
Final Report

**Arena/Community Centre
Needs and Feasibility Assessment Study**

Township of Cavan Monaghan

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Executive Summary

Purpose

The purpose of this Arena/Community Centre Needs and Feasibility Assessment Study was five-fold:

1. Determine the current and future requirements for arena ice and floor time in Cavan Monaghan.
2. Define facility and site requirements for a replacement facility.
3. Estimate capital and operating costs.
4. Identify and evaluate options for a replacement arena/community centre.
5. Examine options for the existing facility and site.

Current and Future Demand for Ice and Floor Time - Arena/Community Centre, Cavan Monaghan Township

In examining the past and current use of the Cavan Monaghan Community Centre, consulting with the principle user groups, examining the potential for future demand as the community grows and the population profile changes, examining what is anticipated regarding arena facilities and future demand in the wider market area, and applying broader leisure trends – it is concluded that the Township can support one ice surface for the foreseeable future.

Although demand may grow a little beyond what one ice surface can accommodate over the next twenty years, there is no indication that demand will increase sufficiently to support a second ice surface. Currently, there is considerable excess supply of prime time ice in nearby arenas, and the City of Peterborough is planning to replace the aging Northcrest Arena with at least a twin-pad arena in the near future. Therefore, any excess demand for ice time from Cavan Monaghan user groups can be accommodated in nearby facilities.

Due to the very limited supply of adequate multi-purpose space in the Township, it is recommended that if a replacement arena is to be considered, that it contain one or more components to accommodate a wide variety of recreation, wellness and social activities for small and large groups, and to meet the needs of all ages.

The rate of in-migration and the age profile of new residents will have to be monitored and the impact on demand for activities that an arena/community centre can accommodate will need to be determined. If the rate of population growth is considerably higher than the historic average and many of the in-migrants are young families with children and youth, the demand for arenas and multipurpose activity space may increase beyond what it is today. Currently, it is anticipated that only the 0-9, 30-44 and 65+ age groups will show much growth to 2031.

Facility and Site Requirements

The following describes what should be considered as a replacement for the Cavan Monaghan Community Centre, which is recommended to be closed as soon as possible. In addition to demand for indoor ice, it is known that there is also demand for multi-purpose space. However, the precise nature and extent of that demand has not been as thoroughly researched as the arena portion of the facility - except through the 2013 Parks and Recreation Master Plan, and opinion provided by current user groups and municipal staff. Therefore, it is recommended that the market for the proposed complementary facilities be more fully examined as a follow-up to this study.

Proposed Components

The Arena

- an NHL size ice surface with 6-8 adult-size dressing rooms (including at least one room dedicated to female customers and one room designed for persons with disabilities)
- heated spectator seating along one side of the ice surface for 200-300
- ample lobby with a concession and café-style seating, ice viewing and wheelchair accessible seating, electronic information display(s), a trophy display case, a water bottle refill station
- male and female referees rooms, and a first aid room
- staff office, workshop and ice re-surfacer room
- adequate storage with air quality control
- public washrooms and space for future outdoor-access washrooms if required
- an adequate sound system for all uses and an easy-to-use scoreboard
- Wi-Fi throughout the building
- air conditioning to encourage summer floor use
- an energy-efficient building with a heat exchanger system

- bright and airy – lots of windows
- wide hallways and automatic sliding doors (main entrance and dressing rooms)
- the building should be accessible throughout for persons with disabilities and be a single storey structure (other than for the proposed elevated running/walking track)
- adequate parking with a drop-off zone (including sufficient room for bus parking)

Associated Components

- an assembly hall/gymnasium space – in the order of 5,000 square feet of programmable space; excellent acoustics; dividable; multipurpose floor to support gym sports, social functions, floor-based exercise programs, performances, trade shows/exhibitions, etc.; natural lighting; accessible from the lobby, but also with a separate entrance; portable stage; sound system, commercial or warm-up kitchen; and adequate storage.
- several activity rooms that can support programs, meetings and other activities (arranged to open up into each other to create one room); one or more of the rooms to include a counter with a water source and lockable cupboards; natural lighting; and multipurpose cushioned or sprung wood floor to support aerobic fitness and dance programs.
- an elevated running/walking track around the perimeter of the ice surface (could be enclosed for climate control if required); natural lighting where appropriate.

Site Requirements

The facility as proposed will require a site in the order of eight acres, assuming that the site is level and of desirable shape to optimize facility location and parking layout.

Preliminary Estimate of Size and Capital Cost

The facility is estimated to be in the order of 61,620 square feet in size. At the design stage, the size may be adjusted, based on more detailed input about program, facility requirements and desired features, as well as a determination of optimum facility layout, based on site characteristics, components and features.

Construction cost is estimated to be in the range of \$13,248,300 to \$17,253,600 – based on 2014 construction costs and depending on the level of fit, finish and sophistication. When consulting fees, contingency, equipment, furnishings and site development are included, the total project cost is estimated to be in the range of \$15,898,300 to \$19,903,600.

If only the arena is build within the proposed multi-purpose space and indoor running/walking track, the size would be in the order of 43,380

square feet. The estimate of construction cost is in the range of \$9,326,700 to \$12,146,400, and total project cost will be in the range of \$11,306,760 to \$14,126,400.

If the multi-purpose spaces without the arena and indoor running/walking track were the focus of a smaller, self-sufficient multi-use community centre located within the Millbrook Settlement Area, the size would be in the order of 14,700 square feet. The estimate of construction cost is in the range of \$3,397,500 to \$4,042,500, and total project cost will be in the range of \$4,397,500 to \$5,132,500.

See **Section 3.2.3** for details. See also below and **Section 3.2.2** for a description of the various facility configurations and options for provision.

Estimate of Operating Cost

A net operating deficit of approximately \$189,600 is projected for the proposed new Cavan Monaghan Arena/Community Centre in 2016 (projected earliest opening date), decreasing to approximately \$133,300 by 2018, before increasing to approximately \$146,800 by 2020. The current Community Centre, which is 2.5 times smaller and has an under-funded operating budget, recorded an operating deficit of approximately \$88,500 in 2013. *The net cost per square foot to operate a modern, energy-efficient community centre, as proposed, is approximately 1/3 lower than the current facility, with the potential to improve to over 50% lower, depending on utilization level and rates.*

Although use of prime ice time in the arena is pretty well maxed out, there is considerable non-prime ice time available during day-time

hours - Monday to Friday, as well as late evening hours (after 11 PM). Additionally, assumptions in the operating cost projections about utilization of the arena floor, the assembly hall/gymnasium, the multi-purpose activity rooms, as well as the running/walking track are very conservative – with considerable potential to attract much more use and revenue.

Even with the proposed increases in rental rates, the new arena/community centre would still be charging prices that are substantially below rates for comparable facilities within the greater Peterborough market area. *Therefore, higher rates and/or a utilization level that is greater than estimated will produce a lower operating deficit.*

Identification and Evaluation of Options for a Replacement Arena/Community Centre

The 1952 Cavan Monaghan Community Centre is well past its replacement date. The building is deficient in every category and will require an additional investment of between \$400,000 and \$1,000,000 (or more) over the next ten years to be maintained in good working condition and to meet increasing provincial accessibility standards. The site is small and in a floodplain which precludes expansion and does not support sufficient parking, even for existing uses. Continued investment in this facility is not recommended.

Three options to replace the Community Centre have emerged for consideration. **Figure 14** details the pros and cons of each.

From a purely 'community value' perspective, **Option One** that locates the proposed arena/community centre in a future Township park adjacent or attached to the municipal office will be the most beneficial to the community – in terms of: i) best access to greatly improved recreation, social and wellness facilities and programming in a multi-function facility; ii) retention and enhancement of a vital focal point of community activity, identity and pride; and iii) contributing to the economic viability of local commerce, especially downtown Millbrook. Another advantage is the potential to be able to add to this facility as demand warrants and to possibly incorporate a new fire hall and replacement library. The potential for community fundraising will be highest for this option, but the opportunity for grants from senior levels of government will be lowest. The potential for partnerships with community organizations is similar to Option Three and much higher than for Option Two. Considering all recommended components, this option will likely cost in the order of 10-15% more than Option Two, but less than Option Three. Net operating cost is projected to be higher than for Option Two, but lower than for Option Three.

On the other hand, **Option Two** which locates all of the proposed facilities at Fleming College as part of a larger joint venture complex will likely result in 10-15% lower capital cost for Cavan Monaghan compared to Option One – due to sharing common components among three or four ice pads. Being part of a larger complex may reduce the Township's share of net operating costs as well. Also, there will be no land cost to the Municipality and the likelihood of senior government grants will be higher. However, the potential for community fundraising will be lowest for this option.

Township users of this facility will have direct access to the other facility components within the complex and tournaments can be hosted at this facility. However, this option will remove a vital focal point of community activity, identity and pride from the community, along with economic stimulus for local businesses. Due to location in the extreme northeast corner of the Municipality, this option will greatly reduce access to most recreation, social and wellness programming for many Township residents, even though the College location is on one of the principle and frequent routes of many Township residents traveling to Peterborough.

Option Three, which emerged during the study, represents a compromise between Options One and Two - with the principle goal of maintaining a central focal point of community and recreation activity, identity and pride; as well as providing economic stimulus in the Township. This option, which locates the arena and indoor track at the College and the assembly hall/gymnasium and multi-purpose rooms in a smaller community centre in a future Township park adjacent or attached to the municipal office will cost more than Option Two to build, but about the same as Option One (if the cost of the indoor running/walking track is shared among the partners).

To operate this smaller community centre will cost more than if the components were integrated with the arena and running/walking track. To be self-sufficient, this facility must be larger, resulting in higher operating expenses. Its revenue-generating potential will be reduced due to being separated from the arena and indoor track which will eliminate cross-programming and flow-through business into the multi-purpose activity rooms. For example, fitness and wellness programs would utilize various combinations of the indoor track, the gymnasium and the smaller activity rooms; and other types of programming and events would utilize the arena ice surface and floor, along with the large and small multi-purpose spaces.

Another positive is that this smaller community centre could still become part of a desirable concentration of municipal facilities adjacent or attached to the municipal office. Depending on the components that are combined and the timing, some size efficiencies could be realized which would reduce capital and operating costs. As with Option One, other advantages include the ability to expand this facility on a Township site to meet future community needs as demand warrants, and the potential to partner with community organizations.

See **Section 3.2.2** for more detail on the options and **Section 3.4** for more detail on the evaluation of the options.

Options for the Existing Community Centre and Site

Given that this study recommends that the Cavan Monaghan Community Centre be decommissioned as a public use facility as soon as possible, other options for use of the building and the site should be considered. Identifying alternative uses for the Community Centre is limited by the age, general condition, purpose-built design and the weak appearance/appeal of the building, as well as parking

The Lions Club and others as Potential Partners

The Parks and Recreation Master Plan suggested that the local Lions Club may be interested in becoming a partner in this endeavour by incorporating their operation into the community centre portion of the facility. The uses currently occupying their small facility could be accommodated within the municipal facility. The Lions hall has size constraints, is in deteriorating condition and will soon require accessibility upgrades to meet provincial standards. A partnership with the Lions Club would best fit with Options One and Three. Similar interest may surface from other community organizations.

Possible Outdoor Recreation Facilities

If a community-scale park of sufficient size is provided within the future residential community in the vicinity of the municipal office, some or all of the following outdoor recreation facilities - most of which were identified in the Parks and Recreation Master Plan - should be considered for this location.

- a splash pad
- a skateboard facility
- two outdoor tennis courts and/or a multi-purpose hard-surface sport court
- a playground
- a picnic area
- walking paths and linkage to the Township-wide trail network

limitations. Site size and location within a floodplain precludes expansion and significant modifications to the facility.

From a 'community-first' and aesthetic perspective, the highest and best use would be to raise the building and redevelop the site as a high profile public open space, as envisioned in the downtown Millbrook revitalization plan.

Other options for use of the building and site would see the building retained for alternative civic/non-public uses or leased to a third party for inside storage. Or the building could be raised and the site sold or leased for parking. However, none of these other options contribute to strengthening downtown Millbrook or enhancing the Township's

parcs and open space system, which is already well below the norm in extent and quality. The Municipality does not have a public square or other outdoor focal point for community activity, celebration and identity.

Other Recommendations

Supplemental Investigations

Multi-purpose Space

Since this study focused on arena requirements, only limited information is available about the market for multi-purpose program/activity space and specific facility/space requirements for that type of space - other than the widely held understanding that an assembly hall and additional higher quality smaller activity spaces are required. Further investigation will be able to confirm if this is the exactly the type of space required and if the recommended size allocation is appropriate. Also, the 2013 Parks and Recreation Master Plan identified types of desirable and popular facilities that are typically provided in communities like Cavan Monaghan and may be appropriate for the proposed arena/community centre.

Therefore, it is recommended that if the Municipality plans to move forward with this facility, that further technical research and consultation with community groups and residents be undertaken to more fully define the requirements and specifications for large and small multi-purpose program/activity spaces.

Other Facilities

Further research into the market for an equipment-based fitness facility, an indoor soccer field house and outdoor recreation facilities that would be suited to this setting should also be undertaken before the size of the community park is decided, and the design of the facility and the park are initiated.

Potential Partnerships with Community Organizations

Investigation of the potential interest of service, health, social and other community-based clubs and organizations in being part of the proposed arena/community centre should be conducted. The potential interest of the Lions Club is an example. Other similar entities may be interested in a partnership with the Municipality to provide dedicated space, or to occasionally or regularly rent space for meetings and/or sponsored programming.

Community Visioning Session

As the facility and its design is being further envisioned, it is recommended that a community-wide visioning session be hosted to bring a cross section of the community together to discuss and

imagine what the facility could be like. All of the information that will have been researched on market requirements would be presented to provide context and background to inform participants and to focus the discussion.

Support to Volunteers

The Parks and Recreation Master Plan noted the value of volunteers to the effective delivery of park, recreation and culture facilities and services in the Township, as well as the value of volunteering to the individual and the community. Most municipalities do not fully recognize the extent of the role and value of volunteers and their potential benefit to the community. Typically, the level of support to existing volunteers and the approach to recruit new volunteers is underwhelming, insufficient and ineffective - and most municipalities do not have a comprehensive volunteer engagement strategy.

Given the importance of volunteers and volunteer-based groups to the delivery of parks, recreation and culture facilities and programming in Cavan Monaghan, it is recommended that the role of volunteers, the way they are supported by the Municipality and others, and the potential to further develop and strengthen volunteer resources be researched and assessed – and that a comprehensive **Cavan Monaghan Volunteer Engagement Strategy** be prepared and implemented to better support volunteers and effectively grow this resource – as an essential component of the delivery of leisure and other community services in the Township.

Allocation Policy

With a potential new arena and additional multi-purpose space under consideration in the proposed arena/community centre, a space

allocation policy should be developed to ensure equitable opportunity to access new and improved facilities by established and new groups, as well as the potential for Township-sponsored leisure programming.

Chapter One: Introduction

On July 2, 2014, the Municipality embarked upon an investigation of the need for and nature of a facility to replace the aging Cavan Monaghan Community Centre, which is located in downtown Millbrook, as well as to examine all options for a replacement facility.

The study examined the functionality and condition of the Community Centre, based on a site visit, recent structural condition assessments and the perspectives of municipal staff and user groups. Also researched and assessed were: current and past use patterns, current and past revenue and expenses, past and anticipated major capital investments, the community profile, anticipated population growth and change, characteristics of the major customers of the facility, indicators of current demand, opinions from user groups about anticipated future demand, local and broader leisure trends, and best practices in facility provision and operation.

From this information, conclusions were reached about any current unmet demand, as well as anticipated future demand. That was translated into the number of hours per week of required prime and non-prime ice and floor time to meet current demand, as well as an

estimate of the hours of ice and floor time that would be required to meet anticipated future demand. Although the focus was on prime time use in the Fall/Winter season, non-prime time use was also examined, as well as Spring/Summer use.

Essential to the research was a User Group Survey and a workshop with customers.

The nature of the preferred replacement arena/community centre facility is described, along with site requirements. Available sites were identified. In addition, a five-year pro forma operating budget was prepared for the facility as described, with general comments provided about other options. Comments about the suitability and feasibility of maintaining the existing Community Centre as a non-ice community facility were also offered.

Finally, the pros and cons of a Municipally-owned and operated arena/community centre verses a partnership with another public entity or entities to provide, operate and share the use of such a facility were identified.

Chapter Two: Planning Context and Needs Assessment

2.1 Introduction

This chapter will focus on the nature of the community and the principal markets that use the Cavan Monaghan Community Centre.

Also reported on will be:

- anticipated population growth and change – and likely impact on future demand;

- the nature, use and operation of the Cavan Monaghan Community Centre; and
- arenas within the region.

Current and future demand will be assessed, leading to a calculation of the current and future requirement for ice surfaces in the Township.

2.2 Community Profile

2.2.1 The Current Population

Statistics Canada reported the 2011 population of the Township to be 8,601, which represented a decrease of 2.6% since 2006. However, Census Canada reported that the 2011 census undercount averaged 2.9%, which could mean that instead of a decline of 2.6%, the population could be similar to 2006 at 8,850.

The census describes a Cavan Monaghan population that is older by age of residents than Ontario. Compared to the 2011 Ontario population, the following differences are noted for the Township.

- Lower percentage of young children age 0-9 and young to middle age adults 20-44.
- Higher percentage of children/teens age 10-19, and middle age and older adults age 45+

The median age was 45.9, which was similar to Peterborough County (45.7), but considerably higher than the City of Peterborough (42.7)

and the provincial average of 40.4. The age 55+ population was considerable higher than the Ontario average (32.5% compared to 27%), while the age 65+ population was only slightly higher than the Ontario average (15.8% compared to 14.3%).

Although the 2011 Census did not identify population by Ward, it is known that the Cavan Ward contains the highest population. 2010 data from MPAC estimates the population by ward as follows (as reported in the Parks and Recreation Master Plan):

- | | |
|-----------------------|-------|
| ▪ Cavan Ward | 6,252 |
| ▪ Millbrook Ward | 1,591 |
| ▪ North Monaghan Ward | 1,392 |

2.2.2 The Principle Markets that Utilize the Arena

The principle market that utilizes the arena is age 5-19. A closer look at that age group in Cavan Monaghan Township reveals the following:

- This population group declined in percentage from 22% of the population in 2006 to 18.7% in 2011. That represented a 17.3% decline in the number of children and youth from 1,940 to 1,605 or 335.
- Although the Township maintained a similar population between 2006 and 2011, the aging of the big Echo generation (the children of the Baby Boom) reduced the number of potential customers for sports activities. The Echo generation is now age 20-35 and has aged out of its minor sports years. In 2006, the Echo generation was age 12-27, and in 2011, it was age 17-32.

The second largest market for arena use is young to early middle-age adults (age 20-44). Although the Echo generation has now aged into this market, the 20-44 age group actually decreased in size from

2,510 to 2,215 between 2006 and 2011 and also decreased in percentage from 28.4 to 25.8.

Taken together, the two principal arena markets aged and declined significantly in number of potential customers and proportion of the population between 2006 and 2011 (-630 people or -14.2%), and will have declined further by 2014. During the 2006-2011 period, the percentage of age 5-44 year olds declined from 50.4% to 44.4%.

A third and smaller market that makes regular use of the arena is the 45-64 age group. Most adult customers of the arena range in age from 19-65. Between 2006 and 2011, the 45-64 age group increased by 235 along with the proportion of the population that they represent (from 32.1% to 35.7%).

2.2.3 Historical Population Growth

Not factoring in the census undercount for each census year, the population of the Township has grown slowly over the past twenty years, as illustrated below:

1991	8,155
1996	8,252 (+1.2%)
2001	8,453 (+2.4%)
2006	8,828 (+4.4%)
2011	8,601 (-2.6%)

Between 1991 and 2011, the population grew by only 446, representing an average annual growth rate of 0.27%. Growth was highest between 1996 and 2006. However, between 2006 and 2011, the population declined (without factoring in the population undercount). This was the case in many rural Ontario municipalities, influenced in part by the aging of the Echo generation and many young adults from that generation leaving rural communities for higher education and employment.

2.2.4 Income, Education and Ethnicity

Since the 2011 census has not yet reported income and education data, 2006 Census data will be referenced.

Income and education influence the participation level in leisure activities, as well as the type of leisure activities in which people participate. The higher the level of income and education attained, the more likely a person is to participate in leisure activities. With cost being a barrier for participation in many expensive activities, higher household income can increase the likelihood of increased participation levels in certain activities. Interest in some leisure activities is also influenced by level of education attained. For example, participation increases in the arts, tennis, golf and use of walking and cycling trails with income and education.

The 2006 Census reported that the 2005 median income of all private households in the Township was considerably above the provincial average of \$60,445 and higher than surrounding communities as noted below:

Cavan Monaghan	\$73,654
Selwyn	\$63,632
Port Hope	\$60,382
Otonabee-South Monaghan	\$58,767
City of Kawartha Lakes	\$52,955
City of Peterborough	\$48,213

This suggests that participation levels in leisure activities in the Township could be above average and that the ability to participate in some of the more costly leisure programs could be less of a barrier for many Township residents.

The 2006 Census reported that a lower percentage of Cavan Monaghan residents attained a University certificate, diploma or degree than the provincial average, but a higher percentage of residents attained a college CEGEP or other non-university certificate or diploma compared to the Peterborough CMA and the provincial average. This suggests that participation levels in a wide range of leisure activities in the Township may be comparable to that of the wider Peterborough area and the province as a whole.

The 2006 Census reported that 8% of Cavan Monaghan residents were immigrants, which is similar to the Peterborough CMA (9%), but less than a third of the provincial average of 28%. Although the Township and the wider market area are less ethnically diverse than the province as a whole, Statistics Canada predicts that diversification will increase across the country. Consequently, increased consideration will have to be given to non-traditional programming as diversity increases, as well as increased sensitivity to a variety of leisure preferences and expectations.

Although a high percentage of visible minority and non-European foreign-born residents is negatively impacting demand for skating activities in large and fast-growing communities, the much smaller current and projected numbers for the Peterborough area (including Cavan Monaghan) are not expected to have a measurable negative impact on demand for ice- and floor-based leisure activities associated with arenas. In future, increased diversity should increase demand for outdoor and indoor soccer and cricket.

2.2.5 Population Forecast and Distribution

The Township Official Plan provides an official population projection of 11,560 by 2031. Based on the adjusted 2011 population (8,850), that would result in an increase of 2,710 (30% or an average of 1.5% per year). That would represent a significant increase in the rate of growth, which since 1991, has averaged 0.27% annually.

70% (or approximately 1,000 units) of the growth is allocated to the Millbrook Settlement Area, with approximately 350 units to be located within the existing built boundary and approximately 650 units allocated to the future expansion area of Millbrook (north along County Road 10 to just past the municipal office). Approximately 115 units are allocated to the hamlets and 240 units are allocated to the countryside area.

The only available up-to-date age-specific population projections are from the *Greater Golden Horseshoe Growth Forecast to 2041, Technical Report (November 2012) Appendix, prepared by Hemson Consulting Ltd., June, 2013*. That report projects the population of Peterborough County to 2021, 2031 and 2041 by age cohorts. Since the 2011 median age of Cavan Monaghan Township was similar to

that of the County, the projections by age for the County may also apply to the Township.

The projection to 2031 suggests that the percentage of the youth and young adult population (age 10-29) will decline, while the 0-9 and 30-44 age groups will increase in percentage - influenced by the aging of the large Echo generation and the anticipated increasing number of children born to the large Echo generation. The 45-64 age group is projected to decline significantly in percentage as the Baby Boom generation gradually ages out of this demographic. The 65+ age group is projected to increase significantly in percentage to accommodate the aging Baby Boom generation.

What is unknown is what age group will move into Cavan Monaghan over the next twenty years. If a large proportion of the in-migrating population is younger than is anticipated for the County, that situation will influence the future age profile of the Township and the demand for leisure, especially for facilities like arenas.

2.3 The Cavan Monaghan Community Centre

2.3.1 The Facility

The original Cavan Monaghan Community Centre was constructed in 1952. After a fire, part of the structure was re-built in 1977. The facility comprises the following components (see **Figure 1** for the 'Fire Plan' facility layout of the main floor and **Figure 2** for the 'fire plan' layout of the second floor hall):

- Ice surface (175' x 75') – with 'home' and 'visitors' players benches, time keeper's box, penalty boxes, and spectator bleachers accommodating approximately 300 people
- Ice re-surfacer room (15'6"x8')
- Ice plant room (14'2"x28'4")

- Minor Hockey storage room (7'3"x11') and staff storage room (4'7"x7'3")
- Front lobby area (88'x17'), with concession booth (14'10"x8'8"), raised seating for about 20 people – accessed by a 54' ramp, a very small referee's room (6'2"x3'), office, janitor's room, male and female lobby washrooms, four small dressing rooms with a single toilet and single shower in each (13'8"x12'), and a small alternative dressing room with no toilet or shower (converted from the original referee's room (6'x3'))
- Second floor hall (54'x40') with bar, storage room (19'6"x20'), laundry room (10'6"x13'), kitchen (13'x13'6"), male and female washroom, staff office/lunch room/locker room
- The building footprint is 21,200 square feet with approximately 3,200 square feet of second floor space (contemporary facilities are double this size).

- Parking: 19 regular and four handicap spaces.
- Recent renovations, repairs and replacements totalling almost \$700,000 included:
 - new arena floor and chiller – 2003 (\$479,121),
 - condenser – 2005 (\$29,950),
 - Olympia ice re-surfacer – 2009 (\$43,600 net),
 - cleaning and repainting of roof steel framing – 2012 (\$45,200),
 - replacement of low-E ceiling – 2012 (\$22,200),
 - electrical upgrades/repairs – 2012 (\$30,500),
 - ceiling repairs – 2013 (\$20,800), and
 - repairs to the exterior roof, eaves, drainage, walls - 2014 (\$26,800).

Figure 1: Cavan Monaghan Community Centre Main Floor

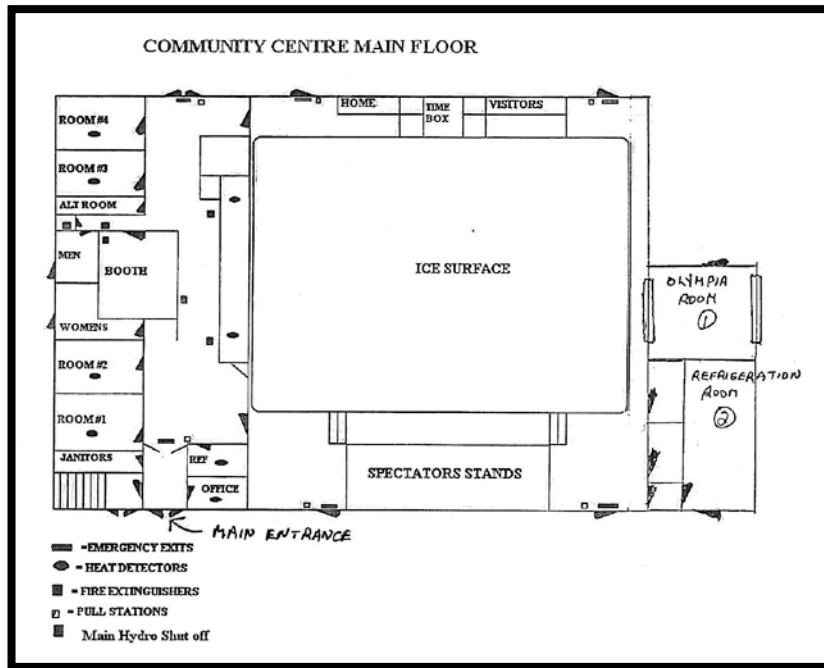
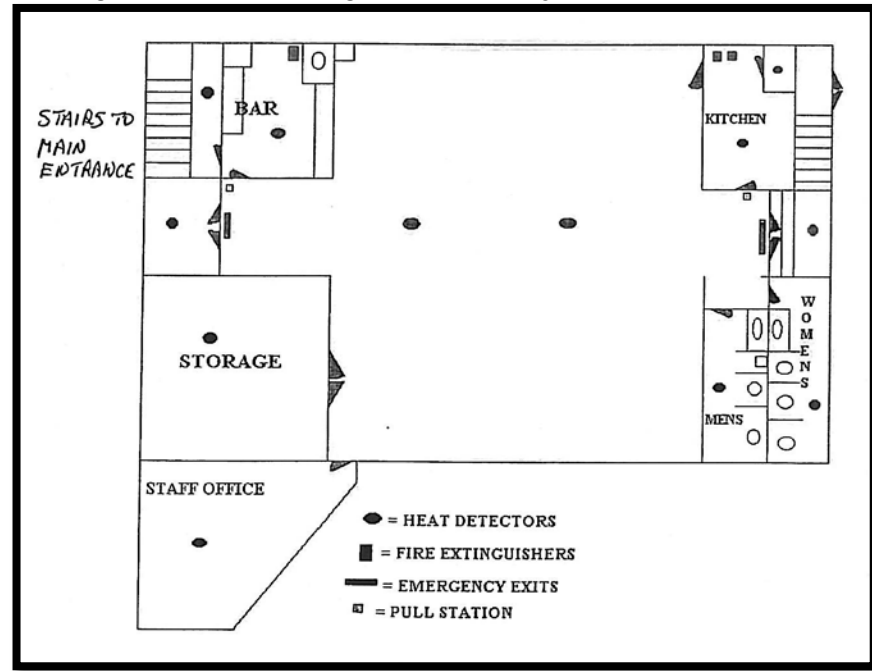


Figure 2: Cavan Monaghan Community Centre Second Floor



Condition assessments were completed in 2002 and 2011. The next assessment is recommended for 2016. The most recent assessment reported that the building is in fair to good condition. The following areas of repair and upgrade were identified:

- Restore rainwater leader connections to the sub-grade drainage piping at the front of the building to reduce freezing and site hazards.
- Caulk entrance canopy framing connections to masonry wall.
- Clean and paint the corroded roof steel framing above the low-E ceiling to prevent further deterioration and costly repair work.

2.3.2 Functionality and Appeal

This 1952 post war facility was built to mainly accommodate children and youth, and mostly for skating activities. A variety of other community functions were accommodated on the arena floor and in the second floor hall. In the early days, the facility was truly a 'community centre' with little competition for the uses that it could support. The design provided four small dressing rooms, a relatively small lobby (that has been further reduced in floor area by the addition of the concession and seating) and a second floor walk-up hall over the dressing rooms. This design and components are typical of many community arenas built during the 1950s and 60s. However, over the past three decades, demand for skating programs and floor sports has significantly increased from adults and older adults, along with greatly increased expectations from all customers for associated support features and components, comfort, safety and physical accessibility.

The Cavan Monaghan Community Centre is very deficient compared to contemporary arena facilities which typically provide the following:

- Restore damaged exterior masonry caused by salt and moisture penetration.
 - Caulk all joints in the siding base flashing to reduce moisture damage to the exterior masonry wall.
 - Modify the dehumidifier drain piping to eliminate further damage to the exterior masonry wall.
 - Repair the exterior intake wall louver dampers to reduce infiltration of unwanted humid air during the shoulder seasons.
-
- An NHL-size ice surface (85'x200')
 - Comfortable and warmer seating for 200-400 around the ice surface (number depends on demand)
 - 6 to 8 adult-size dressing rooms (with stick holders and white board), with at least one room designated for female customers, and one designed to be suitable for skaters with physical disabilities
 - Wide hallways with automatic sliding doors
 - An ample lobby with a concession and a designated café-style seating area
 - Male and female referee rooms of sufficient size to accommodate the increasing frequency of four-person crews
 - A first aid room
 - Offices and storage for major user groups
 - An adequate sound system and score clock
 - An energy-efficient building
 - Adequate parking with a drop-off zone, including sufficient room for bus parking



Community Centre Entrance



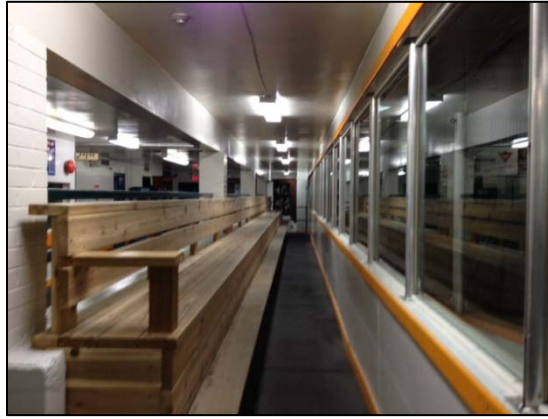
South Side of Community Centre



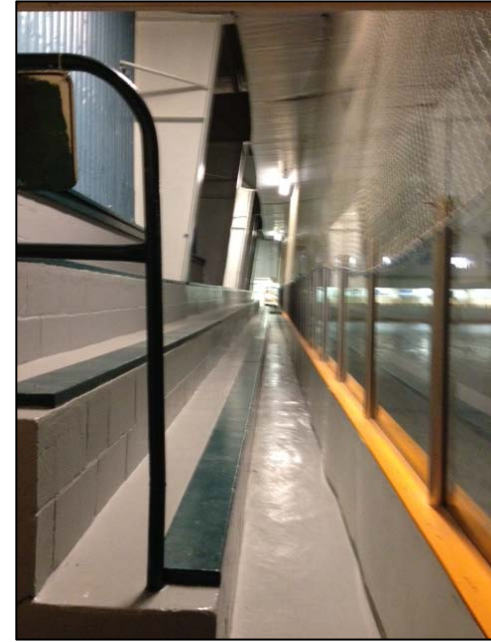
Back of the Community Centre



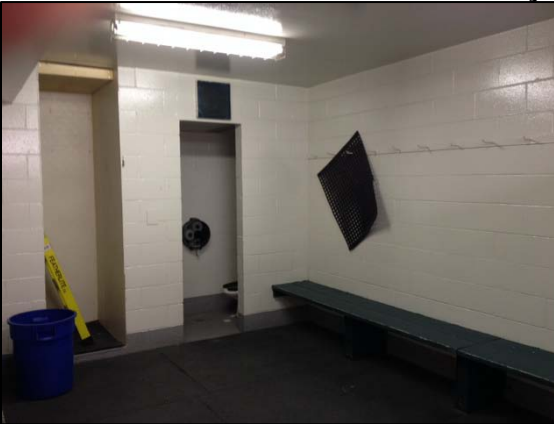
The Ice Surface (ice out)



Lobby and Bleachers



Ice Surface Seating



Small Dressing Rooms



Compressor Room



Upper Assembly Hall

2.3.3 Use of the Community Centre

Prime Time Utilization in the Fall/Winter Season

Prime time use of ice in the Fall/Winter season is the most revealing indicator of demand for arenas and of facility utilization. Prime time is 5:00 PM until 11:00 PM Monday to Friday and 7:00 AM until 11:00 PM Saturday and Sunday. That totals 62 hours of available prime time per week, which represents fewer hours than some municipalities and more than others. The Fall/Winter season begins the weekend after Labour Day and runs until the last weekend in March (29-30 week per year).

Examining the 2013/14 Fall/Winter weekly ice schedule, all but 4.5 of the 62 prime time hours were regularly booked, which translates into 92.7% utilization. On Monday to Fridays, 3.5 hours were open (early and late hours) and one late hour was not booked on Saturdays.

Over the past five seasons, a similar pattern is seen with regular bookings accounting for between 91.1% and 98.4% utilization. The highest use season was 2010/11 with 61 prime time hours per week rented and two hours regularly rented after 11:00 PM. In the other four years, utilization varied between 91.1% and 93.5%.

Non-Prime Time Utilization in the Fall/Winter Season

Non-prime time is 10:00 AM until 5:00 PM Monday to Friday, which totals 35 hours per week. During the 2013/14 Fall/Winter season, non-prime time was regularly booked for 14.5 hours per week or 41.4% of the time. That represents an above average rate of utilization of non-prime time. However, regular use of non-prime time in the previous four seasons was higher, ranging from 57.1% to 62.9%. The major change for the 2013/14 season was the cancellation of the Parent and Tot program. Nexicom regularly rented an hour of ice time each week, but did not in 2013/14. Also, Stephen Gassien rented an hour on Wednesday afternoons for adult skate for three seasons (2009/10, 2010/11 and 2011/12).

Appendix A contains the weekly schedules.

Hours Rented by User Group and Programs

The Municipality identified 12 user groups and program categories that rent ice time at the Cavan Monaghan Community Centre. Comparable statistics were available for the past four Fall/Winter seasons. See **Figure 3** for the details.

Total ice rented is down a little over the past four Fall/Winter seasons. Of note, the beginning of the season was delayed one month in 2013/14, accounting for some of the lower hours that season.

The principle prime time user group is Millbrook and District Minor Hockey, followed by the Millbrook Figure Skating Club, Men's Adult Standard Hockey (pick-up) and adult hockey leagues. Minor Hockey and Figure Skating share most of the prime time during weekday evenings, but a slightly above average amount of weekday evening prime time is rented by adult groups. On weekends, the Minor Hockey program accounts for over half of the available hours (17.5), with adult hockey and adult hockey leagues comprising the second highest hours (10.5). Public skating (all ages) is allocated two prime time hours on Sundays and 4 non-prime time hours Tuesday and Thursday afternoons.

Adult Public Skating represented the principle user of non-prime time, followed by the Parent and Tot Program (until cancelled) and rentals by non-resident groups.

Spring/Summer Season

The Spring/Summer season generally begins the first week of April until the third week of August. The Community Centre is normally open in the evenings during this season, with staff busy also maintaining parks and outdoor facilities. Use has fluctuated over the

past four years, ranging from a low of 174.5 hours in 2011 to a high of 372 hours in 2012. Men's and Women's ball hockey have been the most consistent use with hours ranging from 91.5 in 2011 to 169 in 2012. Lacrosse did not rent time in 2013, which accounted for 32.5 to 83 hours in the previous years. In 2012 and 2013, Women's Flat Track Roller Derby rented time (126 hours in 2012 and 6 hours in 2013). The Film Festival rented time in 2010, 2012 and 2013 (7 to 48 hours). In 2013, an auction rented 24 hours. During events like the Millbrook Antique Car Show and the Annual Fishing Derby, the Community Centre is open and staffed to allow people attending those outdoor events to use the washrooms.

Hall Rental

Rental of the second floor hall has been declining for a number of reasons, the most significant of which is the relatively recent decision

by Township Council to not allow events to be licensed. The expectations of many customers for a social event facility have increased and accessibility is becoming an increasing requirement. Since 2010, total hours rented has declined from 676.5 to 323 in 2013. A home schooling program rented the most hours in 2010, but hours declined and the program did not return in 2013. Karate/Tia Chi/aerobic fitness programs currently rent the most hours at 153, but that is down from 213 hours in 2010. Events associated with hockey and figure skating tournaments are the second largest user, with total time rented generally increasing to 144 hours in 2012 and 118.5 hours in 2013. Meetings and workshops accounted for 40.5 hours in 2013 and have ranged from 28.5 to 64 hours since 2010. Birthday parties, family events and Christmas events varied from 5 to 21 hours since 2010. Weddings and anniversaries accounted for 6 hours in 2010 and 10 hours in 2012.

Hours of Ice Time Rented by User Group/Program per Year

Figure 3

User Group/Program	2010/11	2011/12	2012/13	2013/14
Millbrook Minor Hockey (children and youth – Prime Time)	766	642.5	640	718.5
Public Skating Program – adult-only (Non-prime Time)	255	256	267	246
Millbrook Figure Skating Club (children and youth – Prime Time)	175	188	211	193
Men's Adult Standard Hockey – pick-up (mostly Prime Time)	314.5	313.5	225	189
Adult Hockey Leagues (Prime Time)	120	120	121	121
Public Skating Program – all ages (Prime Time and Non-prime Time)	75	76.5	122.5	118.5
Non-resident Groups (Non-prime Time)	77	75.5	68	59.5
Family/Party sponsored Skating (Non-prime Time)	40	114.5	44.5	22.5
High School Skating Program (Non-prime Time)	45.5	40	32	16.5
Parent and Tot Skating Program (Non-prime Time)	104	75	121	16
Elementary School Skating Program (Non-prime Time)	6	4	0	7
Family/Party sponsored Skating (Prime Time)	10.5	18	10	5.5
Total Hours	1,988.5	1,923.5	1,862	1,713

Notes:

1. Free Public Skating and Parent and Tot program ended in 2012/13.
2. The Parent and Tot program was cancelled early into the 2013/14 season.
3. Ice rental was delayed one month in the 2013/14 season.

2.3.4 Cost to Maintain the Community Centre

Based on the most recent condition assessment and municipal staff evaluation of the facility, it is estimated that it will cost between \$400,000 and \$1,000,000 over the next ten years to maintain the Community Centre in a safe and good working condition. The estimates are approximate. Other than improvement to physical

accessibility, this investment will not improve the functionality of the facility or its appeal. The cost to address several items is unknown. Due to the small site and location in a floodplain, the building cannot be enlarged, nor can the parking be increased. Refer to **Figure 4** for details.

Estimate of Capital Investments Required to Maintain the Facility in Safe and Good Working Order for Another 5-10 Years

Figure 4

Items	Estimated Cost
Rebuild the 30 horsepower compressor (2-3 years)	\$8-10,000
Major repair or replacement of roof structure.	\$80-150,000
The building will require extensive upgrades to meet "accessibility" requirements, including the lobby entrance, doorways throughout the facility, washrooms, viewing areas and possibly an elevator to the second floor community room. This project will also require the consultation of an engineer and/or architect, so additional costs will be incurred.	\$150-500,000
The dasher board system, player's benches, Olympia gates and clock will all need to be replaced within the next 10 years.	\$150-200,000
Drainage of surface water (rain and snow melt) is a problem that requires attention. On more than one occasion this past winter, melting snow and ice were running back towards the building all along the north side. Some of this water came through the exit doors and onto the ice pad. The building is located in a very low area, so the problem of where to drain surface water will be compounded in the future with increased environmental rules and regulations.	Costs unknown
Other issues of note are: replacement of the low E-ceiling, new or improved insulation, a new hall floor, removal of asbestos, etc.	Costs unknown
Total Cost	\$388,000-860,000+

Note: Estimates are approximate and were provided by municipal staff.

2.3.5 Cost to Operate the Community Centre

The net cost to operate the Community Centre has declined steadily over the past few years as illustrated in **Figure 5**. Refer to the

associated notes for an explanation of trends in revenue and expenses.

Operating Costs, Cavan Monaghan Community Centre

Figure 5

	2008	2009	2010	2011	2012	2013
Revenue	\$205,535	\$199,457	\$189,904	\$170,634	\$157,313	\$153,356
Expenses	\$452,246	\$383,528	\$348,677	\$328,500	\$243,647	\$241,781
Net Cost	\$246,711	\$184,071	\$158,773	\$157,866	\$86,334	\$88,425

Observations:

1. **Revenue** has declined steadily over the past six years from \$205,535 to \$153,356. The recent reporting process has not isolated ice rental, hall rental and concession revenue, although vending machine revenue was isolated. Revenue from rentals and franchises declined from \$168,261 in 2008 to \$145,345 in 2013. During the same period, vending machine revenue declined from \$37,203 to \$944. Much of the reduction in revenue was due to changes in Municipal policy, including the decision to contract with a third party to operate the concession and the vending machines, beginning in 2011. The policy to not allow any Municipal halls to be licensed has significantly reduced rental of the second floor hall. For several uses, ice rental has declined over the past four seasons (Millbrook Minor Hockey, family/party sponsored skating, men's pick-up hockey, and high school skating). Prior to 2012, Public Skating, Adult Skating and Parent and Tot Skating were free. In 2013, use of the arena was delayed by one month, which reduced total hours of ice rental that season.
2. Due to increased operational efficiencies, **expenses** have steadily declined from \$452,246 to \$241,781 during the same six year period. All categories except security services and electricity either declined or held steady, and those items increased only slightly. Several categories of expense are now under-funded which is providing little room to cover unexpected expenditures (building repairs and maintenance, equipment maintenance, materials and supplies, and contracted services). The current net operating cost represents approximately \$4.00/square foot.
3. Cavan Monaghan **rental rates** for prime and non-prime time ice, especially for child and youth (minor) groups are well below the rates charged for arena use by most municipalities within the market area of the Cavan Monaghan Community Centre. In 2013, the average rate for minor prime time was \$140.00/hr. compared to \$98.66/hr. The average rate for adult prime time was \$163.00/hr. compared to \$131.55/hr. The average rate for non-prime time was \$98/hr. compared to \$60.47/hr. These rural rates are well below City of Peterborough rates which range from \$129.00/hr. for non-prime time to \$173.00/hr. and \$200.00/hr. for prime time in 2014. The rates charged for the arena floor and multi-purpose space are also well below rates in the region.

2.4 Arenas in the Region

As listed in **Figure 6**, there are 22 ice pads within the immediate area, including the Cavan Monaghan Community Centre. Some are operating at or near capacity, while others are not. Most are single-pad facilities and about half are at least 35 years old – designed for the child and youth market of the 50s, 60s and 70s.

The ratio of ice surfaces to population ranges from 1:5,506 in Hamilton Township to 1:17,606 in Clarington. The average is 1:13,943, based on the 2011 census and including the average

census undercount of 2.9%. At 1:8,850, the service level in Cavan Monaghan is considerably higher than the average.

A recent arena needs assessment study completed for the City of Peterborough identified the immediate requirement for a twin-pad arena facility to replace Northcrest Arena and meet some of the current needs of City-based groups. The study acknowledged a role for arenas in surrounding communities where there is unused capacity to help meet some of the City's current and future needs.

Arenas within the Immediate Area

Figure 6

Municipality	Facilities	Number of Ice Pads	Ratio of Ice Surfaces to Population
Township of Cavan Monaghan	Cavan Monaghan Community Centre	1	1:8,850
Township of Otonabee-South Monaghan	Otonabee-South Monaghan Community Centre (Keene)	1	1:6,791
Township of Hamilton	Bewdley Community Centre	1	1:5,506
Township of Hamilton	Baltimore Recreation Centre	1	1:5,506
Municipality of Port Hope	Jack Burger Sports Complex	1	1:16,684
Town of Cobourg	Cobourg Community Centre	2	1:6,352
Town of Cobourg	Memorial Arena	1	1:6,352
Municipality of Clarington	South Courtice Arena	2	1:17,606
Municipality of Clarington	Darlington Sports Centre (Hampton)	1	1:17,606
Municipality of Clarington	Garnet B. Rickard Recreation Complex (Bowmanville)	2	1:17,606
City of Kawartha Lakes	Emily/Omemee Community Centre	1	1:6,849
City of Kawartha Lakes	Ops Community Centre	1	1:6,849
City of Kawartha Lakes	Manvers Community Centre	1	1:6,849
City of Peterborough	Peterborough Memorial Centre	1	1:13,497
City of Peterborough	Evinrude Centre	2	1:13,497
City of Peterborough	Kinsmen Civic Centre	2	1:13,497
City of Peterborough	Northcrest Arena	1	1:13,497
Total and Average Ratio		22	1:13,943

2.5 Assessment of Demand

2.5.1 Expressed Current Demand

The following five sources of information will be used to examine current demand and to provide indications of upward and downward trends that could signal changes in demand going forward.

1. Ice rental
2. Registration (user groups and programs)
3. The user group survey
4. The workshop with user groups
5. The 2011 Parks and Recreation Master Plan

Ice Rental

Looking back over the past four Fall/Winter seasons, total ice rented is down a little. Although the late start to the 2013/14 season reduced the hours in the most recent season, hours were down a little in 2012/13 and 2011/12, compared to 2010/11. In 2010/11, utilization of prime time was the highest of the last five seasons, based on the weekly scheduler of regular users (98.4% occupancy). Non-prime time ice rental peaked in the 2012/13 season at 62.9%, up from 57.1% in 2009/10, and well above the 2013/14 season, when utilization dropped to 41.4% with a number of programs and rentals cancelled.

Examining total ice rented by major group and program in the Fall/Winter season, the following trends were observed (groups/programs are listed in ranked order of hours rented in 2013/14):

1. Millbrook Minor Hockey (PT)	down in 2011/12 & 2012/13, but back up in 2013/14 above 2011/12 level (even with the late start)
2. Adult Public Skating programs (NPT)	very steady
3. Millbrook Figure Skating Club (PT)	trending upward
4. Men's pick-up hockey (mostly PT)	down 40% since 2010/11
5. Adult hockey leagues (PT)	very steady
6. Public Skating – all ages (PT and NPT)	trending upward
7. Non-resident groups (NPT)	slight downward trend
8. Family/party sponsored skating (NPT)	down 80% since 2011/12
9. High school skating (NPT)	down 64%, especially in 2013/14
10. Parent and Tot Skating (NPT)	uneven and then cancelled in 2013/14
11. Elementary school skating (NPT)	steady (but, only a few yours rented)
12. Family/party sponsored skating (PT)	down 50% (but, only a few yours rented)

What is key is that with one exception, the six major renters of prime and non-prime time ice are either holding steady or trending slightly

upward in total ice rented. The exception is men's pick-up hockey which is down 40% in prime time ice rental since 2010/11.

Registration

As indicated via the User Group Survey and the User Group Workshop, for most user groups and programs, registration has been steady over the past five years. However, for Millbrook and District Minor Hockey (25%), Thursday Night Shinny (50%), Men's Ball

Hockey (250%) and Women's Ball Hockey (100%), registration is up as indicated in the brackets. Minor Hockey (25-30%) and Men's Ball Hockey (50%) anticipate registration increasing over the next 5 years, as indicated in the brackets.

The 2011 Parks and Recreation Master Plan

In 2011, a Parks and Recreation Master Plan was completed for the Township by Monteith + Brown Planning Consultants. A major focus of the Master Plan was an assessment of the need for a new multi-use community centre, along with a business plan. The following findings and conclusions inform the demand assessment for this study.

Note: An on-line survey was administered with 348 responses. It must be noted that an on-line survey is not necessarily representative of the population and can be easily manipulated.

Walking or hiking for leisure was ranked highest among activities participated in by respondents, followed by swimming, fitness/wellness activities, use of playgrounds, hockey and figure skating, running/jogging, cycling/mountain biking, outdoor soccer, and gymnasium sports. The unavailability of many of the types of culture and recreation facilities available in many communities reduced participation levels below the norm in Cavan Monaghan (e.g., indoor soccer, skateboarding, swimming, gymnasium activities, large-groups social activities, small-group recreation and fitness activities, etc.). The survey indicated that around 80% of respondents leave the Township on a regular basis to participate in their favourite leisure activities, with swimming, fitness/wellness, hockey, soccer (indoor and outdoor), dance, gymnastics, ball, cycling, lacrosse leading the list. Lack of facilities, insufficient quality of facility and availability at the desired time were the top reasons for traveling outside the Township to participate.

Swimming, fitness/wellness and gymnasium sports were the most noted program gaps.

Although close to 80% of respondents indicated that they visited the Cavan Monaghan Community Centre in the past 12 months (with 57% to play hockey or figure skate), most respondents rated the facility as 'poor'.

Respondents were asked about their willingness to support **additional public spending** on various types of facilities, with the following results:

▪ Fitness centres	79%
▪ Arenas	78%
▪ Youth centre/dedicated space for youth	71%
▪ Playgrounds	69%
▪ Gymnasias	68%
▪ Parks and open space	65%
▪ Nature trails (unpaved)	63%
▪ Community hall/banquet room	58%
▪ Soccer fields	55%
▪ Outdoor pools	55%
▪ Senior's centres/dedicated space for seniors	54%
▪ Children's splash pads	53%
▪ Ball diamonds	50%
▪ Multi-use trails (paved)	49%
▪ Indoor walking track	47%
▪ Day care facility	46%
▪ Basketball courts (outdoor)	41%
▪ Tennis courts (outdoor)	40%

- Arts centres 38%
- Indoor soccer facility 35%
- Skateboard parks 31%
- Off-leash dog parks 24%

Note that arenas were ranked second highest. A community hall was also ranked high, along with facilities for youth and older adults. These components, along with a fitness centre (ranked highest), indoor running/walking track, gymnasium and a child care facility are often combined with an arena facility in a multi-facility community centre. An aquatic facility, a library and an indoor soccer facility are also included in some multi-facility centres. Respondents to the survey strongly supported a new multi-facility community centre through paying increased fees, donating to a capital campaign and paying higher taxes. At the Search Conference, the top facility priority expressed was a multi-facility complex.

Well over half of respondents to the on-line survey agreed that the Township should consider partnering with others to provide community facilities and services. Three quarters of groups responding to the user group survey indicated support with partnering with the public sector and 47% supported partnering with the private sector.

2.5.2 Leisure Trends and the Potential for Generating Additional Demand

The following trends reflect national trends and local conditions. Most of this information was researched as part of the 2013 Arena Needs Assessment Study for the City of Peterborough, which examined the City and surrounding communities that comprise the Peterborough market area that supports arena facilities. Although demand for arenas has been declining in many communities across the country, due in part to the aging of the big Echo generation, demand for many of the activities that utilize arenas has continued to be above average

Of 30 groups who responded to the user group survey, 65% indicated that a multi-use community centre was important or very important to their organization. The top indoor components considered to be 'essential to the success of the facility' included (the number represents the number of groups that listed each component):

- Community hall/banquet room 23
- Arena (single or double pad) 21
- Gymnasium 17
- Fitness centre 13
- Senior's component 13
- Day care facility 11
- Youth centre/dedicated space 11
- Indoor running/walking track 8
- Health care facility 4
- Indoor soccer facility 3

Numerous outdoor facilities were also noted, with soccer pitches, ball diamonds, basketball courts, tennis courts, a skateboard facility and splash pads leading the list.

57% of groups indicated that they would rent at least one component weekly and 52% monthly. 36% indicated that they would donate funds.

in the Peterborough region. A number of specific activities showing upward trends are noted below.

Currently, **Women's Flat Track Roller Derby** can only participate locally during the spring and summer in arenas that do not have summer ice. However, there is demand for winter practices and games if there was an arena available without ice. They are looking south to Hamilton Township where one of their three ice surfaces has

recently been converted into a non-ice facility. Women's Flat Track Roller Derby is anticipating the potential for 100% growth over the next five years. Growth will be strongly influenced by facility availability and the financial ability of the group to support their program.

There is potential for sports such as **junior and senior box lacrosse** and **ball hockey** to continue to grow and to utilize additional floor time in arenas in the Peterborough area during the spring/summer season, but also during the fall/winter season (e.g., **the Canadian Lacrosse League - CLAX**), if a facility was available during that time. Peterborough Minor Lacrosse anticipates 25% growth over the next five years (particularly in the girls program) and has a waiting list of 300 for spring/summer play.

There may also be potential for emerging sports such as **floorball**, and **in-line roller hockey** to become established locally.

The potential for increased use of arenas during the fall/winter season by **Trent University and Fleming College students** to support current and new programs will be influenced by the availability of facilities located on-campus, especially since many students prefer later ice time. Close proximity to an arena will increase use. Locally, participation in **high school hockey** increased in 2013 over what has been seen in recent years, and after a hiatus in 2012, due to labour disruptions.

From research conducted for the Peterborough study, local male and female hockey groups all indicated that there is considerable potential for expanded and additional **tournaments** during the fall/winter season, but also in the spring and summer months. Three limiting factors include: i) insufficient ice time at City and area arenas during the fall/winter season, ii) limited availability of summer ice time, and iii)

limited accommodation during the fall/winter season and to lesser extent, in spring and summer. For spring and summer tournaments, some accommodation is available at Trent University and Fleming College. However, at Trent University, most of the attractive air conditioned accommodation is rented to support other functions.

From the same study, groups also indicated that there is potential for additional and expanded **hockey and figure skating schools and clinics**, especially during the spring and summer months, if there was sufficient ice time available.

Although not a large user of ice time, growing demand was noted through the Peterborough study for **special needs hockey** in the fall/winter season. To date, their ice time has been accommodated by the Peterborough Hockey Association.

There is potential in the Peterborough market area for additional **concerts and other types of large shows and events** that would utilize large floor areas similar to multi-pad arena facilities and associated assembly halls and gymnasias. In Peterborough, the most significant obstacle is the availability of the PMC, especially during the fall/winter season with blocks of time set aside for the Peterborough Pete's and established hockey tournaments, as well as a heavy schedule of regular weekly customers. When a major event is scheduled at the PMC, scheduled users are either bumped to other facilities or they lose their time.

Implications for Cavan Monaghan

A quality arena/community centre in Cavan Monaghan could attract some of the above-noted unmet demand, especially for spring and summer floor rentals and associated use of multi-purpose space year-round.

2.5.3 Impact of Anticipated Population Growth and Changes in the Age Profile

If the Cavan Monaghan population increases by 2,700 or 30% over the next twenty or so years as anticipated and the age profile ages in a similar fashion to what is projected for Peterborough County, the following could be the impact on the principle markets for skating and floor-based sports and recreation activities at a new Cavan Monaghan arena/community centre.

The age 5-19 market is projected to decline as a proportion of the total population by around 12% between 2011 and 2031, while the second most significant market (age 20-44) is projected to increase as a proportion of the total population by only about 3%. Overall, the proportion of the age 5-44 market is projected to decline by around 3% by 2031.

For Cavan Monaghan, if the total population increases to 11,560 by around 2031 as projected, the 5-19 age group would increase in size by 1.5% to around 1630, and the age 20-44 market would increase by 35% to around 3,000. That would mean that the age 5-44 market would increase by around 22% or 820 to around 4,640. However, most of the growth is projected to be in the 30-44 age group. The age 45-64 market is projected to decrease in number by 18% and shrink as a proportion of the total population from 35% to 23%.

Since the principle market (age 5-19) is not expected to increase in number by very much if at all, the demand for minor hockey and figure skating may not increase over the next 15-20 years. However, the demand for adult hockey may increase moderately, if the current participation rate is maintained. Demand from the middle age and older adult market (age 45-64) for skating and other recreation activities supported by an arena/community centre could decline, unless participation rates increase.

Conclusions about Potential Future Demand

Even as the Cavan Monaghan population increases toward 2031, demand for the types of activities supported by an arena will not likely increase, except for activities of interest to the age 30-44 market. However, that could change if participation rates increase and if a significant proportion of new residents are families raising children.

As noted earlier, there is unmet demand for activities and programs that are not provided by the Municipality or any other entity within the Township. And for some residents, especially less mobile children and youth as well as older adults, participation is restricted or eliminated due to lack of local opportunities.

2.5.4 The Requirement for Indoor Leisure Facilities

From all sources noted above, the following is a list of the highest priority desired and supported indoor facilities to accommodate leisure and fitness/wellness activities that are in demand and for which trends are upward. Although other facilities such as an aquatic centre, a full-service fitness centre and a field house were identified by Township residents as high priority, they require a larger population to support them. Contemporary aquatic and fitness facilities are available nearby, but the degree of available capacity is un-researched. For the field house, regional supply is about to increase (Municipality of Trent Hills and Hamilton Township) which, along with the SPIPLEX facility located near Fowlers Corners and the indoor soccer facility in Bowmanville will expand supply in the immediate region. Although the Parks and Recreation Master Plan recommended a soccer field house as part of a proposed multi-facility community centre, the recent increase in supply must be considered when determining if this type of facility should be built in the Township.

Demand is also influenced by the supply and quality of leisure facilities. For most types of culture and recreation facilities in the Township, supply and quality are below the norm for a community of around 9,000, and illustrates an historic dependency on nearby City of Peterborough to provide most leisure opportunities. Although indoor facilities such as aquatic, full-service fitness and municipal performance facilities are beyond the ability of most communities the size of Cavan Monaghan to support, other indoor facilities such as multi-purpose program/activity spaces, gymnasias, and facilities to support large-group assembly and social activities are often provided.

Research conducted for the 2011 Parks and Recreation Master Plan indicated that 80% of Township residents regularly travel out of the community to participate in many types of leisure activities, and that the participation levels of Township residents are below the norm for many types of leisure activities. The impact of under-supply is

greatest on the least mobile residents (e.g., older adults, children, youth, less affluent residents). For a community with such a large older adult population, there should be one or more very active older adult groups or associations involved a wide variety of social, recreation and wellness activities. Also, there should be a wide variety of volunteer-driven and municipally-run/supported recreation, social and fitness/wellness programs offered. Lack of adequate or any facilities to accommodate many such activities, and an inadequate support system to sustain and grow volunteer resources are two reasons for the below average availability of many types of leisure, social and wellness opportunities in the Township, particularly for adults.

The list of highest priority indoor culture and recreation facilities that are suitable for the Township to provide is supported by research conducted for the 2011 Parks and Recreation Master Plan, the 2013 Peterborough Arena Needs Assessment Study, this Arena Needs and Feasibility Assessment Study, and local and broader leisure trends. *Additional research and stakeholder consultation is required to further confirm the list and to detail the requirements/specifications for all but a replacement arena.* Some of these facilities may be able to be combined into multi-purpose spaces designed to meet a wide range of activities for all ages. Research for the 2013 Parks and Recreation Master Plan indicated very strong support for a centralized multi-facility recreation centre (93% indicated it was 'important' or 'very important').

- a replacement arena facility (ice- and floor-based all season activities)
- multi-purpose program/activity spaces to support a wide range of activities for all ages – including floor-based fitness/wellness and dance programs/activities
- a gymnasium with a multi-purpose floor to support a wide variety of gym sports and other recreation and social activities/programs

- an assembly hall (could be combined with a multi-purpose gymnasium)
- space to support child and youth recreation and social activities/programs
- space to support older adult recreation, social and health/wellness activities/programs
- an indoor running/walking track

2.6 The Need for Ice Surfaces

The need for arenas is driven primarily by demand for prime time ice during the Fall/Winter season. In most arenas, non-prime ice time is seldom used to more than 50% of capacity, and Spring/Summer season floor use should be considered supplemental to Fall/Winter ice-based activities.

Although the ice surface in the Cavan Monaghan Community Centre is currently used to near capacity in prime time and near half capacity in non-prime time during the Fall/Winter season, total hours rented, especially in non-prime time, have declined a little over the past five years. However, except for men's pick-up hockey, the six major renters of prime and non-prime time ice are either holding steady or have been trending slightly upward in total ice time rented.

Looking ahead, only Millbrook and District Minor Hockey predicted that their registration numbers and need for prime ice time may increase by 25-35% over the next five years, although growth is expected only from the youngest customers. This potential for increased demand and a desire for new programs could translate into the need for 7-12 additional prime time hours per week. Since 3.5 hours per week of weekday prime time is currently utilized for adult programs and three hours of weekday prime time is not currently rented on a regular basis, minor adjustment in the ice allocation schedule should be able to accommodate any modest growth in ice requirements that may occur for minor hockey. As well, nearby arenas in Hamilton Township (Bewdley) and Otonabee-South Monaghan Township (Keene) have excess prime time capacity that

could accommodate any unmet requirements from Cavan Monaghan groups.

A review of anticipated population growth and change over the next five years does not support a 25-35% growth in demand for minor hockey, and population projections for the next twenty years predict only 1-2% growth in the 5-19 age group. Only the 30-44 age group is expected to increase significantly in size. However, as noted earlier, those projections could change if a significant proportion of new residents moving into the Township are young families with children and youth. See **Sections 2.2.5 and 2.5.3** for more detail.

During the Spring/Summer season, use has fluctuated over the past four years, ranging from a low of 174.5 hours in 2011 to a high of 372 hours in 2012. Men's and Women's ball hockey has been the most consistent use with hours ranging from 91.5 in 2011 to 169 in 2012. Of the exiting Spring/Summer uses, only Peterborough Women's Ball Hockey anticipates growth and the requirement for additional hours (3-4 hours/week). However, with a new, modern and more attractive and functional arena with air conditioning, Peterborough Minor Lacrosse may return, along with Women's Flat Track Roller Derby. One-time floor rentals for a variety of activities may also increase. A new, modern and more attractive and functional facility may attract increased use for Fall/Winter uses such as public skating, group/family sponsored skating and school programs which would utilize a small amount of prime and non-prime time.

However, even with the potential for prime time demand to slightly exceed available hours in the near future, there is not enough current unmet demand, nor is there expected to be sufficient additional demand over the next twenty years to justify two ice surfaces in Cavan Monaghan. Within five years, there may be sufficient prime time demand for the equivalent of 1.2 ice surfaces (if demand for minor hockey increases as predicted by Millbrook and District Minor Hockey, beginning with the youngest age group).

To trigger the need for a second ice pad, demand for prime time ice would have to increase by 60-75%. That would equate to 37-47 hours/week @ 62 hours of available prime time/week.

Therefore, one ice surface will meet the current and future needs of Cavan Monaghan Township for at least the next twenty years. The only factor that could significantly increase demand would be if a high percentage of new residents to the Township are young families with sufficient numbers of children and youth to greatly increase registration in minor hockey and figure skating.

As noted above, any moderate excess demand for prime time could be accommodated in nearby facilities (Bewdley and Keene). If a three-pad arena facility was built at Fleming College to meet the needs of Cavan Monaghan, city-based groups and College programs, there should be excess prime ice time available, at least in the near future.

Chapter Three: Nature of a Replacement Arena/Community Centre

3.1 Introduction

This chapter describes the ideal replacement arena/community centre and various facility and provision options, provides an preliminary estimate of capital cost of the various options, describes the management plan (including uses, staffing, expenses, revenues, and projected net operating cost over the first five years of operation), options for the existing facility and site, pros and cons of the provision options, and other recommendations.

Decommission the Cavan Monaghan Community Centre

It is recommended that due to the required capital investment to retain the building in a safe, operational and accessible condition; the very

significant and increasing functional limitations and declining appeal of the facility; and the limitations of the site - that the Cavan Monaghan Community Centre be decommissioned as a public use facility as soon as possible. Repurposing the arena as a year-round non-ice facility is not recommended due to the limitations of the facility and site, the required capital investment to convert and maintain the building, and the limited demand for such a facility within the market area. Competing facilities have recently been established and other much higher quality field house-type facilities either exist or are under development in the area.

3.2 The Ideal Facility

3.2.1 Description

The following is a description of what a replacement arena/community centre facility could be like - based on market and other research and analysis that was conducted for this study, including discussions with the principle user groups and municipal staff; the 2011 Cavan Monaghan Parks and Recreation Master Plan, the 2013 Arena Needs Assessment Study for the City of Peterborough; and the nature of comparable contemporary arena/community centre facilities. At the design stage, further discussion with user groups, the wider community and municipal staff will be required to fine-tune the facility components, features, size and other characteristics. Also, additional research is recommended to further define the market for the types of multi-purpose spaces recommended in the facility, as well as to

further test the market for other potential components such as equipment-based fitness, an indoor soccer field house, and outdoor recreation facilities. In addition, the potential for partnerships with service clubs and other community-based groups and organizations should be investigated.

What is envisioned is a modern, energy-efficient single pad community-scale arena with a number of components and facilities that will complement the principle uses of the arena, and also accommodate a wide variety of other indoor recreation, social, wellness and business activities and programs for all age groups.

The Arena

- an NHL size ice surface (85' x 200') with no 'step down' to the ice surface
- 6-8 adult-size dressing rooms (one room designated for persons with disabilities and at least one room designated for female customers)
- an ample lobby with a concession, café-style seating area, ice viewing and wheelchair accessible seating, electronic information display(s), a trophy display case, a water bottle refill station (if there are adjacent outdoor facilities, access to the concession from outside should be provided)
- heated spectator seating along one side of the ice surface for 200-300
- a first aid room
- a skate sharpening service with stick and tape sales
- male and female referee rooms – of sufficient size to accommodate the increasing frequency of four-person crews (to accommodate four people at a time plus room to accommodate four more people at change-over times) – the referee's rooms should be located in isolation of the dressing rooms

- staff office, workshop and ice re-surfacer room
- adequate storage with air quality control
- public washrooms and space for future outdoor access washrooms if required
- an adequate sound system for all uses
- an easy-to-use scoreboard
- Wi-Fi throughout the building
- air conditioning to encourage summer floor use
- an energy-efficient building with a heater exchanger system (e.g., Cimco EcoChill)
- bright and airy – lots of windows
- wide hallways and automatic sliding doors (main entrance and dressing rooms)
- the building should be accessible throughout for persons with disabilities and be a single storey structure (other than for the elevated running track)
- adequate parking with a drop-off zone (including sufficient room for bus parking)

Associated Components:

- an assembly hall/gymnasium space – in the order of 5,000 square feet of programmable space; excellent acoustics; dividable; multipurpose floor to support gym sports, social functions, floor-based exercise programs, performances, trade shows/exhibitions, etc.; natural lighting; accessible from the lobby, but also with a separate entrance; portable stage; sound system, commercial or warm-up kitchen; and adequate storage.
- several activity rooms that can support programs, meetings and other activities (arranged to open up into each other to create one

- room); one or more of the rooms to include a counter with a water source and lockable cupboards; natural lighting; and multipurpose cushioned floor or sprung wood floor to support aerobic fitness and dance programs.
- an elevated running/walking track around the perimeter of the ice surface (could be enclosed for climate control if required); natural lighting where appropriate.

3.2.2 Facility Provision Options

At the outset of the study, there were two options under consideration for the provision of a replacement arena/community centre for Cavan Monaghan (see Options One and Two below).

Option One: Locate the Replacement Arena/Community Centre on a Municipal Site within the Millbrook Settlement Area

This option would locate the proposed arena/community centre in future parkland in the vicinity of the municipal office in Millbrook, and ensure that sufficient land is acquired to expand the facility if needed, including additional recreation and social spaces (to be defined), a second ice pad (if required), a new fire hall, and possibly outdoor recreation facilities and a replacement library. This is the only municipal location that is currently available for such a facility.

Option Two: Locate the Arena/Community Centre Components at Fleming College

This option would incorporate the elements of the proposed facility within a large multi-pad arena complex on one of two sites identified at the campus of Fleming College in a capital and operating partnership with the College and possibly the City of Peterborough. In this scenario, one of the ice pads would be dedicated to the Township of Cavan Monaghan and use of the other components would be accessed on an as-needed basis.

Option Three: Split the Proposed Facility (Millbrook Settlement Area and Fleming College)

During the course of the study, a third option emerged – that being to locate the assembly hall/gymnasium and the multi-purpose activity rooms in a future Township park in the vicinity of the municipal office within the Millbrook Settlement Area, and locate the arena and running track portion of the proposed arena/community centre at Fleming College as part of a multi-pad arena complex to be shared with the College and possibly the City of Peterborough. This third

option would allow for other components to later be added to the municipal facilities as required (e.g., other recreation and social spaces (to be defined), a second ice pad (if required), a new fire hall, and possibly outdoor recreation facilities and a replacement library).

The Lions Club and others as Potential Partners

The Parks and Recreation Master Plan suggested that the local Lions Club may be interested in becoming a partner in this endeavour by incorporating their operation into the community centre portion of the facility. The uses currently occupying their small facility could be accommodated within the municipal facility. The Lions hall has size constraints, is in deteriorating condition and will soon require accessibility upgrades to meet provincial standards. A partnership with the Lions Club would best fit with Options One and Three. Similar interest may surface from other community organizations.

Possible Outdoor Recreation Facilities

If a community-scale park of sufficient size is provided within the future residential community in the vicinity of the municipal office, some or all of the following outdoor recreation facilities - most of which were identified in the Parks and Recreation Master Plan - should be considered for this location.

- a splash pad
- a skateboard facility
- two outdoor tennis courts and/or a multi-purpose hard-surface sport court
- a playground
- a picnic area
- walking paths and linkage to the Township-wide trail network

The Gymnasium at the Municipal Office

Some of the uses currently housed in the small gymnasium at the municipal office would be better accommodated in the new assembly

hall/gymnasium and the smaller multipurpose activity rooms proposed for the new arena/community Centre.

The Fleming College Option

In June, 2014, Fleming College approached the Township of Cavan Monaghan with a proposal to partner on a multi-pad arena facility to be located on one of two sites at the College. The partnership possibility has been encouraged by the 2013 Arena Needs Assessment Study completed by the RETHINK GROUP for the City of Peterborough which recommended a twin-pad arena facility be provided to replace the aging Northcrest Arena. The City called for an expression of interest from parties wishing to partner with the City to provide this facility. Each party may have additional facility requirements to add to what the City identified, which included a modern, energy-efficient twin-pad arena with an indoor running/walking track and 4-5,000 square feet of multi-purpose activity space.

Along with numerous other interested parties, the College submitted a proposal of land for such a facility and a willingness to consider a financial commitment through capital contribution or fundraising. The College also expressed openness to consider broader partnership opportunities, including public and/or private parties.

The largest of the sites that the College is offering is 19.3 acres and is located in the southwest corner of the campus within Cavan Monaghan Township (northeast corner of Dobbin Road and the North Monaghan Parkway). The site is level and offers easy access to the Township, the City and Highway 115 for tournaments. The site is large enough to accommodate a four-pad arena, other facility

Replacement Library

Due to the age and cost to maintain the Old Millbrook Schoolhouse, at some time in the future, it may be necessary to relocate the main branch library. One option would be to locate the library with other community facilities in a future community park adjacent to the municipal office within the Millbrook Settlement Area.

components and parking. Refer to the South Campus Site identified in **Figure 7**.

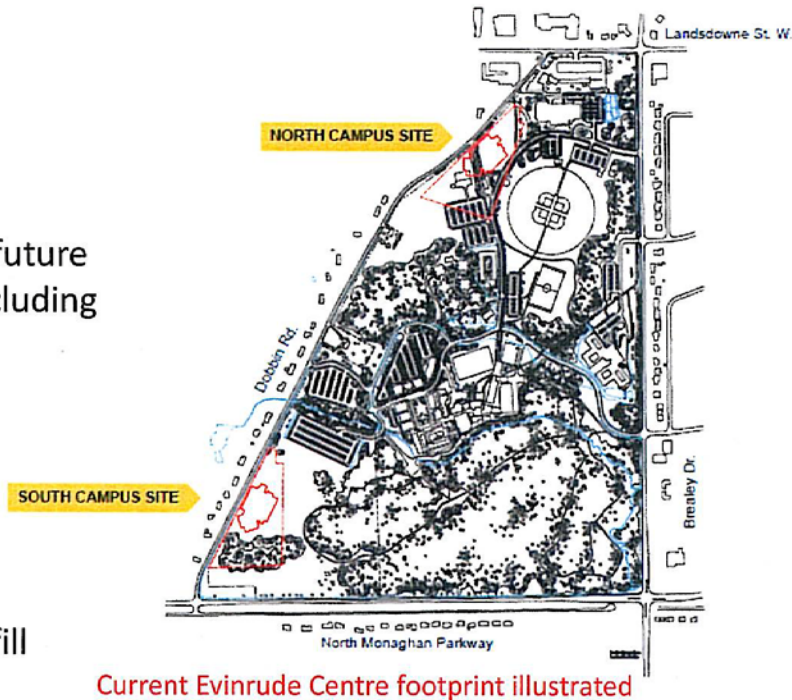
The second site, which is 13.1 acres in size, is located in the northwest sector of the campus with direct access to Dobbin Road and is adjacent to the Peterborough Sport and Wellness Centre. This site is also level and offers easy access to the Township, the City and Highway 115. Although smaller, this site is large enough to accommodate a four-pad arena, other facility components and parking. Refer to the North Campus Site identified in **Figure 7**.

In a September 22, 2014 report to Peterborough City Council, staff recommended the North Campus Site at Fleming College as the City's first choice and the South Campus Site as their third choice for a new twin-pad arena facility. Also recommended is further investigation of complementary facilities that could be built with the arena in Phase One of development – namely: a small practice ice surface, a goalie/shooting ice training lane, an elevated running/walking track around one of the ice pads, an off-ice training centre, sport group offices, multi-purpose activity and meeting rooms, commercial facilities to support the operating plan, and a six-lane 25 metre swimming pool. At the September 29th Council meeting, the Peterborough Agricultural Society (which holds certain rights over Morrow Park) indicated that it is open to discussions about arena facilities in the park. With that revelation, Council added Morrow Park to the short list of potential sites, which may alter the site ranking.

Figure 7: Fleming College Sites

Proposed Offer of Land

- 2 potential sites
- Either site can accommodate the proposed two-pad structure, parking and amenities
- Each site is large enough to allow future expansion to a four-pad facility including additional parking
- Each offers easy access from the Township, the City and from Highway 115 for those coming for events or tournaments
- The land is level, minimizing additional cost related to cut and fill
- Sites are free of encumbrances and available for development



Fleming College

The Municipal Options

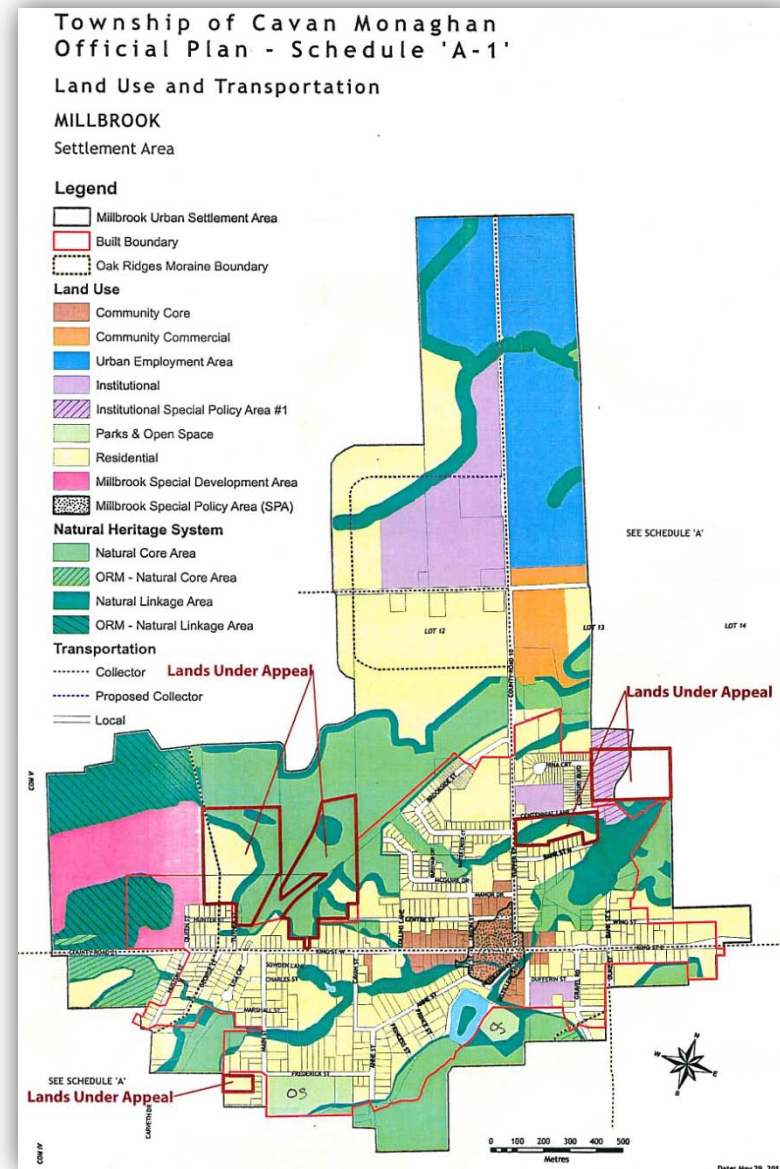
Figure 8 is the Land Use and Transportation Schedule within the Official Plan for the Millbrook Settlement Area (Schedule 'A-1'). The large purple block in the north central portion of the settlement area represents land designated as 'Institutional'. This block of land already contains the site of the municipal office and is to contain a community park. The north-south road bordering this area on the east is County Road 10 and the east-west road to the south is Fallis Line. The green fingers are areas of natural drainage and are designated as 'Natural Linkage Areas' in the Official Plan. They will become components of the public open space system within this area of future residential development and employment, and ideally will connect to the future community park within this institutional zone, as well as the Township-wide trails network.

This community-level park would be the site of Option One and the municipal portion of Option Three.

The minimum site size for the arena/community centre is +/- 8 acres. More land will be required to accommodate the outdoor recreation facilities that are recommended for consideration, to allow the arena/community centre to be enlarged as required in future, and to accommodate other potential community facilities, as discussed earlier.

The minimum site size for the smaller community centre (without the arena and running/walking track) is +/- 3 acres. More land will be required to accommodate the outdoor recreation facilities that are recommended for consideration, to allow the community centre to be enlarged as required in future, and to accommodate other potential community facilities, as discussed earlier.

Figure 8



3.2.3 Facility Size and Preliminary Estimate of Capital Cost

The components comprising the proposed arena/community centre have been sized and a preliminary estimate of capital cost provided for the overall facility. The sizing is approximate and was not based on conceptual or detailed design. When the preferred facility is designed, each component will need to be refined and the size of each and the overall facility adjusted, along with the estimate of capital cost. The estimate of capital cost is based on the suggested sizing and current industry capital cost figures. To assist with the comparison of options, the arena portion has been costed on its own, as well as the components that could comprise the separate non-arena community centre.

The costs per square foot were developed utilizing the *Hanscombe Yardsticks for Costing for 2014*, which is a yearly publication that outlines the range of costs by building type and square footage developed by the cost consulting firm Hanscombe. It provides a low and high range to suit the various levels of fit, finish and sophistication for projects.

\$215/sq. ft. would represent an arena facility that would be built utilizing a pre-engineered structure with a very basic level of fit and finish. An example would be the new Havelock Community Centre. The high-end cost of \$280/sq. ft. would represent a well fitted-out building with a sophisticated level of fit and finish. An example would be the new Holly Recreation Centre in Barrie (which includes a twin-pad arena).

Projects in the average range would be similar to the recent community centre (with a twin-pad arena) in Bradford West Gwillimbury (\$225/sq. ft., <http://www.bwgleisurecentre.ca>).

The twin-pad arena that was recently completed in the Town of Whitchurch-Stouffville cost \$24 million.

There are projects that are higher and lower in cost as well. In establishing this preliminary price range, high-level numbers are being utilized that were reasonable and tested.

Total Project Cost for the Three Variations (includes consulting fees, contingency, furnishings/fittings/equipment and site development)	
Millbrook Area-based Arena/Community Centre (Arena, Running/Walking Track and the Multi-purpose Activity Spaces)	\$15,898,300 - \$17,253,600
Arena Only (without the Running/Walking Track and the Multi-purpose Activity Spaces)	\$11,306,700 - \$14,126,400
Millbrook Area- based Community Centre Portion of Option Three (without the Arena and the Running/Walking Track)	\$4,297,500 - \$5,132,500
<i>See below for details.</i>	

Millbrook Area-based Arena/Community Centre

Ice surface	22,000 sq. ft.
Dressing rooms with seating above	6,000 sq. ft.
Lobby and concession	4,250 sq. ft.
Running/walking track – elevated around the ice surface	6,000 sq. ft.
Offices and storage	800 sq. ft.
Assembly hall/gymnasium (5,000 sq. ft. of programmable space)	7,000 sq. ft.
Multi-purpose activity rooms	1,500 sq. ft.
Mechanical	<u>3,800 sq. ft.</u>
Sub-total	51,350 sq. ft.
Gross-up (1.2)	<u>10,270 sq. ft.</u>
Total Gross Area	61,620 sq. ft.
Construction Cost (low, \$215/sq. ft.)	\$13,248,300
Construction Cost (high, \$280/sq. ft.)	\$17,253,600
Furnishings, fittings and equipment (assumes re-use of ice re-surfacer)	\$ 200,000
Consulting fees and contingency (8% of \$15 million)	\$ 1,200,000
Site development (allocated for this building site only)	\$ 1,250,000
Total Project Cost (low)	\$15,898,300
Total Project Cost (high)	\$19,903,600
Site Requirements	+/- 8 acres

Arena Only (without the Running/Walking Track and the Multi-purpose Activity Spaces)

Ice surface	22,000 sq. ft.
Dressing rooms with seating above	6,000 sq. ft.
Lobby and concession	3,750 sq. ft.
Offices and storage	600 sq. ft.
Mechanical	<u>3,800 sq. ft.</u>
Sub-total	36,150 sq. ft.
Gross-up (1.2)	<u>7,230 sq. ft.</u>
Total Gross Area	43,380 sq. ft.
Construction Cost (low, \$215/sq. ft.)	\$ 9,326,700
Construction Cost (high, \$280/sq. ft.)	\$12,146,400
Furnishings, fittings and equipment (assumes re-use of ice re-surfacer)	\$ 100,000
Consulting fees and contingency (8% of \$11 million)	\$ 880,000
Site development (allocated for this building site only)	\$ 1,000,000
Total Project Cost (low)	\$11,306,700
Total Project Cost (high)	\$14,126,400
Site Requirements	+/- 6 acres

**Millbrook Area-based Municipal Portion of Option Three
(Community Centre without the Arena and the Running/Walking Track)**

Lobby	300 sq. ft.
Assembly hall/gymnasium (5,000 sq. ft. of programmable space)	7,000 sq. ft.
Multi-purpose activity rooms	1,500 sq. ft.
Kitchen	300 sq. ft.
Offices and storage	600 sq. ft.
Mechanical	<u>400 sq. ft.</u>
Sub-total	9,800 sq. ft.
Gross-up (1.5) – higher due to increased circulation and washrooms	<u>4,900 sq. ft.</u>
Total Gross Area	14,700 sq. ft.
Construction Cost (low, \$225/sq. ft.)	\$3,307,500
Construction Cost (high, \$275/sq. ft.)	\$4,042,500
Furnishings, fittings and equipment	\$ 125,000
Consulting fees and contingency (9% of \$3.5 million)	\$ 315,000
Site development (allocated for this building site only)	\$ 650,000
Total Project Cost (low)	\$4,397,500
Total Project Cost (high)	\$5,132,500
Site Requirements	+/- 3 acres

3.2.4 The Management Plan

The management plan estimates potential revenue and expenses to produce pro forma income statements for the first five years of operation of the proposed Arena/Community Centre. In the section below, the range of uses and programs that could be supported by each of the components of the facility are noted. The next section contains the financial projections, which are based on a number of

assumptions about hours of operation, levels of use, fees and charges, and expenses related to the use of each major component, as well as overall operation and administrative expenses. In this scenario, it is assumed that the proposed arena/community centre would be owned and operated by the Township of Cavan Monaghan and located on a municipal site.

Uses and Programs

The proposed Arena/Community Centre will be able to support a wide variety of leisure and related programs and activities, as well as health and social service programs, shows and exhibitions, and opportunities for commercial/business events and rentals.

represents a realistic sample. Although some programs and uses will be initiated and administered by the Municipality, many uses, programs and services will be provided by community-based and possibly commercial groups, who will lease space and/or rent blocks of time in various facility components.

For more detail on the range of potential uses, see **Figure 9** below. Although the list of activities and programs is not exhaustive, it

Activities and Programs that could be Accommodated in a Replacement Arena/Community Centre, Township of Cavan Monaghan

Figure 9

Components	Potential Activities and Programs
Arena ice surface	<ul style="list-style-type: none"> ▪ Minor hockey ▪ Adult pick-up hockey ▪ Adult league hockey ▪ Sledge hockey ▪ Special needs hockey ▪ Figure skating ▪ Skating lessons (all ages) ▪ Hockey and figure skating tournaments ▪ Hockey and figure skating schools and clinics ▪ Recreational skating – families ▪ Recreational skating – adults and older adults ▪ Birthday, company and family parties (could be in conjunction with one of the activity rooms) ▪ Elementary and secondary school skating/hockey programs

	<ul style="list-style-type: none"> ▪ Fleming College skating and hockey programs (if the facility is located on campus) ▪ Before and after skate socializing in the lobby café
Arena Floor	<ul style="list-style-type: none"> ▪ Ball hockey (men's and women's) ▪ Minor box lacrosse ▪ Adult box lacrosse ▪ In-line and roller skating ▪ In-line roller hockey ▪ Flat track roller derby ▪ Floorball ▪ Indoor soccer ▪ Large social events and assemblies ▪ Church services ▪ Exhibitions (antiques, craft and art, automobile, etc.) – could be in conjunction with the assembly hall/gymnasium and activity rooms ▪ Trade shows – could be in conjunction with the assembly hall/gymnasium and activity rooms ▪ Festivals – could be in conjunction with the assembly hall/gymnasium and activity rooms ▪ Before and after activity socializing in the lobby café
Assembly Hall/Gymnasium (dividable)	<ul style="list-style-type: none"> ▪ Court games (e.g., Basketball, Volleyball, Badminton, Pickle Ball) ▪ Floor-based aerobic exercise programs/classes (Tai Chi, yoga, Pilates, step interval, adapted gentle fit, fall-prevention, stroller fit, Zumba, and other fitness and wellness programs for youth, adults and older adults) ▪ Martial arts ▪ Dance programs/classes (e.g., Acrodance, Hip Hop, Ballroom, Line, Scottish, Square) ▪ Christmas and March Break sport camps and other programs ▪ Summer child and youth day camps and programs ▪ Youth drop-in athletic programs ▪ Adult drop-in athletic programs ▪ Scouts and Guides programs ▪ Carpet Bowling ▪ Indoor Bocce ▪ Church services ▪ Rentals for community-based child, youth and adult programs that require a gymnasium ▪ Exhibitions (antiques, craft and art, automobile, etc.) – could be in conjunction with the arena floor and activity rooms ▪ Trade shows – could be in conjunction with the arena floor and activity rooms ▪ Festivals – could be in conjunction with the arena floor and activity rooms ▪ Banquets, weddings, themed dinners and other social events – in conjunction with the kitchen ▪ Performances (music to theatre and dance) – utilizing the portable stage – table groupings or theatre-style seating ▪ Public and educational assemblies, presentations and seminars ▪ Commercial rentals

<p>Meeting and Activity Rooms (individual rooms or combined into one large room)</p>	<ul style="list-style-type: none"> ▪ Meetings ▪ Service club functions (e.g., Lion's Club) ▪ Other community organizations (e.g., Community Care health/wellness programs and seminars) ▪ Small-group floor-based aerobic exercise programs/classes (e.g., Tai Chi, yoga, Pilates, step interval, adapted gentle fit, fall prevention, stroller fit, Zumba, and other fitness and wellness programs for youth, adults and older adults) ▪ Martial arts ▪ Dance programs (e.g., Acrodance, Hip Hop, Ballroom, Line, Scottish, Square) ▪ Carpet bowling, shuffleboard, bocce, indoor horseshoes and other floor-based games for older adults ▪ Card and board games ▪ Creative/visual arts/crafts programs ▪ Photography classes ▪ Culinary classes ▪ Computer and technology courses ▪ Other courses/seminars/adult education classes ▪ Post-natal and pre-school programs (e.g., Kindermusic, Playball, Beginner dance, storytelling, arts/crafts) ▪ Daily/weekly/monthly/special event/themed meals – in association with the kitchen (e.g., older adults, a mothers group, service clubs, etc.) ▪ Meetings (municipal staff, community, commercial) ▪ Health clinics and lectures ▪ Medium-size community meetings and forums ▪ Other adult day and evening activities, programs and events ▪ Rentals (child and youth clubs, parties/social events, meetings, business seminars, etc.)
<p>Running/Walking Track</p>	<ul style="list-style-type: none"> ▪ Youth and adult fitness/recreational walking and running – individuals and group programs ▪ Older adult walking/running programs ▪ In support of physiotherapy, sports injury and cardio rehabilitation ▪ In support of floor-based aerobic fitness programs utilizing the assembly hall/gymnasium and the smaller activity rooms

Financial Projections

Figures 10, 11 and 12 present pro forma operating budget projections for the proposed Arena/Community Centre to be located in the Township of Cavan Monaghan and operated by the Municipality. The period of the financial projections is January 1, 2016 through December 31, 2020. This is based on the assumption that a new facility would be available to begin operation until at least January 1, 2016. Figure 10 presents summary pro forma operating revenue and expense projections, while Figure 11 presents detailed pro forma operating revenue projections, and Figure 12 presents detailed pro forma operating expense projections.

The pro forma financial projections are based on information supplied by the client, research undertaken by us, and our experience in these matters. The assumptions upon which the pro forma projections are based are stated below. However, certain assumptions may not materialize and circumstances may change. Accordingly, actual results may vary from the pro forma projections and the variations may be material. The consultants (The RETHINK GROUP and the Tourism Company) are not responsible for future management and marketing decisions upon which actual results will depend.

The pro forma projections provided in Figures 10, 11 and 12 represent expected operating revenue and expenses based on achieving the level of use, and operating in the manner described hear-in. Facility use at levels lower than assumed in Figures 10, 11 and 12 without any change in the assumed level of prices and fees, could be expected to generate higher net deficits than those projected since the majority of the projected operating expenses are 'fixed' and would not decline in proportion to a decline in use and/or revenue. Conversely, usage higher than that assumed in this report could be expected to decrease the projected net deficits, assuming prices and fees are at a level equal to or higher than assumed in Figures 10, 11 and 12.

Summary of Projected Financial Operating Results

As illustrated in Figure 10, a net operating deficit of approximately \$189,600 is projected for the proposed new Cavan Monaghan Arena/Community Centre in 2016, decreasing to approximately \$133,300 by 2018, before increasing to approximately \$146,800 by 2020. The current Cavan Monaghan Community Centre, which is 2.5 times smaller and has an under-funded operating budget, recorded an operating deficit of approximately \$88,500 in 2013. The net cost per square foot to operate a modern, energy-efficient community centre, as proposed, is approximately 1/3 lower than the current facility, with the potential to improve to over 50% lower, depending on utilization level and rates.

Revenue: As illustrated in Figure 11, total revenue for the proposed new Cavan Monaghan Arena/Community Centre is projected to grow 51% from approximately \$193,600 in 2016 to approximately \$292,400 by 2020. The current Cavan Monaghan Community Centre recorded revenue of approximately \$153,200 in 2013. Factors contributing to the projected growth in revenue include the following:

- price increases (from 2014 prices) for ice and non-ice use of the arena components of 25% over the first three years (2016-2018) followed by annual growth of 3% annually to reflect general price inflation;
- modest growth of 10% in ice use, mostly in non-prime time, over the first two years (2016-2017), followed by annual growth of 3% annually to reflect general price inflation;
- growth of 25% in non-ice use of the arena floor component over the first three years (2016-2018);
- price increases of 25% (from 2014 prices), and volume increases of 20% for advertising space rentals (arena boards, ice surface logo, ice re-surfacer) over the first three years (2016-2018), followed by annual growth in prices of 3% to reflect general price inflation; and

- new revenue from rental of the assembly hall/gymnasium and the multi-purpose/meeting rooms.

It should be noted that even with the proposed increases in rental rates, the new Cavan Monaghan Arena/Community Centre would still be charging prices that are substantially below rates for comparable facilities within the greater Peterborough market area. Therefore, there is considerable potential for increased revenue, based on rates alone. See **Figure 13** for current and proposed fees and prices.

Expenses: As illustrated in **Figure 12**, total operating expenses (before contributions to capital reserves for building and equipment replacement) are projected to grow 15% from approximately \$383,200 in 2016 to approximately \$439,200 by 2020. The current Cavan Monaghan Community Centre recorded operating expenses of approximately \$241,700 in 2013, although it should be noted that the facility manager indicated that many areas of operation -- such as "building repairs and maintenance", "equipment maintenance", "materials and supplies" and "contracted services" -- are currently underfunded. Beyond returning these operational areas to more acceptable funding levels, factors contributing to the projected growth in operating expenses include the following:

- Increased energy and building maintenance costs associated with a much larger (2.5 times), heated and air-conditioned facility; and
- Projected annual increases in energy prices of 5%.

Cost Implications of a Stand-Alone Community Centre

Option Three proposes that the assembly hall/gymnasium and the multi-purpose activity rooms comprise a smaller stand-alone community centre to be located within the Millbrook Settlement Area, with the arena and indoor running/walking track located at Fleming College as part of a partnership-based, multi-pad arena complex. A stand-alone community centre will require a larger facility to accommodate the assembly hall/gymnasium and multi-purpose activity rooms than if those facilities were accommodated within the

proposed arena/community centre where the space associated with the lobby, mechanical functions, staff functions and circulation can be shared with the arena, indoor track and concession/café. It is also assumed that the stand-alone community centre will require additional staffing to oversee activities and maintain the larger facility.

The financial operating projections illustrated in **Figures 10, 11 and 12** are based on a facility containing both arena and community centre components estimated at approximately 61,600 sq. ft. Our analysis of the cost implications of a smaller stand-alone community centre comprising an assembly hall/gymnasium, several multi-purpose activity/meeting rooms and associated public space (estimate of 14,700 sq. ft), reveals the following:

- An annual operating deficit of approximately \$96,200 in 2016, declining to approximately \$64,100 by 2020.
- Total operating revenue essentially unchanged from that projected for those components associated with the proposed arena/community centre facility – approximately \$15,600 in 2016, increasing to approximately \$61,900 by 2020 as a result of price increases and projected annual growth in use.
- Total operating expenses of approximately \$111,800 in 2016, increasing to approximately \$126,000 by 2020. The combination of energy costs, and wages and benefits account for more than 50% of the operating expenses. In a combined arena/community centre facility, substantial savings will be realized in both of these areas – due to less space to heat, air condition and maintain, and lower staffing levels.

Key Assumptions: Arena/Community Centre Facility

Revenue Assumptions

Underlying the revenue projections in **Figure 11** are key assumptions regarding operating revenues at the proposed new arena/community centre, including the following:

- The arena/community centre will operate with the same schedule as the current arena – Monday-Friday 10am-11pm; Saturday and Sunday 7am-11pm; 360 days/year.
- **Admission Fees** – Public Skating, Adult Skating, Adult Exercise and Skating, and Puck and Stick prices are projected to increase 3% annually from the current prices (see **Figure 13**). The overall number of users in the new facility is projected to increase 10% in 2016, 10% in 2017, and another 5% in 2018. The amount of time available for these activities is assumed to be unchanged from the current schedule of 15 hours/week.
- **Ice Rentals** – Based on the current prices, increases of 10% in 2016, 10% in 2017, 5% in 2018, and 3% annually in subsequent years are projected (see **Figure 13**). The number of prime time hours booked per week is currently close to the maximum, while there is substantial unused weekday day-time (non-prime time) ice, and additional late evening time that could be rented. As a result, modest increases in use of 5% in 2016 and 5% in 2017 are projected. The amount of time designated as prime time and non-prime time (weekday daytime) ice is assumed to be unchanged from the current schedule. The length of the ice season is also assumed to be unchanged from the current schedule (i.e., 30 weeks, from September through the end of March).
- **Non-Ice Rentals** – Based on the current prices, increases of 10% in 2016, 10% in 2017, 5% in 2018, and 3% annually in subsequent years are projected (see **Figure 13**). The amount of both hourly rentals and event rentals is projected to increase 10% in 2016, 10% in 2017, and 5% in 2018. The length of the non-ice season is assumed to be unchanged from the current schedule (i.e., 22 weeks from April through the end of August).
- **Hall Rentals** which have been declining in the current arena hall will be replaced with rentals of the assembly hall/gymnasium and multi-purpose activity/meeting rooms proposed for the replacement arena/community centre.
- **Advertising Space Rental** – Based on the current prices, increases of 10% in 2016, 10% in 2017, 5% in 2018, and 3% annually in subsequent years are projected (see **Figure 13**). The type of advertising rentals in the new arena/community centre are assumed to be unchanged from current opportunities, including arena boards, ice surface logo and the ice re-surfacer. However, the amount of rentals is projected to increase 10% in each of 2016 and 2017. Although there is potential for additional advertising rentals in the assembly hall/gymnasium and lobby area, these have not been factored into the projections.
- **Snack Bar/Café/Vending Machines** -- Currently there is no revenue accruing to the Municipality from operation of the arena snack bar by a third party, while vending machines are no longer being operated. In the new arena/community centre, it is assumed that an annual lease payment of \$5,000, increasing 3% annually, will be paid to the Municipality by a third party operator of the planned snack bar/café. The enhanced snack bar/café facility and setting proposed for the new facility will afford considerably greater opportunity to generate revenue than in the current facility.
- **Assembly Hall/Gymnasium** – It is assumed that hourly and event rental fees will be changed for use of the assembly hall/gymnasium in the proposed new arena/community centre (see **Figure 13**). Furthermore, it is assumed that this space will be available for rental seven days/week for 50 weeks/year. A very conservative level of use for hourly rentals is projected at 3 hours/week in 2016, increasing to 6 hours/week in 2017, and then stabilizing at 9 hours/week annually by 2018. The very conservative level of use for event rentals (one/day to a maximum of 8 hours/day) is projected at 6 events in 2016, increasing to 9 events in 2017, and then stabilizing at 12 events annually by 2018.
- **Multi-Purpose Activity/Meeting Rooms** – It is assumed that hourly rental fees will be charged for the use of each of 2-3 rooms planned for the proposed new arena/community centre (see **Figure 13**). Furthermore it is assumed that each of the rooms will be available for rental seven days/week for 50 weeks/year. The

combined level of use for rentals of the 3 rooms (assumed to be an average of 1.5 hours/rental) is projected at 4.5 hours/week in 2016, increasing to 9 hours/week in 2017, and then stabilizing at 13.5 hours/week annually by 2018. These projected levels of use are very conservative.

- **Running/Walking Track** – No revenue is projected for use of the running/walking track in the proposed new arena/community centre. However, although it is challenging to generate revenue from occasional use of the track by individuals, scheduled use by walking and running clubs could generate revenue. Additionally, some revenue derived from aerobic fitness classes that use the gymnasium and/or multipurpose rooms as well as the track could be allocated to the track.
- **Considerable Potential for Additional Use and Revenue** - Although use of prime ice time in the arena is pretty well maxed out, there is considerable non-prime ice time available during day-time hours Monday to Friday, as well as late evening hours (after 11 PM). Additionally, assumptions in the operating cost projections about utilization of the arena floor, the assembly hall/gymnasium, the multi-purpose activity rooms and the running/walking track are very conservative – with considerable potential to attract much more use and revenue. Refer to the last section in the Management Plan for more detail and recommendations.

Expense Assumptions

Underlying the expenses projections in **Figure 12** are key assumptions regarding operating expenses associated with the proposed new arena/community centre, including the following:

- The arena/community centre will operate with the same schedule as the current arena – Monday-Friday 10am-11pm; Saturday and Sunday 7am-11pm; 360 days/year.
- Unless otherwise noted, operating expenses are assumed to increase 3% annually from current levels in response to general price inflation.

- **Wages and Benefits** – Comprise wages and associated municipal contributions to statutory and negotiated benefits (28% of total wages) for the full time operator, part time operators, and part time attendants - as per the current staffing compliment and scheduling at the current arena. Wages are projected to increase 1.5% annually through 2016 as per the current union contract, and to continue increasing 1.5% annually through 2020.
- **Staff Training and Development** – A budget allowance of \$1,500 has been assumed, beginning in 2016.
- **Uniforms and Clothing** – A budget allowance of \$2,200 has been assumed, beginning in 2016.
- **Memberships** – Continuation of the current membership in the Ontario Recreational Facilities Association is assumed.
- **Allocated Insurance** – Continuation of the current level of allocation of municipal insurance expense is assumed.
- **Building Repairs and Maintenance** – Comprises expenditures on services and associated materials for non-capital repairs of the planned new arena/community centre facility. A budget allowance of \$13,200 in 2016 has been assumed, based on the estimated size of the proposed new facility (61,620 sq. ft) and a per square foot cost of \$0.21 - reflecting the expectation that during its first five years of operation, the new facility will encounter fewer repairs and maintenance than the current facility.
- **Equipment Maintenance** – Comprises expenditures on services and material for non-capital equipment repairs in the planned new arena/community centre. A budget allowance of \$10,000 in 2016 has been assumed.
- **Cleaning Supplies** – Comprises expenditures on cleaning materials and supplies, as well as consumables used in the dressing rooms and public washrooms. The current cost of approximately \$0.10/sq. ft. of facility space has been applied to the proposed new and much larger facility (61,620 sq. ft. vs. 24,060 sq. ft.).
- **Materials and Supplies** – Comprises expenditures on mostly hardware materials and paint for facility repairs undertaken by

facility staff. It is assumed that during the first five years of operation of the new facility, the cost of these expenditures on a per sq. ft. basis will be approximately 75% of the per sq. ft. expenditures in the current facility (\$0.24/sq. ft. compared to \$0.32/sq. ft.).

- **Telephone** – Comprises only the monthly cost of providing telephone service in the building. The provider contract cost in the new facility (\$300/month) is assumed to be 1.5 times greater than in the current facility (approximately \$200/month) - given its larger size and expected requirements for expanded service.
- **Security Service** – Comprises the costs of third party monitoring of an installed security alarm system and response to triggered alarms. The provider contract cost in the new facility of \$1,400/year is assumed to be 1.5 times greater than in the current facility (approximately \$900/year) - given its larger size and expected requirements for expanded service.
- **Hydro** – Comprises the cost of electricity used for lighting and hot water heating (current facility), as well as air conditioning (new facility). The current cost of \$2.45/sq. ft. has been increased by a factor of 1.25 to reflect the addition of air conditioning, but reduced by a factor of 0.6 to reflect the expectation that the new facility will be substantially more energy-efficient, resulting in a

cost of \$1.93/sq. ft. in 2016. The unit price of electricity is projected to increase 5% annually.

- **Heating** – Comprises the cost of natural gas used to heat the inside spaces in the current facility including the banquet/assembly hall, lobby, snack bar and dressing rooms. The 2013 cost of \$0.29/sq. ft. has been reduced by a factor of 1.25 to \$0.15/sq. ft. to reflect that the banquet/assembly hall was not used and therefore minimally heated in 2013. The unit price of natural gas is projected to increase 5% annually.
- **Contracted Services** – Comprises expenditures to third parties for maintenance and repair of the refrigeration system as well as pest control services. The 2013 cost of \$0.29/sq. ft. has been reduced by a factor of .75 to \$0.22/sq. ft. in 2016 to reflect the fact that the proposed new facility will be outfitted with a new refrigeration system.
- **Water and Sewer** – Comprises the metered cost of water usage. The 2013 cost of \$0.30/sq. ft. has been used for the proposed new facility as the size of the facility is expected to be the major determinant on water and sewer usage.
- **Grounds Maintenance** – A budget allowance of \$5,000 has been assumed for materials and third party service costs related to year-round maintenance of the grounds and parking surrounding the planned new facility.

The Potential of the Proposed Arena/Community Centre - and the Need to Market the Facility as well as to Provide Assistance to Community-based Volunteer Groups and Associated Activities

Given the high degree of use of prime ice time and the above average use of non-prime ice time during the Fall/Winter season at the Cavan Monaghan Community Centre, it is anticipated that the arena portion of the proposed arena/community centre will continue to be well used. With a greatly improved ice surface and dressing rooms, as well as the lobby/concession/café, indoor running/walking track and multi-purpose activity spaces, there is potential for increased use of weekday and late evening non-prime ice time and associated off-ice

activities. Since prime time ice is already used to near capacity, there is only limited opportunity to increase use of that time segment, unless prime time is redefined to begin at 4:00 PM on week days, as is the case in many arenas.

There is also considerable potential for increased use of the arena floor during the Spring/Summer season by existing, former and new

user groups and activities, as well as new programs, activities and events.

With a much improved facility, the rates charged for all categories of ice and floor time as well as for multi-purpose program space can be increased, especially since rates within the market area are already much higher for all components of the proposed facility.

As noted earlier, the assumptions about initial and gradually increasing use of the assembly hall/gymnasium and the smaller multi-purpose rooms are conservative and leave considerable room for growth. Given that the existing supply of adequate and attractive public and other multi-purpose activity space throughout the Township is quite limited, there is not a strong pattern of use upon which to base anticipated utilization of the greatly improved facilities that are proposed for the new arena/community centre. In addition, the list of social, cultural, recreation and other community-based groups and associations that are active in the Township is well below the norm. In part, this may be due to the limited supply of adequate venues to support these types of groups and their activities, as well as the limited role that the Township plays in encouraging the establishment of new and support for existing volunteer-based groups and programming – and for volunteer engagement in general.

Therefore, it is very likely that use of the proposed multi-purpose spaces (and associated revenue generation) can exceed initial assumptions - if the following initiatives are undertaken:

- List each of the spaces (with photographs and suggestions for uses) on the municipal web site.
- Create and widely distribute a graphically-strong brochure that describes the multi-purpose spaces and the range of uses.
- Use other means to widely and frequently advertise the availability and range of uses of these spaces.
- Encourage and support existing groups, organizations, individuals and businesses from the community and the wider region to offer social, culture, recreation, sport and health/wellness programs and activities.
- Encourage new non-profit groups to form with the goal of establishing new clubs, associations and leisure-based groups that will meet regularly for social interaction, culture, recreation and health and wellness activities – and provide specific culture, recreation, sport and fitness/wellness programs.
- Directly seek out instructors to offer programs that are known to be in demand, or are typically offered in communities like Cavan Monaghan. Work with those instructors to strongly market their programs.

Arena/Community Centre Pro-Forma Operating Revenues and Expenses Summary, 2016-2020

Township of Cavan Monaghan

Figure 10

	2011	2016	2017	2018	2019	2020
	Current Arena	Proposed Arena/Community Centre				
Total Revenue	\$153,204	\$193,600	\$244,400	\$275,400	\$283,800	\$292,400
Total Expenses	\$241,726	\$378,300	\$390,600	\$403,200	\$416,200	\$433,100
Net Facility Operating Expenses/(Recoveries) Before Contributions to Reserve	(\$88,522)	(\$84,700)	(\$146,200)	(\$127,800)	(\$132,400)	(\$140,700)

Source: the Tourism Company and The Rethink Group, 2014

Arena/Community Centre Pro-Forma Operating Revenue, 2016-2020

Township of Cavan Monaghan

Figure 11

Revenue	2013	2016	2017	2018	2019	2020
	Current Arena	Proposed Arena/Community Centre				
Arena						
Admission Fees (Public Skating)	\$7,067.00	\$8,000.00	\$9,100.00	\$9,800.00	\$10,100.00	\$10,400.00
Ice Rentals	\$128,767.00	\$148,700.00	\$171,700.00	\$180,300.00	\$185,700.00	\$191,300.00
Non-Ice Rentals	\$9,658.00	\$11,700.00	\$14,200.00	\$15,700.00	\$16,200.00	\$16,700.00
Hall Rentals	\$2,992.00	Replaced by Assembly Hall/Gymnasium & Multi-Purpose/Meeting Rooms				
Advertising Space Rental	\$3,776.00	\$4,600.00	\$5,600.00	\$5,900.00	\$6,100.00	\$6,300.00
Snack Bar/Café/Vending Machines	\$944.00	\$5,000.00	\$5,200.00	\$5,400.00	\$5,600.00	\$5,800.00
Sub Total Arena	\$153,204.00	\$178,000.00	\$205,800.00	\$217,100.00	\$223,700.00	\$230,500.00
Assembly Hall/Gymnasium						
Hourly Rentals	n/a	\$7,700.00	\$22,000.00	\$33,400.00	\$34,400.00	\$35,400.00
Event Rentals	n/a	\$1,500.00	\$3,400.00	\$4,600.00	\$4,700.00	\$4,900.00
Sub Total Assembly Hall/Gymnasium	n/a	\$9,200.00	\$25,400.00	\$38,000.00	\$39,100.00	\$40,300.00
Multi-Purpose/Meeting Rooms	n/a	\$6,400.00	\$13,200.00	\$20,300.00	\$21,000.00	\$21,600.00
Running/Walking Track	n/a	\$ -	\$ -	\$ -	\$ -	\$ -
Total Revenue	\$153,204.00	\$193,600.00	\$244,400.00	\$275,400.00	\$283,800.00	\$292,400.00
Source: the Tourism Company and The Rethink Group, 2014						

Arena/Community Centre Pro Forma Operating Expenses, 2016-2020

Township of Cavan Monaghan

Figure 12

Expenses	2013	2016	2017	2018	2019	2020
	Current Arena	Proposed Arena/Community Centre				
Wages & Benefits	\$114,242	\$117,600	\$119,300	\$121,100	\$122,900	\$124,800
Staff Training & Development	\$ -	\$1,500	\$1,500	\$1,600	\$1,600	\$1,700
Uniforms & Clothing	\$1,267	\$2,200	\$2,300	\$2,300	\$2,400	\$2,500
Memberships	\$509	\$500	\$600	\$600	\$600	\$600
Allocated Insurance	\$39,004	\$41,300	\$42,600	\$43,900	\$45,200	\$46,500
Building Repairs & Maintenance	\$4,537	\$13,200	\$13,600	\$14,000	\$14,400	\$14,800
Equipment Maintenance	\$4,810	\$10,000	\$10,300	\$10,600	\$10,900	\$11,200
Cleaning Supplies	\$1,463	\$6,600	\$6,800	\$7,000	\$7,200	\$7,400
Materials & Supplies	\$3,937	\$14,800	\$15,200	\$15,700	\$16,200	\$18,300
Telephone	\$2,243	\$3,600	\$3,700	\$3,800	\$3,900	\$4,000
Security Service	\$885	\$1,400	\$1,400	\$1,500	\$1,500	\$1,600
Hydro	\$58,968	\$118,900	\$124,900	\$131,100	\$137,700	\$144,600
Heating	\$2,681	\$9,000	\$9,500	\$9,900	\$10,400	\$11,000
Contracted Services	\$41	\$13,900	\$14,300	\$14,700	\$15,100	\$17,100
Water & Sewer	\$7,139	\$18,800	\$19,400	\$20,000	\$20,600	\$21,200
Grounds Maintenance	\$ -	\$5,000	\$5,200	\$5,400	\$5,600	\$5,800
Total Facility Operating Expenses	\$241,726	\$378,300	\$390,600	\$403,200	\$416,200	\$433,100

Source: the Tourism Company and The Rethink Group, 2014

Arena/Community Centre Pro-Forma Fees and Prices, 2016-2020

Township of Cavan Monaghan

Figure 13

	2013	2016	2017	2018	2019	2020
Revenue	Current Arena	Proposed Arena/Community Centre				
Arena						
Admission Fees	\$1.77	\$1.82	\$1.88	\$1.93	\$1.99	\$2.05
Ice Rentals Prime Time	\$131.55	\$144.71	\$159.18	\$167.13	\$172.15	\$177.31
Ice Rentals Minor Sports	\$98.66	\$108.53	\$119.38	\$125.35	\$129.11	\$132.98
Ice Rentals Day Ice	\$60.47	\$66.52	\$73.17	\$76.83	\$79.13	\$81.51
Non-Ice Rentals Hourly	\$60.47	\$66.52	\$73.17	\$76.83	\$79.13	\$81.51
Non-Ice Rentals Event (Max. 8 hours)	\$362.83	\$399.11	\$439.02	\$460.98	\$474.80	\$489.05
Hall Rentals Hourly	\$27.58	Hall replaced by Assembly Hall/Gymnasium in planned new facility				
Hall Rentals Event (Max. 8 hours)	\$229.15	Hall replaced by Assembly Hall/Gymnasium in planned new facility				
Advertising Space Rental Boards	\$120.94	\$133.03	\$146.34	\$153.65	\$158.26	\$163.01
Advertising Space Rentals Ice Surface Logo	\$240.82	\$264.90	\$291.39	\$305.96	\$315.14	\$324.59
Advertising Space Rentals Ice Re-surfacer	\$57.29	\$63.02	\$69.32	\$72.79	\$74.97	\$77.22
Snack Bar/Café/Vending Machines	\$ -	\$5,000.00	\$5,200.00	\$5,400.00	\$5,600.00	\$5,800.00
Assembly Hall/Gymnasium						
Hourly Rentals	(gym) \$27.58	\$41.37	\$62.06	\$63.92	\$65.83	\$67.81
Event Rentals	(gym) \$165.50	\$248.25	\$372.38	\$383.55	\$395.05	\$406.90
Multi-Purpose & Meeting Rooms	\$27.58	\$28.41	\$29.26	\$30.14	\$31.04	\$31.97
Running/Walking Track	n/a	\$ -	\$ -	\$ -	\$ -	\$ -
Note: All prices exclude HST						
Source: the Tourism Company and The Rethink Group, 2014						

3.3 Options for the Existing Community Centre and Site

Given that it is recommended that the Cavan Monaghan Community Centre be decommissioned as a public use facility as soon as possible, other options for use of the building and site should be considered. Identifying alternative uses for the Community Centre is limited by the age, general condition, purpose-built design and weak appearance/appeal of the building, as well as parking limitations. The very small site size and the facility's location within a floodplain precludes expansion and significant modifications to the facility.

From a 'community-first' and aesthetic perspective, the highest and best use would be to raise the building and redevelop the site as a high profile public open space, as envisioned in the downtown Millbrook revitalization plan. That plan suggested a large public green space be created and named 'Needler's Green'. The space would become a valuable and needed community focal point, as well as a venue for a variety of social and cultural events such as small concerts, community events and celebrations, outdoor movies, the farmers market, art in the park, exhibitions/shows, etc. A small stage or gazebo and a service building with a design in keeping with the historic architecture of Needler's Mill were also recommended. It may

be possible to incorporate an outdoor skating rink into the common, utilizing the arena's refrigeration system. The plan recommends that vehicular access through the site would be provided for emergencies and servicing, but otherwise, the site would only have a modest parking area to the north which would be accessed by Needler's Lane. Entry gates to Needler's Common would be designed at the west end of Hay Street. This new, high profile public open space would form an important new cultural and recreation space within the downtown and would be directly connected to the historic mill, the mill pond and the Township's trail system.

Other options for use of the building and site would see the building retained for alternative civic/non-public uses or leased to a third party for inside storage. Or the building could be raised and the site sold or leased for parking. However, none of these other options contribute to strengthening downtown Millbrook or enhancing the Township's parks and open space system, which is already well below the norm in extent and quality. The Municipality does not have a public square or other outdoor focal point for community activity, celebration and identity.

3.4 Comparison of the Options for a Replacement Facility

Figure 14 details the pros and cons of each option.

From a purely 'community value' perspective, **Option One** that locates the proposed arena/community centre in a future Township park adjacent or attached to the municipal office will be the most beneficial to the community – in terms of: i) best access to greatly improved recreation, social and wellness facilities and programming in a multi-function facility; ii) retention and enhancement of a vital focal

point of community activity, identity and pride; and iii) contributing to the economic viability of local commerce, especially downtown Millbrook. Another advantage is the potential to be able to add to this facility as demand warrants and to possibly incorporate a new fire hall and replacement library. The potential for community fundraising will be highest for this option, but the opportunity for grants from senior levels of government will be lowest. The potential for partnerships with community organizations is similar to Option Three and much

higher than for Option Two. Considering all recommended components, this option will likely cost in the order of 10-15% more than Option Two, but less than Option Three. Net operating cost is projected to be higher than for Option Two, but lower than for Option Three.

On the other hand, **Option Two** which locates all of the proposed facilities at Fleming College as part of a larger joint venture complex will likely result in 10-15% lower capital cost for Cavan Monaghan compared to Option One – due to sharing common components among three or four ice pads. Being part of a larger complex may reduce the Township's share of net operating costs as well. Also, there will be no land cost to the Municipality and the likelihood of senior government grants will be higher. However, the potential for community fundraising will be lowest for this option.

Township users of this facility will have direct access to the other facility components within the complex and tournaments can be hosted at this facility. However, this option will remove a vital focal point of community activity, identity and pride from the community, along with economic stimulus for local businesses. Due to location in the extreme northeast corner of the Municipality, this option will greatly reduce access to most recreation, social and wellness programming for many Township residents, even though the College location is on one of the principle and frequent routes of many Township residents traveling to Peterborough.

Option Three, which emerged during the study, represents a compromise between Options One and Two - with the principle goal of maintaining a central focal point of community and recreation

activity, identity and pride; as well as providing economic stimulus in the Township. This option, which locates the arena and indoor track at the College and the assembly hall/gymnasium and multi-purpose rooms in a smaller community centre in a future Township park adjacent or attached to the municipal office will cost more than Option Two to build, but about the same as Option One (if the cost of the indoor running/walking track is shared among the partners).

To operate this smaller community centre will cost more than if the components were integrated with the arena and running/walking track. To be self-sufficient, this facility must be larger, resulting in higher operating expenses. Its revenue-generating potential will be reduced due to being separated from the arena and indoor track which will eliminate cross-programming and flow-through business into the multi-purpose activity rooms. For example, fitness and wellness programs would utilize various combinations of the indoor track, the gymnasium and the smaller activity rooms; and other types of programming and events would utilize the arena ice surface and floor, along with the large and small multi-purpose spaces.

Another positive is that this smaller community centre could still become part of a desirable concentration of municipal facilities adjacent or attached to the municipal office. Depending on the components that are combined and the timing, some size efficiencies could be realized which would reduce capital and operating costs. As with Option One, other advantages include the ability to expand this facility on a Township site to meet future community needs as demand warrants, and the potential to partner with community organizations.

Comparison of the Options for a Replacement Facility for the Cavan Monaghan Community Centre

Figure 14

Options	Pros	Cons
<p>Option One: Locate the Replacement Arena/Community Centre in a Future Community Park (adjacent or attached to the Municipal Office within the Millbrook Settlement Area)</p>	<ul style="list-style-type: none"> ▪ Maintains a community centre and focal point of community activity, civic identity and pride within the Millbrook Settlement Area - the principle settlement area of the Township - and near the geographic centre of the Municipality. ▪ Ensures total community control over the facility, its operation, programming and pricing. ▪ Allows the facility to be enlarged to accommodate future recreation facilities, and possibly a new fire hall and replacement library – reducing capital investment via a combined facility (by sharing some components and reducing overall building size and sharing parking), reducing operating expenses, creating programming synergies and increasing opportunities for revenue generation. ▪ If the site is large enough, this option will allow outdoor recreation facilities to be located adjacent. ▪ Locates the arena/community centre, potential outdoor recreation facilities and possibly other civic facilities adjacent or attached to the municipal office to create a concentration of municipal facilities. ▪ Potential to partner with one or more local service clubs who may want to share the facility. ▪ Highest potential for fundraising of the three options. 	<ul style="list-style-type: none"> ▪ The cost to construct this facility on a municipal site will be in the order of 10-15% higher (\$1.6 - \$3 million) than if it is part of a larger arena/community centre complex located at Fleming College (ability to share many components such as the lobby and concession, change rooms, multi-purpose spaces, staff offices and workshop, ice re-surfacer room, mechanical spaces and circulation – leading to a smaller overall building size at the College). ▪ The net cost to operate the arena/community centre as proposed will be higher compared to being part of a larger arena/community centre complex at the College (due to lower operating expenses for the Township's arena portion of the overall complex, and lower net costs associated with the multi-purpose spaces and indoor track because of much higher use and revenue that will be generated at the College location – to be shared among the partners). ▪ If Cavan Monaghan-based groups require more ice or floor time than can be accommodated in a single-pad arena located within the Millbrook Settlement Area, the additional time will have to be rented at arenas in other townships within the area or in the City of Peterborough, rather than at one of the adjacent ice pads within the College-based complex. ▪ Reduced likelihood of receiving capital grants from senior levels of government for a municipal facility since grants typically favour multiple-partner consortiums. ▪ This option may incur cost associated with purchase of land for the facility (a minimum of 8 acres for the arena/community centre as proposed).

Options	Pros	Cons
<p>Option Two: Locate the Components of the Replacement Arena/Community Centre at Fleming College (one of the two proposed sites)</p>	<ul style="list-style-type: none"> ▪ Estimated 10-15% lower capital cost (\$1.6 - \$3 million) due to economies of scale and the ability to reduce the overall building size by sharing some components (e.g., lobby and concession, change rooms, multi-purpose spaces, staff offices and workshop, ice re-surfacer room, mechanical spaces and circulation). ▪ Lower net operating cost due to economies of scale, reduced overall facility size and greatly increased opportunities for revenue generation. ▪ Increased likelihood of receiving capital grants that typically favour multiple-partner consortiums. ▪ Convenient for Township residents/user groups to rent additional ice and floor time within the complex, as well to access other recreation facilities within the complex and at the nearby Peterborough Sport and Wellness Centre. ▪ Excellent access for out-of-town groups to attend tournaments. ▪ In this option, there will not be any cost to the Municipality associated with purchase of land due to the donation of land for the project by the College. 	<ul style="list-style-type: none"> ▪ Loss of a centrally-located major community facility and vital community focal point to support a wide variety of community activities, as well as a source of civic pride and community identity. ▪ A central and easily accessible location within the Township is appealing to many residents and groups. It is uncertain if all of the current users of the arena will travel to a location in the northeast corner of the Municipality. Potential new use by Township residents and groups that is hoped to be attracted to the indoor track and multi-purpose spaces may be muted by the remote location, even though it is within one of the principle and frequent travel routes of many Township residents for employment, shopping, entertainment and medical in Peterborough. ▪ Loss of business for downtown Millbrook will be incurred as most recreation activity orients to the far northeast of the Township (as well as to Maple Leaf Park). However, some increased traffic to the downtown will be generated by visitation and programmed activities at the proposed Needler's Common. ▪ Very little, if any potential to partner with local service clubs and other groups.

Options	Pros	Cons
<p>Option Three: Split the Proposed Facility (locate the multi-purpose spaces in a future community park adjacent or attached to the Municipal office - and locate the arena and running/walking track at Fleming College – as part of a multi-pad arena facility)</p>	<ul style="list-style-type: none"> ▪ Although it will be without the arena and indoor running/walking track, this option creates a new, albeit smaller municipal community centre with all of the advantages identified for Option One (i.e., community focal point, central location, source of civic pride, full municipal control, ability to enlarge, ability to concentrate municipal facilities, potential to partner with local groups, and higher fundraising potential). ▪ Higher likelihood of receiving capital grants for the arena portion of the proposed facility since it will be part of a multi-partner consortium. ▪ In this option, there will not be any cost to the Municipality associated with purchase of land for the arena portion of the proposed facility due to its location at Fleming College and the College donation of land for the overall project. ▪ High potential to partner with one or more local service clubs who may want to share the facility. 	<ul style="list-style-type: none"> ▪ The loss of the arena portion of the arena/community centre and the indoor running/walking track will be significant, since a central location within the Township is appealing to many local groups. It is uncertain if all current users of the arena and potential new customers will travel to a location in the northeast corner of the Municipality. ▪ The synergy of having the arena and running/walking track within the same municipal complex as the other activity spaces will be lost, which will reduce the opportunity for cross-programming and reduce overall use and revenue. Consider the arena and running track as the major anchor of the facility – like a principle store in a shopping mall. ▪ Although it will cost less to include the Township’s single-pad arena within the larger multi-pad complex at the College and to have the indoor running/walking track added to one of the other ice pads, the capital cost to create a separate, self-contained community centre incorporating only the assembly hall/gymnasium and multi-purpose activity rooms will be higher than if those components were combined with the arena and track in one complex. ▪ Although it will cost less to operate the arena as part of a multi-pad arena facility at the College, the combined cost to operate the Township’s share of the College-based facility <u>and</u> a separate Millbrook-based community centre will be higher than if all the components were combined in one facility – either a municipal facility or at the College. Smaller building size, lower operating expenses, higher revenue and the ability to recover and transfer heat from ice making operations contribute to lower net operating costs for the combined facility. ▪ Reduced likelihood of receiving capital grants for the municipal portion of the proposed facility since grants typically favour multiple-partner consortiums. ▪ This option may incur cost associated with purchase of land for the facility (a minimum of 3 acres). ▪ Due to fewer facilities and uses than Option One, the potential for community fundraising will be lower compared to Option One, but much higher than for Option Two

3.5 Other Recommendations

3.5.1 Supplemental Investigations

Since this study focused on arena requirements, only limited information is available about the market for multi-purpose program/activity space and specific facility/space requirements for that type of space, other than the widely held understanding that an assembly hall and additional higher quality smaller activity spaces are required. Very little adequate multi-purpose space is available in the Township to support the typical range of recreation, social, wellness and other community programs and activities commonly available in communities like Cavan Monaghan – programs that would be provided by volunteer-based groups and the Municipality. For the proposed arena/community centre facility, two types of multi-purpose space have been identified along with a space allowance for each. Further investigation will be able to confirm if this is the exactly the type of space required and if the size allocation is appropriate.

Multi-purpose Space

Therefore, it is recommended that if the Municipality plans to move forward with this facility, further technical research and consultation with community groups and residents should be undertaken to more fully define the requirements and specifications for large and small multi-purpose program/activity spaces.

Equipment-based Fitness Facility

The Parks and Recreation Master Plan suggested that there may be a market for an equipment-based fitness component to supplement aerobic and other floor-based fitness, wellness and dance programming that can be accommodated in the proposed multi-purpose spaces. The market for equipment-based fitness should be sufficiently researched.

Field House

As well, the market for a field house-type facility to accommodate indoor soccer, possibly a walking/running track and other activities that such a facility can support was also mentioned in the Master Plan. That should also be further investigated, especially in light of increasing supply of similar facilities within the market area.

Outdoor Facilities

The need for outdoor facilities such as a splash pad, a skateboard facility, tennis courts or a multi-purpose hard-surface court, a picnic area, walking paths and linkage to the Township trail system that could be incorporated into the community park that would accommodate the proposed arena/community centre should be updated/confirmed, and a decision made as to their suitability for this site. This research will also determine the size requirement for the park.

Partnerships with Community Organizations

Additionally, investigation of the potential interest of service, health, social and other community-based clubs and organizations in being part of the proposed arena/community centre should be conducted. The potential interest of the Lions Club is an example. Other similar entities may be interested in a partnership with the Municipality to provide dedicated space or to occasionally or regularly rent space for meetings and/or sponsored programming.

Community Visioning Session

As the facility and its design is being further envisioned, it is recommended that a community-wide visioning session be hosted to bring a cross section of the community together to discuss and

imagine what the facility could be like. All of the information that will have been researched on market requirements would be presented to provide context and background to inform participants and to focus the discussion.

3.5.2 Support to Volunteers

The Parks and Recreation Master Plan noted the value of volunteers to the effective delivery of park, recreation and culture facilities and services in the Township, as well as the value of volunteering to the individual and the community. Most municipalities do not fully recognize the extent of the role and value of volunteers and their potential benefit to the community. Typically, the level of support to existing volunteers and the approach to recruit new volunteers is underwhelming, insufficient and ineffective. Most municipalities do not have a comprehensive volunteer engagement strategy.

Given the importance of volunteers and volunteer-based groups to the delivery of parks, recreation and culture facilities and programming in Cavan Monaghan, it is recommended that the role of volunteers, the which in way they are supported by the Municipality and others, and the potential to further develop and strengthen volunteer resources be researched and assessed – and that a comprehensive **Cavan Monaghan Volunteer Engagement Strategy** be prepared and implemented to better support volunteers and effectively grow this resource – as an essential component of the delivery of leisure and other community services in the Township.

3.5.3 Allocation Policy

With a potential new arena and additional multi-purpose space under consideration in the proposed arena/community centre, a space allocation policy should be developed to ensure equitable opportunity

for access to new and improved facilities by established and new groups, as well as the potential for Township-sponsored leisure programming.

Appendix A: Additional Information Supporting the Planning Context and Needs Assessment

Appendix A contains information that supports Chapter Two, including the following:

- Summary of the User Group Survey and Workshop
- Weekly Ice Schedules, 2009-2010 to 2013-2014 Fall/Winter Seasons

A.1 User Group Survey and Workshop

Around 15 surveys were sent to the user groups who regularly use the Cavan Monaghan Community Centre in the Fall/Winter and Spring/Summer seasons. Twelve groups responded to the survey, including all major user groups. **Figure A-1** summarizes most of the information provided via the survey.

Nine people attended the User Group Workshop held on August 26, 2014. Participants represented seven of the key user groups.

User Group Information and Additional Ice/Floor Time Required

Figure A-1

Group or Program	2014 Registrants/ Members	Age Range	Trends		Gender	% Non-residents & trend	Additional Hrs./Wk. Required (current programs)	Additional Hrs./Wk. Required (new programs)	Participants not Accommodated
			Past	Future					
Fall/Winter Season Groups and Programs									
Millbrook & District Minor Hockey	130-160	3-65	up 25%	up 25-35%	92% M	9%, up	7	3-5	25-30
Millbrook Figure Skating Club	57	2-17	steady	steady	72% F	26%, up	0	0	0
Millbrook Old Timers Hockey Club	15	30-58	steady	steady	100% M	25%	0	0	0
Cavan Blazers Hockey Club	15	35-63	steady	steady	100% M	20%	0	0	0
Thursday Night Shinny	20	16-55	up 50%	steady	100% M	50%	0	0	0
Millbrook Puck and Stick	25	50-80	steady	steady	80% M	5%	0	0	0
Dukes/Cornhuskers (men's hockey)	15	35-50	steady	steady	100% M	50%	0	0	0
Sunday Night Hockey League	84	19-60	steady	steady	100% M	15%	0	0	0
Ice Wizards Hockey	22	35-65	steady	steady	100% F	80%	0	0	0
Millbrook Super Bees Hockey Club	22	34-55	steady	steady	100% M	35%	0	0	0
Totals	405-435						7	3-5	25-30

User Group Information and Additional Ice/Floor Time Required

Figure A-1 (continued)

Group or Program	2014 Registrants/ Members	Age Range	Trends		Gender	% Non-residents & trend	Additional Hrs./Wk. Required (current programs)	Additional Hrs./Wk. Required (new programs)	Participants not Accommodated
			Past	Future					
Spring/Summer Season Groups and Programs									
Men's Ball Hockey	175	18-50	Up 250%	steady	100% M	some	0	0	0
Peterborough Women's Ball Hockey	120	14-58	Up 100%	Up 50%	100% F	60-70% & up	0	3-4	0
Totals	305						0	3-5	0

Response to the question about the preferred features of a replacement 'community-scale' arena (additional ideas expressed at the workshop with user groups are included):

- NHL size ice surface (85' x 200') with no 'step down' to the ice surface
- Six-eight adult-size dressing rooms (one room designated for persons with disabilities and at least one designated for female customers)
- larger lobby with electronic information display(s) and a display case
- better food services (to service indoor and outdoor activities)
- more comfortable spectator areas with viewing for persons in wheel chairs
- accessible throughout for persons with disabilities and a single storey structure
- adequate sound system
- skate sharpening service with stick and tape sales
- figure skating office, heated music room and coaches room
- wide entrances and adequate internal circulation (wide hallways)
- male and female referee rooms (sized to accommodate increasing frequency of four-person crews)
- natural lighting where appropriate
- larger staff workshop and ice re-surfacer room
- adequate storage with air quality control

Suggestions for other facility components that could be incorporated with a replacement arena/community centre (additional ideas expressed at the workshop with user groups are included):

- an assembly hall, gymnasium or hybrid of the two - accommodate up to 200 people, multi-functional, dividable, multi-purpose floor, able to support social functions as well as sports and other activities
- an off-ice training/warm-up area (prior to participating in skating and other activities on the ice or floor)
- meeting and program rooms – various sizes
- a running/walking track
- a fitness centre (or capability to support floor-based fitness activities/programs)
- a seniors facility/activity spaces to support programs
- an indoor soccer facility
- an indoor swimming pool

- a mini stick area
- a licensed bar
- a restaurant

The highest priority components were the assembly hall/gymnasium and the off-ice training/warm-up area (which could be the same space or associated/adjacent). There was also strong support for an indoor running/walking track.

Response to the potential for a partnership between the Township and Fleming College to build and share a multi-pad arena facility on College land and potentially in association with other recreation facilities at the College (additional ideas expressed at the workshop with user groups are included):

Although several groups (via the survey) indicated strong support for the principle of a partnership with the College, most felt that the College location was too far from the centre of the Township. Additionally, it was felt that the community centre represents a significant hub or focal point of community activity and is an essential element that comprises community identity. That sense of community and focal point would be lost if the facility was located in the extreme northeast corner of the Township. Related to that was the opinion that a location on College land and in association with a College and possibly a City of Peterborough facility would not feel like a 'Township' facility. It was perceived that the Township component of the facility and Township identity would be overshadowed by the other partners. Concern was also expressed about loss of Township control over the use of the Township component, as well as higher rental fees (more in line with City of Peterborough fees).

Other concerns included:

- Impact of potential annexation of Township lands by the City of Peterborough, including the portion of the College site that is within the Township.
- A location at the College could result in some groups moving their program to either the Bewdley Community Centre (Hamilton Township) or the Otonabee South Monaghan Community Centre (Keene).
- Loss of a central location for the community centre would result in some groups potentially disbanding their program.

The potential for fundraising for a replacement facility (from the workshop with user groups):

There was mild to strong support for the idea of user groups assisting with community fundraising for a new facility. It was agreed that support for fundraising would be greatly diminished if the facility was associated with the College and or the City of Peterborough in a partnership arrangement. There was also agreement that the more components that are included and the wider the array of activities and groups that can be accommodated in the facility, the greater the appeal and associated support for fundraising.

A.2 Weekly Ice Schedules, Cavan Monaghan Community Centre, 2009-2010 to 2012-2013 Fall Winter Seasons

Cavan Monaghan Community Centre Weekly Ice Schedule, 2009-2010 Fall-Winter Season

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	
7 AM						Minor Hockey (children) 7 am-3 pm	Minor Hockey (children) 7-9:00 am	
8 AM								
9 AM								Millbrook Superbees (Adult) 9-10:30 am
10 AM	Puck & Stick (Adults) 10 am-12 pm	Adult Skate 10 am-12:00 pm	Puck & Stick (Adults) 10 am-12 pm	Adult Skate 10 am-12:00 pm	Puck & Stick (Adults) 10 am-12 pm		Millbrook Oldtimers (Adult) 10:30-12 pm	
11 AM						Nexicom (Adults) 12-1 pm	Dukes Cornhusker (Adult) 12-1:00 pm	
12 PM							Public Skate All Ages 1-2:30 pm	
1 PM		Parent & Tot (Adult & Child) 1 pm-3 pm	Parent & Tot (Adult & Child) 1 pm-3 pm				Minor Hockey (children) 2:30-7 pm	
2 PM								
3 PM	Public Skate All Ages 3:30-5 pm		Stephen Gassien (Adults) 3-4 pm	Public Skate All Ages 3:30-5:30 pm				
4 PM			Crestwood Secondary (children) 4-5 pm					
5 PM		Figure Skating (children) 5-7pm	Figure Skating (children) 5-8 pm		Figure Skating (children) 5-8 pm			
6 PM	Minor Hockey (children) 5:30-11 pm			Minor Hockey (children) 6 - 10 pm		Ice Wizards (Adults) 6-7 pm		
7 PM		Minor Hockey (children) 7-8:30 pm				PTB Patriots (Adults) 7-8:30 pm	Sunday Night League 7-11:00 pm	
8 PM		Millbrook Oilers (Adults) 8:30-9:30 pm	Cavan Blazers (Adults) 8-9:30 pm		Minor Hockey (children) 8-11 pm	Christian Men's (Adults) 8:30-10:30 pm		
9 PM		Razor Backs (Adults) 9:30-10:30 pm	Maple Leaf (Adults) 9:30-10:30 pm					
10 PM				Rice Lake Hockey (children) 10-11 pm				
11 PM					Bill Slavin (Adults) 11 pm-12 am			
12 AM								

Cavan Monaghan Community Centre Weekly Ice Schedule, 2010-2011 Fall-Winter Season

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	
7 AM						Minor Hockey (children) 7 am-3 pm	Minor Hockey (children) 7-9:00 am	
7:30 AM								
8 AM								
8:30 AM							Millbrook Superbees (Adult) 9-10:30 am	
9 AM							Millbrook Oldtimers (Adult) 10:30-12 pm	
9:30 AM							Dukes Cornhusker (Adult) 12-1:00 pm	
10 AM	Puck & Stick (Adults) 10 am-12 pm	Adult Skate (Adults) 10 am-12:00 pm	Puck & Stick (Adults) 10 am-12 pm	Adult Skate (Adults) 10 am-12:00 pm	Puck & Stick (Adults) 10 am-12 pm			
10:30 AM								
11 AM								
11:30 AM								
12 PM								
12:30 PM								
1 PM		Parent & Tot (Adult & Child) 1 pm-3 pm	Parent & Tot (Adult & Child) 1 pm-2:30 pm				Public Skate All Ages 3:30-5 pm	
1:30 PM			Stephen Gassien (Adults) 2:30-3:30 pm					
2 PM								
2:30 PM								
3 PM								
3:30 PM								
4 PM	Holy Cross (Children) 3:30-5 pm		Crestwood Secondary (children) 3:30 pm -5 pm	Public Skate All Ages 3:30-5 pm		Ice Wizards (Adults) 3-4 pm	Minor Hockey (children) 2:30-7 pm	
4:30 PM								
5 PM		Figure Skating (children) 5-7 pm	Figure Skating (children) 5-8 pm		Figure Skating (children) 5-7 pm	Minor Hockey (children) 4-6 pm		
5:30 PM	Minor Hockey (children) 5:30-11 pm			Minor Hockey (children) 5:30 - 11 pm				
6 PM								
6:30 PM								
7 PM						Jeff Bond (Adult) 6-7 pm		
7:30 PM		Minor Hockey (children) 7-8:30 pm						
8 AM								
8:30 AM								
9 AM		Millbrook Oilers (Adults) 8:30-9:30 pm	Cavan Blazers (Adults) 8-9:30 pm		Minor Hockey (children) 7-10 pm	PTB Patriots (Adults) 7-8:30 pm	Sunday Night League 7-11:00 pm	
9:30 AM		Razor Backs (Adults) 9:30-10:30 pm	Maple Leaf (Adults) 9:30-10:30 pm			Christian Men's (Adults) 8:30-10:30 pm		
10 AM								
10:30 AM								
11 AM								
11:30 AM						Bill Slavin (Adults) 10-11:30 pm		
12 AM								

Cavan Monaghan Community Centre Weekly Ice Schedule, 2011-2012 Fall-Winter Season

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday	
7 AM						Minor Hockey (children) 7 am-3 pm	Minor Hockey (children) 7-9:00 am	
7:30 AM								
8 AM								
8:30 AM							Millbrook Superbees (Adult) 9-10:30 am	
9 AM							Millbrook Oldtimers (Adult) 10:30-12 pm	
9:30 AM							Dukes Cornhusker (Adult) 12-1:00 pm	
10 AM	Puck & Stick (Adults) 10 am-12 pm	Adult Skate (Adults) 10 am-12:00 pm	Puck & Stick (Adults) 10 am-12 pm	Adult Skate (Adults) 10 am-12:00 pm	Puck & Stick (Adults) 10 am -12 pm		Public Skate All Ages 3:30-5 pm	
10:30 AM		Derek Robertson (Adult) 12-1 pm Home Schooling 12:30-1 pm (child)			Nexicom (Adults) 12-1 pm		Minor Hockey (children) 2:30-7 pm	
11 AM		Parent & Tot (Adult & Child) 1 pm-3 pm	Parent & Tot (Adult & Child) 1 pm-2:30 pm			Ice Wizards (Adults) 3-4 pm		
11:30 AM			Stephen Gassien (Adults) 2:30-3:30 pm			Minor Hockey (children) 4-6 pm		
12 PM			Crestwood Secondary (children) 3:30 pm -5 pm	Public Skate All Ages 3:30-5 pm	T&R Aucoin (children) 4-5pm	Jeff Bond (Adult) 6-7 pm	Sunday Night League 7-11:00 pm	
12:30 PM		Figure Skating (children) 5-7pm	Figure Skating (children) 5-8 pm	Minor Hockey (children) 5:30 - 9:30 pm	Figure Skating (children) 5-7 pm	PTB Patriots (Adults) 7-8:30 pm		
1 PM		Minor Hockey (children) 7-8:30 pm	Cavan Blazers (Adults) 8-9:30 pm		Minor Hockey (children) 7-9:30 pm	Christian Men's (Adults) 8:30-10:30 pm		
1:30 PM		Millbrook Oilers (Adults) 8:30-9:30 pm	Maple Leaf (Adults) 9:30-10:30 pm					
2 PM		Razor Backs (Adults) 9:30-10:30 pm						
2:30 PM								
3 PM	Holy Cross (Children) 3:30-5 pm							
3:30 PM								
4 PM								
4:30 PM								
5 PM	Minor Hockey (children) 5:30-11 pm							
5:30 PM								
6 PM								
6:30 PM								
7 PM								
7:30 PM								
8 PM								
8:30 PM								
9 PM								
9:30 PM								
10 PM								
10:30 PM					Bill Slavin (Adults) 10:30-11:30 pm			
11 PM								
11:30 PM								
12 AM								

Cavan Monaghan Community Centre Weekly Ice Schedule, 2012-2013 Fall-Winter Season

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
7 AM						Minor Hockey (children) 7 am-3 pm	
8 AM							Minor Hockey (Children) 8-9 am
9 AM		Adult Skating (Adults) 9-10 am			Parent & Tot (Adult & child) 9-10 am		Millbrook Superbees (Adult) 9-10:30 am
10 AM	Puck & Stick (Adults) 10-11 am	Parent & Tot (Adult & Child) 10 am-12 pm	Puck & Stick (Adults) 10-11 am	Adult Skate (Adults) 10 am-12 pm	Puck & Stick (Adults) 10-11 am		Millbrook Oldtimers (Adult) 10:30-12 pm
11 AM	Adult P/U Hockey (Adults) 11 am-12 pm		Adult P/U Hockey (Adults) 11 am-12 pm		Adult P/U Hockey (Adults) 11 am-12 pm		Dukes Cornhusker (Adult) 12-1:00 pm
12 PM		Derek Robertson (Adult) 12-1 pm Home Schooling 12:30-1 pm (child)			Nexicom (Adults) 12-1 pm		Public Skate All Ages 1-2:30 pm
1 PM		Adult Skate (Adults) 1-3 pm	Parent & Tot (Adult & Child) 1 pm-3 pm				Minor Hockey (children) 2:30-6 pm
2 PM							
3 PM	Stephen Gassien (Adults) 2:30-3:30 pm					Ice Wizards (Adults) 3-4 pm	
4 PM	Holy Cross (Children) 3:30-5 pm	Public Skate All Ages 3:30-5 pm	Crestwood Secondary (children) 3:30 pm -5 pm	Public Skate All Ages 3:30-5 pm	T&R Aucoin (children) 4-5pm	Minor Hockey (children) 4-6 pm	
5 PM	Jeff Drimmie (Adult) 5-6 pm	Figure Skating (children) 5-7pm	Figure Skating (children) 5-8 pm		Figure Skating (children) 5-7 pm		
6 PM	Minor Hockey (children) 6-11 pm			Minor Hockey (children) 5:30 - 9:30 pm		Jeff Bond (Adult) 6-7 pm	Sunday Night League 6-10:00 pm
7 PM		Minor Hockey (children) 7-8:30 pm			Minor Hockey (children) 7-9:30 pm	PTB Patriots (Adults) 7-8:30 pm	
8 PM		Millbrook Oilers (Adults) 8:30-9:30 pm	Cavan Blazers (Adults) 8-9:30 pm			Christian Men's (Adults) 8:30-10:30 pm	
9 PM		Razor Backs (Adults) 9:30-10:30 pm	Maple Leaf (Adults) 9:30-10:30 pm				
10 PM							
11 PM					Bill Slavin (Adults) 10:30-11:30 pm		
12 AM							

Cavan Monaghan Community Centre Weekly Ice Schedule, 2013-2014 Fall-Winter Season

	Monday	Tuesday	Wednesday	Thursday	Friday	Saturday	Sunday
7 AM						Minor Hockey (children) 7 am-2 pm	Minor Hockey (Children) 7-9 am
8 AM							Millbrook Superbees (Adult) 9-10:30 am
9 AM							Millbrook Oldtimers (Adult) 10:30-12 pm
10 AM	Puck & Stick (Adults) 10-11 am	Adult Exercise & Skating (Adults) 10 - 11 am	Puck & Stick (Adults) 10-11 am	Adult Exercise & Skating (Adults) 10 - 11 am	Puck & Stick (Adults) 10-11 am		Dukes Cornhusker (Adult) 12-1:00 pm
11 AM	Adult Hockey (Adults) 11 am-12 pm	Adult Skating (Adults) 11 am-12 pm	Adult Hockey (Adults) 11 am-12 pm	Adult Skating (Adults) 11 am-12 pm	Adult Hockey (Adults) 11 am-12 pm		Public Skate (All Ages) 1-3 pm
12 PM						Ptb Huskies (children) 2-3 pm	
1 PM							
2 PM							
3 PM						Ice Wizards (Adults) 3-4 pm	Minor Hockey (children) 3-7 pm
4 PM		Public Skate All Ages 3:30-5:00	Crestwood Secondary (children) 3:30 pm -5 pm	Public Skate All Ages 3:30-5:00		Minor Hockey (children) 4-7 pm	
5 PM		Figure Skating (children) 5-7pm	Figure Skating (children) 5-8 pm		Figure Skating (children) 5-8 pm		
6 PM	Minor Hockey (children) 6-10 pm			Minor Hockey (children) 5:30 - 9:30 pm			
7 PM		Minor Hockey (children) 7-10:00 pm				PTB Patriots (Adults) 7-8:30 pm	Sunday Night League League 7-11 pm
8 PM			Cavan Blazers (Adults) 8-9:30 pm		Minor Hockey (children) 8-11 pm	Minor Hockey (children) 8:30 - 10 pm	
9 PM			Maple Leaf (Adults) 9:30-10:30 pm	Bill Slavin (Adults) 9:30-10:30 pm			
10 PM							
11 PM							
12 AM							

Appendix B: Background/Resource Documents

The following documents and information were reviewed in the preparation of this report:

1. Arena Needs Assessment Study, City of Peterborough, 2013 – prepared by The RETHINK GROUP, Leisure Services Planning and Management
2. Parks and Recreation Master Plan, Township of Cavan Monaghan, 2011 – prepared by Monteith + Brown Planning Consultants
3. Condition Assessment, Millbrook Cavan North Monaghan Community Centre, 2002 – prepared by TSH Engineers, architects, Planners
4. Structural Condition Assessment, Cavan Monaghan Community Centre, 2011 – prepared by AECOM Canada Architects Ltd.
5. Facility data supplied by the Township of Cavan Monaghan, 2014
6. Information provided by groups and program providers who use the Cavan Monaghan Community Centre (User Group Survey, Workshop with User Groups), 2014
7. Presentation to Cavan Monaghan Township by Fleming College about the potential to joint venture on an arena facility, June, 2014
8. Statistics Canada, 2011 Census
9. Greater Golden Horseshoe Growth Forecasts to 2041, Technical Report (November 2012) Addendum, Hemson Consulting Ltd., June, 2013
10. Partnership Opportunities with the Township of Cavan Monaghan for the Development of a New Arena Complex, Presentation by Fleming College to Township Council, June, 2014
11. New Arena Complex Next Steps, Report CSD14-020 to Peterborough City Council, September 22, 2014.