use morning ice slots (6 to 7 am Monday to Friday); and (d) seek rental time at arenas in surrounding areas. As the Township's arena supply current exceeds demand, groups are not required to take some of these steps; however, as demand grows, these options should be encouraged. Reallocating adult ice rentals to non-prime hours (e.g., daytime, later evening) may also lead to more efficient use and increased capacity.



As demand for ice time grows over time, groups should be encouraged to make efficient use of non-prime time hours and to adapt their programs to accommodate all participants, such as adjustments to practices, rosters, and scheduling.

It would also be prudent to review the Township's ice allocation policy when demand approaches the level of supply to ensure that it remains a fair, equitable and transparent process for all groups.

Based on input from local user groups, as well as promising practices from other municipalities, the following opportunities to improve programming and/or ice revenue could be considered further by the Township:

- a) **reviewing ice allocation practices** could help to right-size rentals to demand (based on standards of play); approximately four (4) additional hours per week were requested by primary user groups (Junior B and girls' hockey) to better offer their current complement of programming; the prioritization of youth play during prime time hours is a common principle in most municipal arena allocation policies;
- b) **population growth** is expected to lead to additional ice demand over time;
- c) additional **skill development programs** (such as power skating) were identified as a need and future opportunity, particularly as the community grows;
- d) the **rationalization of rental rates** based on a review of comparable arenas in the region, as well as properly discounted rates for shoulder and non-prime time hours, was viewed as an opportunity to enhance usage;
- e) similarly, a **differentiated ice rate structure** that reflects the varying levels of service between the ACC and NDCC could be considered; if lower rates were adopted at the ACC, this could serve as an incentive for greater usage, effectively increasing revenues until such time as sufficient demand exists to restore the existing rate structure;
- f) offering **drop-in daytime public skating and shinny (sticks and pucks) programs** focused on specific age groups (e.g., preschool, adult and child, 55+), as well as PA Day skates has been successful in some other communities;
- g) with an **aging population**, there is a greater potential for the formation of older adult pick-up groups that can use daytime hours;
- h) many municipalities have had success **working with schools** (as well as home school associations, shift employers, etc.) to encourage daytime usage; it is noteworthy that communities with high schools often achieve higher levels of use of daytime use; and
- i) considering the formation of **ice sport leagues** where there is an identified gap in service (e.g., women's hockey, etc.).

## 5.4 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.

1. **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.
2. **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.
3. **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.
4. **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.
5. **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.



## 5.5 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 in 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 2025/26, 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.

## Section 6: Arena Business Case

This section presents the business case of the arena strategy based on an evaluation of the two project options: a comprehensive renovation of the Ayr Community Centre (ACC) and the twinning of the North Dumfries Community Complex (NDCC).

### 6.1 Facility Provision Options

The ice needs assessment found support to maintain a supply of two indoor ice pads in the Township of North Dumfries going forward. To address this statement of need, the viability and costs of the following two options (numbered for reference purposes only) are evaluated in this section.

OPTION 1: ACC COMPREHENSIVE RENOVATION	OPTION 2: NDCC TWINNING
<p>A comprehensive renovation of the Ayr Community Centre (Queen Elizabeth Arena). Key assumptions include:</p> <ul style="list-style-type: none"> <li>replace the current ice rink slab (similar size) and rink boards</li> <li>upgrade the ice plant</li> <li>retain the current building shell and change rooms</li> <li>other lifecycle and accessibility improvements (e.g., roof, lighting, parking lot, etc.), as necessary</li> </ul>	<p>Adding a second ice pad to the North Dumfries Community Complex and decommissioning the Ayr Community Centre as an ice venue. Key assumptions include:</p> <ul style="list-style-type: none"> <li>addition of a second regulation-size ice pad with 150-200 seats, as well as additional change rooms</li> <li>removal of ice from the ACC once the new NDCC pad is available; additional analysis would be necessary to consider the repurposing potential of the ACC to other uses</li> </ul>

Recent engineering reports on the Township's arenas – including facility condition assessments, accessibility reports and energy audits – have been used to inform this evaluation, along with input from stakeholders, municipal staff and officials, and operational best practices from similar jurisdictions.

Each option has a different scale of cost and timeframe, which need to be considered in relation to how capital reinvestment addresses community needs in the short, medium and longer-terms. This analysis, combined with the information and findings from previous sections of this Arena Strategy, is intended to inform Council's decision regarding future arena investment in the Township.

The following table contains a **summary of key pros and cons** for each option, as discussed further in this section of the report.

ACC COMPREHENSIVE RENOVATION	NDCC TWINNING (New Build)
<p>Renovations to ACC will serve to extend the lifespan of the facility, improve accessibility and augment the users' experience, but will have no substantive change to the size of the ice pad (174' x 72') due to site constraints, which has been identified as a limiting factor in its use and demand. It will also not address other functional deficiencies of the existing facility, such as limited parking, redundant seating, and small change rooms and lobby.</p>	<p>Twinning of the NDCC would consolidate all ice users at a single facility, enhancing usage/revenue potential for the Township and eliminating confusion and resource duplication for user groups. The greatest advantages are the provision of a multi-pad arena and a second regulation-size ice rink (200' x 85').</p>

ACC COMPREHENSIVE RENOVATION	NDCC TWINNING (New Build)
<p><u>Potential Impacts on Usage</u></p> <ul style="list-style-type: none"> <li>• The current use profile is unlikely to change, with a continued focus on minor hockey practices (for certain age groups) and non-competitive adult leagues/shinny</li> <li>• While growth in the local population and a corresponding increase in ice sport participation is expected to increase demand overall, the design of the ACC means it will be <u>unable to address all future local demand</u> – there are currently at least 4 hours of weekly rentals that cannot be accommodated at the ACC and this number is projected to grow substantially</li> <li>• With increased demand, user groups will need to modify programs to use the ACC or rent additional ice time outside of the community</li> <li>• A new ice plant and slab may have an overall improvement on ice quality and safety</li> </ul>	<p><u>Impact of a Second Regulation-Size Ice Rink</u></p> <ul style="list-style-type: none"> <li>• Generates greater capacity to satisfy current and latent demand for all user groups (aside from large spectator events)</li> <li>• Creates more flexibility in scheduling</li> <li>• Safer environment for all user groups, including older youth and adults</li> <li>• Allows for proper application of sport development models (e.g., half-ice for intro to hockey programs, etc.)</li> <li>• Enhanced tournament potential</li> </ul>
<p><u>Advantages of a Renovation</u></p> <ul style="list-style-type: none"> <li>• Initial investment is typically much less than a new build</li> <li>• Maximizes use of existing site and infrastructure</li> <li>• Extends lifespan of a longstanding community facility</li> </ul>	<p><u>Advantages of a New Build</u></p> <ul style="list-style-type: none"> <li>• Facility lifespan superior to renovation</li> <li>• Energy efficient systems</li> <li>• Fully accessible and compliant with current building codes</li> <li>• Lower initial maintenance costs</li> <li>• Purpose-built design that meets client requirements</li> <li>• Greater fundraising potential and use of alternate funding sources</li> <li>• Enhanced use and revenue potential</li> </ul>
<p><u>Disadvantages of a Renovation</u></p> <ul style="list-style-type: none"> <li>• Facility lifespan inferior to new build</li> <li>• Design may be compromised or constrained by scope of renovation</li> <li>• Compliance with accessibility and building code may only apply to renovated space</li> <li>• Does not address deferred/ongoing maintenance costs for non-renovated spaces/systems</li> <li>• Greater potential for unanticipated issues and cost over-runs</li> <li>• Greater potential for a service disruption during renovation stage</li> </ul>	<p><u>Disadvantages of a New Build</u></p> <ul style="list-style-type: none"> <li>• Initial investment is typically greater than a renovation</li> <li>• Higher cost may require financing or cause deferral of other capital projects</li> <li>• Additional carrying costs for decommissioned facility (depending on decision to close or re-purpose)</li> </ul>





## **6.2 Capital Cost Analysis**

WalterFedy was retained on behalf of the Township of North Dumfries to compile and create a cost estimate for upgrades and retrofits pertaining to the Ayr Community Centre (ACC) and North Dumfries Community Complex (NDCC). The Township of North Dumfries is evaluating options that will entail either major improvements to the ACC or twinning the ice rink at the existing building at the NDCC. These investments are necessary to meet the growing demand and projected population growth within the township and affiliate stakeholders contributing to the local ice sports community.

The primary objective of this section is to provide general guidance to address the associated costs of ice rink expansion at the ACC and twinning of the existing ice rink at the NDCC based on previous site visits and capital renewal recommendations, as well as our available drawings and documentation. This review has supported the development of high level Class “D” costing of the options presented herein. These figures are based on very preliminary concepts only and should be considered as a budget (+/- 30%). As a result of these factors, sizable contingencies have been applied which, depending on the Township’s expectations and external pricing factors, may be able to be refined at the next stage of the process. Unless otherwise noted, the cost estimates exclude decommissioning costs, inflation, capital financing, and capital replacement.

All associated costs are estimates, and have been provided based on past and current experience from WalterFedy/AEC. Prices may be subject to change based on reasonable General Contractors and Sub-Contractors within the Region of Waterloo and surrounding areas.

All associated costs are estimates in 2020 Canadian Dollars (CAD), and have been provided based on past and current experience from WalterFedy/AEC. Prices may be subject to change based on reasonable General Contractors and Sub-Contractors within the Region of Waterloo and surrounding areas. An escalation rate of 5.5% per year is recommended to align with the cost of construction over the last 10 years, based on Statistics Canada.

### **Ayr Community Centre**

#### **Current State**

The ACC building utilizes a poured concrete slab-on-grade as the main building floor system. The walls are constructed of a mixture between concrete block masonry and corrugated metal siding. Two main roofing systems are atop the site building including a pitched roof section finished with lock seam sheet metal and a flat roof section constructed with a TPO roof assembly.

Based on the 2019 Facility Condition Audit, major lifecycle items identified over the next five years (2020-2024) include the concrete rink slab, roof coverings, interior doors, lighting equipment, and parking lots.

An accessibility audit of the building has been completed by WalterFedy. Based on observations, some upgrades / refurbishments to the interior are needed in order to comply with the current AODA standards to make all facilities accessible for persons with disabilities. The AODA compliance issues that were observed for the ACC include:

- Designated Parking Spaces
- Fire Alarm
- Barrier-Free Universal Washrooms – OBC Ref. 3.8.2.3.
- Barrier-Free Washrooms (General) – OBC Ref. 3.8.2.3.

Based on WalterFedys’ assessments, the major capital expenditures for the ACC over the fifteen (15) year period – if maintained in its current configuration – are summarized in the following table.

**Table 7: Accessibility and 15-year Maintenance Costs – Current ACC Configuration**

ACC	Lifecycle Replacement		Operation and Maintenance
	Current State	Comprehensive Renovation*	
Accessibility Expenditure	\$148,000	\$148,000	\$88,133
Maintenance Expenditure (15-years)	\$2,815,500	\$1,923,300	\$484,983

Note: The above prices reflect total project costs. They do not include the capital expenditures for arena functional upgrades.

\* Lifecycle costs are reduced if the Township implements the Comprehensive Renovation option as proposed in this report as certain building systems will be replaced.

Source: Township of North Dumfries, Facility Condition Assessments and Accessibility Reports (2019, WalterFedy)



**Over the next fifteen years, \$2.96 million is required to maintain the ACC in a state of good repair and undertake accessibility upgrades (based on its current design and level of amenity). This equates to a cost of \$99 per square foot.**

**Approximately 80% of these costs are in the 2019-23 period.**

#### ACC Comprehensive Renovation Option

**Based on the current condition and age of the ACC, the replacement of the current ice rink slab is a necessary and immediate need.** It is noteworthy that site limitations and the existing design of the ACC negate an expansion of the facility's footprint. Therefore, there is no opportunity to expand the size of the facility's ice surface and it is anticipated that the rink size would remain similar to existing (174' x 72'). If the Township were to undertake a major arena renovation project at the ACC, it has been proposed to also replace / update the original ice making equipment to current standards. New rink boards will also have to be obtained to meet the proposed size of the upgraded rink size. Alterations of dressing rooms, lobby, corridors, or the hall are not anticipated under this proposed option.

The following table contains the costs associated of the recommendations for the proposed upgrades to the ACC. Current costing is based on 2020 Canadian Dollars (CAD); an annual escalation rate of 5.5% is recommended to align with the cost of construction over the last 10 years and to be carried year-over-year.

**Table 8: Capital Cost Estimate – ACC Comprehensive Renovation Option**

Action Description	Costs
Removal of original ice making equipment	\$ 25,000
Underpinning of existing slab	\$ 600,000
New rink boards	\$ 280,000
New ice making equipment	\$ 750,000
<b>Sub-Total</b>	<b>\$ 1,655,000</b>
Architect Fees (7%)	\$ 115,850
General Contractor Fees (25%)	\$ 413,750
Contingency (15%)	\$ 248,250
<b>Total</b>	<b>\$ 2,432,850</b>



**\$2.43 million is required to implement the proposed capital program for the ACC Comprehensive Renovation option (based on current year dollars). An additional \$2.16 is required to address remaining lifecycle maintenance and accessibility upgrades, bringing the total budget cost to \$4.59 million.**

### **North Dumfries Community Complex**

#### **Current State**

The site building utilizes poured concrete slab-on-grade as the main building floor system. The walls are constructed of a mixture between concrete block masonry and brick masonry. Two main roofing systems are atop the site building including a pitched roof section finished with lock seam sheet metal and a flat roof section constructed with a built-up roof assembly.

Based on the 2019 Facility Condition Audit, major lifecycle items identified over the next five years (2020-2024) include lighting equipment and exit/emergency light systems. The majority of the identified lifecycle costs occur in the 2029 to 2033 time period and are related to roof and parking lot repair and replacement, as well as interior painting.

An accessibility audit of the building has been completed by WalterFedy. Based on observations, some upgrades / refurbishments to the interior are needed in order to comply with the current AODA standards to make all facilities accessible for persons with disabilities. The AODA compliancy issues that were observed for the NDCC include Barrier Free Path of Travel (Interior) – OBC Ref. 3.8.1.3.

Based on WalterFedys' Assessments, the major capital expenditures for the NDCC over the fifteen (15) year period – if maintained in its current configuration – is summarized in the following table.

**Table 9: Accessibility and 15-year Maintenance Costs – Current NDCC Configuration**

<b>NDCC</b>	<b>Lifecycle Replacement</b>	<b>Operation and Maintenance</b>
<b>Accessibility Expenditure</b>	n/a	\$30,000
<b>Maintenance Expenditure (15-years)</b>	\$4,047,950	\$1,753,100

Note: The above prices reflect total project costs. All referenced costs are pertinent to the arena, recreation and office portions of the NDCC, and exclude any of the leased spaces within the building (e.g., health centre).

Source: Township of North Dumfries, Facility Condition Assessments and Accessibility Reports (2019, WalterFedy)



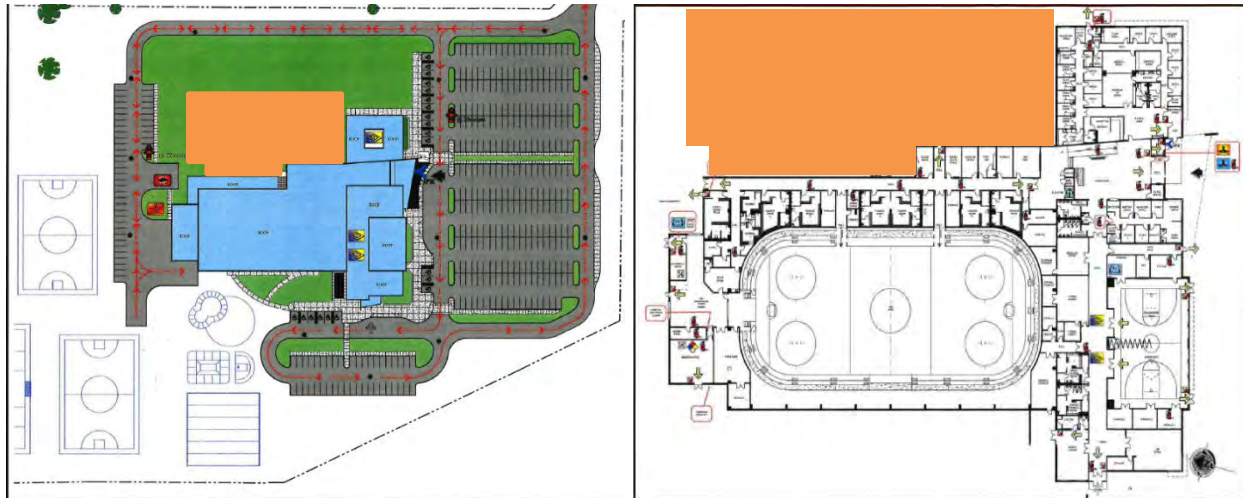
**Over the next fifteen years, \$4.05 million is required to maintain the NDCC (including arena, recreation and office space) in a state of good repair. This equates to a cost of \$55 per square foot.**

**Approximately 85% of these costs are in the 2029-33 period.**

### Twinning Option

The current site of the NDCC supports large, open spaces along the East elevation adjacent to Sangers Lane, suitable for the addition of a second ice pad. The proposed addition can be seen below marked in orange.

**Figure 13: Area of Proposed NDCC Expansion**



A modest addition that is similar in construction to the existing building is to be considered. There is a hallway leading to the current dressing rooms that can be expanded and implemented for the new dressing rooms within the addition. There is no need for a large spectator's area due to the existing arena with bowl seating already in-place. With the current square footage of the proposed twin pad, the viewing area should be able to support a non-fixed, metal, bench style seating section including up to three (3) rows for an estimated one-hundred (100) linear feet, for an estimated 150 to 200 seating capacity within the bleachers. Additional community program space or other recreational amenities are not contemplated in this design.

The current ice making equipment will likely not be able to support a second rink. An additional dedicated, ice making room will need to be included with all necessary equipment. The current Olympia room (Zamboni parking, watering and ice dumping area) is likely sufficient to support the addition of a second ice surface. Considerations for an enclosed corridor for ease of access to both rinks during resurfacing is recommended.

The following table contains a general cost per SF (square foot) for the twinning of the current arena (based on current codes and standards, citing barrier-free access and standard amenities commensurate with the construction standards within the Region of Waterloo and the Province of Ontario, implementing reasonable General Contractors and Sub-Contractors). WalterFedy recommends a **\$295.65/SF** with a generous Gross Floor Area (GFA) of **25,000 SF** equating to **\$7,391,250** before fees and contingencies are included. With associated fees, total costs are **\$10,865,138**. Current costing is based on 2020 Canadian Dollars (CAD); an annual escalation rate of 5.5% is recommended to align with the cost of construction over the last 10 years and to be carried year-over-year.

**Table 10: Capital Cost Estimate – NDCC Twinning Option**

Action Description	Costs
A - Substructure	\$ 739,125
B - Shell	\$ 2,586,938
C - Interiors	\$ 473,040
D - Mechanical / Electrical	\$ 2,217,375
F - Ice Making / Boards	\$ 1,374,773
<b>Subtotal</b>	<b>\$ 7,391,250</b>
Architectural Fees (7%)	\$ 517,388
General Contractor Fees (25%)	\$ 1,847,813
Contingency (15%)	\$ 1,108,688
<b>Total Fees</b>	<b>\$ 3,473,888</b>
<b>Total</b>	<b>\$ 10,865,138</b>

Note: Excludes cost to repurpose or decommission the ACC rink. Applicable taxes are excluded.



**\$10.87 million is required to implement the proposed capital program for the NDCC Twinning option (based on current year dollars).**

### Summary of Capital Development Scenarios

The following is a comparison of the available options to address the physical deficiencies and accessibility upgrades to the ACC, along with the costs for twinning and expanding the current facility at the NDCC.

**Table 11: Summary of Capital Development Scenarios**

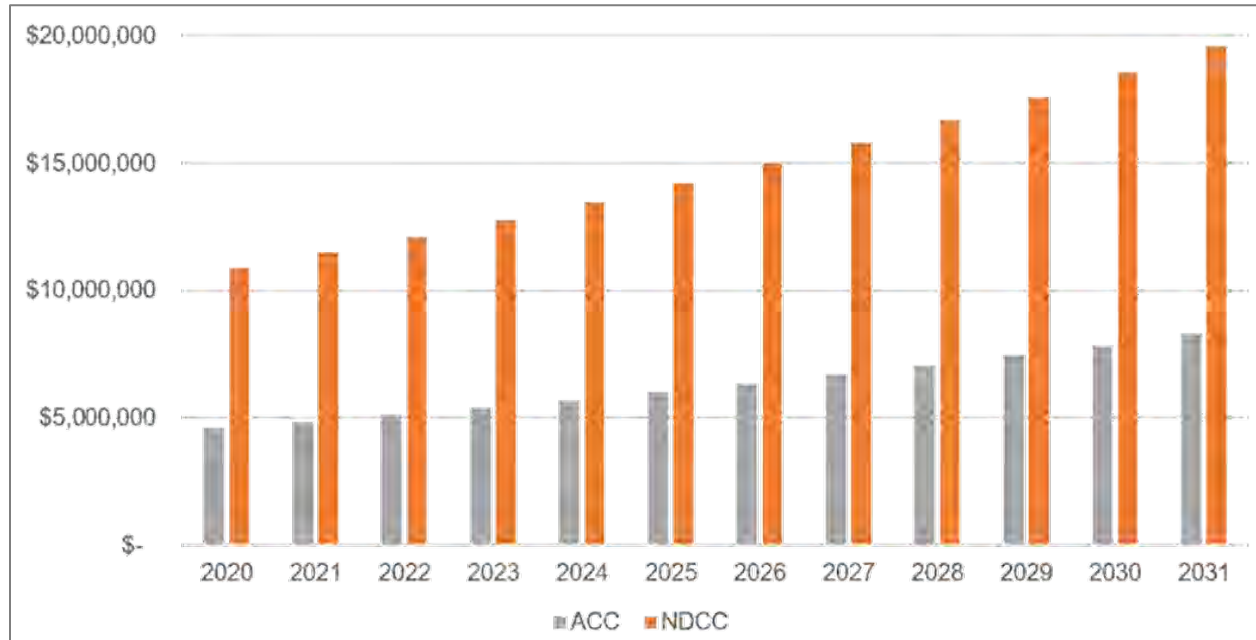
Scenario	ACC Comprehensive Renovation	NDCC Twinning (new rink only)
<b>Description</b>	Correct physical accessible deficiencies by renovating the existing facility	Costs for construction and expansion of existing facility for proposed second ice rink
<b>Functional Cost (Renovation)</b>	<b>\$ 2,432,850</b>	<b>\$-</b>
<b>Maintenance Replacement Cost</b>	<b>\$ 1,923,300</b>	<b>\$-</b>
<b>Construction Cost (New Construction)</b>	<b>\$-</b>	<b>\$ 10,865,138</b>
<b>Accessibility Cost</b>	<b>\$ 236,133</b>	<b>\$-</b>
<b>Total Project Cost (including Fees &amp; Contingency)</b>	<b>\$ 4,592,283</b>	<b>\$ 10,865,138</b>

Note: Excludes cost to repurpose or decommission the ACC rink. Applicable taxes are excluded.



As noted, all aforementioned capital estimates are costed in current year dollars. As the preferred capital project is not likely to be initiated until a later date, the following graph applies an annual 5.5% inflation rate to the two options for the purpose of assisting the Township with its long-term budgeting. It is recommended that these estimates be updated closer to the project initiation date.

**Figure 14: Escalation of Capital Costs to 2031**



Figures have been escalated to account for inflation. Excludes applicable taxes.

### 6.3 Operating Cost Analysis

This section focuses on the financial implications of two proposed arena development options to meet the ice activity needs of the residents of the Township of North Dumfries. The consultant's analysis assumes that the municipality would manage the facilities in both alternative development approaches.

The assumptions for this business analysis are based upon an examination of the operating and financial performance of the ACC and NDCC arena operations. Revenue and cost data, facility use profiles, allocation approaches, rates and fees, staffing profiles etc. were identified for the existing operations and where necessary modified to reflect the facility development options. This information was combined with industry norms and operating patterns of comparable arenas to create the basic assumptions for each redevelopment option. The assumptions that underpin the financial projections for each development option are specifically described in the following sections.



**For projection purposes, a series of assumptions have been adopted that are based on both the Township's current arena operating profile as well as anticipated adjustments to ice usage and programming to accommodate increasing ice time demand as described in the previous section.**

### **Current Financial Performance**

The Township typically installs ice at the NDCC by mid-August to accommodate ice sport camps, Jr. B tryouts and some exhibition games. NDCC's prime ice season begins in the first week of September and continues through to the end of March during which the arena is fully staffed with full and part time operators. The spring season begins April 1<sup>st</sup> and continues to the end of May during which the arena is closed on Sundays. The majority of ice use and associated ice revenue is generated during the rink's prime season although rentals, ticket ice, and other uses are popular in the spring season.

The ACC ice season is presently much shorter than the NDCC. Because the ACC facility hosts mostly practices, the Township generally deploys one staff member to operate the rink, augmented by a part time staff as required. The ACC is not open during the day therefore no daytime staff is required. ACC's ice season typically runs from Thanksgiving through to April 1<sup>st</sup> representing a 26 week schedule. The ACC's shortened season plus the Township's application of prudent operating protocols has resulted in lower revenue production and reduced costs of the ACC, compared to the NDCC ice operations or single pad arenas in other jurisdictions.

In 2019, the ACC generated \$176,000 in gross revenue, 93% of which arose from ice rentals by arena users. For that same year, ACC's operating costs amounted to \$275,000, meaning that the operating subsidy required to support the facility was about \$99,000. As noted above, the staffing costs at this facility are significantly lower than the NDCC due to its limited hours and staffing complement.

The North Dumfries Community Complex arena currently operates at full capacity (represented by 53 prime time hours per week of occupied ice). Over and above its NHL-size ice surface, this facility's full array of amenities (i.e., adequately sized dressing rooms, abundant parking, walking track, pro shop and concession, rentable rooms and a hall, etc.) make the facility inviting and conducive for a variety of ice activities and other recreational pursuits. The Complex is also home to the North Dumfries Community Health Centre.

The Township's ice use and allocation practices led the NDCC to produce twice as much ice revenue as the ACC in 2019 (\$350,000) but with the same 93% proportion attributed to rented ice. Based on cost data provided by the Township and normalizing expenses<sup>11</sup>, the cost to operate the ice portion of the facility is estimated to have been \$516,000, resulting in a net deficit of approximately \$166,000.

**Table 12: Total Arena Financial (2019), Township of North Dumfries**

	<b>ACC</b>	<b>NDCC</b>	<b>Total</b>
<b>Revenue</b>	\$176,000	\$350,000	\$526,000
<b>Costs</b>	\$275,000	\$516,000	\$791,000
<b>Net Subsidy Support</b>	<b>\$99,000</b>	<b>\$166,000</b>	<b>\$265,000</b>

Source: Township of North Dumfries. Rounded to nearest thousand.

<sup>11</sup> The Township operates the NDCC using an all inclusive budgeting format meaning that expense budget items are bundled as opposed to allocated to different facility components, uses or programs. As such, while revenue production can be isolated by the source of income (i.e., ice rental, public skating, advertising, etc.), allocating expenses by cost centre is not possible. Therefore, for the purposes of financial modeling, the consultants have used Township revenue and cost data and "normalized" the NDCC numbers to reflect only the ice portion of its operations (based on ice facility cost structures of single pad arenas elsewhere in Ontario).



**In combination, the Township's 2019 total cost to support the two existing ice facilities amounted to approximately \$265,000.**

**It is noteworthy that the ACC's shortened season plus the Township's application of prudent operating protocols has resulted in lower revenue production and reduced costs at the ACC, compared to the NDCC ice operations or single pad arenas in other jurisdictions.**

### **Ice Demand and Supply Calculation**

According to user groups, the Township's current inventory of facilities is creating moderate constraints to ice usage that will become more pronounced as the North Dumfries population grows. Specifically, groups indicated that a second regulation-size ice pad and/or a multi-pad arena facility would have the potential to enhance local ice programming.

Based on the results of the research phase of this project, it is estimated that there is currently demand for 2,630 prime time hours arising from local ice users. It is expected that population growth in the Township's children and youth age cohorts – who are the predominant users of ice facilities – will increase demand by approximately 5% per year over the 10 years of these forecasts.

Based on the study's definition of prime time ice (53 hours) and assuming both ice sheets are operated the length of seasons described above, a single pad provides 1,643 prime time hours – or 3,286 hours on two pads. If, on the other hand, one sheet is maintained for a shortened ice schedule similar to the current ACC practice (26 weeks), the overall supply of prime time ice would be reduced to 3,021 hours per season.

It is estimated that there is currently insufficient demand to fill all prime time hours on two sheets of ice operating during the Township's prime ice season. However, over time, increased demand caused by population growth – especially in the children and youth cohorts – will close the gap between supply and demand.

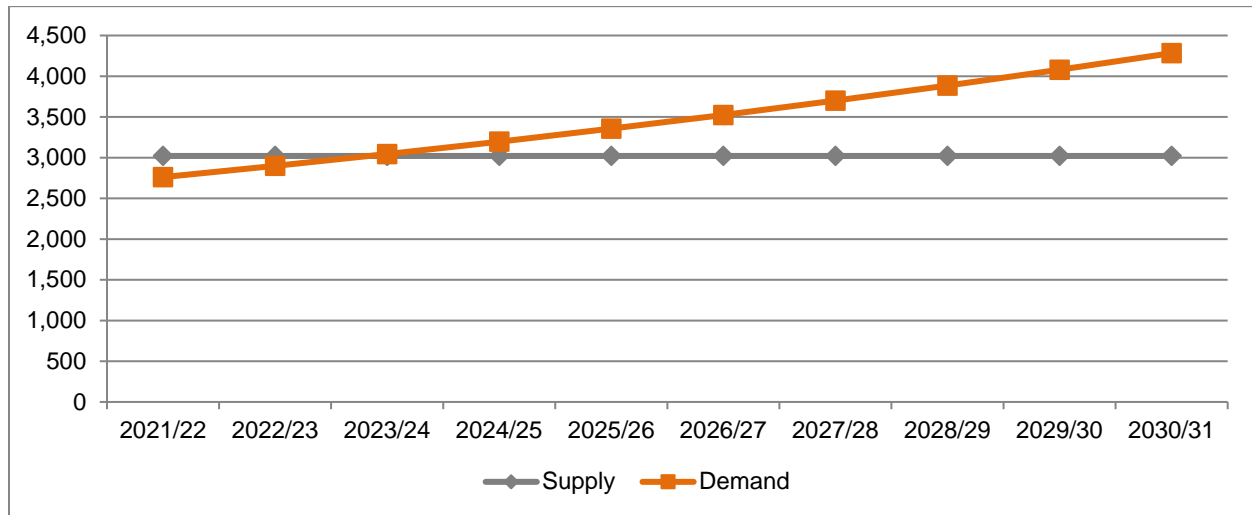
**Note:** The shuttering of the recreation sector in response to the COVID-19 pandemic caused both of North Dumfries existing arenas to close in March 2020. As of late summer 2020 when public health restrictions began to ease, the municipality developed plans to reopen its facilities (with ice in only the NDCC) in accordance with the new operating protocols imposed by the province and administered by the regional health unit. This includes rigorous cleaning and sanitizing regimes, physical spacing between individuals in the facility, hand sanitization, mandatory face covering, restrictions on the types of activities that can be undertaken within the facility (often governed by guidelines produced by national or provincial sport organizations) and limited capacities in rooms (including the arena space) within the building.

Communities that have preceded North Dumfries in reopening their arenas report mixed results regarding participants' willingness to return to activity. Additionally, certain restrictions in terms of arena use will, by default, cause people to be unable to replicate pre-COVID activity patterns. For example, ice users may be prevented from registering with multiple organizations or participating with more than one or two groups of fellow participants. These limitations may mean that participants could be on the ice or in a development program far less frequently than was previously the case. Hence, while there may be a desire to resume activity patterns, public health boundaries may get in the way, thereby reducing the number of hours needed to meet demand.

Due to the uncertainty surrounding the restart of the recreation sector and specifically the province's arenas, the consultants have elected to present usage and associated financial projections beginning in the 2021/22 ice season.

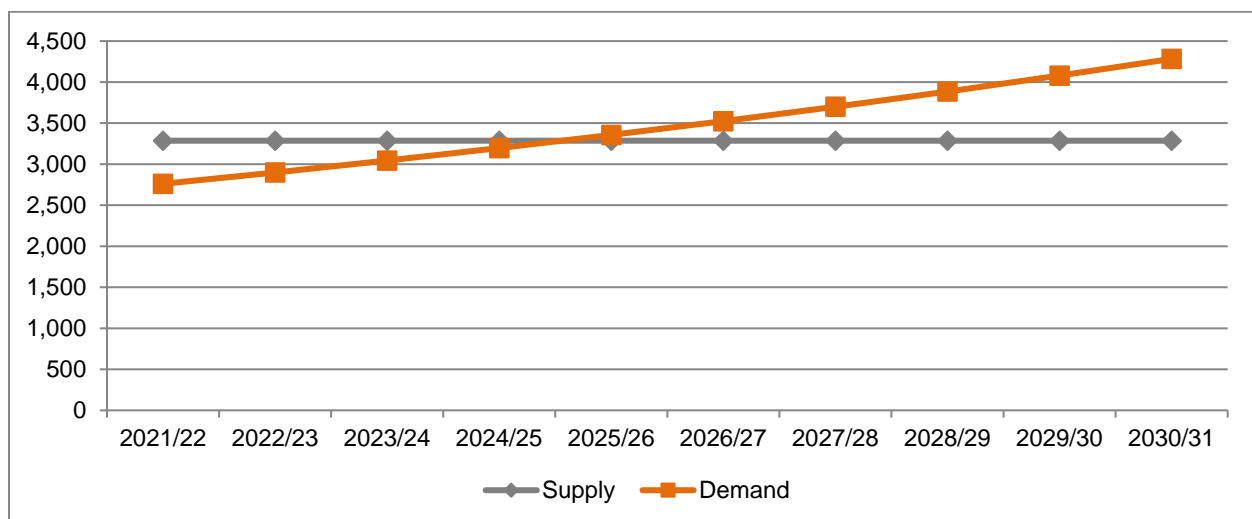
Under the comprehensive renovation scenario, renovations to ACC will serve to extend the lifespan of the facility, improve accessibility and augment the users' experience but will result in no change to the size of the ice pad. The small ice surface has been identified as a limiting factor in users' willingness to rent ACC ice time. As a result, the types of future ice rentals are expected to mirror the current use profile which is focused on minor hockey practices for certain age groups and non-competitive adult leagues/shinny plus some possible opportunities for new types of municipal programming. Due to these limitations, it is expected that the facility would continue to operate on a 26 week ice schedule. Based on these assumptions for renovating the ACC arena, demand for prime time hours would equal the supply of prime time hours by 2023/24.

**Figure 15: Prime Time Ice Supply (Two Single Pad Arenas) vs. Demand on Two Ice Pads, Township of North Dumfries**



The NDCC twinning option would result in the Township's ice inventory including two regulation sized ice surfaces and it is assumed that both pads would operate on a prime ice season consistent with the NDCCs historical practice. This would mean that in the early years, there would be a small oversupply of ice time that could be utilized for non-rental purposes – e.g. Township programming, etc. As demand increases due to population growth, available ice will diminish and the Township would reach ice supply demand equilibrium in 2025/26.

**Figure 16: Prime Time Ice Supply (Twin Pad) vs. Demand on a Twin Pad Arena, Township of North Dumfries**



Once all prime time hours are filled on the two ice surfaces, the Township could explore mitigating approaches to ensure times are used to their maximum community benefit. This could include strict adherence to North Dumfries's ice allocation policy – which could ensure children and youth have priority access to all prime time hours – and moving public skating to non-prime time.<sup>12</sup>

### **ACC Comprehensive Renovation (Operate Two Single Pad Arenas)**

The financial projections for this development option are based on the following assumptions. **It is important to note that, while it is recognized that the capital repair and replacement items proposed under this option would not be initiated until an undetermined year in the future, the revenue and usage assumptions reflect the improvements being completed prior to the 2021/22 season.**

Assumptions applicable to both arenas:

- While the 2019/2020 season was used as the base year to project ice use for the following 10 years, the 2020/2021 ice season will be atypical to most other years due to the lingering effects of the COVID-19 pandemic. Accordingly, the financial projections are presented beginning in the 2021/22 season.
- Population growth within the youth cohorts will annually increase ice use in direct proportion growth – growth is stabilized at 5% annually over the projection period.
- Ice use assumes 75% prime time hours used by youth groups and 25% by adult groups.
- Ice use assumes 75% non-prime time hours used by adult groups and 25% by youth groups.
- Ice rental revenue is based on the 2020 Fees and Charges By-Law and thereafter will increase by 1% per year.
- Non-ice rental revenue increases by 2% per year.
- Revenue calculations exclude capital reserve contributions and HST.
- All cost items are increased by 2% per year to account for inflation.

Assumptions applicable to NDCC:

- NDCC prime time ice is currently used to maximum capacity and will continue to be fully subscribed throughout the projection period; therefore any growth in prime time ice rentals will be directed to the renovated ACC.
- A portion of NDCC's current utility expenses, building and equipment repair costs are allocated to arena operations.

Assumptions applicable to ACC:

- Growth in the local population and a corresponding increase in ice sport participation is expected to increase demand overall. It is therefore forecasted that ice use at ACC will increase over time, but – due to its more limited appeal – would increase at a slower rate than if the ice pad was regulation size.
- The current 26 week season is assumed to be maintained and prime time ice rentals are projected to increase by 5% per year until such time maximum capacity of 1,378 prime time hours is reached.
- ACC total non-prime time seasonal hours are projected to grow 5% over the ten years of projections.
- Once the ACC is renovated, labour costs at the refurbished arena will increase in direct proportion to the increase in prime time ice use.

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<sup>12</sup> If the arena redevelopment strategy results in the Township offering two regulation ice sheets at the same location, ice utilization within the Township may be higher than expressed in these projections. Therefore, ice demand could escalate more rapidly and the ice rental revenue could improve in earlier years than projected herein.



- ACC building and equipment repair expenses will be reduced because current building deficiencies and equipment issues will be remedied as part of renovations.
- It is assumed that the capital improvements will not substantially disrupt the 26-week ice season.

#### Arena Revenue – ACC Comprehensive Renovation Option

Given that the NDCC ice facility is currently operating at capacity, the arena's projected revenue production increases incrementally based on anticipated ice rental rates increase rather than additional used hours. There is expected to be a modest increase in miscellaneous revenue produced by a public skating, ticketed ice and advertising which is also based on inflationary factors.

**Table 13: NDCC Projected Revenue – ACC Comprehensive Renovation Option**

	<b>2021/22</b>	<b>2025/26</b>	<b>2030/31</b>
Ice Rental	\$364,000	\$379,000	\$398,000
Miscellaneous	\$24,000	\$26,000	\$29,000
<b>Total</b>	<b>\$388,000</b>	<b>\$405,000</b>	<b>\$427,000</b>

Totals may not add due to rounding. Figures have been escalated to account for inflation.

All of the Township's future growth in prime time demand is projected to be located at the renovated ACC arena. Based on the assumption that this rink would continue to operate on a 26 week ice season, revenue production at this facility is expected to climb in direct proportion to the 5% per annum increase in prime time hours until prime time supply is exhausted. Thereafter, revenue will be augmented by the annual fee increase of 1%.

**Table 14: ACC Projected Revenue – ACC Comprehensive Renovation Option**

	<b>2021/22</b>	<b>2025/26</b>	<b>2030/31</b>
Ice Rental	\$180,000	\$228,000	\$278,000
Miscellaneous	\$1,000	\$1,000	\$1,000
<b>Total</b>	<b>\$181,000</b>	<b>\$229,000</b>	<b>\$279,000</b>

Totals may not add due to rounding. Figures have been escalated to account for inflation.

On a consolidated basis, the two stand alone ice facilities are projected to generate more than \$570,000 in 2021/22. The combined revenue production will increase by 24% and amount to a total of over \$707,000 by 2030/31.

#### Arena Costs – ACC Comprehensive Renovation Option

There are three major categories of costs involved in operating any arena: labour (salaries/wages and benefits); utilities; and miscellaneous expenses. Labour is almost always the largest of these expense items, normally ranging between 40% and 55% of the total operating budget. Utility expenses (electricity, water/sewer and gas) are the second largest cost items usually amounting to between 35% and 45% of the expense budget. Miscellaneous charges for supplies, repairs, maintenance, phone and internet, etc. generally represent the least costly items – averaging in the range of about 10% to 25% of all expenses. After ACC is renovated, it is assumed that both the newly retrofitted rink and the existing NDCC arena will operate within these expense ranges.

As illustrated in the assumptions, this option should result in very few changes in the Township's approach to operating the rink at NDCC. Therefore, incremental increases in each of the expense items will be exclusively caused by inflation.

**Table 15: NDCC Projected Operating Expenses – ACC Comprehensive Renovation Option**

	<b>2021/22</b>	<b>2025/26</b>	<b>2030/31</b>
Labour	\$210,000	\$228,000	\$251,000
Utilities	\$179,000	\$193,000	\$213,000
Miscellaneous	\$138,000	\$149,000	\$165,000
<b>Total</b>	<b>\$527,000</b>	<b>\$570,000</b>	<b>\$629,000</b>

Totals may not add due to rounding. Figures have been escalated to account for inflation.

The operating profile of the renovated ACC will change over time because of an increase in the number of rented ice hours that occur there. The Township would be required to staff the facility for additional hours than is currently the case – therefore labour costs would increase in direct proportion to increases in ice use.

**Table 16: ACC Projected Operating Expenses – ACC Comprehensive Renovation Option**

	<b>2021/22</b>	<b>2025/26</b>	<b>2030/31</b>
Labour	\$121,000	\$147,000	\$188,000
Utilities	\$102,000	\$110,000	\$122,000
Miscellaneous	\$61,000	\$66,000	\$73,000
<b>Total</b>	<b>\$284,000</b>	<b>\$324,000</b>	<b>\$383,000</b>

Totals may not add due to rounding. Figures have been escalated to account for inflation.

Under this scenario, the costs to operate the two single pad arenas are forecasted to amount to \$811,000 in 2021/22 and thereafter rising to the \$1.012 million. Expectedly, labour expense is the most significant cost item ranging from between 43% and 52% of total expenditures. As mentioned above, the NDCC staff and profile is expected to remain relatively consistent with the existing circumstance whereas the ACC staff complement will increase in direct proportion to rises in ice utilization. Utilities and arena operations at both facilities – that include repairs and maintenance, supplies, etc. – are expected to increase in accordance with utilization and inflation.

#### Consolidated Net Performance – ACC Comprehensive Renovation Option

It is customary for single pad arenas to require operating subsidy support from their municipal owners. The magnitude of the subsidy is generally driven by the amount of arena use, municipal ice rates and the prevailing wages and benefit packages paid to arena personnel. Therefore, it is not surprising that the option involving two single pad rinks operating at different sites would combine to require a net subsidy.

The subsidy at the NDCC will increase primarily due to inflation increasing costs at a faster rate than the revenue gains through increases in ice rates. However, the subsidy at the renovated ACC slightly decreases between 2021/22 and 2025/26 due to the anticipated increase in utilization. But, when ice time capacity is reached between in or around 2023/24, revenue gains level off while costs climb due to inflation. As a result, the combined annual subsidy for both NDCC and ACC reaches slightly more than \$300,000 by the last year of the ten-year projection period.

**Table 17: Projected Consolidated Financial Performance – ACC Comprehensive Renovation Option**

ACC Comprehensive Renovation Option	2021/22	2025/26	2030/31
NDCC (single pad)	\$138,000	\$164,000	\$202,000
ACC (single pad)	\$103,000	\$95,000	\$102,000
<b>Net Subsidy</b>	<b>\$241,000</b>	<b>\$260,000</b>	<b>\$305,000</b>

Totals may not add due to rounding. Figures have been escalated to account for inflation.



**The net subsidy required to support the ACC Comprehensive Renovation Option (consisting of two single pad arenas) grows from \$241,000 in year one to \$305,000 in year ten.**

### **NDCC Twinning Option (Operate One Twin Pad Ice Facility)**

The financial projections for this development option are based on the following assumptions. **It is important to note that, while it is recognized that the arena expansion proposed under this option would not be initiated until an undetermined year in the future, the revenue and usage assumptions reflect the twinning project being completed prior to the 2021/22 season.**

Assumptions applicable to the twin pad arena:

- While the 2019/2020 season was used as the base year to project ice use for the following 10 years, the 2020/2021 ice season will be atypical to most other years due to the lingering effects of the COVID-19 pandemic. Accordingly, the financial projections are presented beginning in the 2021/22 season.
- Population growth within the youth cohorts will annually increase ice use in direct proportion growth – growth is stabilized at 5% annually over the projection period.
- All of ACC's users would be redirected to the additional pad at the new twin pad facility.
- The existing NDCC ice pad's prime time ice is currently used to maximum capacity and will continue to be fully subscribed throughout the projection period; therefore any Township wide growth in prime time ice rentals will be directed to the second pad.
- Both pads would operate a full schedule during the prime season thereby increasing the availability of ice hours from the current situation (because ACC currently operates on a 26 week schedule).
- Revenue calculations include an assumption that Township staff develop and deliver programs reflective of a twin pad operation – e.g., shinny, drop-in, learn to skate, etc. – in available prime time hours until prime time rental demand equals supply.
- Ice use assumes 75% prime time hours used by youth groups and 25% by adult groups.
- Ice use assumes 75% non-prime time hours used by adult groups and 25% by youth groups.
- Ice rental revenue is based on the 2020 Fees and Charges By-Law and thereafter will increase by 1% per year.
- It is assumed that the Township either takes back the concession operation or renegotiates a more lucrative rental agreement reflecting an increase in building traffic.
- Advertising revenue is increased due to higher traffic flow at the twin pad facility and a better value proposition for potential advertisers.
- Non-ice rental revenue increases by 2% per year.
- Revenue calculations exclude capital reserve contributions and HST.
- The current staffing model across both the NDCC and ACC (i.e., 5 FTE, 1 FT seasonal for 8 months, 1FT seasonal for 6 months, and 1 FT seasonal for 6 months) will be fully deployed at the

twin pad arena. Therefore labour costs have been increased by \$70,000 plus benefits compared to the current NDCC payroll expense for ice operations.

- Utilities are projected as 50% increase above existing NDCC expenses.
- Arena operations are estimated at 10% increase to existing NDCC expenses.
- All cost items are increased by 2% per year to account for inflation.

#### Arena Revenue – NDCC Twinning Option

The current NDCC ice pad will continue to operate at capacity while the new pad will absorb ice uses transferred from the decommissioned ACC. Rented ice hours on the new pad will increase in concert with population growth until demand reaches the second ice surface's prime time capacity – as illustrated earlier in the supply/demand section, this is expected to occur approximately in the middle of the projection period. Thereafter revenue production rises incrementally based on anticipated increases in ice rates rather than additional used hours.

Miscellaneous revenue produced by public skating, municipal programs, advertising and concession income (either in rent or net proceeds) are expected to rise above current NDCC levels due to the increase in number of user visits to the twin pad facility. This increase in foot traffic should not only result in more revenue from most existing sources but also help to elevate the number of programming and social engagement opportunities available at the new twin pad. Multiple pad arenas are very often quite vibrant facilities with a broader "community reach" than the more focused single pad facility. An assessment of non-ice programming needs and options is beyond the scope of this study but may be an area for the Township to consider in the future.

**Table 18: Projected Twin Pad Revenue – NDCC Twinning Option**

	<b>2021/22</b>	<b>2025/26</b>	<b>2030/31</b>
Ice Rental	\$596,000	\$726,000	\$802,000
Miscellaneous	\$46,000	\$50,000	\$55,000
<b>Total</b>	<b>\$642,000</b>	<b>\$776,000</b>	<b>\$857,000</b>

Totals may not add due to rounding. Figures have been escalated to account for inflation.

#### Arena Costs – NDCC Twinning Option

Operating a twin pad arena facility offers cost containment opportunities not available to operators of single pad rinks. For example, labour costs are substantially less per hour of rented ice because the onsite operating team can maintain two ice sheets without the necessity of doubling the labour force. For the purposes of these projections, it is assumed that all of the Township's current arena team would be capable of operating the new twin pad without any additional personnel even though the number of available prime time hours will increase significantly.

Similarly, utility costs generally do not grow in direct proportion to the increase in the number of ice surfaces. This is due to the common use of support amenities such as the entrance and lobby, offices/administration areas and mechanical rooms, etc. Miscellaneous charges for supplies, repairs, maintenance, phone and internet, etc. in a twin pad arena generally increase modestly above costs for similar expenses at a single pad.

**Table 19: Projected Twin Pad Operating Expenses – NDCC Twinning Option**

	<b>2021/22</b>	<b>2025/26</b>	<b>2030/31</b>
Labour	\$300,000	\$324,000	\$358,000
Utilities	\$268,000	\$290,000	\$320,000
Miscellaneous	\$151,000	\$161,000	\$181,000
<b>Total</b>	<b>\$719,000</b>	<b>\$778,000</b>	<b>\$859,000</b>

Totals may not add due to rounding. Figures have been escalated to account for inflation.

Under this scenario, the cost to operate the twin pad arena is forecasted to be \$719,000 in 2021/22 and rising to \$859,000 in ten years' time. While labour expense is the most significant cost item, it is expected to be less than operating two single pads at different locations. Utilities and arena operations are also expected to be less than the renovate ACC option in 2021/22 and thereafter are expected to increase in accordance with ice utilization and inflation.

#### Net Performance – NDCC Twinning Option

In combination, the cost economies of a twin pad plus their augmented revenue opportunities enhances its ability to result in superior financial performances compared to two single pad facilities. This is projected to be the case if the Township were to pursue the NDCC twinning option. The 2021/22 season is expected to require a subsidy of approximately \$77,000. By 2025/26, the twinned facility is projected to achieve almost a breakeven position and then produce a slightly positive net position before returning to near breakeven (loss of \$2,000) by the end of the projection period.

**Table 20: Net Twin Pad Performance – NDCC Twinning Option**

<b>NDCC Twinning Option</b>	<b>2021/22</b>	<b>2025/26</b>	<b>2030/31</b>
Costs	\$719,000	\$778,000	\$859,000
Revenue	\$642,000	\$776,000	\$857,000
<b>Net Subsidy</b>	<b>\$77,000</b>	<b>\$2,000</b>	<b>\$2,000</b>

Totals may not add due to rounding. Figures have been escalated to account for inflation.

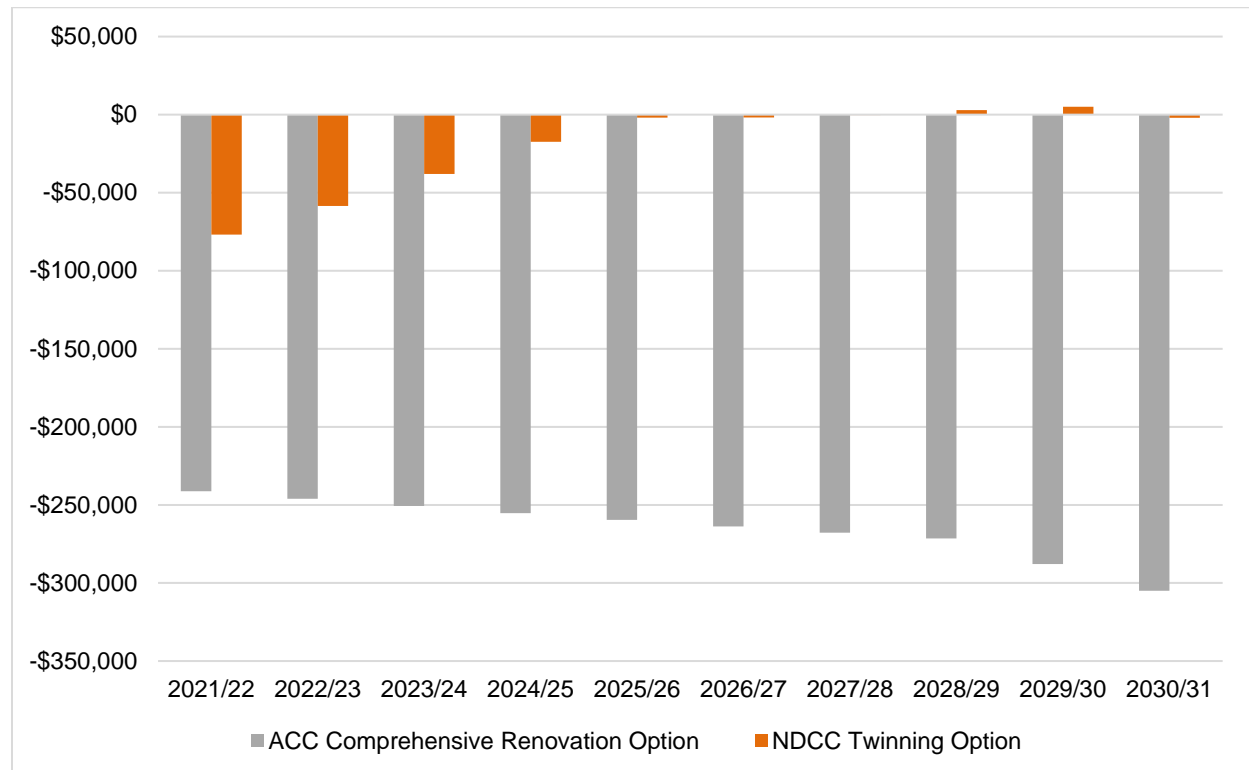


**The net subsidy required to support the NDCC Twinning Option (consisting of one twin pad arena) declines from \$77,000 in year one to \$2,000 in year ten.**

### Summary of Financial Projections

The following chart contains a summary of the financial operating projections noted above. The years illustrate the potential net performance of each option over time, assuming that the capital improvements are made in the year prior to which they are shown.

**Figure 17: Projected Net Performance of Each Proposed Option**



Figures have been escalated to account for inflation.

## **6.4 Funding Considerations**

Preliminary capital estimates and funding scenarios for both arena options have been discussed by Township Council and are included in the municipality's long-term capital forecast for the years 2024 to 2026. This report is intended to inform Council's decision to carry one preferred project forward.

Given that the scope of the project is larger than the Township's current financial reserves and development charge funds, other sources of funding will be required to cover the full cost of the facility's development. These may include (but not be limited to) grants, debt financing, user fees and capital surcharges, partnerships and sponsorships, fundraising and/or other initiatives. Several of these items are discussed in more detail below.

### Reserves

On occasion, municipalities may decide to set aside monies accrued from tax dollars or other revenue sources for special projects, such as the development or expansion of a specific community facility or park. In addition, annual lifecycle reserves that are earmarked to fund the maintenance and state-of-good-repair of existing facilities are becoming more common. An asset management plan serves to identify all of the capital assets, their current condition and when the asset or components should be



refurbished or replaced. While the Township of North Dumfries does not have a specific facility reserve for this project, a general reserve does exist.

### **Development Charges**

Development charges (DCs) collected from the development community can be applied towards recreation facilities required to meet growth related needs. We understand that the Township expects considerable future development and, therefore, this fund will grow over time. It should be noted that DCs cannot be used to fund replacement infrastructure offering the same level of service, which would generally apply to ACC comprehensive renovation option; thus, alternate sources of revenue will be required should the Township pursue this development scenario.

### **Grants**

Municipalities often seek financial support from senior levels of government for major municipal capital projects. In 2017, the Federal budget made commitments towards infrastructure investments in the recreation sector through the “Investing in Canada” Plan and, in partnership with the Provincial Government, the Community, Culture and Recreation Infrastructure funding stream opened in 2019 (with up to 73.33% support for eligible municipal projects over a ten-year period). The first intake of this program has closed, but more are currently anticipated. While the presence of an approved Business Case is often a requirement to securing grant funding, additional staff resources may be required to assist with monitoring and applying for grants.

Other opportunities may be available through ongoing government programs such as the Federal Gas Tax Fund, which provides municipalities with a long-term funding stream that can be used for the construction and rehabilitation of core public infrastructure, including roads, bridges, drinking water and wastewater infrastructure, and recreational facilities (e.g., trails, bike lanes, etc.).

### **Financing**

The final funding option would be to finance the development – however, this is the most expensive alternative. We understand from municipal staff that the Township has sufficient borrowing capacity to finance the project; however, the borrowing capacity can fluctuate on a month-to-month basis depending upon the number and scope of major capital investments undertaken by the municipality in the future. Notwithstanding, it would not be prudent to use all of the Township's debt capacity on one project.

Other than the capital cost of the project, the two key variables that determine the cost of financing a project are the interest rate and the term of the amortization period over which the project is financed. Interest rates are largely dictated by the prevailing economic conditions and the associated lending rates.

Municipalities choose amortization periods based upon their financial capacities to handle capital repayment schedules as well as the nature of the project that is to be financed. Frequently, these decisions are tied to the anticipated useful life of the capital project. In general terms, arenas have useful lives of 30 or more years. Consequently, an appropriate amortization period would be up to 20 years.

Based on a conservative municipal borrowing rate of 3%, the cost of borrowing would be \$159,000 (if repaid over a 10-year period) to \$331,000 (if repaid over a 20-year period) annually for every \$1 million borrowed.

**Table 21: Annual financing cost implications, per \$1 million**

<b>Capital Cost per \$1 million</b>	<b>Amortization Period</b>		
	<b>10 year</b>	<b>15 year</b>	<b>20 year</b>
Annual Capital Repayment Cost	\$116,000	\$83,000	\$67,000
Total Capital Repayment Cost	\$1,159,000	\$1,243,000	\$1,331,000
Total Interest Cost	\$159,000	\$243,000	\$331,000

Totals rounded to nearest thousand

### **User Fees & Surcharges**

User fees for individual drop-in and organized activities represent a small portion of revenue generation for arenas and multi-use space, and typically accrue to the operating budget. Occasionally municipalities – including the Township of North Dumfries – will establish a capital surcharge added to the rental terms in order to offset higher-order facility improvements (e.g., scoreboards, etc.) or long-term capital replacement projects. In this way, those that benefit directly from the facility's operations can contribute to its maintenance and/or improvement. As rental rates typically remain within a range influenced by facilities in the surrounding region, surcharges (if employed) are typically nominal, but can accrue over time.

### **Partnerships & Sponsorships**

Partnerships are discussed in more detail in the following section.

### **Fundraising**

The capital and ongoing operational costs associated with the project are substantial, and will inherently place pressures on the municipal budget. Seeking assistance from the community to contribute resources towards the construction of the facility can be an effective way to provide services and spaces that are truly desired by residents. The Centre for the Community Group has expressed a willingness to participate in fundraising for the project and has approximately \$0.5 million in reserve (placed in trust with the Cambridge and North Dumfries Community Foundation) earmarked for the addition of a second ice pad at the NDCC; this group successfully raised approximately \$2 million toward the initial construction of the NDCC and development of Cowan Park.

Capital fundraising is most effective when there is a clear purpose and target. The purpose can be best expressed when the schematic design has been completed. At this point there is sufficient clarity in the building plans that renderings and realistic artist's impressions can be provided. People can see what they will be getting. Also, at this stage there is greater certainty about the cost of the facility. The Township should determine what portion of the project costs it can fund and what portion should be contributed by the fundraising campaign. This defines the project objective and the funding target.

Successful fundraising campaigns rely on an influential and broad-based Fundraising Committee with political and administrative representation from the Township. The balance of the committee may be members of the community that are likely to make a significant contribution or to be able to influence others to make donations. Consideration should be given to presidents of community organizations such as the service clubs along with major local businesses. The composition of the Fundraising Committee will depend largely on the personal networks and the momentum that can be leveraged behind this project.

The Fundraising Committee may be supported by expert fundraising consultants who can assist the committee to develop a strategy and assist with the execution of that strategy. The strategy may include a timeline that articulates the various steps of implementing the plan (e.g., assessing potential donors, seeking contributions, planning fundraising events, etc.) while also articulating the time and resources

(e.g., human, financial, organizational, etc.) which are required for the campaign, including resources being spent on fundraising activities. The strategy should also assess the target market for donations (e.g., residents, older adults, families, businesses, etc.) and the degree of assistance that is required to implement the campaign (e.g., the number of staff, volunteers, project management specialists, etc.).

Typically, fundraising strategies operate in a quiet phase at first where significant donations are solicited by personal appeals. This phase usually generates about 60-80% of the total fundraising target. When the target for the quiet phase is achieved, the active public phase begins – already showing the significant momentum of the quiet phase. The strategy must also define the target fundraising level that will allow construction to start. It is entirely feasible to continue fundraising during construction, particularly for initiatives such as engraved pavers or other donations specifically tied to the building construction.

Throughout the campaign, regular reviews of the progress and ability to meet milestones will need to be conducted. For example, the ability to offset expenditures (e.g. variable and fixed costs, direct and indirect costs, etc.) with income streams (e.g., grants, loans, sponsorships, individual donations, receipts from fundraising events, etc.) should be evaluated in order to determine if focus needs to be placed on cost reducing alterations. Furthermore, combining traditional fundraising activities (e.g., door-to-door visits, raffles, bake sales, etc.) with newer or more creative endeavours (e.g., online fundraising programs, community gala, etc.) can diversify where income is being received from.

The success of the fundraising campaign will depend ultimately on the creativity and dedication of those involved (i.e., the Fundraising Committee, municipal staff and community volunteers). The ability to successfully solicit donations is largely relationship-based; developing relationships with major partners/donors, interaction with individual residents, planning innovative and fun fundraising events, etc. is central to the success. Those who contribute towards the project need to feel that they are integral to its success.

## **6.5 Partnership Considerations**

Staff input and our review of the ice use profiles of North Dumfries' two existing arenas suggest that the Townships' ice users generally prefer the North Dumfries Community Centre over the Ayr Community Centre. Further, the Township's ice allocation policy provides that "all games will be accommodated at the NDCC where possible, based upon availability of said ice requested. Any organization regularly holding practices during prime time at the NDCC may be relocated to a similar time at the ACC if the time is needed to accommodate games for any other organization". As a result of this allocation approach as well as underlying ice user preferences, the vast majority of unused ice within the municipality is at the ACC and largely in non-prime time hours, followed by weekend prime time hours.

Based upon the continuation of two ice surfaces serving the North Dumfries community – i.e., the ACC remains in use or the NDCC is twinned with a second ice surface – the municipality may have a surplus of ice. Ice use projections suggest that this surplus would exist until population growth in children and youth cohort results in demand for approximate 3,300 prime time ice hours during the winter ice season. It would therefore be possible to enact creative ice use strategies to ensure that as much of prime time ice time is utilized to its full potential.

In response to this over supply situation and to maximize ice related revenue, the municipality could explore renting blocks of ice time directly to user groups from surrounding jurisdictions or through a partnership agreement with one or more neighbouring municipalities. Additionally, the Township could consider developing and delivering ice related programs that would be promoted to residents of North Dumfries as well as individuals from neighbouring jurisdictions. For example, developing ice sport leagues that fill current service gaps – such as women's hockey – may be attractive to both local residents as well as ice users from beyond municipal boundaries.

Although researching the ice supply/demand ratios of neighbouring jurisdictions is outside of the scope of this study, we are generally aware that municipalities in close proximity to the Township (e.g., Cambridge,

Blandford-Blenheim and Brant County) have similar ice supply/demand circumstances (i.e., there is some capacity to make better use of prime time ice time). Therefore, in the short term, it is reasonable to assume that there is no or (at best) limited demand for additional ice time from outside North Dumfries. However, this situation could change if Kitchener delays the construction of a planned new ice facility in its southwest growth area. It would therefore be advisable for North Dumfries officials to remain apprised of Kitchener's arena development plans.

If the ACC ice operations were to be wound down or the rink experienced a catastrophic failure (e.g., significant ice plant breakdown) and the arena was not replaced (either at all or before the NDCC could be twinned) the Township would experience an undersupply of ice time. This situation could be mitigated using a combination of several partnership strategies.



**If the ACC ice operations were to be wound down or the rink experienced a catastrophic failure (e.g., significant ice plant breakdown) and the arena was not replaced (either at all or before the NDCC could be twinned) the Township would experience an undersupply of ice time. This situation could be mitigated using a combination of several partnership strategies.**

North Dumfries could negotiate an ice purchase agreement with one or more municipal neighbours in blocks of prime time ice equivalent to the hours of unmet demand. This may be challenging as most of the available hours in other jurisdictions are in the shoulder or non-prime time periods, meaning they are less desirable hours from a user's perspective. However, it would be advisable for the municipality to at least have exploratory conversations with neighbouring jurisdictions to determine what could be possible if the Township found itself with an unanticipated ice deficit situation. At the moment, Blandford-Blenheim would seem to be the most likely candidate with some available ice time in its inventory of existing arenas.

As is the case in most relationship development discussions, it is always easier to reach consensus on potential solutions while in a state of relative calm rather than being forced to react quickly while circumstances are in disarray after experiencing a sudden unexpected extraordinary event. Therefore, early discussions with other jurisdictions about potential solutions addressing "hypothetical ice time shortfalls" would be advisable.

In the absence of purchased replacement ice time, the Township could work with its user groups to find reasonable and amicable solutions to an ice undersupply situation. For example, a more stringent application of the Township's ice allocation policy may prevent certain adult groups from accessing prime time ice, thereby freeing up additional ice for youth groups that are higher on the list of allocation priorities. Additionally, ice user groups may be encouraged to collaborate to increase efficiencies in utilization such as shared practices or adjusting programming such that less hours are required to meet an organization's needs. Again, these creative solutions are more easily addressed as "what-if" possibilities or "just-in-case" alternatives in advance of an unforeseen event.

## 6.6 Special Considerations – The Benefits of Multi-pad Facilities

As the Township plans to invest in its arena infrastructure, it is important to develop a strategic approach that is aligned with community priorities. One objective should be to design facilities that provide appealing spaces, features and amenities and that respond to a broad range of activities.



**Multi-pad arenas and multi-purpose facilities – the scenario that is proposed under the NDCC twinning option – are typically better able to meet community and individual needs and the Township’s overall objectives than single-pad arenas and single-use facilities. As described below, these factors are not all monetary and deserve special consideration through this study.**

### 1. Multi-pad arenas and multi-use facilities can be transformational

Arena facilities represent a significant monetary investment. When done right, they can help to address broader economic, health and social outcomes ranging from sport tourism to community revitalization and beyond. Investment in recreation facilities should be part of a larger vision for the Township as this can provide significant benefits to the local quality of life and economic success. Quality recreation opportunities are known to be key factors that attract and retain residents and business.

### 2. Multi-pad arenas are more efficient and provide value for money

On a per square foot basis, larger facilities and multi-pad arenas are typically more cost efficient to build and operate than single pad arenas due to economies of scale. As is the case in North Dumfries, this impact is magnified when one larger facility is compared against two smaller ones as the larger single facility offers superior efficiency in use of land/space, staffing and operations.

Operationally, multi-use and multi-pad facilities allow for efficient use of resources for facility operation as the staffing complement between a twin pad and a single pad is very similar; support spaces (reception, lobby, parking, etc.) are also maximized in larger facilities. Modern facilities are also more energy efficient and require less short-term maintenance.

### 3. Multi-pad arenas can serve more people and serve as community destinations

The effectiveness of any recreation facility is highly dependent on its location, design, offerings and management. Multi-use and multi-pad facilities offer a critical mass and vibrancy that attracts users at a higher rate. As “one-stop shopping” destinations that respond to a broad range of users, their usage is greater than the sum of the parts. Facilities with spaces and activities that generate usage throughout all hours of the day tend to attract the greatest number of users and can serve as important community destinations.

### 4. Multi-pad arenas attract tournaments and events

Multi-pad arenas are better positioned to attract and host events and tournaments, which can boost tourism and enhance local program and sport development. Residents can take pride in their recreational facilities as they invite groups from afar to visit North Dumfries and make use of first-class facilities.

With many other municipalities in the province having recently invested in new and expanded facilities, there is substantial competition for sport tourism, economic development and growth. Sustainable, functional and attractive recreational facilities would help to position the Township to maximize its potential.

5. Multi-pad arenas and multi-use facilities are better equipped to serve all ages and abilities

Multi-use facilities allow for a wide variety of spaces and activities that respond to a broader range of residents, as well as greater potential for barrier-free spaces and quality public spaces. For example, ice organizations are seeking space for dryland training to supplement their on-ice program and for pregame warm-up – gymnasiums, dry pads, fitness rooms and multi-use activity spaces allow for this.

Through their inclusive and intergenerational spaces, larger facilities allow for cross-programming, allowing for multiple family members to participate at one time (e.g., skating, walking the track, drop-in activities, programs, etc.). A lack of free time is a persistent barrier to participation and multi-use facilities are an effective mitigating measure as they offer multiple opportunities for people of all ages (often simultaneously, which is a key benefit for families that are time-pressed).

6. Multi-pad arenas can support longer operating hours

Due to their higher utilization rates and economies of scale – combined with the desire to maximize the municipality's investment – the hours of multi-pad and multi-use facilities are often longer than those in smaller facilities. Week-long and year-round usage is more common, with hours extending to midnight in some arenas. Extended hours help to respond to the desire for self-scheduled recreation and for those that are seeking hours beyond prime-time. With irregular employment hours becoming commonplace, multi-use facilities can help to address the "lack of time" barrier.

7. Multi-pad arenas offer more opportunities for year-round use

Most older arenas like the ACC are used for approximately six months of the year and sit vacant for the summer months as they are not designed for warm-weather use. However, some arenas have the potential to provide access to a broader range of recreational and community activities that can be enjoyed by people of all ages, abilities and interests year-round. The role that these facilities play in the community can be amplified through various upgrades, programs, events and community involvement, making them true multi-purpose facilities. Most municipalities are designing new arenas as multi-pad facilities combined with other spaces – such as halls, gymnasiums, activity rooms, and partnered spaces, as is the case at the NDCC.

8. Multi-pad arenas can foster co-located services and partnerships

Larger facilities create a critical mass that can also enhance the attractiveness of private sponsorships, concessions/retail sales and leased commercial spaces, offering opportunities to improve revenues streams if desired. They are also appealing to social services and agencies, such as child care, public libraries, health services, and other governmental and non-profit agencies, encouraging them to co-locate under one roof to serve the needs of the community. This was a key objective behind the initial development of the NDCC.

9. Multi-pad arenas are more flexible and responsive to changing trends

The extra space afforded by larger facilities translates into improved flexibility for changes season-to-season and year-to-year as trends and programming needs evolve. Combined with the application of contemporary standards and thoughtful design, this increases the facility's relevance and longevity. From an arena perspective, flexible multi-purpose spaces are highly desirable for dry-land training, tournament support and meetings. The most common amenities that users typically request for flexible spaces include storage, durable flooring, kitchen access, and expansion potential.

10. Multi-pad arenas promote physical activity, social wellbeing and inclusion

Communities are increasingly placing a priority on robust, highly functional public spaces that are fully accessible. The Accessibility for Ontarians with Disabilities Act, 2005 (AODA) requires that municipalities



remove physical barriers within municipal facilities by 2025, particularly with respect to entrances, elevators, washrooms, etc.).

Modern recreation facilities contain multiple high-capacity components, large public space lobbies, well lit spaces with access to natural light, energy efficient systems and access to outdoor spaces. These amenities help to maximize the user experience. The provision of common areas and casual use spaces such as walking/running tracks also helps to increase visits during non-peak hours as residents use the facility to meet friends or as part of their daily routine.

These benefits extend beyond recreation and sport to outcomes involving community engagement, social connections and personal health, wellness and physical activity for all residents. Multi-use facilities also attract a more diverse customer base, fostering understanding, awareness, connectedness and reduced isolation.

As older adults and seniors become healthier and fitter, existing facilities will struggle to meet the programming needs of everyone within this age group. The diversity and multiplicity offered by larger multi-use facilities creates an excitement and vibrancy that is not normally achieved in single purpose facilities.

## **6.7 Recommendation & Implementation**



**Based on the preceding analysis, it is our recommendation that the Township pursue the NDCC twinning option. This option provides the municipality with a much-needed second regulation-size ice pad and capitalizes on the many external and internal benefits associated with operating a twin pad and multi-use centre.**

**While the initial capital costs of this option are higher, this is offset by the improved annual operating performance and greater potential for capital fundraising. Adding a second ice pad to the NDCC is the option most supported by residents and is the superior long-term solution to addressing the Township's arena needs.**

**The Township should begin planning for this project in the short-term, with the intent of having the facility open no later than 2025. Options for re-purposing ACC (which should be closed as an ice venue when the new pad opens) should be evaluated in the interim.**

The ordered tasks below are intended to guide the Township of North Dumfries in the development of the proposed arena project using a conventional Design-Bid-Build (DBB) delivery methodology (which is the most common project delivery method, though others may be considered by the municipality such as design-build, integrated project delivery, etc.).

- 1) Decision of Preferred Capital Project – the Township will select a preferred option (invest in either the ACC or NDCC) and identify an order of magnitude cost estimate in its long-term capital forecast; interim asset management and financial management decisions will reflect this decision

- 2) Acquisition of consultants – assuming a DBB method, an RFP may be issued for a project manager to provide services through the life of the project; the project manager would develop a procurement strategy and lead the procurement of other consultants, including an architect for preliminary design
- 3) Functional program – the general recommendations of this study will be further elaborated to define the specific requirements for the facility; typically defined by an architect
- 4) Schematic design – includes floor plans and elevations and shows the character and materials to be used in the building
- 5) Allocation of funds – the project budget is re-assessed to make a determination of how, and when, to proceed; this is an appropriate stage to commence fundraising efforts
- 6) Construction document preparation – includes design development and the preparation of tender documents, sufficient for preliminary site plan approval; on completion of the tender documents a pre-tender Class B estimate to within 10% of the contract cost can be developed
- 7) Tendering and award – tender documents are issued and interested general contractors (or pre-qualified bidders) develop submissions and pricing, which are formally evaluated by the Township and its project manager; the lowest priced bid that meets the tender requirements may be awarded the contract
- 8) Construction – the successful bidder will construct the project in accordance with the construction documents, with significant oversight from the Township and its project manager
- 9) Commissioning – this process ensures that the Township's requirements are incorporated into the design, are built, and are configured to produce the required result (often achieved with the assistance of a Commissioning Agent); move-in follows, which can require considerable advance coordination
- 10) Decommissioning – should the Township decide to close the ACC as an ice venue, decommissioning of the ice plant will be required once the replacement arena opens; decisions around future repurposing of the ACC should be considered in advance, with input from the community

**The implementation process for this project will take a minimum of three years** given the need to receive final approval, to secure funding, to establish partnership parameters (if applicable), to complete the design and tender process, and to construct/reconstruct the facility.

## **Appendix A: Public Consultation Input**

See following pages.

**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
I have tried to call on numerous occasions to attempt to rent ice with constant barriers or shut down. The customer service is not well to paying customers or residents of the community. Example #1 - I did not have insurance. However, when I have rented in the Village of Oakville, there is an option to purchase a insurance package. Example #2 - Residents should have access to online booking, again, very similar to other communities. Presently, we call and if we get a call back or an answer, majority of the time the answer is the rink is down for maintenance. Example #3 - Costs at non peak times are very unrealistic and drastic in terms of cost compared to
I don't enjoy ice skating but prefer swimming.
We already have an arena that is not being used at full capacity. We don't need two pads, given that hockey is not growing in our community. The numbers haven't changed from when I played hockey in ayr, to when I coached hockey in ayr. If the ayr centennials believe that they need more practice then they should front that money. This arena was built by the people for the people, not the centennials. This money would be better placed in a different

**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 sanctioned competitive, recreational play, and training for minors. They should be approached to consider</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</p>
<p>1. Utilization of the arena's with summer sports, ie. lacrosse, basketball, etc. 2. Community run summer/march break/ PD day camps. 3. Programs for seniors throughout the year 4. Two Ice pads limits doubling up on equipment and staff (zamboni's, ice staff)</p>
<p>Youth space/room a separate space for admin offices...</p>
<p>I do not believe there is a need for the Township to have another ice pad surface. I strongly urge they close the ACC to save in costs. The ACC has very little ice usage. The current NDCC is not being used at capacity. Many hours during the day the ice is empty. Alternatives such as keeping the ice in throughout the summer on the one pad would be cheaper than having a new ice pad built, or keeping the ACC open. The ACC should not have ice in</p>
<p>The addition of a pool rather than a second ice pad would be fantastic. I would be lane swimming or doing aqua fit in our township pool every day if it was available. My 3 kids went to Cambridge to swim with the Cambridge Aquajets swim team. With the growth of our community from all the new houses being built a pool would welcome</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 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 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 oftown, 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 utilise it as a private sports complex would be a good way to off set 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.

The concession stand is never open and the prices are way higher than 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.

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.

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.

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.

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
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.
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.
When this study was done years ago, a pool was the most needed for the Township.
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.
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
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.
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.
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 sighted 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.
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.
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.
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 .
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!!
The township needs larger parks to accommodate larger kids, not every park should be built for a preschooler
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.
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.
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.
With projected population growth in the community, the second pad at one location would make sense fiscally and from a social community aspect all at one central location.
I believe we have plenty of ice time available for our kids to play hockey. Both of my sons grew up playing hockey at the ACC and had lots of practice and ice time. With the beautiful new arena we have built all the minor hockey teams should have lots of ice time available.

<b>ACC COMPREHENSIVE RENOVATION OPTION: How would your use of arenas be impacted if the Township elects to support this option?</b>
As of right now I have 3 kids in hockey and Ayr and I am constantly running between the 2 arenas which is ludicrous. So much easier to have all ice at one location. Save on time money and please do not consider renovating the old ACC
Beneficial of teaching my two young sons to swim. We love going down to visit the river at pipers glen but can be so dangerous without knowing how to swim.
Could possibly have both my kids at the same arena playing instead of trying to navigate two separate ones. Old arena has been expired. Ice surface too small.
Demolish the ACC ice and develop a public pool.
Enough ice arenas - we need swimming for all ages, all fitness levels.
Everything would continue as things currently are.
I believe it would be too costly to renovate this old facility.
I do not use the arena because I do not do hockey.
I don't think it's necessary
I don't use arenas
such a small town, a swimming pool would be much more beneficial and useful to EVERYONE and not just cater to hockey families.
I have no use for a rink and would prefer a pool.
I would be able to make use of local facilities for myself and my children. We don't use ice rinks so there is no use for us to use the current community facilities.
I would continue to use only the NDCC ice pad
I wouldn't as we don't play hockey
Indoor pool. We have enough ice rinks ....this town does have non hockey families who don't own pools (I know hard to believe right???). Desperately need in town for swimming lessons etc
Instead of a twin pad a pool would add exercise, in town swimming lessons & lifeguard jobs in our community.
It looks like even with renovation, the ACC would have a smaller pad size. This would limit its usage for games and tournaments. Also there is still the parking issue and overall not a lot of space for dressing rooms.
cheaper option in the very long term, if the decision is made to rehabilitate the ACC, user groups will still use it to have access to the needed ice hours.
It won't as I currently don't use either arenas
It would be nice to have an arena hub rather than two separate rinks. Parking at the ACC isn't ideal and the teams that depend on 2 ice surfaces would be disrupted during the ACC repairs whereas the ACC could be closed down once construction is completed with a twin pad at the NDCC.
It would not be.
It wouldn't change much.
it wouldn't
it wouldn't affect our use at all. We are not a skating or hockey family at all.
It's a horrible suggestion. Everything should be in one central location.
More use. It appears the cost of ice rental will be less than a new ice pad.
My family and kids would use it quite often. My family and my daughters are not into hockey at all, and I think we need to have other options for families who are not into Hockey.
My family likely won't be making much use of the ice
My family won't support.
My family would love have a community pool In town.
My kids (3 of them) could use a local pool for swim lessons as well as the ice pads that are already in the township.
My kids don't participate in ice sports. So there is no impact to our family. A pool would be more beneficial.
My son plays hockey.
money would be better spent diversifying the sports and activities available to the children and people of north dumfries.
No impact

<b>ACC COMPREHENSIVE RENOVATION OPTION: How would your use of arenas be impacted if the Township elects to support this option?</b>
No impact
No impact other than higher tax losses.
No impact.
No impact
None - The two arenas we have are enough. Currently as the population ages, and new people starting families, a pool would provide YEAR-LONG revenue both for people with and without home pools. This would also provide a low-impact exercise opportunity for aging seniors and those with disabilities.
None. No one in our family skates or plays hockey
Not a hockey family
Not at all
Not at all. Paying taxes for something I will never use.
Not worth the money. I've is too small is below regulation size.
Opportunity for a Seniors Hockey League. As player who have been active participants in the Ayr Sportsman Hockey League and others become older, this is an opportunity to stay physically active in a over 55 age league. I will be investigating forming such a league in the next year or two.
Our family does not play ice sports to use the ice recreationally. It would be nice to have non-hockey families considered in planning recreation activities for our community. A public pool would have a much broader use.
Our family doesn't use ice rinks.
Pay for the first new rink before spending money on a second. Close the old arena. No one knows what the future holds for in door sports. Don't waste money on more studies
Probably not really impacted at all.
Put in a pool. Does everything have to be hockey? Can we be an inclusive community where ALL children and families can enjoy and AFFORD services and activities ?
Reduction in icetime during construction.
Small grandchildren
aspects of comfort and facilities, it falls short. Being a multi user family running back and forth between arenas can cause scheduling problems.
There should be a community pool to provide lessons, employment for lifeguards, community Family connections Point etc. There is no where close by and we could certainly benefit from this more than another ice rink
This would be the worst option. That is valuable land that can be sold. 2 ice pads in different locations makes it difficult for parents, requires 2 of everything. Hosting tournaments are difficult too. Do NOT sink any more money into the old ACC. It has served its purpose. All money should go to a twin pad at NDCC.
We currently only participate in the free skates or to use the walking track.
We don't use it now.
We dont use that arena. My son plays for Cambridge
We wont use 2 arenas if we barely use 1.
We wouldn't use it at all, we are not a hockey family.
difference.
With the often poor quality of ice at the ACC, I foresee ongoing or increased risk of injury for participants, specifically the hockey group I play with. This year, due to lack of ice times, many from my group have been forced to join leagues/groups outside of the Township. A neighbouring small town has much nicer and cleaner facilities (especially change rooms and showers). Also way cheaper ice times. This could cause me and the group I play
Won't use acc. Prefer ndcc. This building is not in a good location and would like to see it used for something else.
Won't use it at all
Would depend on how the ice is assigned/divided up. Would not be an option for me as the change rooms aare small. Seating for audience is very uncomfortable and not safe. Ice surface is poor. Structure is declining
Would not affect our household.
Would not really change. However it would be disappointing to have to continue to play on the very small ice surface. It would also be a larger cost to the Township and taxpayers to operate two separate facilities rather than both rinks at the same facility. There are significant repurposing opportunities for the ACC that can provide



**NDCC TWINNING OPTION: How would your use of arenas be impacted if the Township elects to support this option?**

A community pool would be a great addition to the complex.
Add a pool and another ice pad
Again I do not use the ice. I would use a pool
Arena use increased as everything is in one location, easier to staff and for volunteers helping at multiple levels.
As a family we rarely use the arenas with the exception of the parent and tot and family skates.
Brilliant suggestion. Everything and everyone is in one location.
Cleaner, safer facilities would bring more attention and more use
offer more tournaments.
hosted in Ayr.
Have more use if there was a pool
I don't use arenas
I expect that as a family we'd probably spend more time at the rink if there were decent amenities, maybe even a spot where you could order food and watch hockey at the same time.
I fear that it would reduce the chance we would get a swimming pool at NDCC
I have no use for the rink and would prefer a pool.
I hope it would be enhanced. I use senior skate at NDCC . I would appreciate more time slots for this activity as I cannot always attend during the one time offered.
I know that twinning the NDCC will allow me to save on time driving back and forth to he old arena. This is evident so many times with 3 kids in hockey and each at alternating arenas at the same time.
I might be interested in renting more ice knowing that the larger ice surfaces are available. Similar to my comments above, it makes greater sense in the long term to have both arenas at the same location rather than duplicating some
I think with multiple families with multiple children who play hockey, this just makes the most sense.
additional arena.
the future
I would prefer a pool. The public skating that is available now is sufficient for my needs since we are not hockey people.
more.
I wouldn't ask we don't play hockey
It will not be impacted. The simple fact is that Ayr requires 2 ice pads. While twinning NDCC seems like the cheaper option in the very long term, if the decision is made to rehabilitate the ACC, user groups will still use it to have access to
It would be a fantastic hub of activity and a central location for all sports in the Township. It would allow us to continue using the ACC until construction of the twin pad was complete and teams/kids would not be disrupted.
It would be easier when we have 2 kids with overlapping ice time - now there is a lot of running back and forth and we miss some practices. I would assume this option would increase our ice usage.
It would provide more ice time availability and ability to use the NDCC facilities for more than just one ice time use. I would definitely use this option.
It wouldn't as I currently don't use the arenas.
It wouldn't we only use the arenas for free skates a few times a year.
-less confusion as to which arena my kids are supposed to be playing at -my kids have the same sized rink for every ice time (good for conditioning, and for consistency for practices as most arenas that we visit to play at are now are larger, the scale for drills would be the same for practices and games) -I can use the wifi and do work at the NDCC while my children are on the ice (post COVID) -with multiple kids, going between arenas for drop off and pick up can be tricky,
Less traveling between 2 places with having multiple children in 2 places at once.
Loading up the family for possible figure skating and hockey all in one place would be amazing. This option to me is a very positive move into the future. Our current rec hockey league time slot of 11:00pm leaves alot to be desired.
May or maynot
Much better to have twin pad. Better concession revenue, better for tournaments, much better option.
My children would take swimming lessons and stay fit throughout the winter, we don't play hockey
My family likely won't be making much use of the ice
My kids don't participate in ice sports. So there is no impact to our family. A pool would be more beneficial.
My son plays hockey. This is a bright , much more welcoming arena to walk into. Having two ice pads would be better for players since the ACC ice pad is not a regulation size. For parents if they have multiple children in hockey or skating, it would be easier for getting them to practices and picking them up if the ice pads are at the same spot. There is more room in the NDC dressing rooms, hall, etc for multiple teams to be at the arena at the same time, or during the overlap of a finishing up after a game/next game staring. The ACC is very cramped, not much room for people waiting for players

NDCC TWINNING OPTION: How would your use of arenas be impacted if the Township elects to support this option?
My use wouldn't be affected. Adding another ice pad to the NDCC is short sighted and wasteful. The money would be better spent building a pool and/or a gymnastics/dance facility in order to diversify the sports and activities available to all
Nicer facility including cleaner, nicer change areas. Barrier is still getting reasonable ice times, so it may not make a difference if it's a new twin pad or the old but renovated ACC.
No impact
No direct affect.
No impact
No impact.
No significant impact. Could run tournaments/competitions easier. Would also save me some hassle when kids are at different arenas at the same time.
None - Current setup is great for games and practices as well as tournaments.
None , nobody I'm our family skates or plays hockl
None, we don't use arenas
Not a hockey family
Not at all - not a hockey or skating family. Seeking more activities like swimming or tumbling.
Nothing. Paying taxes for something I will never use.
One location for two ice surfaces makes it easier for parents. No complaining about which organization/group gets the 'better' ice surface. Makes tournament organization easier.
One spot hockey/services. Improved parking and safety. Larger change rooms and options.
Opportunity for a Seniors Hockey League. As player who have been active participants in the Ayr Sportsman Hockey League and others become older, this is an opportunity to stay physically active in a over 55 age league. I will be investigating forming such a league in the next year or two.
Our family does not play ice sports to use the ice recreationally. It would be nice to have non-hockey families considered in planning recreation activities for our community. A public pool would have a much broader use.
Our impact would be beneficial for my entire family who would all be getting better schedules of ice times and better amenities in one complex.
Put in a pool. Does everything have to be hockey? Can we be an inclusive community where ALL children and families can enjoy and AFFORD services and activities ?
a mask.
This is the best option. Keep everything under ONE roof. Reduces expenses.
This would be the most viable option as the area was engineered to be "twinning" from the get go.
-tournaments would be easier to run if both playing pads were at the same location -equipment is at the same location - sharing the same location would benefit coaches/trainers in helping out at multiple ice times -same sized ice surface allows for better sharing of practice times, more efficient use of rental hours -can use this pad for games as well -less
We don't use it
We won't support. It's time to think out of the box and quit focusing on ice rinks only. Try supporting other sports options and the growing families moving here. This can't be all one sided. Try a fitness facility that offers a gym, pool,
We would hope that the township would consider a pool options for our kids who dont play hockey to take lessons, our seniors to have water aerobics, family swims etc.
We would not use it at all, we are not a hockey family.
we would use it at least twice a week, right now we don't use the arena at all!
We would use the facility all the time if there was a pool. Currently we only go for free skates and occasionally yoga.
What will be the cost of renting ice time?
Won't use it all
Would strongly recommend this as the best option. Convenient, up to current standards, accessibility is great. More opportunities for the township.
Yeah, that's cool

**Other Options to Consider (please specify)**

## A community pool

A pool please, not all ayr residents play hockey, some diversity would be good for the community

A pool, we don't need another ice pad. Not every kid plays hockey in Ayr

A second arena is not required. A new tennis court or pool would be better

## Add a pool!

## Add a swimming pool

## Adding a pool to the NDCC

## Amenities like pool in lieu of another arena

welcome the opportunity to take swimming lessons, aquatic classes, or do competitive swimming. I understand this requires staffing and a whole other host of concerns, but focusing so much on arenas is ignoring a big chunk of the community. Many of us want to do swimming, and have tried going to Cambridge, but driving out there can be time prohibitive sometimes. My kids would be so much more active with a pool in ND. Maybe this is the wrong forum to provide this feedback, but I really believe it is needed. Kids feel so left out when they are not part of the hockey crowd, and building more arena space just makes them feel less interested in staying active when there aren't a ton of realistic options for them in Ayr.

Ayr needs a community pool

Build a pool

Build a pool

Build a pool

Community pool

Community pool

Community Pool

Community pool

Community Pool

Community swimming pool

## Convert one facility into a pool

How about neither

I believe there should be an indoor swimming pool built at the NDCC

# hockey player.

ice time users.

Indoor pool

Indoor pool

invest in a pool instead

No ice pad. Put in a pool

No need for more ice rinks, would love to see a community pool instead!

No second rink.
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Please consider a pool! Our children need oppertunities for swimming lessons!

Please consider adding a swimming pool instead

Pool

Pool

Pool
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Pool
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Pool
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Pool
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Pool
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Pool
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Pool
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Other Options to Consider (please specify)
Pool
Pool
Pool
Pool
Pool! Currently have to go to out of town and you also pay a premium for being out of town.
Pool.
Public pool
Public Pool
Public Pool
Public swimming pool
Put in a pool. Somewhere. I don't care which arena. Not everyone plays hockey. This is not an inclusive community objective. Having a pool will increase revenues, create jobs, encourage ALL children to enjoy a life skill that is absolutely necessary and will eliminate the need to leave town to enjoy an activity that is not costly, and keeps everyone in town, spending money IN AYR. we love hockey too but for the love of God, put in a pool.
Swim pool
swimming pool
Swimming pool
Swimming pool
Swimming pool
Swimming pool
Swimming pool
Swimming!!!!
Walking trails across the village, Swimming pool, or community gym
We need a Pool
We need a public pool.
We'd rather a community pool. Our family does not use ice surfaces for recreation
Would rather a pool

<b>ADDITIONAL COMMENTS: Please provide any other comments or suggestions relevant to the Arena Strategy, such as opportunities to enhance usage.</b>
An indoor pool would be more beneficial to our community as there are many families that don't do ice sports. We are supposed to be a community, yet a large part of the community is being excluded. By having a pool you can offer a variety of swim/exercise programs, water sports (diving board lessons, water polo, synchronized swimming), fitness classes (water aerobics) or specialty class such as scuba diving training, not to mention the most important lesson swimming. Money can also be generated by offering public swims or our sports camp can offer it as one of these activities. Please let the quieter voices finally be heard for a change in our community.
The money should be spent on building a pool.
A pool A live music venue Indoor gymnasium use that allows for actual play (unlike MacNeil hall) Indoor food/craft weekly market to support local business/farms Basically - focus on ANYTHING other than hockey/ice sports. You're leaving out a huge amount of community interests otherwise.
A pool could give so many people that don't play ice sports some return on "their" taxes. Lessons, fun, training, therapy, exercise and competitive sports.
A pool would be very useful in the community
A pool would benefit other of people
A pool would meet more diverse needs.
A suggestion would be to instal an indoor pool to allow access to other besides only families who are currently involved in hockey. If a pool was installed the centre could provide a multitude of classes ranging from children's swimming classes to aqua fit for seniors. Adding another rink the township is limiting the use of the centre to families who play hockey And it taking into consideration the needs of the families who have small children and those who are seniors.
A twin pad arena would be a great facility to host tournaments and events. Having everything logistically in one spot makes it easier for clubs to organize large events. Obviously cheaper operating costs of one new building vs two.
ACC study on alternative uses or potential sale should accompany this plan and should not be left to chance. Twinning at NDCC may draw more commercial show opportunities or tournament opportunities to Ayr.
Adding a pool would allow more residents an option for recreational activities. As a family of 4 with 2 young kids that don't play hockey or figure skate, North Dumfries ice means nothing to us. A pool would benefit all age groups (kids, families, seniors) not just skaters.
All 3 of my kids used old and new arenas in the past. They have left home. I would love to swim without driving 20-30 minutes. Swimming is such good exercise and easy on my arthritic knees. I do not have a pool and so many,parents are leaving town for their kids to take swimming lessons.
Ayr could really use a community pool instead of another ice pad. Swimming is a life skill that kids need to learn. Adults can exercise with different swimming programs. It is unfortunate we have to register our kids for swimming out of town and pay more for it in fees.
build a pool
Can the ACC be sold to recoup some of the additional construction costs?
Comments in section 2 or 3 are my personal objectives. With regards to Centre for the Community Group (CCG) of North Dumfries, townships designated fundraising group for the NDCC at the initial stage, we strongly support the twin pad option as it has been one of our main objectives for the NDCC since the initiative began. At that time, the CCG did present financial analysis highlighting the savings township could enjoy on operating expenses to help fund the twinning endeavor. We are a rapidly growing community and we need to plan for growth by increasing the supply of facilities available to our community. We are a prosperous community and the Township is more than capable of affording the NDCC twinning option; as well other funding options may become available from other levels of Government. We can afford the higher capital costs. Over time, the cost savings from operating one facility will help reduce the overall costs and would be less expensive, factoring in operation costs, than operating two separate facilities. Our organization publicly promoted the Twin Pad opportunity and other objectives during our fund raising activities. We currently have approximately \$500K that we could make available with the Twin Pad option only and we would be willing to be an active participant in future fundraising activities if required to make the Twin Pad option a reality.
Community pool
Consider allocating this funding for more inclusive activities that benefit a broader range of residents. Such a pool.
Enhanced usage based on having all ice in one place, also, cutting costs, labour could go down, cut down on expenses for others things(ie one Zamboni instead of 2) potential better revenue stream from better use of cafeteria
For such a small town, we already have enough arenas. Adding a pool would create more jobs, allowing for swimming lessons, lifeguards, more receptionists, etc. It would also add more activities for people of all age groups. We could have classes for seniors, public swim for famies, etc, all of which would generate more money into our community economy. There really is no loss.
Great suggestions about increasing daytime usage were presented in the phase 2 proposal - specifically offering day time drop in adult public skates (not specifically seniors or tots), and drop in shinny would be a great idea considering the number of shift workers in our town. The idea about improving programming like a ladies league - it is availability of ice times (lack of), not facility that hinders the growth of women's hockey in town. -there was an idea from someone in the Ayr News to reno the ACC and make it the new Township office. Great idea. Downtown location could support traffic to downtown businesses, plenty of parking, scenic near the river, walking distance for many residents (which the NDCC is not).
Gymnasium addition for additional revenue. Bar/restaurant options when second pad added.
Having a pro shop/skate sharpening option would be great. Also,, it would be nice to utilize the ACC space in another way if the ice is removed. It is a part of Ayr's heritage and still does offer rentals for the room. Maybe indoor fitness options?
How can council ask a a question to the citizens of Ayr without a plan for the future of the ACC land when you decommission the existing arena. I would like the council to make public some of the options that they have already discussed pertaining to the land. If the present is any indication, the land will become more apartments without any improved infrastructure.
I believe that the cost/benefit of adding an indoor aquatic facility in North Dumfries township would be more valuable to the community than revamping/rebuilding ice surfaces.

**ADDITIONAL COMMENTS: Please provide any other comments or suggestions relevant to the Arena Strategy, such as opportunities to enhance usage.**

I can appreciate the need to expand to accommodate the growth for the ice as well. But please see there is a great benefit to having a pool in our community!
I strongly support the two rinks at the NDCC option. It provides for an opportunity to increase recreational activities for residents living in Ayr and the immediate surrounding area. We are a rapidly growing community and we need to plan for growth by increasing the supply of facilities available to our community. There are many volunteers in the community who can step forward to assist in programming. The Township can facilitate that by continuing to develop the supply of public space available. We are a prosperous community and the Township is more than capable of affording the NDCC twinning option. We can afford the higher capital costs. Over time, the cost savings from operating one facility will help reduce the overall costs and overtime would be less expensive, factoring in operation costs, than operating two separate facilities.
I think an alternative recreation location would better serve a more diverse population of the community.
I think it would be a shame to let the ACC facility go unused in the event the NDCC is twinned. I think consideration should be given to selling it to a private business, that may choose to use it for on ice skill development etc. This would also help recoup some costs of the twinning project.
I think the township should strongly consider adding a community pool instead of More ice that does not benefit the majority of the township as the facility is only in use for a small portion of the year. If I have to pay taxes on these facilities I would very much like to get some use out of them. A community pool would add much needed programming for all age ranges as well as the local jobs it could create. How nice it would be to actually get to use our community center as opposed to driving into town for all of our current extracurricular activities.
I would gladly and financially support the addition to consider a community pool I. Our community. I was a lifeguard and swim instructor and grew up with competitive swimming but unfortunately due to the inability to get in to swim classes out of town and the driving involved I was unable to support this level of swimming in my children. I hope that North Dumfries would consider add a pool for future generations to support a life skill necessary.
I would like to see funding for a pool. I would also like more senior skate time slots. A second walking track for runners could be considered with the second pad.
I would love to see a pool at either site. I have no interest in more ice availability.
I would love to see a pool here in our community as my husband drives daily to WG Johnson is Cambridge for his laps. We have so many young families that could benefit and with so many small bodies of water that surround Ayr our kids need to learn how to swim!
I would prefer having a community pool, and later one add a second ice pad to the ndcc.
I would really like to see Ayr get a community pool, and I know many other residents that feel the same way. While Ayr is well known for being a "hockey town," the fact is not every family that lives here plays hockey. We already have a wonderful new arena at the NDCC for skating and hockey, why not invest in something else that can be another alternative and would be widely used by many of the families that now live in our town? Why has this never been considered an option as our population increases? Ayr continues to grow, and it would be a wonderful resource for so many families and children to have the opportunity of swimming lessons right here in town, aquatic programs, public swims, etc. 100% so many people would love to have this available and I believe it would be very widely used. I strongly urge you the township to please consider this as an option for our present and future generations to come. This is a great town to live in, and as someone who grew up here, is currently raising my kids here and hope to even have grandkids here, it would be amazing to see something wonderful like this come to our community for so many to enjoy. We never thought we would see ourselves have a splash pad and new community center, but we made it happen. We never thought we'd be a town with a Tim Hortons to call our own, and nice new grocery store right beside it, and it happened. We can make this happen too! PLEASE put this on the table as an option! Thank-you.
I'd love to see a swimming pool, fitness facility, and a lounge/restaurant/bar but into an addition to the NDCC. These types of facilities are common in other urban centres. Ayr's sport community is strong and would probably support this.
If this isn't the place for feedback on a pool, I would welcome the opportunity to provide feedback and input on a strategy that includes an indoor pool.
I'm against any expansion of ice pads
It seems like a lot of money has been spent on the acc in the last 5 years . New flooring, new refrigeration system. Why was this money spent if twining was going to happen?
It would be great to see more public skate times. Also, offer local businesses to Sponsor the public skating to help offset the cost. In a perfect world - our family would love to see a twin ice pad AND and indoor pool. This would be ideal!
It would be really beneficial to have a community pool. We have to drive over a half hour to get to swim lessons.
Like the idea of having 2 separate rinks.
Making one central location makes the most sense.
Many families would benefit from a pool instead of another rink!!! My kids do not play hockey and will not be in the future. We would love a pool!
More public skates A public pool would be a nice addition and employee some of the local youth as life guards
My family is not involved in arena use.. but we have to go out of town for pool use, adding a pool would be far more valuable an option for many of us.
My son plays hockey, but I would love to see a different option like a community pool rather than another ice rink. So many could benefit from a pool! Swimming lessons done locally so we don't all have to pay "out of town fees" so many sports and teams can come from a pool too!
Need a pool before we spend more money on arenas.
No pool
None
North Dumfries needs a pool to enhance more options of physical activity for everyone. Not everyone in town plays hockey. Swimming is a life saving skill a use for the young, elderly and disabled.

<b>ADDITIONAL COMMENTS: Please provide any other comments or suggestions relevant to the Arena Strategy, such as opportunities to enhance usage.</b>
Not all Ayr families are into Hockey. The community should consider putting in a pool or any other suggestions other Ayr residents have to ensure that the entire community can use the NDCC, not just hockey families.
Not everyone in the community is hockey based! There should be other options for kids!
Not everyone uses the ice. My family does, however, there are many who could use a pool as well!
Please consider a pool
Please consider a pool.
Please consider a public pool that would allow for year round activities to a larger group of citizens.
PLEASE put funds towards a public swimming pool instead of more ice. There is a large group of people in our community that needs a swimming pool and don't have access to one. Seniors, children learning to swim etc. We end up having to pay out of town fees to use pools in Kitchener/Cambridge. We need our own!!
Please put in a pool!
Put in a pool. Does everything have to be hockey? Can we be an inclusive community where ALL children and families can enjoy and AFFORD services and activities ?
Repurpose the old arena for concrete activities. Also we need a pool.
Seems like a lot of money to invest in the middle of a pandemic and ultimately a recession.
So tax payers get hid regardless of the option. Our property taxes are already ridiculous!! Why don't you try something that would generate revenue rather than saddle tax payers?
Something other than ice would be lovely!
Swimming is needed in North Dumfries. For fitness, leisure, and sport, too.
Tax dollars should be saved for paying off current debts and savings for future pandemic requirements. Indoor sports May not be the same in the future
The numbers you present clearly show we should be building another ice pad at the NDCC. If you rented the ice for a more reasonable cost, it would not be empty so many hours of the day. Perhaps look at your neighbouring communities where ice rental costs are not as expensive for a new more sustainable price model. Many residents ask themselves "why is it so expensive to rent ice in Ayr?"
The Township is required to provide appropriate recreational opportunities for all of its citizens. Providing ice time is one of the most expensive uses of the taxpayer dollar for just one group of users. The taxpayer should not have to cover the extra costs of a new pad vs keeping the old pad. If a private group ( with the appropriate operating agreement) could fund the difference then the 2nd pad at NDCC might make sense.
The township should allow people to rent the ice during the day when it is not booked, or other times when there is no rental. It is sad that this is not always an option and parents rent ice at neighbouring arenas (and a different township gets the rental money - ie Tavistock, Brant sportsplex in Paris )
Though we have not lived in Ayr for a long time , we use facilities there. a POOL is something that Ayr should have considered many years ago. Not everyone plays hockey or wants to skate. An indoor pool could be used year round, provide local lessons for children as well as classes for seniors and people of all ages. Families should not have to travel out of town for a pool. We were forced to take our children to Kitchener many years ago, and then after 1st year of lessons were informed that anyone not living within the city could not enrol. Swimming is an amazing form of exercise for persons of all ages, as well as therapeutic for people with fibromyalgia and other health issues. The benefits to your community of having a pool are many.
Turn the decommissioned ACC into an indoor turf field similar to the Syl aps arena in paris. We could run indoor soccer over the winter and have another activity for mothers and tots to do within our community.
Two ice pads should have been put in when the North Dumfries Community Center was built in the first place Also this Community needs a pool which would benefit more people of all ages
Use ACC for other indoor events such as floor hockey indoor soccer etc, or renovate for new Township headquarters
Use of the ACC of the NDCC adds a second ice rink... 1) keep it as is and use for indoor soccer, floor hockey etc (least cost to the public) 2) make it into a pool. (Most cost to the public) 3) move all the towel shop offices to the ACC. More central location and it is accessible by everyone.
We need a pool as an option instead of just more ice surfaces or a change in ice surfaces. We are a fortunate community, a pool would definitely enhance our community as well as provide opportunities to keep these things local. Driving up to 30 minutes for swimming lessons one way is not always feasible. Swimming is an essential skill in my opinion.
We need a pool for the community.
We need a pool more than another ice rink, we already have one. A pool would serve so many functions and a greater range of ages than an ice rink.
We NEED a pool!!! Would prefer a pool rather than another arena. We would frequent pool for lessons and recreational for all 5 members of my family. And will spend my money in town rather than leaving!!
We really need a swimming pool locally!!
We would hope that the township would consider a pool options for our kids who dont play hockey to take lessons, our seniors to have water aerobics, family swims etc.



## 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**

See following pages.

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, Canscate, 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 Peewee Rep - 16 Peewee AE - 16 Peewee 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 (Peewee)- 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?
<b>Ayr Ladies Hockey</b>	Ayr Community Centre – ice rink	One hour per week is what we need and have	No			
<b>Ayr Ladies Ringette</b>	Ayr Community Centre – ice rink	Yes	No			
<b>Ayr Minor Hockey Association</b>	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.
<b>Ayr Oldtimers</b>	North Dumfries Community Complex – ice rink	We are good with our existing hours	No			
<b>Ayr Rockets Girls Hockey Organization</b>	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			
<b>Ayr Skating Club</b>	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.)
Ayr Ladies Hockey	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.	
Ayr Ladies Ringette			
Ayr Minor Hockey Association	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.
Ayr Oldtimers	It depends an whether or not our ice time is affected	None	
Ayr Rockets Girls Hockey Organization	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,
Ayr Skating Club	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							

**Township of North Dumfries  
Arena Strategy – Phase One and Two**

**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							

**Township of North Dumfries  
Arena Strategy – Phase One and Two**

**2017/18**

	<b>AYR ARENA SCHEDULE</b>						
<b>TIME</b>	<b>SUN</b>	<b>MON</b>	<b>TUES</b>	<b>WED</b>	<b>THURS</b>	<b>FRI</b>	<b>SAT</b>
<b>Feb</b>	<b>11</b>	<b>12</b>	<b>13</b>	<b>14</b>	<b>15</b>	<b>16</b>	<b>17</b>
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							