

**TOWNSHIP OF MIDDLESEX  
CENTRE**

**ARENA FEASIBILITY STUDY**



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*In Conjunction with Cumming Cockburn Limited*

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## 1.0 INTRODUCTION

The Township of Middlesex Centre is a community of approximately 15,000 people that is a mix of urban settlements and large rural tracts that primarily focus on agriculture and agri-business operations. The community, due to its proximity to London, has been identified as a growth centre and could grow to a population base of 25,000 residents over the next twenty years. As part of the community's on-going review of its facilities and future servicing strategies, particularly leisure facilities, the Township has identified a need to undertake an assessment of its arena needs in response to significant use levels in Ilderton, which it directly operates, and the Tri-Township Arena, a partnership facility, as well as anticipation of continuing population growth.

The 2001 Parks and Recreation Master Plan for the Township identified an indoor ice surface as a mid-term recommendation over the Plan's ten-year planning period. This was based on the fact that the Township has one directly operated arena with a regular surface and four curling sheets located in the Ilderton area, which is located in the northeast area of the Township, along with being a partner, on a shared use basis in the Tri-Township Arena located in Mount Brydges, which is part of Strathroy-Caradoc and lies to the west of the Township. This latter arrangement emerged through the amalgamation process of the Townships of Delaware, London and Lobo and was a service delivery strategy undertaken by the Townships of Delaware and Lobo. The Ilderton facility was developed by the former Township of London.

The Township recognizes that there are significant ice related facilities in the larger regional context. In total for private, not for profit and public arenas, there are twenty-one ice surfaces of various types in London, plus a twin-pad facility and a single ice pad in the former Town of Strathroy, individual ice surfaces in Lucan, Parkhill, Glencoe, Watford, Forest and other areas. The Township of Lambton Shores (Forest) is currently developing a new arena facility that could add capacity. The Township of North Middlesex has examined opportunities to twin its current facility in Parkhill. Additional capacity has been discussed by other communities in the area.

In the early spring of 2004, F. J. Galloway Associates Inc. of London, Ontario, in collaboration with Cumming Cockburn Limited, Consulting Engineers and Planners, also of London, were retained by the Township to undertake the requirements of the Arena Feasibility Study.

The work program involved the following key inputs:

- An assessment of current operations, rentals, fees, regional ice considerations, etc.
- Focus groups with ice users, community organizations, staff and other interested parties.
- An assessment of trends associated with arena development in Ontario and arena utilization.
- A financial assessment of projected costs, locational alternatives, development timelines, needs assessment and related considerations.

This report represents the final draft of the Arena Feasibility Study for the Township of Middlesex Centre. A draft was reviewed by staff and an advertised a public meeting was held on Wednesday, July 28, 2004, at the Coldstream Community Centre, attended by thirty-two people. The final draft incorporates the changes for the Council consideration.

## **2.0 CURRENT ARENA PROFILE**

### **2.1 Arena Services**

The Township of Middlesex Centre is involved with two arenas facilities as follows:

- A directly owned and operated arena facility in Ilderton, with an attached curling rink that is owned by the Township but operated seasonally by the Ilderton Curling Club.
- A jointly owned and Board operated arena in Mt. Brydges, owned 43% by the Township of Middlesex Centre, 7% by the Chippewas of the Thames Band and 50% by the Town of Strathroy-Caradoc.

#### **.1 Ilderton Arena and Curling Club**

The Ilderton Arena and Curling Club was built in 1972. It is located in front of the Ilderton Fairgrounds at the west end of the settlement area. Directly to the west of the building lies the Ilderton Community Centre as a separate structure sharing the same parking area as the arena. Further to the west is the Legion Hall, while to the north and rear of the property, are the multiple structures and lands of the Ilderton Agricultural Society. Written consent for the Society would be required to access any of their lands based on an agreement by the Township and the Society.

The Ilderton Arena and Curling Club has three building components:

- An arena, with an ice surface of 80 feet by 190 feet, with four original and two new dressing rooms, minor hockey and figure skating offices, a concession and related maintenance and support areas.
- A curling club on the east side of the building with four sheets of ice and change rooms on the lower level, and club facilities, involving a kitchen, bar and lounge area on the upper level.
- A community hall on the second floor of the arena above the dressing rooms, with a kitchen, separate access from the parking lot and washrooms, with a approximately 2,500± square feet.

Over the last five years, approximately \$500,000 has been spent to upgrade the arena. The focus has been on the following:

- New glass, boards and related systems.

- Two new dressing rooms with a common shower built under the stands on the west side.
- New and / or upgraded mechanical, refrigeration, air handling and related major systems investments.

The building is in excellent structural shape, and all the major systems have been upgraded to contemporary standards. A further development plan has been identified and funding is moving into place for 2004 and 2005 to undertake the following:

- Two additional dressing rooms under the stands with a common shower / washroom that would replace the Ilderton Minor Hockey and Ilderton Winter Club offices.
- Reconstruction of the four original change rooms into two larger, full service change rooms.
- Construction of a lift to the second floor that would service both the community hall and the curling club facilities to support handicapped and elderly person access.
- Reconfiguration of the community hall to add additional capacity to the curling area, as well as to create six offices for community organizations, reduce the size of the kitchen and to continue to provide adequate square footage for the playschool operation that is a permanent set-up.

The need for the further development issues are as follows:

- The need for six dressing rooms to better support both tournaments and the significant growth in girls / women participation in hockey.
- To develop contemporary and competitive change room facilities with showers, washrooms, etc.
- To meet handicapped accessibility requirements to the second floor.
- To better utilize the second floor community hall space which has been somewhat displaced by the opening in 1998 of the new Ilderton Community Centre just to the west of the arena facility.

In total, these improvements are anticipated to cost the following:

- **Lift:** \$70,000 of which \$30,000 would come from the Township and \$40,000 from the Ontario Trillium Foundation.

- **Second Floor Renovations and Reallocation:** \$90,000
- **Additional Dressing Rooms:** \$100,000
- **Reconstruction of Four Original Dressing Rooms to Two New Dressing Rooms:** \$25,000

In October 2002, Spriet Associates undertook a structural review of the Ilderton Arena and Community Centre. The engineers found the facility to be in good structural condition. Some painting of the structural steel mainframes was the only cited recommendation.

One of the challenges of the existing site, is that the parking is shared by five different user groups, i.e.: the arena, curling club, Fair Board, community centre and the Legion facility. This has created problems periodically, though most significantly if combined fairground and arena operations are on-going. Otherwise, the collective parking arrangement is deemed to be very efficient for this site. Development of a second arena attached to the existing Ilderton Arena and Curling Club would reduce parking availability and change the traffic configuration on the site. This would need some significant attention if a design process were to proceed.

## **.2 Tri-Township Arena, Mt. Brydges**

This arena is a three-way ownership partnership as previously described. It lies in a larger park complex on the northern edge of the Mt. Brydges settlement area in the Town of Strathroy-Caradoc. In close proximity to the south of the arena is the Mt. Brydges Lions Community Centre. This site also has a number of baseball and soccer facilities associated with it.

The arena was developed in 1976 as a joint initiative of the former Townships of Lobo, Delaware and Caradoc, in partnership with the Chippewa of the Thames Band. Two of these Townships, Delaware and Lobo, were merged with the Township of London to form the Township of Middlesex Centre. The Township of Caradoc was merged with the Town of Strathroy to become the Town of Strathroy-Caradoc.

The Township of Strathroy-Caradoc has a Recreation Department that operates three arenas, the Middlesex Fairgrounds Arena, in the urban settlement area of Strathroy, as well as the newer Gemini Twin Pad Complex located, in conjunction with the jointly developed Strathroy and District Vocational Institute and Holy Cross Catholic Secondary School, on the northern perimeter of the Town.

The Tri-Township arena is operated by an Arena Board under an agreement dated January 20, 1977. It was based on an initial agreement dated March 18, 1974.

The agreement identifies the ownership responsibilities as follows, based on the new municipal structure:

- Township of Strathroy-Caradoc: 50%
- Township of Middlesex Centre: 43%
- Chippewa of the Thames: 7%

A Board of Management operates the arena, submitting budgets to the various municipal partners under the following conditions:

- Any capital expenditure in any fiscal period over \$5,000 requires the approval of the partners.
- Any capital expenditures exceeding \$5,000 in any fiscal year shall be paid for from the trust funds, which represents the accumulated surplus from operations.
- On the Board of Management, the Township of Middlesex Centre has two representatives.

The agreement does have an exiting clause for partners. A partner can withdraw from the agreement under the following conditions.

- Giving notice to the other parties in writing.
- Withdrawal shall be effective as of the fiscal period following the fiscal period in which the Notice of Withdrawal was given.
- The withdrawing party shall be paid by the Township of Strathroy-Caradoc their portion of the trust fund based on the percentage of ownership.

The agreement was amended on March 1, 1996, relative to the Board of Management. The Board would have the following representation:

- Seven members

- Two members from Caradoc
- One member each from Lobo, Delaware and the Chippewa on the Thames
- The Reeve of Caradoc.

On January 21, 1998, the agreement was amended again to reflect the consolidation of the various municipalities. The new Board has the following membership:

- Seven members.
- Three members appointed by Strathroy-Caradoc.
- Two members from Middlesex Centre
- One member from the Chippewa on the Thames

Also in this agreement, the percentage of ownership was realigned to the current allocations as previously described. The agreement does not require the parties to contribute annual operating funds in support of this facility as the intent is for it to be self-financing.

The Tri-Township arena has the following features:

- Four dressing rooms.
- A concession booth.
- An ice surface of 180 feet by 90 feet.
- A large parking area for over 100 cars.

Currently, a renovation plan is being pursued, involving a revised estimate of \$365,000 to \$400,000 for four new dressing rooms, opening up the lobby and related enhancements. The Township of Middlesex Centre's share of these capital costs would be \$96,000 after use of reserve funds.

## 2.2 Ice Utilization

Table 2-1 profiles the typical one week ice schedule for the Ilderton Arena. There are 71 prime time hours available in a typical week, of which 68 are consistently booked, representing 92% utilization. For non-prime time hours there are 55 hours available, of which 14 are consistently booked, representing a 25.5% utilization rate.

These figures are fairly typical for most single pad arenas. Utilization levels over 90% to 95% are generally seen as essential for an effective operation both financially and in terms of value to the community. The hours that are outstanding / available, based on the schedule review, are typically late at night at the 11pm and midnight hours. Therefore, the Saturday and Sunday times, as well as the post 5pm Monday to Friday times are consistently used until the late hours. It also should be noted, that the arena has been successful in selling 6:00 a.m. ice on a consistent basis, which provides further evidence of an intensively used facility.

**Table 2-1  
Ilderton Arena  
Typical Week Ice Schedule**

	<b>Total Available Hours</b>	<b>Total Hours Rented</b>	<b>% Utilization</b>
Prime Time	71	68	92.0
Non-Prime Time	55	14	25.5

Primetime – 6am to Midnight Saturday and Sunday, 5pm to Midnight Monday to Friday  
 Non-Primetime – 6am to 5pm Monday to Friday

Table 2-2 profiles the Ilderton Arena ice user profile. The primary user is the Ilderton Minor Hockey Association, which represents 55.0% of the total ice rentals, followed by the Ilderton Winter Club, which is a 20% user. Club rentals represent almost 13% of the total ice sold for both prime and non-prime time hours. The mix of users would be typical for a rural arena in terms of minor hockey, figure skating, club rentals, men's' league, etc. There are some limited community oriented services in terms of public skating, parents and tots, etc. which represent 2.5 hours per week.

The utilization profile indicated limited late night hours of prime time availability with significant daytime hours. However, the daytime Monday to Friday hours have limited value to the volume base of the user base for the facility. The Ilderton Arena is a heavily utilized facility that is already selling some of its more marginal prime times, such as 6:00 a.m. slots. Therefore, the opportunity to incur additional

revenues would need to primarily come from ice rental rate increases. There may be some limited marketing opportunities for late night marketing hours but this would provide only one or two additional hours per week and/or more intensive utilization of the daytime hours on a Monday to Friday basis, which is very difficult in a rural setting where populations are more limited and London residents would need to travel, complicating daytime accessibility.

**Table 2-2  
Ilderton Arena Ice Use Profile**

	<b>Hours</b>	<b>% of Total</b>
Ilderton Minor Hockey	45	54.9
Ilderton Winter Club	16	19.5
Club Rentals	10.5	12.8
Men's League	6	7.4
Public Skating	1.5	1.8
Mom's Hockey	1	1.2
Old Timers	1	1.2
Parent and Tots	1	1.2
<b>TOTAL</b>	<b>82</b>	<b>100.0</b>

Table 2-3 profiles public skating attendance at the Ilderton Arena. This is always an important question as some non-programmed activities are desirable and skating is an effective and credible recreational activity for all age groups, from children to seniors. Utilization levels from 1999 to 2003 are quite high, averaging approximately 90 people per session. There has been a dramatic decrease in the 2003-2004 year which is attributable to the mandatory helmet policy. Therefore, the public skating attendance has been historically excellent and indicates that there is a continuing interest in this type of activity for the arena. However, the helmet rule appears to have had an impact and its impact will play out over the next couple of years.

**Table 2-3  
Per Session Public Skating Utilization for the Ilderton Arena**

	<b>1999-2000</b>	<b>2000-2001</b>	<b>2001-2002</b>	<b>2002-2003</b>	<b>2003-2004</b>
Per Session Average	99	79	86	89	54

\* represents approximately 24 sessions per year  
 \* 2003-2004 was first year for mandatory certified helmets

Table 2-4 profiles the ice utilization and users associated with the Tri-Township Arena. Similar to the Ilderton Arena, over one half of the ice is utilized by the Mt. Brydges Minor Hockey Association and approximately 12% by the local skating club. The Junior 'D' team and the Oldtimers, along with the men's

league and rentals, all represent between 6% and 7.5% of ice utilization. Three hours of public skating is provided, along with parents and tots and ice use by the Chippewa of the Thames. In total, 66.5 hours per week are utilized of which 65 hours are primetime. This is slightly less than for the Ilderton Arena but represents approximately a 90% utilization of prime time hours. The hours available again are the late hours and the early mornings. There is limited non-prime ice sales.

The Tri-Township Arena is a well utilized facility in terms of prime time hours. It has some limited availability of marginal prime times and significant availability during the daytime. Times available, as with Ilderton, are not suitable for the core user groups, such as youth. Their salability would be more focused on itinerant rentals and casual use.

**Table 2-4  
Tri-Township Arena Ice User Profile**

	<b>Hours</b>	<b>% of Total</b>
MBHA	35	52.6
MBSC	8	12.0
Jr. D	5	7.5
Old Timers	4.5	6.9
Men's League	4	6.0
Rentals	4	6.0
Public Skating	3	4.5
Parent and Tots	2	3.0
Chippewa of the Thames	1	1.5
<b>TOTAL</b>	<b>66.5</b>	<b>100.0</b>

### 2.3 Financial Profiles

Table 2-5 examines the 2003 actual and 2004 budget profile for the Ilderton Arena relative to non-capital activities.

In terms of revenues, some 72% are from ice rentals. This is the dominant source. However, 28% came from a multitude of other sources. The curling club contract provided \$38,000 per year or almost 11% of total revenues, while total gross concession sales represent 12.9%.

In terms of expenses, labour represented just under 50% of the operational costs, while utilities represented one in four dollars spent and building maintenance an additional 12%.

The arena operation is approximately a \$360,000 business unit. Its expenses are budgeted at \$426,000. Operating deficits for 2003 and projected for 2004 are in the \$70,000 range. In terms of revenues over

expenditures, the arena operates at approximately an 84% coverage, meaning there is approximately 17% to 18% funding support required from the Township.

If a break-even strategy were instituted, this would likely require a 15% to 16% increase in user fees within the current cost structure, with the additional revenue resulting from other increases in terms of concessions, etc.

One of the financial areas for additional investigation is concession results. The 2004 budget identifies gross sales at \$46,000 and the cost of goods sold at \$25,000. This represents a net operating profit of 45.6% before labour. This is a good result for a concession. The industry standard tends to be in the 30% area net of cost of goods. Therefore, enhanced proceeds from the concession operation would likely not come from greater efficiencies, reduced hours of operation, cost controls, etc. but rather would come from an enhanced menu focus and/or selection as concession user trends change.

**Table 2-5  
2003-2004 Ilderton Arena Financial Profile (Non-capital)**

	<b>2003</b>	<b>%</b>	<b>2004</b>	<b>%</b>
	<b>Actual \$</b>		<b>Budget \$</b>	
<b>Revenues</b>				
Ice Rental	246,522	71.7	257,000	72.0
Curling Club	37,790	11.0	38,000	10.6
Office Rentals	1,200	.3	1,200	.3
Concession Sales	44,799	13.0	46,000	12.9
Rentals / Sharpening	6,693	1.9	8,450	2.3
Public Skating	1,345	.4	2,100	.6
Employment Grant	1,235	.3	1,300	.4
Advertising	2,098	.6	2,500	.7
Misc.	2,335	.7	350	.2
<b>TOTAL</b>	<b>344,017</b>	<b>100.0</b>	<b>356,900</b>	<b>100.0</b>
<b>Expenses</b>				
Labour	205,545	49.1	204,250	47.9
Administration	1,574	.4	2,900	.7
Building Mte.	49,198	11.7	50,500	11.9
Utilities	104,411	25.0	108,000	25.3
Insurance	27,606	6.6	31,456	7.4
Training and Education	3,041	.7	4,000	.9
Concession Purchase	27,494	6.5	25,000	5.9
<b>TOTAL</b>	<b>418,869</b>	<b>100.0</b>	<b>426,106</b>	<b>100.0</b>
<b>Net Result + (-)</b>	<b>(74,852)</b>		<b>(69,206)</b>	
<b>Coverage %</b>	<b>82.1</b>		<b>83.8</b>	

Table 2-6 provides a comparison of ice rental rates across the region. The data indicated that the Ilderton Arena is in the lower half of the rental rate range. Many of the other centres are charging at a higher rate

but all within a fairly similar band. Some centres, such as Thames Centre, have variable categories and charge a premium for non-resident use. Strathroy-Caradoc has also introduced a capital surcharge of \$2.50 per hour. The data would indicate that the Township has some room in fee growth, although sensitivity to markets and competitive situations will become increasingly important, especially if more capacity is developed. A fee increase to the top end of the range would not in of itself eradicate the current operating deficit of the Ilderton Arena.

In terms of future facilities development in the Township, the Development Charges By-Law has recognized the potential need for another ice surface in the community based on the Township's Parks and Recreation Master Plan. As a result, approximately \$1.1 million in previous Development Charges has been secured to date. An additional \$1.953 million could be eligible for an arena project under the new by-law. Therefore, a significant capital funding stream towards a new arena facility has been previously identified and implemented valued at approximately \$3.1 million.

**Table 2-6  
2004 / 2005 Ice Charges for Area Arenas Including GST**

	<b>Ilderton</b>	<b>Mt. Brydges</b>	<b>Dorchester</b>	<b>Parkhill (2003-2004)</b>	<b>Strathroy*</b>	<b>Lucan</b>
<b>MINOR / YOUTH</b>						
Regular – Prime	95.37	109.14	112.00	88.00	117.00	97.00
Non-Prime	64.00	74.90	102.00		55.00	62.00
<b>ADULT / JUNIOR D</b>						
Regular Prime	115.00	116.63	122.00	98.00	132.00	112.00
Regular Non-Prime	64.00	74.90	112.00	45.00	55.00	62.00
Non-Local, Prime			126.00			
Non-Local, Non-Prime			116.00	107.00		
<b>OTHER</b>						
Adult Weekday Special (1.5hrs)			80.00			
PD Rate – Youth			50.00			
School			13.00			
Tournament before 5pm weekday		93.09				
Spring / Fall / Summer	116.60					112.00
Floor Rental	561.25 / day	37.45 / hour				
- Arena	+ 280.88 cleaning charge					
- Curling Club	449.40					

**Table 2-6 continued**  
**2004 / 2005 Ice Charges for Area Arenas Including GST**

Weekday					481.50 / day	
Weekend					695.50 / day	

\*\$2.50 per hour capital surcharge additional

**2.4 Policies**

On February 1, 2003, the Township approved a Parks and Recreation Ice Allocation Strategy for the Ilderton Arena. The key considerations of this policy are as follows:

- Any group using prime time ice are required to have a minimum of 75% of their respective members as residents of the Township of Middlesex-Centre or be a rate payer in the community.
- Team rosters and/or organization memberships are required to confirm residency.
- After all local users are allocated ice time, non-resident users may be accommodated.
- The Township of Middlesex-Centre recognizes, though that is supportive to Junior Hockey, it presently has no team and has no ice availability to support such a team.
- Clients may experience cancellation due to unforeseen circumstances, such as ice maintenances, or special events, of which advance notice will be given, and a rental contract must be signed to use the ice.
- The Recreation Department will provide support for both hockey and figure skating, as well as programs and/or initiatives such as public skating, parent and tot skating and casual hockey. The priorities is for Township based residents and minor sports activities.

In terms of definitions, the following are pertinent for this study:

- A minor sports organization must be non-profit, guided by a constitution or by-laws, hold meetings at least once per year, have an elected Board of Directors and provide programs for those 21 years of age and under.

- The Ilderton Winter Club residency will be determined by the preschool, CanSkate, intermediate and senior programs, with an exemption for the Syncro-Precision team.
- Adult user organizations / users need to be non-profit, guided by a constitution or by-laws, hold meetings at least once per year, have an elected Board of Directors with 75% of the registrants from the Township of Middlesex Centre.
- All public and separate schools within the municipality will be allocated one hour of non-prime time per week if requested.
- Persons who play casual hockey and meet the 75% residency will be categorized as individual residential users.

The following allocation priority listing is identified:

- Township of Middlesex Centre
- Minor / youth organizations
- Schools
- Adult organizations
- Private rentals / residents
- Junior hockey
- Commercial / private renters – non-residents

The allocation policy provides ice based on a formula for games and practices for minor hockey relative to two teams for a practice for tykes, novice and atoms, one hour per week per game per team. Pee wee hockey is provided based on one hour per week for a practice and a game. Bantam, midget and house league teams are provided one hour per week for a practice and 1.5 hours per week for games. Representative teams are provided one hour per week for practice, with the novices getting one hour per week for a game. The pee-wee and bantams received 1.5 hours per week for a game and the midgets and juveniles two hours per week for a game.

For figure skating, the formula is based on various levels of skating, starting with one hour of ice time weekly for basic, two hours per week for a test skater unit and one hour per team for precision skaters per week.

New user groups will be considered in the normal process of the policy. Requests for ice must be received after May 15 annually and will be reviewed.

The Township has a definitive policy on how ice is allocated. It has had to employ this strategy in light of increasing demand in order to focus on resident youth needs first. The Allocations Policy in the last year has resulted in four to six groups who have been displaced from the arena, some of them longtime users. This has come about because of an increasing need for ice by minor hockey and figure skating as their enrollments grow in terms of absolute numbers and the significant increases in regards to girls' / women's hockey.

The Ice User's Agreement signed by all users identifies eight terms, ranging from the fact that an ice hour is fifty minutes, helmets must be worn and be to CSA standards at all times. The Township can reschedule, terminate agreements and require liability insurance as its deems appropriate.

## **3.0 COMMUNITY DEVELOPMENT**

### **3.1 Township Population Profile**

This section highlights the Township's 2001 Parks and Recreation Master Plan, population projections compared to the 2001 Census and projected population figures in the Development Charges By-law.

The 2001 Plan population profile can be summarized as follows:

- Population growth will continue in all age cohorts with an influx of new residents from 12,985 in 1996 to 23,553 by 2021.
- The number of children 0 – 19 years will increase while the proportion relative to the total population will tend to decrease in projections to 2021.
- The most significant growth will occur in the older age groups as the baby-boomer population ages. Younger families will have a slight dampening effect on this trend but will be short lived.

The number of persons per household and number of one person households can indicate the type of recreation activities anticipated. Based on 1996 Census information, the proportion one person households was 11% versus 23% in Ontario. The Township had 33% 4/5 person households in comparison to 26% for the Province of Ontario. The 2001 Census information indicates a continuation in the number of one person households of 12.5% for the Township in comparison to the Province at 23.5%. The study concludes that the higher proportion of large households should place a greater emphasis on family orient recreation activities.

The Master Plan Study indicated that there are higher incomes in the Township in comparison with Ontario as a whole. The study further indicated that 64% of households had incomes exceeding \$50,000 compared to only 45% for Ontario. The Middlesex Centre average income was \$72,308 compared to \$54,291 for Ontario. This average above the Ontario income has continued with the information from the 2001 Census with a median family income of \$77,348 for Middlesex Centre in comparison to \$61,024 for all of Ontario. This suggests that the residents have greater ability to participate in all forms of recreation and the ability to pay user fees for service, travel further distances for recreation and pay for programs.

Based on the 2001 Study, there was a projected 2001 population of 14,742 persons in the Township. The actual Census Canada information for 2001 was 14, 424 persons in the Township, a difference of 500 residents. The Study cautioned that the projected population increases were optimistic and but were used at the request of the Municipality based on research undertaken for the Official Plan's preparation in 1998. The study projected a population of 18,566 in 2011 and a population of 23,553 for 2021.

In comparison to these projections, the Township has recently undertaken a background study including population, to update their Development Charges By-law. They have estimated a 2004 population of 14,914 and projections of 18,109 for 2014 and 20,874 for the year 2024. These projections are based on building activity continuing at 115 annual dwelling units per year and a declining number of persons per dwelling. The reduction in persons per dwelling is due to an aging of the population, family life cycle changes, lower fertility rates and changing economic conditions.

The Parks and Recreation Master Plan predicted a population of 20,947 in the year 2016, while the CN Watson report projects a population of 20,874 eight years later. This suggests that the population growth to support an additional arena / ice pad is occurring at a slower rate than initially forecasted.

Age profile information provides an indication of future demand for recreation activities. A comparison of the 2001 Master Plan's projections and the actual Statistics Canada information on age levels suggests some shifts in population. Table 3-1 shows the proportions.

<b>Table 3-1 Township Age Population Comparisons</b>				
<b>Age Ranges</b>	<b>2001 study</b>		<b>2001 census</b>	
	<b>#</b>	<b>%</b>	<b>#</b>	<b>%</b>
0-4	925	6.27	785	5.51
5-14	2255	15.3	2210	15.52
15-19	1120	7.6	1055	7.40
20-24	748	5.08	680	4.79
25-44	3933	26.68	3745	26.29
45-54	2423	16.44	2305	16.18
55-64	16069	10.9	1565	10.99
65+	1731	11.74	1895	13.3
<b>TOTAL</b>	<b>14,742</b>	<b>100</b>	<b>14242</b>	<b>100</b>

A comparison between the population differences in the 2001 Study projections and actual Census data have several interesting points:

- The number of residents in the youngest age category is 140 persons less and a lower proportion of the population by 0.76% indicating there are fewer young children
- The number of residents in the under 19 age group has increased according to the 2001 census to 4050 from 1996 but is less than the projection of 4300.
- The difference in the number of persons in the 22-44 age cohort is 188 persons less and also represents a lower proportion of the overall population by 0.39%.
- The proportion of residents in the 65+ age category is greater in the census by 164 residents and represents a higher proportion of the population by 1.56%.

Based on a review of current Census information in comparison to the projections, the following summary can be made.

- Population growth has continued for all age groupings with an influx of new residents;
- The population increase is projected to reach 20,000 in 2024 based on the CN Watson Report instead of in 2016 as projected in the 2001 Parks and Recreation Master Plan;
- The number of children 0 – 19 years has increased according to the Census information, but the decrease in the proportion of the overall population is greater than projected in the 2001 Plan;
- The proportionate growth in the 65+ age category is 1.56% greater than projected suggesting that the Township population is aging more quickly than expected.
- The Township of Middlesex Centre continues to have a higher Provincial average income for full time work supporting the continued ability to pay for recreation services.
- The number of single person households has increased by a small amount in comparison to the Province and recreation opportunities will need to continue to offer family oriented activities

### **3.2 Population Growth Pattern**

The CN Watson report prepared for the Development Charges By-law for the Township indicated 117 dwelling unit permits were issued in 2003. They have projected a continuation of this building permit rate of 115 dwelling units annually to 2024. The associated population increase, accounting for declining household populations, is an increase of 3,155 persons total 17,397 to 2014 and an increase of 5,960 persons to 2024 for a total of 20,202.

The Official Plan policies direct new growth to the Village areas with full municipal sewage and water services. The projected growth patterns reflects this approach. The growth pattern is expected to be focused on the Villages with full municipal sewer and water services in Ilderton, Komoka and Kilworth, with limited new development in Arva. Based on the CN Watson report of March 2004, the residential Housing Supply by Major Area includes the following number of remaining units potential: Ilderton 632 (20%); Kilworth 1,337 units (43%); Komoka 721 units (23%) and Arva 395 units (13%). These projections included approved plans of subdivision, draft approved plans of subdivision, received applications and vacant land. The percentage of approved and draft approved plans indicating a shorter development time horizon are Ilderton, 224 units (36%); Kilworth, 90 units (15%); Komoka, 301 units (48%); and Arva, 2 units (0.3%). Both the long term potential and the immediate development of units suggests there is increased development potential volumes in Kilworth / Komoka for new residential development.

The potential number of new dwelling units in Kilworth and Komoka exceeds Ilderton by a ratio of three to one based on the above information. In contrast the average annual number of housing starts for the past five years is 43.5 units in Ilderton compared to 30.4 units in Kilworth and Komoka.

Notwithstanding housing starts, the population estimates and projections in the CN Watson report to the year 2024, show a population of 4,505 for Ilderton and 4,796 for the Kilworth and Komoka area. This is accounted for through the existing Kilworth / Komoka community which is more than 1,000 persons larger than Ilderton. The Kilworth / Komoka area will continue to be the larger settlement area, well into the future. This population distribution does not account for the proximity of the urban area of Delaware which is relatively close to the Kilworth / Komoka location.

### **3.3 Township of Middlesex Centre Parks and Recreation Master Plan**

The 2001 Township of Middlesex Centre Parks and Recreation Master Plan recommended that an Arena Needs Assessment and Feasibility Study be undertaken to confirm demand and determine the proper

location for a new ice pad within the Township. This section summarizes the current and future demand, analysis and Recommendations as they relate to the Ilderton Arena in the 2001 study.

The 2001 Parks and Recreation Master Plan identified 805 participants using the ice surface during the winter season, including leagues and programs. The Plan identified eight different organizations using the ice surface with the following membership and ice usage in Ilderton.

- **Ilderton Winter Club** had a membership 540 members with more than one half living in the City of London. They used the Ilderton Arena 14 hours per week and the upstairs hall in Ilderton arena approximately twice a week, as well as four other arenas in the City of London. At the time of the study, they felt a need to add an Olympic sized ice pad to Ilderton to accommodate up to 4,000 spectators to allow the hosting of special events.
- The **Ilderton Minor Hockey Association** rented approximately 36 hours per week offering house league and competitive hockey for boys and girls 4 – 18. They had 290 players in the 2000-2001 season of which 55 (19%) were girls. They felt that their needs were being met but that there is need for long term planning for an ice pad.
- The **Mount Brydges and District Athletic Association** had 330 players in the 2000-2001 season of which 45 (36%) were girls. The Association plays out of the Tri-Township Arena in Mount Brydges. This group offers house league hockey and competitive hockey to boys and girls 6 – 17 years of which approximately 100 (30% ) are from the Delaware and Komoka areas of Middlesex Centre. They suggested an arena be developed in Komoka to serve the existing and projected future populations.
- **Mount Brydges Skating Club** has 120 members of which approximately 50 (40%) live in the Township of Middlesex Centre and is expected to increase slightly over the coming years. They had not been able to rent enough hours in Mount Brydges.
- **Ray MacKay Hockey School** provides specialized hockey programs to boys and girls from 8 – 14 years old. The School offers camps in the Ilderton Arena for a three week period from mid-August to Labour Day. This group felt there was a need for an additional ice surface.
- **Ilderton Men's Hockey League** had five teams of 15 players per team for 75 members ranging in age from 20 – 40 years old. The league was having difficulty attracting new players that are residents of Middlesex Centre.

- **Pick-up hockey groups** were estimated to have 16 groups with an estimated 14 players for each group of approximately 224 players.

The Ilderton Winter Club and Ilderton Minor Hockey Association expected their memberships to increase in the Township as the Township grows, while the Ilderton Men’s Hockey League is experiencing a slight decline in participation. While most groups responding felt there was a need for a new arena it was not expected to be required until 2008.

The 2001 Parks and Recreation Master Plan identified the demand for indoor ice surface by summarizing the number of participants in each program. The number of participants was adjusted to reflect only those participants who live in the Township and book ice at the Ilderton Arena. The estimated number of participants are summarized from the Parks and Recreation Master Plan.

**Table 3-2**  
**Indoor Ice Surface Demand by Participants**

	<b>2000</b>	<b>2001</b>	<b>2006</b>	<b>2011</b>	<b>2016</b>	<b>2021</b>
Total Participants	805	823	897	966	1065	1198

This assumed a participation rate of 5.58 per 1000 residents. If the actual 2001 population of 14,242 is used, the participation rate increases to 5.78 per 1000 residents. The report suggests a continuing increase in the number of participants for arena use. The projections were based on participation rates for using the ice surface and expected population growth. It assumes the current programs will continue. The projected increase is to 966 participants in 2011 and 1198 by 2021, the projected length of the study. The projected participants would be increased by approximately 150 if the two organizations currently using the Mount Brydges Arena were accommodated in a Middlesex Township location. The projections do not account for the number of hours of booking time. The study suggests an average of 76-80 hours of ice time are used during an average week in the Ilderton Arena.

The 2001 study suggested that an aging population and increasing costs to participate are key considerations for the future demand for hockey and figure skating. Population projections in Middlesex Centre indicated all age groups will increase, including the prime 5 – 19 age range, although the proportions of those as a percentage of the total population is expected to decline from 22.9% to 20% in 2021, concluding that participation is expected to increase during the study period. The 2001 study

recognized that a second ice pad in Ilderton would not provide improved access. The potential for an ice pad in Komoka/Kilworth was identified based on anticipated growth in this area.

The report concluded that a second ice pad can be sustained in the Township within the next ten years, ie: by 2011.

The study offered the following conclusions:

- A standard of one ice pad for every 600 participants be adopted;
- That additional dressing room facilities be added to the Ilderton Arena to accommodate female hockey participants;
- That the Township adopt an Ice Allocation and Scheduling Policy to address prioritization issues between residents and non-residents;
- That the Township undertake a ice pad needs analysis;
- That the Township relocate the Recreation Staff Offices to a more visible and accessible location in the Arena;
- That the Township pursue the development of an ice pad in the medium term and possibly located in the Komoka/Kilworth area.

## **4.0 USER CONSULTATION**

### **4.1 Introduction**

Four sets of focus groups and interviews were completed with current and potential user groups or community organizations that may have an interest in new facility recreation development in the Township. These were held on the evening of Thursday May 13, 2004, at the Ilderton Arena and Curling Club, in the Curling Club lounge.

The following material represents the highlights from the various discussions. This work was followed up a week later with interviews with both department management and site staff.

### **4.2 Ice Users**

#### **.1 Ilderton Curling Club**

The following are the key inputs identified:

- Currently has a stable, long-term membership of five hundred ± participants.
- Could use an additional two sheets of ice during various parts of the year.
- The club breaks even each year and has been successful financially, while other clubs have been struggling and experiencing reduced membership.
- Operates from October 1 to April 7 / 14<sup>th</sup> each year and have exclusive use of the curling club facilities during that time. The Township has the right to rent out the facilities during the remaining portion of the year.
- The current lease is for five years at \$38,000 per year.
- The club is responsible for maintenance, housekeeping and operation of the facility in season. The Township is responsible for the capital maintenance, such as the ice plant, etc. However, the club has undertaken painting, carpet replacement and other enhancements.

It was indicated that if two more ice sheets were available, more practice time could be offered for the various teams, and also the 10:00 p.m. draws could be eliminated. A number of teams need to go to other clubs in order to practice.

The club offers daytime leagues every day and two draws on Monday and Tuesday nights. On Wednesday, Thursday and Friday nights, there are three draws to midnight. Saturday focus on rentals and Sunday is for junior development. The club operates a seven-day per week program in season. The club has investigated the development of a two ice sheet expansion, which would be approximately twenty feet by one hundred feet and cost \$400,000.

Current membership fees are at \$300 for singles, \$75 for juniors and \$200 for seniors. Curling in the area appears to be growing in television interest but possibly declining in participation levels. The Glencoe Curling Club is down to 100 members and the Exeter Curling Club to between 100 and 120 members.

The club believes its relationships with the Township are excellent and there has been no major problems. The facility arrangement works very well. The club has its own manager and three or four part time staff to undertake all its operational requirements, including ice maintenance.

## **.2 Mt. Brydges Minor Hockey Association**

The program has 445 participants of which 204 are residents of Komoka, Kilworth and Delaware. There are approximately 100 girls in the program and they are adding two teams per year due to growth amongst the female population. They require ten additional hours over their current allocation in Mt. Brydges and Strathroy. If another arena were built in the Komoka / Kilworth area, they would purchase ten hours per week, plus consider transferring twenty to thirty hours from Strathroy to a new facility.

They anticipate continued increases in registration to the point where over half of the registration will be from Middlesex Centre area due to the housing development in Kilworth and Komoka over the next few years.

A discussion emerged around the possibility of the OMHA redefining the hockey boundaries and having a contiguous Middlesex Centre Hockey Association. This is not a certainty at this time though some reconfiguration of boundaries has been occurring in the province.

### **.3 Ilderton Minor Hockey Association**

This group has 385 participants, virtually all from Middlesex Centre, with approximately 100 girls registered and are adding two teams per year.

The organization is currently considering looking for more ice in Lucan and Strathroy as they feel they have reached the limits of what they can do in the current Ilderton Arena in terms of both the ice time that is available, which would be later hours, and the fact that they need a balance between certain ice times to make the overall program work. Other considerations were:

- Anticipating continuing growth in registration due to the number of new houses planned for the Ilderton area and it being a growth node.
- Have experienced 20.6% growth in registration in the last two years, much of it resulting from the three subdivisions occurring in the Ilderton area.
- Every age category is growing.
- Possibility for 400 to 450 participants within five to seven years.
- Currently have approximately 47.5 hours of ice per week.
- Over the next three years, anticipate a minimum need for ten additional hours of ice time per week.
- Recognize that the OMHA could produce contiguous Township boundaries, however this is not anticipated in the near future.

### **.4 Power Skating Program**

This is a high growth program that is delivered in the spring and the late summer with sixty children registered in the spring and 100 to 120 in the summer, which is the main program. Other considerations are:

- 75% of the participants are from the Ilderton area.
- Also utilizing ice in Lucan and Parkhill, where the ice is less costly in both places, \$60 in Parkhill and \$105 in Lucan, compared to \$115 and \$120 at Ilderton.

- Looking for a place to grow and require an additional one to two hours per week in the spring session.

#### **.5 Adult League**

Some 110 players on six teams play in this league, of which 80% are from Middlesex Centre. Have two blocks of ice, totaling six hours, 9:00 p.m. to 12:00 a.m. on Friday and 9:00 a.m. to 11:00 a.m. on Tuesday. Registration is currently stable but some growth may be anticipated as the population in the area increases. Currently not looking for additional hours, however are considering an over 35 league which could create additional ice demands.

#### **.6 Mt. Brydges Figure Skating Club**

Based on secondary information, they are potentially looking for some additional ice. Club members do include residents of Delaware, Komoka and Kilworth. Potential ice requirements could be in the three to five hours per week range.

#### **.7 Ray McKay Hockey Inc.**

Currently, this program has three hours of ice time per week in August and is prepared to run additional programs during the hockey season if ice were available. He would like to see two additional dressing rooms under the stands, one for boys, one for girls / one for instructors and one for goalies.

The lobby is often packed and could be enlarged. An additional dehumidifier may be necessary for the summer season and lobby improvements need to be considered in terms of doors, air conditioning, etc. while a second ice pad is needed as the community grows and enrollment increases.

#### **.8 Ilderton Winter Club**

This Club runs a winter, summer and spring program from the Ilderton Arena and meets the 75% residency criteria. It would be interested in repatriating programs from arenas in London back to the Ilderton area. This would primarily involve ice at Medway, Thompson and Kinsman.

Registration has been stable to slightly increasing with programs from preschool to adult. Saturday is a major day for the learn to skate program.

In Ilderton, the Club operates a program in the fall from September to Fair time, four days per week. The winter program runs Monday, Wednesday and Friday, October through to March. The spring program runs from April to May 24.

The organization would like two additional hours per week next year for the adult programs in the winter season. They may have to go to Strathroy.

Beyond the two additional hours required, they would consider moving out of the city arenas as they prefer Ilderton for their syncro team. This could involve approximately ten hours per week, though it would have to be cost effective.

The Club prefers a twinning situation in Ilderton due to the fact they only have one professional teaching staff and there could be competing ice conflicts in terms of needing to be at two locations at the same time.

## **.9 General Discussion**

The following points came up in the general discussion with the ice users:

- Strathroy has ice availability due to some restructuring of the minor hockey program but also due to the fact that the Middlesex Fairgrounds Arena did not close as might have been originally intended with the opening of the new Gemini facility.
- A twin pad facility is preferred for skating meets, hockey tournaments and league operations.
- Mt. Brydges Minor Hockey would only be interested in additional ice if a new facility were in the Komoka / Kilworth area, otherwise they would be looking for additional ice in Strathroy.
- The preferred site in the Komoka area was the Komoka Community Centre and it should also have a meeting room to support tournaments.
- Komoka was seen as a preferred site for an arena because of the high population growth and the fact that there is no arena in that area.
- The possibility of a capital surcharge was seen as something that could be considered, as Strathroy is currently undertaking this.
- The Ilderton Arena was seen as being in excellent shape with two new dressing rooms in the past year. Maintenance is good and the staff are excellent.

- The Elgin Middlesex Chiefs are looking for a home and a number of Middlesex Centre players are on this travel team program. They currently purchase ice in Strathroy but are housed out of the Brookside Arena / Ice Centre in London. They would prefer to be in one of their local communities in a better facility. They represent a large ice use opportunity but on a regional basis.

### 4.3 Athletic Organizations

Seven representatives of various soccer, baseball and athletic organizations met to discuss potential relationships with a new arena facility in Middlesex Centre. The following were the key points identified:

- A general sense that there is a need due to the significant population growth in the area.
- The Fair Board / Agricultural Society was concerned in regards to potential impacts on the Fair's operation and lands.
- Prefer a multi-use facility that can also support summer activities. A community room was suggested for tournaments and club meetings, as well as washrooms. If the facility was in Komoka, it could be used by the sports fields users in the summer time.
- For the Agricultural Society, if the project were a twinning of the Ilderton Arena, the following concerns were identified:

Loss of parking area

An arena on the back of the building may infringe on part of their lands.

An addition to the west of the current building would change the access to their lands from the main road, requiring access through their alternate entrance.

On selected days, there is significant challenges with parking when multiple activities are occurring, and this could become even more challenging.

Could use the arena for the Fair on a Wednesday to Sunday basis as they currently use the arena and cover the ice. The Society is building an Agri-plex to replace some of its buildings, and therefore, they do not have a strong need for additional arena space.

- The Ilderton Soccer Club have rented the Lucan Arena for early season soccer practices on the concrete floor and they could be a user of a new facility, as the current arena has ice in it during their start-up season.
- Strathroy Soccer League was also looking for indoor spring league space.
- The Del-Ko Soccer League would be interested in a building that had a Board room, equipment storage, showers and accessible washrooms.
- The two key considerations that emerged from this discussion were:

A multi-use facility, with some preference for Komoka.

The need to work with the Ilderton Agricultural Society in regards to the complications of a twinned facility in Ilderton.

In addition, the following characteristics of an arena were identified:

- 500 to 700 seats
- A boardroom for 20 to 30 people and community uses for scouts, guides, community meetings, etc.
- The need for a community room was identified since a number of the churches are less interested in renting out their facilities to community groups. The room could also be used to feed children at tournaments when they stay all day.
- A facility with soccer fields, washrooms and showers, drinking water fountains, a concession and open to the outside in Komoka was seen as preferred by some of the groups.
- A general feeling that Komoka was the preferred location because of their growth in population, a lot of young children and limited facilities.

#### **4.4 Service Clubs**

Representatives from service clubs were invited to participate in a discussion on arena resource expansion in Middlesex Centre. Three clubs sent representatives. The following were the key points identified:

- None of the clubs saw a new arena in Ilderton or Komoka as being particularly beneficial to their programs or fundraisers. They prefer to stay in their local communities.
- Most of the clubs saw themselves committed to fundraising activities for other activities and would not likely participate in fundraising for such an initiative as an arena.
- Some concern from service clubs in the Delaware area who raised funds for the original Mt. Brydges arena and how the Township would withdraw from that.
- General support for an additional arena surface in light of population growth in the area. It is important for children and teens to have something to do.
- Some of the service clubs from Bryanston and other areas are more oriented towards Lucan and other communities in terms of natural affinity.
- Some individual concern was expressed that if the facility is subsidized and needs non-resident users to pay operating costs than the facility is not warranted. Any new facility should be justified based on local need in order to invest Township funds in such a facility.
- Arenas were seen as a focal point to the community and some preference for Komoka was identified.

#### **4.5 Staff**

Six staff participated in various interviews and sessions. The following were the key points identified:

- Excellent ice and a good facility in Ilderton.
- With increasing female participation, dressing rooms without toilets and only urinals is an increasing problem.
- There is a general level of calls for ice on an itinerant basis, especially after the city's arenas close on March 31.
- The concession booth is generally a popular facility and has good service. The focus has been primarily on customer service and keeping it open even during lesser times. Investigations are currently underway on improving some of the product lines in terms of menu selection and profitability.

- Recognition that an additional ice pad at Ilderton would influence parking and traffic flow on the venue. However, there is a belief that this can be worked out.
- A twinning of the Ilderton Arena to the north is seen as complicated as the arena would be running counter to the existing arena. The concession would be in the wrong location to service both arenas, etc.
- The logical twinning option would be to the west and building on the current lobby to facilitate concession, entrance, access to dressing rooms, etc.
- Komoka was seen as a growth area and there are current issues with the parks there that could become part of the solution.
- Komoka is also a centrepiece to the community like Ilderton and should have a reasonable facilities base. The Township owns property in the Komoka Park or in the neighbouring gravel pit which could be utilized for the facility.
- Divestment from the Tri-Township Arena in Mt. Brydges is seen as possible. The Township did divest itself from the Lucan Arena in the past.
- The Township provides no operating dollars for the Mt. Brydges arena, providing capital only as required. Therefore, divesting would not be a particular hardship on the operation of that arena.
- If the OMHA were to amalgamate the two local minor hockey associations, they will need more ice in the Township. This could impact the Tri-Township Arena.
- Staff are aware of four to five groups from the Komoka area who utilize arenas in Strathroy, Lucan and London as there is no ice available for them in Ilderton.
- The Middlesex Chiefs were identified as a possible significant new user for an arena and that they are looking for a home. They currently operate out of the Brookside / Ice Centre in London and this is not an ideal situation for them.
- Girls' hockey continues to grow significantly. Over the next five years, there will be more competitive female teams and additional house league players. One would anticipate ladies and masters participation growing as more girls and women grow up playing hockey.

- There is no adequate property available in the Kilworth area, which would lead to property having to be purchased, adding to the overall capital cost.

#### **4.6 Summary**

The following summary points emerged from the discussions:

- Approximately 20 hours of prime time ice could be sold to minor hockey and adult groups based on current growth over the next three years. The possibility exists to transfer twenty to thirty from Strathroy and up to ten hours from London, for Ilderton and Mt. Brydges based groups.
- Additional winter ice of two to three hours per week for power skating was identified.
- Four to six groups that were bumped from the Ilderton Arena to facilitate youth activities could be invited back, which could consume four to eight hours per week.
- Growth in girls' hockey is continuing with over 200 girls in the arena's two minor hockey programs. This is anticipated to continue to grow and possibly double over the next five years.
- The twinning of the Ilderton Arena was preferred by some ice users due to the tournament and more compact operations and less conflicts on ice time utilization for professional skating staff.
- A Komoka facility was preferred by Mt. Brydges organizations but also was seen as having a fairness and equity component to it in light of the significant growth in the Komoka / Kilworth area and the lack of major community facilities.
- A multi-use facility was identified as preferred that could also support sports field activities in the summertime in terms of a dual use concession, a Board / tournament room, washrooms, etc.
- The realignment of OMHA boundaries was identified as a potential point of impact but this is not seen as imminent or even likely depending on various perspectives from minor hockey.
- Limited community use was identified for a new arena facility by service clubs.
- Some use was identified relative to spring soccer training, an indoor spring soccer league and selected special events.

- Concerns were raised in regards to the twinning of the Ilderton Arena and its impacts in terms of traffic circulation, parking on site and on the Ilderton Agricultural Society's lands and operations.
- Though limited in terms of attendance, service clubs have a number of funding priorities that would likely take preference over the Ilderton Arena, at least in the short term.
- The Ilderton Arena was generally seen as an effective and quality facility that is well-run and meets most user expectations, though some improvements to the lobby and additional dressing rooms were identified.

## 5.0 MARKET INPUTS

### 5.1 Regional Market Capacity

Table 5-1 profiles the arenas in the broader regional market area. In total, there are 33 ice pads, of which 21 of these are in London. London is planning an additional two ice surfaces within the next five years and another two ice surfaces shortly thereafter. Parkhill has investigated the feasibility of twinning its facility but is not proceeding. The Municipality of Lambton Shores is currently in a project to replace the Forest Arena. In the Town of Strathroy-Caradoc in Strathroy, the new Gemini centre was developed. Part of the plan was to decommission the Middlesex Fairgrounds arena. However, a subsequent decision was made to sustain this arena. There is surplus ice time readily available in that community.

A major arena expansion has occurred across the area with the 2001 opening of the Gemini Centre twin pad in Strathroy and the addition of five new ice surfaces in London plus the significant enhancements / renewal of four other London ice surfaces.

Based on a service area population of 450,000 people, this represents a service ration of one ice surface per 13,686 residents. For urban centres, the range is often between one ice pad per 12,000 residents to one to 21,000 residents. In rural areas, the ratio tends to be lower due to travel distances and population dispersion. Therefore, the current regional range is fairly typical. With population growth, increases in women's participation rates in hockey and other new ice uses that are emerging in terms of masters skating, sled hockey, etc., some potential additional ice time will need to come into the market over the next five to ten years to reflect population growth and new program format utilization.

**Table 5-1  
Regional Arena Market Capacity**

	<b># of Pads</b>	<b>Future Plans</b>
Lucan-Biddulph	1	No plans
Parkhill	1	Have considered twinning
Strathroy	3	Ice time available
Glencoe	1	No plans
Warwick	1	No plans
Thedford	1	No plans
Forest	1	New Replacement Arena to be developed
London	21	Two new pads within five years
Dorchester	1	No plans
Private	2	No plans
<b>TOTAL</b>	<b>33</b>	

**Table 5-1 continued**  
**Regional Arena Market Capacity**  
**# of Pads                      Future Plans**

Service Area Population	450,000
Service Ratio	1 per 13,636 residents

**5.2 Trends**

There are a number of key trends that are influencing ice utilization and development in municipal environments.

**.1 Female Participation Rates**

For the last ten years, there has been a significant increase in participation rates for females in minor hockey programs. This started with the inclusion of females on boys' hockey teams and has now grown to the full development, in urban areas, of girls' minor hockey programs. Many communities are experiencing female participation rate increases of 15% to 30% annually, often resulting in forming two to six new teams per year at the minor hockey age level. Some data indicates that these girls do not stay in minor hockey as long, however, the growth is substantial.

Another key consideration on a longitudinal basis, is that as more females play minor hockey, many of them will wish to carry on to play adult women's hockey, junior hockey and masters female hockey. The Ilderton Arena already has a women's team that plays late in the evening. Junior Hockey is starting to be developed in Ontario for women. Therefore, the growth in female participation rates will influence not only minor hockey levels but also adult participation levels.

Discussions with individuals involved with girls' hockey in Ontario indicated they do not believe that there will be a major decrease in the growth curve as this sport has become very attractive to females at the minor hockey and adult level, as well as for university and secondary school programs. The following of the Canadian National Women's Team continues to be strong and the program is being significantly promoted and financially supported by Hockey Canada.

The Ilderton and Mt. Brydges Minor Hockey Associations both have approximately 100 female participants and are adding approximately two teams per year to support these players. One could anticipate that in the Middlesex area, there likely could be another 100 to 200 female players over the next five years to seven years based on two considerations:

- Increasing participation rates by females in hockey and the growth of the population which will generate more female participants.
- Increased interest in post-minor hockey female-based hockey programs.

Based on discussions with the Ilderton Winter Club, the development of women's hockey has not influenced participation rates in figure skating as they remain stable with small growth.

Based on current trends and recent experiences, the growth in women's hockey could result in a demand for three to up to five hours of ice per year for the next number of years in prime time for various programs.

## **.2 Adapted Uses**

As people with physical and other disabilities are more significantly integrated into community life, adaptive activities are being undertaken to allow them to participate in a wide range of recreational programs. The growth in sled hockey, programs for individuals with learning disabilities, etc., results in demand for ice time for these specialized uses.

Though not large in number, inclusive communities that create opportunities for all of its residents should be providing ice opportunities for groups who have these adaptive and specialized needs. Therefore, one could assume that there will be some interest over time for one or two hours per week for individuals who have an interest in adaptive participation opportunities involving hockey, figure skating and other uses.

## **.3 Multi-Use Facilities**

One of the major recreation facility development trends in municipal settings, is the move to multi-use facilities. This field has two considerations. The first is to move towards multiple ice pads in one facility. This has come about primarily for two reasons:

- Approximately 25% less costly to construct and approximately 25% less costly to operate, as there is the same need for same staff and a Zamboni for both ice surfaces as there is for one stand-alone ice surface.
- Better supports for tournaments, meets and other intensive activities on one site rather than having to travel and operate between multiple venues.

The second component of multi-use facilities is to tie arena facilities in with branch libraries, firehalls, community centres, indoor swimming pools or outdoor sports complexes. These types of strategies create important destinations and centrepieces within a community. They also capitalize on the ability of a family to undertake variable activities at the same time, such as a child in a skating program while the parent utilizes the library. They also have infrastructure benefits in that parking lots can be used on a year round basis, common entranceways can be developed, washrooms and common services can be consolidated and a larger more profitable concession operation can be established due to the volumes that are achievable.

#### **.4 Demographics**

There is clearly an aging population in Ontario. By 2016, over 31% of the population will be over sixty years of age. Many individuals believe that with this aging population, there will be less need for area facilities as older people tend to participate in less active sports and the trends indicate growing interest amongst this population group for bird watching, walking, golf and related activities.

However, there has been continuing interest in adult hockey leagues, often subdividing by age in order to create a better balance. Oldtimers hockey continues to be strong with tournaments all over North America. Though there could be some decline in adult hockey, there could actually be increases in the Oldtimers levels as the "boomers" move forward to those age cohorts. In addition, masters skating programs are becoming increasingly popular and are a newer phenomena.

Another consideration is that with a more multi-cultural population, many of the new immigrants coming to Canada have no hockey or ice sport tradition. As a result, their children are not being placed in hockey programs. What is starting to appear in some minor hockey programs, such as in South London and other areas, is that the second and third generations of these families from non-traditional areas, such as the Middle East, Africa, India, etc., are now starting to appear in hockey programs as they become assimilated into Canadian society. It is possible that in the future generations there will be increased participation from cultural communities as future generations become more connected to Canadian culture and activities.

#### **.5 Year Round Ice**

There has been significant growth in year round ice availability. This has spawned a wide array of hockey development, summer hockey league for youth and men, figure skating programs, etc. This ice tends to be more costly to deliver due to the heat considerations, as ice plant operations are continuous. However,

there has been some stabilizing in the demand for summer ice as this market now has become more mature and has moved out of its high growth era.

Also, there is some concerns around parents believing that maybe their children are on the ice too much when they are participating on a year round basis and that a more balanced framework might be desirable for their children. Growth in summer ice is not seen as a particularly intense opportunity.

## **.6 Private Sector Investment**

In the mid 1990s, there was a significant investment by the private sector in ice surfaces in municipalities. London, Windsor, Cambridge, Brantford, Pickering, Oshawa and many other locations saw private investment. Currently, a new single pad facility is being built in Burlington by a private sector investor and Oakville has four such facilities.

However, by 2002 and afterwards, a number of key considerations have emerged:

- One of the largest operators has gone into bankruptcy and the facilities are being operated by a Trustee.
- A number of private operators have approached local municipal councils to purchase their arena facilities as they have not delivered the investment return that they desired.
- A number of the private sector arenas are not in locations or are of a quality that municipal governments wish to engage with but they can create capacity issues if they close down.

Some private arenas have been successful, such as in Mississauga and Toronto, while other private arenas have not been. There has not been the development of private arena in the last five years as there was between the 1995 and 1999 period.

What is emerging to some degree, such as in Kitchener, is where the private sector person puts up the capital investment and the operation is run by the municipality who pays market price for the ice and allocates it back to community groups at a discounted price. This model is also in place at the Western Fair Sports Centre. This type of model has potential but requires the municipality to buy ice at a full market value that includes capitalization and community groups who are in a position to pay up to \$200 to \$225 per hour for ice if not subsidized.

## **.7 Facility Quality**

Growth in arena facility quality has been substantial over the last ten years. The key requirements now for arenas have moved to a significant qualitative level for two reasons:

- Customer / user expectation
- Risk management

The key considerations now for new arenas are as follows:

- Large dressing rooms with showers and washrooms to facilitate larger equipment and average body masses that are increasing.
- Six dressing rooms and two referee rooms to facilitate female participation and for tournament operations.
- A tournament room / Board space.
- Concessions that tend to offer more upscale menus.
- Seating areas, of which at least one component has a warming feature.
- Bright open foyers for large crowds for tournaments, games and special events.
- Rubberized floors.
- Specialized coat hook systems.
- More vandal resistant fixtures and features.
- Plastic boards with non-scuff glass.
- Dehumidification equipment.
- Other features.

As a result of these expectations and needs, individual arena construction costs have grown significantly. The rule of thumb construction cost figures today are as follows:

- A full service single pad arena on a stand alone basis .....approximately \$4 million
- Package design / build twin pad arena without land ..... \$7 million to \$8 million (including some seating, Board room and storage areas)
- Custom built, municipal quality twin pad arena..... \$10 million to \$12 million (With associated features and long-term durability fixtures.)
- Four pad arenas with full customer service / hospitality related features..... \$12 million to \$20 million (Depending on land and tournament standards.)

## **.8 Tournaments / Meets**

Over the last twenty years, there has been an explosion in the number of minor hockey and adult tournaments, skating meets and shows. These have come about for a number of key reasons:

- To add diversity and interest to a three season program.
- To raise funds for the local associations.
- To better utilize ice availability and to showcase the communities within a sport tourism model.

It is very common for many associations to run from one to three tournaments per year and for skating clubs to offer two to four special meets or shows. These can be significant fundraisers for the local associations, can showcase facilities and municipalities have been very supportive as they can have a positive economic impact from tourism. Many of the high level tournaments are also showcases for talent and can be heavily scouted by Junior 'B,' Junior 'A' and professional teams.

## **.9 Youth Participation Rates**

Though the number of youth in the population is likely to stabilize, it is not likely to decline, especially in Middlesex Centre over the next twenty years. However, youth participation rates in ice-based activities could grow as new types of programs evolve. This has clearly happened over the last twenty years with the introduction of special power skating, defense and goalie schools, supplemental skating programs, the

introduction of precision skating teams and other new programs and services. This trend continues to occur on a fairly significant basis, which results in new participants that otherwise would not be participating joining in on ice-based activities or more intensive utilization by individuals who are already participating.

This type of activity has caused a significant increase in ice utilization over the last number of years. It will not likely replicate that level of growth again but will continue to be a significant ice utilization trend.

## **6.0 LOCATIONAL AND PARTNER PROFILES**

### **6.1 Locational Profiles**

If a new ice surface is deemed feasible in the Township of Middlesex Centre, two locational alternatives are identifiable are identified on Figure 1:

- Twinning the Ilderton Arena to the west side.
- Locating an ice surface in Komoka Park in conjunction with the community centre or in the Township owned adjacent gravel pit.

The following pros and cons are identified for each of the locational choices.

#### **.1 Komoka**

##### **Pros**

- Places an arena facility where a significant portion of the population lives and which currently does not have direct access to a facility except by traveling outside the community.
- Presents an opportunity to enhance Komoka Park and Community Centre in terms of enhanced summer based activities, with the possible inclusion of improved washrooms, concessions, Board rooms, storage, etc.
- Creates a stronger community focus and destination point within the Komoka / Kilworth community.
- Would likely result in more net new hours of ice use due to the need for ten hours by the Mt. Brydges Minor Hockey Association and the possible transfer of ice that is significantly utilized by Kilworth and Komoka residents in Strathroy.
- It would still be conveniently located for Ilderton area users to source additional ice.

## **Cons**

- Additional capital costs and operating costs due to the stand alone nature of the facility, potentially ten to 15% for capital, as additional ice capacity in Ilderton would involve adding to an existing building which is more costly than building a new twin pad arena from scratch.
- Could create some problems for the Ilderton Winter Club if ice times cannot be balanced to be used by their single professional skating coach.
- Would be less supportive to tournaments and meets if two locations exist.

## **.2 Twinning of the Ilderton Arena and Curling Club**

### **Pros**

- Potentially ten to fifteen percent less costly to build and 25% less costly to operate.
- Better support for tournaments, meets and large uses.
- Preferred by the Ilderton Winter Club in terms of the coaching utilization challenges.

### **Cons**

- Would not locate an arena in the other major population centre within the community.
- Would likely have fewer net added prime time hour sales initially as the Mt. Brydges programs would not travel to this area.
- Potential conflict in terms of site traffic circulation, parking, etc. and with the Ilderton Agricultural Society.
- No positive impacts for non-seasonal activities related to sports fields, etc.
- The Township would likely need to spend additional funds in the Komoka – Kilworth area to upgrade the community centre, washrooms and provide facilities of a comparable multi-use nature in that area.

The review of locational options clearly indicates that a policy-based choice will need to be determined if this project were to proceed. A Komoka-Kilworth locational strategy is one that would reflect the population distribution and development of the community and would provide a more balanced facility servicing approach. An expanded Ilderton facility would provide economies of scale and support tournaments and meets.

Based on the population growth that is anticipated being more significant in the Komoka-Kilworth area and the need to provide major recreational facilities within a reasonable framework, the Komoka-Kilworth strategy would be preferred for the following reasons:

- Balanced service delivery.
- More initial net hour sales potential.
- Potential broader multi-season impact in terms of summer utilization depending on design selected.

## **6.2 Partner Profiles**

In discussions with various parties, there is no evident partnership opportunities available at a significant capital level. None of the neighbouring municipalities are interested in entering into another arena facility initiative. The Town of Strathroy-Caradoc already has three facilities and an over supply of ice and the Mt. Brydges facility is in their jurisdiction. The Lucan-Biddulph area is well serviced and has no particular interest in moving to the west or south as any population considerations would be more to the north. The Township of Middlesex North has examined possibilities in a recent report in regards to an expanded arena facility in Parkhill. However, the key issue in that community is whether it would be located in Parkhill or Ailsa Craig. An out of Township location is not deemed an option.

As a result, there are no municipal partners interested in looking at a partnership arrangement, particularly as this facility is being developed based primarily on the needs of the local Middlesex Centre population projections.

In addition, the private sector would not be interested in a single pad arena as it represents a high cost operating methodology unless it built and operated the arena and the Township would buy the ice at a full market value of approximately \$180 to \$220 per hour and then reallocate it back to the community groups. Such a cost would be uncompetitive with what ice exists in the area now at lower prices.

The partnerships that might be possible would be in capital fundraising by the user groups and the community at large. The service groups that participated in the sessions indicated some interest in fundraising support in future years, once current commitments are achieved, but not necessarily at a priority level.

## 7.0 CONCLUSIONS AND RECOMMENDATIONS

### 7.1 Conclusions

Table 7-1 illustrates projected increases in demand for prime-time ice as discussed with the user groups and based on population projection discussions with the same groups.

The current demand for a Komoka-Kilworth located facility would be for sixteen hours, with over one half of that being identified by the Mt. Brydges Minor Hockey Association. For an Ilderton based arena this would be reduced substantially to four hours as the Mt. Brydges groups would likely source new ice time in Strathroy. Also, the Ilderton Winter Club preferred this location over Komoka-Kilworth.

In terms of potential transfer hours, the Mt. Brydges Minor Hockey Program identified 20 to 30 prime time hours and up to 20 hours may be possible with the Middlesex-Elgin Chiefs, relative to a Komoka-Kilworth facility. For an Ilderton facility, the number of transfer hours reduces to ten to twenty hours, of which the vast majority would be for the Middlesex-Elgin Chiefs. The ten hours for the Ilderton Winter Club is identified for both arenas though they would prefer a second pad at the current Ilderton Arena.

In examining potential future needs, and based on the fact that currently two girls' teams are being formed for both minor hockey associations each year, and based on a conservative projection, thirty-eight to forty-six hours could be identified for Komoka-Kilworth facility and twenty-six to twenty-eight hours for an Ilderton facility.

Beyond the five year time frame, the demand would continue to increase as the growth in the community's population continues, though the population profile indicates a more aging profile, smaller family sizes and not the total number of children that was identified previously.

The five year demand profile indicates the following:

- Potentially eighty-six hours of ice for Komoka-Kilworth facility by year five, which for prime time, is above the generally perceived sixty-six to seventy hour of prime time availability. This would leave a margin of error in demand of about 22.8%.
- The demand for ice in five years for an additional ice pad in Ilderton would be approximately fifty-five to sixty-five hours, depending on whether the Middlesex-Elgin Chiefs utilize the facility. This is slightly less than a full prime time rental load.

**Table 7-1**  
**Projected Prime Time Ice Demands**  
**by User Groups for Middlesex Centre Residents**

	Current Demand		Transfers		Five Years	
	K/K	ILD	K/K	ILD	K/K	ILD
Mt. Brydges Minor Hockey Association	10		20 to 30		10	
Mt. Brydges Skating Club	2				2	
Ilderton Minor Hockey Association					14	14
Ilderton Winter Club	2	2	10	10	2	2
Power Skating	2	2				
Adult League					2	2
Middlesex-Elgin Chiefs			0 to 20	0 to 20	8 to 10	8 to 10
<b>TOTAL</b>	<b>16</b>	<b>4</b>	<b>30 to 60</b>	<b>10 to 30</b>	<b>38 to 40</b>	<b>26 to 28</b>

The data indicates two key conclusions:

- A second ice pad is potentially fully rentable on a prime time basis within five years in Komoka-Kilworth, and almost rentable if it were located in Ilderton, based on the current Ice Allocation Policy parameters.
- Two key dependencies in terms of full rentability are identified:

Whether the organizations will transfer the ice as indicated.

The role of the Middlesex-Elgin Chiefs.

Based on the data, the following strategy directions are identified:

- The need for a new ice surface in Middlesex Centre will occur within five to seven years, 2011 is the latest.
- The preferred location in terms of demand would be in the Komoka-Kilworth area.

- A need exists to secure contracts for identified transfers and Middlesex-Elgin Chief rentals prior to the development of a new ice pad.

## **7.2 Facility Profile**

The following profile is proposed in regards to a new arena facility in Middlesex Centre if it is pursued:

- An ice surface of 200' by 85' (NHL size)
- Six dressing rooms with showers, washrooms and rubberized flooring able to accommodate twenty dressed adults.
- Two referee's room
- Minimum of one office
- A boardroom that is able to seat twenty people comfortably with appropriate furnitures, flip charts and related supports.
- Seating for approximately 500 to 700 individuals.
- Contemporary boards, glass and dasher board systems.
- Designed to potentially receive a second ice pad, possibly a smaller one for community use at a future date.
- Washrooms and concession resources that can be reversed for external access / servicing in the summertime.
- A large foyer area to accommodate tournaments, special event circulation and crush space.
- A warm viewing area for approximately 20 to 30 people.
- Dressing room access to the benches without circulating through the stands or foyer / public areas.
- Equipped to receive electronic clocks and controls.

- Investigation of contemporary computerized technology that can control ice temperatures, lights and other components of the operation to maximize energy efficiency and savings.
- If a metal frame building is to be utilized, investigate the benefits of an 8' concrete or decorator cement block wall on the exterior to reduce damage from vehicles, vandalism, etc. that can occur with steel wall panels.
- Insulated ceilings and dehumidification, with a summer ice capacity.
- Average to above average fixtures quality in terms of durability, vandal proofing, etc.

### **7.3 Financial Profile**

#### **.1 Capital Costs**

Based on current arena development initiatives in London, Aylmer, St. Thomas, Forest and other locations, a single pad arena generally has a capital cost of \$4.5 million, without consideration for land. This figure can be somewhat reduced under two circumstances:

- An attachment to an existing facility, such as Ilderton, however additional ice making capacity will be required.
- Utilization of infrastructure on an existing site, such as Komoka Community Park and Centre.

If the arena were built in approximately five years, a projected planning figure of \$4.5 million to \$5 million is identified in light of the conditions that exist within the Township to receive the additional ice pad.

The \$4.5 million figure is based on the fact that the Gemini Twin Pad, the Aylmer Twin Pad, the St. Thomas Twin Pad, and other facilities have had construction costs in the order of \$7.0 million to \$8.0 million. What would be eliminated in a single pad facility in Komoka-Kilworth would be one ice surface, as the boardroom, concessions, foyer and related areas would still be the same in terms of scope and cost. An Ilderton strategy could be \$800,000 less costly due to the need for less space for foyers, concessions, ice resurfacer room, etc.

Table 7-2 profiles the arena space and Table 7-3 estimates the capital costs for the two alternatives.

In terms of capital costs, the primary source of funds will be Development Charges, potentially \$3.1 million, however they will not be collected in their entirety by the identified start up date for the new facility. It is proposed that the municipality bridge finance the facility, reducing the financing as Development Charges are collected. It is also appropriate that fundraising, Township capital contributions and potentially a surcharge could be considered as follows:

- Capital fundraising for any part of the facility above \$4.5 million or for use specific needs, eg: office, etc.
- A surcharge of \$3 to \$5 per hour to offset the interest costs on the Township bridge financing the uncollected portion of eligible Development Charges and as a future reserves source of income for the renewal of the facility over time.

The cost of the bridge financing to the Township could be covered by imposing a \$3 to \$5 surcharge per hour. Currently, the Town of Strathroy-Caradoc charges \$2.50 per hour as a capital surcharge. The Cities of Burlington, Pickering, Oshawa and others also use a surcharge model. In this way, the Township would absorb more limited capital costs associated with new arena development.

In addition, if the capital costs of the project increased above the \$4.5 million, or if user groups want specific fit-outs or special features to service their needs, these could be captured through a general capital fundraising campaigns, or a direct contribution from the users / clubs to support their particular needs.

**Table 7-2  
Preliminary Arena Space Requirements in Square Feet**

	<b>Komoka-Kilworth</b>	<b>Ilderton</b>
Ice box and seating	22,000	22,000
Six dressing rooms @ 500 sq. ft.	3,000	3,000
Two referees rooms, public washrooms and support areas	1,000	1,000
Concession and storage	600	0
Foyer / office	1,000	500
Circulation / warming area	1,400	1,000
Ice plant / Mte. / ice resurfacers / storage	2,000	500
<b>TOTAL</b>	<b>31,000</b>	<b>28,000</b>



- No additional public skating would occur in Ilderton as there are no demand indicators, but there would be public skating in Komoka-Kilworth, generating some revenue.
- Utilities and service costs would be less than currently being experienced, as the new facility would operate for approximately 26 weeks per year and would not be initially developed for off-season ice as there is an adequate supply currently provided within the existing Ilderton Arena.
- Some recognition that there may be less ice hours sold in an Ilderton Twin Pad based on the research has also been incorporated.
- The revenue projections for ice rentals are based on a 26 week season for both facility options.

Based on this data, there is potential to generate \$279,000 in revenue in the Komoka-Kilworth alternative compared to \$227,000 in a twinned Ilderton facility. As per normal arena operations, the bulk of this revenue is via ice rentals.

In terms of expenses, the Komoka-Kilworth operation would have approximately \$273,000 compared to \$191,000 for Ilderton. The significant difference is in labour costs, which reflect the different economies of scale that can be achieved from a twin pad. Also, utilities and services would be less as it would only be an ice pad addition in the Ilderton alternative and not a whole new building as per the Komoka-Kilworth alternative.

The overall economies of scale are also reflected for Komoka-Kilworth as there are no charges for management, or non-arena based activities. 120 staff hours per week has been allocated for 28 weeks. Considering that approximately 70 to 80 hours per week would be facility operations, this leaves an additional 40 to 50 hours per week where dual staffing may be required.

In the end, approximately a break even situation would exist with Komoka-Kilworth and a surplus of \$36,000 could be achieved in a twinned Ilderton facility. As a result, there is some potential to reduce the \$70,000 per year operating deficit associated with the current Ilderton Arena and Curling Rink if the targets can be achieved.

**Table 7-4  
Typical Incremental Ice Pad  
Operating Financial Profile**

	<b>Komoka-Kilworth</b>	<b>Twinned Ilderton</b>	<b>Comments</b>
<b>REVENUES</b>			
Ice Rentals	203,000	190,000	<ul style="list-style-type: none"> <li>• Less hours sold in Ilderton initially</li> <li>• 65 hours / wk @ \$120 x 26 weeks</li> <li>• Assumes 2% year rental rate growth</li> </ul>
Concession Sales	55,000	30,000	<ul style="list-style-type: none"> <li>• Summer use</li> </ul>
Advertising	4,000	2,000	
Rentals / Sharpening	12,000	3,000	<ul style="list-style-type: none"> <li>• Room rental in Komoka-Kilworth</li> </ul>
Public Skating	2,000	0	<ul style="list-style-type: none"> <li>• No additional public skating in Ilderton</li> </ul>
Misc.	3,000	2,000	
Subtotal	279,000	227,000	
<b>EXPENSES</b>			
Labour	51,000	20,000	<ul style="list-style-type: none"> <li>• K/K – 120 hours / week x 28 weeks x \$15 / hour</li> <li>• Ilderton – 40 hours / week x 26 weeks x \$15 / hour</li> </ul>
Administration	2,000	1,000	
Building Mtc.	40,000	30,000	<ul style="list-style-type: none"> <li>• Ilderton smaller space to maintain</li> </ul>
Utilities and Services	120,000	100,000	<ul style="list-style-type: none"> <li>• No summer ice and smaller space</li> </ul>
Insurance	30,000	20,000	<ul style="list-style-type: none"> <li>• Smaller building in Ilderton</li> </ul>
Concession Purchases	30,000	20,000	<ul style="list-style-type: none"> <li>• 1/3 net</li> </ul>
Subtotal	273,000	191,000	
Net Result	6,000	36,000	

#### **7.4 Recommendations**

Based on the research, inputs and analysis, the following recommendations are provided to the Township of Middlesex Centre:

- That a new ice pad be developed starting in 2008 for opening in the 2009-2010 ice season.
- That the new facility be developed in Komoka-Kilworth, and if technically possible, within the Komoka Park, providing a summer sports field, boardroom and related supports within the community.

- That the Township of Middlesex Centre contribute approximately \$3.1 million towards the facility from Development Charges, current and future eligible, and the residual from direct Township capital contributions and fundraising up to \$4.5 million.

Within five years, potential exists to sell enough ice that would consume all the prime time hours available in a new ice pad without impacting the Ilderton Arena's sales. This ice time would be used within the current ice users policy of 75% Middlesex Centre resident participation. One of the key considerations in the timing, is an agreement by the various user groups as outlined in this report, to commit to the purchase of the additional prime time hours prior to the initiation of construction of the new facility.

If the hours are not achievable based on the discussions to date, than the initiation of the new facility could be deferred until growth in current demand and that fuelled by population increase moves the prime time hour sales towards the 85% to 90% level guaranteed, likely by 2012 to 2013.

The preferred locational venue is in Komoka for three key reasons:

- Greater propensity for the sale of prime time ice hours.
- Anticipated population growth is more significant over the long term, therefore increasing demand.
- The area is one of the largest population centres and does not have an arena facility.

The general consensus from most parties involved with this report was that the Komoka location was preferred on reasons ranging from fairness and equity to absolute demand. It is also the site where more demand will occur relative to some of the Mt. Brydges groups, though the Ilderton Winter Club has some concerns that need to be addressed through effective scheduling.