



**Corporation of the Town of Ingersoll
Council Agenda
Special Meeting of Council
Town Centre, Council Chambers
Monday, August 26, 2019, 6:00 p.m.**

Call to Order

Disclosures of Pecuniary Interest

Multi-Use Recreation Centre Background Information

1. Investing in Canada Infrastructure Program – [Community, Culture and Recreation, Funding Stream Ontario Program Guidelines](#)
2. [Multi-Use Recreation Centre Background Information Package](#)
 - June 12, 2017 Council Meeting:
 - F.J. Galloway and Associates Inc. Presentation
 - Ingersoll Multi-use Recreation Complex Study (phase 1 and 2)
 - June 12, 2017 Council Meeting Resolution
 - November 13, 2017 Council Meeting
 - Ingersoll Multi-Use Recreation Complex Study (phase 3 and 4)
 - Council Resolution
 - Council Minutes, June 12, 2017
 - Council Minutes, November 13, 2017

Special Staff Reports

1. MURC Phase 1 Layout [A-021-19](#)
2. Contracting for the MURC Design [A-022-19](#)

Closed Session

- 1) Section 239 (2) (i) a trade secret or scientific, technical, commercial, financial or labour relations information, supplied in confidence to the municipality or local board, which, if disclosed, could reasonably be expected to prejudice significantly the competitive position or interfere significantly with the contractual or other negotiations or a person, group or persons, or organization – In relation to Report A-022-19, cost associated with design as supplied in confidence by Nicholson Sheffield Associates Incorporated.

Upcoming Council Meetings

Regular Meeting of Council

Monday, September 9, 2019, 6:00 p.m.
Town Centre, Council Chambers

Regular Meeting of Council

Tuesday, October 15, 2019, 6:00 p.m.
Town Centre, Council Chambers

Council Committee Meetings

Please check the events calendar at www.ingersoll.ca in the event of changes to Committee meeting dates and times

Harvest Festival

4th Wednesday of the Month
Cheese and Agricultural Museum
6:30 p.m.

Ingersoll BIA

2nd Tuesday of the Month
Town Centre, JC Herbert Room
6:30 p.m.

Safe Cycling Committee

2nd Thursday of the Month
Town Centre, JC Herbert Room
6.30 p.m.

Recreational Trails Committee

3rd Wednesday of the Month
Town Centre, JC Herbert Room
6:30 p.m.

Transportation Committee

4th Wednesday of Every Other Month
Town Centre, Engineering Board Room
10:00 a.m.

Museum Committee

3rd Thursday of the Month
Cheese Museum
6:30 p.m.

Police Services Board

4th Monday of the Month
Town Centre, JC Herbert Room
6:00 p.m.

Adjournment

**Investing in Canada Infrastructure Program – Community, Culture and Recreation
Funding Stream Ontario Program Guidelines**



**INVESTING IN CANADA INFRASTRUCTURE PROGRAM:
Community Culture and Recreation**

Program Guidelines – 2019 Intake

August 2019

**Investing in Canada Infrastructure Program – Community, Culture and Recreation
Funding Stream Ontario Program Guidelines**

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Investing in Canada Infrastructure Program – Community, Culture and Recreation Funding Stream Ontario Program Guidelines

1. Overview – Investing in Canada Infrastructure Program

The Investing in Canada Infrastructure Program (ICIP) is a federal program designed to create long-term economic growth, build inclusive, sustainable and resilient communities and support a low-carbon economy.

Through the ICIP, the federal government is providing \$11.8 billion dollars in federal infrastructure funding to cost-share projects under the following four streams:

- Public Transit
- Green Infrastructure
- **Community, Culture and Recreation**
- Rural and Northern Communities

The Province of Ontario is a cost sharing partner in these programs. Under this intake of the Community, Culture and Recreation Funding stream, Ontario is supporting community infrastructure priorities across the province. Community infrastructure is defined as publicly accessible, multi-purpose spaces that bring together a variety of different services, programs and/or social and cultural activities to reflect local community needs.

Approximately \$407 million in federal funding and \$320 million in provincial funding will be available for the Community, Culture and Recreation stream over 10 years starting in 2019-20. At least \$30 million of federal funding must be carved out for off-reserve Indigenous projects.* The following breakdown defines the maximum cost-share percentages of total eligible costs.

	<u>Percentage</u>
Federal Contribution	40.00
Provincial Contribution	33.33
Municipal Contribution	26.67

The following breakdown defines the maximum cost-share percentages of total eligible costs for Indigenous recipients (e.g. First Nations, Indigenous communities and organizations).

	<u>Percentage</u>
Federal Contribution	75.00
Provincial Contribution	18.33
Indigenous Contribution	6.67

*** Note:** Projects with an Indigenous focus will not be limited to funding from the \$30 million federal carve out for off-reserve Indigenous projects. Indigenous applicants will also be eligible for funding under the broader stream.

Investing in Canada Infrastructure Program – Community, Culture and Recreation Funding Stream Ontario Program Guidelines

2. Objectives Community, Culture and Recreation Stream

The Community, Culture and Recreation stream supports projects that improve access to and / or quality of community, cultural, and recreation priority infrastructure projects. Priority is given to projects that are community-oriented, non-commercial and open to the public. Based on current planning expectations, the Ministry of Infrastructure is proposing to roll-out this funding stream through two intakes: summer 2019 and a second anticipated in 2021. Projects must be completed prior to 2027-28.

In addition to federal criteria, **Ontario's objectives** for the current proposed Community, Culture and Recreation stream project intake are noted below. Projects will be assessed based on their alignment with these objectives:

- Meets community and user needs or service gap
- Promotes good asset management planning
- Represents good value for money
- Fosters greater accessibility

See sections 4 and 7 for more details on these assessment criteria.

The 2019 intake will include two categories of funding:

- **Multi-Purpose Category**
- **Rehabilitation and Renovation Category**

Note: A future intake may prioritize other federal and / or provincial priorities.

Note: *The 2019 Community, Culture and Recreation intake is a competitive process. Funding approval is not guaranteed. In addition, the Province may contact an applicant to request additional information or for clarification on information provided in the application form or supporting documentation.*

3. Applicant Eligibility

Eligible applicants under Ontario's Community, Culture and Recreation Funding stream are:

- Municipalities
- First Nations
- Other Indigenous communities / organizations
- Broader public sector organizations*
- Non-Profit organizations

* *Broader public sector organizations include, for example, school boards, hospitals, colleges and universities.*

Note: *Joint projects between multiple eligible applicants, particularly those that service multiple communities, are encouraged and will be given additional consideration as part of the assessment process.*

Investing in Canada Infrastructure Program – Community, Culture and Recreation Funding Stream Ontario Program Guidelines

Note: Education and health care facilities are ineligible for funding, with the exception of those advancing Truth and Reconciliation Commission Calls to Action. However, broader public sector organizations that typically deliver health care and education could apply for projects outside their core mandate as long as they meet federal and provincial criteria. For example, a school board could apply for funding to construct or renovate a community centre attached to a school.

4. Project Eligibility and Conditions

4.1 Eligible Projects

(1) Required Eligibility Criteria:

- a. A project must include a capital component. A project may also include pre-construction planning and design work; however, planning and design work are not eligible as stand-alone projects.
- b. A project must meet the outcome of improving access to and/or increasing quality of cultural, recreational and/or community infrastructure for Ontarians. Facilities must be publicly accessible.
- c. A project must meet the following minimum technical requirements:
 - i. Project meets federal criteria and is aligned with provincial objectives and priorities
 - ii. Demonstrated organizational capacity to implement the project
 - iii. Demonstrated ongoing financing to manage operating pressures without creating operating and/or capital cost-pressures for the Province, municipalities, Consolidated Municipal Service Managers and District Social Service Administration Boards, from new infrastructure
 - iv. Demonstrated availability of cost-shared funding to proceed with project
 - v. Demonstrated project readiness
 - vi. Operational plan developed (alignment with asset management plans for municipal projects)
 - vii. Demonstrated community need for proposed project/service (e.g., service delivery gap / lack of access to services)

For more details regarding these minimum criteria for evaluation, refer to Appendix A.

Note: Applicants are permitted to use approved funding from other project-based capital programs to demonstrate ongoing financing and availability of cost-shared funding.

(2) Eligible asset type*:

- recreation facilities (e.g., hockey arenas, multipurpose recreation centres, playing fields)
- cultural facilities (e.g., theatres, libraries, museums, cultural centres, civic squares, performing arts centres)
- community centres / hubs (e.g., multi-purpose spaces that bring together a variety of different services, community centres including recreation facilities)
- education and health facilities advancing Truth and Reconciliation Commission Calls to Action (e.g., funding for new and/or existing Indigenous healing centres, spaces in education facilities for traditional teaching/programming)

Investing in Canada Infrastructure Program – Community, Culture and Recreation Funding Stream Ontario Program Guidelines

Note: applicants are encouraged to reach out to the ICIP Community, Culture and Recreation team at ICIPculture@ontario.ca or 1-888-222-0174 if they have questions or need clarification.

(3) Eligible project types:

a. Multi-Purpose Category:

This project category focuses on the principle of integrated service delivery to address identified service gaps. The individual project cap will generally be \$50 million in total project cost, but exceptions may be made in some cases. Eligible projects consist of:

- new build / construction projects
- larger scale renovation
- expansion of existing facilities.

b. Rehabilitation and Renovation Category

This project category focuses on maximizing the funding impact of small-scale projects that would improve the condition of existing facilities. The individual project cap is \$5 million in total project cost. Eligible projects consist of:

- renovation and rehabilitations to address functionality and use of existing facilities
- Small-scale improvements to address accessibility (e.g., hand rails, ramps, accessible doors/parking/elevators, wayfinding and signage etc.)
- Small new build / construction projects of recreation, cultural or community centre infrastructure (e.g., playing fields, tennis courts, small community squares)

Note: broader facilities that include ineligible components (e.g., community centres with a neighbourhood health centre component) can be scoped to apply for only eligible components.

Note: projects that focus on vulnerable populations (e.g., low income persons) and Indigenous people will be given additional consideration as part of the assessment process.

(4) Other requirements:

Projects must meet the following other criteria to be considered eligible:

- ✓ Capital components must be owned by an eligible entity.
- ✓ Projects must be substantially completed by March 31, 2027.
- ✓ Projects must be informed by and consistent with an applicants' asset management plan (municipalities only).
- ✓ Projects components must meet or exceed the requirement of the highest published accessibility standard in Ontario in addition to applicable provincial building codes and relevant municipal by-laws, and any applicable accessible design guidelines.

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- ✓ Project components must meet or exceed any applicable energy efficiency standards for buildings outlined in the Pan-Canadian Framework on Clean Growth and Climate Change.
- ✓ For joint projects with other eligible applicants, all applicants must also secure the endorsement of their projects by their respective municipal, CMSM/DSSAB or First Nation Band Council, board of directors, or governing body and provide the Ministry with evidence of such endorsement in the form of by-laws / resolutions / letters of agreement.
- **Integrated asset types:** Applicants must select only one primary project asset type but may integrate more than one eligible project asset type (e.g., community centre with adjoining hockey arena). Integrated projects must demonstrate that each component of the project for which the applicant is requesting funding meets eligibility requirements.
- **Asset ownership:** Municipalities must attest to owning the infrastructure assets put forward for funding.

4.2 Joint Projects

Joint projects between eligible applicants are encouraged. Joint projects are those where each **co-applicant contributes financially** to the project or to the operation of the facility. The cap may be flexible for joint projects. All applicants must meet the applicant eligibility criteria.

Joint projects may be larger than projects submitted by a single applicant, as joint applicants may combine the grant funding they request. Neighbouring communities are encouraged to work together to assess co-use of facilities to address service level gaps and to achieve economies of scale.

If a joint project is submitted, it counts as a project put forward for each individual applicant (i.e., a non-profit organization cannot submit a joint application in addition to a stand-alone application if their project limit is one submission). The lead applicant will be required to sign a transfer payment agreement with the province and also enter into a partnership agreement with the other eligible applicant(s) that will be contributing to the project. Funds will only be made available to the lead applicant, who is responsible for the financial management of the project and meeting provincial reporting requirements. Successful joint applicants are encouraged to enter into an agreement clearly setting out the nature of their relationship and key elements of the project in line with the Community, Culture and Recreation stream application and with funding approval described in the projects ICIP transfer payment agreement.

4.3 Other Project Conditions

Projects must comply with the following conditions to be considered eligible:

- (1) **Contract Award Date:** Contracts must be awarded after federal approval of funding. Contracts awarded before approval of funding are not eligible for reimbursement.

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- (2) **Energy standards:** Projects must meet or exceed any applicable energy efficiency standards for buildings outlined in the [Pan-Canadian Framework on Clean Growth and Climate Change](#).
- (3) **Accessibility standards:** Projects must meet or exceed the requirements of the highest published accessibility standard in a jurisdiction in addition to applicable provincial building codes and relevant municipal by-laws and accessible design guidelines.
- (4) **Asset management plans [municipalities only]:** Projects should be informed by an applicant's asset management plan as outlined in Asset Management Planning for Municipal Infrastructure Regulation, O. Reg. 588/17. This means the proposed project was identified based on the plan's prioritized lifecycle activities (e.g., construction, maintenance, renewal, rehabilitation, replacement, etc.) for the applicable asset category (e.g., community, recreation and cultural facilities). For example, if an applicant has identified recreation centre needs as a priority lifecycle activity within its asset management plan, then submission of a recreation centre project would be appropriate. Where a project is not based on an asset management plan, a strong rationale must be provided in the application form.
- Note:** project prioritization in an asset management plan does not apply in cases where the project assets are not owned by the municipality.
- (5) **Supporting documentation [First Nations only]:** Projects should be identified in, or supported by, a 5-Year Capital Plan; a Comprehensive Community Plan; a Strategic Community Plan; an Asset Conditions Reporting System report; a Feasibility Study or Detailed Design. Where not based on a supporting document, a strong rationale must be provided. The province may request an electronic copy of one or more supporting documents during the project review stage.
- (6) **Financial sustainability:** Projects must have a financial plan in place to operate the assets and not seek senior level government support for ongoing operational funding. First Nations applicants may have operational funding arrangements with the federal government that satisfy this condition.

5. Project Submission Process

5.1 Number of Project Submissions

Each eligible not-for-profit can submit a maximum of **one project submission per funding stream**. Organizations that operate across the province in multiple locations can submit one project submission per region of operation (i.e., northeast, northwest, east, southwest and central). Local organizations can either choose to apply themselves, or have their umbrella organization apply on their behalf. Municipalities can apply for multiple projects.

If an applicant is party to a joint project submission, then participation in the joint project submission will be counted as their single project submission.

5.2 Submissions and Funding Approval Steps

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Step 1: Applicants must register or login online through the Province of Ontario's online grant portal, [Grants Ontario](#). Step by step support for working with the online grant portal are found [here](#). For full functionality, the support tool link must be opened in Internet Explorer.

Step 2: Applicants must fully complete one Community, Culture and Recreation funding stream application form and the applicable technical schedule. Completion of **only one technical schedule is required**; the technical schedule must correspond to the funding stream. **The application form and the associated technical schedule are available through the Grants Ontario online portal.** Please follow the prompts in the application form and technical schedule to respond to each question.

Step 3 [joint projects]: A joint project submitted by multiple applicants must provide supporting documentation by way of an individual partner-member municipal council resolution, a band council resolution or board of directors' resolutions or letter of agreement, clearly stating the project name and applicant / recipient contribution to the project.

Step 4: The application and required attachments (i.e., technical schedules, supporting documents, etc.) must be submitted through Grants Ontario by **11:59 p.m. EDT on November 12, 2019**. A scanned application form will not be accepted. Failure to meet submission requirements will result in an incomplete submission and the submission may be considered ineligible. **If you are unable to submit the application form through the Grants Ontario or have any additional questions, please contact: 1-888-222-0174 or ICIPculture@ontario.ca.**

Step 5: Once the completed application form has been submitted, an automated acknowledgement of receipt and a file number will be emailed to the applicant.

Step 6: Projects will be assessed by the province and nominated for federal government review and approval. **Provincial project nomination to the federal government does not guarantee funding approval.**

Step 7: Applicants will be notified of both successful and unsuccessful projects. Provincial staff will be available to provide feedback for unsuccessful projects, if requested.

Step 8: The province may request **applicants to provide an attestation** that the recipient share of funding to undertake and complete the project has been secured.

Step 9: Successful municipal applicants will be required to obtain a municipal by-law or council resolution; other applicants will be required to submit a board of directors' resolution or letter of agreement or band council resolution to execute the project level transfer payment agreement with the provincial government.

Step 10: The transfer payment agreement will require procurement to be executed through a value-for-money process. Projects must undertake a competitive pricing or tendering process to demonstrate value-for-money. Applicants may be requested by the province to provide:

- Copies of proposals or bids from three (3) bidders;
- Statement indicating selected bidder; and
- Written explanation if the lowest bid is not chosen.

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6. Timelines

- Applications and all supporting documentations must be submitted through Grants Ontario by **11:59 p.m. EDT on November 12, 2019**.

Note: that applications will not be accepted after this time. All supporting documentation must also be submitted by the deadline in order to be considered part of the application. Applicants cannot change the proposed project after the application deadline unless extraordinary circumstances arise (e.g., destruction of an arena) and permission is granted by the province.

- The province will notify applicants if their project has been selected for nomination to the federal government for review and approval in **summer 2020 (estimated)**.
- Applicants will be notified of the federal funding decision in **fall 2019 / winter 2020 (estimated)**.
- Projects must be completed by **March 31, 2027**.

7. Evaluation Process

7.1 Recipient Eligibility and Application Completeness

Recipients must meet Community, Culture and Recreation program eligibility requirements. Additionally, all mandatory fields of the application form must be populated correctly for a submission to be considered validated and complete. For more information, refer to Section 4 above regarding eligibility and to 4.1.4 regarding eligible categories of funding under the program.

7.2 Project Scope Review

Projects must meet federal project eligibility requirements, be technically viable and be achievable within the program timelines.

7.3 Alignment with Provincial Objectives

- a) Applicants must demonstrate that projects meet the following objectives under the Community, Culture and Recreation stream:
 - a. **Meets community and user needs:** identified and demonstrable community-level need or service gap, including barriers to social inclusion and accessibility for Ontarians with disabilities, and underserved small communities;
 - b. **Promotes good asset management:** demonstrates optimization of assets, including through multi-purpose and integrated service delivery; aligns with municipal asset management plans (municipalities only);
 - c. **Represents good value for money:** demonstrated efficiency and value for money. The most cost-effective option for delivering a similar level of service should be sought, maximizing population/communities served;
 - d. **Foster greater accessibility:** commitment to meeting minimum highest level of accessibility standards; use of Universal Design Principles and innovative solutions to increasing accessibility beyond minimum standards.

See Appendix A for details of the technical criteria associated with these objectives.

Note: Please refer to the Community, Culture and Recreation stream 2019 Intake

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Technical Schedule on the Grants Ontario website.

7.3.1 Asset Management Planning

Ontario Regulation 588/17- Asset Management Planning for Municipal Infrastructure, or the Asset Management Planning Regulation sets out new requirements for undertaking municipal asset management planning. The regulation is being phased in over a 6-year period, with progressive milestone requirements for municipalities with respect to their asset management plans.

For clarity, at the time of application, the asset management plan used to inform the proposed project can be developed according to either the province's 2012 Guide ([Building together: guide for municipal asset management plans](#)) or the new asset management planning regulation.

As part of project reporting requirements, and to remain eligible for funding, successful municipal applicants are required to submit their updated asset management plans in accordance with the regulation for the duration of the project. For example, municipalities that have an active project in 2021 will be required to submit asset management plans developed in accordance with the first phase of the regulation. Please refer to the Appendix which summarizes key regulation milestones in 2021, 2023 and 2024 for municipal asset management plans.

For more information about asset management planning, as well as tools and supports available to help municipalities develop and improve their plans, please visit the <http://www.ontario.ca/assetmanagement>.

8. Financial, Contractual and Reporting Requirements

8.1 Maximum Project Costs

Rehabilitation and Renovation Category:

- The maximum total eligible cost per project for a single applicant is **\$5 million**
- For projects with multiple applicants (i.e., joint projects), each applicant can submit up to \$5 million of total eligible project costs. For example, a joint project with three eligible co-applicants can submit a project with a maximum total eligible project cost of **\$15 million**.

Multi-purpose Category:

- The maximum total eligible cost per project for a single applicant is **\$50 million**. The cap may be flexible for joint projects. Value for money will be a significant funding consideration. If an applicant's project exceeds \$50 million, please contact ICIPculture@ontario.ca or call **1-888-222-0174**.

Note: Projects that have a total eligible cost of more than **\$10 million** must complete a federal climate lens assessment and report on community employment benefits. See Appendix for more information.

Note: Applicants must pay for all ineligible project costs as well as any cost over-runs experienced on a project. **Cost over-runs reflect any costs that exceed the total project cost submitted at the time of application.**

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8.2 Cost Sharing

The following breakdown defines the maximum cost share percentages of the total eligible cost:

Applicant Type	Federal Cost Share (Max %)	Provincial Cost Share (Max %)	Applicant Cost Share (Min %)
Municipality	40%	33.33%	26.67%
Non-Profit	40%	33.33%	26.67%
BPS	40%	33.33%	26.67%
Indigenous Recipient	75%	18.33%	6.67%

Note: The cost-sharing breakdown assumes municipal or Indigenous applicants own or have control over the asset being nominated for funding and is subject to change

For instance, this means that:

- An eligible municipality may request up to 73.33% of available funding
- Indigenous recipient may request up to 93.33% of available funding.

8.3 Stacking of Funding

General:

- Applicants may combine funding received through the Community, Culture and Recreation funding stream and funding from another project-based capital program.
- Applicants can apply for a project at the same location as a project already receiving funding from another capital program where the project in question would be ineligible for Community, Culture and Recreation funding, but the applicant must clearly scope out the component that is unique to the Community, Culture and Recreation funding stream application.

Applicants who are not sure how to best combine funding are encouraged to contact ICIPculture@ontario.ca or call **1-888-222-0174** before submitting an application.

8.4 Eligible Costs

Project **costs are eligible only if they are incurred after federal approval**. Eligible Expenditures will include the following:

- All costs considered by Canada and Ontario to be direct and necessary for the successful implementation of an eligible Project, and which may include third party costs such as project management, capital costs, construction and materials, design / engineering and planning, contingency costs (25% maximum), and costs related to meeting specific Program requirements, including completing climate lens assessments (see Note 2 below) and creating community employment benefit plans;
- The incremental costs of employees of a Recipient may be included as Eligible Expenditures for a Project under the following conditions:

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- The Recipient is able to demonstrate that it is not economically feasible to tender a contract; and
- The arrangement is approved in advance and in writing by Canada and Ontario.
- *Note: Applicants submitting for these costs must submit a rationale for the use of own-force labour when the application is submitted.*

Note 1: *Contracts must be awarded after federal approval of funding. Contracts awarded before approval of funding are not eligible for reimbursement.*

Note 2: *Costs associated with completing **climate lens assessments, which are eligible before project approval, but can only be paid if and when a project is approved by Canada** for contribution funding under contracts*

Note 3: *Capital costs are only eligible once the project receives notification that Canada is satisfied that the applicant has met its Duty to Consult and Environmental Assessment requirements. Before this notification is received, no site preparation, vegetation removal or construction may take place.*

8.5 Ineligible Costs

When a project meets a federal outcome in the Community, Culture and Recreation Infrastructure stream, it is not eligible for funding if it:

- has a private sector, for-profit Ultimate Recipient;
- is a stand-alone daycare facility, for-profit daycare facility, daycare facility associated with a school board, or a daycare facility funded under Canada's Early Learning and Child Care initiative;
- is a religious site that serves as a place of assembly for religious purposes, which includes among others, a site, church, mosque, synagogue, temple, chapel (e.g., within a convent or seminary), shrine or meeting house; or
- is a professional or semi-professional sport facility that is primarily a commercial operation, such as those that serve major junior hockey leagues.

Other ineligible project costs include:

- Costs incurred *before* federal project approval and all expenditures related to contracts signed prior to federal project approval, *except* for expenditures associated with completing climate lens assessments
- Costs incurred for cancelled projects
- Costs related to health or education functions (except for those advancing *Truth and Reconciliation Commission* Calls to Action)
- Acquisition or leasing of land, buildings and other facilities
- Leasing equipment other than equipment directly related to the construction of the project
- Real estate fees and related costs
- Financing charges
- Legal fees

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- Loan interest payments including those related to easements (e.g. surveys)
- Costs of completing the application
- Taxes, regardless of rebate eligibility
- Any goods and services costs which are received through donation or In-kind
- Staff costs, unless *pre-approved* by the federal and provincial governments
- Operating costs and regularly scheduled maintenance work
- Costs related to furnishing and non-fixed assets which are not essential for the operation of the project
- Costs that have not been claimed for reimbursement by March 31 of year following the year in which the costs were incurred (e.g., costs incurred between April 1, 2018 and March 31, 2019 must be submitted for reimbursement no later than March 31, 2020).
- All capital costs, including site preparation and construction costs, until Canada has confirmed in writing that environmental assessment and Indigenous consultation obligations have been met and continue to be met.
- All costs related to any component of the project other than the approved scope

A more detailed list of eligible and ineligible expenditure categories will be provided in individual project level contribution agreements.

8.6 Payments

Funding is claims based and will be reimbursed upon review and approval of eligible costs under transfer payment agreements. Reimbursement of claims is based on the cost sharing percentage. The claims process requires Recipients to submit claims for the Ministry's review, approval and submission to Canada and for Canada's review and approval once received from Ontario. The claims format will be outlined in individual contribution agreements.

All costs must be incurred by March 31, 2027. **Recipients are required to keep all receipts/invoices and claims as they are subject to audit by the province or the federal government.**

Note: A holdback of 10% may be applied to payments under the program. The holdback would be released upon successful completion of all reporting requirements following project completion.

8.7 Contractual Obligations

Successful applicants will be required to sign a provincial contribution agreement containing clauses regarding, among other things, items such as insurance, arm's length requirements, communications (including project signage), reporting requirements, and obligations with respect to consultations with Indigenous groups.

Successful applicants will be required to obtain a municipal council resolution or board of director/governing body resolution or letter of agreement to execute the project level contribution agreement with the province. Joint applicants will be required to enter into a joint partnership agreement and must provide a copy of that agreement to Ontario. For cases where the applicant is not the asset owner, the province will provide additional support to coordinate the execution of the transfer payment agreement.

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Successful municipalities will also be required to complete an Asset Management Self-Assessment prior to signing their contribution agreement.

8.8 Reporting Requirements

Specific reporting requirements will be outlined in individual transfer payment agreements.

9. Consultations with Indigenous Peoples

The Government of Canada, the Government of Ontario and municipalities may have a duty to consult and, where appropriate, accommodate Indigenous peoples (e.g., First Nation and Métis communities) where an activity is contemplated that may adversely impact an established or asserted Aboriginal or treaty right.

Before providing funding to a project, the Government of Ontario will assess whether its duty to consult obligations are engaged. If the duty to consult is triggered, Ontario may delegate the procedural aspects of consultation to project proponents. Therefore, it is important that all applicants recognize that a duty to consult process may be necessary and appropriately plan for this work (e.g., resources, time, etc.) as part of their funding submission. *The application form contains preliminary questions to begin considering the potential that a duty to consult may exist.*

Consultation requirements will vary depending on the size and location of the project in question and the depth and scope of the project's potential adverse impacts on Aboriginal treaty rights. For successful applications, the province will provide further details in writing surrounding specific consultation requirements, including which communities require consultation. Throughout the duration of the project applicants should ensure they are fulfilling the duty to consult requirements delegated to them.

10. Further Information

The ICIP Community Culture and Recreation team can be reached by telephone at

1-888-222-0174 or by email at ICIPculture@ontario.ca.

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Appendix A – Technical Criteria

The province will assess and prioritize projects for federal nomination and funding based on the following criteria, aligned with provincial objectives:

Provincial Objective A: Meets Community and User Needs

Criterion 1: Community Need

Applications must demonstrate that the proposed project is filling a clearly identified and documented service level gap and that there is a need in the community for the services that will be provided. Applicants should demonstrate that community members are in need of proposed services, and that the project will provide them with access to the required services. This may include both quantitative elements (e.g., demographic data), and qualitative elements (e.g., evidence that the community lacks access to services). Additional consideration will be given to projects focusing on vulnerable populations and/or Indigenous people (First Nations, Métis and Inuit populations).

Criterion 2: Funding Need for Proposed Project

Projects will be assessed according to greater funding need, including the cost of the proposed project per household, median household income and weighted property assessment per household. **Note:** for Indigenous Communities, proxy values may be applied.

In general, applicants with greater funding need (i.e., higher project cost per household, lower median household income, lower weighted property assessment per household) will be more competitive in the evaluation process. However, applicants **must still be able to fund all project costs and potential cost over-runs to be eligible for funding.**

Applicants should clearly note whether user fees or other sources of revenue are collected at the facility.

Provincial Objective B: Promotes Good Asset Management

Criterion 3: Provincial Land-Use Planning

Projects must be aligned and support the expected and required provincial priorities and outcomes, as set out in provincial land use policy, provincial land use plans, and municipal official plans and supported by policy direction in the Provincial Policy Statement (PPS).

Criterion 4: Efficiencies Through Joint Projects

Additional consideration will be given to joint projects for providing benefit to multiple communities and generating efficiencies and community benefits.

Criterion 5: Project Readiness

Applications must demonstrate that planning is underway and that the projects are ready to begin, to ensure completion within federal timelines.

Investing in Canada Infrastructure Program – Community, Culture and Recreation Funding Stream Ontario Program Guidelines

Provincial Objective C: Represents Good Value for Money

Criterion 6: Financial Risk Assessment and Due Diligence

The Province will conduct a financial risk assessment to ensure that sufficient resources are available to support project completion, including coverage of any cost overruns. Projects should have a financial plan in place to operate the assets and not seek senior level government support for operational funding. The Province may request additional supporting documentation upon review of the application.

Criterion 7: Organizational Capacity for Implementation

Projects will be evaluated based on organizational capacity. Organizations must demonstrate capacity to carry out capital project and implement the requested project and to manage ongoing costs related to operating the facility. Applicants must demonstrate that organizations (or partners) have sufficient funding to commit to the project (i.e., funding in place for the cost-shared amount, or demonstrated ability to fundraise the required amount).

Criterion 8: Developed Operational Plan

Applicants must demonstrate that there is a strong operational plan in place for the ongoing operation of the facility. This will include alignment with asset management plans for municipalities and may include memoranda of understanding for joint projects/partnerships.

Provincial Objective D: Fosters Greater Accessibility

Criterion 9: Accessibility

Applications must demonstrate that projects will meet the highest published accessibility standards in alignment with the Accessibility for Ontarians with Disabilities Act (AODA) and the Ontario Building Code. Projects will additionally be evaluated based on exceeding minimum standards; use of Universal Design Principles, accessible guidelines and innovative solutions to increasing accessibility.

Appendix B – Federal Program Parameters

In the event of any conflict, contradiction or inconsistency in interpretation, the federal language in the Appendix shall prevail over summaries provided in the body of the guidelines.

I. Eligible Recipients

Eligible recipients for the Community, Culture and Recreation funding stream, subject to the terms and conditions of the Canada-Ontario ICIP Agreement, include:

- a) An Ontario municipal or regional government established by or under provincial statute;
- b) An Ontario's broader public sector organizations (school boards, hospitals, colleges and universities). These entities can apply for funding of projects outside of their regular business. However, core business functions are not eligible (e.g., health and education services).
- c) Non-profit organizations
- d) First Nations and Indigenous Communities

Investing in Canada Infrastructure Program – Community, Culture and Recreation Funding Stream Ontario Program Guidelines

II. Procurement

- Successful applicants must award **third-party** contracts in a way that is fair, transparent, competitive and consistent with value-for-money principles, or in a manner otherwise acceptable to Canada, and if applicable, in accordance with the *Canadian Free Trade Agreement* and international trade agreements. Applicants must adopt a value for money procurement approach. Any requests for sole source procurement exemptions will be evaluated on a case-by-case basis and requires **pre-approval** by the federal and provincial governments. **Sole source procurement is not encouraged as approval is not guaranteed.** (Refer to Section 4.5 above)

III. Climate Lens Assessment

Applicants with projects that have a **total eligible cost of \$10 million or more** are required to complete a climate lens assessment using methodologies developed by the federal government after federal government approval of the project. The climate lens assessment consists of two potential assessments for projects being brought forward for funding which include a greenhouse gas (GHG) mitigation assessment and a climate change resilience assessment. Visit Infrastructure Canada's [Climate Lens – General Guidance](#) webpage for information on how to complete the assessment.

Costs associated with completing climate lens assessments are eligible before project approval but can only be paid if and when a project is approved by Canada for contribution funding under this Agreement.

Applicants are permitted to defer the Climate Lens assessment at the time of application, with the rationale that the Climate Lens assessment will be conducted during the detailed design phase of the project.

Applicants can contact the [Climate Services Support Desk](#) to obtain standardized climate lens data that can be used to support the completion of climate lens assessments.

IV. Community Employment Benefits

Applicants with projects that have a **total eligible cost of \$10 million or more** are required to report on community employment benefits provided to at least three federal target groups (apprentices - from traditionally disadvantaged communities, Indigenous peoples, women, persons with disabilities, veterans, youth, new Canadians, or small-medium-sized enterprises and social enterprises). Visit the Community Employment Benefits General Guidance webpage for more information. Additional details on this reporting will be provided to Recipients when applicable.

V. Environmental Assessment

No site preparation, vegetation removal or construction will occur for a Project and Canada and Ontario have no obligation to pay any Eligible Expenditures that are capital costs, as determined

Investing in Canada Infrastructure Program – Community, Culture and Recreation Funding Stream Ontario Program Guidelines

by Canada and Ontario, until Canada and Ontario are satisfied that the federal requirements are met and continue to be met:

- Requirements under the *Canadian Environmental Assessment Act, 2012* (CEAA, 2012),
- other applicable federal environmental assessment legislation that is or may come into force during the term of this Agreement, and;
- other applicable agreements between Canada and Indigenous groups (also referred to as Indigenous Peoples).

VI. Indigenous Consultation

No site preparation, vegetation removal or construction will occur for a Project and Canada and Ontario have no obligation to pay any Eligible Expenditures that are capital costs, as determined by Canada and Ontario, until Canada and Ontario is satisfied that any legal duty to consult, and where appropriate, to accommodate Indigenous groups (also referred to as Indigenous Peoples) or other federal consultation requirement has been met and continues to be met. If required, Canada must be satisfied that for each Project:

- a) Indigenous groups have been notified and, if applicable, consulted;
- b) If applicable, a summary of consultation or engagement activities has been provided, including a list of Indigenous groups consulted, concerns raised, and how each of the concerns have been addressed, or if not addressed, an explanation as to why not;
- c) Accommodation measures, where appropriate, are being carried out by Ontario or the Ultimate Recipient and these costs may be considered Eligible; and
- d) Any other information has been provided that Canada may deem appropriate.

Appendix C – Asset Management Regulation Phase-In Schedule [municipalities only]

Asset Management Plan

Ontario Regulation 588/17- Asset Management Planning for Municipal Infrastructure, or the Asset Management Regulation sets out new requirements for undertaking asset management planning. The regulation will be phased in over a 6-year period, with progressive requirements for municipalities with respect to their asset management plans.

Asset Management Phase-in Schedule

Date	Milestone
July 1, 2019	Date for municipalities to have a finalized strategic asset management policy that promotes best practices and links asset management planning with budgeting, operations, maintenance and other municipal planning activities.
July 1, 2021	Date for municipalities to have an approved asset management plan for core assets (roads, bridges and culverts, water, wastewater and stormwater management systems, arenas, theatres) that identifies current levels of service and the cost of maintaining those levels of service.
July 1, 2023	Date for municipalities to have an approved asset management plan for all municipal infrastructure assets that identifies current levels of service and the cost of maintaining those levels of service.
July 1, 2024	Date for municipalities to have an approved asset management plan for all municipal infrastructure assets that builds upon the requirements set out in 2023. This includes an identification of proposed levels of service, what activities will be required to meet proposed levels of service, and a strategy to fund these activities.

Recipients will also be required to complete an Asset Management Self-Assessment prior to signing their TPA.

For more information about asset management planning, as well as tools and supports available to help municipalities develop and improve their plans, please visit the <http://www.ontario.ca/assetmanagement>.

MURC Background Documents

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November 13, 2017 Council Meeting

1. Ingersoll Multi-Use Recreation Complex Study (phase 3 and 4).....185
2. Council Resolution207

Additional Information

1. Council Minutes, June 12, 2017208
2. Council Minutes, November 13, 2017224



INGERSOLL MULTI-USE RECREATION COMPLEX AD HOC COMMITTEE PRESENTATION

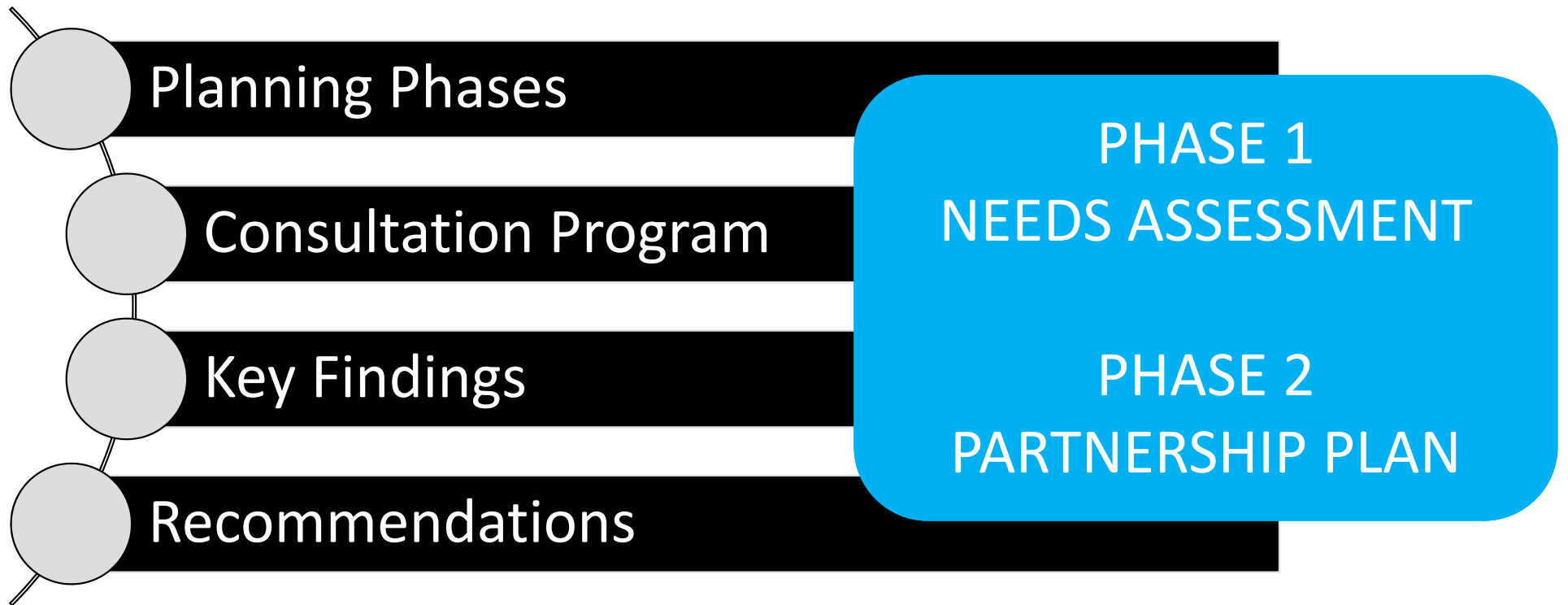
MAY, 2017

NICHOLSON
SHEFFIELD
ARCHITECTS
INC.



F.J. GALLOWAY ASSOCIATES INC.
Management and Planning Consultants

PRESENTATION OUTLINES





Partner Focus Groups
6 Groups / 37 People



Community Survey
315 Respondents



Partner Interviews
4 Groups / 11 People

Community Focus Group
21 Participants

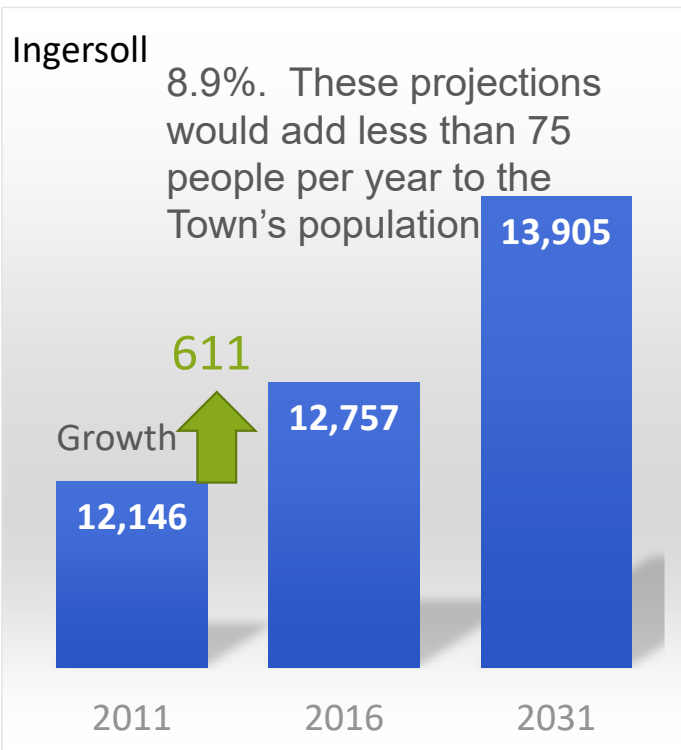
Community Workshop
27 citizens

CONSULTATION PROGRAM

TOTAL 411

STRATEGIC PERSPECTIVES

POPULATION DEMOGRAPHICS



Regional market population involving the Townships of Zorra and South West Oxford and Ingersoll will grow at the same rate as the Town of Ingersoll at 1,153 individuals, as Zorra will grow by 105 people but South West Oxford will decline by 100 people.

15+ growing 78.0% in 2001 and 81.2% in 2011

Medium age growing from 36.8 to 40.2 up 3.4 years

Age	% of Change
0-4	2.8
5-14	-3.3
15-19	16.8
20-24	16.4
25-44	-10.0
45-54	45.3
55-64	54.8
65-74	21.2
75+	9.0

INGERSOLL AND DISTRICT MEMORIAL ARENA

- The facility is **fifty-seven years old** and has had two rounds of facility renewal. The engineering report indicates potentially **over \$2 million in renewal investments** over the next decade into a building that has an **undersized ice surface at 190' x 85'**; **parking issues**; and a series of other constraints.
- The facility's **auditorium over the last two years** has become **significantly underutilized**, partly due to the removal of Stag and Doe parties.
- **Prime time ice is used at the 96% level**, therefore essentially fully utilized. **Public skating hours have been reduced** to facilitate organizational use which reduces this popular family and youth activity.

CAMI LANDS

- Now owned by General Motors
- Lease extension – 12 Years Remaining
- 6 Month Vacate Clause
- Seniors Activity Centre
- Soccer housing complex

Seniors Activity Centre

- Main Floor for activities
- Second Floor - underutilized
- Significant renovation investments when first adapted for new uses.
- Now roof leakage, eavestroughs, siding and other issues

Soccer Fields

- Well developed, with one lighted.

VICTORIA PARK COMMUNITY CENTRE (VPCC)

- This facility has an indoor pool, fitness centre, smaller multi-purpose room and some meeting rooms. It is highly utilized and valued.
- The fitness centre is a net revenue contributor to the overall VPPC. If the fitness activity were relocated to a multi-use recreation complex, the Victoria Park Community Centre would have an increased deficit.
- There is some enhanced benefit in having aquatics and dry land fitness in the same facility as they can be mutually supportive from a fitness and wellness programming perspective though many private fitness clubs do not have an aquatics component.

CAPITAL FINANCES



Capital funding requirements of a minimum of \$13.3 million which would need to be secured from federal and provincial government infrastructure grants and a community capital campaign.

REGIONAL PERSPECTIVES / TRENDS

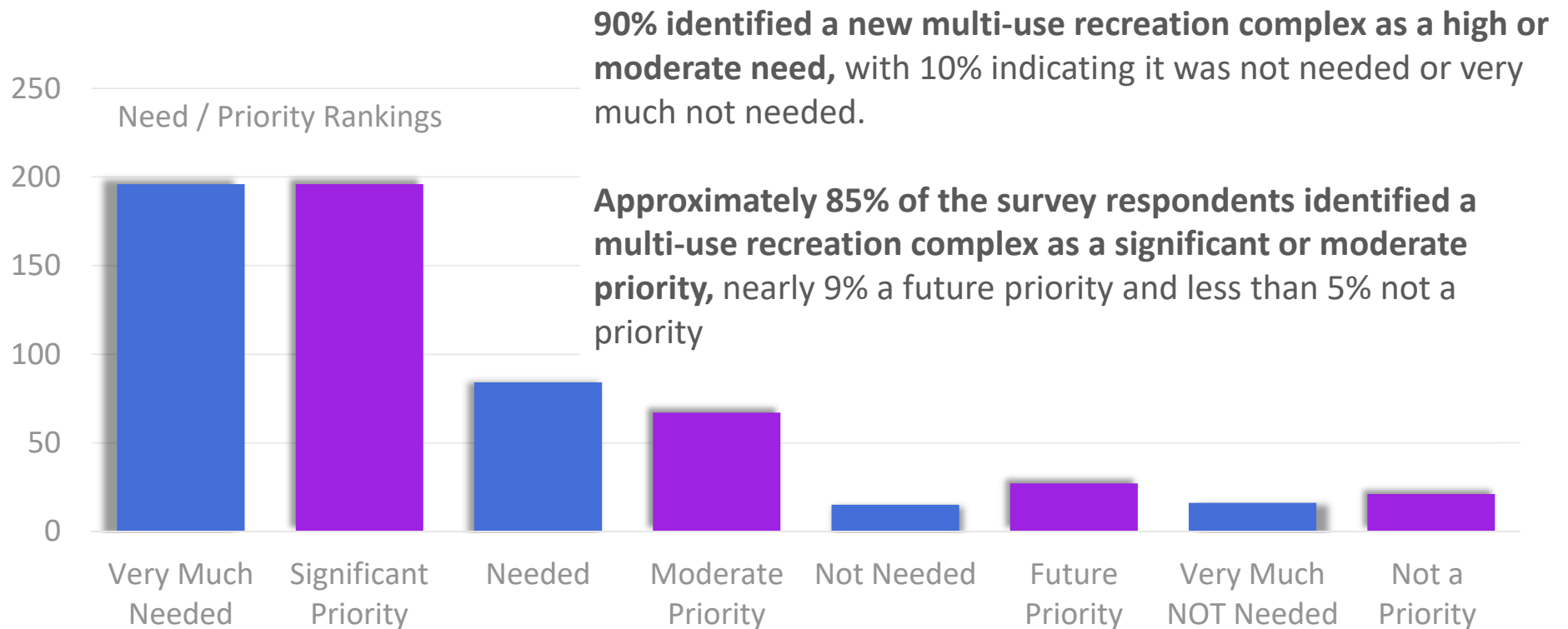
- More contemporary recreation facilities have been developed in St. Mary's, Dorchester, Aylmer with a possible new replacement arena planned for Woodstock. Newer facilities are also under development or recently developed in Stratford and London.
- Considerable additional ice capacity has been developed in the region with the twinning of arenas in Aylmer, St. Mary's and Dorchester, developing increased competition for ice rentals.
- Many of the facilities being developed have multi-use perspectives, such a Dorchester with the gymnasiums, seniors centre, indoor walking track and related facilities. The new Komoka Wellness Recreation Centre in Middlesex Centre.

REGIONAL PERSPECTIVES / TRENDS

- The trend has been towards larger facilities with multi-use applications due to the increased destination / activity integration opportunities, operating cost efficiencies and being better for tournaments and meets. There also has been an increased trend in municipalities to build their own gymnasiums and not relying totally on school facilities due to some of the challenges of accessing them.
- The arenas in Thamesford and Embro are older facilities that are receiving significantly less utilization of their prime time ice based on discussions with municipal officials, though the Embro arena has received \$1.5 million renovation in recent years. It is significantly used for large community events and festivals.

COMMUNITY SURVEY MULTI-USE RECREATION COMPLEX NEED AND PRIORITY RESPONSES

315 Responses



POSSIBLE FACILITIES MIX AND PHASING

- A single ice pad arena with an indoor walking track, designed with contemporary amenities including seating for 500 to 800 individuals with ten dressing rooms. **It would be designed to accommodate a second ice pad at a future date and possibly including a small specialized ice training and skating component.**
- A double gymnasium to accommodate the development of indoor gym sports, such as basketball and volleyball, pickle ball, **off season training for baseball and soccer, moms and tots programs, seniors exercise classes** and a host of other activities.
- A community hall that could be used for community events, fund raising activities, conferences, meetings, banquets and related activities.



possibly



potential

POTENTIAL PRIORITY ACTIVITY SPACES

Single Ice Pad

Walking Track

Double Gymnasium

Community Hall

Replacement of Ingersoll and District Memorial Auditorium

- An expanded fitness and wellness centre offering both a broader range of and newer fitness equipment and additional exercise and wellness programs and classes, possibly in partnership with a YMCA or other specialized provider.
- A Seniors Centre
- Relocated Curling Club
- A possible Creative Arts Centre, though this has important time and other constraints as to its potential.

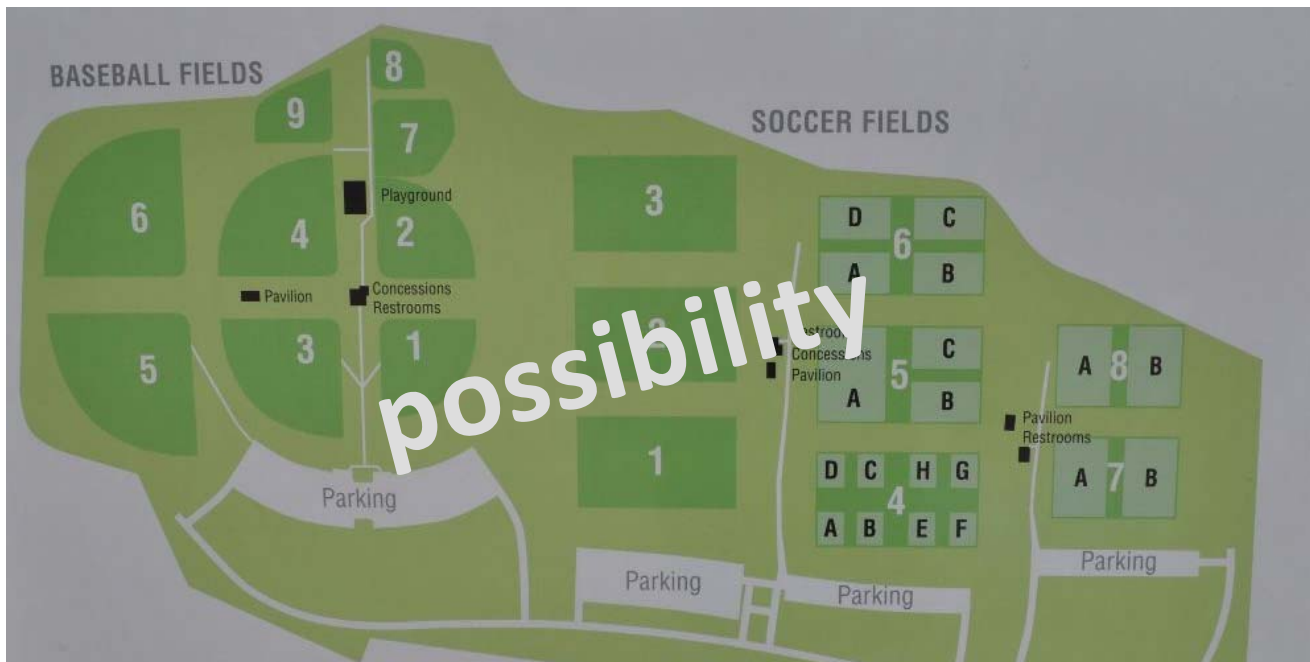
POTENTIAL ACTIVITIES THAT WOULD REQUIRE FURTHER ASSESSMENTS AND DISCUSSIONS / STRATEGIC DECISIONS

Wellness

Accessibility

Expanded Horizons

- A soccer field complex to replace the existing Flyer Soccer fields, particularly if a more reduced time / availability perspective were to emerge with General Motors via the lease's vacate clause.
- Potential to house additional ball fields beyond the current capacity, or to support longer term aggregation of ball fields on fewer sites.



POSSIBLE SECOND TIER ACTIVITIES

- Hosting Tournaments
- Easier to Maintain
- Partnerships

- An outdoor running track
- An indoor soccer facility.
- A replacement or second indoor pool, though a replacement pool could be identified as a long term possibility, and the facility's design could support its inclusion at a longer term future date when replacement of the existing indoor pool is needed.

ACTIVITY SPACES /
COMPONENTS THAT
ARE NOT SEEN AS
VIABLE/ NEEDED AT
THIS TIME

SET REVIEW TIMEFRAME

DEVELOPMENT STRATEGY

- A single, unified facility for all indoor and outdoor activity spaces identified for a multi-use recreation complex.
- One venue for the indoor multi-use recreation complex and a second venue for the outdoor sports fields.



PARTNERSHIPS

- One possible partnership was with the **Township of Zorra**. They indicated interest if a complex was developed within the Township. They would look at the possibility of decommissioning the Thamesford Arena. Such a partnership would require a twin pad facility and be focused on that activity space.
- A second partnership could be available involving the **Ingersoll District Curling Club** that could work off the arena's ice equipment and could allow them to have a new and expanded facility to meet their evolving needs.
- A partnership with **South West Oxford Township is not viable** in terms of a joint site, governance or management. A possible capital grant would be potentially available based on proportionate use by their residents of various components of a multi-use recreation complex.
- A fourth partnership involved the **Creative Arts Centre** could be considered, but there is a five year time constraint and they also have a preference for their existing site due to the natural affinity with the environment within Victoria Park. They would need \$1.5 million to replace and expand their current facility.

CAPITAL FUNDING DEVELOPMENT

- The Town has developed a funding model that is approximately one third federal and one third provincial government and one third through a community capital campaign and the Town.
- The Town has started funding processes in terms of an Ice Fee Reserve, Development Charges and some other limited funds that could provide approximately \$2.25 million during the 2018 to 2024 period.
- A community capital campaign would be a significant funding component in the overall capital funding mix.
- There is evidence from the community survey and the community workshop of considerable support for community contributions as over 70% of the respondents to the community survey indicated they would contribute, contribute depending on what the mix of uses were or need more time to give consideration to a contribution.

1/3

6yrs

70%



CAPITAL FUNDING DEVELOPMENT

- From a user group perspective, there were concerns about their capacities to generate capital funds involving their program participants. The ice users identified possibly a \$25 to \$50 ice surcharges for ten years with possibly a more limited capacity to fundraise directly for the facility.
- Soccer and baseball have been undertaking fundraising to support the development of their facilities, and this possibly could be capitalized upon.
- The Rotary Club has also identified a minimum \$100,000 contribution to-date.
- The Town is retaining a campaign coach to help identify the fundraising strategy and potential of the community as an integral part of the overall capital funding strategy in moving forward.

Foundations Service Clubs Team Spirit



VENUE / LOCATIONS

- **Victoria Park:** This does not appear to be a viable site and should likely not be further considered as a location for a multi-use recreation complex.
- **Clark Road:** was widely identified as preferred out of the two sites discussed due to its proximity to Highway 401.
- The **current arena site**, possibly including the **Canadian Tire site** if it were to relocate. However, constraints involving the flood fringe and having neighbouring floodplain lands, as well as the cost to acquiring private lands and parking.
- The **northern boundary of the Town, i.e. North Town Line.** This was seen as an area with large tracts of land and as connected to another growing area of the Town. It would provide proximity to Thamesford, Beachville and other local areas. This was often identified as a location for soccer and baseball fields.

RATINGS PROFILE

FOR MULTI-USE RECREATION CENTRE ACTIVITIES / SPACE NEEDS

RATING	ACTIVITY / SPACE	POTENTIAL PHASE	COMMENTS
HIGH	New Single Ice Pad Arena	1	Tournaments, user and spectator experiences, attract new uses and some skating. Could include a small shooting gallery / skating rink like Tillsonburg / outdoor domed second ice pad for skating and practices, and Sports Hall of Fame.
	Indoor Walking Track	1	Needs the arena to be viable in order to be developed
MODERATE TO HIGH	Multi-Use Indoor Spaces	1	300 to 500 person capacity plus several smaller meeting rooms
	Gymnasium	1	Program expansion for basketball, volleyball, etc.

RATING	ACTIVITY / SPACE	POTENTIAL PHASE	COMMENTS
MODERATE	Curling Rink Partnership	1 or 2	Depends on agreement being achieved
	Seniors Activity Centre	1 or 2	Depends in part on lease timing as to need
	Soccer Fields	1 or 2	Depends in part on lease timing as to need
	Fitness / Wellness Centre	1 or 2	Could be a partnership opportunity
	Second Ice Pad	2	Up to 40% to 50% of prime time capacity identified to-date
LOW TO MODERATE	Creative Arts Centre	1 only	Timing is crucial and depends on a workable agreement

RATING	ACTIVITY / SPACE	POTENTIAL PHASE	COMMENTS
LOW	Replacement of Existing Indoor Pool	Future	Design consideration
	Indoor Soccer Facility	Future	Design consideration
	Indoor Pool Replacement	Future	Current pool not dated, well used
	Fusion Youth Centre	Do Not Plan For	Current location is a key success factor
NOT NEEDED	Second Indoor Pool	Do Not Plan For	Duplication, high operating costs
	Gymnastics Club	Do Not Plan For	Needs a community organization and resources
	Child Care Centre	Do Not Plan For	Depends on a third party operator. Schools are primary sites.

PARTNERSHIP FRAMEWORK

Ingersoll District Curling Club

18,000 to 20,000 sq. ft.

Capital Contribution via sale of existing asset

Initial Considerations

Minimum dedicated facility for 8 to 9 months, possibly 12 months

Self-operating

Pay operating costs for curling space

Lease / rent payment for space

Prospect *Moderate, Not tested with membership*

PARTICIPATION LEVELS

Town-owned preferred or Condominium model

Creative Arts Centre	8,500 to 8,700 sq. ft.	Capital Contribution limited Prefer their current location but have challenges	PARTICIPATION LEVELS Town-owned
Initial Considerations	Complex needs to be operational within 5 years		
	Self-operating		
	Dedicated space and access		
	Terms and conditions need to be negotiated		
	Would pay own operating costs		
Prospect <i>Low due to timing and site preference</i>			

Township of Zorra	Twin pad arena	<p>Capital Contribution towards an arena</p> <p>Could close 1 or 2 of their arena facilities</p>
Initial Considerations	Located in the Township	
	Details on capital costs, operating, ownership and governance to be negotiated	
Prospect <i>Moderate</i>		

PARTICIPATION LEVELS

Could have some joint ownership

**Township of South
West Oxford**

**Capital Contribution only
proportionate towards
components of complex**

**Initial
Considerations**

Capital grant proportionate to Township
resident use

Subject to further negotiations

Prospect *Moderate to High*

PARTICIPATION LEVELS

**Joint
Ownership**

		Fitness / Wellness Centre		
Initial Considerations	To be negotiated with possibly third party deliverer			
Prospect <i>Moderate to High</i>				

PARTICIPATION LEVELS

Municipality
Ownership /
Third Party
Management

RECOMMENDATIONS

.1 Core Phase 1 Space / Activity Components

- Single pad arena, with a possible 40' x 40' second ice surface for shooting, clinics and public skating.
- Indoor walking track
- Multi-use space with meeting rooms for banquets, fundraising events, conferences, meetings and related uses, with an initial capacity level of 300 to 500 people, possibly integrated with a gymnasium.
- Double gymnasium, possibility integrated with a multi-use space
- Seniors Activity Centre
- Possible fitness / wellness centre
- Possible soccer and baseball fields

.2 Future Activity / Space Design Considerations

- A second indoor ice pad
- In the long term, replacement of the existing indoor swimming pool at VPCC
- Possible indoor soccer facility

.3 Partnership Perspectives

That the following potential partnerships be considered and direction provided on moving them forward:

- Undertake a decision with respect to the Township Zorra's potential participation within a twin pad arena development model, possibly located in the Township.
- Develop decision and investment frameworks for the possible inclusion of the Ingersoll Curling Club and the Creative Arts Centre.
- When timing is appropriate, approach the Township of South West Oxford for a proportion capital funding contribution.
- Pursue discussions with the YMCA and / or other service providers on a possible expanded fitness / wellness centre.

.4 Venues

- Remove Victoria Park as a potential venue for the multi-use recreation complex.
- The Clark Road lands be retained as initially identified as a venue option.
- Add as a potential site, the General Motors lands currently housing the soccer fields and the Seniors Activity Centre, as well as other lands that may emerge as candidate sites for both one and two venue solutions.

.5 Next Phases

That the Town authorize the Multi-Use Recreation Complex Ad Hoc Committee to proceed with the consultants to undertake Phase 3 - Site Assessments, and Phase 4 - Conceptual Designs and Capital Costing components of the study.



Town of Ingersoll Multi-Use Recreation Centre

**Phase 1 – Community Recreation Facility Needs Study and
Phase 2 – Partnership Plan
April 2017**

NICHOLSON
SHEFFIELD
ARCHITECTS
INC.



F.J. GALLOWAY ASSOCIATES INC.
Management and Planning Consultants

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1 Introduction

1.1 STUDY PURPOSE

The Town of Ingersoll is an active and growing community of 12,700+ residents that is located on Highway 401, approximately half way between the Cities of Woodstock and London. Located in Oxford County, the Town has had a rich history of agricultural development, and in recent decades, significant industrial development with automobile assembly, parts and transportation industries.

The community is connected to the 400 Highway Series directly by the 401 and to Highways 402 and 403; is serviced by VIA Rail; and scheduled airline access by the Greater London International Airport.

Over the years, the community has developed a significant range of indoor and outdoor recreational facilities and services, a Creative Arts Centre, a Seniors Activity Centre and host of other participation opportunities that significantly enhance the quality of life and the personal development opportunities of local and area residents. Many of these facilities, particularly specialized facilities involving the indoor pool, the Creative Arts Centre and others attract audiences from the neighbouring townships and further distances.

New arena development has seen significant facility construction in regional communities, such as St. Mary's, Aylmer, Thames Centre, and new facilities under construction in London and a planned facility in Woodstock. Over the last number of years, community-based discussions have been occurring in Ingersoll relative to replacing the Ingersoll and District Memorial Arena, as well as constructing a possible second ice pad. The Ingersoll and District Memorial Arena was originally constructed in 1959 and was renovated in 2002 relative to mechanical, electrical, accessibility and related upgrades and enhancements. In 2014, the Town had consultants undertake a Facility Condition Assessment of the Arena which estimated the arena would require approximately \$2.5 million in upgrades over the next fifteen years.

In parallel, the Town, in conjunction with the Ingersoll Soccer Club and the Ingersoll Seniors Centre, gained access to a General Motors property via a fifteen year lease, that supports a wide array of soccer fields on the outdoor portion, and within the indoor building, which was a former workers residence. This opportunity has provided a comprehensive Seniors Centre, an operational base for the Soccer Club and storage facility for service clubs, the Town and others. This lease has twelve years remaining, but could be terminated based on six months notice by the owner. In addition, over \$500,000 had been spent on the facility by the Town. There are continuing building issues because of the age, the nature of the original temporary construction and related perspectives. A longer term solution has been discussed and may be

feasible and necessary in light of the lease arrangement and the scale of investment activities that occur on the site.

With these two and other recreation facilities perspectives emerging within the community, the Town identified the need and opportunity to undertake a comprehensive Multi-Use Recreation Facility Feasibility Study to determine the viability of replacing existing aging facilities. The scope of the study involved possible construction of a new arena, plus additional amenities with the intent to plan for the ultimate building of a Multi-Use Recreation Facility that will meet the recreational and social needs of the community in both current time and well into the future.

In support of this initiative, the Town formed the Multi-Use Recreation Centre Ad Hoc Committee to give direction, oversight and assessment of the project. They were charged with the responsibility to ensure the stakeholders in the community will be well represented and their input and perspectives incorporated into the assessments and recommendations. Also, by having the community play a primary role in the project, there will be a strong sense of ownership and support for the development of the facility if feasible.

1.2 PROJECT PHASING

In developing the project's work program, the Ad Hoc Committee approved a four phase approach for the retaining of consultants. The four phases are:

- Phase 1 - the Community Recreation Facility Needs Study
- Phase 2 - Facility Partnership Plan
- Phase 3 - Facility Site Review and Recommendations
- Phase 4 - Facility Conceptual Drawings, Capital Construction Cost Estimates and Construction Phasing Plan.

Phases 1 and 2 were to be undertaken concurrently with a draft report for the Ad Hoc Committee's review. Once the review was finalized and the draft report amended, a presentation would be made to Council. If the Needs Study demonstrated adequate need and additional perspectives, Phases 3 and 4 would be authorized and undertaken, with the final report incorporating all four phases to be presented in draft form to the Ad Hoc Committee. Once reviewed and amended, the undertaking of a presentation to Town Council would occur by end of August 2017.

This document is a draft of the Phase 1 – Community Recreation Facility Needs Study and Phase 2 – Facility Partnership Plan. If approved to go forward, this report, when finalized, will be the foundation upon which Phases 3 and 4 will be undertaken.

2 Key Documents Review

2.1 INTRODUCTION

A number of key documents were provided to the consultants. They have been reviewed in the early part of Phase 1 in order to capture the important directions, content, outcomes and related perspectives that would inform the other analytical, community consultation, trends and sections of the Phase 1 of this report.

2.2 at Focus – TOWN OF INGERSOLL, COUNCIL'S STRATEGIC PRIORITIES, APRIL 20TH, 2015

In 2015, Town Council identified strategic priorities for the 2015 to 2019 period. Within the eleven priorities cited, a multi-use recreation facility was identified. This priority included the building of a new indoor and outdoor space which would include a new arena, possibly new soccer fields and a community gathering space.

The phased timing for this facility was identified as follows:

- Establish a Council Ad Hoc Committee in 2015.
- In 2016-2017, engage a consulting firm to develop a more detail plan and validate costing.
- In 2017 to 2018, begin site acquisition and determine infrastructure funding (grants) availability.
- Possibly undertake building the facility in the beginning of 2020 or beyond, assuming all other components between 2015 and 2018 are completed and achieved, including funding being available and achieving fundraising targets.

The Multi-Use Recreation Facility has been identified as one of the priorities. Based on the timelines outlined in the Strategic Plan document, the Town is progressing as per the timelines for the two initial steps.

2.3 GENERAL MOTORS EXTENSION OF LEASE AGREEMENT

In 2002, the Town of Ingersoll undertook a twenty-year lease agreement with CAMI Automotive Inc., to lease lands for the construction of soccer fields and to renovate the CAMI / Suzuki house into a seniors activity centre and soccer change room / washroom facilities. At that time, the Town invested \$500,000 into the construction of nine new soccer fields on sixteen acres of leased CAMI lands and \$500,000 towards the renovations and upgrade of the structure. The Town owns the building but leases the land on which

it is located. The two facilities are entitled the CAMI Flyer Soccer Park and the Ingersoll Seniors Activity Centre.

In 2009, General Motors took full control of the CAMI plant which included the leased properties for the two recreational operations.

In 2013, Town representatives met with General Motors to negotiate a lease extension beyond 2020.

Subsequently a lease extension of ten years was achieved with General Motors and the Town. A ten year extension clause identified in the original lease, but it was the only extension contemplated in the original agreement resulting in this extension being a temporary solution for those facilities.

It has also been noted that the agreement allows General Motors to provide six months notice for the Town to vacate the site. Therefore, this lease arrangement for these significant community recreational operations operate within both long and short frameworks. The first is a six month operation based on a vacate clause that General Motors could exercise but has given no indications they will. The second is twelve years remaining from 2016 that covers the timeframe for the original lease and the single extension that was incorporated in that lease. This would potentially require vacancy of the site in the late 2020s.

The Municipality has invested approximately \$1 million in the property and the Soccer Club and the Seniors have invested additional funds. Though the Town owns the building, the land is owned by General Motors and an exit clause exists on behalf of General Motors if they require the site.

A small gymnasium also exists on the site as a separate structure. General Motors has offered this facility to the Town, but the Town has expressed no interest at this time in that singular facility.

2.4 TOWN OF INGERSOLL – ARENA AND COMMUNITY FACILITY NEEDS ASSESSMENT STUDY, JUNE 2007

This was a Needs Assessment Study to assist Council in undertaking decisions with respect to the feasibility and conceptual design for a new arena facility.

The following key conclusions were identified:

- A second ice pad is considered to be a medium priority by the community.
- The community considers the concept of a twin ice pad and cultural community space a low priority.
- The planning and fundraising for a second ice pad will take three and possibly up to four years.
- Subject to positive results of the feasibility study and a successful community-based fundraising campaign, the second ice pad could be built and be operational between the years 2011 to 2012.

- Arena users groups would need to be prepared to play a key role in championing the reality of second ice pad.
- A major fundraising campaign will be needed and be spearheaded by a broad community-based team in order to raise the majority of funds.
- Community leaders with influence will need to be seen as leading the charge for the second ice pad.
- The Town will need to continue to play a major support role by providing staff time and funding for the feasibility study.
- There appears to be some support for additional uses involving the proposed ice pad, including a walking track, fitness equipment and some social space.
- The recommendation was for the Town to proceed to the second phase involving a feasibility and capital funding assessment for a second ice pad.

2.5 ARENA / MULTI-USE CENTRE RESEARCH RESULTS – JUNE 6, 2007

A survey of Ingersoll residents was completed to advise the Town on the need for a second ice pad. A mail out survey was utilized with almost 5,100 questionnaires delivered to Town homes. In total 860 completed surveys were received resulting in a return rate of 16.5% which was deemed to be a healthy response.

The following key results emerged from the survey:

- Recreational swimming had the highest level of activity amongst residents.
- Recreation facility usage outside of Ingersoll is significantly lower than inside the Town. Some 60% of respondents participated in least one of the recreational activities listed in Town, about one quarter did so outside of the Town.
- The auditorium above the arena received the lowest rating score, with only 28% identifying it as excellent or very good. Some 42% of respondents thought the same about the arena, while the Victoria Park Centre was identified as excellent or good by 72% of respondents.
- Some comments were received from respondents about the lack of capacity, availability and appropriateness of the facilities was available.
- Over 40% of the respondents agreed that Ingersoll needed an additional ice pad, while one third were not sure if it was needed.
- The idea of a mixed use recreation facility were less positive than a second ice pad, with 29% support amongst respondents.

- If a dual complex is built, 33% supported a tax increase to fund the initiative.
- There was not evident general support for a second ice pad being needed by the community resulting in the need for ice users to champion such an initiative.

2.6 TOWN OF INGERSOLL ICE ALLOCATION POLICY AND ALCOHOL MANAGEMENT POLICY

In 1998, and revised in 2001, is an Ice Allocation Policy for the Town of Ingersoll. Most municipalities who operate an arena have such a policy in order to ensure the fair and equitable allocation of limited ice time amongst existing and emerging ice user groups, as well as to support policies that place priority on youth accessibility.

Some of the key perspectives within the Town’s Ice Allocation Policy involve the following:

- Formation of Ice Allocation Committee with representatives from minor hockey, skating club, adult user groups, Council and Town staff.
- Priority will be granted to the following groups in the following order:
 - Local minor sports and programs
 - Local seasonal groups
 - Any additional requests.
- Ice is allocated based on the previous year’s contract hours with valid request for a change to be considered if it can be accommodated.
- Ice allocated to a user group must be returned if it is not going to be used by the user group.
- A minimum of three public skating times of one or more hours will be scheduled each week. This will be reviewed annually.

This is a typical Ice Allocation Policy with the emphasis on youth. Traditionally these policies allocate ice based on previous season usage. The Policy also acknowledges the emerging groups, such as Girls with Hockey, which needs to be accounted for in the fair allocation of the ice available.

In February 2013, an Alcohol Management Policy was revised. The key revision to this policy was the decision that ‘Buck and Doe’ events would no longer be permitted at Town owned facilities or parks designated for special occasion permits. This change in the policy had a particular impact on the Community Hall at the Ingersoll and District Memorial Arena resulting in a significant reduction in utilizing starting in 2014.

The revision cited in the policy is not uncommon in municipal settings due to the security, damage and related challenges associated with these types of events that does not warrant their continued usage of the facilities.

2.7 ASSESSMENT OF EXISTING ARENA FACILITY DEVELOPMENT OPTIONS, SPRIET ASSOCIATES – DECEMBER 2000

This firm was retained to undertake a Peer Review of the Arena Structural Report completed in 1999.

Some of the key conclusions are as follows:

- Further cost expenditures related to improving the existing arena facility to allow for its continued middle and long term use was not warranted. The site is not viable for a twin pad facility within the limits of the existing property.
- Demolition of the existing arena to be replaced by a twin pad arena within the limits of the existing property is not feasible.
- The report identifies a preference to expand the ice surface to 85' x 100', to increase the building size by 6,250 square feet to meet the operational needs at a cost of approximately \$2.9 million plus fees.
- The new single pad arena has identified by IDMC would require 34,500 square feet of construction at a cost of between \$3.75 million and \$4 million plus fees and disbursements.
- Neighbouring property would need to be required to develop a twin pad arena or new single pad with dedicated parking with approximately 400 spaces. Currently, only 130 spaces can be provided.
- The existing arena is built within the flood fringe lands which will require special development approval from the Upper Thames River Conservation Authority (UTRCA). The arena does not comply with the current lot coverage use or setback regulations.

A Peer Review of the 1999 Structural Study was also completed with the following results:

- The facility as it now stands has reached the end of its useful design life as an arena. With over forty years of effective usage, the facility now requires either a substantial renovation to bring it up to contemporary standards or demolition and replacement.
- The voluntary upgrades identified within the Structural Report are deemed to be essential.

The report identifies the following arena issues as identified by staff and ice users at that time:

- Location of dressing rooms and referees room in the lobby is not acceptable.

- The size and number of dressing rooms is inadequate, especially for female players.
- No office and / or meeting space on main level for user groups.
- Interior cosmetic upgrades and barrier free access is essential.
- Public washrooms require upgrading to building code standards.
- Aging building equipment needs to be replaced.
- Air circulation, ventilation and humidity systems are not sufficient.
- There is a lack of maintenance equipment and supply storage space / no slop sink.
- Aging refrigeration system, access and other problems in the refrigeration room.
- Lack of water demineralization system.
- No dedicated heated area for the ice resurfacers.
- Cosmetic upgrades to the building's exterior are required.
- Parking is too limited.

Several years following this report, the Town undertook a rehabilitation of the arena with a new front addition and to address many of the reported issues in 2002. Ice surface size and parking were not addressed, though washrooms, the entrance, other spaces were added, along with upgrading of building systems.

2.8 TOWN OF INGERSOLL PARKS AND RECREATION DEPARTMENT, 2006 ARENA USER GROUP QUESTIONNAIRE

This is an eleven year old survey of arena users that provides some growth perspectives for current and future ice users in terms of ice demand:

- For Minor Hockey basic program needs, six to fifteen hours; plus additional / new programs need for six hours; for a total additional ice requirement of twelve to twenty-one hours per week.
- For figure skating, two additional basic program hours were required, along with three to four additional new program hours for ice growth of five to six hours per week.
- The Mayberry Program required one additional program hour per week.
- In total, there was an identified demand for eighteen to twenty-eight hours of additional prime time per week or 23.7% to 36.8% of prime time for a single ice pad with seventy-eight hours of prime time.

- The report also identified that if a Girls Hockey League was formed, an additional ten hours per week was required.

No additional ice capacity was developed within the Town since the survey. Girls Hockey has been formed and was allocated ice in Ingersoll but also uses ice in Thamesford and other locations. Minor hockey, girls hockey and figure skating are purchasing ice outside of the community for practices, development programs and other activities in order to facilitate their basic core programs and additional requirements.

2.9 INGERSOLL ARENA STRUCTURAL ASSESSMENT KALOS ENGINEERING INC., AUGUST 2014

Kalos Engineering Inc., was retained by the Town of Ingersoll to undertake a structural engineering analysis of the Ingersoll and District Memorial Arena. The following recommendations were identified based on a review of drawings and an onsite inspection supported by a series of photographs. The recommendations involved the following:

- Monitor timber roof trusses for increased cracking.
- Verify tightness of bolted connections in roof trusses.
- Repair cracks in concrete floor to reduce tripping hazard.
- Check drainage around the building to remove water from the foundation walls.
- Review and repair cracks in block walls (northwest corner).
- Route and repoint step cracking in south wall (east end).
- Review and repair exterior concrete stairs.
- Clean and repair stair railings and canopy structure.
- Clean and repair cooling tower structure.
- Repair damaged concrete at rear door.
- Repair damaged pre-cast bleacher.
- Review drainage on roof on south wall (add eavestroughs)
- The arena ice slab should be inspected, as this slab is approaching 30 years of age. It may be approaching the end of its useful life expectancy.

The general conclusion was the Ingersoll and District Memorial Arena is in generally good condition, however there are several defects, including rusting steel and cracked concrete block walls. Slabs should be repaired in order to maintain the integrity and adequacy of the structure.

2.10 TOWN OF INGERSOLL FACILITY ASSESSMENT AND CAPITAL PLANNING STUDY, WGD ARCHITECTS INC.,
SEPTEMBER 24, 2014

This was a Facility Condition Assessment and Capital Planning Study for the Town Centre, Ingersoll and District Memorial Arena and the Carnegie Library Building. The assessment was undertaken by WGD Architects Inc., M&E Engineering Limited, Kalos Engineering Inc., and Clare Randall Smith Pendlebury Cost Consultants.

The following basic information is provided on the arena:

- The facility is zoned Recreation and permits conservation project, curling club, golf course and other park oriented facilities.
- The facility covers 32,400 square feet over two storeys.
- There are eight parking slots on site, approximately 35 parking spots across St. Andrews Street, another 10 in a gravel lot on the opposite side of the building, for a total of approximately 43 spaces.
- There is one limited access lift between floors.
- The building was constructed in 1959 with the ice pad replaced in 1986. New roof members were installed in 1989. Roof trusses were reinforced in the late 1990s and 2009. Ice pad improvements were undertaken in 1990 and a new mechanical equipment (condenser) installed in 2000, with a new mechanical equipment and heat exchangers in 2002. An extensive facility renovation was completed in 2002.
- The site is identified as being serviced by storm sewers, sanitary, water, hydro and gas, with water and sewer systems identified as efficient. There is some presence of asbestos sheathing within the building.
- There is no heritage designation that was identified to the consultants.

The conclusion of the report identified a series of recommendations as per the Kalos Engineering Inc's., Structural Assessment that the arena was in generally good shape, however there was a series of replacement and maintenance costs that total approximately \$2 million over the next twenty years. The costs identified in this report deal only with the structure and the systems of the building. None of these costs would address enhanced facility utilization, such as a larger ice pad at contemporary size standards, improvements to the spectator experience, realignment of spaces or any significant upgrading of the multi-purpose hall.

3 Statistical Assessments

3.1 INTRODUCTION

A series of a statistical assessments involving demographics, operational financial profiles and facility utilization patterns was completed. All three of these areas are important in terms of understanding what population characteristics and trends will likely evolve which are important demand indicators; what operational financial resources are being invested in current aligned facilities; and what capacity may or may not exist in existing facilities in terms of unutilized space or fields.

3.2 POPULATION DEMOGRAPHICS

Table 1 examines the population for Ingersoll and Oxford County based on the 2011 and 2016 census and projected to 2031 in the Watson & Associates, Oxford County Growth Forecast of 2015.

Table 3-1
Oxford County Selected Community Population Profile

<i>Primary Recreation Complex Market</i>	<i>2011</i>	<i>2016</i>	<i>2031</i>	<i>Net Increase over 2016 Estimate</i>	
				<i>#</i>	<i>%</i>
<i>Ingersoll</i>	12,146	12,757	13,905	1148	8.9
<i>Zorra</i>	8,058	8,300	8,405	105	1.3
<i>South-West Oxford</i>	7,544	7,700	7,600	-100	-1.3
<i>Total</i>	27,748	28,757	29,910	1153	4.0
<i>Woodstock</i>	38,700	41,000	47,100	6,100	14.9
<i>Oxford County</i>	108,200	111,700	121,900	10,200	9.1

Source: Watson & Associates, Oxford County Growth Forecast and Employment Lands Study, 2015 for Ingersoll 2011 - 2016 Census Canada

Table 3-1 indicates the following considerations:

- Ingersoll’s population has reached almost 13,000 individuals, having grown by 611 people or 5.0% over the five year period of 2011 to 2016, or under 200 people a year.
- Ingersoll’s projected population over the next twenty-five years is planned to grow by approximately 1,148 individuals or less than 100 people per year.

- Ingersoll had the second highest growth rate between 2011 and 2016 in Oxford County with the City of Woodstock having a growth rate of 14.9 percent over the period, almost double the Town of Ingersoll's growth rate. The Township areas all have significantly lower growth rates.
- From a regional market perspective, that would involve Ingersoll and the Townships of Zorra and South-West Oxford, the total population growth between 2011 and 2016 is 1,105 individuals or 3.9 percent. Ingersoll's growth rate is driving the overall growth rate within those three areas which form part of this particular study's primary market area.

The key conclusion of this data, is that there will be no substantive growth in population that would significantly increase demand for ice, sports fields or other recreation facilities based solely on population growth. Any participation growth will come partially from some limited increased population but mostly from key participation trends in sports, such as participation growth in girls hockey, overall growth in soccer and other participation drivers.

Table 3-2 examines the age profile for the Ingersoll population over the census periods 2001, 2006 and 2011.

Table 3-2
2001 to 2011 Census Canada Population and Age Profiles for the Town of Ingersoll

Age	2001		2006		2011		% of Change	
	#	%	#	%	#	%		
<i>0-4</i>	725	6.6	675	5.7	745	6.1	2.8	
<i>5-14</i>	1,690	15.4	1,660	14.1	1,535	12.6	-3.3	
<i>15-19</i>	745	6.8	815	6.9	870	7.2	16.8	
<i>20-24</i>	580	5.3	675	5.7	675	5.6	16.4	
<i>25-44</i>	3,360	30.6	3,340	28.4	3,055	25.2	-10.0	
<i>45-54</i>	1,435	13.1	1,805	15.4	2,070	17.1	45.3	
<i>55-64</i>	940	8.6	1,175	10.0	1,455	12.0	54.8	
<i>65-74</i>	730	6.6	810	6.9	885	7.3	21.2	
<i>75+</i>	775	7.1	800	6.8	845	7.0	9.0	
Total Population	10,980	100.0	11,755	100.0	12,135	100.0	10.7	
<i>Median Age</i>	36.8		38.8		40.2		3.4	Years
<i>% 15 Yrs and Over</i>	78.0		80.1		81.2		3.2	Percentage Points

Source: Census Canada

The data indicates the following:

- Over the three census periods, a growth of twenty children in the zero to four age range or 2.8%, with a decline in the five to fourteen-age group of 155 individuals or 3.3%.
- An increase in the fifteen to nineteen year olds of 16.8%, and a similar growth for the twenty to twenty-four year olds.
- A decline of 10% in the twenty-five to forty-four year olds with an increase of 45.3% in the forty-five to fifty-four, and a 54.8% increase in the fifty-five to sixty-four age category.
- A 21.2% growth in the sixty-five to seventy-four age group. The older seniors group of seventy-five years of age or older increased by 9%.

Age	% of Change
0-4	2.8
5-14	-3.3
15-19	16.8
20-24	16.4
25-44	-10.0
45-54	45.3
55-64	54.8
65-74	21.2
75+	9.0

The median age for Ingersoll residents increased from 36.8 years in 2001 to 40.2 years in 2011 or 3.4%, while the percent of the population under fifteen years of age or over has grown from 78.0% in 2001 to 80.1% in 2011 or 3.4 up percentage points.

The data clearly indicates a significantly aging population. Much of the increases in the 45 years of age and older categories is driven by the baby boomers who over the ten year period have moved from their forties into their fifties and sixties and up to seventy years of age. The current baby boom represents approximately 33% of Ontario population and covers the current ages of fifty-four to seventy years of age.

There has been some growth in the zero to four years olds on a marginal level which reflects the ‘eco-boomers’ having their children. Overall, even with growth in the fifteen to nineteen and twenty to twenty-four age groups, the absolute growth numbers involve 125 and 95 people respectively over the ten year period.

The current demographics suggests an aging population with potentially fewer children proportionally within the population.

3.3 FINANCIAL OPERATING PROFILES

Part 1 of Table 3-3 identifies the 2012 to 2016 financial operating profile for the Ingersoll Parks and Recreation Department. The data indicates the following:

- Total earned annual revenues have been consistently in the \$1.2 to \$1.3 million range.
- Total annual expenses have typically been in the \$3.5 to \$4.1 million range.

- Each year in the period has had an operating deficit that reached \$2.89 million in 2016.
- The percent coverage, that is earned revenues as a percent of total expenses, has consistently been around 35% on average for 2012 to 2015 period but declined to 29.8% in 2016. This figure can be impacted by any capitalization charges that are variable year to year.
- Based on a population of 12,500 on average for the five year period, the per capita tax support level has been in the \$183 range until 2014 and then it has increased to \$213 in 2015 and \$231 in 2016, due to transfers.

The investment in recreation services by the Town has been growing though revenues have remained relatively stable or have declined in recent years. Expenses continue to grow annually as does the operating deficit. The coverage ratio has declined but is still in the order of 30% which is a positive coverage ratio for a Town of less than 13,000 people that operates an indoor swimming pool complex. Per capita tax support has grown in recent years, impacted by capitalization charges / transfers.

**Table 3-3
Ingersoll Parks and Recreation Department Operating Financial Profile**

	2012	2013	2014	2015	2016	
I Department						
Total Revenues	1,292,964	1,260,938	1,317,423	1,224,564	1,230,173	
Total Expenses	3,580,041	3,571,985	3,543,336	3,892,413	4,121,833	
Net Results	-2,287,077	-2,311,047	-2,225,913	-2,667,849	-2,891,660	
% Coverage	36.1	35.3	37.2	31.5	29.8	
Per Capita Support Level	12,500	182.97	184.88	178.07	213.43	231.33
II Ingersoll & District Memorial Arena						
Total Revenues	276,030	268,373	284,025	261,236	289,631	
Total Expenses	445,216	424,620	431,646	728,180	832,725	
% of Department Revenues	21.3	21.3	21.6	21.3	23.5	
% of Department Expenses	12.4	11.9	12.2	18.7	20.2	

Note: In 2015 and Budget 2016, Transfers to Revenues increased over \$300,000 each year over 2014 as the Town introduced a new accounting approach operationalizing current year capital expenses.

Part 2 of the Table 3-3 examines the proportionality of the Ingersoll and District Memorial Arena and the Department's total financial operating profiles as follows:

- The arena generates consistently over 20% of the Department's earned revenues, increasing to its highest level in 2016 at 23.5%.
- The arena represent 12% of the expenses for 2012, 2013 and 2014, but this has grown to 20% in 2015 and 2016. The growth in expenses is a function of transfers to revenues that increased over \$300,000 each year after 2014.

Table 3-4 examines the financed operating profile for the arena with actuals for 2012 to 2015 and the budget for 2016. The following details are identified:

- Ice rentals dominate the revenue sources, consistently in the mid to higher 80 percent of total revenues levels.
- The second highest revenue is concession sales in the 7% range but these have declined in recent years, declining from an 8% range in 2012 to 2014.
- Total revenues have increased \$13,000 from 2012 to budget 2016 but were lower in 2012 and 2015.
- Transfers have become the largest cost element in recent years, in the 44% range. Prior to that, staffing costs, up until 2014 represented over 50% of the arena's cost structure.
- Operating costs are typically in the high 30% range, reaching 45.0% in 2013 but have declined proportionately due to the increases in transfers.
- The arena has consistently had a deficit, from a low of \$147,600 in 2014 to a high of \$169,200 in 2012. With the more recent fund transfers within the budget, the deficits have moved to the order of \$467,000 in 2015 to \$543,000 in budget 2016.

The operation of a single pad arena for 2012 to 2014, with operating deficits in around the \$150,000 plus range, is fairly typically for such a facility with a hall and given the age perspective of the arena. The operating profile has changed significantly with the inclusion of the budgetary transfers at over \$300,000 per year.

Table 3-4
Ingersoll & District Memorial Arena
2012 to 2016 Budget Financial Operating Profile

	2012		2013		2014		2015		2016 Budget	
Revenues	\$	%	\$	%	\$	%	\$	%	\$	%
<i>Ice Rentals</i>	228,430	82.8	225,603	84.1	241,144	84.9	226,217	86.6	248,932	86.0
<i>Arena Rentals</i>	8,451	3.1	6,262	2.3	4,406	1.6	85	0.0	4,500	1.6
<i>Hall / Room Rentals</i>	3,378	1.2	1,467	0.5	2,863	1.0	367	0.1	1,000	0.3
<i>Program Revenue</i>	6,696	2.4	7,251	2.7	7,819	2.8	7,712	3.0	7,999	2.8
<i>Concession Sales</i>	23,811	8.6	22,543	8.4	21,860	7.7	19,958	7.6	21,000	7.3
<i>Other (Net)</i>	5,264	1.9	5,247	2.0	5,933	2.1	6,897	2.6	6,160	2.1
Total Revenues	276,030	100.0	268,373	100.0	284,025	100.0	261,236	100.0	289,591	100.0
Expenses										
<i>Staff</i>	227,629	51.1	214,161	50.4	243,852	56.5	233,498	32.1	258,520	31.0
<i>Operations</i>	172,377	38.7	191,249	45.0	168,584	39.1	173,472	23.8	204,495	24.6
<i>Transfers</i>	45,210	10.2	19,210	4.5	19,210	4.5	321,210	44.1	369,710	44.4
Total Expenses	445,216	100.0	424,620	100.0	431,646	100.0	728,180	100.0	832,725	100.0
Net Result	-169,186		-156,247		-147,621		-466,944		-543,134	

Table 3-5 examines the financial operating profile for the CAMI Flyer Soccer Park. This is operated by the Ingersoll Soccer Club. The Club pays an annual fee of \$20,000 to the Town, and the Town undertakes the maintenance. Maintenance costs are variable from a high of \$26,666 in 2012 to a low of \$16,283 in 2015.

Table 3-5
CAMI Flyer Soccer Park
2012 to 2016 Budget Financial Operating Profile

	2012		2013		2014		2015		2016 Budget	
Revenues	\$	%	\$	%	\$	%	\$	%	\$	%
<i>User Fees</i>	20,867	100.0	20,000	100.0	20,000	100.0	20,000	100.0	20,000	100.0
Total Revenues	20,867		20,000		20,000		20,000		20,000	
Expenses										
<i>Water and Sewer</i>	19,855	74.5	13,888	64.7	13,880	71.4	13,393	82.3	14,000	68.0
<i>Land Mte and Improvements</i>	5,263	19.7	4,148	19.3	327	1.7	266	1.6	2,000	9.7
<i>Repairs Mte and Rentals</i>	1,548	5.8	3,424	16.0	5,220	26.9	2,624	16.1	4,600	22.3
Total Expenses	26,666		21,460		19,427		16,283		20,600	
<i>Net Result</i>	-5,799		-1,460		573		3,717		-600	

Water and sewer changes represents the largest costs at approximately 70% or higher per year with field irrigation being a significant cost element. No salaries or other costs are associated with the expense structure.

The operating deficit, based on this accounting, ranges from a high of \$5,800 in 2012 but in recent years has typically been in the \$1,000 or less range, except for 2015, when it was \$3,700.

The operating profile for the soccer fields, from a Town perspective, is fairly limited in terms of net cost but is variable on a fairly low fluctuation basis from year to year.

Table 3-6 profiles the 2017 to 2026 Town capital budget forecast for arena and sports fields. The data indicates the following:

- Approximately \$50,000 in arena maintenance activities in 2017.
- \$140,000 for a feasibility study and the capital campaign to be initiated in 2017 for the future development process for a new multi-use recreation complex.
- In 2018 to 2019 another \$250,000 is identified in support of the facility developmental process for a multi-use recreation complex.

- In 2021, \$375,000 is identified for potential land acquisition for the Complex, plus in 2022 \$75,000 for an overall Parks and Recreation Master Plan.
- In 2024, \$20,665,000 is identified for the capital construction for the new multi-use recreation complex.
- For sports fields, there is identified capital investments from 2017 to 2020 ranging from \$30,000 in 2017 to \$280,000 in 2018. The majority of these funds are allocated towards ongoing development of the baseball diamonds.

**Table 3-6
2017 to 2026 Town Capital Budget Forecast**

Arena	2017	2018	2019	2020	2021	2022	2023	2024	2025
<i>Exterior Painting</i>	15								
<i>Safety Net</i>	10								
<i>Paving</i>	25								
<i>Master Plan</i>						75			
<i>Arena Replacement / Land</i>					375				20,665
<i>Needs Study</i>	90								
<i>Drawings and Specifications</i>		100	100						
<i>Capital Campaign Coach</i>	50	50							
Total	190	150	100		375	75			20,665
Sports Fields	30	150	280	90					

Table 3-7 profiles the recreation facility capital reserves forecasts for the 2017 to 2026 period.

Ice Fee Reserves

The Town instituted several capital revenue streams in support of a new multi-use recreation centre. These include a 2% surcharge on ice rentals, as well as \$5 from

Table 3-7 Facility Capital Reserves	2017	2026
<i>Ice Fee Reserves</i>	\$816 M	\$888 M
<i>Parkland Reserves</i>	\$6,000	\$71,000
<i>Parks Facilities Reserves</i>	\$207,000	\$794,000
<i>Development Charges</i>	Possible Funds for Land	

each hour of ice rental to be allocated to an Ice Fee Reserve for a new facility. In 2017, \$816,000 was in this reserve. It is anticipated that by 2022 there will be \$2.161 million available in support of the capital construction of the new multi-use recreation complex. After 2020, with the deduction of \$2.23 million for the new facility, there will be a gradual increase by 2026 to \$888,000.

The Parkland Reserve Fund has limited funding resources for a recreation complex, with \$6,000 in 2017 and by 2026 having \$71,000 available. This is primarily for playground structures, sports fields and related park activities.

The Park Facilities Reserve will reach \$207,000 in 2017 and is forecasted to be at nearly \$800,000 in 2026, which is primarily for parks related equipment and development. The reserve may have limited application to a new recreation complex.

The Development Charges identified in the forecast are primarily for municipal engineered services. There may be opportunities to acquire land from this reserve for the new Complex.

The ten year capital forecast identifies that for the multi-use recreation complex (arena replacement), the following capital funding tools have been identified:

MUNICIPAL DEBENTURE	\$5.125 M
PARK FACILITY RESERVES	\$37,000
DEVELOPMENT CHARGES RESERVE FUND	\$338,000
ICE FEE RESERVE	\$2.23 M
TO BE DETERMINED	\$13.3 M

The Ice Fee Reserve fund will also be utilized to fund \$390,000 for the Multi-Use Facility Needs Study and Conceptual Drawings, the facility drawings and specifications and the Capital Campaign Coach.

The To Be Determined, i.e. the \$13.3 million, would be the capital funding that would be applied for from provincial and federal infrastructure programs as well as a community-based capital campaign.

3.4 UTILIZATION LEVELS

Table 3-8 examines the utilization levels for Ingersoll and District Memorial Arena with the following perspectives based on a standard weekly schedule for ice allocations:

- For the standards schedule review, there are 71.5 prime time hours sold for the 74 hours available. Prime time covers from 4:00 p.m. to midnight Monday to Friday, and from 7:00 a.m. to midnight on weekends.
- 45.9% of prime time is allocated to Ingersoll Minor Hockey.
- 20.9% of prime time is allocated to the Ingersoll Skating Club.
- 15.5% of prime time ice is allocated to the Ingersoll Girls Hockey Association.
- Nearly 10% is located to Old Timers, private rentals and NBC.
- Three hours 4.1% of prime time ice is allocated to families / public skating.

**Table 3-8
Ingersoll & District Memorial Arena
2016 / 2017 Ice Time User Allocation**

	Weekly Hours	%
I Non-Prime Time	45	
Ingersoll Skating Club	1.5	3.3
Special Olympics	1.0	2.2
Total Non-Prime Used	2.5	5.6
Unused Non-Prime Time Ice	42.5	94.4
II Prime Time	74	
Ingersoll Minor Hockey	34.0	45.9
Ingersoll Skating Club	15.5	20.9
Ingersoll Girls Hockey Association	11.5	15.5
Old Times	1.5	2.0
Private	1.0	1.4
NBC	5.0	6.8
Family / Public Skate	3.0	4.1
Total Prime Time Used	71.5	96.6
Unused Prime Time Ice	2.5	3.4

**Ingersoll & District Memorial Arena
2012/2013 to 2016/2017 Ice Time Utilization Typical Week Profile**

<i>Total Non-Prime Available</i>	45	<i>(7:00 a.m. to 4:00 p.m. Monday to Friday)</i>			
<i>Total Prime Time Available</i>	74	<i>(4:00 p.m. to 12:00 a.m. Monday to Friday; and 7:00 a.m. to 12:00 a.m. Saturday and Sunday)</i>			
<i>Total Hours Available</i>	119				
		2012/13	2013/14	2014/15	2015/16
Non-Prime Time Booked		17	17	17	17
Prime-Time Booked		72	72	72	68
% Non-Prime Time Utilization		37.8	37.8	37.8	37.8
% Prime-Time Utilization		97.3	97.3	97.3	91.9
Total % Ice Utilization		74.8	74.8	74.8	71.4

Note: Additional non-prime time ice uses include high school practices and games, public school class rentals, Oxford Christian School rentals and other non-regular weekly scheduled uses. Also time is needed for ice maintenance for several hours a week.

The prime time ice time that is available is almost all in the late evening, i.e.: 10:30 p.m. to 11:30 p.m. range and would not be ice allocated to minor sports or is preferred ice for any group. When arenas reach 96.6% of prime time ice utilization that is relatively full utilization of the facility. Therefore, there is very limited prime time ice available for any growth in programs, new user groups, etc. If new user groups or

other ice expansion needs are to be serviced, some of the larger groups would need to consider reducing their allocations to meet those particular needs if they were to come forward. For the Girls Minor Hockey, there will likely be some increase in demand in the future to allocate additional prime time ice for their activities, though that program is run on a more regional basis and ice is utilized in neighbouring municipal arenas.

The table also identifies the utilization of non-prime time ice which is typically not an effective measure of ice demand. Non-prime time is when schools utilizes the ice, ice maintenance occurs and other programs for seniors, tots, etc., occur.

Table 3-9 examines regional ice service ratios within the immediate Ingersoll area.

**Table 3-9
Regional Ice Surfaces Provision Level**

<i>Primary Recreation Complex Market</i>	<i>2016</i>	<i># of Ice Surfaces</i>	<i>Service Ratio</i>
<i>Ingersoll</i>	12,800	1	1 per 12,800
<i>Zorra (Embros / Thamesford)</i>	8,300	2	1 per 4,150
<i>South-West Oxford</i>	7,700	0	0
<i>Woodstock</i>	41,000	3	1 per 13,667
<i>Norwich</i>	11,100	1	1 per 11,100
<i>Thames Centre</i>	14,650	2	1 per 7,325

The data indicates:

- Ingersoll has one ice pad representing 1 ice pad per 12,800 individuals.
- Zorra has a ratio of one ice pad per 4,150 people as it has two single ice pad arenas.
- South-West Oxford does not have an arena as they're users go to Ingersoll, Tillsonburg or Thames Centre, and they have some history of providing funding to minor hockey and other user groups in which their children participation.
- Woodstock has a service delivery ratio of one ice surface per 13,667 people.
- Norwich has a service ratio of one ice pad per 11,100 people
- Thames Centre has two ice pads and a service ratio of 1 ice pad per 7,325 residents.

Ingersoll's service level is marginally lower than Woodstock and somewhat higher than Norwich but in relative close proximity. It has a uniquely different level of service than for the Townships of Zorra and Thames Centre, each with two ice pads.

In total, there are eight ice surfaces in the immediate Ingersoll area. In discussions with user groups, local municipal officials and others, it is apparent that Ingersoll organizations are utilizing other ice pads particularly in Thamesford. Since there is no prime time ice available in Ingersoll, there is limited to no utilization of Ingersoll ice by out-of-town audiences unless they are members of one of the primary ice allocation recipients.

Regionally, the City of London is currently building a twin pad arena in the southwest area for operations in the 2018 ice season which could affect, on a limited basis, regional ice capacity. Woodstock is planning a new arena on a replacement basis for the Civic Arena. If this was to be a twin pad, then an additional surface or 74 hours of prime time ice could become available after 2019.

Table 3-10 examines the utilization of the Ingersoll and District Memorial Arena for 2006 to 2016 based on non-ice utilization activities. The category groups indicates the number of groups while Bookings indicates the number of uses whereby some groups would have multiple bookings through the course of the non-ice season.

**Table 3-10
2006 to 2016 Ingersoll and District Memorial Arena Non-Ice Utilization**

	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
<i>Arena Floor (Summer)</i>											
<i>Groups</i>	2	3	4	3	8	6	12	10	10	5	3
<i>Bookings</i>	29	40	72	52	37	43	54	41	29	15	3
<i>Revenue</i>	3,014	5,707	7,595	7,114	7,597	7,509	10,361	5,813	6,550	2,401	487
<i>Meeting Room</i>											
<i>Groups</i>	8	9	8	7	5	6	3	3	6	3	5
<i>Bookings</i>	13	13	15	12	10	17	9	8	13	9	6
<i>Revenue</i>	0	0	35	0	0	0	0	0	0	0	0
<i>Auditorium</i>											
<i>Groups</i>	13	10	11	11	15	32	28	22	20	17	13
<i>Bookings</i>	21	14	28	15	21	40	36	44	43	51	40
<i>Revenue</i>	3,469	1,731	2,398	2,679	1,912	4,626	5,465	2,257	2,332	2,432	539
<i>Total Revenue</i>											
	6,483	7,438	10,028	9,793	9,509	12,135	15,826	8,070	8,882	4,833	1,026

The data indicates the following:

- The number of groups increased annually from 2006 to 2014, and then fell sharply in 2015 and 2016, as did the number of bookings indicating the elimination of Stag and Doe events.
- Meeting room use has been limited though bookings have decreased in recent years compared to the 2006 to 2009 period.

- The auditorium has seen decreased use in recent years with the change in the Alcohol Policy.
- Revenues from the arena floor were as high as \$10,361 in 2012 but have diminished to as low as \$487 in 2016.
- There is no charge for meeting rooms and therefore no revenue.
- Auditorium revenues have decreased from a high of \$15,826 in 2012 to approximately \$1,000 in 2016 reflecting the impact of the changes in the Alcohol Policy.

The non-ice utilization profile for the Ingersoll and District Memorial Arena has shown significant use up until about the 2012 to 2014 period, but has been significantly reduced in the 2015 and 2016 timeframes due to the changes in renting for Stag and Doe events and other changes in use. Also, the revenues have declined in similar portion from highs of \$25,000 to less than \$1,500 a year.

Table 3-11 profiles the use of the baseball diamonds, identifying only the unused capacity Monday to Sunday.

The overall data indicates that though there is some availability, particularly on Sundays and selected evenings. The overall use of the facilities is at a significantly high level considering rainouts, tournaments, etc., where additional time is required to make up lost playing capacity. The data also indicates significant day time availability on a Monday to Friday basis but this would be typical for any diamonds in any municipality.

Overall, though some hours for utilization move around from year to year, utilization levels are about the same which demonstrates consistent and significant use of the available ball diamonds. Any loss of ball diamonds would require additional capacity to be developed via lighting an unlit field or new field development or both strategies.

The data indicates the following:

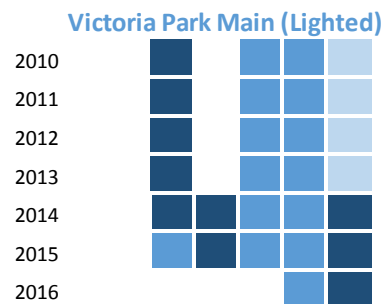
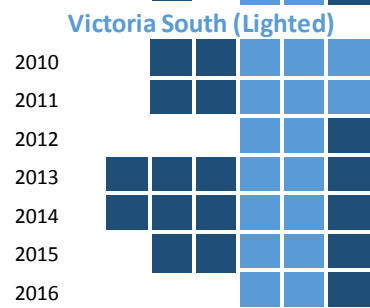
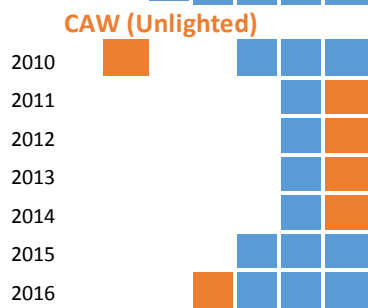
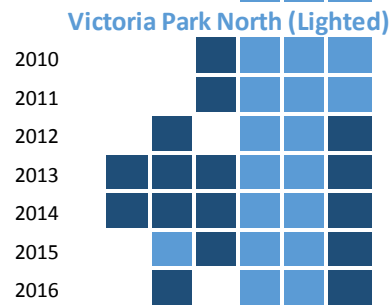
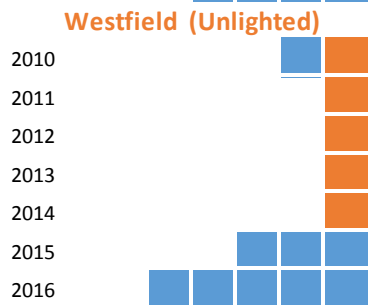
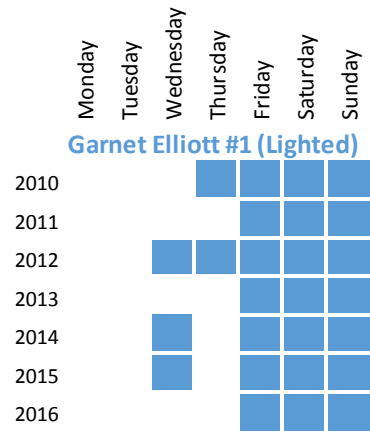
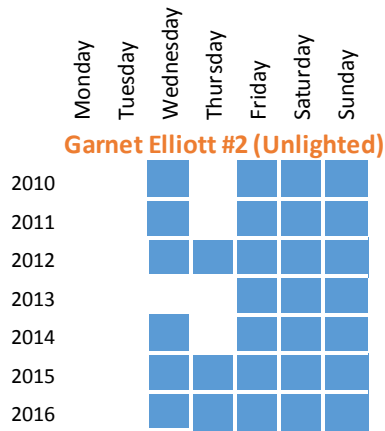
- The overall capacity profile is fairly consistent from year to year from 2010 to 2016.
- There is unused capacity on the Westfield and the CAW unlighted fields on a Monday to Friday basis in the day time.
- There is unused weekend and evening capacity at Victoria Park North lighted, Victoria Park South lighted and Victoria main lighted but these are after 8:30 p.m. and would represent second games under the lights.

Table 3-11
2010 to 2016 Baseball Fields Utilization Profile
Identifying Monday to Sunday *Unused Capacity Only*

denotes day and night
 denotes 6:00 p.m. to 8:30 p.m.
 denotes daytime only
 denotes after 8:30 p.m.

Unlighted Fields

Lighted Fields



Soccer fields usage occurs at the CAMI-Flyer fields. The fields are allocated by the Soccer Club. The data provided by the Club indicates the fields are used as follows:

Monday	Tuesday	Wednesday	Thursday	Weekends
8 Minis	4 Minis 2 Full	3 Minis 3 Intermediate	8 Minis	Availability

For the weekdays field are fully utilized. The weekend are not necessarily scheduled unless for tournaments, etc., which is typical of soccer play as a summer, warm weather seasonal sport.

4 Stakeholder Consultation Introduction

4.1 INTRODUCTION

Four tiers of stakeholder consultation was undertaken with various groups within and around the Town of Ingersoll. These included:

- Four focus groups involving Town Council, senior staff, managers and front line staff in the recreation area.
- Six project partner interviews with members of their Boards of Directors.
- Four perspective partner interviews
- A community online survey
- A community meeting attended by twenty-seven residents plus some members of Council and staff.

The following material documents the results of the various consultation engagements.

4.2 PROJECT PARTNERS

Six project partners were identified in the Terms of Reference and the consultants met with represents of their Boards of Directors. The groups included:



.1 Ingersoll Skating Club

Four Board of Director Members participated in this focus group and provided both a written submission and verbal comments and perspectives.

Key Perspectives

The representatives provided two key perspectives at the beginning of the session:

- The absolute need for a new arena in the future as the current one has major inadequacies.
- Significant financial concerns related to the future cost of ice within a new facility as funds are a significant factor within the organization and they don't believe they have the number of participants to support increased fees.

Programs and Operational Profile

- CanSkate, Learn to Skate, StarSkate and Power Skating programs for all ages and abilities.
- Also involve parents and beginner skaters, as well as teens, adults and children.
- Offer their program from September until the end of March.
- Some of the programs are ten to twelve weeks in duration.
- Currently deliver the program on Wednesday evenings, Sunday and Saturday afternoons and have used Friday mornings on occasion.

Participant Trends

- Participation levels tend to be around plus or minus 100 participants as the levels go up and down from year to year.
- Participation rates tend to rise and fall year to year, with membership having declined in the last two years.
- They experience a large group of older skaters each year as they leave for post secondary education though a large number also moves up through the age profile.
- Are hopeful that can increase their numbers in the future and would try new programs but are unsure of ice costs and availability.
- Residency of program participants can vary but approximately 20% to 25% are from outside Ingersoll.

Venue Constraints

- With only one ice pad they are unable to host most competitions as they are required two ice pads.
- The design of the dressing rooms and the lobby results in it being difficult to isolate the entrance, security and judging.
- The design of the players' bench is problematic.
- From a spectator viewing perspective, it would be better if the seats were only on one side for events and competitions.
- Access to a music room is challenging.
- The size of the ice surface is small by contemporary standards.
- Could use more dressing rooms.

- There is no warm-up area for skaters or teams.
- Can be extremely noisy with hockey teams arriving and our skaters trying to hear the music in order to practice their dance, solos, routines, etc.
- It is an old and aging facility that looks very tired.

Strengths of the Venue

- Office and storage area
- The support given by the arena staff.
- The display area / bulletin board, which are covered so they cannot be defaced.
- On a daily basis the existing facility is generally meeting most of our needs.

Accessibility

- No wheelchair or walker access for view or special events and the Carnival.
- Currently replacing people with mobility challenges in the Zamboni area.
- There is only one handicapped parking spot and parking overall is a challenge.
- Interior doors don't have automatic openers / buttons.

New Program Offering Considerations

- Would like to try a synchro group.
- Possibility of revise Learn to Skate, Power Skate and CanSkate.
- Continually need to adjust our programs to meet the needs of the community and program changes reflect the changes in our membership.

New Facility Features

- A large ice surface of 200' x 85'
- Better dressing room layout with the room separated more away from the public.
- Storage for a backdrop and costumes as well as an office.
- A large hall / open space required for picture day, the Carnival and when hosting competitions, for fundraising events, etc., with kitchen facilities.
- A designated music room with cabinets for music equipment that can be locked.
- Bulletin board and display case that is enclosed.

- A lobby area for table and information pick-up.
- A warm spectator viewing area.
- Ability to for easy access to play music from the Boards level.

Venue Fees

- If fees are increased in a new facility, we will likely use young families and skaters as ice costs are a major expense.
- When skaters will likely reduce the amount of time that they skate from three times a week to two times a week to once a week due to costs.

General Concerns

- Can Ingersoll support a double pad arena, this is a known question.
- Don't think we would have the extra skaters to fill the extra time unless there is major growth in the Town.
- There are six other skating clubs in the area, Thamesford, Dorchester, Tillsonburg, Norwich, Woodstock and Embro. Unless some amalgamation occurs, these clubs will continue to compete with each other.
- As a volunteer driven organization we hopeful that the cost for a new facility will not become a major constraint as we can only fundraise so much.

The conclusion from this consultation session, was that there has been some downward movement in skating participation levels, though traditionally there is a rise and fall trajectory to the registration. They do not anticipate significant growth in participants beyond the normative levels due to the fact that there are six other skating clubs in the area, no amalgamations are currently being discussed and level of population growth is not generating any significant increases in participation levels. The key concern for the group is that though they support a new arena because of the considerable constraints of the existing facility, the cost of ice they believe could have a dramatic impact on the levels of participation, the amount of ice that would be purchased and their overall participation levels.

.2 Ingersoll Soccer Club

Five members of the Board of Directors participated in this session.

Participation Levels

Table 4-1 provides participation levels for the Club for 2012 to 2016 period.

**Table 4-1
Ingersoll Soccer Club Participation Levels**

The Table indicates the registration has been variable from year to year across three categories, house league, youth travel and adults. House league registration has declined by 210 individuals over the years, as has youth travel and adults.

	<i>House League</i>	<i>Youth Travel</i>	<i>Adults</i>
<i>2011</i>	890	99	89
<i>2012</i>	823	93	95
<i>2013</i>	875	80	58
<i>2014</i>	703	97	59
<i>2015</i>	744	0	55
<i>2016</i>	680	70	60

Soccer Field Usage

- House leagues use the fields Monday through Thursdays, Fridays and Sundays are for adult and youth.
- There are mini that stand across the six larger fields.
- Extra practices are allocated on Saturdays.
- One field at CAMI has lights which allows play to go to 10:00 p.m. to 11:00 p.m. most nights.
- Believe that population growth in Ingersoll will draw more players.

Venue Strengths

- The dressing rooms, location, accessibility, parking
- One consolidated location which is good for the players, parents and referees.
- People can bike, walk, cab to the site.
- Sidewalks and bike path to the site would be beneficial.

Constraints

- Not enough fields as currently using the large pitch for two games per night.
- Monday all fields are being utilized; Tuesday, four mini fields and two larger fields are being utilized; Wednesday three minis and three intermediate fields are being utilized; Thursday all eight mini fields are being utilized.
- More dressing rooms are required for men, women and referees.
- A fence, lit field for adults should be developed
- Could use an canteen, office space and additional storage.

Players

- Players come from Ingersoll, Thamesford, Woodstock, Putham, sometimes Dorchester their fees are lower.

- Fees are \$90 per year currently, with an effort to keep them low depending on costs.
- \$20,000 per year is given to the Town for the current field access.

Fundraising

- Soccer Club raised a considerable amount of the funds for the CAMI fields.
- Are not sure that the energy exists within the organization to do another major fundraiser for a new facility, as the Club put in a lot of work (blood, sweat and tears) went into the CAMI fields.
- Have approached the Ontario Soccer Association for possible funding support.

Concerns of a New Facility

- Accessibility to Clark Road for the families that bike and walk.
- If ball diamonds were to be located in close proximity to the soccer fields, there would need be mess netting the areas.
- The current fields have poor topsoil for growing grass and a lot of stones.
- Would prefer to have fields that avoid having to crossover, that is have dedicated pitches with no moveable nets.
- Require dedicated storage space for the Club.
- Currently using school gymnasiums for indoor training from February to April and it would be preferred if this was in the multi-use complex.
- Potential exists for summer camps.

.3 Seniors Activity Centre

Five members of the Board of Directors of the Seniors Activity Centre participated in this focus group, along with three staff from the Centre.

Program Profile

- There are three components to the Seniors Centre's activities:
 - Community Services connected with the Ministry of Health
 - Active Recreation Centre.

Membership

- Currently 710 members who renew their membership April 1st every year. The Centre started in 1992 with 75 members and has grown considerably since then.
- There was 18,000 individual users in 2016, indicating a busy facility. Anticipating over 20,000 users in 2017.

- There are 12,000 volunteer hours, 535 clients come to the Centre resulting in 15,477 service users involving transportation, home help for maintenance, meals, diners club and related programs.
- Of the 715 members 53 reside in Ingersoll, 47 in Thamesford, 45 in Woodstock and the remainder from smaller rural communities, plus one from New Hamburg.

Programs

- The Community Services involve:

▪ TRANSPORTATION	▪ CRISIS SUPPORTS
▪ HOME HELP / MAINTENANCE REFERRALS	▪ FOOT CARE
▪ MEALS: PREPARED AND FROZEN	▪ TELEPHONE SUPPORT
▪ DINERS CLUB WHICH HAS APPROXIMATELY 75 PEOPLE PER MONTH	▪ EQUIPMENT LOAN FOR FIFTEEN TO TWENTY WEEKS WHICH IS A FREE PROGRAM
▪ LUNCH EVERY WEDNESDAY	
- Assistant Living which involves Bayshore Health, involves:
 - Income Tax help for 200 plus people in 2016
 - Completing CPP Forms
 - Horticultural Grow Club
- The Seniors Recreation Program involves:

CARDS	WORKSHOPS	BUS TRIPS
GAMES	CRAFTS	GOLF
FITNESS	LANGUAGES	THE WOODSHOP
YOGA	PUB NIGHT	

Venue Strengths

- Large square footage
- The programs and all the rooms
- Parking
- Commercial kitchen and catering
- Rotary Club / Kiwanis Club uses
- 22 rentals in December
- It is a community centre, not just for seniors
- The workshop with other community parents
- The low operating costs with the extensive use of volunteers
- A welcoming environment and the size space lost for many of the programs we offer simultaneously day times and evenings.

Venue Weaknesses

- No elevator
- Poor HAVAC system
- Roof leaks
- Plumbing issues
- Location has no sidewalks for access

Additional Venue Perspectives

- More outdoor spaces to support the gardening
- Could use more storage on the ground floor
- Would like to have access to a walking track, have to go to Dorchester on poor weather days.
- The current sign is manually changed.
- The volunteer sign-in is also manually undertaken and some get miss.
- The larger numbers of people coming to the facility is challenging staff.
- Looking to reach 'forgotten' seniors and to build trust with them as sometimes their family members are not in the area.

Accessibility

- No sidewalks
- Some seniors drive and feel uncomfortable with all the CAMI traffic during shift changes.
- Need an elevator

Subheading

- The fees are \$30 annually but are being increased \$35 April 1, 2017. They have not been raised in a while.
- Don't need to be a registered member to access services.
- Fundraising would be challenge for this group though they have had some access to grants through the Town and the Community Foundation.
- Like the idea of having their own space and to be able to schedule it as suits the members needs and they can also rent out multiple spaces to other groups.

.4 Ingersoll Minor Hockey Association

Five members of the Ingersoll Minor Hockey Association participated in this session.

Participation Trends

- 2016 participant registrations were at 293, compared to 230 in 2011, up 63 players in five years.
- Currently, 32 registrants are from Thamesford and Embro compared to 30 in 2011.
- Participate in Jump Start, and First Shift programs to support participation.
- Growth has been relatively stable, involving 23 teams, ten at house league and two at tyke levels.
- The Thamesford Minor Hockey Association cannot operate teams at two age levels. Some of the players affected are coming to Ingersoll.

Ice Utilization

- All teams from Bantam down receive a half ice practice once per week.
- Also use practice times for Hockey Development Clinics.
- Players go to Woodstock and Dorchester for additional ice hours, plus for the juvenile team.

Ice Requirements

- Identified a need for an additional fifteen to twenty hours of prime time ice per week in support of the following:
 - Full ice practices for Atoms, Peewees, and Bantams;
 - Offering Hockey Development Clinics;
 - Juvenile team ice;
 - Displace ice rented in the Thamesford Arena at the full cost rate.

Ice Rates

- Identified that ice rates are low to similar in comparison to other arena facilities.

New Recreation Complex Considerations

- Prefer a twin pad arena to support additional ice capacity and tournament play, as well as host regional finals which require nine hour blocks at one location.
- Key facility features identified were as follows:
 - A GYM AREA FOR TRAINING;
 - 500 TO 800 SEATS;
 - ADEQUATE PARKING;
 - A WALKING TRACK;
 - POTENTIAL OUTDOOR RINK THAT COULD BE COVERED WITH A DOME;
 - EDUCATOR BOARDS;
 - A DIVIDER FOR THE ICE FOR THE LOWER AGE GROUP LEAGUES;
 - A SKATE SHARPENING SHOP;
 - A SHOOTING GALLERY;
 - A WATER BOTTLE REFILL STATION;
 - A BLUE LINE CLUB TYPE FACILITY THAT COULD BE USED AS A MULTI-USE VENUE AND BE RUN BY A SERVICE CLUB DURING GAMES.

Other Comments

- Would like to operate summer hockey programs, involving three on three leagues, clinics, and tournaments.
- Concern expressed by parents over later weekday ice hours for younger children.
- Would support a \$50 per hour ice surcharge for 10 years to help fund a new arena complex.

Site

- Prefer a Highway 401 site for ease of accessibility and visibility.
- Do not see the Victoria Park site as viable.
- One additional site identified was in close proximity to the bridge over the Thames River in the Lawson area.

Summary

Ingersoll Minor Hockey Program is relatively stable in its registration but has seen some growth due to population growth, increased participation rates and migration from the Thamesford area. They require approximately fifteen to twenty additional hours of ice to facilitate and enhance the quality of their programs, particularly full ice practices for older aged players which is typical in most communities. Additional ice for Hockey Development Clinics and related activities would also make better use of current practice time and enhance the player experience and development. Less later evening weekday ice would also be beneficial.

The Association is expecting some limited growth due to population and possibly more migration from rural areas. It also would like to see a twin pad arena eventually to support tournaments and the ability to host finals where large blocks of time are required and a twin pad facility is the best venue option.

The main constraint on the program is the lack of prime time ice capacity as the current arena as it is almost at full capacity. Therefore, they need to buy five hours a week at market rate in Thamesford and some in Embro, Woodstock and other communities to fill out their ice requirements.

They have identified a facility that eventually could be twinned to two ice surfaces, has a training area, shooting gallery, possibly a Blue Line Club room and other features now common to new arena development.

.5 Ingersoll Minor Girls Hockey Association

Three representatives of the Ingersoll Minor Girls Hockey Association participated in this session.

Registration

- In 2003 the program had two teams and twenty players. By 2016, it has twelve teams and 156 players.
- The program has amalgamated the Zorra and Ingersoll programs.
- It has been told by the community that it needs to stop girls hockey registration as there is no more ice time available in Ingersoll. Currently not promoting the program to attract additional players due to the ice time constraints.
- Approximately twelve to fifteen girls play in Woodstock or other urban centres, and some are in boys hockey. With additional ice times, some of these players would move into the girls program.
- As a comparator, Woodstock has twenty-six teams compared to twelve teams in Ingersoll, which shows the strength of the Ingersoll program relative to population size. (Woodstock has three times the population 37,000 vs 12,000)

Ice Time

- The program utilizes 5 hours in Embro, 8 hours in Thamesford and 7.5 hours in Ingersoll, totaling 20.5 hours per week.
- The majority of the players reside in Ingersoll.
- On a short term basis, they have received an additional hour that was turned back by another ice user group.
- Would like twelve to fifteen additional hours of ice time in total, of which 60% should be in Ingersoll in order to support increased practices, full ice practices, a second women's senior team and continuing growth, along with Hockey Development initiatives.
- It is hoped to move to a model where every team would have three hours of ice a week for practices and games.

Concerns

- If the Thamesford Arena were to be closed due to the limited use of that facility, not achieving additional ice time to support the program would have a significant impact.
- The existing Ingersoll arena is not a good advertisement vehicle for attracting girls into hockey, particularly when other centres in the area have much more attractive arenas.

New Facility Features

- Meeting rooms, as the organization currently needs to meet in people's houses.
- A locker / storage room and office for the Association.
- Ice time to support power skating, as they currently need to go to Embro as there is no additional ice in Ingersoll.
- Ability to offer coaching clinics
- Would be interested in spring ice as currently they have to travel to Tillsonburg for this option.
- Would like to host tournaments which are important to the development of the girls hockey program and is a revenue generator.
- An alcove, 20' x 20' as in Tillsonburg for a shooting room / gallery and goal tenders training area, which could be rented at \$40/hr.
- A Blue Line Club / concession area
- A walking track would be a significant addition
- A climbing wall and mini stick rink could be important tournament and day to day use features.
- A gym similar to Dorchester would be valuable for both hockey and outdoor sports off season training. School gyms are hard to access.

Ice Fees

- The ice fees are low to comparable at \$138/hr compared to Embro at \$175/hr and Woodstock at \$180/hr.

Capital Support

- Would consider a \$20 per hour surcharge on ice fees over ten years.

Summary

Ingersoll Girls Minor Hockey program is experiencing growth through population and participation rate increases and rural migration. It has established a goal of three hours of ice per team per week in order to enhance its practices, hockey development and related activities.

The program would like to introduce a second senior ladies team, as well as an annual tournament. It is supportive to a new arena that could be expanded to a twin pad that also has a Blue Line Club, walking track, possible gymnasium and a host of other features that are typically seen in new arena facilities.

The organization is prepared to engage in a \$20 surcharge per hour of ice over ten years as a capital revenue stream for the new facility.

The program identified a need for ten to twelve hours of additional ice for the total program, of which 60% or six to eight hours should be in Ingersoll.

.6 Ingersoll Minor Baseball Association

Five members of the Ingersoll Minor Baseball Association participated in this focus group.

Registrations

The following registration profile was identified:

- The significant growth between 2015 and 2016 is a result of the introduction of girls fastball, a program rebranding, a new Executive, reduced fees on the introductory programs and the success of the Blue Jays.

2013	125
2014	140
2015	175
2016	356
2017	120 to-date

- Girls fastball has seen significant growth but it does not have a midget age program or bantam rep team or a junior team. The program does have a senior team.

Ball Diamonds

- Adults use many of the diamonds three night of the week.
- Two diamonds, Currie and Westfield, are lost for extended periods if there is significant rain.
- Younger children play under the lights in May and June in the later evening and some parents are concerned.
- Some practices are held on open / undeveloped fields in some cases, or go to Foldens Diamond in South West Oxford.
- Currie and Westfield fields need upgrades for both utilization and safety.
- There is also no true hardball diamonds in Ingersoll.
- Victoria North and South are used for slo-pitch because they are too close together.
- There is a preference to light and improve Westfield as a solution, along with improving Victoria North and South in order to gain additional playing capacity.
- The organization has applied to the Blue Jay Field of Dreams for funding support of \$150,000 for Canada 150 to support fields redevelopment
- For tournaments, the Association prefers a hub or aggregated fields approach.

Indoor Training

- The Association uses school gyms in Ingersoll Monday to Thursday from 6:00 p.m. to 9:00 p.m. from February 13th, to May 31st to undertake pre-season training.
- If a new gym was located in a multi-use complex, they could start their training on January 1st and go to May 31st.
- They use twelve hours of gym time in the Ingersoll District High School and ten hours in other gymnasiums.
- They would like to have twenty-five hours a week for five months in a double gymnasium.

Summary

The Ingersoll Minor Baseball Association has shown significant growth as it has taken strategic steps in reconstituting its leadership to attract both addition female and overall participation. The organization is interested in both indoor and outdoor facilities to support program development and growth. It has undertaken steps to fund some baseball field redevelopment in terms of grants and its own fundraising activities, such as the Fish Fry and tournaments that could help support capital development.

The Association is interested in improving some fields that are heavily impacted by rain, safety or are too close together. They would also like baseball fields that are closely aligned with each other to support tournaments and overall program operations.

4.3 TOWN FOCUS GROUPS

Focus groups were held with Recreation Department frontline staff, Town supervisors / managers, senior Town staff and Town Council.

.1 Operating Staff

Eight members of the frontline Recreation Department staff team participated in this focus group.

Ingersoll and District Memorial Arena

- Achieves significant use during the day, compared to other arenas.
- The auditorium has very little use since Stags N' Does were eliminated and no Special Occurrence Permits were allowed.
- The canteen revenues are neutral.
- The water is very hard and problematic.
- Parking is limited.

- Acoustics are very poor.
- There is no dry land training opportunities.
- The staff get many compliments about the quality of the ice.
- In the 2015 / 2016 ice season, no organization asked for more ice. There was few additional requests beyond what is currently allocated in total.
- Figure Skating gave back some ice and it was taken by Ingersoll Minor Hockey Association and Ingersoll Girls Minor Hockey Association.

Victoria Park Community Fitness Centre

- The classes are very popular, particularly the cardio programs.
- The two squash courts are well utilized.
- The fitness equipment is dated and needs replacement.
- Access to the fitness activities is on a per visit or membership basis.
- There are approximately 200,000 fitness and aquatic visits per year of the VPCC.
- There is no walking track. People have to go to Dorchester or Woodstock.
- Currently running out of space for the summer day camps.
- The revenue from the fitness centre supports the pool operations. If a new fitness centre was built in a multi-use recreation complex, it would have a significant financial impact on Victoria Park's Community Centre's net financial performance.

Fusion Youth Centre for 12 to 18 Year Olds

- Operates based on a cost affordable \$5 annual membership fee basis.
- A dedicated facility that underwent in 2006, \$900,000 in renovations.
- The location is ideal as it is within walking distance of the Ingersoll District High School and local elementary schools.
- It is vital that the Fusion Centre remains in the area it is in due the ease of access to the facility.
- It is a multi-use facility with a recording studio, culinary arts area, arts and craft area and a e-waste program, as well as a technology centre.
- The VON and Ingersoll Supports Services both rent space at the Fusion Youth Centre.
- The Fusion Centre supports technical and skills develop, as well as recreation activities.

- The Centre has approximately 483 members and operates six days a week.
- The building sustain itself and can use the school for additional program spaces.
- The key concern is if equipment or areas breakdown. The Centre does not have the resources to undertake significant repairs and maintenance.
- The building works well, is functional and has received a lot of grants in order to reconstitute the facility. One issue is that the Fusion Building can have a stigma as being an area for youth at risk.
- The Town owns the building.
- A new multi-use recreation center should not compete with the Fusion Centre, and such a complex is not likely a location for the Centre.

Baseball Fields

- There appears to be a lot of available time.
- The Ingersoll Minor Baseball Association is upgrading Currie Park for Bantams and hardball.
- Two fields have been redeveloped and one more diamond is going to be redeveloped with lights at Garner Elliott.

Seniors Activity Centre

- It is a temporary building in its original design by CAMI, and was never intended to last a long time.
- Due to its design, there is a significant amount of dead space, along with heating and cooling, eavestroughs, roof, flooding and other issues.
- General Motors owns the land and the Town owns the building.
- There is an industrial kitchen, woodworking shop, small gym, two activity rooms and office and administrative spaces, along with storage for the seniors activity centre, the Town and community service clubs.
- There are over 700 members at the Seniors Activity Centre.
- A structural review of the building was completed and it is deemed to be stable, though there has been some weight bearing issues on the second floor.
- One key consideration is that the land is leased from General Motors with twelve years left, but there is a six month vacate clause that could be exercised resulting in the programs and users possibly having to move relatively quickly.
- The woodworking program is in a portable classroom building onsite.

- There is a detached gym / squash court onsite in a separate building, which is now not used. It is owned by General Motors who have offered it to the Town. The Town has not taken on this building.

Soccer Fields

- The soccer fields are operated by the Ingersoll Soccer Club, which also uses the Seniors Activity Centre building for change rooms, storage, etc.

Victoria Park

- Parking is a continuing issue for the baseball fields, the fitness centre and pool, which also creates significant traffic issues in the area.
- Victoria Park was not seen as a preferred site due to the congestion and the impact on the natural area and ball diamonds.
- The Clark Road site was seen as preferred amongst the two sites identified to-date.

Gymnasiums

- The High School gymnasiums involve a double gymnasium upstairs and two small single gymnasiums elsewhere in the building.
- Organizations are allowed to apply one time per year and must be a recognized user through the Town.
- The Town operates drop-in volleyball and basketball programs for adults.
- There is no youth basketball, and any youth wishing to play basketball needs to travel out of town.
- The gymnasiums is used for dry land training for baseball and other uses.
- More indoor gymnasium activities could be offered and larger groups handled if there was a larger gymnasium space.

New Multi-Use Recreation Complex

- User groups would benefit from a dry land area in such a complex.
- Could consider summer hockey and other ice uses.
- A twin pad would provide more flexibility and expanded use, events, etc.
- The arena floor could support fundraising, shows and other events.

.2 Town Management Staff

Seven members of the Town Management Team participated in this focus group.

Multi-Use Recreation Facility Needs

- A sense from a fire and safety perspective that the current arena is coming to the end of its life expectancy. There is no life safety issues currently.
- The impact on property taxes would be a major concern.
- The growth in girls hockey could require additional ice capacity in town.
- Tournaments are of interest to many ice user organizations.
- The smaller ice size of the current arena is a problem as equipment and players get larger, and arena ice pad standards move to 85' x 200'.
- Could look at a strategy of one new ice pad with the ability to add a later second pad.
- Ingersoll was seen as an active community that may embrace this initiative.
- A walking track would be a high priority as residents have to go Woodstock and Dorchester, and there is no opportunities for mall walking.
- A gym could be considered related to dry land training, day camps, gym sports and multi-purpose uses.
- Storage would be a considerable issue that would need to be addressed.
- The Dorchester Arena was identified as good model to look at.
- Would need to reconsider the user fee model to reflect the enhanced quality and capacity of the facility.
- Since prime time has been in high demand, public skating hours have been reduced significantly. A twin pad facility could open up additional family and general ice skating opportunities.

- Could consider a small skating, shooting pad, goalie training such as in Orangeville and Acton.
- The current concessions are revenue neutral, and possibly opportunities could exist to generate surpluses from these ancillary services in a new complex.
- Should consider tenants or commercial uses in the building, but this may require a rezoning.

Location

- The current seniors and youth centres are well located for their audiences, particularly the youth centre which is close to where the 12 to 18 year olds are in the area schools.
- There are adequate service stubs to Clark Road but the Victoria Park site would need to be investigated.
- Other sites could involve the golf course if it becomes available relative to its 165 acres.
- Victoria Park is seen as too small, is partially in a floodplain and could negatively impact the Creative Arts Centre and neighbourhood.
- The Seniors Activity Centre lease is up in twelve years and there is a six month vacate clause which could requires the Town to respond in a short time frame if it was exercised.
- The Town has \$3.7 million invested in the Clark Road industrial lands and rezoning may have to be achieved to use this land for recreation purposes.
- The soccer fields on the General Motors lands comprise 16 acres, and the organization has one wing in the building.

Residential Growth

- In 2016, there was 171 residential units of which 54 were seniors apartments, 75 single family homes and 15 to 18 were other residential units. Growth is continuing at a measured pace.

Summary

- Identified the need for such a project to have shared funding from the community, province, and the federal governments.
- A need exists to manage expectations that are based on real needs verse wants.
- A twin pad may be a goal but it may not be achievable in the initial phases of a multi-use recreation complex.
- The capital budget forecast for the multi-use recreation complex has a capital cost figure of up to \$21 million identified in today's funds which would need to increase with the rate of inflation.

.4 Town Senior Management Staff

Three members of the senior management team offered the following perspectives.

- Council has communicated to the community the priority for such a facility, and also what the funding model needs to achieve, one third provincial, one third federal and one third community / town.
- Recognize that such a facility would have a significant impact on Victoria Park and it is not likely the preferred site.
- If there is a requirement for more than 15 to 20 acres, Victoria Park could not support a future twin pad arena and all the outdoor fields that may occur.
- Also identified that the current arena is in the flood fringe area, along with adjoining floodplain lands and this could complicate / restrict larger redevelopment of that site.
- This facility needs a very effective and efficient planned and a phased approach that looks at all the alternative possibilities, partnerships and funding opportunities for Town Council to make an informed decision.

.5 Town Council

The Mayor and six Councillors participated in this focus group.

Potential Users / Uses for a Multi-Use Recreation Facility

- A single pad arena. A second ice pad could be added later in a phased approach.
- A walking track like Dorchester as there is no malls for mall walking
- Potential general / multi-use double gymnasium. Identified a double gymnasium could also be used for conventions, rentals and related activities.
- The priority is to invest available funds on the inside of the building and not on external niceties
- Identified the new facilities in Dorchester and Paris as possible comparatives.
- Soccer and baseball utilization needs to be considered, either on the same site as a complex or on another site as these areas also have facility growth and quality needs.
- An event, conference and / or hall venue for 300 to 500 people should be considered that has a good kitchen and possibly meeting rooms for Rotary, Kiwanis and other organizations.
- Such a facility would be the heart of the Town, and could attract tournaments, events and other activities.

- Need something of substance but that is practical and embraces the community in the context of what we can afford.
- The facility needs to be flexible, of good quality and have good teaching characteristics.
- The facility needs to be a hub, an evident community feature, a destination and very attractive and not just a box.
- Some preference that the facility not have a flat roof.

Partnerships

- Prefer partnerships for capital funding and operations if feasible, but will depend on the terms and conditions required.
- Could consider the Creative Arts Centre, the Seniors Activity Centre, the Legion, along with the Curling Club.
- The Township's possibly represent other partners.

Funding Model

- Needs to be one third each from the federal and provincial governments and the community, the latter involving a capital campaign and the Town.
- The Rotary Club has committed \$100,000 to start the campaign, and a capital campaign coach is being retained.
- The community will need to engage in the fundraising component, and will need to make a significant contribution as the Town will have to pay the ongoing operating cost deficits.
- Some concerns expressed around groups promising dollars but not necessarily delivering them once the arena is built.

Sites

- North Town Line area could be considered.
- Clark Road has the benefits of being along Highway 401 and having hotels on either side.
- Victoria Park is generally not seen as a viable option.
- Will need to assess what the public wants.
- A buffer will be needed at Clark Road to separate the facility's indoor / outdoor areas and the industrial area.

- An indoor pool can be considered in future years if it has the ability to pay for itself through cost savings, memberships and other considerations but is not an immediate priority. A second pool is not viable as it only creates duplication within a small service population.
- The General Motors site for the Seniors Activity Centre and the soccer fields is a good location but there are challenges with the building and evident concerns on the long term viability with the lease ending in twelve years and with a six month vacate clause. Significant investments have been made to the site by the Town, the Club / Centre and others that need to be considered.
- Need a strong criteria based system to determine a preferred location for a new multi-use recreation complex.

4.4 COMMUNITY FOCUS GROUPS

Two community focus groups were hosted, one for service clubs and one for other community groups, though considerable intermingling of people and roles existed within the two sessions.

.1 Service Clubs

Nine Service Club representatives participated in this focus group involving the Kiwanis Club, Rotary Club, Business Improvement Area and other groups.

Multi-Use Complex Need

- What the community has now is aging and should be decommissioned.
- Need an arena with a walking track.
- A new seniors facility should be considered.
- The Kiwanis Club requires a space for 50 to 80 people for its guest speaker series, two storage rooms and a multi-use classroom for training.
- A hall / multi-use room is required for large fundraising event, able to support 300 to 500 people, with an effective kitchen. It should be divisible.
- The current halls have limited size and some of the private hotel meeting rooms are too expensive. Current hall sizes are as follows:
- Service Club meetings often attract 30 to 35 individuals, and they would need a room of appropriate size.
- The rooms need to have good acoustics with contemporary audio-visual equipment.

Current Hall Sizes	
<i>Unifor Local 88</i>	225
<i>Henderson Hall</i>	150
<i>Elm Hurst</i>	175
<i>Arena Auditorium</i>	200+
<i>Arena Floor</i>	400+

- Weddings, family anniversaries, conferences, larger public meetings and other uses could use a large multi-purpose room.
- Seniors would be interested in a walking track and an exercise room / spaces.
- The facility could be used as a shelter / secondary command centre in emergencies, but generators would be needed.
- The current pool is over 26 years old, and planning its replacement could possibly be considered.
- The facility needs to be designed to facilitate long term expandability.
- An indoor soccer facility could be considered in the future as users need to now travel to other centres, particularly Woodstock and London.
- A professional day care operation may be possible, but there should be child minding services in the facility if fitness, meeting and other operations are included.
- A larger room could be used by the BIA, Chamber of Commerce and others for training, annual general meetings and related activities.
- The service clubs would commit to significant contributions, with the Rotary already identifying \$100,000.
- The community raised \$75,000 towards the \$500,000 playground equipment project and was a major contributor in 1990 to the development of the Victoria Park Community Centre via a door to door campaign. The community has also raised funds for the hospital, involving approximately \$500,000.
- The participants believed there are significant donors in the community who might be interested in this project.

Site

- Site preference were potentially along the Thames River or on a brownfield or tar pit sites.
- South West Oxford Township sites could be considered.
- Clark Road was seen as a good site as there are two schools close by and it has good visibility and access from Highway 401.
- It would be important to support tournaments, bonspiels, conferences, etc.
- The downtown Canadian Tire site could be considered as there are some perspectives that they may be moving but the site is associated with the floodplain in part.

- Would need to ensure there is safe cycling and pedestrian access to the venue, resulting in the need for bike racks and a cycle repair station onsite.

.2 Community Groups

Ten representatives participated in this group involving the Lions Club, County Library, Girl Guides, Men's Hockey, Oldtimers and the Swim Team.

Swim Team

- Currently maxed out for pool time for its fifty swimmers.
- The pool only has four lanes which makes it difficult for training and to hold swim meets.
- Would like to see a larger pool / more lanes with more time available for the Swim Team.

Library

- Moving strongly into mobile technology which could be integrated into a new facility. Should consider a cozy reading corner, kiosk and wireless operations. Have developed a pilot program for similar activities in the Embro Arena.
- Identified a walking track as an important addition as a number of residents travel to Dorchester and Cowan Park in Woodstock.
- A new facility would be excellent and encourage more youth to undertake active participation.

Girl Guides

- Have indoor and outdoor programs, such as in Pinafore Park in St. Thomas.
- An outdoor facility requires a pavilion with hydro, water and a fire pit.
- Have limited funds for rentals, and have typically had to use churches because they cannot afford schools.
- Need storage for all their program materials.
- Have seven Girl Guide units in the area, involving 80 to 100 children.

Friday Night Men's Hockey

- Operate four games per night, involving eight teams and up to 75 players.
- Would like to add two more teams but no ice is available. Also would like to see better ice times.
- The Old Timers league has one time for 35 years of age and over players in Ingersoll. It has no expansion plans.

Funding

- Success will likely depend on how the facility is marketed, which needs to be focused and have a reasonable target.
- Fundraising needs to be inclusive of everybody as happened in Norwich when it raised \$1 million.

User Fees

- Price sensitivity was identified for all user groups, except for hockey, particularly for the Girl Guides.

Sites

- Clark Road was seen as close to Highway 401, as visible, accessible and as having good access to amenities.
- Victoria Park was seen as hard to get to, less visible and having a significant negative impact on the neighbourhood.
- The North Town Line area was also identified as another location possibility.

Summary

- All participants believed there is need for a multi-use space for fundraising events, conferences and meetings, dry land training, community organizations and host of other activities.
- Any multi-use space needs to be larger than at the Victoria Park Community Centre, and should be able to accommodate a minimum of 300 people.
- An effective concession booth for tournaments and regular use that focuses on healthier food choice should be considered.
- Outside facilities should involve sports fields, and possibly a splashpad and an outdoor walking track.

4.5 COMMUNITY SURVEY

In late January and early February 2017, a community survey was made available both online and via hard copy. In total, 315 completed surveys were returned. The following material aggregates the perspectives of the respondents on various dimensions of their recreation and leisure services participation; proposed multi-use recreation complex needs, priorities and features; site location preferences, and related interests. The number of individual responses varied widely between questions.

Respondent and Family Member Recreation / Leisure Activities Outside of the Home over the last Five Years

Table 4-2 identifies the recreation and leisure activities undertaken by respondents over the last five years outside of the home. The results are as follows:

- Walking, hiking, cycling and using an indoor walking track were the dominant activities identified by 57.4% of respondents. The activities took place over a range of areas, but the indoor walking activity was primarily undertaken in Woodstock and Dorchester.
- Aquatics / aqua fit was the second most popular activity at 48.2% of respondents, primarily undertaken at the Victoria Park Community Centre.
- Ice-based activities / use of the arena was the third largest activity identified by 37.7% of respondents, primarily in Ingersoll.
- Zumba, yoga, fitness classes and dance was the fourth largest activity by 28.9%, almost all undertaken in Ingersoll primarily at the VPCC.
- Baseball was undertaken by 23.2% of the respondents, again nearly all in Ingersoll.
- Seniors programs were participated in by 19.7% of respondents, almost all in Ingersoll, except for two individuals who went to London and one to Woodstock.
- Arts, music, theatre and movies had a 16.5% participation rate amongst respondents, and was primarily within Ingersoll, with movies attended regionally.

**Table 4-2
Respondent Recreation / Leisure Activities Outside of the Home, Over the Last 5 Years and Selected Locations**

Total Respondents 284

Activity	Identifications		Locations										
	#	%	Dorchester	Embro	Fergus	Home	Kitchener	London	Thamesford	St. Marys	Woodstock	Region	Out of Region
Walking, hiking, cycling on trails, walking track	163	57.4	4	1	1			2			4		
Aquatics / Aqua Fit	137	48.2						1		2	2		
Ice / Arena	107	37.7					1	2			3		
Zumba / Yoga / Fitness Classes / Dance	82	28.9									2		
Baseball	66	23.2									3		
Seniors Programs	56	19.7						2					
Arts, Music, Theatre, Movies	47	16.5										✓	
Weight Lifting / Private Health Clubs	28	9.9				1					2		
Golf	24	8.5									3		2
Soccer	23	8.1						2			2		
Gym Sports	16	5.6									2		
Skiing	14	4.9											✓
Canoeing, Kayaking, Boating	11	3.9									✓	✓	✓
Martial Arts	7	2.5									✓		
Camping	6	2.1										✓	✓
YMCA	5	1.8									5		
Gardening	4	1.4				✓							
Bowling	4	1.4											
Splashpad	4	1.4											
Dog Park	4	1.4							1				
Skateboarding	4	1.4									✓		
Scuba	2	0.7											✓
Festivals and Events	2	0.7										✓	
BMX	1	0.4											
Horseback Riding	1	0.4										✓	
Lawn Bowling	1	0.4											
Fishing	1	0.4										✓	
Squash	1	0.4											
Badminton	1	0.4											✓

These seven activities were the most significant recreation / leisure pursuits undertaken by nearly 15% of respondents or higher. A significantly longer list of activities was undertaken, each less than 10% of respondents ranging from private health club members to badminton.

In terms of activity locations, the dominant location was Ingersoll. Dorchester was a site for indoor walking, ice and gym uses. The dominant second ranked site was Woodstock that hosted a variety of participation across the activity mix. The recreation / leisure activities were primarily undertaken in Ingersoll with walking, hiking and cycling; aquatics; and arena utilization being the dominant categories followed by exercise and fitness classes, baseball, seniors programs and arts, music and theatre participation.

Table 4-3 examines the respondents' family member participation in recreation / leisure activities by age categories. The identification of locations was sporadic due to the four age categories but followed similar locational perspectives as in Table 4-1.

# of Respondents	203		227		209		180	
	0 to 6		7 to 19		20 to 50		51 +	
	#	%	#	%	#	%	#	%
<i>Pool Activities</i>	80	39.4	101	44.5	42	20.1	33	18.3
<i>Arena Activities</i>	78	38.4	82	36.1	53	25.4	9	5.0
<i>Baseball</i>	29	14.3	81	35.7	44	21.1	5	2.8
<i>Soccer</i>	44	21.7	69	30.4	48	23.0		0.0
<i>Fitness Classes / Centres</i>	3	1.5	8	3.5	47	22.5	43	23.9
<i>Walking / Running</i>	12	5.9	14	6.2	27	12.9	29	16.1
<i>Gymnastics</i>	37	18.2	33	14.5		0.0		0.0
<i>Gym Sports</i>	3	1.5	28	12.3	25	12.0	3	1.7
<i>Dance</i>	12	5.9	21	9.3	4	1.9		0.0
<i>Seniors Activities</i>		0.0		0.0	9	4.3	14	7.8
<i>Golf</i>		0.0	4	1.8	6	2.9	9	5.0
<i>Martial Arts</i>	12	5.9	14	6.2		0.0		0.0
<i>Cycling</i>	3	1.5	12	5.3	17	8.1	4	2.2
<i>Curling</i>		0.0	8	3.5	5	2.4	14	7.8
<i>Arts / Theatre / Movies</i>		0.0	9	4.0	3	1.4	8	4.4
<i>Parks / Splashpad</i>	26	12.8	11	4.8	4	1.9		0.0
<i>Canoeing / Kayaking</i>		0.0	3	1.3	2	1.0	9	5.0
<i>Lawn Bowling</i>		0.0		0.0	3	1.4	5	2.8
<i>Skiing</i>		0.0		0.0	6	2.9	2	1.1
<i>Scuba</i>		0.0		0.0		0.0	7	3.9
<i>Horseshoes</i>		0.0	3	1.3	4	1.9		0.0
<i>Tennis</i>		0.0		0.0		0.0		0.0

**Table 4-3
Respondent Family Member Recreation / Leisure Activities by Age Group Over the Last Five Years Outside the Home**

# of Respondents	203		227		209		180	
	0 to 6		7 to 19		20 to 50		51 +	
Activity	#	%	#	%	#	%	#	%
<i>BMX</i>	2	1.0	3	1.3		0.0		0.0
<i>Skateboarding</i>		0.0	6	2.6		0.0		0.0
<i>Squash</i>		0.0		0.0	2	1.0		0.0
<i>Horseback Riding</i>		0.0		0.0	3	1.4		0.0
<i>Archery</i>		0.0	1	0.4	1	0.5		0.0
<i>Hiking</i>		0.0	2	0.9		0.0	2	1.1
<i>Dog Walking</i>		0.0		0.0		0.0	1	0.6
<i>Fishing</i>		0.0		0.0		0.0	2	1.1
<i>Snowmobiling / ATVs</i>		0.0		0.0	6	2.9		0.0
<i>Camping</i>		0.0		0.0	1	0.5		0.0

The following participation perspectives were identified by age category:

0 to 6 Age Group

- Pool and arena activities were similar at 40% of respondent engagement.
- A second tier category involved soccer, gymnastics, baseball and parks / splashpad. Gymnastics activity was almost universally undertaken in Woodstock with some in London.

Pool and arena uses were the dominant activities cited followed by soccer which was the third most popular activity.

7 to 19 Age Group

- Pool activities were the largest category at 45.5% of respondents.
- Arena, baseball and soccer represented a second tier use category, all in the 30.4% to 36.1% range.
- Gymnastics and gym sports ranked third.
- There was a long list of other significantly less participated in activities identified.

The swimming pool uses, primarily at the VPCC, were the most popular activities. Arena activities were participated in by over one third of respondent family members followed by participation in field sports.

20 to 50 Age Group

- Arena activities had the largest participation level at one quarter of respondents, 25.4%.
- Soccer, baseball and indoor pool activities all had similar participation levels at just over 20% of respondents.

- Walking / running and gym sports had 12% to 13% participation rates.

For 20 to 50 year olds, there is a wider range of more dominant participation levels but at lower percentage levels. The pool, arena and field sports, along with fitness centre activities, had the highest participation rates.

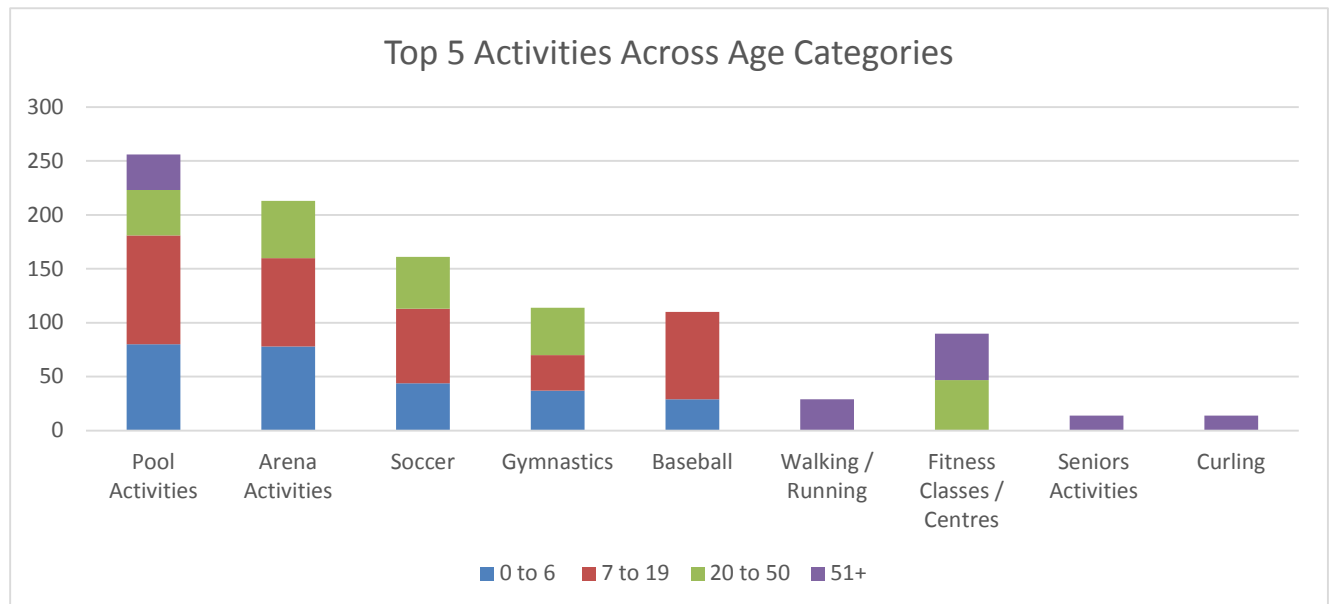
51+ Age Group

- Fitness classes / centre had the largest participation rate at almost 24% of respondents.
- Pool activities had the second largest participation rate at 18.3%.
- Walking / running had the third largest participation level at 16.1%.
- Curling and seniors activities both had 7.8% participation levels amongst respondents.

For older adults, fitness oriented activities, both in terms of classes and walking, as well as the pool, had the most significant participation levels.

Summary

Some of the participation profiles by age identified generational trending, such as the increased participation in soccer for the younger age categories and the focus on fitness-based activities for the two older age categories. The pool, arena, field sports, fitness centres and walking had the most significant consistent participation levels. Gymnastics had important participation levels for the two younger age categories with gym sports also having a higher distribution in the middle two age categories.



Recreation / Leisure Activities NOT Available in Ingersoll to Respondents and Family Members

Respondents were asked to identify recreation / leisure activities that they had interest in but could not participate in, in Ingersoll.

Table 4-4

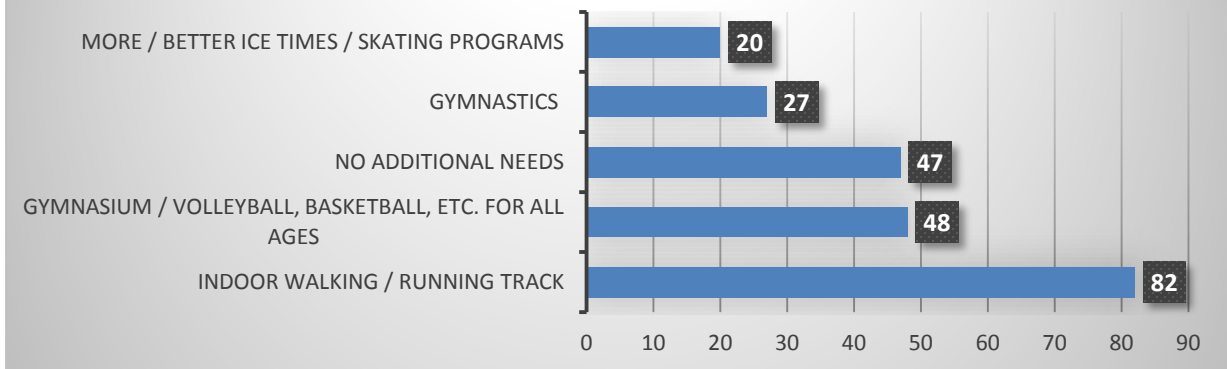
Recreation / Leisure Activities NOT Available in Ingersoll That You Or Your Family Member Would Be Interested In Participating in, In Ingersoll

	# of Respondents	243	
Activity	#	%	
Indoor walking / running track	82	33.7	
Gymnasium / volleyball, basketball, etc. for all ages	48	19.8	
No additional needs	47	19.3	
Gymnastics	27	11.1	
More / Better Ice Times / Skating Programs	20	8.2	
Indoor Soccer	18	7.4	
Trails for Hiking / Cycling	9	3.7	
More Time in Yoga / Classes / Moms and Tots	9	3.7	
Pickle Ball	7	2.9	
Town Skating Classes / Affordable	6	2.5	
Lacrosse	6	2.5	
Movies / Theatre	6	2.5	
Program / Access for those with Disabilities	6	2.5	
Water Park / Better Splashpad	6	2.5	
Rock Climbing Wall	5	2.1	
More Modern Fitness Equipment	4	1.6	
Lawn Bowling	3	1.2	
Tennis / Tennis Lessons	3	1.2	
Rollerblading	2	0.8	
Ball Hockey	2	0.8	
Outdoor Swimming	2	0.8	
Dog Park	2	0.8	
Badminton	2	0.8	
Kayaking / Canoeing	2	0.8	
Indoor Playground	2	0.8	
Indoor Baseball	2	0.8	
Youth Non-Contact Hockey	2	0.8	

The following activities had 1 mention or 0.4% of total respondents:

Social Dancing, Rowing, Outdoor Skating, Centre for Aging (like UWO), NIA / Dancing / Spinning, Horseback Riding, Beach Volleyball, Baseball Batting Cage, Turfed Field, Youth sports camps, BMX Track, Children's Theatre (like London), Axe Throwing, Dodgeball, Picnic Shelters, More for 55+ overs, Youth Football, Track and Field, Women's Soccer, Running Groups, High Board Diving, Sauna / Whirlpool, Go Karts, Larger Pool / More Lanes, Campsites, Lower Cost Golf, Rollerskating, Scottish Dancing, Archery, Shooting sports

Top 5 Not Available in Ingersoll



- Indoor walking / running track was the most identified activity not available in Ingersoll by one third of respondents.
- A gymnasium and No Additional Needs were both identified by almost 20% of respondents each.
- Gymnastics was identified by 11.1% of respondents
- Better ice times, skating programs and indoor soccer were identified by between 7.4% and 8.2% of respondents.
- After the above activities, the identifications became increasingly smaller.

The key unavailable activities in Ingersoll were the indoor walking / running track by a significant margin. This was followed by a gymnasium by almost one in four respondents. One in four respondents also had no additional needs identified.

Changes in Interest for Recreational Activities Over the Next Five Years

Table 4-5 identifies the respondents' perspectives on how things might change over the next five years in terms of their recreation / leisure interests.

The following points were identified:

- Almost one in four had no change considerations identified, 25%.
- Getting older and looking for different activities was identified by nearly one in five respondents, 20%.
- Growing seniors population and their leisure need changes were identified by 13.1% of respondents.

- Increasing interest in fitness and walking was identified by approximately 10% of respondents.

Table 4-5 Over the Next Five Years Will Your Recreation / Leisure Interests Change		
	# of Responses	237
	#	%
Yes	180	75.9
No Change	57	24.1
<i>Children will be older looking for different / new activities</i>	43	18.1
<i>More seniors in population</i>	31	13.1
<i>Increasing interest in all types of fitness activities / walking</i>	24	10.1
<i>Increased interest in gym sports</i>	21	8.9
<i>Population growth will change interests</i>	16	6.8
<i>More interest in aquatic activities</i>	10	4.2

Changing participation interests were identified by approximately 75% of those who responded to this question. The changes were aligned with children becoming older and an increasing seniors population, along with growing interest in fitness activities.

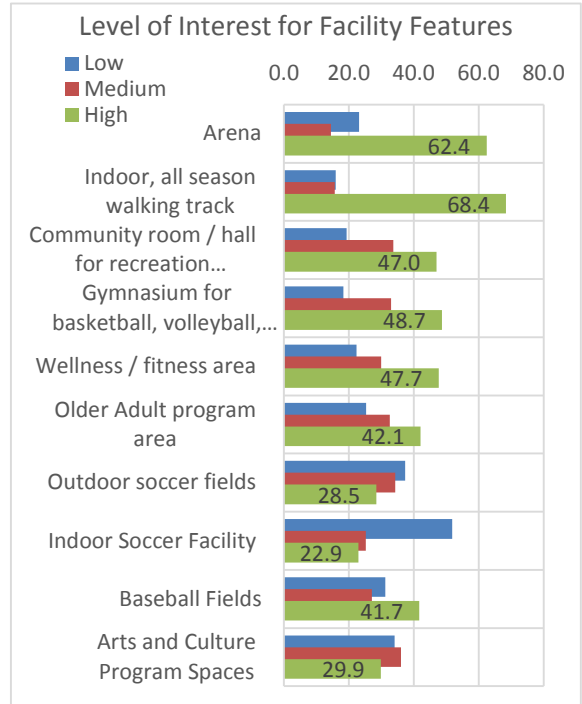
Respondents Interest In Facility Features / Activity Areas In A Multi-Use Recreation Complex

Respondents were asked to identify key activity interests in a new multi-use recreation complex in terms of low, medium and high perspectives.

Table 4-6 Respondent Interest in Facility Features / Activity Areas and Ranking							
	Low		Medium		High		Total
	#	%	#	%	#	%	
<i>Arena</i>	67	23.1	42	14.5	181	62.4	290
<i>Indoor, all season walking track</i>	49	16.0	48	15.6	210	68.4	307
<i>Community room / hall for recreation programs and special events</i>	58	19.3	101	33.7	141	47.0	300
<i>Gymnasium for basketball, volleyball, floor sports, etc.</i>	55	18.3	99	33.0	146	48.7	300
<i>Wellness / fitness area</i>	68	22.4	91	29.9	145	47.7	304
<i>Older Adult program area</i>	77	25.3	99	32.6	128	42.1	304
<i>Outdoor soccer fields</i>	110	37.3	101	34.2	84	28.5	295
<i>Indoor Soccer Facility</i>	154	51.9	75	25.3	68	22.9	297
<i>Baseball Fields</i>	92	31.2	80	27.1	123	41.7	295
<i>Arts and Culture Program Spaces</i>	105	34.1	111	36.0	92	29.9	308

The following considerations emerged from the responses:

- An all season walking track had the largest high interest identification by 68.4% of respondents.
- An arena had the second largest high interest identification at 62.4%.
- A community hall, gymnasium, wellness / fitness area and older adult programs all had high identifications by 42.1% to 48.7% of respondents.
- An indoor soccer field had the lowest identification of interest by 22.9% of respondents.
- Outdoor soccer fields, baseball fields and arts and culture program spaces were all identified by over one third of respondents as having a low level of interest.



An arena with an indoor walking track and potentially a community room and gymnasium had the highest interest levels identified.

New Recreation Complex Features / Activities Spaces That Respondents Felt Should Not Be Included

Limited responses were received to this question with a new pool have six identified not required responses followed by only one ice pad being needed.

Table 4-7

Respondent identified feature / activity space you think should NOT be included in a multi-use recreation facility were developed in Ingersoll

	#	%
No need for a new pool	6	5.6
Only one ice pad needed	5	4.7
Keep Arts Centre separate	3	2.8
Fewer ball diamonds	2	1.9
fewer soccer fields	2	1.9
Don't take away from outdoor sports	2	1.9
Not interested / Don't Need	4	3.7
Indoor Soccer	2	1.9
Dog Park	1	0.9
No Answer / Not Applicable	80	74.8
# of Responses	107	

What Facility / Activities Would You Like Considered In A New Multi-Use Recreation Complex and Their Priority Ranking

Respondents were asked to identify the features / activities spaces within a new multi-use recreation complex they would like considered and their priority.

**Table 4-8
What Facilities / Activities Would You Like Considered in A New Multi-Use Recreation Complex and Their Priority**

# of Respondents	260								
	Priority Order						Total		
Facility / Activity	1	2	3	4	5	6-8	#	%	
<i>Indoor Walking / Running Track</i>	60	65	36	6	1	1	169	65.0	
<i>New / Better Indoor Pool / Therapeutic Pool</i>	24	42	22	8	2	1	99	38.1	
<i>Gymnasium</i>	12	25	18	17		4	76	29.2	
<i>Community Hall / Banquet And Meeting Rooms</i>	6	5	17	15	8	4	55	21.2	
<i>Arena: New, Twin, Other</i>	21	12	17	2			52	20.0	
<i>Ballfields</i>	8	10	8	8	9	1	44	16.9	
<i>Fitness Centre</i>	12	11	8	4	4	4	43	16.5	
<i>Exercise Room</i>	10	27			1	2	40	15.4	
<i>Seniors Centre / Room / Activities</i>	2	12	9	12			35	13.5	
<i>Soccer Fields</i>		4	12	12	2		30	11.5	
<i>Indoor Soccer</i>	2	9	10				21	8.1	
<i>Gymnastics Club / Facility</i>	2	6	11	1			20	7.7	
<i>Art Classes / Cultural Centre</i>	6		1	2			9	3.5	
<i>Everything Adequate / Too Expensive</i>	7						7	2.7	
<i>Outdoor Pool</i>	1	1		1	1		4	1.5	
<i>Indoor Baseball</i>		2			1		3	1.2	
<i>Indoor Play Space</i>	2						2	0.8	
<i>Curling</i>	1	1					2	0.8	
<i>Theatre / Movies</i>		1	1				2	0.8	
<i>Badminton</i>	1						1	0.4	
<i>Improved Women's Hockey Access</i>	1						1	0.4	
<i>Outdoor Playground / Splashpad</i>	1						1	0.4	
<i>Squash Courts</i>	1						1	0.4	
<i>YMCA Like Facility</i>	1						1	0.4	
<i>Climbing Wall</i>			1				1	0.4	
<i>Tennis</i>				1			1	0.4	
<i>Computer Center</i>		1					1	0.4	

The following perspectives were offered by respondents:

- An indoor walking / running track had the highest number of identifications by almost two thirds of respondents with 60 of 169 respondents identifying this feature as a first priority and 65 respondents identifying it as a second priority.
- A new / better indoor pool / therapeutic pool was identified by 99 respondents or 38.1% of respondents. Twenty-four respondents identified it as the number one priority, 42 as a second priority and 22 as a third priority.
- A gymnasium was as the third most identified component by 76 respondents or 22.9%, with 12 responses identifying it as a number one priority and 25 identifying it as a second priority.
- A community hall was identified by 55 respondents, with its priority more at the third and fourth level.
- An arena, whether new, a twin pad or other arrangement was identified by 52 or one in four respondents, 25%, with 21 identifying it as a top priority.
- Ball fields were identified by 44 respondents, 16.9% of respondents, with eight identifying it as a top priority.
- A fitness centre was identified by 43 or 16.5% of respondents, with twelve identifying it as a top priority and eleven as a second priority.
- An exercise room was identified by 10 individuals as a top priority and 27 individuals as a second priority, 40 individuals or 15.4% identified this feature.
- A seniors centre / room / activities were identified by 35 respondents or 13.5%, with more mid-range priorities.
- Soccer fields were identified by 30 respondents with more mid-range priorities.

The priority features / spaces somewhat aligned with what is currently not available in the community in terms of the indoor walking / running track. The connection to fitness activities is consistent with other survey questions in terms of an improved pool, gymnasium and a fitness centre / exercise room.

Sports fields had lower identifications of priority, potentially because of the existing facilities in the community and the current improvements being undertaken for baseball.

The arena was identified by one in four respondents, with over one third of them identifying it as a top priority.

Multi-Use Recreation Complex Need and Priority

Respondents were asked to identify the generalized need and priority for a new multi-use recreation complex. Table 4-9 outlines the results as to need:

- 63% indicated it was very much needed
- 27% indicated it was needed
- 4.8% indicated it was not needed
- 5.1% indicated it was very much not needed

TABLE 4-9	TOTAL	%
VERY MUCH NEEDED	196	63.0
NEEDED	84	27.0
NOT NEEDED	15	4.8
VERY MUCH NOT NEEDED	16	5.1
# OF RESPONDENTS	311	100.0

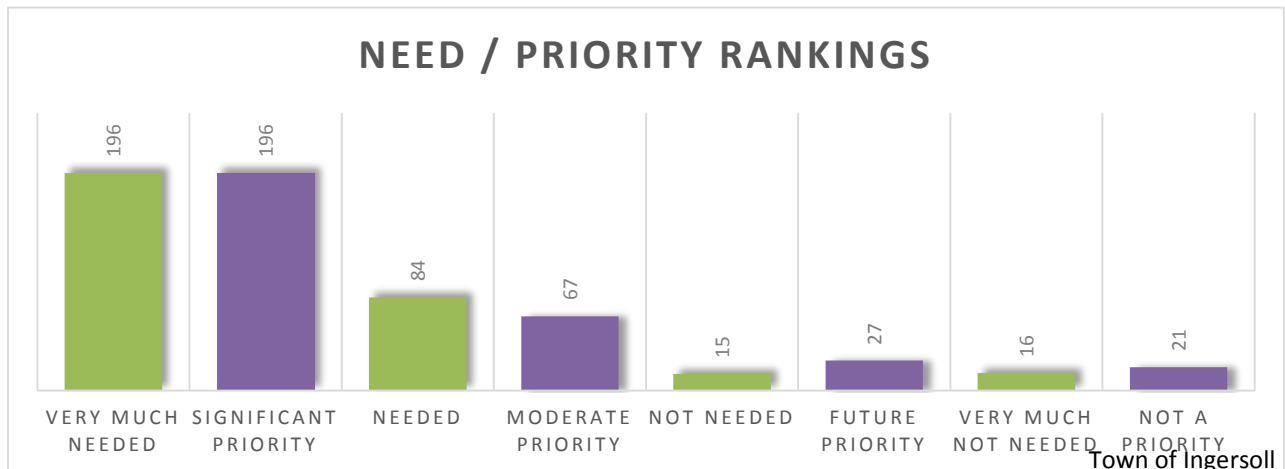
The data indicates that 90% of respondents identified as multi-use recreation complex as very much needed or needed, and 10% identified such a facility as not needed or very much not needed. There exists a clear identification of a strong perceived need for the facility amongst respondents.

Table 4-10 examines respondents ranking of the priority for a new multi-use recreation complex as follows:

- 63% indicated it was a significant priority.
- 21.5% indicated it was a moderate priority
- 8.7% said it was a future priority
- 6.8% indicated it was not a priority

TABLE 4-10	TOTAL	%
SIGNIFICANT PRIORITY	196	63.0
MODERATE PRIORITY	67	21.5
FUTURE PRIORITY	27	8.7
NOT A PRIORITY	21	6.8
# OF RESPONDENTS	311	100.0

The responses to this question indicated a high priority by almost of two thirds of respondents, with an additional one in four indicating it as a moderate priority. Some 15.5% of respondents identified such a complex as a future priority or not a priority. Again, there is strong indication from the respondents of the importance of this facility as a priority for the community.



Locational Preferences

Table 4-11 identifies respondents ranking of the two identified choices for the location of a new multi-use recreation complex and their relative priority:

- Clark Road had a substantively higher priority identification by 74.2% of respondents, with Victoria Park having only 22.9% high rating.
- Victoria Park had higher medium and low ratings amongst respondents.

The data indicated the preference amongst the two identified sites as being Clark Road with Victoria being identified as a low priority by over 50% of respondents.

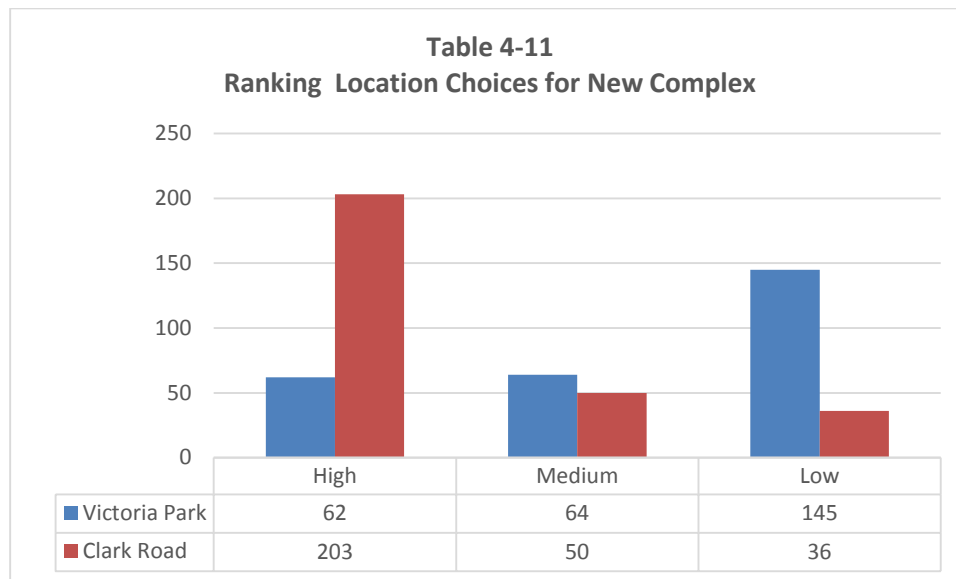


Table 4-12 identifies respondents identification of alternate sites for a new multi-use recreation complex. A limited number of alternatives were identified with the North Ingersoll area in general being identified by 10 or 3.3% of respondents. Others identified were:

- Clark Road / Highway 401 area was identified by 9 respondents.
- The downtown / current arena area, possibly in combination with the Canadian Tire site, was identified by 6 respondents.

Overall, the north and south areas of Town had the highest identifications, along with important identifications for the downtown or current arena site area.

**Table 4-12
Respondent Alternative Site Identifications**

Area	#
<i>North Ingersoll</i>	10
<i>Clark Rd / Highway 401</i>	9
<i>Downtown / Current Arena / Canadian Tire Area</i>	6
<i>Between CAMI and Whiting Street</i>	3
<i>Ingersoll Road South</i>	2
<i>Westfield</i>	2
<i>Killean Acres</i>	1
<i>Anywhere on the Outskirts</i>	1
<i>North corner of Thames Street and North Town Road</i>	1
<i>Thames and Highway 2</i>	1
<i>Suzuki Centre</i>	1
<i>Princess Elizabeth School</i>	1
<i>West of Industrial Road</i>	1
<i>Beside Firehall</i>	1
<i>Carnage Road</i>	1
<i>Joint Facility with Woodstock</i>	1

Respondent Interest in Making a Capital Campaign Contribution

Table 4-13 identifies respondent interest in contributing to a capital campaign for a new multi-use recreation complex.

- 91 or 21.3% of respondents indicated yes
- 56 or 18.0% said no
- 117 or 33.6% indicated it depends on the available mix of activity spaces
- 47 or 15.1% of respondents did not know at this time.

**TABLE 4-13
RESPONDENT INTEREST IN MAKING A CAPITAL
CAMPAIGN CONTRIBUTION**

	Total	%
YES	91	29.3
NO	56	18.0
DEPENDS ON THE AVAILABLE MIX OF ACTIVITY SPACES	117	37.6
DON'T KNOW	47	15.1
# OF RESPONDENTS	311	100.0

The data indicates significant immediate interest in a contribution. However, there is also potential interest in a future contribution depending on the facilities / spaces developed and a future request identified by 52.7% of respondents. Some 18.0% of respondents indicated an out right no to a capital contribution.

Other Respondent Comments

Respondents were given the opportunity to offer other comments on an open ended basis. The following were identified:

- Long overdue / move quickly / exciting and a great idea, will benefit residents had 29 responses.
- Victoria Park not being a viable site was identified by 8 respondents.
- Six respondents indicated appreciation for the work being undertaken, that it was a good survey and were appreciative of the opportunity to comment.
- Six respondents identified either the facility was not needed or regional facilities could be used instead.
- Five respondents identified the such a facility needs to be planned right, and that it needs to be for all ages and be affordable and accessible.

The other comments were significantly supportive to a new facility generally, as well as support for good planning, affordability, partnering and other initiatives to move the project forward. Some responses were identified that collectively expressed concerns about this facility initiative or its lack of need.

Summary

The following perspectives are offered in summary when aggregating the responses across the multiple questions that were posed to and answered by the respondents:

- Over 80% of current recreation / leisure activities occur within Ingersoll by respondents. The key out-of-town activities are walking on an indoor track, gymnastics, higher levels of soccer and some specialized activities.
- Regionally, golf, hiking, cycling, camping and some boating activities were identified, with Woodstock and London being the dominant locations, followed by St. Mary's and Tillsonburg.
- Respondents identified within their family members, some age specific trends with younger generations showing increased interest in pool, arena, baseball and soccer, along with gymnastics, while older age categories were more focused on fitness oriented activities, aquatics, dry land training, walking and related activities.
- Changes in active activity patterns / interests were identified as children becoming older, an aging population, and potential resident growth.
- Multi-use recreation facilities that have the highest levels of interest and priority involved:
 - A replacement arena with lower identification for the need for a twin pad facility.

- A Indoor walking track
- A new aquatics facility
- A community centre / multi-use space for banquets, fundraising, meetings, conferences, etc.
- Gymnasium for floor sports and related activities.
- Exercise room / fitness centre
- A second tier of multi-use recreation complex interests and priorities involved:
 - Baseball fields
 - Soccer fields
 - Older adult program areas / seniors activities / room / centre
- Activity spaces that generally had lower priorities involved:
 - Indoor soccer facility
 - Gymnastics Club / facility
 - Arts classes / cultural centre
- 80% to 90% of respondents identified a multi-use recreation complex in Ingersoll as very much needed / needed and as a significant to moderate priority.
- 10% of respondents identified such a facility as not being needed / very much not needed.
- Victoria Park was the least desirable of the two sites identified, with a significantly higher rating for the Clark Road site. Alternate site preferences were in the north Ingersoll and Highway 401 areas, followed by the downtown involving the current arena site or the site of the Canadian Tire store.
- Approximately 30% of respondents said they would make a capital contribution to the Centre, while another 52.7% indicated then contribution would be dependent on what was in the facility or as a future decision. Some 18.0% said they would not make a contribution.

The community-based survey indicated strong interest in arena, aquatics, gymnasium, banquet hall and indoor walking track activities as top priorities followed by sports fields, and potential seniors and exercise / fitness components. The level of support for a new multi-use recreation complex amongst the survey respondents is high, in the order of 80% to 90% support with a significant number indicating a positive response to potentially making a capital contribution.

4.6 COMMUNITY WORKSHOP RESULTS

On Wednesday, February 15, 2017, an advertised community workshop was held at the Seniors Activity Centre in Ingersoll to gather public perspectives on various dimensions of a possible new multi-use recreation complex. Twenty-seven members of the community attended, along with five Multi-Use Recreation Complex Ad Hoc Committee members, and four Council and staff representatives.

The session opened with a presentation on the purpose and work program for the Multi-Use Recreation Complex Study, particularly in terms of Phase 1 Needs Analysis and Phase 2 Partnership Initiatives. The attending community members were divided into five discussion tables following the presentation and focused on four questions as follows:

- Importance, need and benefit of a new multi-use recreation complex in Ingersoll.
- The potential for capital support from the community and community fund raising capabilities.
- Range of indoor and outdoor facilities / activities spaces that should be considered for the complex.
- Locational preferences

The following material provides the key points put forward by each of the five table discussion groups.

Table 1

Needs / Benefits

- An ideal time to develop such a facility.
- Facility needs to be a showcase for the community / a hub
- Needs to be a true multi-use facility
- All our aging recreation facilities are going to need to be replaced.
- The full scope of wishes of the people should be explored and then priorities established.

Fundraising / Capital Support

- Generally agreed that community donations are required and that fundraising is essential.
- The community has talented fundraisers who have worked on other projects successfully.

Range of Facility Features / Activity Areas

- A new arena that can be twinned in the future, and includes a walking / running track of 200 metres.

- A centre for seniors is vital with the aging demographic.
- Needs to be sustainable and environmentally responsible.
- Improved baseball and soccer fields, with the latter being Town-owned.
- Consideration should be given to an outdoor education centre.
- Ensure future growth capabilities in the design.
- Have a cycling and pump track.
- Include a gymnasium with multi-use capabilities.
- Seek out a partnership opportunities with the Legion, Optimists, Masons, Lions and others.

Location Preferences

- Clark Road was seen as a fresh start, but would require a 500 metre buffer. It would be a wonderful gateway to and visibility for the Town and has more expansion opportunities in the future.
- Victoria Park keeps the focus on the downtown and provides for revitalization initiatives for that area. The ball diamonds would need to be replaced and new soccer fields could not be addressed.
- Any location selected needs to add to the community's parkland not take away from its parkland and open space.

Table 2

Needs / Benefits

- Good idea to have everything under one roof.
- Absolutely needed to promote growth and to attract residents.
- Supports a healthy population, working and coming together across all ages in terms of seniors, youth and families.
- Concerns were, what would be lost if anything if not built and the impact on taxes.
- Would be good for sport tourism, community affinity and economic development.

Fundraising / Capital Support

- Nothing is competing for community funding support at this time, that is a priority.
- Will depend on the demographic that will be supported by the facility.

Range of Facility Features / Activity Areas

- An arena with a walking track
- A gymnasium
- A dedicated seniors area
- Soccer fields
- Concession
- Shared washrooms / change rooms between the outdoor and indoor activities
- Consider an Irish Pub

Location Preferences

- Needs to be accessible for transportation services and seniors.
- Would need buffer land between the complex and residential or other properties.
- Victoria Park is not a preferred site as the loss of green space and ball diamonds would be too significant.

Table 3

Needs / Benefits

- Need a minimum of one new ice pad and possibly two.
- Not necessary to add a pool as the community already has such a facility.
- Some 700 people use the seniors centre, how is this done in such a small space?
- Need a good multi-use space.
- Possible blending of culture and recreation in the complex.
- The Fusion Centre works where it is and should stay segregated.
- How does soccer fit into the facility and use the change rooms?
- Will develop community pride and attract new residents.
- Should be able to accommodate banquets with a large kitchen space that supports weddings, conventions and shows / events.

Fundraising / Capital Support

- Will General Motors contribute?

- Small / medium businesses possibly could contribute \$100,000 collectively.
- Unions, United Way and others could be considered.
- Need to recognize that the population has many seniors who are on fixed income.
- Need to consider community fundraising events. People need to attend to show their support.
- People are sending money out of the community by using other facilities that could be captured in Ingersoll.
- What is the fundraising competition currently ongoing in the community that needs to be considered?

Range of Facility Features / Activity Areas

- Two ice pads could be considered, one for skating and one for hockey. Need more ice for multiple uses.
- Do not need a second swimming pool.

Location Preferences

- Victoria Park has no pros and a long list of cons ranging from parking, giving up ball diamonds, loss of the splashpad, the impacts on the green space and the neighbourhood.
- Fund raising could also be difficult for this site.
- Clark Road was seen as having the space, within a growing area and is easier to build on with the only con being transportation for kids.
- Alternate sites were the downtown in order to bring people into that area, but this could be challenging with UTRCA and floodplain issues.
- The west side of Wellington Street or the current arena location could be considered, along with the golf course property.

Table 4

Needs / Benefits

- If you build it they will come in significant numbers.
- Can offer tournaments, conferences, social events, competitions and arts exhibits. There are a lot of opportunities.
- More lanes are needed for swimming events and competitions.

- Drawing card for the south area for the Town's development. There are schools and sport facilities in the area.
- Town will become more attractive for families and businesses.
- Such a facility will benefit all ages in one place, as there will be something for everyone.
- Town's current aging facilities need to be maintained and replaced at significant cost.
- Need to keep what we have in terms of seniors and soccer.
- Need to ensure there is room for expansion on the site.
- There will be more dollars for businesses with increased activities and events in Town.

Fundraising / Capital Support

- A belief that the community will be able raise the funds necessary and will support the project.
- There will be corporate and business support.
- Need to see the funding coming from senior governments first.
- A fundraising campaign needs to be cost effective and potentially undertaken in stages as the project needs to be phased.
- Partnerships need to be considered.

Range of Facility Features / Activity Areas

- An indoor walking track
- A large gymnasium for indoor soccer, pickle ball, volleyball, basketball, indoor lacrosse and indoor ball hockey.
- A new ice pad with proper change rooms and adequate seating.
- Potentially a second or practice ice pad.
- An auditorium and banquet hall along with meeting rooms and conference areas with kitchen facilities.
- Gymnastics capability.
- A seniors area.
- Storage facilities for non-profit groups.
- Tennis courts

- Potentially soccer fields if needed.
- Lawn bowling
- Horseshoes
- Social recreation activities, such as darts, card games, etc.
- A fitness area.
- Adequate parking
- Need to provide activities to keep people in Ingersoll who are currently leaving for these activities.
- Need to facilitate more year round activities.

Location Preferences

- Negotiate with General Motors for current seniors / soccer site.
- Concerns over whether facility will have adequate parking.
- North Town Line and west of Thames Street are possibilities, along with North Town Line at Bell Street.
- Clark Road had mixed reactions in terms of some members at the discussion table liked it but others felt it would lose tax base.
- Victoria Park was seen as too small, not having enough parking and as having negative impacts on the neighbourhood.
- The downtown core area should be considered, with possibly just an arena, walking track and gymnasium.
- The ball diamonds and soccer fields may be able to be placed in the floodplain area.
- Should also look at the benefit of spreading the facilities out across town in comparison to one large site with everything.

Table 5

Needs / Benefits

- Need is urgent, particularly the replacement of the arena.
- Need to replace aging facilities and plan effectively for the future.
- Needs to be cost efficient.

- Create opportunities for junior hockey and more businesses in the facility.

Fundraising / Capital Support

- Strong believe the community will support this initiative.
- Businesses and others have been generally untapped in the community for significant capital fundraising.
- Could potentially raise significant dollars.

Range of Facility Features / Activity Areas

- A arena with a walking track that also supports curling, figure skating, hockey for both boys and girls.
- A seniors centre.
- A gymnasium that also includes gymnastics, carpet bowling and related activities.
- An auditorium and hall.
- A sports hall of fame.
- An indoor pool as a future add on.
- Regulation size, clay in-field baseball diamonds.
- Soccer field facilities.
- Dressing rooms and washrooms that can be used for both indoor and outdoor activities.
- Tennis courts.
- Adequate parking
- A pump track
- A mini stick area inside the arena

Location Preferences

- Clark Road was the unanimous choice of this discussion group of the two sites identified.
- A central area also needs to be considered in the downtown area.

Summary

In assessing the results from the five worktables the following summary perspectives by the questions posed to the participants is provided.

Needs / Benefits

- An ideal time and the importance of replacing aging facilities.
- Could be a real drawing card for the community / unique opportunity.
- Could attract people to the community and support economic growth.
- Good ability to support sport tourism.
- With changing demographics, new facilities / opportunities need to exist. Try to keep people in the community and spending their dollars here.

Fundraising / Capital Support

- Some businesses will want to be engaged. Need to better understand the levels of support from local businesses that are achievable.
- Potentially significant dollars could be raised though some disagreed with the high numbers cited.
- The seniors demographic is on fixed income and may have limited opportunities to contribute.
- Strong belief there will be a good response in the town to help with fundraising.
- Create partnerships to help pay for the facility.
- Need significant senior government contributions to ensure feasibility. Phased approach may need to be considered in moving the project forward along with the fundraising.

Range of Facility Features / Activity Areas

- A single ice pad arena with possible expansion for a second pad in the future.
- An indoor walking track.
- A gymnasium.
- A banquet hall / multi-purpose room with a kitchen and meeting rooms.
- Potential seniors centre.
- Shared indoor facilities that support outdoor sports fields
- Partnerships with the Legion and other organizations who could use the space.

- Sell the current facilities and use the funds to support the new building.
- The arena should have a mini sticks area, possibly a small second rink for skating, hockey development, goalie camps, etc.
- Outdoor facilities could also include tennis court, playground and outdoor rink in the winter time.
- An indoor pool is not seen as an immediate priority but a new facility should be designed to accommodate one at some future date.

Location Preferences

- Victoria Park was widely seen as not a good site with lots of constraints, issues and challenges that could impact fundraising, the neighbourhood, loss of green space, current recreation facilities, etc.
- Clark Road was seen as a preferred site due to the growth in the area, the space available, visibility and other considerations.
- Other sites identified were in the central area of Ingersoll, including the current arena site, though there was recognized constraints being a flood fringe area.
- Other sites identified were possibly negotiating to buy the General Motors lands, land in the North Town Line area, possible considerations for out of town sites where there is cheaper land were also identified.
- Whitting and Ingersoll Streets was seen as alternative possibilities, along with the golf course.
- The needed size of the site will have a significant impact on preferred locations.
- The site should add parkland to the community and not take away from what parkland already exists.

4.7 POTENTIAL PARTNERSHIPS

Four possible partnerships were identified by the Committee in terms of the joint development of a new multi-use recreation complex in Ingersoll. These involve the Ingersoll District Curling Club, the Ingersoll Creative Arts Centre, and the Townships of South West Oxford and Zorra. The following material outlines the results of these four discussion sessions.

.1 Ingersoll Creative Arts Centre

Six representatives of the Ingersoll Creative Arts Centre met with the consultant to discuss partnership opportunities and possible participation in a new multi-use recreation complex. The following points were identified by the representatives.

- They are an autonomous organization that operates its own 7,000 square foot facility. They are currently planning a 1,600 to 1,700 square foot addition. The expansion is being initiated due to accessibility needs and participation growth in programming.

- The Centre has approximately 1,000 adult and child participants. The membership geographical distribution is shown as follows:

<i>Membership Geographic Distribution</i>	<i>Percentage</i>
<i>Ingersoll</i>	23
<i>Woodstock</i>	25
<i>Oxford County</i>	16
<i>West of Oxford County</i>	29
<i>Kitchener</i>	3
<i>Other Counties</i>	3

- Moving from the current location would be very difficult as it is a lovely indoor space that they built and developed over time. They have their own parking area and are located within a phenomenal setting within Victoria Park. The setting is consistent with the creative focus of the Centre.
- The Centre does not own the land.
- The Centre has been operating since 1972, and since 1988 has had a dedicated space needs.
- The building was originally a construction office for the La Farge Plant on Highway 2. It has no foundation. It was an office building and was moved in 1988.
- The primary issues the Centre is facing is parking in the summer, an aging building and space.
- The Centre believes the community needs an auditorium space for fundraising, concerts, quilt shows and related events.
- The planned addition will have a cost, currently identified as \$450,000, and is planned for approximately five years from now. The five year time line is sensitive for them. They probably could not consider participation in a new multi-use recreation complex if not developed within five years.
- Victoria Park is a very busy place in the summer which is a benefit for the Festival of the Arts but a challenge for parking.
- The current building has some accessibility issues for older aged participants which is becoming increasingly difficult.
- They wish to be kept informed of the progress on the multi-use complex as they would be prepared to look at such an initiative depending on timeliness, capital funding and other considerations.
- Of the two locations identified, the Clark Road site was seen as the more appropriate one and could have some benefit for them in terms of being close to Highway 401.

- Basic requirements if they were to consider engagement in a new facility would be the need for dedicated space, financial autonomy, their own exterior access, designated parking, and operating costs that are similar to their current expenses.

The Ingersoll Creative Arts Centre is a possible partner but the timing within five years is a significant issue. Sustaining their autonomy and continued dedicated / self-operating perspectives are vital. They strongly prefer their existing site in terms of the ambiance, the connections, etc., but recognize they have some constraints relative to an aging building, accessibility for aging participants and a building without a foundation that was originally a more temporary structure.

The Arts Centre wishes to be kept informed and see whether their expansion plans align with how things may unfold for a multi-use recreation complex.

.2 Ingersoll District Curling Club

The President of the Curling Club and the consultant met on prospects associated with a partnership between a multi-use recreation complex and the Curling Club.

Current Situation

- The current building is fifty-six years old and has an approximate square footage of 15,200 square feet.
- The Club generated a significant surplus from the 2014 Bonspiel held at the Dorchester Arena and some of those funds have been put into new ceilings and lights.
- They undertake a limited number of summer rentals but there is no air conditioning or staff.
- Investments have been made over the years in the physical plant, with a new compressor in 2014.
- Their membership is 65% from Ingersoll and 35% from outside of the Town, primarily from Dorchester but also Woodstock, Tillsonburg and a few from London.
- They are currently approximately 260 members, and this figure goes up and down each year, but only by 10 members.
- The current facility has four sheets of ice, a bar and lounge, kitchen, men's and women's locker room. The facility primarily operates from September to April.
- Staffing involves one contracted ice person for eight months, three part time bartenders and one part time kitchen person retained primarily on an on demand basis.
- The Board of Directors directly manages and operates the facility.
- They can support activities / events for approximately 80 people in their lounge area.

- The current operating budget approximates \$250,000 a year in revenues and \$230,000 to \$235,000 in costs, though this varies depending on repairs.
- The building is debt free and is owned 100% by the Club with no encumbrances on the land.
- Some of the current challenges with the existing facility is its close proximity to residential areas. There has been some complaints due to compressor noise. An aging facility, as well as the need to upgrade accessibility for those with mobility and handicap issues, are concerns.
- The next priority is reinvestment in the lounge in terms of the carpet, fixtures and ceilings as well as the electrical panels.
- A perspective was offered that the Ingersoll District Curling Club is a thriving organization, as it offers events, bonspiels socials and other activities for its members and is sustainable.

Partnership Considerations

- The President indicated that there would be interest in a partnership but that this has not been tested with the Club's membership.
- A facility like Ilderton with an arena and adjacent curling rink, all owned by the municipality could be a model to consider.
- They would likely wish to have a larger building than their current 15,200 square feet with five curling sheets, a bar and lounge area, kitchen, men's and women's locker rooms, storage and a plant room. The lounge area, that currently supports 80 people, would likely need to increase to support 150 people that could support weddings and commercial rentals.
- Their preference for ownership would likely involving the Town owning the building / facility and the Club paying a commercial rent or on a payback basis. They also could look at a condominium arrangement in a new multi-use recreation complex.
- They could have some capital funds depending on the partnership arrangement based on the sale of their existing venue and building.
- The one significant consideration would be the need to have a dedicated space for at least eight months of the year and potentially for twelve months, and to have a completely autonomous operation as an independent organization.

Township of Zorra

A meeting was held with the Township's Mayor and Chief Administrative Officer and the consultant. The following series of points was identified from the discussion.

- Number of hours being sold in both the Thamesford and the Embro arenas has declined considerably, with the Thamesford Arena having forty-three hours a week in 2016 and the Embro Arena having forty-eight hours.
- The Thamesford Arena has a smaller ice surface at 75' x 180', is structurally sound but does need cosmetic improvements. There is no identified investment program at this time. Dressing rooms were added in 2001. It is also the home of the Junior C Thamesford Hockey Club.
- The Township has no plans to twin any of its arenas as there has been an outflow of use to Woodstock and other arenas.
- The Township would be prepared to sell unused ice at both of its ice facilities to Ingersoll organizations directly or through the Town.
- In Thamesford, there has been limited success in attracting seniors to local programming as many do attend in Ingersoll. They use a local church and the Beatty Room at the Library for smaller activities.
- Talks between the Thamesford and Ingersoll Minor Hockey organizations on a possible merger were unsuccessful, primarily because the Ingersoll organization was not that interested.
- The Thamesford Minor Hockey Association has appealed an OMHA decision about rep center boundaries. If this appeal is not successful, it could reduce participant numbers.
- The Junior C Team seems to be viable and is locally owned.
- It was expressed that there could be interest for the Township of Zorra to participate in a new arena if it is a twin pad complex that would result in a closing of the Thamesford Arena, but such a complex would need to be located in the Township, north of Ingersoll. A site across from Township office was identified and a second site was identified at County Road 2 and the 31st Line. Both sites were seen as being in close proximity to Thamesford, Embro and Ingersoll.
- The Township would be supportive to a single minor hockey association for the area.
- In terms of the Embro Arena, there was a \$1.5 million investment in 2011. It also hosts a Fall Fair and the Caledonians. If the arena portion were closed, the facility would still be needed for community activities.

- In terms of soccer, Thamesville, Kintore and Embro have strong soccer activities and are healthy in terms of registrations. In terms of baseball, Embro related participation has declined though Thamesford participation has seen a resurgence in registrations. They do not see the same level of need or intensity around consolidation for baseball and soccer as for hockey / ice users.

The Township of Zorra has interest in exploring a joint arena facility with the Town of Ingersoll. The Thamesford Arena is aging and is experiencing reduced ice utilization. It also has a smaller ice surface.

If a joint development were undertaken, a twin pad facility would be required, along with possible minor hockey consolidations and a location in the Township would need to be considered and is preferred from their perspective. The site could be in close proximity to Ingersoll's northern boundary.

Potential of a seniors facility could also be part of a multi-use recreation complex partnership but there appears to be limited consideration or need for soccer or baseball fields beyond what currently exists within the Township.

A number of financial and other matters would be subject to negotiation would require time and commitment by both parties to complete.

.4 Township of South West Oxford

The consultant met with the Mayor and Chief Administrative Officer of the Township for this discussion.

The following points were identified:

- The Township has no arena or related facilities but does have five community halls, of which two or three are significantly used and the others receive some use.
- The Township is only ten minutes or less away from Tillsonburg, Ingersoll, and Woodstock and has no need for an arena or related facilities.
- The Township did provide a \$62,000 grant to the Town of Tillsonburg for their upgrading of their arena several years ago. They also provide Tillsonburg and Ingersoll Sports Associations small annual operating grants in the \$1,000 to \$1,500 range for minor hockey and figure skating based on the number of South West Oxford residents participating in those programs.
- About one third of the population uses facilities in Tillsonburg, one third in Ingersoll and the Beachville area is split between Woodstock and Ingersoll.
- The number of children in the Township is declining which has reduced the levels of youth recreational activities.
- Girls hockey has also gone regional, and therefore, is not something specific to the Township.
- For baseball and soccer, the players go to other centres similar to hockey and figure skating.

- They identified that they have historically made capital donations to facilities in other communities that are used by their residents and this would be something that Council would be prepared to consider. The Township has no interest in ownership or a managerial / governance role.
- It was identified that the Township is experiencing significant annual increases in its operating budget due to increased policing costs in the order of 6.3% per year. Therefore, there would be significant concern around additional costs.
- The Township representatives advised that if interest existed for a capital grant for new facility from Ingersoll, this should occur in the first half of a fiscal year in order to be involved in budget discussions.
- In terms of their community centres, only one, Mount Elgin has capacity for 300 to 400 people. It could be impacted by a large facility in Ingersoll, especially if it was in the southern area along Highway 401. The Township does not believe that the other four facilities would be impacted as they primarily support local boy scouts, agricultural groups and related family community activities.
- The representatives identified that it would be good for South West Oxford if Ingersoll is successful in this initiative because it will add to everybody's quality of life but they did indicate that every \$40,000 in tax revenue increases their taxes by 1%.

For the Township of South West Oxford, they do not have or do they plan to build an arena as their population, in terms of arena use, access Tillsonburg, Woodstock and Ingersoll facilities. They have contributed capital grants to the arena renovation in Tillsonburg based on proportionate use. They have no interest in being part of a larger project where they would have an ownership and / or management / governance role.

They are open to a capital grant request for an Ingersoll-based multi-use recreation complex which is consistent with their past practices. They also identified that they provide small grants to minor hockey and figure skating in other communities proportionate to use by their residents. They identified they have a declining youth population and have no particular need or priority in investing in new indoor recreation facilities or outdoor sports fields.

5 Strategic Trends

5.1 INTRODUCTION

In developing the Town of Ingersoll Multi-Use Recreation Centre Feasibility Study, a number of key strategic trends and considerations are relevant in setting directions and courses of action for the ongoing development, delivery and evaluation of recreation facilities. The following material is contributory to developing the specific services strategies and recommendations to be incorporated within this Study.

5.2 SOCIETAL AND LEISURE TRENDS

5.2.1 *Aging and Youth Populations*

One of the most significant and well documented trends within Canadian society is that of the aging population. By 2016 to 2020, over 30% of most urban centres and a larger proportion of rural residents in Ontario will be over the age of sixty. Known as the "baby boom generation," this aging profile will have a profound impact in both the types of leisure services / activities that will be undertaken and resident servicing expectations.

Today, many of the "boomers" are or are quickly moving towards an "empty nest" lifestyle. That is, their children have either left home to go to university or college or into the work world, or will be shortly. As a result, many of these adults are not raising families, have different priorities and are starting to, as they age, undertake different forms of leisure activities. Affordability, access, time available to participate, pursuing deferred interests and other impacts are occurring.

Currently, the "baby boomers" are 55 to 70 years of age, of which one half are 60 to 70 years of age and one half is 55 to 59 years of age. They represent a significant proportion of the population, and from a public policy perspective, have typically been the centre point to most major government public policy initiatives over the last five decades.

As this generation ages, there has been clear identification, politically and service delivery wise, towards health oriented issues. As a result, the following trends are being identified:

- Increasing political importance being placed on health care and wellness services. As boomers age, they become increasingly concerned about health care. This is also augmented by the fact that over 60% of a person's health care costs on average are incurred in the last five years of life;
- This generation tends to pursue interests and activities based on convenience, quality and price; compared to previous generations who tended to be significantly more price sensitive with convenience as a lower priority;

- This population group can also be somewhat nostalgic, often having a "60s phenomena" and have high expectations as to what their fees will provide, the quality of service received, the instantaneousness of response to information and other customer service perspectives.

Major assessments of this generation, as per the books Boom, Bust and Echo, or Sex in the Snow, have identified profiles of this population as being more inwardly looking to their own needs, having higher expectations and being uniquely different from the previous generations, which are primarily those who are associated with the depression and the war eras.

An aging population will have the following participation impacts on leisure and related services:

- A rising interest in bird watching, genealogy, walking and related health / fitness / wellness oriented activities;
- Declining interest in joining clubs, membership-based activities. This is evident in some changing profiles for senior centres, as well as golf course memberships where there is a trend to offering multiple courses in the same membership package;
- An increasing trend towards private fitness centres, personal trainers and related activities;
- A general willingness to pay for activities, but often asking what one gets for the increased costs on a year to year basis. More like a private sector purchase interaction;
- Broader travel interests;
- Increasing interests in art, culture and heritage.

Other related demographic shifts, also involve the following points:

- The percentage of people retiring under the age of 60 has generally increased over the last two decades, resulting in younger and healthier retirees, even though legislation now bans forced retirement at an age threshold and economic impacts could, at least, in the short term, impact pensions and cause people to work longer;
- Improved pensions, as well as more females retiring from the workforce with pensions, which is uniquely different than when senior's discounts were established thirty years ago for a different type of seniors' demographic and financial situation;
- Many early retirees and other seniors are undertaking consulting, part time contracts and on-going work activities, or pursuing hobbies or deferred interests on a vocational basis;
- Seniors populations are showing interest in increased physical fitness and other related activity-based programming which is different from the more traditional socialization oriented leisure programming for older adults. Pickle Ball is an emergent example of new, senior's oriented physical activities.

In conjunction with the aging trends and impacts, is the fact that the birth rate as per the 2011 Census indicates 1.7 children per family, which has stabilized at a low level after a period of decline from over

three children per family in to 1950s and 1960s. Many couples are not having children or only having one child. The projections for most urban environments in Ontario, is that for the 0-19 population over the next twenty years, to either remain stable in terms of their current absolute numbers of individuals in these age categories or to actually see some declines in the number of youth. The question in regards to youth services is not that youth are going to disappear or that there is going to be less of them, rather, it is more the fact that there will not be significantly more of them which has been the traditional planning profile for leisure services for the last forty to fifty years. Therefore, proportionately, they will represent a reduced segment of the total population which is a uniquely different planning framework.

As a result of the demographic shifts over the next fifteen years, there will be absolutely more mature adults in terms of numbers who are looking for different types of leisure program relationships and activities while there will not be a growing but rather a likely stable or declining youth population. This trend uniquely changes some of the perspectives as to the planning and delivery of leisure services from what has historically been the benchmark of the last decades. The Echo Boom generation, now 30 to 40 years of age, has left secondary school and post-secondary institutions. They were the last identifiable growth-oriented youth age cohort, however they are now having children and there has been a slight rise in 0 to 4 year olds in the 2011 census compared to the 2006 census. The future of youth services, will likely focus on existing or declining youth population volumes.

5.2.2 Changing Cultural Face of Canada

Due to birth rate declines, Canada needs approximately 280,000 to 300,000 net new immigrants per year to sustain its current population. This is felt to be a significant goal for the country in order to ensure a stable and growing economy. As a result, Canada has encouraged immigration from around the world in order to meet these particular policy objectives and strategic outcomes, probably more so than any other country. What has significantly changed related to immigration has been the source of new immigrants and refugees. Traditionally they have come from northern Europe, the Mediterranean area and related regions in large numbers through the later part of the 19th century and the first half of the 20th century. In the last twenty years, they have increasingly been arriving from non-traditional sources, such as the Middle East, Asia, Africa and South America. Many of these individuals have also been refugees from war torn, impoverished countries, with no fundamental experiences or traditions in regards to leisure activities, education, health care, etc. Others have come with a different array of leisure experiences, involving soccer, cricket and other leisure activities specific to their culture but of limited exposure historically in Canada.

From a leisure services perspective, an ethnically diverse population creates communication requirements to inform and educate new Canadians about leisure services, ranging from everything from how to source information to encouraging participation in new experiences. This trend also can impact the types of services that people are interested in, ranging from increased soccer participation, to reduced interest in activities that they may have no history in, such as ice-based sports, baseball, fitness and related considerations.

An interesting example is South London, which twenty years ago had the largest minor hockey registration in that city at 1,200 participants. The area became a significant settlement area for new Canadians, particularly from the Middle East. Within a very short period of time, registration fell from 1,200 children to 600 children, which was due to the impacts of both stabilizing youth populations and the higher presence of immigrant children with no ice related experiences.

However, today that Minor Hockey Association is seeing some increased participants from cultural communities as second and third generation families begin to acclimatize to and participate in more traditional Canadian activities. Hockey Canada and local Minor Hockey Associations have active marketing programs to engage new Canadians.

5.2.3 Facility Quality

One of the fundamental transitions of the last twenty year has been the qualitative leaps that recreation / leisure facilities have experienced in municipal, YMCA and other related venues. The large multi-use complex, the twin pad and quad ice facility and the tournament / competitive level quality of many recreation facilities and community centres has been widely evidenced. One community builds a state of the art facility and other communities start to look at that facility as the new standard.

The Waterloo Memorial Recreation Complex and RIM Park in Waterloo, the Western Fair Fourplex in London; the YMCAs in Toronto, Mississauga, St. Catharines, Niagara Falls and Goderich; and many other venues are being visited and seen as the new standard. The recreation complex currently under construction in North Perth reflects this trend.

One of the consistent considerations with the "boomer generation" is their high expectations around quality. Therefore, arenas with large dressing rooms, showers, warm viewing areas and many ancillary supports are commonplace. Larger arena, multi-use complexes are incorporating food courts, rather than simple canteens. Older recreation facilities are being repositioned to contemporary standards at significant capital investment costs.

One of the long-term planning considerations is the need to determine what level of quality new facilities should be developed at and how do existing facilities compete and not be cannibalized in terms of current uses/users moving to newer facilities. Sometimes this trend also needs to be assessed on a regional market basis where neighbouring municipalities are building significant new leisure facilities that could be used by other municipalities' residents.

With increased facility quality comes increased initial capital costs, as well as increased on-going maintenance and operational costs. Therefore, these investments become more significant in terms of their total cost implications.

As marketing and user preferences becomes a more critical part of the choices people make in terms of investing their leisure dollars, facility quality becomes important and the rates and fees structure around these facilities tends to increase. Sometimes, as rates and fees for users increase, quality expectations also increase. It is not uncommon now when arena fees go up in some municipalities that adult leagues, who

typically played after 10 p.m., to midnight, now want more preferential times at 8 p.m. or 9 p.m. due to the level of fees that they are paying and the aging of their participants. A wide array of impacts can emanate from these trends and the associated costs that track with enhanced facilities.

Another consideration in terms of facility quality and increased fees is that the private sector can become more involved in the service delivery model if a profit potential exists. This was a powerful argument undertaken in the mid-1990s involving arenas. However, the latest round of private sector investment in public arenas has had challenges with many being either for sale, having gone bankrupt or operating under trusteeship, such as in London, Cambridge, Oakville and other centres.

5.2.4 Tourism and Sport Tourism

One of the interesting trends within the leisure services sector has been the merging of tourism strategies with parks, recreation, culture and related services development and delivery. Increasingly, particularly as facility quality increases, the opportunity to attract day visitors and overnight tourists increases via tournaments, shows, meets and special events. One dimension of this has been the development of a market segment within tourism called sport tourism. Sport tourism involves tournaments, meets and other similar events that bring individuals and teams from out of town into the community for one or more days.

There has been a long history of local soccer, baseball and hockey tournaments; swim and track and field meets; and related activities. What is increasingly occurring beyond this level is municipalities interested in pursuing larger provincial, national and international events, such as the World Under 17 Hockey Tournament, the Ontario Games, the Ontario Senior Games and many other such events. Cities like London, Brantford, Ottawa, Halifax, Brandon, Red Deer, Saskatoon and Kamloops represent cities that have become very aggressive in the sport tourism sector and Kitchener has been a major venue for these markets.

The drive to sport tourism, as an increasingly marketed and municipally supported enterprise, results from the potential economic and related employment impacts that this type of activity can bring to the community in terms of room, food, retail, gas and other sales. They also are, at the minor sports level, popular amongst non-profit organizations due to their potential fundraising capacity for the host organizations. Increasingly, major municipal park and recreation facility development is being rationalized based on their sport tourism capacity in conjunction with the regular activity use supported by the facility or service.

5.2.5 Environment

Over the last ten to twenty years, and in particular the last several years, the world's concern in regard to the environment, particularly global warming, has substantially increased. Significant growth in political priority has been placed on environmental issues and needs. For municipalities generally, and leisure services specifically, this trend has considerable connectivity.

One of the considerations which has occurred over several decades is the municipality's role in the preservation of identified environmental land areas. Recently, the City of London passed a by-law that all woodlots would now become open space. The Town of Fort Erie has identified numerous parcels of land outside of the Official Plan that have potential environmental / open space priority. Other communities are increasingly reconsidering ravine lines, water courses, forested areas, wetlands, shorelines and related areas for public acquisition and conservation, either directly by the municipality or through partners, such as local Conservation Authorities or the Nature Conservancy of Canada.

Conservation Authorities typically now do not have the budgets to pursue the acquisition and management of all the parcels of land that municipalities are becoming engaged with. This engagement often is not derived from the municipality itself, but from community advocates who form various coalitions in order to create community awareness and political support for the preservation of specific sites.

It is anticipated, that municipalities over the next twenty plus years, will have an increasing stewardship role in the protection, conservation and day-to-day management of a variety of environmental areas. Some of these areas will be able to sustain little if any human activity, while others will become significant open space and park activity venues.

Another dimension of the environmental consideration, relates to facility design. There are increased expectations that municipalities will use the latest environmental technology in facilities in order to both set an example, as well as to save operating costs. Many municipalities have been active in energy reduction programs that require significant up front capital investments. Other municipalities have taken leadership roles, such as Activa in Kitchener and Burlington, to undertake pilot and development programs in their buildings to test environmentally friendly technology or to be demonstration sites. One initiative involves establishing Leadership in Energy and Environment Design (LEED) standards for all recreation and cultural facility development.

Increasing consideration is also being given to public transit and community trails as ways to reduce carbon emissions and to enhance fitness. The development of trails is gaining increasing attention as not only a recreation resource, but also as an alternate form of active transportation. Therefore, the development of trail master plans and investment in trails has been a growing priority for many municipalities which links to health, transportation and environmental benefits. With walking being one of the most popular recreational activities, and its direct linkage to health, fitness and other benefits, trails take on a multi-benefit perspective that is closely linked to sustaining healthy, living environments focusing both on ecological and personal well-being.

Beyond these specific considerations, is the notion of the healthy and sustainable community living environment. These principles, concepts and strategic directions are increasingly important in the making of community services decisions.

Other impacts from climate change include the use of irrigation for sport fields, shade cover for dugouts and field use restrictions/limits to sustain natural turf.

Therefore, the conservation of more natural areas, the expansion and increased promotion of trails and trail usage, increasing expectations on facilities being environmentally friendly and the reducing of

environmental impacts from day-to-day parks and recreation operations is a significant growing trend and community expectation. This trend has definable capital and operating cost implications that are generally seen as important investments in enhancing the health, environment, liveability and sustainability of a community.

Another environmentally aligned trend is the grow local movement which focuses on growing and/or purchasing significant portions of one's food close to home. One dimension of this trend has been the establishment of community garden plots on public or private lands supported by water sources, plot allocation layouts, etc. Kitchener has a long history of this activity and growth is anticipated. Users reflect various priorities, such as gardening as a hobby/interest, grow local beliefs/food security and food affordability. A number of churches and other non profits have also engaged by providing surplus/unused lands. Key challenges are water sources, theft/vandalism and accessibility. Also connected to this trend is the growing emergence of community kitchens that are often part of settlement programs as well as for young mothers and parents. Loblaw stores have developed many such facilities.

5.2.6 Community, Health, Educational, Social and Policy Services Integration

Another trend that is occurring in the leisure services operating environment is the integration of education, social, health and leisure services, sometimes in conjunction with policing services. Increasingly, more holistic servicing strategies are emerging that look at all the needs of a family or an individual in their totality, not just in individual slices. As a result, many social services organizations, such as Children's Aid, Children's Mental Health, etc., look to the municipality and other leisure services providers to deliver leisure services that their clients can participate in, often expecting reduced access costs due to affordability concerns and the clinical treatment benefits of leisure participation.

Also, what emerges from this integration strategy on a broader front is the movement towards wellness on physical, emotional and social levels. However, this is increasingly evolving into the youth and teen services areas. Many of the teen initiatives in various municipalities have leisure components but connect with broader services in terms of employment, mental health, youth justice and other linked service areas.

Therefore, the ability to work within a broader context than pure leisure philosophy and perspectives is increasingly important to deliver the right services at the right time to various target audiences. Halton Social Services now operates two neighbourhood programs in Burlington that have on-site recreation components. Kitchener's Victoria Community Centre and the Mill-Courtland Resource Centre also represent servicing examples of a more integrated, multi-service strategy.

5.2.7 User Fees and Charges

A number of municipalities are increasingly looking to user fees and charges for leisure services to fund a higher proportion of the costs of services delivery operations. On the cost side, municipalities are also looking more at the total cost of services delivery, involving department and corporate overheads, long-term repair and rehabilitation costs, etc. On the revenue side, some rates and fees policies identify a specific coverage revenue target for children's / youth services, with usually a higher one for adult services.

However, many municipalities still do not have a defined cost structure as a baseline to develop their user fees.

Today, more sophisticated discussions are occurring on what is the role of the users in funding higher proportion of facility access/use costs, especially specialized facilities with high costs and more limited participation profiles, e.g.: municipal golf courses, fitness centres, etc. This is a key strategic question that has profound political considerations, influences the grants and subsidies provided by a municipality to various user groups and represents a significant challenge in terms of key principles around affordability, accessibility, enhanced resident health, a balanced set of participation opportunities and investing community tax dollars wisely and fairly.

Some other communities have undertaken efforts to develop a sound cost understanding of services delivery and are recognizing the challenges of structurally changing this dimension of leisure services delivery, as many of the fees charged have no real foundation, have evolved on an ad hoc basis and are not connected to each other by a set of principles or an unifying strategy or policy framework.

As fees and charges increase in value and complexity, affordability concerns have risen as a barrier to participation and equitable access. Many communities are developing policies on facilitating affordable access by ensuring discounted fees for youth and targeted populations, or providing a fund, alone or together with community groups, that subsidize individuals and families who have affordability challenges and who would benefit from recreation participation. The Low Income Cut Offs (LICO) are often used as a threshold for providing financial support.

5.2.8 Market Segmentation / Services Differentiation

One of the business components that is emerging into the leisure services operating environment is the recognition that the population is not generic or homogeneous as to what activities they wish to undertake and at what participation / quality levels. Increased target audiences or market segmentation strategies are emerging. As an example, participation can often now be tracked on the following levels of interest:

- Experimental, general interest, etc;
- Hobby / specialized interest;
- Competitive / elite interest and skills development.

Each of these levels has various degrees of intensity, cost and user preparedness to pay user fees and participation. They also have different levels of facility quality and capacity requirements. These range from the amount of seating for competitive and tournament oriented activities to the fact that unorganized recreational baseball can occur on school board or other less developed and maintained baseball fields.

The tendency in many municipalities has been to deliver services on a more generic basis. However, changing facility quality expectations results in a question as to whether all facilities need to be developed at a high end or whether different levels of facility development should occur in terms of quality and

capacity supported by different levels of user fees. This is a changing consideration, in that historically municipalities have charged a common level of user fees for ice, fields, etc. An increasing trend is to consider charging different fees and rates based on the quality of the facility, with potential premiums being charged for the time slots that are most in demand. This is a more of a business model and also focuses on different levels of intensity, interest and ability to pay.

The repositioning of the market to a more targeted approach may also result in changes to two of the other trends identified in this report related to user rates and fees as well as facility quality.

5.2.9 Leisure Services Development and Delivery Strategy

Input received from community members, municipal staff and Councils, and the trends and analysis within the leisure services sector at the municipal level, indicate potentially substantive change in terms of how leisure services will be developed and delivered in the future. The expectation that a municipality is the centre point for leisure services delivery, involving programs, facilities, coordination, special events, etc. is changing, as municipal operating environment changes relative to overall service responsibilities (e.g. aging infrastructure) fiscal constraints and other factors emerge relative to the use priorities of available resources. In concert with these changes, are market-based changes in terms of the types and numbers of leisure interests that people wish to pursue; the level of interest they wish to pursue them at; their preparedness to pay user fees of a higher order; and trends towards increased participation by the private, non-profit and other service providers. Rock climbing; private arenas; sports and fitness centres; specialized programs delivery, such as hockey schools, private sector adult leagues, etc. represent examples.

The operating environment for leisure services at the municipal level is also changing with increased connectivity between sport, recreation, arts, culture, heritage, tourism and economic development; movement towards facilitated access and information resources for all leisure services; and consumer demands for more one window / coordinated accessibility to services.

Of increasing concern to a community is the ability of community members to reasonably access leisure services related to costs, varying interests, locations, ability / skill levels, etc. As the leisure services delivery system gets more complex and user fees become more prominent, access issues become more significant. Therefore, efforts to reduce costs by gaining cost economies through partnerships, mergers and conjoint / joint venture activity are more evident. As an example, YMCA Canada reports that local YMCAs now have over one hundred municipal servicing partnership and / or direct delivery agreements.

What these changes lead to is a vision of an integrated leisure services delivery strategy that builds on the strengths of all services providers in a community and which uses all the community's resources to achieve positive outcomes in terms of each participant's personal development and the quality of life in the community. This is a holistic strategy that also needs to connect with education, health, social services, tourism, economic development, policing and other initiatives, as leisure services do not exist in isolation within a single community or within broader regional markets.

The trend towards a more integrated community-based leisure services strategy, that can achieve trust between service providers; establish strong leadership; and uses cooperative and collective efforts that focus on consumer interests and needs, practical financial realities, reasonably universal accessibility and ongoing services evaluation, is the service delivery model that will support future success.

5.2.10 Volunteers and Leisure Services Delivery

Another emerging strategic theme and challenge for municipalities is the sustainability of volunteer service organizations as important service providers and partners. Volunteer organizations have a long and valued history in the delivery of an array of leisure services. However, increasing concerns are being raised about the sustainability of these organizations, particularly from a financial perspective, as operating and capital costs rise to significant levels, and their ongoing ability to recruit committed and / or skilled volunteers becomes increasingly challenging. A loss of capacity and service from this sector would greatly impact the availability of leisure services. Therefore, municipalities will need to examine various options, inputs and roles that it may be in a position to undertake in order to maximize the supports available to voluntary organizations in order to sustain, and if possible, enhance their present capacities. Governance and technical training, marketing and analytical supports, advocacy initiatives, volunteer recognition, grants acquisition, and other activities and services could be considered based on individual group needs.

There are also a number of trends that are influencing the availability of and the level of participation of volunteers. First, is the assumption that with more retirees of an earlier age, the province educational requirements for forty hours of community service by secondary school students and the historical tradition of volunteerism, that there would be a significant supply of volunteers to support Boards of Directors positions of non-profit entities, programs and services delivery, administrative supports and related activities. However, there has been a trend in recent years for volunteers to become more project-focused rather than engage in longer-term involvement. As an example, major events, appear to be able to attract large numbers of volunteers for specific time frames and commitments. However, reports from non-profit organizations who deliver continuous service speak to the challenges of attracting volunteer Board of Directors and operational support volunteers where the need is more for continuing, longer-term commitments. This trend speaks to the challenges that are evident where people are looking to volunteer on a targeted basis and know what their defined commitments are.

A second consideration is that many of the leisure services and community supports that exist have evolved on the basis of a few key volunteer players, some who have provided twenty to thirty or more years of leadership. However, succession is becoming an increasing challenge for some non-profit organizations and community groups, especially where it is not evident that there is the leadership commitment and support necessary to replace those individuals who are moving on. This generational transition in volunteer leadership and commitment is a challenge in sustaining the range of community services that are offered in communities across Canada.

Third, is the increasing challenge around accountability and “red tape” involved with volunteering. Organizations, especially those involved with youth, often now often require police checks, costing anywhere from \$25.00 to \$50.00 per check. Other volunteers are concerned about accountability of

working with youth and the negative public exposure that can occur. More and more not-for-profit community organizations need to undertake complex evaluation and reporting programs to government which creates more paperwork and less time associated with program and organizational development and delivery. The changing nature of the volunteer environment is becoming a potential constraint.

The fourth, and final, consideration is that many volunteers are highly educated, have been involved in supervisory or managerial leadership and have a host of experiences. Therefore, how they are treated, valued, recognized, trained and supported becomes important as the sophistication of volunteer increases. Many not-for-profit organizations and community groups do not have a tradition or a capacity to adapt to some of the changing profile considerations of volunteers.

Volunteers continue to be critical to the development and delivery of leisure services. However, their availability, development, use, recognition, recruitment, succession and related considerations, as well as changing preferences around their commitment and interests, needs to be effectively addressed and responded to in order to sustain a strong and vibrant volunteer pool in support of a broad array of accessible and affordable leisure services.

5.2.11 Community Trails

For over thirty years, communities have been developing trail systems throughout their community. These trails have utilized hydro rights-of-way, waterfront public lands, linear ravine systems, direct purchases of land and linkage and acquisition of land through the Planning Act in new development areas. Community trails have become one of the most popular and sought after development initiatives within communities. Initially, walking and jogging-type activities were the prominent use. In more recent years, cycling, rollerblading and other uses have emerged in force.

The design of trails has advanced significantly, in terms of hard surfaces to support wheelchairs and bicycle use, rest areas to support older aged users and the concept of connecting destinations so that a linked network evolves. These destinations often involve schools, large parks, attractions, commercial areas, waterfronts, special environmental features and a host of other community resources.

In the last ten years, Trail Master Plans have become common amongst municipalities and are often linked to bicycle master plans and other transportation systems plans.

One of the most significant trends of the last five to ten years has been the linking of community trails to broader linear transportation network planning as a component in these networks. As a result, community trails are increasingly taking on a role as an alternate transportation resource in combination with the fitness, recreational and related activities that have traditionally been the value basis for these resources.

With the development of the broader network system, and also with the integration of trails between municipalities, particularly in regional government areas, has come the notion of a three tiered trail system:

- The spinal corridors that are the primary transportation routes;
- The local trails that connect neighbourhood and other destinations within communities;

- The specialty trails that are theme-based, such as the Chrysler Greenway, Essex County TransCanada Trail, many waterfront trails and those associated key geographic features, such as the Bruce Trail along the Niagara Escarpment.

Community trail development is evolving, and needs to be considered in all new and renewal development occurring within communities as both a recreational experience that sustains leisure interests, fitness and related activities, as well as providing alternate transportation opportunities.

In addition, as trails become more multi-use, involving everything from cyclists training for marathons to seniors walking for health, comes the need to better manage trail utilization to reduce conflicts and to provide trails on a year-round basis. Trail conflicts have existed where bicyclists have collided with trail users, often seniors. As a result, strategies have evolved, such as yellow lines to separate use or to have two track trail systems in heavy use areas. Also evolving, are the development of trail heads, the use of tea rooms and other services along the trails and the maintenance of trails in the wintertime to facilitate year-round utilization. Many cities have been approached by groups who have asked Councils to maintain the trails on a year-round basis so that users can sustain their fitness regimes and facilitate ongoing alternate transportation access.

As the role of trails evolves and utilization grows, trails will become an increasingly important resource that will need continuing investment, maintenance and management to sustain their value and effective use and benefits.

5.2.12 Collaboration, Partnership and Joint Ventures

The use of partnerships and joint ventures has come to dominate many of the discussions around future leisure services delivery. They are seen as a service delivery strategy that uses all the resources in the community, allows organizations and individuals with expertise and capacity to more effectively deliver service, expands service opportunities within the community and potentially achieves greater cost efficiencies through economies of scale and more coordinated / integrated delivery efforts.

In terms of strategies, the use of partnerships, joint ventures and 3 Ps, and the expansion of their role and application in delivering major leisure facilities, is a strategy that will need to be examined in all services initiatives. This should be a check list question for each project as to potential partner's identification, feasibility and desirability. However, the challenges with partnerships, in terms of risk, sustainability, mutual benefit and value for investment, needs to be continually assessed.

Partnerships are also evolving in different contexts. As one example, YMCAs now have over one hundred municipal partnerships and joint ventures in the delivery of leisure services in Canada. The Town of Goderich in 2005 / 2006 entered into a partnership with the Sarnia / Lambton YMCA to build and operate the new South Coast Recreation Complex involving an indoor pool, arena, walking track, gymnasium and fitness centre, along with operating all the Town sportsfields, a second arena and leisure programming. YMCAs are also moving into significant partnerships with the City of London on Northeast Recreation and Aquatics Centre and the Southwest Recreation and Library Complex, and have undertaken similar initiatives in the City of Sarnia, along with the City of Waterloo on a newer multi-use complex. In the City

of Niagara Falls, a new recreation complex was built by the City and the YMCA in partnership, which houses a YMCA, Branch Library and the City's Parks and Recreation Offices.

Many different types of partnership models are evolving, both in terms of leisure programs and facilities. There are ongoing efforts to consider different ways of delivering services than traditional municipal only approaches. Financial constraints and the increasing spectrum of leisure services interests results in collaboration, partnerships and joint ventures representing important strategies in responding to an ever changing operating environment.

5.2.13 Role of the Parks and Recreation/Community Services Department

Municipalities have traditionally held significant responsibility for the development and delivery of leisure services within their communities. This has been generally undertaken for leisure services through a Department of Parks and Recreation / Community Services, and local Library, Museum, Art Centre and related Boards who are funded in whole or in part by the local municipality.

The municipal role over many years has been as direct funder, developer and operator of leisure facilities and programs. In more recent years, there has been some contraction of the role in leisure services delivery for some municipalities. Some municipalities, such as Niagara Falls, have opted to allow non-profit, community-based, private enterprises and others to undertake more of a role in leisure programs delivery in order to expand services, reduce competition and to use all the resources available within the community. Other municipalities, due to the growth in leisure services and changes in the market and fiscal realities associated with those services, have tended to focus their role on community development, facility capital development and operations and coordination / facilitation activity related to marketing, information provision / referrals and related supports to the overall leisure services network in the community.

Roles of municipalities can sometimes be prioritized around the following:

- To identify the leisure needs and interests of the community, along with the provision of information / education on and facilitating access to leisure services;
- To act as a facilitator and broker in bringing together partners, including the municipality, to develop and operate facilities, programs and events in the best and most flexible manner possible in meeting the leisure needs of residents, which are consistent with the strategic directions and priorities of the department and the municipality;
- To assist in the preparation of leisure facility proposals, business plans, event programs, grant applications and related tasks within potential partnerships by supporting organizational and technical development and other capacity building initiatives;
- To be directly involved in leisure services delivery when a partnership or third party provider is not viable, is too risk intensive or no other service provider(s) exist to deliver a leisure service that has demonstrated need in the community and meets the service delivery criteria established.

5.2.14 Capital and Operating Finances

For the last decade, considerable change has occurred within the context of capital and operating finances for major parks and recreation facilities. For the last ten years or more, targeted senior government recreation and culture grants for leisure facilities have not been as available though some opportunities have opened up in recent years via infrastructure, rural development, culture and other granting programs. For decades, these grants contributed up to one third of capital costs via Wintario and other programs. In more recent years, fundraising, direct financing, Development Charges, municipal grants, corporate sponsorships and other strategies have become significantly more important in funding major parks and recreation facilities and development.

Beyond the loss or limiting of capital grants, the capital funding environment has continued to change significantly. Amendments to the Development Charges Act in 1999 and subsequent rulings have reduced the application of this capital funding source for new resources. The definition of eligible facilities has been reduced, e.g.: no cultural facilities, a redefinition of the service level has lowered the thresholds for the funding of future facilities needed to support population growth in the community, and there is a 10% arbitrary capital cost reduction, along with a penalty for overcapacity. As a result, Development Charges, which have been a primary source for parks and recreation facilities capital funding, especially in faster growing communities, can have a reduced role under the current legislation.

Another capital financing strategy that has begun to emerge has been the use of capital surcharges. The City of Burlington was one of the first to utilize this for the development of the Appleby Ice Centre. In this case, there is a \$45 plus surcharge on each hour of adult ice and a \$16 plus surcharge on each hour of youth ice. The surcharges are used to pay off the City debenture used to build the facility. Pickering and Oshawa are also utilizing surcharges, the latter at \$8 per hour. The Township of Strathroy-Caradoc has introduced a surcharge of \$3 for all ice hours rented and the County of Haldimand has a surcharge on only the new Caledonia Community Recreation Centre's ice but not its' other three arenas.

Other municipalities, e.g.: Stratford, have looked at surcharge applications for both new capital development and long-term renewal / rehabilitation. Burlington has subsequently used this model for a new soccer field and has developed a 7% surcharge on all rental revenues for the Tansley Woods Recreation Centre. Broadening the use of surcharges is being discussed though it has moved slowly over the last ten years. It does represent another form of capital funding that is user-pay focused. However, it does have some implications in terms of:

- High cost capital facilities, such as indoor pools, require sensitivity in terms of any surcharges as user fees could become too high and user volume is needed in order to reduce operating deficits due to the high fixed operating cost nature of these facilities;
- Surcharges can create affordability concerns, impact volunteer groups, etc.;
- Fairness and equity considerations emerge if surcharges are used on some facilities and not others.

Fundraising and corporate sponsorships, including naming rights have become an increasing source of capital funding for larger recreation and leisure facilities. The opportunities to name facilities, to fund

specific rooms or equipment, along with traditional cash donations have become increasingly important. However, the overall fundraising environment is increasingly competitive as not only the leisure services sector, but many sectors are competing for funds on a daily basis, such as health, education and others. Within the context of fundraising, corporate sponsorships have grown significantly which results in a changing relationship with corporate funders who take a stronger marketing and visibility-based approach to their contributions towards a particular project or program. Also, sometimes they wish to contribute value-in-kind as a displacement for direct funding. Fundraising may not always work as a strategy and securing and retaining volunteers to drive a fundraising campaign is a concern due to community volunteer fatigue. Fundraising can be a goal but does not come with a guarantee. It has enhanced application for joint venture initiatives where there may be significant shared outcomes.

There is now a wider mix of capital funding sources applied to leisure facility initiatives than in the past. Where major facility initiatives were once funded from two or three sources, it is likely in the future, that they will require four, five and six sources. This direction will create stronger partnership needs and a greater risk orientation related to creative financing approaches.

From an operating perspective, increases in user fees have become a growing strategy over the last decade for all municipalities. Most municipalities have increasing expectations that user fees will continue to move between 60% and 80% coverage of a department's total budget and even higher over time.

Increasing onus is being put on users to fund facility operations. As these funding formulas become more sophisticated, they begin to include not only direct costs, but also allocated corporate and indirect administrative costs, capital maintenance reserves and capital upgrading charges

5.2.15 **Evaluation**

Municipalities are moving into the area of services evaluation that are more comprehensive, data and input-based and which will become a key component in establishing servicing priorities/core services and resource allocations. Some municipalities have instituted a regular three year resident survey on twenty-five or more service themes, which gauges the value residents place on services through a gap analysis approach involving the level of satisfaction versus level of importance. This process identifies outcomes related to utilization levels, value held for the service and overall importance to residents.

The notion of evaluation has become increasingly apparent in all public and other service sectors as expectations grow for outcomes and restraint exists on the availability of public resources. Best practises and evaluation programs are supportive to continuous improvement approaches in ensuring that resource decisions and operations are consistent with the real, demonstrated needs and interests of residents.

Evaluation of leisure services has become increasingly apparent now and for the years ahead. Both existing and new parks and recreation facilities and services will be influenced more and more by these evaluation strategies and their outcomes. As a result, leisure services will increasingly need to be targeted on specific needs that are demonstrated by community members, support specific outcomes that benefit those that have the needs and will need to be flexible and adaptable to the changing uses and applications that will occur within the population.

5.2.16 Multi-Use Facilities

The multi-use concept for major parks and recreation facilities has been available and used for many years both as a concept and in practise. Multi-use leisure facilities have more critical mass, potentially better operating and capital economies of scale, higher visibility and greater customer service potential by creating a single access venue. However, they also tend to result in larger facilities that move to a district and municipal-wide servicing perspective, potentially reducing neighbourhood / local area level presence and roles. There can be some significant trade-offs.

Multi-use facilities have been identified from the research as a strategy in developing major leisure facilities in many municipalities, such as with joint venture operators and public libraries. It is a strategy that is the basis for a partnership oriented facility development model. Therefore, multi-use, which means bringing together the most number of uses and users that have demonstrated need and the right compatibilities, should be a valued facilities development strategy within this Master Plan.

5.2.17 Use of Schools and Their Availability

Currently, some community-based leisure programs and activities occur within schools owned and operated by local school boards. Bill 160 reshaped school management and operations, including the cost of maintaining schools, how surplus schools are disposed of and other key considerations. In June 2004, the new provincial government of the day announced \$20 million provincially to facilitate increased affordability access to school-based facilities. This program was renewed in late 2006 and continues.

The community use of schools user fees were recast between 1995 and 2004 to reflect a true cost accounting approach compared to the previous more free / low cost access model. This resulted in reduced use of schools and pressure for more municipal facilities due to affordability issues by community service providers. If school use were to be eliminated, it creates a need to develop new community centres and related facilities often with gymnasiums.

Another community use of schools relationship issue is the development of campuses or the attachment of community facilities to schools. Future campus strategies will need to be assessed for balance, vulnerability and risk before being entered into due to increasing school closures and anticipated schools or undeveloped school sites that are not needed are being sold off. School boards also benefit from joint school and park development and have relied on adjacent parkland to fulfil school green space, play space and sport and physical education curriculum.

Due to school closure policies and directions of school boards, the building of additions to schools for community facilities is potentially a less supportable strategy then it was fifteen to twenty years ago. A preferred strategy in this regard may be to develop multi-use facilities with other partners if longer-term sustainability is evident. If access to schools can be reasonably achieved and sustained, it represents an affordable and preferable strategy for providing selected indoor and outdoor activity spaces.

With respect to non-specialized facilities, school resources continue to represent one approach as they are the most widely distributed resources for the provision of leisure programs in the community. They are flexible, service many neighbourhoods and represent a potentially more cost efficient approach.

In terms of a strategic direction, access to schools should be a preferred delivery strategy under the following conditions:

- Local area / neighbourhood servicing strategies for leisure programs for both programmed and non-programmed activities;
- By improving relationships between the users and the onsite school staff to enhance access and participant experiences;
- Pursuing the development of specialized facilities with schools with caution, particularly existing schools in areas with declining student enrolment;
- Examining opportunities for campus relationships between the school boards and park and recreation facility providers, ensuring that there is a reasonable contingency plan, if school development does not proceed or if a school closure occurs.

5.2.18 Balancing Rehabilitation with New Development

Another strategy consideration is whether parks and recreation facility initiatives become focused on new facility development or the redevelopment of existing facilities via additions, renovations, venue renewal and related changes. The strategies around this particular consideration will need to be evaluated on a case by case basis. It will also be dependent on what partnerships are available and what resource transitions are occurring at the time related to the types of uses, level of need and funding that is available. It may be that rehabilitation with expansion is a less capital intensive strategy than new construction if no land costs are incurred and if better economies can be achieved operationally.

As a strategy, new leisure facility initiatives should be evaluated as to what options are available to achieve the facility in the context of rehabilitating and readapting an existing facility or venue. Balancing new facility and venue development with existing facility and venue rehabilitation should be part of an evaluation framework related to parks and recreation facilities development.

5.2.19 Capital Facility Maintenance

One of the often forgotten dimensions of leisure facility ownership is the ongoing capital maintenance of facilities with respect to the replacement of major components, such as chillers in arenas, filters and pumps in indoor pools, roofs in community centres, park playground equipment and sportsfield infrastructure. Over a twenty year period, considerable capital rehabilitation can be required. Portions of these costs are sometimes paid for from reserves contributed from annual budgets. However, other supports are usually required due to the magnitude of the project and limitation of reserves. Since these projects often do not involve expansion or renovations, but rather capital replacement and maintenance, they typically are not candidates for fundraising or partnership approaches.

One of the key recognized trends is that many public bodies have significant capital maintenance and reserves deficits that will put increasing pressure on operating budgets in order to sustain these facilities and venue resources. The utilization of pro-active reserve funding approaches for capital renewal, self-sustaining debt coverage and other financing strategies should be incorporated.

5.2.20 **Summary**

The following material summarizes the trends and strategies perspectives.

- An aging population profile is evolving, but there will not necessarily be an absolute decline in youth numbers. Therefore, a need to have a more balanced services delivery focus that moves beyond a strong youth orientation focus since the 1960s;
- The ability to address, both through the principle of inclusiveness and participation, the needs and impacts of a changing ethno cultural mix within the population. A mix that will have other types of interests based on their traditions and experiences, as well as will want, in some areas, to adapt to Canadian leisure activities. Education, communications, engagement and focused contact with these communities represent important strategy considerations;
- Ever increasing expectations amongst users relative to facility quality, driven both by consumer and fee expectations, as well as what is being developed in other communities. This has significant capital and operating cost implications;
- The increasing merger of sport and cultural tourism with parks and recreation services facilities and operations as one of the key rationales and points of investment;
- An increasing interest in the environment and the conservation of key environmental features, such as water / wetlands, woodlots, ravines, etc., which often brings additional lands and management responsibilities to a municipality;
- An increasing emphasis on energy efficient facility and venue designs, using LEED Standards as a baseline;
- The growing importance and value for arts, culture and heritage as part of a healthy and creative city and in support of changing resident values and population characteristics;
- The increasing integration of community, health, education, social and policy services relative to holistic servicing strategies, often led by health units and both public and community-based social service providers;
- The increasing sophistication, emphasis on and impact of user fees and rental rates development relative to how they are prepared, their fairness and equity, transparency; and the ability to develop them in a meaningful and consistent way;

- The growth in market segmentation and services differentiation between recreational use, higher skill interests and other types of uses that define different market niches and varying types of expectations and levels of needs amongst participants;
- The increasing role of not-for-profit, private sector and community organizations in the delivery of leisure services and the potentially changing role of municipalities with a greater emphasis on facilitation and community development;
- The growing use of partnerships, joint ventures and community engagement as a basis to facilitate services development and delivery;
- The increasing use of a wider array of capital and operating financial sources to support services delivery, including corporate sponsorships, community fundraising, senior government grants, etc.;
- The increasing emphasis on the evaluation of services delivery to ensure that the right services are being delivered within the appropriate frameworks and with the desired outcomes;
- The increasing emphasis on multi-use facilities and the potential to use more of the community's facilities in terms of institutions, schools, clubs / associations, etc.;
- The growing emphasis to balance the need for the rehabilitation of aging facilities in conjunction with the development of new facilities, along with the importance of ensuring adequate resourcing for ongoing capital facility maintenance, renewal and serviceability.

5.3 SPECIFIC ACTIVITY TRENDS

5.3.1 Introduction

The following material provides some perspectives and insights on trends that are influencing participation in selective recreation and leisure activities that will have influences on the future leisure services development alternatives and priorities.

Participation in various recreational and sport activities is driven by two key perspectives:

- **Population growth** – as the population grows or declines, the absolute number of people available to participate in any activity also changes. Town of Ingersoll is forecasted to have some modest growth, being a service centre to the region and attracting young families who commute to work in larger urban centres in the area.
- **Participation rate** – this participation growth or decline factor is based on resident's interest in participating in a specific recreational or sport activities. There are many influences that drive the impacts on participation, such as an aging population with proportionately fewer younger members within the demographic profile; the growing number of new Canadians within the population who have not experienced the same recreation and sport activities, such as the people

from the Middle East and ice-based activities; contemporary/cultural popularity of certain activities; the cost of participation, as well as the convenience of schedules and venue availability; and the emergence of new activities or modified current activities that increase the diversity of choices that people have for participation; economic downturns that could reduce people's discretionary income to pay the fees for participation; and a host of other influences.

Because of the wide range impacts and influences on recreation and sports participation, the participation rates tend to be dynamic over relatively short periods of time, and therefore, venue adaptability and reuse considerations can become important.

5.3.2 Individual Activity Trends

Baseball

Minor baseball has experienced one of the most significant participation transitions, greater than for most recreation activities. In the ten years after the Toronto Blue Jays last won the World Series, registration in minor baseball in Ontario declined between 30% and 60% across many municipalities, except in the Niagara Region and Windsor-Essex where there is considerable affinity to the border areas with the United States and a strong culture for baseball exists. Over the last ten years, Baseball Ontario has undertaken a significant marketing and community development effort to renew baseball. This effort has resulted in increased registrations of over 30% compared to the lows experienced in the early 2000s. However, the registrations have not come back to the levels of 1992 and 1993 or likely will.

Registrations have been impacted by a number of factors:

- A declining youth populations in many rural Ontario and smaller communities, as well as in populations in communities up to 100,000 people outside of the Greater Toronto Area;
- Soccer's significant increase in popularity has resulted in a number of youth moving to soccer from baseball or not participating in baseball at all as they come of age to participate;
- A significant portion of the youth age cohorts involve new Canadians who have had no baseball exposure or experience and do not know the sport;
- Preference by some parents to have their children participate in higher aerobic-based activities for health and fitness purposes.

The general perspective is that baseball registration could increase based on population growth but will experience little or no participation rate increases within the population as the key influencing factors of an aging population and declining youth cohorts, the increasing number of new Canadians proportionality and other factors will influence the choices made by families.

In terms of adult baseball, the following is identified:

- The once popular and very dynamic men's and women's fastball leagues have declined significantly, especially in rural and smaller communities where these leagues were once very popular. There are many small communities that have lighted fast ball diamonds that are not used

or are significantly underutilized. This has been driven by the aging population and the continuing movement of younger adults from the rural areas to urban centres for education and employment;

- In terms of slow-pitch, there has been a decline in overall participation. This decline has been mitigated to some degree by the increasing segmentation of the sport in terms of competitive and recreational leagues, competitive and recreational mixed leagues, age-based leagues and other strategies that have sustained the sport to a degree. However, growth is likely connected primarily to population growth. The major boom in slow-pitch activity occurred over the last twenty-five to thirty years and was highly influenced by the “boomer” generation that constitutes 32% of Ontario’s population. This generation is now fifty-five to seventy years of age. One half of this generation is fifty-five to sixty years of age. Therefore, for the next five to ten years there will be a pool of players for slow-pitch from this generation but it will likely continue to diminish as this large cohort ages. Younger adults will continue to play slow-pitch, however there tends to be fewer of them in the population proportionately and immigration drives population growth. Also, with the rise of adult soccer, there may be a reduced number of people within the younger cohorts that select slow-pitch.

Ice Activities

Boy’s Minor Hockey has been one of the strongest culturally-based activities in Canadian society. Registrations through Hockey Canada at one time were in excess of 500,000 individuals. However, Boy’s Minor Hockey has experienced declines in recent years due to three key factors:

- The reduced number of children in the population, both proportionally in terms of absolute numbers, especially in rural communities, smaller towns and related geographic areas;
- The fact that population growth in Canada as a whole is primarily driven by the influx of new Canadians who primarily come from the Middle East, the Far East, South America and Africa where ice-based sports have little or no presence, and therefore, there is no cultural affinity to participate in or an understanding of these activities;
- Increasing costs to support a child in minor hockey due to equipment, ice, registration and related costs, as well as injury concerns by some parents.

Hockey Canada has a program to grow registration, particularly within new Canadian communities. Major work is being undertaken in this area as there is an evident understanding of the implications to the sport and Canada. One example would be the South London Minor Hockey Association which had the largest Minor Hockey Association in London with 1,200 children. Over a five year period, some 20,000 new Canadians moved into the White Oaks area, that along with an aging population in what was once mostly a young family’s area of London, registration declined to less than 500 children.

Girl’s Minor Hockey continues to grow. It historically has grown by about 15% a year and 30% after Olympic years. Growth has been ongoing for over a decade and has been a significant part of the driving force to expand arena capacity across Ontario. Growth has settled to lower levels but is influenced significantly by:

- Population growth;
- Young females continuing to take an interest in the sport, especially as stereo-typical expectations have changed around girl's participation in hockey.

Girl's hockey will continue to grow above population growth but likely not at the levels experienced through the 2000's. It will also be influenced by the ability of Hockey Canada and others to engage with new Canadian communities.

Ringette has experienced significant declines as girl's hockey has increased. At one time there was speculation that Ringette would devolve completely but this is not the case. Most Ringette programs in Ontario are now developed at a regional basis in terms of team formation which has allowed the sport to continue and still be viable in some areas. The amount of ice time utilized has declined significantly over the last ten years but still represents an ongoing activity for young females. The influences on its participation levels will be primarily marginally upward in terms of population growth and downward in terms of the impact of growth in girl's hockey.

Adult hockey is moving in two directions. Men's adult hockey continues to be strong-based on the market segmentation strategies that now find under thirty-five and over thirty-five teams, under fifty and over fifty teams and the emergence of the over seventy year old teams. This type of segmentation keeps some players involved longer than would happen if they had to play with younger players.

However, participation levels are declining as the aging population occurs. The strength of the adult participation over the last twenty-five to thirty years has been the result of the "boomer" generation as discussed in the section on baseball. With the "boomers" now being fifty to sixty-five years of age, fewer will be participating and there are fewer younger people in behind to offset those retiring from the sport. Also the emergence of an increased proportion of new Canadians within the adult population who have had no exposure to hockey, will also have an impact over the next ten to fifteen years.

Therefore, men's hockey will likely see a diminished participation level due to:

- Aging population and the "baby-boomer" demographic impacts;
- The increasing number of new Canadians proportionately in the population;
- Other choices that people have for participation;
- A growing population will mitigate some of the potential declines on a limited basis.

For women's hockey, growth is projected, both based on population growth and participation growth. As with men's hockey some twenty-five to thirty years ago, some young females who play girl's hockey will want to continue participating at adult levels. The emergence of adult female hockey leagues is evident in many communities and is growing. This will likely be a significant trend over the next twenty years as the participants will not be from the boomer generation but will be from the X and Y generations. However, the increasing number of adult new Canadians in the population will mitigate the overall level of growth that will be experienced.

Figure skating in its various forms has relatively stable participation. It will be primarily influenced by population growth as participation levels are influenced by the proportion of youth in the population and the growing number of children who are new Canadian and come from ethno-cultural communities.

The Learn to Skate and the developmental programs should remain relatively stable and could experience some growth if new Canadian children participate at younger ages in these types of programs. Culturally, figure skating has had some exposure to new Canadians, especially from the Far East where it has a following but has limited exposure in Africa, South America and the Middle East.

Population growth and some interest amongst new Canadians will likely result in stable or marginally higher levels of participation.

Other ice sports, such as sledge hockey activities for specialized populations, will continue to grow however, the proportionality of these populations in the overall population is small and many new Canadians who have children or adults with disabilities would have little or no exposure to ice-based sports to influence their choices.

Soccer

Soccer has and will continue to grow substantively over the next decades in regards to both male and female participation and youth and adult engagement. The primary influences for these outcomes are as follows:

- Population growth;
- Significant participation in soccer by new Canadians in their homelands;
- Increasing T.V., media and other coverage of soccer on a world scale, as soccer becomes a main stream sport activity;
- At the recreational and competitive levels for youth and adults, the low cost to participate;
- The aerobic/fitness value of soccer participation;
- The increasing organizational capacity at the local level for youth and adults, enhanced soccer facilities being developed, and the emergence of indoor soccer to create a twelve month a year playing opportunity.

Youth soccer for boys and girls is experiencing growth due to both population and new Canadian influences. The participation of children and young adults has carry-over value into adult leagues which are growing significantly, being similar to adult hockey over the last twenty to thirty years.

Of all the sport oriented recreational activities, soccer will experience the greatest growth across a spectrum of ages, gender, ethnicity, affordability and related perspectives.

With significant participation growth and market segmentation in the adult leagues, i.e.; under thirty-five and over thirty-five, etc., similar to what occurred a number of years ago for adult hockey, the result will be continued higher levels of play as the current youth players age. Soccer will not be influenced by the

aging population as the “boomer” generation was not significantly engaged in soccer. Adult soccer is more based on the X and Y generations and higher penetration rates amongst younger generations.

Growth rates of 5% to 15% could occur for at least another five to ten years and then move towards more stabilization. Growth will be dependent on venue availability, time of play and accessibility to play and population demographics. Also, the current movement to a year round play and to being a mainstream activity etc. indicates strong growth perspectives.

In terms of indoor play, this is comparable to hockey where summer ice and play became a major activity approximately twenty years ago and has continued but to a lesser extent in more recent years. Not all the outdoor soccer players will transition seasonally to indoor play, however a number will, and there will be increasing demand for indoor facilities to support year round play growth in this sport.

Other Field Sports

There is an array of field sports that also operate on municipal park facilities. These include minor football, field hockey, cricket, field lacrosse, disk sports and others. Some are long established activities and others are emerging ones.

Minor football is a long established activity. However, it did experience significant declines through the 1990s as soccer participation grew significantly. There has been stabilization and some growth through the 2000s. Its future growth will be primarily related to population growth rather than participation increases. This is influenced by:

- The soccer choice option that is increasingly popular, especially amongst the growing number of new Canadians who would have no football experience or exposure;
- The proportion of children in the youth population;
- The higher costs to play football due to the equipment requirements.

Field hockey has had a variable history. Some communities have made strong effort made to stabilize and grow the sport which is primarily played at Resurrection Secondary School. It is a sport that is primarily female-based at secondary school age levels with some young adult play. Its future growth will be primarily influenced by population growth and whether the sport can sustain a presence in light of soccer, golf and other options. Its history with female high school students tends to be strong in some areas of the province and non-existent in others.

Field lacrosse is a relatively unknown sport though there is a small following. This sport can utilize other outdoor playing fields. It appeals to people who have a specialized interest in lacrosse. It tends to be less popular than box / arena lacrosse. It is not anticipated to have any significant growth and may experience some declines. Indoor lacrosse, on the other hand could grow due to both population growth and the emergence/profile of the National Lacrosse League. Arena lacrosse uses arenas off season and no new venue needs are seen.

Cricket is a sport that is currently organized on a broad regional basis, primarily played Sunday afternoons by new Canadian populations. With the emergence of two world class cricket pitches in Brampton, as well

more modest pitches in the Waterloo Region, Burlington, Chatham-Kent and other areas, this sport does continue to show some growth. Its growth is not population growth but based on new Canadians, primarily from the Indian sub continent. With the continuing migration from these areas to Canada, participation in the sport will likely grow but modestly. It is not anticipated that there will be substantive growth like soccer but there will be some growth. Where venues are not available, increasing requests for specialized venues or placing a cricket pitch over two parallel soccer fields will likely increase.

Currently, the organizationally infrastructure for cricket is not at a level that will advance the sport significantly in the short term, but like soccer and other sports, this could change over the next decade.

Rugby is a long standing sport that is primarily a niche orientated activity in secondary schools. However, the emergence of women's rugby in the Ontario and the Canada Games, and continuing male adult activity will result in some expansion in this sport. Its key influences are:

- Population growth, some of which comes from countries such as England, Australia, South Africa, New Zealand and other areas where rugby has popularity;
- The low cost of participation;
- The high aerobic/fitness value;
- The notable/historic social dimensions within the rugby culture.

Overall, it will likely remain a more niche-oriented sport with a limited following that could be influenced by population growth to a marginal growth level.

Trails/Walking

With the increasing emphasis on healthy lifestyles, walking has grown amongst all population generations as an important activity. The use of trails continues to grow substantively, as do participants in mall/arena walking. Walking will continue to grow for the following reasons:

- The low cost to participate;
- The multiple routes and alternatives available to create diversity and interest;
- The ability to walk alone, with friends, in small groups or larger entities;
- The availability of indoor and outdoor walking facilities that support year round participation no matter what the weather;
- The ability to undertake the activity anytime of the day or day of the week;
- The noted health benefits of walking in terms of muscle development/tone, aerobic support, etc.;
- The ability to walk no matter what one's ages if mobile.

Track and Field

Track and field is a long standing activity within Canadian society. This is a sport that has limited competitive activity relative to several meets a year but significant need for training facilities. There are also outdoor and indoor dimensions to the sport.

Growth in this sport is primarily driven by population growth. Participation growth is influenced by:

- Low cost to participate;
- The high value of the fitness and aerobic activity;
- Periodic high exposure levels due to the Olympics, Pan Am, and other Games that influences participation.

Impacts on track and field participation are:

- The emphasis on the amount of training for the number of meets;
- The need for good coaches and venues;
- The overall low visibility of the sport.

There will be some growth due to population increases. Participation is not high due to the participation alternatives available to participants and the fact that track and field tends to be associated with high schools and universities, though there are some community-based clubs as well, mostly in larger urban centres.

Aquatics

Aquatics tend to involve a series of activities:

- Recreational and family swimming;
- Swim lessons and certificates;
- Swim, diving clubs and other clubs;
- Wide range of rentals.

From a use and user perspective, the following trends were identified:

- Demand for lessons, classes, warm water use and cross training are increasing;
- Socialized elements of the aquatic programs are popular;
- Families are looking for “one stop” service opportunities;
- Growing demand for safety training and lessons with over 200 drownings a year in Ontario;
- Increasing diversity in types of classes, similar to land-based fitness, eg: water yoga;
- As population ages, increasing interests in warm water activities.

Aquatics activities are dependent on the availability of pools, primarily indoor though outdoor as well. Population growth will influence all types of aquatic activities in terms of some growth. However the following growth trends are also identified:

- Increasing participation by adults in fitness lanes swimming due to its high aerobic value; and less impact on knees and ankles, i.e.: seniors; and related benefits, including the growth in Master Swim Clubs;
- Family orientation that can be experienced during family or opened swims;
- The popularity of lessons, particularly for children and preschoolers as both a learning experience and a safety factor.

Swim participation will be also influenced by population growth primarily and enhanced accessibility to swim facilities will also increase participation. Seniors, those with disabilities and other population groups could see increased interest.

In terms of aquatic clubs, swim clubs will grow in light of population growth, however they tend to have limited growth in terms of participation rates within the population. Participation rates can be influenced by exposure to Olympics and related activities on T.V. Overall, the sport tends to have less visibility in the community. This is even more particularly true for diving, synchronized swimming, aquatic and water polo which are less known and more niche-based activities. Diving in particular also requires very specialized swimming facilities once you get to the five and ten metre towers.

Gymnastics

This is an activity that has transitioned to dedicated facilities, often within club environments. With the declining number of youth and the emergence of new Canadians proportionately in the population, gymnastics will not likely show much growth beyond population growth. Also, the amount of equipment and specialized set ups generally position this type of activity within club environments with the more “learn to” gymnastic programs hosted in public gymnasiums.

Gymnasium Sports and Fitness

Gymnasium sports for youth will continue to be evident but not likely grow substantially as the portion of this population stabilizes in terms of volume and changes in terms of cultural demographics. Basketball and volleyball are popular programs and have shown growth over previous years but has been more stabilized. Population growth will likely drive most of the increases for these particular activities.

On the adult side, there has been increasing activity in adult volleyball and basketball leagues, as well as the emergence of the new adult recreation and social clubs that can have higher registrations. Floor hockey, yoga, basketball, volleyball, all-sports, pickle ball for seniors and related programs have attracted participants based on seasonal and year round cycles.

It is anticipated that the X and Y generation will participate in these sports heavily as fitness is a big part of their quality of life priorities.

Organized fitness activity has increased substantially over the last decade, with a particular emphasis on boomer, X and Y generations. Going to a health club and/or participating in specialized fitness classes, Pilates, etc. has increased significantly. There have been a significant number of program variants that have emerged, as has the phenomena of “boot camps” in public parks. There is likely going to be continuing interest in these types of activities and fitness centres as population growth occurs. In terms of fitness programming, this is very much driven by the latest fitness packages that emerge and often is more targeted to female participants although many male participants are also involved. Some of these fitness programs occur within health clubs, many occur within community recreation facilities, as well as YMCAs, hotels/motels and other centres that have fitness equipment or programming space.

Demand for fitness programs is likely to continue to grow as it is not dependent on the “boomer” generation as it is on the X and Y generation and the emerging technology generation.

5.3.3 Summary

In summary, the following trends by activity could be experienced:

- Soccer, across gender and ages, will grow both based on population and participation rate growth. One could anticipate a minimum 5% to 10% annual compounded growth rate, possibly, for at least five and likely ten or more years. The growth in soccer will occur both in terms of outdoor and indoor activities with the greatest growth potential on an outdoor seasonal basis;
- Minor hockey may grow in the Town of Ingersoll but primarily based on population growth with the one caveat being how Hockey Canada’s program positions the sport and whether offsets for the increasing costs to participate can be achieved;
- Girls hockey will continue to grow, probably not at the 15% per year level, but likely more in the 3% to 5% range for the next decade;
- Adult hockey will likely diminish as “boomers” get older and there are fewer offsets to take their places in the adult leagues, though there could be increased growth amongst female adults for at least ten more years or longer. Adult male leagues could decline in the 5% to 10% range in the next number of years while the female adult leagues will likely grow at 3% or higher a year on average;
- Figure skating and related activities will likely grow based on population growth at potentially 1% or 2% per year unless something comes into the operating environment that changes the participation levels;
- Baseball will likely grow more related to population growth in the youth categories. Some recovery has been achieved since the low ebb in the middle 2000s and the offset that soccer and other sports are causing. Adult baseball will likely continue its decline, potentially 3% to 5% a year as the aging population transitions out of physical activity and there are fewer adults who will have an interest in this sport due to the proportionality of new Canadians driving population growth;

- Minor football, lacrosse and similar sports will likely be relatively stable with some impacts from population growth;
- Rugby could achieve some growth beyond population growth as it has become more pronounced in multi-sport events, such as the Canada and the Ontario Games. It will not be significant in comparison to soccer;
- Emerging sports like cricket that are significantly related to immigration, and disk sports will grow above population growth. Cricket, because of its connection to immigration trends related to the Indian sub-continent, and disk sports related to the emergence of that sport and its popularity amongst X and Y generation could grow but starting from a very small base number of active players;
- Walking will continue to be a growth activity, especially as the “boomers” age out and utilize this activity in retirement for all the reasons cited in terms of easy access and participation, indoor and outdoor activities, etc.;
- Track and field will experience growth primarily due to population growth and some increased growth due to health and fitness and related perspective growth. It is not anticipated to be substantial;
- Aquatics will experience growth in terms of fitness swimming and Master Swims related to the population aging. Development of new aquatic facilities will bring new people from the immediate area into recreational swims and children’s lessons, as well as preschool programs. Aquatic competition-based clubs will likely reflect population growth and facility availability. At the highly competitive end of the participant pyramid for aquatic sports, facilities will directly impact participation but will not necessarily increase their growth proportionately compared to other sporting activities. Training in other centres for the top athletes may likely have to continue;
- Gymnastics will grow primarily based on population growth. The emergence of dedicated facilities delivered by clubs will support the higher end training and development programs. Some recreational activity within public gymnasiums could occur but is complex due to the need for equipment, equipment storage in the building, and set up and tear downs which typically is best undertaken in the club environments;
- Gym sports will have varied experiences driven partly by population growth but also by the declining number of young people for volleyball and basketball. Basketball does have a stronger position amongst some ethno-cultural populations, particularly from South America, the Mediterranean and Far East populations. In terms of youth sports, basketball will likely grow above population growth but volleyball will parallel population growth. For adults, one would anticipate growth in adult gymnasium sports in terms of basketball and volleyball, and also with the emergence of the newer adult social and recreation clubs that have become popular and have significant registrations and are playing sports such as floor hockey, all-sports, pickle ball, etc. The emergence of young adult to middle adult age sport and recreation clubs that operate on a multi-

sport basis could show increased growth, well above population growth, placing increasing demand on gymnasiums and outdoor play spaces;

- Fitness in terms of both fitness centres and fitness programs (fitness classes, yoga, Pilates, etc.) will continue to show growth, especially as new fitness program elements come into the environment. These activities have gained significant support amongst X and Y generations, particularly Y generation populations who place a higher emphasis on quality of life and healthy outcomes. These types of activities will grow by more than average population growth projections.

6 Emerging Financing And Facility Delivery Models

6.1 INTRODUCTION

Over the course of the last twenty-five years, there has been the emergence of alternate financing and service delivery models related to municipal leisure services. There has been particular growth in some of these models in the last five to seven years, however, they have not all evolved with consistency or necessarily broad acceptance. Some of the challenges have emerged from the quality of the proponents of alternative delivery models relative to their capacity and expertise to deliver, while in other areas, there can be concerns and resistance from municipal staff and volunteers who believe the existing models provide preferred quality, affordability, accessibility, certainty and fairness outcomes.

6.2 MUNICIPAL SERVICE DELIVERY

Far and away the most common financing and service delivery model involves the municipality as the leading sponsor and deliverer of leisure services. This usually involves the use of development charges, reserves, debentures and other municipal resources to build facilities and venues, sometimes augmented by community fundraising, and particularly augmented by senior government grants ranging from Wintario in the 1970s to the Canada Infrastructure Program more recently and Canada 150 in 2017.

Services delivery, particularly in urban centres, often involves the municipality directly operating facilities and delivering leisure programs, supported by in-house marketing and specialist positions. In some cases, partnerships have evolved, such as the community centres partnerships with neighbourhood associations. However, in these situations, the buildings are owned and maintained by the municipality, and there is a sense that there is increasing centralization of scheduling, technology, risk management, user fee development and other perspectives.

Municipalities typically have the service leadership and sponsoring roles as they tend to be the “initiators and owners” of the Parks and Recreation Master Plans; have the capital funding capacity, particularly for major leisure facilities development; and have marketing, technology, facilitation, financing, risk assessment, insurance, printing and other supporting capacities that are often not available at the levels of expertise or resourcing that a smaller community, not-for-profit organization could muster or even larger community non-profit might be able to provide.

For potential and existing private sector deliverers, the barriers to entry are typical property taxes which are not paid by municipalities and some non-profits, subsidized municipal user fees which changes the competitive profile, the need to repay capital investments, and to generate a profit.

6.3 SCHOOL BOARD PARTNERSHIPS

There has been a long history since the 1960s of municipalities and school boards working together on the development of leisure facilities. Historically, this was almost exclusively in the area of park development.

The 1960s and 1970s saw the emergence of the campus complex that typically involved one and possibly two school boards and a park on a conjoined site. The thinking at the time was that less land would be needed as the school boards could use the park venue through the day and the residents would have access to the park and the school yard facilities in the evening and or on weekends, at break periods and over the summer. The result was that potentially less land would need to be acquired and less overall site development costs incurred.

This model was used extensively by municipalities but has run into challenges in the last ten or more years. Some of the key challenges are:

- Some of the initial school sites were never developed after being purchased as part of a campus. School boards sold off these sites as surplus and residential crescents/courts were developed on these sites resulting in less land and more residents/users;
- Some schools involved in this model have been subsequently closed due to declining enrollment. A few municipalities have moved to buy some of these sites to preserve local neighbourhood parkland;
- The school boards have changing curriculum, such as baseball being removed from physical education, resulting in a lack of maintenance for baseball fields or their removal from school yards with a dependence on neighbouring parks for baseball activities at recess, etc.;
- School boards, due to fiscal constraints and other issues, have substantively reduced the maintenance of their school yards, particularly over the summer period and related to the quality of their playing fields, which has resulted in the loss of baseball, soccer and other fields for community use, or their repositioning to smaller children or as practice fields due to the limited turf maintenance and/or safety issues.

There have been initiatives between municipalities and school boards in regards to indoor facility / spaces. One of the more evident indoor facility initiatives has been indoor pools that have been attached to secondary schools, such as Cameron Heights in Kitchener, three pools in Burlington, numerous indoor pools in Toronto and other centres. This strategy was seen as a “win win” in that there was capital and operating cost efficiencies, the school curriculum would support daytime use for Phys Ed and swim teams, and the facility would be available through the other times for community users. There could be savings on parking, operations, etc. and the creation of stronger destination points. Budget pressures on school boards have resulted in some municipalities having to take on these indoor pools, when school board owned, such as in Burlington, Toronto and other locations. Many of these pools are now extensively aged and require major renewal and were built to different standards in terms of the size of the swim tank and supporting facilities. School boards no longer have funding to support renewal or operations and, therefore some municipalities have to make decisions on these facilities which residents have become dependent on. Cameron Heights in Kitchener is an example where access and facility challenges exist and use preferences are moving away from using that particular pool.

Another area of integration has been the use of gymnasiums and other rooms within schools, often through reciprocal agreements between a Parks and Recreation Department and a school board. However, in the mid-1990s, when the provincial government introduced changes to support fee/income

generation from community use of schools, there was a retraction of such activity, with some municipalities ceasing their facilitation and scheduling of school facilities on behalf of community groups. Burlington, Kitchener, London and others decided to withdraw from this role due to the challenges of cost and access. In more recent years, municipalities have become more involved in the development of gymnasiums. One of the core arguments in many municipalities for these investments have been the limited accessibility to and / or cost to utilize school gymnasiums. Also involved is the “bumping” of community groups for school use which can impact schedules and continuity.

The arguments for greater use of school facilities are particularly related to the one “taxpayer” perspective, and the fact that many school recreation oriented facilities are available extensively in the evenings, on weekends, at break periods and through the summer. The newer school facilities are also air conditioned and have significant year round capacity.

Another related perspective that is emerging is that many new or renewed secondary schools are moving to a standard of artificial outdoor tracks with artificial turf infields. The Waterloo Region Catholic District School Board has developed such a facility at St. David’s and has identified it as a long term goal for its other secondary schools. Similarly, the Waterloo Region District School Board has developed such a facility at Jacob Hespeler Secondary School. The question emerges as to whether municipalities can work with school boards in developing these facilities and not have to duplicate them with additional artificial fields and tracks.

The relationship with school boards has been one that has oscillated significantly over time from full embracement in the 1960s and 1970s to significant withdrawal in the 1990s, to a more hit and miss perspective in the 2000s. This is a very challenging area as there are significant interests by the various parties at play, but there is one taxpayer and these facilities can be very costly to develop and operate if duplicated.

In 2006, the provincial government put aside \$20 million a year for school boards to enhance community use accessibility. This funding has been renewed several times and many school boards now have a community facilitator staff person to support community group access. This appears to have had mixed results in terms of how it’s been undertaken and what community group experiences have been. Also, as the province now moves to the neighbourhood hub model evolving around schools, this may be another consideration in terms of integrating leisure capacities into school facilities in a more partnered environment and allowing for an enhanced avoidance of facilities duplication.

Many people in leisure services leadership, education and policies spheres have recognized that there may need to be a significant effort made by school boards and municipalities to get together and resolve “turf” issues and to see if there is an effective way to integrate municipal and school board facilities in order to enhance the quality of the facilities and their accessibility, to reduce duplication and to significantly reduce capital and operating costs.

6.4 THIRD PARTY FACILITY SERVICES DELIVERY

One of the more emergent service delivery and capital funding strategies has involved partnerships with community non-profit organizations. The most prolific of these have been with YMCAs. In recent years,

the YMCA has worked with the City of London to build the Northeast London and Southwest London Recreation Complexes and to operate it in its entirety. Waterloo has undertaken a similar initiative with the Kitchener-Waterloo YMCA in regards to the Westmount facility that also has outdoor sportsfields and a branch library. In Goderich, the Town decommissioned its Parks and Recreation Department and retained the YMCA to build and operate the new recreation complex, and to operate the arenas, deliver recreation programs, undertake outdoor and indoor facilities scheduling and other service planning and operating roles. This is a more dramatic initiative in transferring a municipality responsibility and probably works within a small urban setting better than it might in larger ones.

In other communities, such as Sarnia, Chatham, Cambridge, Guelph and possibly Stratford in the future, YMCAs have or will build new indoor pools and own them. In most of these cases, the municipalities have not built a public indoor pool but invested capital funding into a YMCA owned and operated facility. In Sarnia's case, a \$6.0 million city capital contribution was made, of which \$1.0 million was an endowment to support public accessibility. This reflects one of the ongoing challenges of this model which is the reality and/or perception by some people that YMCAs are too expensive and unaffordable. What is really meant is that the YMCA works within a fixed income/fixed cost business model utilizing membership fees. Most municipalities utilize "pay as you play". The challenge with the latter model is that there is less revenue generated due to seasonal variations in use, weather conditions and other factors that result in less of a use commitment and reduced revenues to the municipality resulting in potentially high operating deficits, especially for indoor pools which are high fixed cost operations.

The YMCA nationally has a report that identifies approximately 150 municipal agreements across the country involving indoor pools, fitness services, employment services, arenas and a host of other leisure and social services that are delivered within various municipal-YMCA models.

In a number of the municipally-owned and YMCA operated models, the YMCA, have made significant capital contributions by taking on a community capital campaigns in the \$5.0 to \$7.0 million range. The YMCA typically has strengths in fund development and also its is difficult for municipalities to undertake capital campaigns as the perception is that they have taxes and people tend not to donate through a municipality but rather through a partner. Also, particularly in regards to indoor pools and fitness activities, the YMCA is a national leader, is recognized as one of the three acceptable aquatic certification and teaching programs within the Ontario Public Health Act and is also recognized for its fitness instructor and delivery programs.

A YMCA partnership with the municipality is not necessarily an easy approach. There are differences in culture, business modeling and other perspectives. It takes negotiation to work out some of the differences. In many cases, it requires a different way of thinking by municipalities to move in this direction as there will be less control and influence as historically may be in place which some municipalities find challenging.

6.5 PRIVATE FACILITIES

There has been a long history of private recreation and leisure facilities. Bowling alleys, curling rinks and outdoor parks have a long history in certain areas, as have banquet and conference facilities, driving ranges, golf courses and a host of other venues. In recent years, some curling clubs have had challenges

and needed municipal support. The Doon Valley Golf Course owned by the City of Kitchener is an example of a private sector facility that was acquired due to financial constraint similar to the North London Recreation Centre which was a former multi-use/squash facility that went bankrupt and the City needed to intervene to sustain a range of multi-use activities in that area of the City.

One of the more dramatic areas of recent private sector involvement has been in regards to arenas. In the late 1990s, a London group bought a large curling club in London and converted it into a twin pad arena. They subsequently developed twin pad arenas in Cambridge, Windsor and other communities, plus single pad arenas at the Gretzky Centre in Brantford and at Brock University. They operated for approximately ten years and subsequently went into receivership and have relinquished all the facilities. A Florida group has taken over some of these facilities.

In Oakville, the old Dominion Twin Pad Arena operated as a private venture. After three years, it ran into financial difficulties and was purchased by the Town of Oakville because of the ice commitments made and the immediate ice demand impacts of closure. This is the same scenario that occurred with the Sports World Twin Pad in Kitchener with its 2,000 hours of minor hockey ice commitment after only approximately nine months of operation. There is a twin pad facility in Burlington that has continued to operate for seven years with a very extensive programming mix that has been expanding. However, the owners have approached the City on several occasions to purchase the facility as they wish to get out of ownership. The operation continues to be viable and is leased out to a third party private sector operator by the owners.

In Hamilton, the quad arena facility is owned by the municipality but operated by Nustadia which is a private sector operator. They also operate the Tim Hortons' four pad facility in Moncton New Brunswick the twin pad arena at Durham College and another ten plus facilities across Canada. In these cases, they are retained as a management company to operate the facility and do not have a capital investment. Any operating deficits are usually covered by the municipality though bonus/loss performance clauses could be involved. They are retained because of their sector knowledge, large arena operations expertise and efficiencies, and other perspectives.

Canlan Sports Centres Inc. is another private operator in the arenas field. They operate multi-pad facilities at Etobicoke, Oakville, Oshawa, Scarborough, Mississauga, North York and the six pad complex at York University. They have facilities across the country, are a public stock offered company and have had some challenges over the years financially. They tend to operate in large urban areas like the GTA, Vancouver and other areas, and have not ventured significantly outside of the larger metropolitan areas.

A lot of the private sector operators tend to be in the arena market, sometimes owned by construction companies who want to build the building but don't necessarily wish to operate it. The history of these facilities has been erratic outside of the GTA, with many facilities going bankrupt and being sold off or are being offered for sale. Canlan, as one of the largest operators, has offered for sale some of its facilities from time to time, such as in Oshawa.

There is limited private sector involvement in indoor pools, unless they are associated with larger fitness centres. They are not at the 25 metre, six or eight lane dimensions. There also has been some experience with the private sector developing slo-pitch facilities. Two were developed in the 1990s in London in the

south and north areas. Each of the facilities had nine to twelve fields plus support facilities. Both closed after approximately three years of operation due to financial issues. One has not found a reuse and the other was taken over with municipal assistance by the Southwest Optimist Club who now operate that facility for their youth and adult baseball leagues, but has since closed.

In the soccer domain, indoor soccer facilities have a significant private sector history. Multi-field facilities have been built in Hamilton, (Stoney Creek), Vaughan, Toronto, Mississauga and many other communities. A partnership between London Minor Soccer Club and the Western Fair Association resulted in the BMO Centre in London in 2010 and it is about to be expanded. The former racquet ball club in the New Dundee area that was purchased by the Kitchener Minor Soccer Club and ran into financial troubles has now been taken over by a private sector operator, expanded and delivers soccer-based and field sport training and game opportunities.

As soccer has grown, many minor soccer programs who often also have adult leagues, have been able to raise funds and / or develop directly indoor and outdoor facilities. In other situations, municipalities have developed the indoor soccer facilities, such as at RIM Park. Reuse of aged arena facilities is also being considered for indoor soccer use, such as in Chatham-Kent and other locations.

Direct private sector involvement in terms of capital investment and operations is primarily limited to arenas, fitness centres, golf courses and soccer. Private sector involvement in indoor pools, baseball complexes, community centres and other areas are nominal or nonexistent. The private arena experience has been spotty, except in the GTA due to its population volume and growth.

6.6 RENTAL CAPITAL SURCHARGES

A number of municipalities have moved towards assessing a capital surcharge on every rental hour for selected facilities. One of the leaders in this initiative is the City of Burlington which has a \$54.00 an hour capital surcharge for adult ice activities and a \$16.00 hour per hour surcharge on youth ice activities. The intent of these capital surcharges originally was to pay for the capital cost of a new twin pad arena. Now the funds are used to pay for the operating deficits and capital expansion and renewal of arena facilities. This was introduced in the City of Burlington approximately ten years ago with the consent of the Ice User's Council to bring forward ice facilities more quickly rather than waiting for development charges or other capital financing. The program has been expanded to additional arenas to incorporate the latest twin pad facilities and has the capacity to repay any specialized debenture costs the City may incur beyond development charges. The program has gravitated to artificial turfed soccer fields.

The Municipality of Strathroy-Caradoc has used the same program on a smaller scale, with a \$3.00 per hour capital surcharge. The City of Oshawa has an \$8.00 per hour surcharge.

So far the dominant use has been for ice facility development with some movement into the areas associated with artificial/higher level soccer field development. This is a newer strategy and has not been widely embraced by a lot of municipalities due to affordability and other challenges. There appears to be an increasing movement towards the use of the strategy based on smaller capital surcharges being initiated and then growing them possibly over time.

One of the challenging perspectives that has arisen around this technique, is that ice users already pay one of the highest proportionate rates of user fees against operating costs for municipal leisure facilities. They are the ones that are being impacted the most by capital surcharges to date. Other sports/facility users may also have to be treated similarly on the basis of fairness and equity.

6.7 PUBLIC PRIVATE PARTNERSHIPS

This is an emerging model where the private sector designs, builds, finances, and in some cases, operates (facility maintenance and custodial services usually) a leisure facility on behalf of a municipality. This model is being used increasingly by the Ontario Government for major infrastructure, such as the recently opened Woodstock, Ottawa and other hospitals. A variant of this model would be design, construct and finance the facility that is then turned over to the municipality or other owner to operate. The contractual period can range anywhere from ten to forty years and in some cases, longer.

One of the rationales for the public sector utilizing this model is that it removes the debt financing from the balance sheet and provides access to more capital, as well as having a more integrated design, construction and operating process for a new facility. The model is typically used on large projects, like major hospitals, new court houses and some larger facilities at universities and other locations. For significant leisure facilities, this model typically has not been used, as the key perspectives of this model are really organized around scale and volume to create savings. One successful example of the 3 Ps in the leisure services area, was the development of the Budweiser Gardens in London which is a 9,100 seat arena and entertainment complex, which also demonstrates changing naming rights trends. A partnership between the City of London at 85%, 5% by Global Spectrum which has the long term management contract and 10% by Ellis Don the contractor was developed. Subsequently Ellis Don was bought out. Global Spectrum has continued to operate the arena as a private sector player one of fifteen facilities that it operates across North America and is a subsidiary of the company that owns the Philadelphia Flyers of the NHL and the Philadelphia Arena. It also has a catering company for all its facilities and a production company to bring entertainment/events/shows which have used the London facility extensively. For the last five years, there has been an operating surplus plus funds for reinvestment.

The City of Windsor looked at the same companies and model in regards to the Windsor Family Credit Union Centre (WFCU) but did not go in this direction and operates it as a city facility, with an adjoining seniors centre and other services. The Cities of Sarnia, Guelph and Oshawa also looked at a variant of this model but opted to own the facilities but have private sector managers operate the facilities separate from the municipal structure. Nustadia operated both these facilities but moved out of that particular market. The owners of the Sarnia Sting now operate the Sarnia arena facility with its 4,200 seats.

There are often significant questions to be asked in regards to the pursuit/use of the 3 P approach. However, there have been limited examples of its use in the municipal parks and recreation sector and in smaller communities. Part of this could be because of the scale of facilities, as the larger proponents typically are looking at projects in the \$50 million plus categories as their capital funding comes from pension plans and other sources looking for significant points of investment.

6.8 CORPORATE NAMING RIGHTS

This is a growing income generating area that involves the naming of a total facility/venue, as well as individual, major facility or venue components. In some cases the naming rights are corporate and for a defined time period. In other cases, it could involve recognition of a key person, family or corporate donor in either perpetuity or for twenty plus years.

London, Windsor, Waterloo's RIM Park and other cities, clearly indicate the emerging importance of corporate naming rights. In London's case, the first ten year naming period for the new arena complex in the downtown area was \$10 million for ten years for the John Labatt Centre. The same corporate entity opted to use another one of its brands to re-name the building and was successful in renewing a ten year contract for \$15 million, to call the facility Budweiser Gardens.

6.9 SUMMARY

There are emerging models that have different applications in the development, financing and delivery of leisure facilities and services in municipal environments. Some have had success, such as pool and community centre/fitness complexes engaging the YMCA within municipal buildings or on behalf of municipalities, while others have had mixed results, such a private arena development with municipal ice contracts. Others have had limited scope and applications, such as the 3Ps. Arenas have typically been the most dominant facility of the traditional mainstream facility offerings. There has been a long history of golf courses, curling clubs and other facilities being within the private, not-for-profit and private sectors.

Indoor aquatic complexes have been less or not engaged at all in these types of alternate service delivery models, principally because of their high fixed costs of operation and the inherent operating deficits that have been experienced by municipalities. The one transition has been YMCA partnerships based on membership models with some pay as play access.

Private sector arena involvement has typically occurred in larger settings like the GTA and high growth areas such as the Regions of York, Halton and Durham. Private sector arenas have been less evident and have had significant challenges outside of the high population volumes/high growth areas of the province.

Other delivery models have involved the use of dedicate, non-profit corporations to run municipal facilities and private sector or not-for-profit organizational contracts to operate municipal facilities as third party managers.

Based on observations and comments from different municipalities and not-for-profit and private sector operators, the challenges of implementing different financing and service delivery models appear to be focused on the following:

- The smallness of certain markets for private sector engagement, such as Town of Ingersoll;
- The subsidized user fees for the use of ice, pools and other facilities that do not create space for private sector or not-for-profit operators who have to incur the full costs of delivery and do not have subsidized funding support;

- Organizational cultural issues that sometimes restrain an openness to partnerships and the use of other models unless there is significant municipal control and influence;
- Different standards of facility development that are affordable to municipalities but not to other sectors which can differentiate quality perspectives and user preferences;
- Labour agreements;
- Willingness for municipalities to take risks outside of the dimensions they are comfortable or familiar with.

7 Activity / Space Needs and Partnership Opportunities Assessments

7.1 INTRODUCTION

This section aggregates all the information and outcomes undertaken through the technical analysis, stakeholder consultations, trends assessments and related inputs. The material focuses on the strategic framework in which decisions would be made, a needs assessment for different facility component / spaces within a multi-use recreation complex, development strategies and potential partnerships, along with fund development and non-technical site analyses based on the consultation program.

7.2 STRATEGIC DECISION FRAMEWORK

There are a series of variables, inputs and conclusions that shape the decision environment for a new multi-use recreation complex in Ingersoll. The following provides a profile of these perspectives.

Demographics

- The population of Ingersoll has grown by 611 individuals between 2011 and 2016, and over the next twenty-five years, is projected to grow by 1,048 individuals or 8.9%. These projections would add less than 75 people per year to the Town's population. This would indicate that population growth would be a smaller driver of any increased demand for recreation activities or enhanced recreation facility capacities.
- The regional market population involving the Townships of Zorra and South West Oxford and Ingersoll will grow at the same rate as the Town of Ingersoll at 1,153 individuals, as Zorra will grow by 105 people but South West Oxford will decline by 100 people. Therefore, the Town's growth will drive any increased market demand based on population growth regionally.
- Relative to population age demographics, there has been some growth between 2001 and 2011 in the 0 to 4 age group, a decline in the 5 to 14 age population and growth in the 15 to 19 and 20 to 24 age groups. However, the overall population is demonstrating a significant aging profile with the medium age growing from 36.8 years to 40.2 years of age in 2011, up 3.4 years. Also, the percentage of the Ingersoll population over the age of 15 has grown from 78.0% in 2001 to 81.2% in 2011, up 3.2 percentage points.

Ingersoll and District Memorial Arena

- The facility is fifty-seven years old and has had two rounds of facility renewal. The engineering report indicates potentially over \$2 million in renewal investments over the next decade into a

building that has an undersized ice surface at 190' x 85' and a series of other constraints in terms of contemporary amenities / functions and participant and user experiences. It also has parking issues for larger audiences and lies within the flood fringe area which could limit expansion.

- The facility's auditorium over the last two years has become significantly underutilized with the removal of Stag and Doe events. The auditorium is also not a very competitive facility in terms of its attractiveness for weddings or other functions. It now receives minimal use.
- Prime time ice is used at the 96% level, therefore essentially fully utilized. Public skating hours have been reduced to facilitate organizational use which reduces this popular family and youth activity.

CAMI Lands

- The lands are now owned by General Motors and the recent lease extension was for fifteen years, with twelve years remaining. This arrangement would not result in an immediate urgency to relocate the Seniors Activity Centre or soccer complex, however there is a six month vacate clause, that if exercised by General Motors, would result in some challenging responses to both the Seniors Activity Centre and the Flyer Soccer operations. There is no indication of General Motors' interest in utilizing the property or that longer than six months could be achieved but it is a strategic variable that does exist within the overall decision framework.
- The soccer fields are well developed, with one lighted. The building onsite was a temporary housing complex. The Seniors Activity Centre uses the main floor and other areas, however, the rest of the facility on the second floor and other areas are underutilized, primarily as storage, with some areas not utilized.
- The building has had significant investments in renovations when it was first adapted to the new uses. It has remaining problems in terms of roof leakage, eavestroughs, siding and some other areas. The woodworking shop activity is located in a portable building adjacent to the main building.

Victoria Park Community Centre

- This facility has an indoor pool, fitness centre, smaller multi-purpose room and some meeting rooms. It is highly utilized and valued.
- The fitness centre is a net revenue contributor to the overall VPPC. If the fitness activity were relocated to a multi-use recreation complex, the Victoria Park Community Centre would have an increased deficit, which would be offset by net revenues in a new facility that would be attributable to the multi-use recreation complex.

- There is some enhanced benefit in having aquatics and dry land fitness in the same facility as they can be mutually supportive from a fitness and wellness programming perspective though many private fitness clubs do not have an aquatics component.

Capital Finances

- The Town has identified approximately \$21 million in its capital forecasts between 2018 and 2025 for a new multi-use recreation complex.
- The capital revenue forecast identified \$2.23 million from an Ice Fee Reserve that would be available by 2021, \$338,000 from Development Charges for the acquisition of land, \$37,000 from the Park Facility Reserve Fund for outside site development and a potential municipal debentures of \$5.125 million. This would leave capital funding requirements of a minimum of \$13.3 million which would need to be secured from federal and provincial government infrastructure grants and a community capital campaign.

Regional Perspectives / Trends

- More contemporary recreation facilities have been developed in St. Mary's, Dorchester, Aylmer with a possible new replacement arena planned for Woodstock. Newer facilities are also under development or recently developed in Stratford and London.
- Considerable additional ice capacity has been developed in the region with the twinning of arenas in Aylmer, St. Mary's and Dorchester, developing increased competition for ice rentals, such as occurred when Dorchester opened its second pad and attracted approximately thirty-five hours of prime time ice from Aylmer.
- Many of the facilities being developed have multi-use perspectives, such a Dorchester with the gymnasiums, seniors centre, indoor walking track and related facilities. The new Komoka Wellness Recreation Centre in the Municipality of Middlesex Centre has a twin pad arena with two NHL sized ice pads, library, fitness centre, double gymnasium, outdoor splashpad and other amenities. St. Mary's has a seniors centre, twin pad arena, banquet hall, outdoor splashpad and indoor pool; Woodstock has a twin pad arena and a major banquet / meeting hall and Aylmer is similar. Similar facilities have been built in the Towns of Tecumseh and Lakeshore in Essex County, the Town of Goderich operated by the YMCA, and other communities.
- The trend has been towards larger facilities with multi-use applications due to the increased destination / activity integration opportunities, operating cost efficiencies and being better for tournaments and meets. There also has been an increased trend in municipalities to build their own gymnasiums and not relying totally on school facilities due to some of the challenges of accessing them. Examples are London in three locations, Stratford, Dorchester, St. Mary's; and the new Komoka Wellness and Recreation Centre with a double gymnasium.

- The arenas in Thamesford and Embro are older facilities that are receiving significantly less utilization of their prime time ice based on discussions with municipal officials, though the Embro arena has received \$1.5 million renovation in recent years. It is significantly used for large community events and festivals.

Overall, the larger regional area has seen the development of a significant array of new multi-use recreation facilities that better support tournaments, have contemporary community event space sizing and increased amenities for improved participants and visitor experiences.

Community Survey Multi-Use Recreation Complex Need and Priority Responses

- Of the 315 respondents to the community survey, 90% identified a new multi-use recreation complex as a high or moderate need, with 10% indicating it was not needed or very much not needed.
- Approximately 85% of the survey respondents identified a multi-use recreation complex as a significant or moderate priority, nearly 9% a future priority and less than 5% not a priority.

7.3 FACILITIES / ACTIVITIES SPACES NEEDS ASSESSMENTS

.1 Introduction

The following material profiles individual needs assessments for facilities / activities spaces as per the consultation, statistical assessments, trends, documents reviews and related considerations.

.2 Arena / Ice Resources and Indoor Walking Track

Based on the consultation program, replacing the Ingersoll and District Memorial Arena with a minimum of one ice pad and including an indoor walking track was one of the most highly identified and preferred facility spaces for a new multi-use recreation complex. The key considerations for this are as follows:

- Walking / running is one of the most dominant activities amongst Ingersoll residents. Indoor walking activities have to be undertaken in Dorchester, Woodstock or London.
- Current prime time ice time utilization is at 96% utilization with no capacity to grow unless out-of-town arenas are utilized at full market rates.
- Girls Minor Hockey, Boys Minor Hockey and the Friday Night Men's League could collectively utilize another twenty to thirty hours of prime time ice per week to support their programs technically and relative to growth, particularly Girls Minor Hockey. Figure skating does not appear at this time to require additional ice.
- Twenty to twenty-five hours of additional prime time ice represents approximately one third of the prime time ice available on an individual ice pad. Therefore, there would need to be other demand indicators that would constitute an additional forty to fifty hours in order to achieve a

90% plus occupancy utilization of prime time hours on a second ice pad. It is not evident where those hours would come from currently, particularly with ice availability in Thamesford and Embro, which lie in close proximity to Ingersoll.

- Ice users are buying at market rates, ice time in Thamesford, Woodstock, Tillsonburg and other locations. These users are not eligible for the lower youth ice rates which is available to them in Ingersoll.
- The Ingersoll and Memorial District Arena building is aged, has an undersized ice surface, lacks many of the amenities that support contemporary ice-based programs or are found in other communities. These concerns are seen as reducing program quality, interest and some registrations by the user groups.
- Undertaking a \$2 million plus investment in the existing building without alternating its capacities and contemporary amenities is not generally seen as a preferred investment as that investment doesn't act as a catalyst for any strategic change in ice resources in Ingersoll in terms of the ability to add a second ice pad in the future if demand warrants; or to improve participant and user experiences, ranging from size of ice surface, to hosting tournaments and events, to being able to effectively compete in the regional ice market.
- Many of the municipalities operating arenas in the regional market area have shorter prime time periods as they tend now to end at 10:00 p.m. compared to typically at midnight in the past. Ingersoll still has prime time usage to midnight on some days which maximizes facility utilization but runs counter to some of the trends, especially for an aging population. If the prime time ice time was reduced to 10:00 p.m., then another ten to twelve hours of prime time ice could be sold, moving to potentially 50% or more of a second ice pad's prime time ice capacity.

The need for ice resources in Ingersoll is twofold. First, is the replacement of an aging, higher operating cost arena which has limited amenities compared to newer facilities that have indoor walking tracks, larger ice surfaces, more dressing rooms and enhanced amenity and tournament capabilities. These considerations speaks to the replacement of the existing arena. Developing a twin pad arena, which would add a second ice pad and over seventy hours of prime time ice per week, has been undertaken in neighbouring municipalities but there is currently only about 33% need identification from ice users for the over 70 hours of prime time ice that would be created is a second perspective. However, some trends in terms of shortening the prime time ice period each day could move that demand profile to approximately 50% of an additional ice pad's prime time hours.

Also, Girls Minor Hockey has ceased some advertising for participants because of no ice time availability, which suggests some girls could be discouraged from playing because there is no ice time available. Growth in girls hockey possibly could push prime time usage up to 50% for a second ice pad if they were able to expand its program.

At a minimum, the following needs to be considered as an important strategic investment for the municipality.

- Replacing the current arena with a more contemporary, competitive, higher valued experience and lower operating cost facility with a larger ice surface.
- Developing an indoor walking track.
- Designing the facility to accommodate a second ice pad in the future when / if demand warrants.
- Consider a smaller second ice pad, 40' x 40' as a skating and related clinic / development program space.

.3 Indoor Pool Facilities

The aquatic activities ranging from swim lessons to fitness classes was the second most identified activity after walking and other linear route based activities. The Town has an indoor pool that is some twenty-six years old. The swim club identified the need for a wider pool with more lanes in order to both attract more registrants and to hold some higher performing registrants in Ingersoll, as well as to host swim meets. This would involve a limited number of youth. Indoor pools also exist in Woodstock, Tillsonburg and London, with high performance swim athletes often moving to the London Aquatics Club.

Other than the Swim Club, there was no indications of increased utilization though there are some constraints with only four lanes available in the existing pool. However, considering the age of the pool at only twenty-six years, the market size of the population served at approximately 15,000 to 20,000 people on a regional basis and other pools in the region, a second pool is not a viable option or need related to costs, need and use levels.

Indoor pools are often developed on the basis of around one pool for every 25,000 to 50,000 residents. In this context, a second pool is not feasible and would have a substantive operating deficit likely in excess of \$350,000 to \$500,000 a year.

Replacing the Victoria Park Community Centre pool could occur overtime, and if a new multi-use recreation complex is developed, the design could accommodate the possible long term inclusion of a pool.

At only twenty-six years of age and of reasonable quality for the size of the population, the existing pool is not a priority replacement requirement.

.4 Gymnasium and Gymnastics

There is an increasing incidence of municipalities building gymnasiums to support floor sports like basketball and volleyball, early years programs, seniors fitness activities, and a host of other uses. Gymnasium type facilities have high ceilings and wood floors and are less effective as banquet halls, conference centres or for other multi-use activities due to the acoustics as well as the damage to a wood floor by non-sport uses that is very expensive to maintain and replace.

In Ingersoll, there are gymnasiums in the Ingersoll District High School but they are not together. They are in different locations within the building. Two of them are smaller. They are utilized by minor baseball for early season training and by some other programs by community user groups.

However, across the spectrum of the municipalities, school gymnasiums are conceptually seen as being available and usable, as well as preferred alternatives to building new gyms, but have a number of significant constraints:

- School activities have priority, both in terms of the long term schedule and for immediate needs, often resulting in limited times for access and periodic ‘bumping’ of community groups on short notice.
- Access to school facilities can depend on the perspective of local staff and the history of success and challenges that have occurred.
- Not all School Boards allow the use of equipment that is available in a gymnasium resulting in the need to bring equipment in and out on an individual rental basis, which can be an issue for gymnastics, wrestling, etc.
- There can be constraints on the types of activities that can occur in a gymnasium that are higher risk or have other issues that could occur in other gymnasiums.
- Some groups find the cost to rent a school gymnasium a challenge, especially on weekends due to labour costs.
- The gymnasiums in Ingersoll are older in terms of the larger high school gymnasiums or smaller in terms of the elementary school gymnasiums.

Gymnasiums were identified in the community consultations as in the top five priorities and activities spaces of interest. They were seen as being able to provide opportunities for pickle ball, indoor soccer, baseball and soccer off season training, the introduction of basketball and volley leagues for youth and adults, and a range of other activities.

Based on multi-use complex trends, trends in gymnasium development, the opportunity to increase gymnasium-based programming and to ensure more regularized access, a double gymnasium could be considered for a new multi-use recreation complex as one of the higher priority activity spaces. It would support development of more youth and adult floor sport leagues, which appear to be limited in Ingersoll, thus requiring out of town participation.

A double gymnasium could be the preferred strategy that has a divisible wall and allows for multiple activities to occur at one time rather than a single gymnasium that can only support a dedicated single use which reduces accessibility, programming options and use opportunities.

Development of a gymnastics activity / space capability had modest identification in the survey. Currently, only out of town access is available. Gymnastics needs either large storage areas for its equipment as part of gymnasium facility or a dedicated space due to specialized equipment. For this activity to be considered for the complex, it would need a community organization to be developed and the scale of need to be identified, along with funding. Gymnastics Clubs are most often self-operating, often with their own facilities. A gymnastics facility is not deemed to be a consideration for a multi-use recreation complex at this time. It would need a considerable amount of community development effort and resources in order to be viable over time.

Assessing an integrated gymnasium and multi-use space should be explored as outline in the Community Hall section below, developed on a gymnasium model that is adopted to multi-use capabilities.

.5 Community Hall

A community hall that can serve banquets, conferences, large meetings, public meetings and a host of other activities and also has a large kitchen, was seen an important replacement for the under/non-utilized auditorium at the Ingersoll and District Memorial Arena. The ability to hold large community events, fundraising activities and other initiatives were identified as some of the possible uses now restricted in Ingersoll.

Space / size was identified as an important consideration as the private facilities in the area are restricted to approximately 150 or less. A need was consistently identified in the 300 to 500 person occupancy range with several smaller meeting rooms also required. Such a facility would need to have the ability to serve alcohol if it were to have a broader mandate in terms of weddings, family reunions, receptions and a host of other activities that align with what is typically a convention / conference / meeting / banquet facility in other communities.

The community hall and meeting rooms concept was one of the top five identified activity space priorities. It would need to be able to have a liquor serving capacity, its size will determine its effectiveness, possibly considering 300 to 500 person capacity as there would be few events that would move over that attendance range.

Via technology and design, there may be potential to integrate a Community Hall and double gymnasium into one space by having roll-out flooring to cover a wood gym floor and a mechanical material cover that could lower room height for non-sport uses. These design parameters need to be investigated to determine capital costs, feasibility, usability and marketability of such an integrated space.

.6 Seniors Facility

A seniors centre was identified at a moderate level of support within the consultation program. Many individuals indicated their satisfaction as to the current Seniors Activity Centre and that there may be a

more limited need for such a facility in a new multi-use recreation complex. Three factors could be strategically involved in the need for a potential seniors centre in the new multi-use recreation complex:

- If ongoing repairs, maintenance and building challenges were to increasingly emerge in what was initially a temporary building but which has had significant renewal investments.
- If General Motors was to exercise its vacate clause.
- If a location was chosen for a new facility that would be challenging for seniors to access.

Seniors components have been included into similar multi-use facilities in Dorchester, St. Mary's and other communities. Seniors programming has been involved in all the new recreation facilities in the region.

With a gymnasium, day time seniors exercise and related programs could be undertaken. Actual inclusion of the Seniors Activities Centre could also be considered but would need a consensus from the seniors participating in the current Centre as to need, location, dedicated space and host of other considerations.

At a minimum, seniors programming should be considered for a new multi-use recreation complex if it is developed and the ability to add a seniors centre should be considered in the future as the current Centre will not be sustainable in the long term, both in terms of the building's temporary construction nature and another lease extension for the property possibly not being viable.

.7 Fitness Centre

It is common to have fitness centres in multi-use recreation facilities, such as in Komoka, the new Joint City of London-YMCA facilities and in other locations. Some other considerations prevail in terms of this need:

- Fitness centres are generally net revenue producers which is helpful to the bottom financial line of multi-use recreation complexes.
- Two municipal fitness centres would not be viable in Ingersoll, resulting in dividing the market and reducing the potential for net income in total from this service.
- Moving the fitness centre from the Victoria Park Community Centre to a new multi-use recreation facility would allow for a larger area, with newer equipment and expanded programming which was identified on a limited basis within the consultation program as needed. It could also attract more members due to the integrated use opportunities. It would result in an increased operating deficit for the Victoria Park Community Centre but not necessarily departmentally.
- A fitness centre could be operated by the YMCA or other organization as occurs in Komoka, Forest, Parkhill, and many other communities due to their stronger expertise and individualized member servicing and program capacities.

- In some communities, the introduction of municipal fitness centres has raised concerns from private sector operators who identify unfair competition due to property taxes, subsidized rates and related perspectives that can hurt their financial viability.

Having a fitness centre in the new complex would be a contemporary idea and service, and be consistent with how many of these projects evolve. It would be a strategic decision for the Town in light of the impacts on VPCC. An expanded and more contemporary fitness centre could attract more members / use and revenue but would position Victoria Park Community Centre into a higher deficit operating position on a standalone basis.

The need for such a facility is significantly related to the opportunity to replace the smaller and older equipment in the existing VPCC space, and creating a larger facility that could attract more use. It does not involve introducing a new activity into the community but is aligned with the significant identification of survey and other consultation outcomes around the importance of wellness and fitness in the population and creating opportunities for healthier lifestyles. Also, one of the key trends that are identified in recreation services is the movement towards increased emphasis on walking, and other activities that enhance quality of life through health, wellness and socialization. An indoor walking track could significantly contribute to this outcome in combination with a fitness centre.

The Town should consider the introduction of a larger fitness centre with more contemporary equipment in a potentially new multi-use recreation complex, possibly operated in partnership with the YMCA of Southwestern Ontario. Though this would have a negative financial impact on Victoria Park Community Centre, the revenue results would still exist in totality within the Parks and Recreation Department and an expanded service platform for a growing area of activity could be offered to Ingersoll and area residents.

.8 Baseball Fields

The data indicates the baseball fields are significantly utilized though a number of fields have limitations regarding lighting, drainage, being too close to one another, etc. There is currently an active program between the Ingersoll Minor Baseball Association and the Town that has enhanced two ball fields and is looking at enhancing several more. Grants and other revenues are being sought in order to support this initiative by the Minor Baseball Association.

The consultation information identified that if Victoria Park was the site of the new multi-use recreation complex, at least two ball diamonds would need to be replaced at a maximum scale in terms of size. It was also identified, there is no true hardball field in the community.

Minor baseball has seen a significant registration resurgence in the last couple of years due to new leadership, reduced rates, increased programming and related activities. As a result, there is an identified need for possibly one or two ball diamonds in the future, including a hardball diamond.

If a multi-use recreation complex were developed, the benefit of having ball fields on the exterior venue could be in terms of utilization of the locker rooms, washrooms, concessions, parking and related amenities for regular play and tournaments. However, it is not essential that new ball fields be developed in that context. What is more preferred, is that ball fields be aggregated on one or two sites as that is a preferred strategy in support of both regular play and tournaments.

Baseball is not a local neighbourhood activity as ball fields are destinations, and therefore, aggregating them becomes a preferred longer term strategy which a new multi-use recreation complex could accommodate if a large enough tract of land is secured.

Baseball fields are not a high priority associated with this project initiative if it is not at Victoria Park but it could be a partner if an aggregation of outdoor facilities became the Town's development strategy for baseball fields over the longer term.

Since a number of fields are currently being upgraded, it is unlikely that aggregation would occur in the short term as these investments would be lost. However, if additional ball fields were required in the future, a start to an aggregation program over the long term could be considered.

.9 Soccer

The Flyer Soccer fields are used extensively. The Club has identified an interest in additional fields, particularly separating the mini fields that are now used on a layover basis over the regular sized fields. An additional larger field is also felt to be required.

One consideration in this demand profile, is that registration has declined for soccer over the last number of years. Without any substantive increase in population and an aging population, there could be continued marginal reductions in youth participation. However, the sport trend for soccer is that there could be increased adult play as many individuals who grew up playing soccer will carry that participation forward, as both men and women, into their adult lives.

The key strategic issue for soccer fields in Ingersoll, is that the fields are not owned by the Town or the Club, as they are on leased land. They have a life expectancy via the twelve years remaining on the lease but a vacate clause has a six month timeframe. From a longer term planning perspective, there will be a need for a new soccer complex in the future. Aggregation of soccer fields is well advanced in many communities, like Aylmer, Lakeshore, Sarnia, St. Thomas, Cambridge and a host of other communities that are moving in this direction.

The primary consideration for a soccer capacity at a new multi-use recreation complex is that soccer will be looking for a venue in the future which is undefined as to timeline. A multi-use complex could be a site where they could be part of the exterior venue and utilize, like baseball, the indoor amenities such as dressing rooms, concessions, storage and related areas for regular play and tournaments.

.10 Indoor Soccer Facility

Indoor soccer facilities are becoming of increasing interest in many municipalities, with a major facility in London, one in Woodstock, one being discussed in Thorndale, and facilities in Kitchener, Cambridge, Burlington and many other larger communities.

Indoor soccer was not seen as a high priority in the consultation program as it only had limited identification. The option for indoor soccer would be to utilize a gymnasium which would need to be a double gymnasium to support such a program. Therefore, an indoor soccer facility is not seen as a priority or seen as currently feasible for a proposed multi-use recreation complex.

.11 Arts / Culture

Ingersoll has an advanced arts and culture resource in the Creative Arts Centre which is beyond what is typically seen in communities of 12,000 to 15,000 residents. The group is active, passionate and a multitude of activities are offered on a year round basis. The Centre is also currently planning an expansion of 1,500 square feet costing approximately \$450,000. Their plan is to have this completed within five years.

The Centre is very aligned with the environmental ambience that exists and its part in Victoria Park as it is a very creative, quiet and environmentally oriented location. However, there is flood plain and aging facility issues. The Centre is may be interested in being considered as a partner but it would need to be autonomous in its operations, in a designated space with its own entrance and be self-financing operationally.

If a multi-use recreation complex is built within five years and can accommodate self-operating group component interest by the Centre may exist. To replace its building, the Centre estimates a capital cost in excess of \$1.5 million, and this cost would likely need to be sourced outside of the Centre's resources, including adding the additional square footage that is being currently considered.

The current Centre building was a temporary facility that was moved from the LaFarge Plant in 1988. The Centre would have to determine whether it's best future is to redevelop its current site in phases over time or to engage with a multi-use recreation complex. There remains significant negotiations and perspectives that would need to be developed over time. Also, their five year window may not be within the multi-use recreation complex development timeframe.

.12 Curling

The Ingersoll and District Curling Club is prepared to enter into negotiations on possibly being included in a multi-use recreation complex. The Ilderton model was identified as a possibility. The Curling Club is seen as vibrant, progressive and has been investing in their existing facility based on net proceeds gained from the recent bonspiel held in Dorchester. It would like to add ice sheets, have a larger lounge and have more active rentals and related programming.

It would need a dedicated space for a minimum of eight months of the year and be self-operating. The Club at this point would prefer a municipally owned building that is leased or could consider a condominium framework. It could have some capital funds related to the sale of its existing facility.

The Curling Club is possibly an element within a multi-use recreation complex but requires significantly more negotiations. The idea of inclusion in a multi-use recreation complex initiative has not been tested with the Curling Club's membership to date.

.13 Youth Centre

The Fusion Youth Centre was identified by some individuals as a possible component of a new multi-use recreation complex. It exists in a building in the downtown area that has had extensive renovations and offers a wide range of educational, skills development, social and related programming. It is in close proximity to the Ingersoll District High School and several elementary schools. The dominant view is that the Fusion Youth Centre is not a candidate for inclusion in the multi-use recreation complex as it is currently situated ideally in terms of youth being able to easily access the facility due to its proximity to school venues and its downtown location. Also, considerable investments have been made and specialized skills and training spaces and equipment that could potentially be lost.

With the general consensus that the Fusion Youth Centre should not be included, it is not seen as a possible use within a new multi-use recreation complex.

.14 Child Care Centre

There was limited identification expressed for a child care centre in a new multi-use recreation complex. This is a highly regulated space as to design and operations. It would likely need a third party operator with capital funds which is challenging to obtain.

Location, size and need due to changing trends for child care services due to all day junior and senior kindergarten have impacted overall demand. The newer centres are increasingly sited at elementary school venues.

Based on multiple factors, a child care component is not seen as having evident need unless an operator came forward with funding.

Child minding could and should be considered for a multi-use recreation complex.

7.4 POSSIBLE FACILITIES MIX AND PHASING

Based on the analysis and consultation related perspectives, the following profile, facility mix and phasing profile is identified for consideration in a response to the needs within the community for new and enhanced recreation and leisure opportunities, experiences and facilities.

Potential Priority Activity Spaces

- A single ice pad arena with an indoor walking track, designed with contemporary amenities including seating for 500 to 800 individuals with ten dressing rooms. It would be designed to accommodate a second ice pad at a future date and possibly including a small specialized ice training and skating component.
- A double gymnasium to accommodate the development of indoor gym sports, such as basketball and volleyball, pickle ball, off season training for baseball and soccer, moms and tots programs, seniors exercise classes and a host of other activities.
- A community hall to replace the Ingersoll and District Memorial Auditorium that could be used for community events, fund raising activities, conferences, meetings, banquets and related activities with a liquor licensing capability to be marketable.

Potential activities that would require further assessments and discussions / strategic decisions.

- An expanded fitness and wellness centre offering, both a broader range of and newer fitness equipment and additional exercise and wellness programs and classes, possibly operated by a third party service provider.
- A Seniors Centre
- Relocated Curling Club
- A possible Creative Arts Centre, though this has important time and other constraints as to its potential.

Possible Second Tier Activities

- A soccer field complex to replace the existing Flyer Soccer fields, particularly if a more reduced time / availability perspective were to emerge with General Motors via the lease's vacate clause.
- Potential to house additional ball fields beyond the current capacity, or to support longer term aggregation of ball fields on fewer sites.

Activity spaces / components that are not seen as viable / needed at this time.

- An outdoor running track
- An indoor soccer facility.
- A replacement or second indoor pool, though a replacement pool could be identified as a long term possibility, and the facility's design could support its inclusion at a longer term future date when replacement of the existing indoor pool is needed.

7.5 DEVELOPMENT STRATEGY

Two multi-use recreation complex development strategies have been identified depending on land availability, access, mix of uses and sizes:

- A single, unified facility for all indoor and outdoor activity spaces identified for a multi-use recreation complex.
- One venue for the indoor multi-use recreation complex and a second venue for the outdoor sports fields.

Considering long term development and expandability considerations, the first strategy would require a minimum of fifty usable acres of land. It should be a site that is accessible from a major arterial road and community trails, be relatively level, be buffered from residential and industrial uses and be outside of the floodplain.

The second model could involve approximately a twenty acre land site for the indoor facility and a thirty acre site for the outdoor fields. These sites would require the same perspectives as for the single site option in terms of accessibility, being flat, buffered and related perspectives.

From the consultation, it was identified that venue development expandability would be important over the long term. Also, there was identification for the complex to be well planned and be able to accommodate additional components in the future, such as a second ice pad, replacement of the current indoor pool and potentially other activity components.

The development model for a multi-use recreation complex will be further addressed in the assessments within the technical analyses and site evaluations to be completed.

7.6 PARTNERSHIPS

One possible partnership was with the Township of Zorra. They indicated interest if a complex was developed within the Township. They would look at the possibility of decommissioning the Thamesford Arena. Such a partnership would require a twin pad facility and be focused on that activity space.

A second partnership could be available involving the Ingersoll District Curling Club that could work off the arena's ice equipment and could allow them to have a new and expanded facility to meet their evolving needs.

A partnership with South West Oxford Township is not viable in terms of a joint site, governance or management. A possible capital grant would be potentially available based on proportionate use by their residents of various components of a multi-use recreation complex.

A fourth partnership involving the Creative Arts Centre could be considered, but there is a five year time constraint and they also have a preference for their existing site due to the natural affinity with the

environment within Victoria Park. They would need \$1.5 million to replace and expand their current facility.

Some of the challenges in pursuing the development of a multi-use recreation complex from a partnership perspective, is that there is significant negotiations that would have to be undertaken on management, governance, location, autonomy of operations, expected capital contribution, the sharing of operating costs agreements, individualized access to the facility and host of other considerations. This will take a period of time to resolve and could result in some or all the partners not moving forward.

A partnership for operating an expanded fitness / wellness centre could also be consider, such as with a YMCA.

7.7 CAPITAL FUNDING DEVELOPMENT

The Town has developed a funding model that is approximately one third federal and one third provincial government and one third through a community capital campaign and the Town. The Town has started funding processes in terms of an Ice Fee Reserve, Development Charges and some other limited funds that could provide approximately \$2.25 million during the 2018 to 2024 period.

A community capital campaign would be a significant funding component in the overall capital funding mix. There is evidence from the community survey and the community workshop of considerable support for community contributions. Over 70% of the respondents to the community survey indicated they would contribute, contribute depending on what the mix of uses were or need more time to give consideration to a contribution.

From a user group perspective, there were concerns about their capacities to generate capital funds involving their program participants. The ice users identified possibly a \$25 to \$50 ice surcharges for ten years with possibly a more limited capacity to fundraise directly for the facility.

Soccer and baseball have been undertaking fundraising to support the development of their facilities, and this possibly could be capitalized upon. The Rotary Club has also identified a minimum \$100,000 contribution to-date.

The Town is retaining a campaign coach to help identify the fundraising strategy and potential of the community as an integral part of the overall capital funding strategy in moving forward.

7.8 VENUES / LOCATIONS

Phase 4 will undertake the technical analyses of possible sites. Two sites were tested in the community consultation and with the user groups.

- Victoria Park had some positive identification in the survey, but was widely identified at the community workshop and by the user groups and other sources as the least preferred site and as

having significant constraints. This does not appear to be a viable site and should likely not be further considered as a location for a multi-use recreation complex.

- The Clark Road site was widely identified as preferred out of the two sites discussed due to its proximity to Highway 401, being located in a growing area of the community, having access to local hotels, and from other perspectives. However, the Town has a significant investment in these lands for industrial activities and this may have to be factored into the decision.

In the consultation progress, two other areas were identified as having some more broadly identified preferences:

- The current arena site, possibly including the Canadian Tire site if it were to relocate. This would help support the downtown by bringing more visitation to that area of Town, would utilize existing public lands and offer other perspectives that would have possibly stronger economic value and be more centrally located for access. However, constraints involving the flood fringe and having neighbouring floodplain lands, as well as the cost to acquiring private lands, could create issues. Parking is a current significant issue for the arena and this would need to be addressed likely via a larger land acquisition program.
- Another identified area was the northern boundary of the Town, i.e. North Town Line Road. This was seen as an area with large tracts of land and as connected to another growing area of the Town. It would provide proximity to Thamesford, Beachville and other local areas. To some degree, this was often identified as a location for soccer and baseball fields.

A host of other sites were cited by individuals or smaller groups at lower identification levels, including buying the General Motors site, sites west of the General Motors Plant, Whitting Street, Westfield and Princess Elizabeth School sites, or the golf course lands. The issue with school sites and some of the other sites is that they may be limited in size and likely cannot support the scale of either the indoor and / or outdoor requirements, and some may have environmental and contamination issues.

7.9 MULTI-USE RECREATION COMPLEX SUMMARY PROFILE

Tables 7-1 and 7-2 provide a summary of activities / space needs and partnership prospects.

**TABLE 7-1
ACTIVITY / SPACE NEEDS ASSESSMENT PROFILE FOR A MULTI-USE RECREATION COMPLEX**

RATING	ACTIVITY / SPACE	POTENTIAL PHASE	COMMENTS
HIGH	New Single Ice Pad Arena	1	Tournaments, user and spectator experiences, attract new uses and some skating. Could include a small shooting gallery / skating rink like Tillsonburg / outdoor domed second ice pad for skating and practices, and Sports Hall of Fame.
	Indoor Walking Track	1	Needs the arena to be viable in order to be developed
MODERATE TO HIGH	Multi-Use Indoor Spaces	1	300 to 500 person capacity plus several smaller meeting rooms
	Gymnasium	1	Program expansion for basketball, volleyball, etc.
MODERATE	Curling Rink Partnership	1 or 2	Depends on agreement being achieved
	Seniors Activity Centre	1 or 2	Depends in part on lease timing as to need
	Soccer Fields	1 or 2	Depends in part on lease timing as to need
	Fitness / Wellness Centre	1 or 2	Possible partnership opportunity
	Second Ice Pad	2	Up to 40% to 50% of prime time capacity identified to-date
LOW TO MODERATE	Creative Arts Centre	1 only	Timing is crucial and depends on a workable agreement
LOW	Replacement of Existing Indoor Pool	Future	Design consideration
	Indoor Soccer Facility	Future	Design consideration
	Indoor Pool Replacement	Future	Current pool not dated, well used
	Fusion Youth Centre	Do Not Plan For	Current location is a key success factor
NOT NEEDED	Second Indoor Pool	Do Not Plan For	Duplication, high operating costs
	Gymnastics Club	Do Not Plan For	Needs a community organization and resources
	Child Care Centre	Do Not Plan For	Depends on a third party operator. Schools are primary sites.

**Table 7-2
Partnership Summary Framework**

Ingersoll District Curling Club	18,000 to 20,000 sq. ft.	Capital Contribution via sale of existing asset	PARTICIPATION LEVELS	Town-owned preferred or Condominium model
Initial Considerations	Minimum dedicated facility for 8 to 9 months, possibly 12 months Self-operating Pay operating costs for curling space Lease / rent payment for space			
<i>Prospect</i>	<i>Moderate, Not tested with membership</i>			
Creative Arts Centre	8,500 to 8,700 sq. ft.	Capital Contribution limited Prefer their current location but have challenges		Town-owned
Initial Considerations	Complex needs to be operational within 5 years Self-operating Dedicated space and access Terms and conditions need to be negotiated Would pay own operating costs			
<i>Prospect</i>	<i>Low due to timing and site preference</i>			
Township of Zorra	Twin pad arena	Capital Contribution towards an arena Could close 1 or 2 of their arena facilities		Could have some joint ownership
Initial Considerations	Located in the Township Details on capital costs, operating, ownership and governance to be negotiated			
<i>Prospect</i>	<i>Moderate</i>			
Township of South West Oxford		Capital Contribution only proportionate towards components of complex		No ownership or governance
Initial Considerations	Capital grant proportionate to Township resident use Subject to further negotiations			
<i>Prospect</i>	<i>Moderate to High</i>			
	Fitness / Wellness Centre		Municipality owned / managed contract	
Initial Consideration	To be negotiated as to potential			
<i>Prospect</i>	<i>Moderate to High</i>			

8 Recommendations

Based on the assessments completed across the spectrum of inputs, consultation, analyses, trends, and related work, the following recommendations are made for considerations by the Multi-Use Recreation Complex Ad Hoc Committee and the Council for the Town of Ingersoll.

.1 Potential Core Phase 1 Space / Activity Components

That the core complex Phase 1 activity / space components include at this time:

- Single pad arena, with a possible 40' x 40' second ice surface for shooting, clinics and public skating.
- Indoor walking track
- Multi-use facility with meeting rooms for banquets, fundraising events, conferences, meetings and related uses, with an initial capacity level of 300 to 500 people possibly integrated with a gymnasium.
- Double gymnasium, possibly integrated with a multi-use space.
- Possible seniors activity centre
- Possible soccer and baseball fields
- Possible fitness / wellness centre

.2 Future Activity / Space Design Considerations

That the following future activity / space uses be considered for the complex's design parameters.

- A second indoor ice pad
- In the long term, replacement of the existing indoor swimming pool at VPCC
- Possible indoor soccer facility

.3 Partnership Perspectives

That the following potential partnerships be considered and direction provided on moving them forward:

- Undertake a decision with respect to the Township Zorra's potential participation within a twin pad arena development model, possibly located in the Township.
- Develop decision and investment frameworks for the possible inclusion of the Ingersoll Curling Club and the Creative Arts Centre.

- When timing is appropriate, approach the Township of South West Oxford for a proportion capital funding contribution.
- Considering possible third party fitness / wellness operational partnerships if this activity / space proceeds.

.4 Venues

That the following venue assessment directions be approved:

- Remove Victoria Park as a potential venue for the multi-use recreation complex.
- The Clark Road lands be retained as initially identified as a venue option.
- Add as a potential site, the General Motors lands currently housing the soccer fields and the Seniors Activity Centre, as well as other lands that may emerge as candidate sites for both one and two venue solutions.

- .5 That the Town authorize the Multi-Use Recreation Complex Ad Hoc Committee to proceed with the consultants to undertake Phase 3 - Site Assessments, and Phase 4 - Conceptual Designs and Capital Costing components of the study.

3. Council Resolution

Moved by Councillor Lesser; seconded by Councillor Bowman

C17-06-179 THAT the Council for the Town of Ingersoll receives the presentation by Fred Galloway of F.J. Galloway Associated Inc. regarding the Ingersoll Multi-Use Recreation Complex as information;

AND FURTHER THAT Council approves Nicholson Sheffield Architects Inc. and F.J Galloway Associates Inc. to proceed with phases 3 and 4 of the Multi-Use Recreation Facility needs study.

CARRIED



TOWN OF INGERSOLL

Multi-Use Recreation Study

Phase Three – Facility Site Review and Recommendations

Phase Four – Facility Conceptual Drawings, Construction Cost Estimates,
and Phasing Options



NICHOLSON
SHEFFIELD
ARCHITECTS
INC.





TOWN OF INGERSOLL
Boundary Map



NICHOLSON
SHEFFIELD
ARCHITECTS
INC.





ADVANTAGES:

- Low Land Cost
- Large Site for development of MURC and sports fields (56 acres)

DISADVANTAGES:

- Currently outside of town boundaries
- Large amount of earthworks required to make site work (very expensive \$\$)

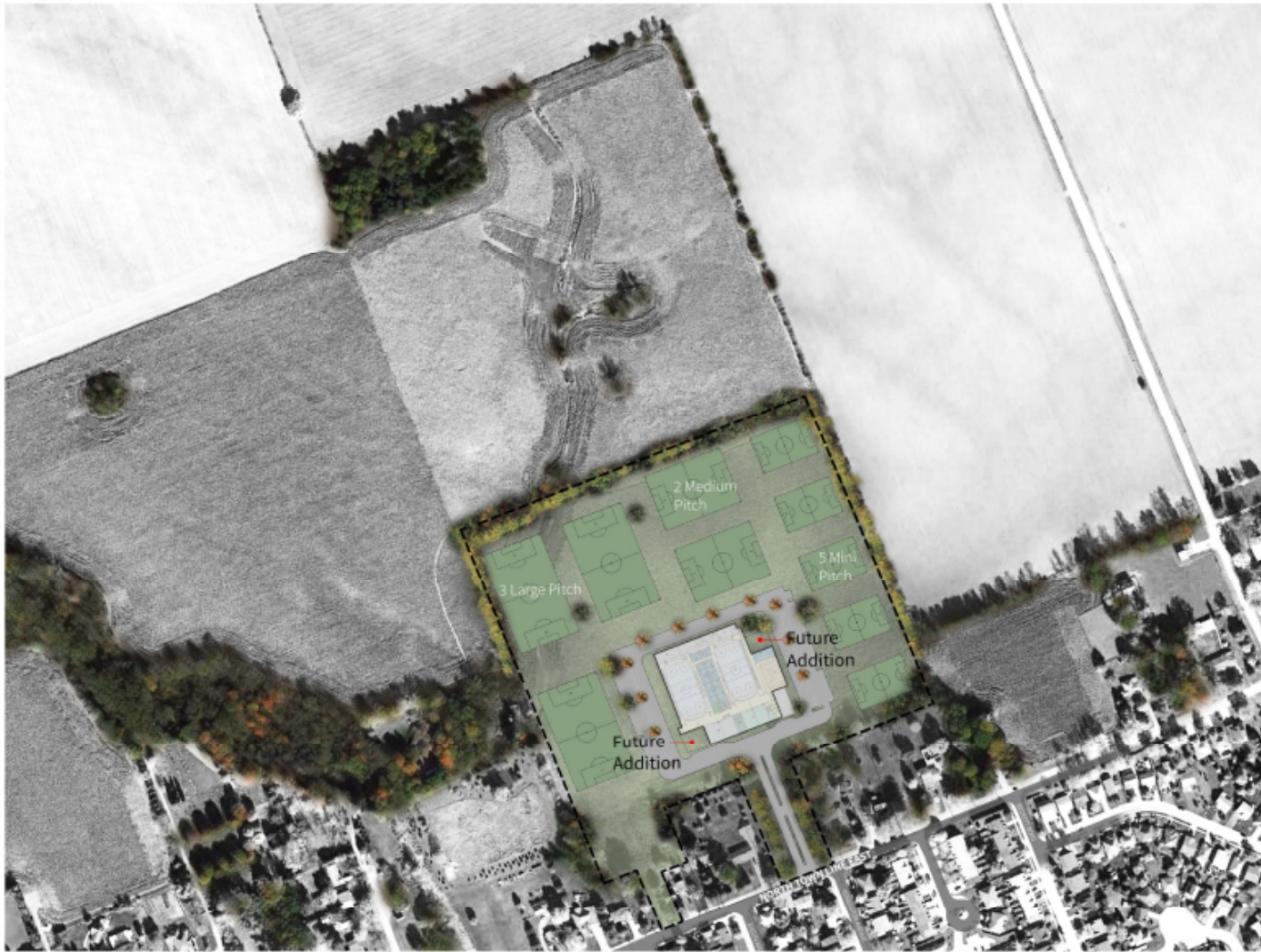
North Town Line Site

TOWN OF INGERSOLL
Phase 3 - Site Review and Recommendations



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INC.





Phase 3
North Town Line Site

TOWN OF INGERSOLL

Multi-Use Recreation Study



NICHOLSON
SHEFFIELD
ARCHITECTS
INC.





ADVANTAGES:

- Town currently owns arena and land (2.0 acres)

DISADVANTAGES:

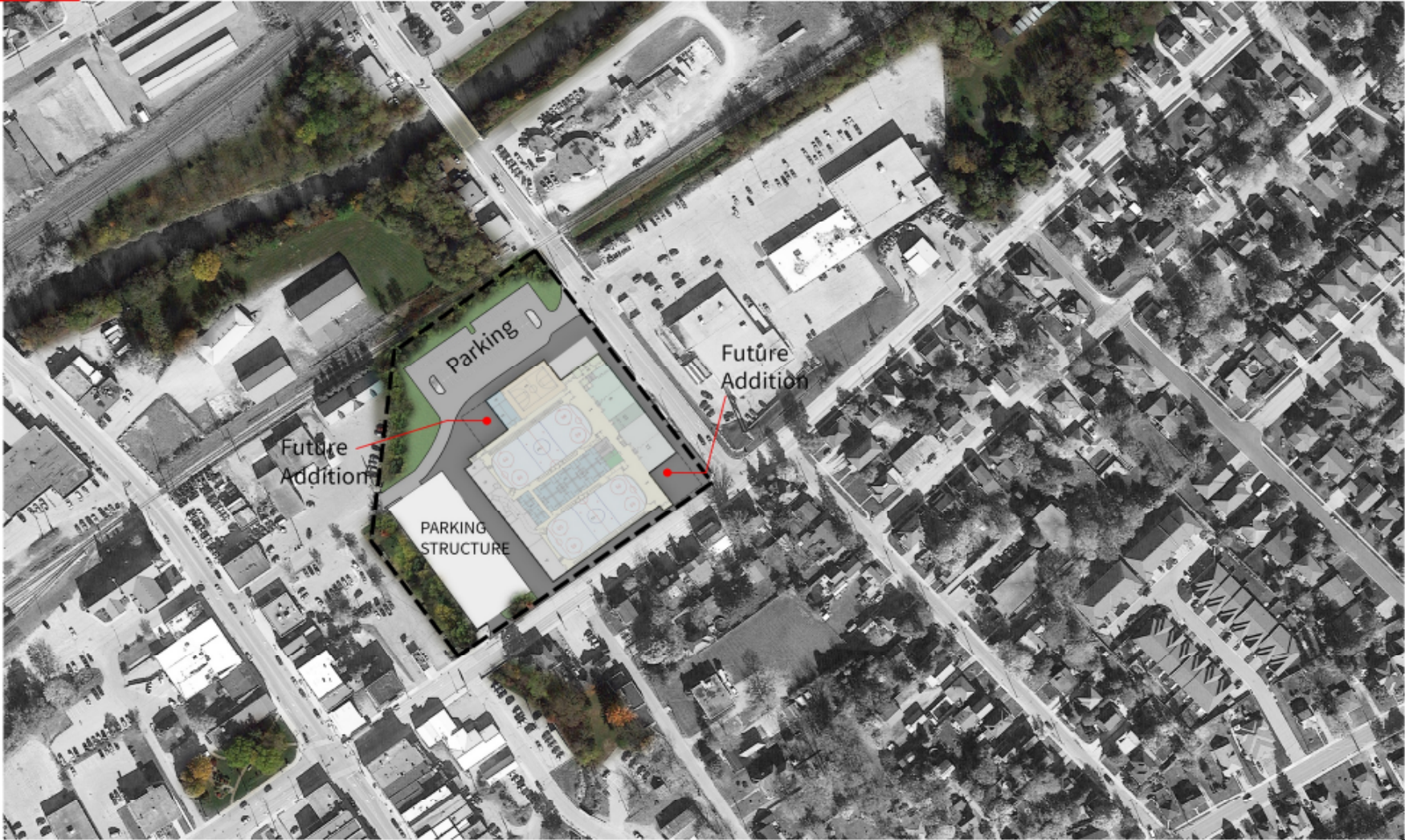
- Issues with flood plain and flood fringe
- Insufficient parking
- Site not large enough for Phase 2 – would require purchasing additional land
- Does not include outdoor sports fields
- Phasing would require demolition of existing to prepare for new construction – would lose ice surface for at least one season
- Existing site grades make development and building expensive
- Managing storm water is a challenge and expensive

Mutual Street Site

TOWN OF INGERSOLL
Phase 3 - Site Review and Recommendations



**NICHOLSON
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INC.**



Phase 3
Mutual Street Site

TOWN OF INGERSOLL

Multi-Use Recreation Study



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INC.



ADVANTAGES:

- Easy access to and from Highway 401
- High visibility
- Good location for tournaments
- Large Site for development of MURC and sports fields
- Town currently owns land (25.0 acres allocated to MURC)
- Relatively level and ready to develop
- Room to expand in future

DISADVANTAGES:

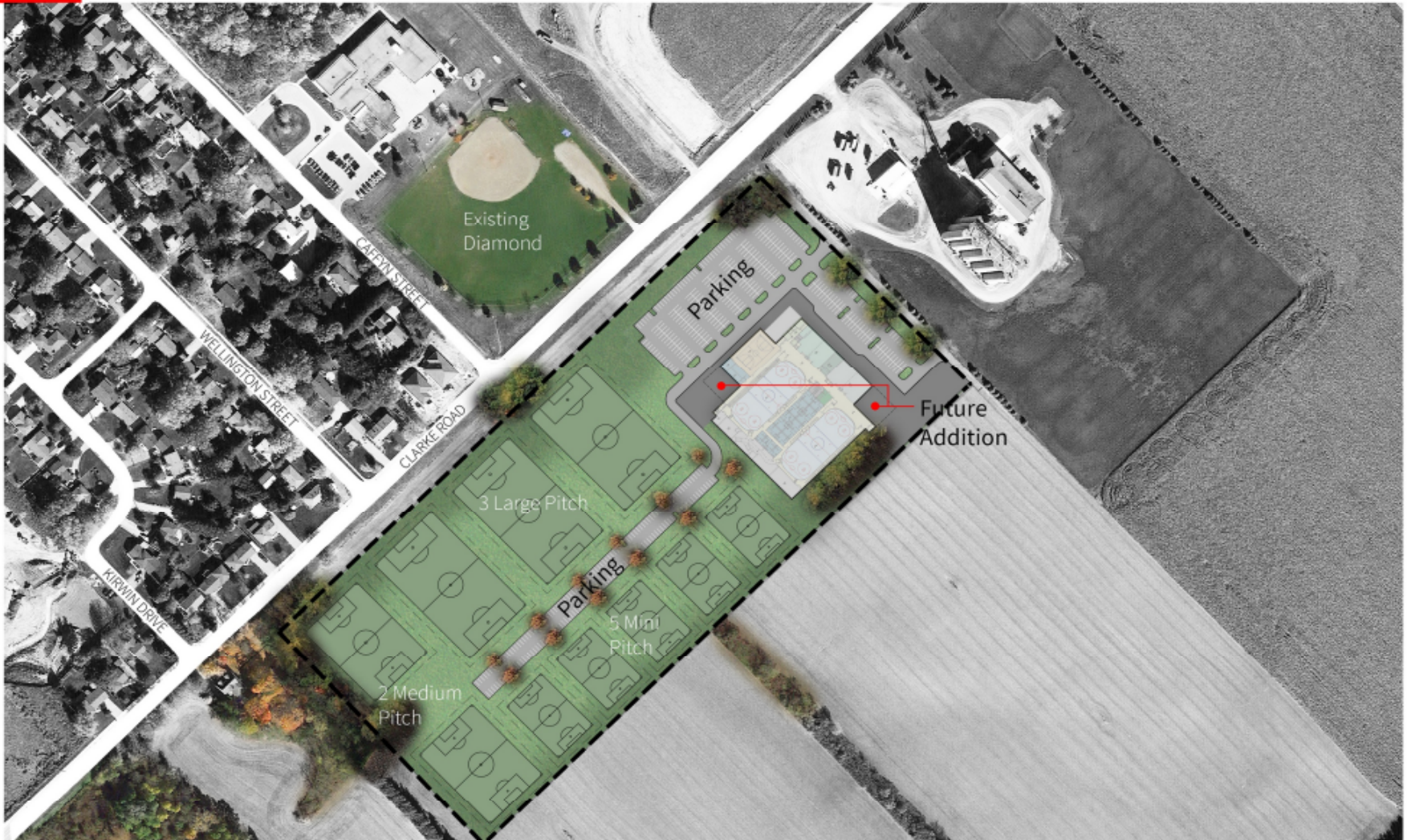
- Land costs – current investment in site
- Loss of industrial lands

Clarke Road Site

TOWN OF INGERSOLL
Phase 3 - Site Review and Recommendations



**NICHOLSON
SHEFFIELD
ARCHITECTS
INC.**



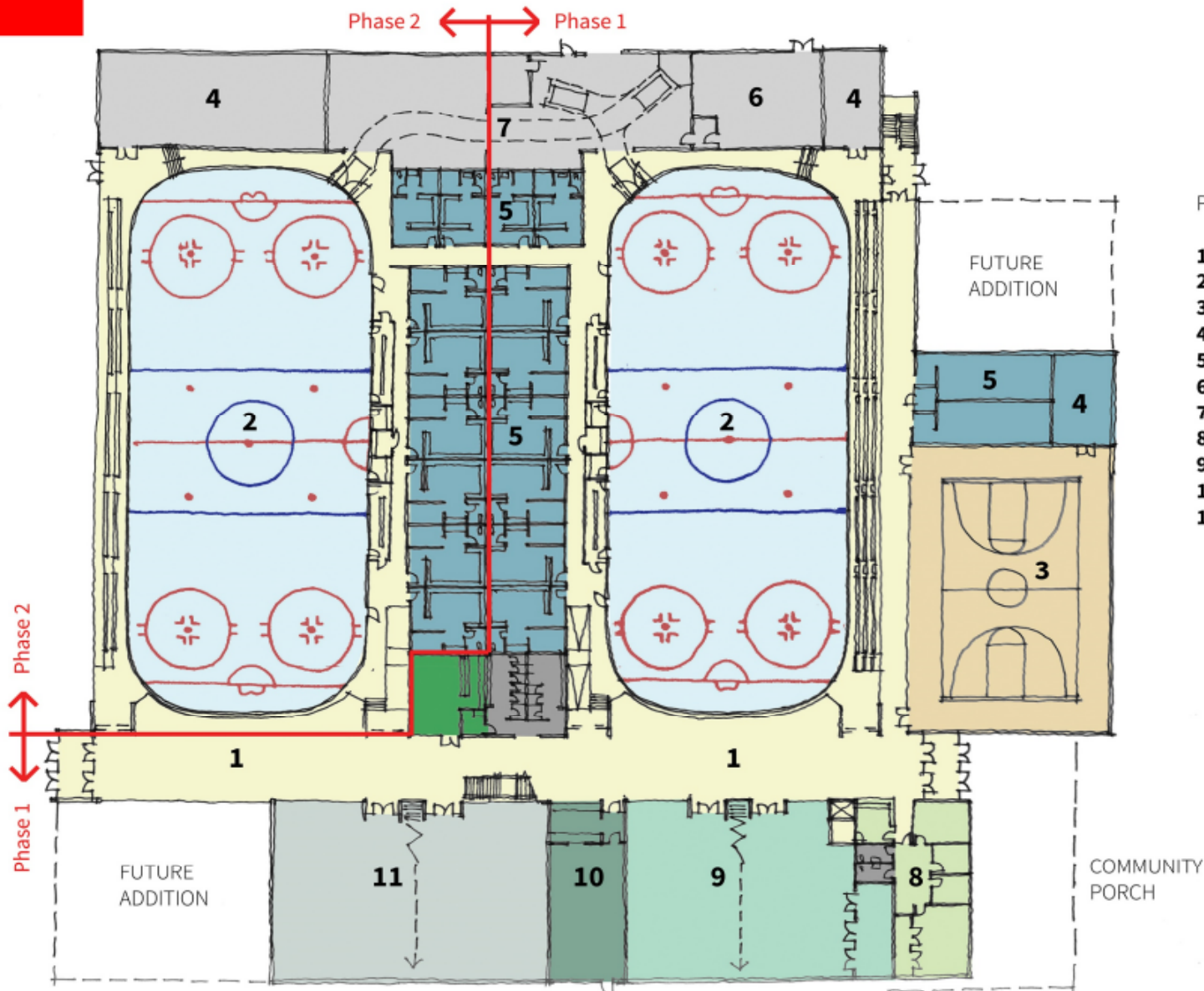
Phase 3
Clarke Road Site

TOWN OF INGERSOLL

Multi-Use Recreation Study



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INC.



Program Legend

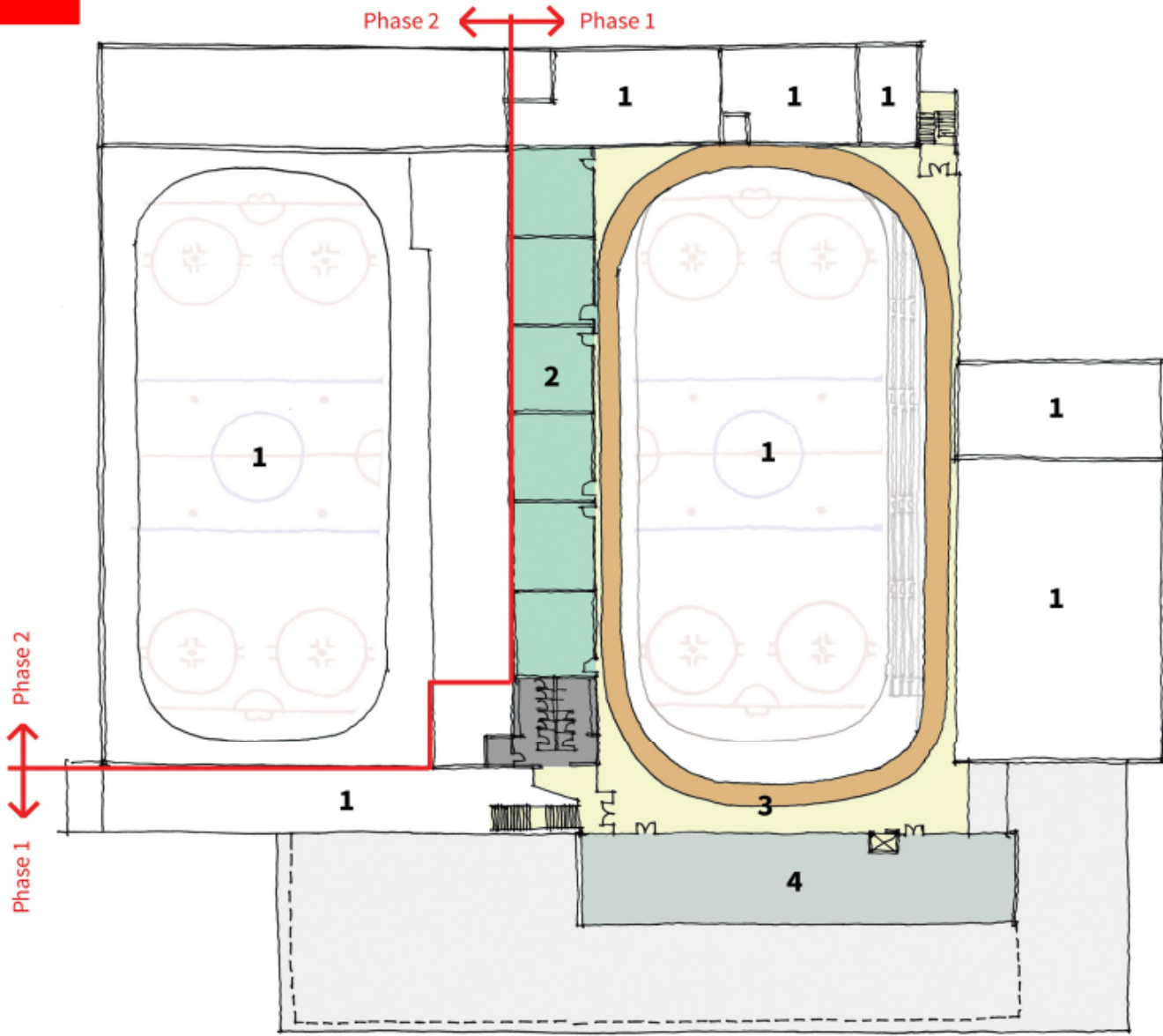
- 1. Lobby
- 2. Ice Arena
- 3. Double Gymnasium
- 4. Storage
- 5. Change Rooms
- 6. Refridgeration
- 7. Zamboni / Service
- 8. Office / Meeting
- 9. Community Hall
- 10. Kitchen
- 11. Senior's Activity Centre

Proposed Ground Floor Plan

TOWN OF INGERSOLL
Multi-Use Recreation Study

NICHOLSON
SHEFFIELD
ARCHITECTS
INC.





Program Legend

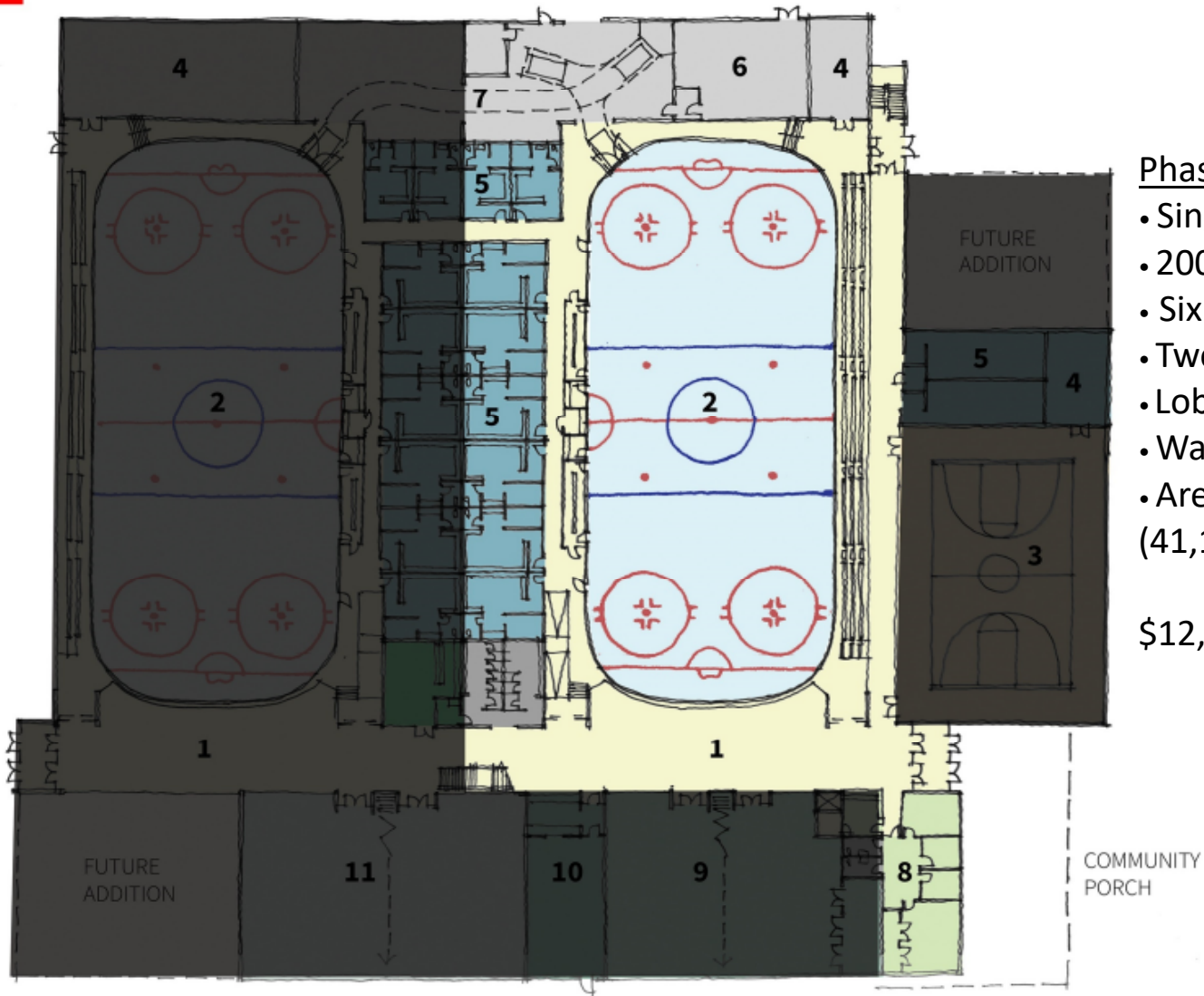
- 1. Open to Below
- 2. Multi-Purpose / Club Rooms / Fitness Room
- 3. Walking Track
- 4. Fitness Centre

Proposed Second Floor Plan

TOWN OF INGERSOLL
Multi-Use Recreation Study

NICHOLSON
SHEFFIELD
ARCHITECTS
INC.





- Phase 1 – Ground Floor**
- Single Pad Arena
 - 200+ Seats
 - Six Changerooms
 - Two Referee Rooms
 - Lobby/Warm Viewing Area
 - Washrooms
 - Arena Offices
- (41,104 ft²)

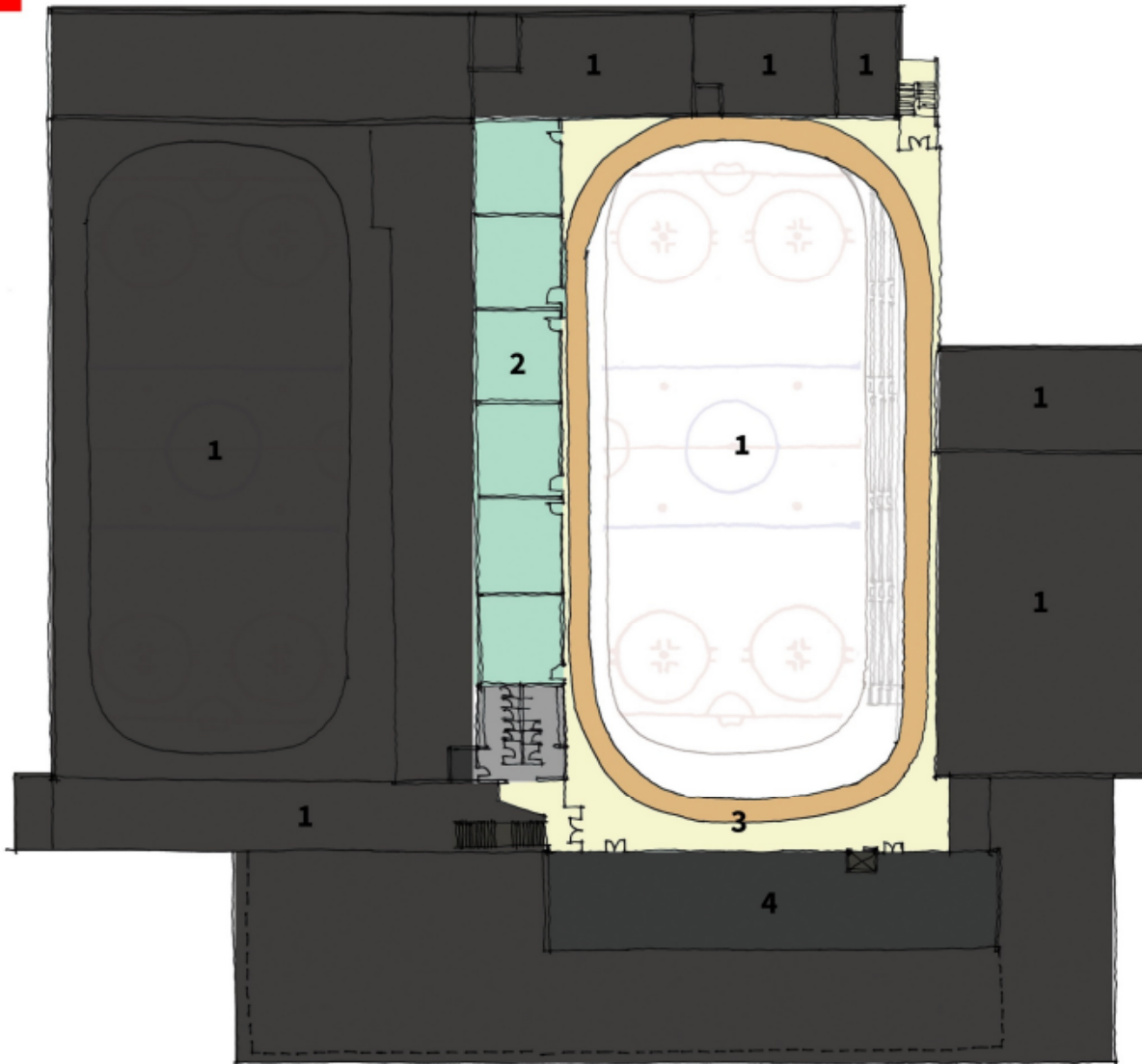
\$12,068,332 (\$294/ft²)

Proposed Ground Floor Plan

TOWN OF INGERSOLL
Multi-Use Recreation Study

NICHOLSON
SHEFFIELD
ARCHITECTS
INC.





Phase 1 – Second Floor
• Four lane walking track
• Washrooms
• Future multi-purpose community rooms
(21,204 ft²)

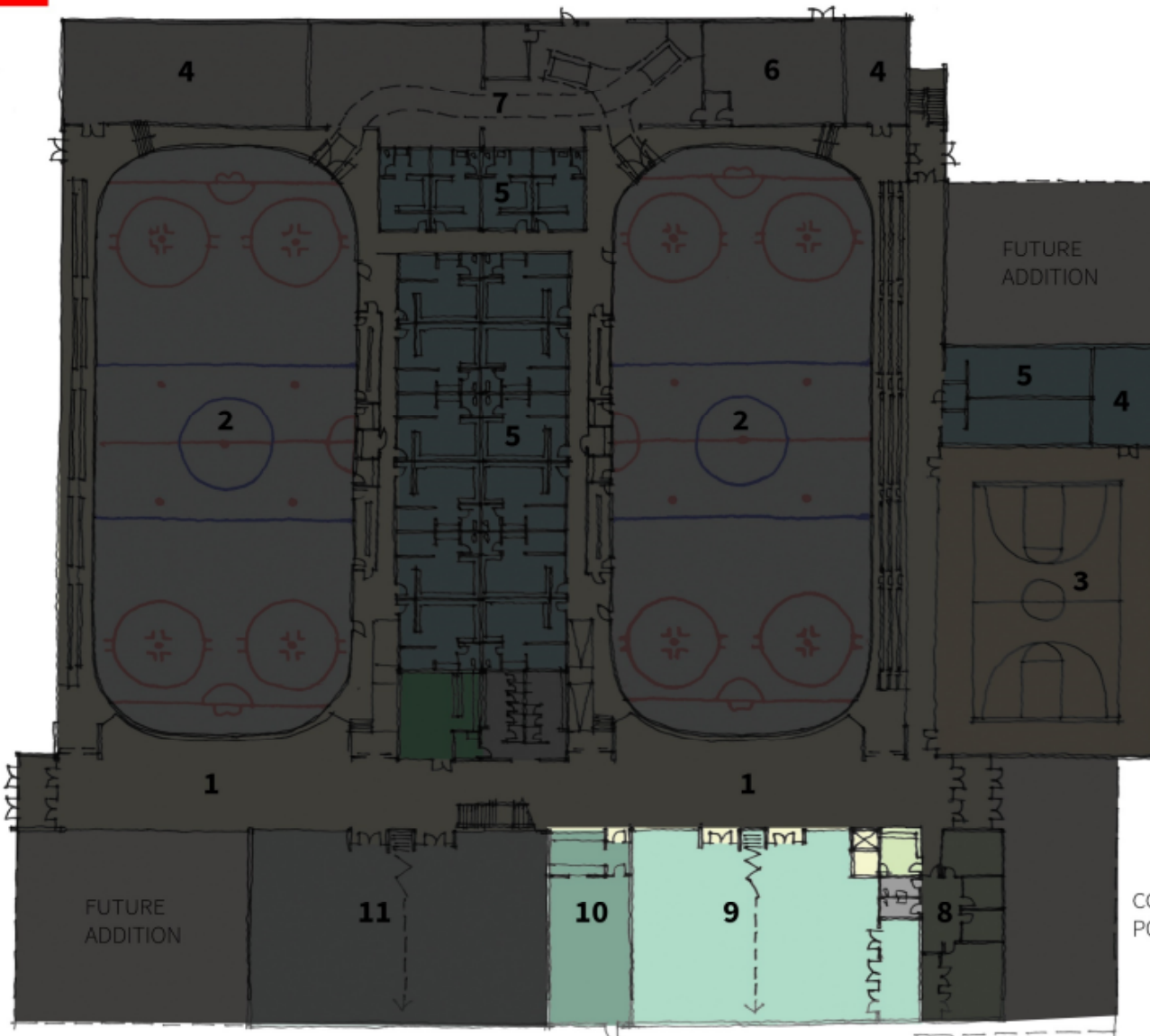
\$ 2,778,000 (\$132/ft²)

Proposed Ground Floor Plan

TOWN OF INGERSOLL
Multi-Use Recreation Study

NICHOLSON
SHEFFIELD
ARCHITECTS
INC.





Phase 2

- Multi-Purpose Community Room with Storage (6,144 ft²)
- Commercial Kitchen (1,792 ft²)

\$ 2,380,800 (\$300/ft²)

*Suggest reducing area of Multi-Purpose Community Room to 3,100 ft²

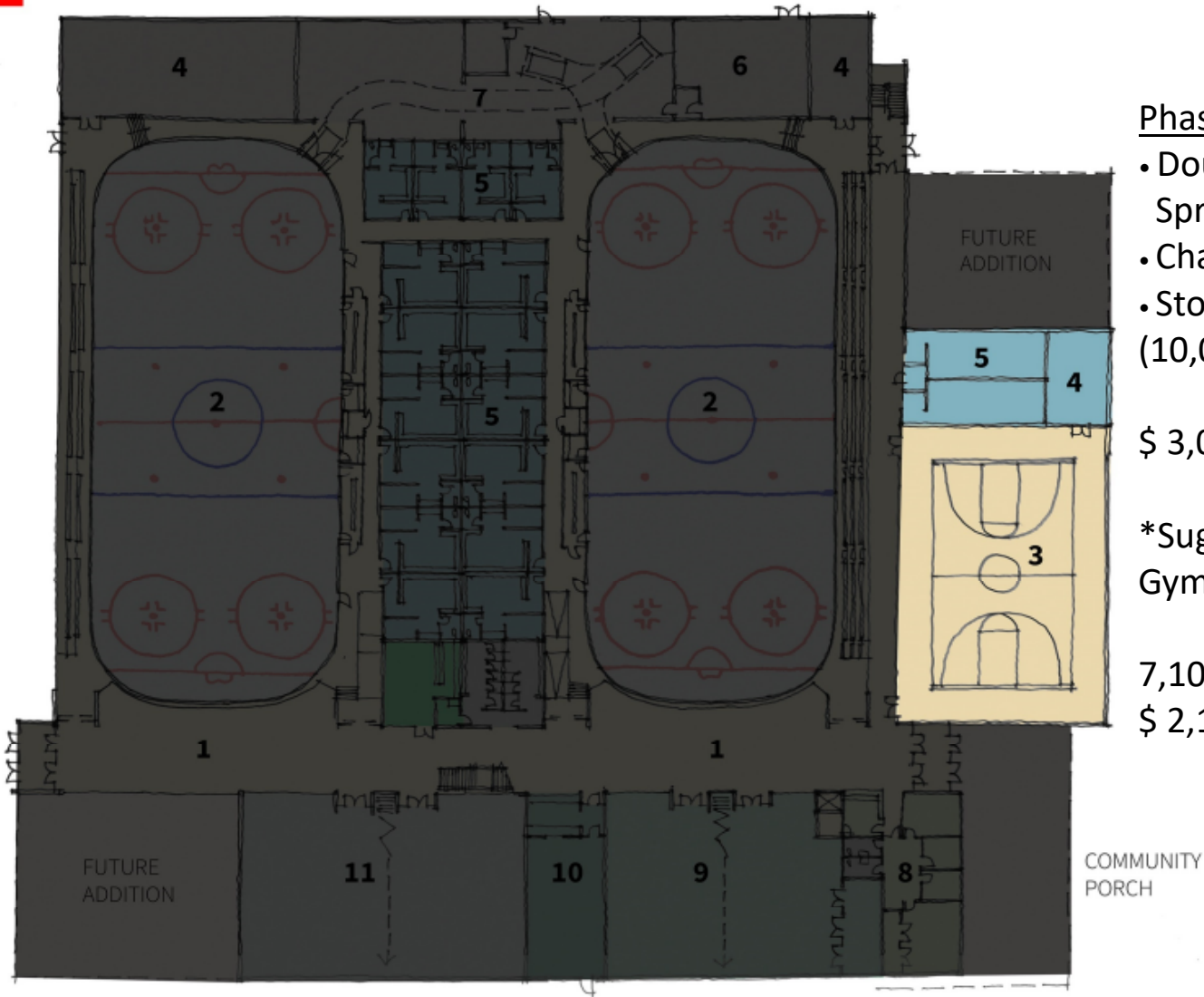
4,900 ft² @ \$300/ft² = \$ 1,470,000

Proposed Ground Floor Plan

TOWN OF INGERSOLL
Multi-Use Recreation Study

NICHOLSON
SHEFFIELD
ARCHITECTS
INC.





Phase 3

- Double Gymnasium with Sprung Wood Floor
- Changerooms
- Storage (10,080 ft²)

\$ 3,024,000 (\$300/ft²)

*Suggest reducing area of Gymnasium to 7,100 ft²

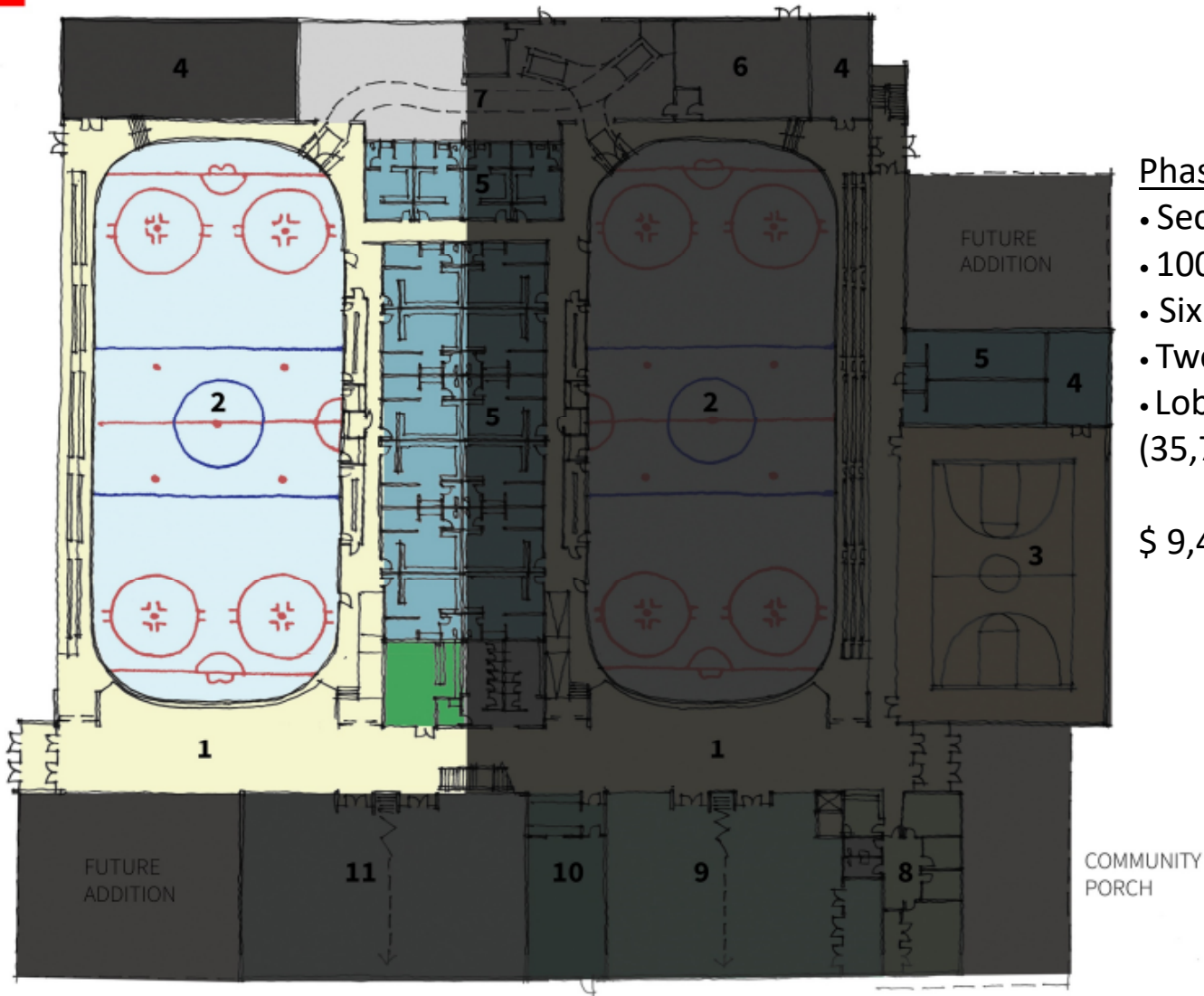
7,100ft² @ \$300/ft² = \$ 2,130,000

Proposed Ground Floor Plan

TOWN OF INGERSOLL
Multi-Use Recreation Study

NICHOLSON
SHEFFIELD
ARCHITECTS
INC.





Phase 4

- Second Ice Pad
- 100+/- Seats
- Six Changerooms
- Two Referee Rooms
- Lobby/Warm Viewing Area (35,760 ft²)

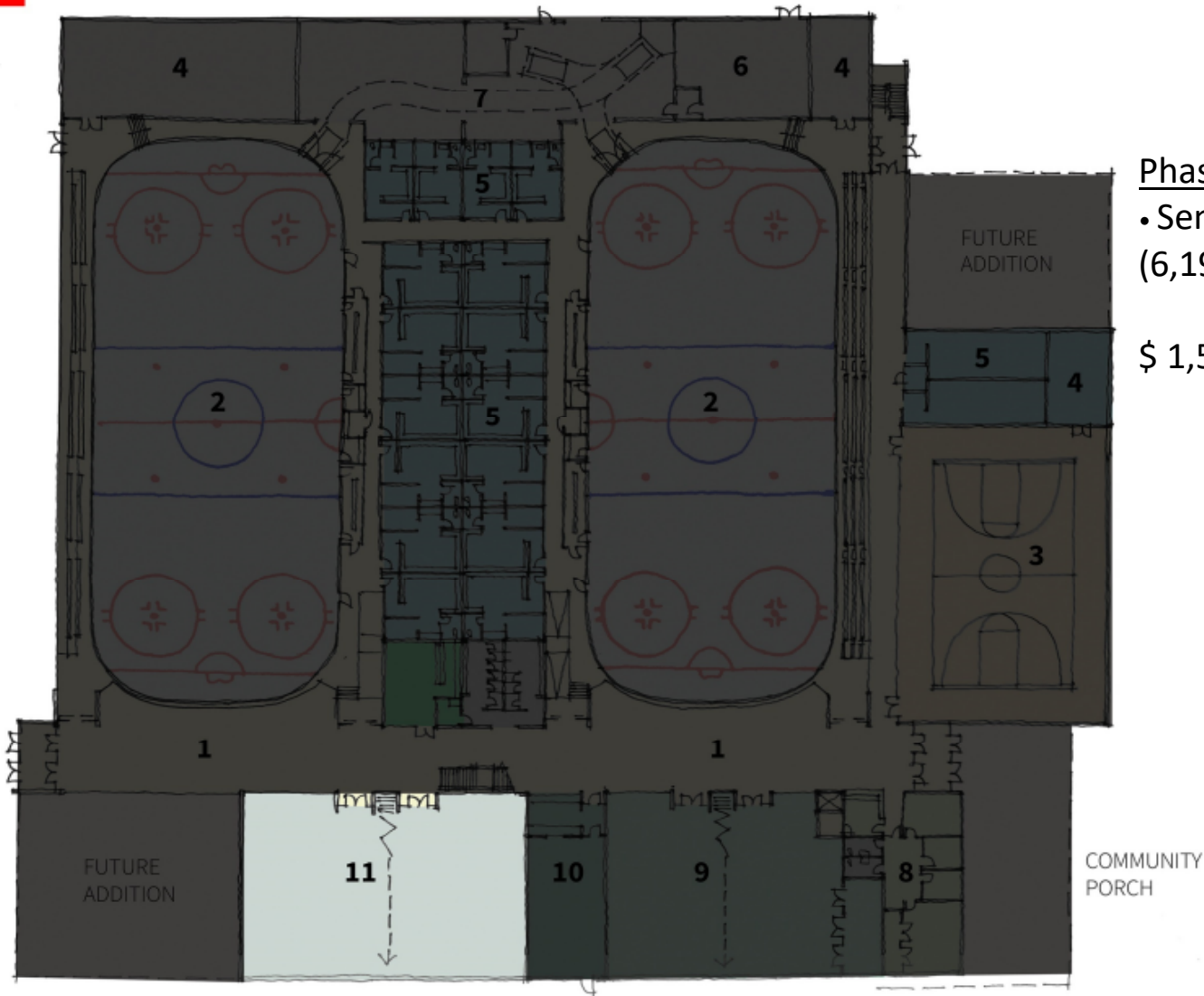
\$ 9,426,508 (\$264/ft²)

Proposed Ground Floor Plan

TOWN OF INGERSOLL
Multi-Use Recreation Study

NICHOLSON
SHEFFIELD
ARCHITECTS
INC.





Phase 5

- Seniors Activity Centre (6,194 ft²)

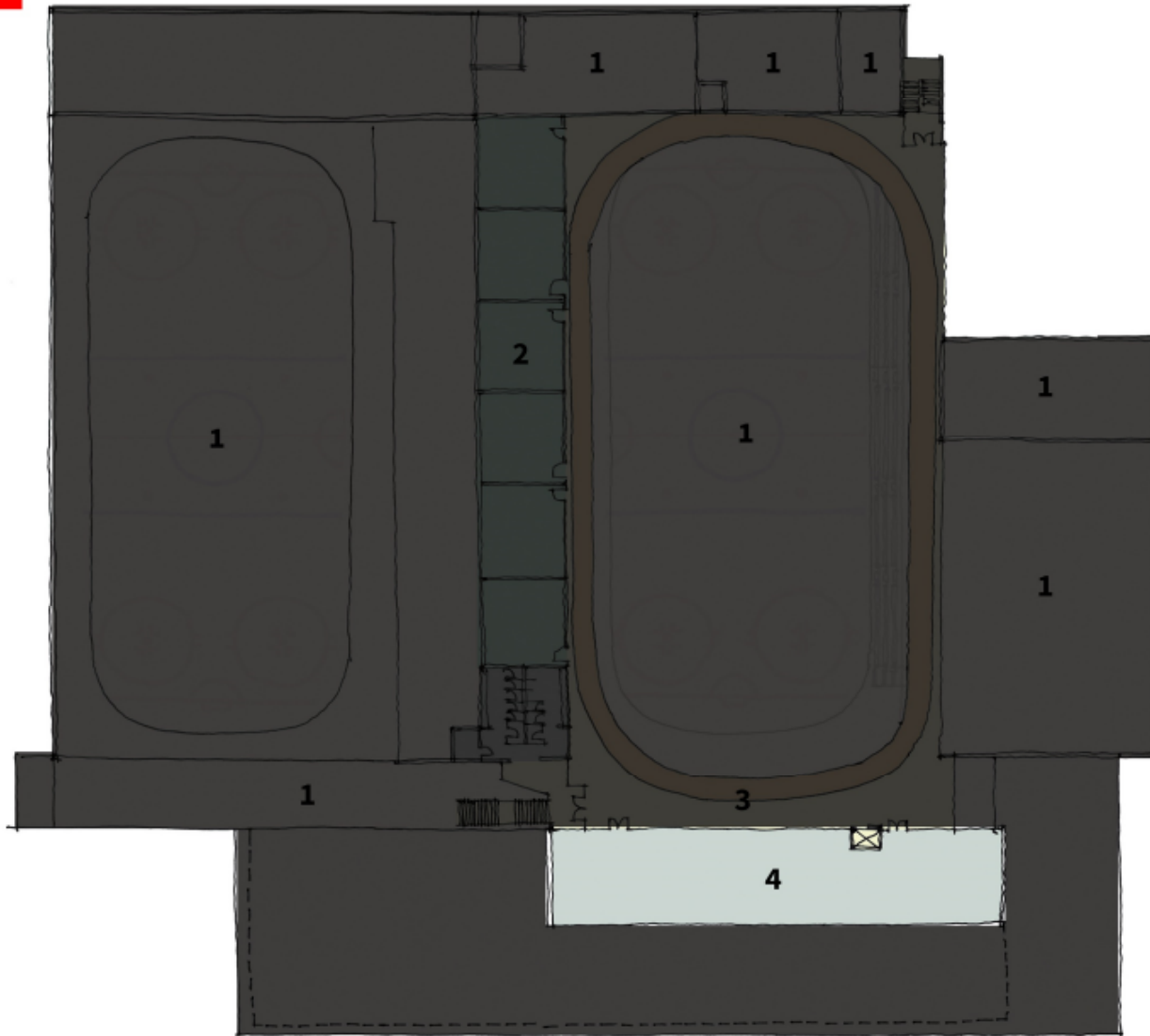
\$ 1,517,530 (\$245/ft²)

Proposed Ground Floor Plan

TOWN OF INGERSOLL
Multi-Use Recreation Study

NICHOLSON
SHEFFIELD
ARCHITECTS
INC.





Phase 6

- Fitness Centre
(4,864 ft²)

\$ 972,800 (\$200/ft²)

Proposed Ground Floor Plan

TOWN OF INGERSOLL
Multi-Use Recreation Study

NICHOLSON
SHEFFIELD
ARCHITECTS
INC.



Costing – New Multi-Use Recreation Centre Phased Construction

<u>Building Costs</u>	<u>Area</u>	<u>Cost</u>
Phase 1A – Single Pad Arena, Change Rooms, Warm Viewing Space, Washrooms, Lobby, Snack Bar, Arena Staff Offices	41,104 ft ²	\$12,068,332 (\$294 per ft ²)
Phase 1B – Second Floor with Walking Track, Washrooms, Open Space for future Multi-Purpose Community Rooms	21,024 ft ²	\$ 2,778,000 (\$132 per ft ²)
Phase 2 – Multi-Purpose Community Room & Commercial Kitchen	7,500 ft ²	\$ 2,380,800 (\$300 per ft ²)
Phase 3 – Double Gymnasium, Changerooms,	10,080 ft ²	\$ 3,024,000 (\$300 per ft ²)
Phase 4 – Second Ice Pad, Changerooms,	35,760 ft ²	\$ 9,426,507 (\$264 per ft ²)
Phase 5 – Seniors Activity Centre	6,194 ft ²	\$ 1,517,530 (\$245 per ft ²)
Phase 6 – Fitness Centre	4,864 ft ²	\$ 972,800 (\$200 per ft ²)
	126,526 ft ²	\$32,167,969 (\$255 per ft ²)
* + Escalation Costs (4% per year)		



Costing – North Town Line Site

Building Costs \$32,167,969

Site Development Costs

Earthworks and Servicing \$ 950,000

Sports Fields \$ 780,000

Professional Fees (6.5% estimated) \$2,203,370

Furniture and Equipment \$ 500,000

Permits (2% estimated) \$ 643,360

Total Estimated Project Cost \$37,244,699

* + Escalation Costs (4% per year)



Costing – Mutual Street Site

Building Costs \$32,167,969

Site Development Costs

Earthworks and Servicing \$ 320,000

Parking Structure \$8,000,000

Professional Fees (6.5% estimated) \$2,631,718

Furniture and Equipment \$ 500,000

Permits (2% estimated) \$ 803,560

Total Estimated Project Cost \$49,423,247

- * + costs for underground SWM storage
- * + Escalation Costs (4% per year)



Costing – Clarke Road Site

Building Costs \$32,167,969

Site Development Costs

Earthworks and Servicing \$ 745,000

Sports Fields \$ 780,000

Professional Fees (6.5% estimated) \$2,190,043

Furniture and Equipment \$ 500,000

Permits (2% estimated) \$ 643,360

Total Estimated Project Cost \$37,026,372

* + Escalation Costs (4% per year)



Recommendation:

Based on the work conducted in Phase 3 – Facility Site Review and Recommendations, and Phase 4 – Facility Conceptual Drawings, Construction Cost Estimates, and Phasing Options, both the Clark Road Site and North Town Line Site are suitable to accommodate the proposed Multi-Use Recreation Centre including outdoor recreation spaces.



Clark Road Site



North Town Line Site



2. Council Resolution

Moved by Councillor Van Kooten-Bossence; seconded by Councillor Bowman

C17-11-354 THAT the Council for the Town of Ingersoll receives the presentation by Jim Sheffield of Nicholson Sheffield Architects Inc. regarding the Multi Use Recreation Centre Phase 3 & 4 Final Report as information.

CARRIED



**Corporation of the Town of Ingersoll
Regular Council Meeting Minutes
Town Centre, Council Chambers
Monday, June 12, 2017, 6:00 p.m.**

COUNCIL MEMBERS PRESENT:

Mayor Comiskey

Deputy Mayor Fred Freeman

Councillors: Bowman (arrived at 7:47 p.m.), Franklin, Lesser, Petrie and Van Kooten-Bossence

Staff Present:

William Tigert, Chief Administrative Officer

Ann Wright, Deputy Clerk

John Holmes, Fire Chief

Iryna Koval, Director of Finance/Treasurer

Sandra Lawson, Town Engineer

Kyle Stefanovic, Director of Parks and Recreation

Shannon Vanderydt, Chief Building Official

Bonnie Ward, Special Events Coordinator

Andrea Brown, Manager Fusion Youth Centre

Curtis Tighe, Economic Development Officer

Media Present:

Tyler Chute, Youth Volunteer, Fusion Youth Centre

Call to Order

Mayor Comiskey opens this meeting of Council at 6:00 p.m.

Disclosures of Pecuniary Interest

Councillor Gord Lesser noted that he had declared a Pecuniary Interest on item 3, and had left the meeting before discussion of that item under Closed Session on May 8, 2017.

Addition to the Agenda

Moved by Councillor Lesser; seconded by Councillor Petrie

C17-06-147 WHEREAS a written request has been submitted to the Clerk's Office by Stefanie Lucas and Vicki Branston subsequent to the preparation of the agenda and prior to the commencement of a meeting to appear as a delegation regarding a matter that is listed on the agenda;

AND WHEREAS as section 10.1.6 of the Town's Procedure By-Law states that Council may add a delegation to the agenda at the time of discussion if the majority of Council approves it;

THEREFORE the Council for the Town of Ingersoll approves the addition of a delegation from Stefanie Lucas regarding the closing of Josephine Street

CARRIED

Minutes of Council Meeting

Moved by Councillor Petrie; seconded by Councillor Franklin

C17-06-148 THAT the minutes of the Regular Council meeting held on May 8, 2017 be adopted.

CARRIED

Minutes of Council Committee Meetings

Moved by Councillor Van Kooten-Bossence; seconded by Deputy Mayor Freeman

C17-06-149 THAT the following Council Committee minutes be received as information:

- 1) Minutes of the BIA meeting on April 11, 2017
- 2) Minutes of the Harvest Fest meeting on April 26, 2017
- 3) Minutes of the MURC meeting on April 5, 2017
- 4) Minutes of the Police Service Board meetings on February 27th and April 24th, 2017
- 5) Minutes of the Safe Cycling meetings on March 9th, April 13th, and May 11th, 2017
- 6) Minutes of the Upper Thames River Conservation meeting on April 25, 2017

CARRIED

Correspondence – Note & File

Moved by Deputy Mayor Freeman; seconded by Councillor Van Kooten-Bossence

C17-06-150 THAT the Note and File Correspondence items 1 and 7 be received as information.

CARRIED

Accounts - Resolution

Moved by Councillor Franklin; seconded by Councillor Petrie

C17-06-151 THAT the Cheque Disbursement Sheets for the month of May 2017, be received as information.

CARRIED

Monthly Staff Reports

Moved by Councillor Lesser; seconded by Councillor Petrie

C17-06-152 THAT Council do now go into Committee of the Whole, Council in Committee of the Whole, Deputy Mayor Freeman in the Chair.

CARRIED

While in Committee of the Whole Council discussed the Monthly Staff Reports and the Special Staff Reports.

Moved by Councillor Petrie; seconded by Councillor Franklin

C17-06-153 THAT the monthly staff reports be received as information.

CARRIED

Special Staff Reports

Moved by Councillor Van Kooten-Bossence; seconded by Deputy Mayor Freeman

C17-06-154 THAT the Council for the Town of Ingersoll accepts Report No.A-010-17 as information;

AND FURTHER THAT the Council endorses the final offer for presentation to SWOX on the boundary adjustment.

CARRIED

Moved by Councillor Franklin; seconded by Councillor Petrie

C17-06-155 THAT the Council for the Town of Ingersoll receives report A-011-17 entitled *Mural in Heritage Square* as information.

CARRIED

Moved by Councillor Lesser; seconded by Councillor Petrie

C17-06-156 THAT Council for the Town of Ingersoll receives report A-012-17 as information and accepts staff recommendations regarding the financial incentives of the Community Improvement Plan;

AND FURTHER directs staff to provide notice for a public meeting and schedule a public meeting for to discuss the draft plan.

CARRIED

Moved by Councillor Petrie; seconded by Councillor Franklin

C17-06-157 THAT Council receive Administration Report No. A-013-17, as information;

AND FURTHER authorize Staff to proceed with the demolition and replacement of the Skateboard Park in 2017, at a cost of \$70,000 plus HST.

AND FURTHER THAT the Treasurer be authorized to finance the unbudgeted portion of the replacement cost from the Parks and Recreation Facility Reserve.

CARRIED

Moved by Councillor Van Kooten-Bossence; seconded by Deputy Mayor Freeman

C17-06-158 THAT the Council for the Town of Ingersoll receives report C-019-17 and the correspondence from Tim Lobzun and Stefanie Lucas be received as information;

AND THAT a by-law to permanently close Josephine Street be brought forward for Council consideration.

CARRIED

Moved by Deputy Mayor Freeman; seconded by Councillor Van Kooten-Bossence

C17-06-159 THAT the Council for the Town of Ingersoll appoints Councillor Gord Lesser to sit on the Local Court Security Advisory Committee;

AND FURTHER THAT Council directs the appointee to inquire about potential financial impacts on the Town.

CARRIED

Moved by Councillor Lesser; seconded by Councillor Petrie

C17-06-160 THAT the Council for the Town of Ingersoll receives report F-009-17 as information.

CARRIED

Moved by Councillor Petrie; seconded by Councillor Franklin

C17-06-161 THAT the Council of the Town of Ingersoll receives report Number OP-010-17 as information;

AND FURTHER authorizes the Town Engineer to attend the Transportation Association of Canada Conference in St. John's, Newfoundland from September 24 to September 28, 2017.

CARRIED

Moved by Councillor Van Kooten-Bossence; seconded by Deputy Mayor Freeman

C17-06-162 THAT the Council for the Town of Ingersoll receives report OP-010-17 as information;

AND THAT Council approves the additional cost of \$10,350.40 for the installation of the valves and actuators by Durell Control Systems Inc and the funds be drawn from the Building Reserve.

CARRIED

Moved by Councillor Franklin; seconded by Councillor Petrie

C17-06-163 THAT the Council for the Town of Ingersoll receives report Number OP-012-17 as information;

AND THAT an Accessible parking spot be bylawed on the west side of Oxford Street at King Street;

AND THAT a Stop sign be bylawed on Kendall Lane at the intersection of McKeand Street.

CARRIED

Moved by Councillor Lesser; seconded by Councillor Petrie

C17-06-164 THAT the Council for the town of Ingersoll receives staff report OP-013-17 as information;

AND THAT Council approves and awards the project for 2017 to OWS Railroad Construction & Maintenance for \$208,506.40 plus HST and that the \$118,506.40 Town funding come from the Engineering Reserves.

AND FURTHER THAT Council authorizes the Mayor and Clerk to execute a contribution agreement with Transport Canada for the Thames Street South Railway Crossing Improvements under the Railway Safety Improvement Program.

CARRIED

Moved by Councillor Petrie; seconded by Councillor Franklin

C17-06-165 THAT the Council for the Town of Ingersoll receives report OP-014-17 as information;

AND FURTHER Council approves the installation of a concrete pad and the Horticultural Society commemorative bench in front of Victory Memorial School.

CARRIED

Moved by Councillor Van Kooten-Bossence; seconded by Deputy Mayor Freeman

C17-06-166 THAT the council for the Town of Ingersoll receives report OP-015-17 as information;

AND FURTHER Council approves the quotation from NABCO Canada Inc. for the provision of the Automatic Entrance Door System for Town Centre at the price of \$7,510 plus HST.

CARRIED

Moved by Councillor Franklin; seconded by Councillor Petrie

C17-06-167 THAT the Council for the Town of Ingersoll receives Parks and Recreation Report No.R-012-17 as information.

CARRIED

Moved by Councillor Lesser; seconded by Councillor Franklin

C17-06-168 THAT the Council for the Town of Ingersoll receives report R-013-17 as information.

THAT the Council of the Town of Ingersoll receives information on the Ontario Sport and Recreation Communities Fund grant received through the Ministry of Tourism, Culture and Sport to enhance the Sports and Recreation programs at Fusion to increase the participation of female youth.

CARRIED

Moved by Councillor Petrie; seconded by Councillor Franklin

C17-06-169 THAT Council for Town of Ingersoll receives report R-014-17 as information;

AND FURTHER Council's gives approval for staff to prepare tender documents and award a contract for upgrades to John Lawson Recreational Trail at a cost not to exceed \$20,000;

AND FURTHER THAT staff engage the services of CRU Solutions to supply and install a new light pole, fixture and spot light in Smith's Pond Park along the Thomas Ingersoll Recreational Trail at a cost of \$16,414 plus applicable taxes.

CARRIED

Moved by Councillor Van Kooten-Bossence; seconded by Deputy Mayor Freeman

C17-06-170 THAT the Council for the Town of Ingersoll approves the zone change application submitted by the Town of Ingersoll, whereby the lands described as Part Lots 19 & 20, Concession 2 (West Oxford), in the Town of Ingersoll, known municipally as 140 Clark Road East, are to be rezoned from 'Development Zone (D)' to 'Open Space Zone (OS)' and 'Special General Industrial Zone (MG-6).

CARRIED

Moved by Councillor Franklin; seconded by Councillor Petrie

C17-06-171 THAT the Committee do now rise out of Committee of the Whole.

CARRIED

Moved by Mayor Comiskey; seconded by Councillor Franklin

C17-06-172 THAT Council do hereby adopt, ratify and confirm all resolutions passed in the Committee of the Whole as if each resolution was adopted, ratified and confirmed by separate resolution of Council.

CARRIED

Moved by Deputy Mayor Freeman; seconded by Councillor Van Kooten-Bossence

C17-06-173 THAT the Council for the Town of Ingersoll adjourns the June 12, 2017 Regular Meeting of Council at 7:10 p.m. to go into a Committee of Adjustment meeting to consider a Minor Variance application submitted by:

- 1) A-04-17, Elyse Clayton, 90 Clark Road West
- 2) A-05-17, Town of Ingersoll, 110 Mutual Street
- 3) A-06-17, Aaron Bigelow & Jess Brownscombe, 270 Charles Street East

CARRIED

Committee of Adjustment Meeting 7:00 pm

The Committee of Adjustment Meeting began at 7:10 p.m. and the Committee considered the following applications:

1) **A-04-17, Elyse Clayton, 90 Clark Road West**

Ron Versteegen, County Planner, presents the Community and Strategic Planning Report CASPO. 2017-148 and recommended that the Committee approve the application.

Denise Brolese, the applicant representing the owner, Elise Clayton spoke and was in agreement with the recommendation.

No comments from the public

Councillor Petrie asked what would be stored in the open space.

Denise Brolese replied saying that landscape materials such as rocks and mulch.

Moved by Councillor Lesser; seconded by Councillor Franklin

C17-06-174 THAT the Town of Ingersoll Committee of Adjustment approves Application File A-04-17, submitted by Elise Clayton (Rock Solid Design) for lands described as Part Lot 63, Plan 186 in the Town of Ingersoll as it relates to:

1. Relief from **Section 13.2.1 – Open Storage**: to permit open storage of goods in front of the main building.
2. Relief from **Section 13.2.1.2 – Open Storage** to reduce the rear yard setback for open storage from 7.5 m (16.4 ft) to 1.5 m (4.9 ft)
3. Relief from **Section 13.2.1.3 – Open Storage**; to increase the maximum allowable lot coverage for open storage from 30% to 60% and permit said open storage in excess of twice the ground floor area of the main building on the lot.

Subject to the following condition:

- i) that the open storage area be screened from the street line and any abutting residential uses to the satisfaction of the Town of Ingersoll.

The proposed relief meets the four tests of a minor variance as set out in Section 45(1) of the Planning Act as follows:

The proposed relief is a minor variance from the provisions of the Town of Ingersoll Zoning Bylaw in that the proposed outdoor storage would be adequately screened from view and is in a largely industrial area.

The proposed relief is desirable for the use of the land as the said relief will support the industrial use of the lands that is permitted by the Official Plan and Zoning By-law, is compatible with the surrounding industrial uses and will not negatively impact on neighbouring properties;

The proposed relief maintains the general intent and purpose of the Town of Ingersoll Zoning Bylaw as the development generally maintains the provisions in the MR zone and is in-keeping with the industrial nature of the immediate area; and

The relief maintains the intent and purpose of the Official Plan as the industrial use of the subject lands is a use contemplated by the Official Plan.

CARRIED

2) **A-05-17, Town of Ingersoll, 110 Mutual Street**

Ron Versteegen, County Planner, presents the Community and Strategic Planning Report CASPO. 2017-165 and recommended that the Committee approve the application.

There were no further comments from the applicant.

Tim Lobzun, 65 King St. W. – made comment that he was in support of the application

There were no questions or comments from the Committee.

Moved by Councillor Petrie; seconded by Councillor Franklin

C17-06-175 THAT the Town of Ingersoll Committee of Adjustment approves Application File A-05-17, submitted by The Town of Ingersoll for lands described as Lot 182, Plan 279, in the Town of Ingersoll as it relates to:

1. Relief from **Section 14.0, Table 14.2 – Zone Provisions – Exterior Side Yard, Minimum Width**; to reduce the required exterior side yard width from 15 m (49.2 ft.) to 9m (29.5 ft.); and
2. Relief from **Section 14.0, Table 14.2 – Zone Provisions – Setback, All Other Streets**; to reduce the required setback from 25 m (82 ft) to 19 m (62.3 ft) to permit the construction of a fire training building, subject to the following condition:
 - i) That approval be obtained from the Upper Thames River Conservation Authority regarding the construction of the proposed building.

The proposed relief meets the four tests of a minor variance as set out in Section 45(1) of the Planning Act as follows:

The proposed relief is a minor variance from the provisions of the Town of Ingersoll Zoning Bylaw in that the relief is not anticipated to affect sightlines on Wilson Street;

The proposed relief is desirable for the appropriate development and use of the land as the said relief will allow for the construction of a public building that is permitted by the Zoning By-law, is compatible with surrounding uses and will not negatively impact neighbouring properties;

The proposed relief maintains the general intent and purpose of the Town of Ingersoll Zoning By-law as the development generally maintains setbacks from the street and is in-keeping with similar development in the immediate area; and

The relief maintains the intent and purpose of the Official Plan as the Public Use is a permitted form of development contemplated by the Official Plan.

CARRIED

3) **A-06-17, Aaron Bigelow & Jess Brownscombe, 270 Charles Street East**

Ron Versteegen, County Planner, presents the Community and Strategic Planning Report CASPO. 2017-167 and recommended that the Committee approve the application.

Jess Brownscombe spoke and said she was in agreement with the recommendation in the report and that she had spoken with her immediate neighbor and had received no complaints or concerns.

There were no comments from the public.

There were no comments or questions from the Committee.

Moved by Van Kooten-Bossence; seconded by Deputy Mayor Freeman

C17-06-176 THAT the Town of Ingersoll Committee of Adjustment approves Application File A-06-17, submitted by Aaron Bigelow and Jess Brownscombe for lands described as Part Lot 7, Block 48, Plan 279 on Registered Plan 41R2654, in the Town of Ingersoll as it relates to:

1. Relief from the provisions of **Section 5.1.1.4 – Regulations for Accessory Uses – Lot Coverage:** to increase the maximum ground floor area for a building accessory to a residential use from 100 m² (1,076.4 ft²) to 143 m² (1,544 ft²) to facilitate the construction of a detached garage and the retention of a small accessory shed.

The proposed relief meets the four tests of a minor variance as set out in Section 45(1) of the Planning Act as follows:

The proposed relief is a minor variance from the provisions of the Town of Ingersoll Zoning Bylaw in that the proposed garage will remain accessory and ancillary to the principal dwelling;

The proposed relief is desirable for the use of the land as the said relief will allow for an accessory structure that is permitted by the Zoning By-law, is compatible with surrounding uses and will not negatively impact neighbouring properties;

The proposed relief maintains the general intent and purpose of the Town of Ingersoll Zoning Bylaw as the development generally maintains the provisions in the R1 zone

and an accessory building and is in-keeping with similar development in the immediate area; and

The relief maintains the intent and purpose of the Official Plan as the proposed detached garage is complimentary to the low density residential development contemplated by the Official Plan.

CARRIED

Moved by Councillor Franklin; seconded by Councillor Petrie

C17-06-177 THAT the June 12, 2017 Regular Council meeting come back to order.

CARRIED

Zoning Amendment Public Meeting

1) ZN 6-17-02, Town of Ingersoll – All lands within the Town

Ron Versteegen, County Planner, presents the Community and Strategic Planning Report CASPO. 2017-150 and recommended that the Council approve the application.

William Tigert, Town Chief Administrative Officer says he has no further comments but that he is open to questions.

Tim Lobzun, 65 King St. W. questions if the clause regarding paved or asphalt driveways pertain to new and old driveways

Vicki Branston, resident also questions if an existing driveway would be affected.

William Tigert, Town Chief Administrative Officer responds saying that by-laws are not retroactive and this would only apply to new construction or development and significant renovations

Tim Lobzun, 65 King St. W. asks if the by-law is posted on the County website

Ron Versteegen, County Planner responds saying yes

Council had no questions

Moved by Deputy Mayor Freeman; seconded by Councillor Van Kooten-Bossence

C17-06-178 THAT the Council of the Town of Ingersoll approves the proposed Zoning By-law amendment (File ZN 6-17-02) to introduce “housekeeping” amendments to Section 1, Application, Administration and Enforcement, Section 2, Interpretation and Schedules, Section 4, Definitions, Section 5, General Provisions, Section 10, Central Commercial Zone, Section 13, General Industrial Zone and Schedules section.

CARRIED

Delegations & Presentations

Councillor Bowman arrives and joins the meeting.

Moved by Councillor Lesser; seconded by Councillor Bowman

C17-06-179 THAT the Council for the Town of Ingersoll receives the presentation by Fred Galloway of F.J. Galloway Associated Inc. regarding the Ingersoll Multi-Use Recreation Complex as information;

AND FURTHER THAT Council approves Nicholson Sheffield Architects Inc. and F.J Galloway Associates Inc. to proceed with phases 3 and 4 of the Multi-Use Recreation Facility needs study.

CARRIED

Deputy Clerk Ann Wright leaves the meeting at 8:35 p.m.

Moved by Councillor Petrie; seconded by Councillor Franklin

C17-06-180 THAT the Council for the Town of Ingersoll receives the presentation by Danielle Gardner regarding the proposed mural in Heritage Square as information.

CARRIED

Correspondence and Resolution

Moved by Councillor Van Kooten-Bossence; seconded by Deputy Mayor Freeman

C17-06-181 THAT the Council for the Town of Ingersoll approves the request from the Oxford Pride Committee to have the Pride flag raised on Thames Street in Dewan Park for the month of June.

CARRIED

Moved by Councillor Franklin; seconded by Councillor Petrie

C17-06-182 THAT the Council for the Town of Ingersoll approves the request received from Megan Van Leeuwen for a Noise By-Law exemption for the 2017 Ingersoll Relay for Life on June 16, 2017 until 12:00am.

CARRIED

Consideration By-Laws

Moved by Deputy Mayor Freeman; seconded by Councillor Van Kooten-Bossence

C17-06-183 THAT the mover have leave to introduce and go into Committee of the Whole on the following by- laws:

- 1) By-Law 17-4946 - To authorize the execution of an agreement between the Town of Ingersoll and Olde Tyme Taxi (Gary Young) for the provision of the Paratransit Service in the Town of Ingersoll
- 2) By-law 17-4947 - To authorize the execution of an Agreement between the Town of Ingersoll and Hillside Kennels Animal Control
- 3) By-Law 17-4948 - To stop up and close a certain Highway (Josephine Street)
- 4) By-Law 17-4949 - To amend Zoning By-law Number 04-4160, as amended (ZN 6-17-02 Town of Ingersoll)
- 5) By-Law 17-4950 - To amend Zoning By-law Number 04-4160, as amended (140 Clark Road East)
- 6) By-Law 17-4951 - To amend By-law 06-4327, being a by-law to provide for the governing and regulation of traffic and parking in the Town of Ingersoll (Accessible Parking & Designate Stop Signs)
- 7) By-Law 17-4952 – To adopt and confirm all actions and proceedings of the Council for the Town of Ingersoll at the Council meeting held on June 12, 2017

Council in Committee of the Whole, Mayor Comiskey in the Chair. On motion, the by-laws are accepted as circulated. That constitutes the first and second reading of the by-laws.

CARRIED

Moved by Councillor Lesser; seconded by Councillor Franklin

C17-06-184 THAT the Committee do now rise out of Committee of the Whole.

CARRIED

Moved by Councillor Petrie; seconded by Councillor Franklin

C17-06-185 THAT By-laws 17-4946 through to 17-4952 be now read a third time, passed, signed and sealed and that this constitutes the third reading of the by-laws.

CARRIED

Upcoming Council Meetings

Regular Meeting of Council
Monday, June 12, 2017, 6:00 p.m.
Town Centre, Council Chambers

Closed Session

Moved by Councillor Van Kooten-Bossence; seconded by Deputy Mayor Freeman

C17-06-186 THAT Council do now go into Committee of the Whole 10:01 p.m. for a Closed Meeting pursuant to Section 239 (2) of the Municipal Act, 2001, as amended to discuss the following matters:

- 1) Minutes of the Closed Session Meetings on April 10, and May 8, 2017
- 2) Section 239. (2) (c) proposed or pending acquisition of lands by the municipality
- 3) Section 239. (2) (e) potential litigation affecting the municipality

CARRIED

Moved by Councillor Franklin; seconded by Councillor Petrie

C17-06-187 THAT Council do now rise out of the Committee of the Whole from a Closed Session meeting at 10:27 p.m.

CARRIED

Moved by Deputy Mayor Freeman; seconded by Councillor Van Kooten-Bossence

C17-06-188 THAT the Closed Session Council meeting minutes from April 10, and May 8, 2017 be adopted as presented.

CARRIED

Adjournment

Moved by Councillor Petrie; seconded by Councillor Franklin

C17-06-189 THAT the Council for the Town of Ingersoll adjourns the June 12, 2017 Regular Meeting of Council at 10:31 p.m.

CARRIED

Edward (Ted) Comiskey, Mayor

Ann Wright, Deputy Clerk



**Corporation of the Town of Ingersoll
Regular Council Meeting Minutes
Town Centre, Council Chambers
Monday, November 13, 2017, 6:00 p.m.**

Council Members Present:

Councillors: Comiskey, Bowman, Franklin, Lesser, Petrie and Van Kooten-Bossence

Staff Present:

William Tigert, Chief Administrative Officer
Michael Graves, Clerk
Iryna Koval, Director of Finance/ Treasurer
John Holmes, Fire Chief
Sandra Lawson, Town Engineer
Kyle Stefanovic, Director of Parks and Recreation
Shannon Vanderydt, Chief Building Official

Media Present:

Tyler Chute, Youth Volunteer, Fusion Youth Centre

Call to Order

Mayor Comiskey is in the chair and opens this meeting of Council at 6:00 p.m.

Disclosures of Pecuniary Interest

None disclosed

Minutes of Council Meeting

Moved by Councillor Bowman; seconded by Councillor Van Kooten-Bossence

C17-11-323 THAT the minutes of the Regular Council meeting held on October 10, 2017 be adopted.

CARRIED

Minutes of Council Committee Meetings

Moved by Councillor Franklin; seconded by Councillor Petrie

C17-11-324 THAT the Council Committee minutes 1 through 9 be received as information.

- 1) Minutes of the BIA Meeting on August 15, 2017
- 2) Minutes of the BIA Meeting on September 12, 2017
- 3) Minutes of the BIA Annual General Meeting on October 12, 2016
- 4) Minutes of the Cheese & Agricultural Museum Committee Meeting on Aug. 31, 2017
- 5) Minutes of the Multi Use Recreation Centre Committee meeting on Sept. 27, 2017
- 6) Minutes of the Safe Cycling Committee meeting on Sept. 13, 2017
- 7) Minutes of the Police Service Board meeting on July 24, 2017
- 8) Minutes of the Police Service Board meeting on September 25, 2017
- 9) Minutes of UTRCA meeting on September 26, 2017

CARRIED

Correspondence – Note & File

Moved by Councillor Lesser; seconded by Councillor Petrie

C17-11-325 THAT the Note and File Correspondence items 1 through 3 be received as information.

CARRIED

Accounts - Resolution

Moved by Councillor Petrie; seconded by Councillor Franklin

C17-11-326 THAT the Cheque Disbursement Sheets for the month of October 2017, be received as information.

CARRIED

Monthly Staff Reports

Moved by Councillor Van Kooten-Bossence; seconded by Councillor Bowman

C17-11-327 THAT Council do now go into Committee of the Whole, Council in Committee of the Whole, Councillor Franklin in the Chair.

CARRIED

While in Committee of the Whole Council discussed the Monthly Staff Reports and the Special Staff Reports.

Moved by Councillor Bowman; seconded by Councillor Van Kooten-Bossence

C17-11-328 THAT the monthly staff reports be received as information.

CARRIED

Special Staff Reports

Moved by Councillor Lesser; seconded by Councillor Petrie

C17-11-329 THAT the Council of the Corporation of the Town of Ingersoll receives Report A-027-17 as information;

AND FURTHER authorizes the Boundary adjustment Committee to reconvene with its counter parts from Southwest Oxford with the following direction from Council;

1. All the lands as previously identified by Ingersoll, and the additional lands suggested by SWOX form the lands to be transferred in the boundary adjustment.
2. That SWOX's existing taxes on the day before boundary adjustment be paid in perpetuity, indexed annually by the Canadian Consumer Index from the previous year.
3. Notwithstanding recommendation 2 above, taxes on industrial properties, including CAMI and Bellcamp along with any others identified at the time of the agreement shall have taxes adjusted accordingly for any reductions caused by downsizing or closure or the cessation of operations.
4. That compensation for Industrial and Commercial lands and the provision for an upfront payment for residential development established at \$250 per unit based on lands proposed for residential development calculated at an average of 11 units per acre.
5. That Boundary Roads remain a shared cost between Ingersoll and SWOX or their successors. The shared costs will be calculated in the following manner:

- a. Until the lands are developed maintenance shall be shared on a 50/50 basis
 - b. As the lands are developed capital costs shall be shared on a 76/24 Ingersoll/SWOX basis. (this reflex the revenue sharing component)
 - c. After development of the lands operating/maintenance costs shall be shared on a 76/24 basis. (Again this reflects the revenue sharing provision)
6. That SWOX agree to mutual aid, as well as automatic aid agreements for the provision of Fire suppression as determined necessary by the Fire Chief of the Town of Ingersoll.
 7. The Town will enforce the requirements in place under the Ontario Building Code at the time of construction, which hopefully include capacity for electrical vehicle charging capabilities in 2018 and solar roof capabilities in 2019.
 8. Livestock expansions within the settlement area would have to comply with provincial requirements under MDS and County Policies.

CARRIED

Moved by Councillor Petrie; seconded by Councillor Franklin

C17-11-330 THAT the Corporation of the Town of Ingersoll received report A-028-17 as information;

AND FURTHER grants pre budget approval for funding the continued opposition to the landfill in the amounts of \$63,875, \$89,404 and \$90,000 as noted with the report.

CARRIED

Moved by Councillor Van Kooten-Bossence; seconded by Councillor Bowman

C17-11-331 THAT staff report B-006-17 be received as information;

AND THAT Council approves the additional cost of \$114,000 for roof top replacement and the funds be drawn from the 130 Oxford facility reserve fund so that the lowest tender may proceed with replacement in 2017.

CARRIED

Moved by Councillor Bowman; seconded by Councillor Van Kooten-Bossence

C17-11-332 THAT report B-007-17 be received as information;

AND THAT Council approves the implementation of the closing permits prior to 2005 and a written policy to address stale permits from 2005 onward.

CARRIED

Moved by Councillor Lesser; seconded by Councillor Petrie

C17-11-333 THAT Report C-034-17 be received as information;

AND FURTHER THAT Staff be directed to setup menus and modules for a Police Services Board page under the Town page;

AND THAT IT staff train the Police Services Board Secretary how to make agendas and minutes accessible and how to post them to the website;

AND FURTHER THAT the Police Services Board Secretary be provided a key and a code to access the J.C. Herbert Room for Police Service Board meetings.

CARRIED

Moved by Councillor Petrie; seconded by Councillor Franklin

C17-11-334 THAT Report C-035-17 be received as information;

AND FURTHER THAT Council directs staff to continue discussions and to implement transition matters regarding the wrap up of the Oxford County Museum School Board and incorporating this collection into the Ingersoll Cheese and Agricultural Museum.

CARRIED

Moved by Councillor Van Kooten-Bossence; seconded by Councillor Bowman

C17-11-335 THAT report C-036-17 be received as information;

AND FURTHER THAT the Council hereby approved the request for exemption to place a sign near the Pipe Band Hall on Wonham Street to advertise the vendors and crafters market in support of the local food bank.

CARRIED

Moved by Councillor Bowman; seconded by Councillor Van Kooten-Bossence

C17-11-336 THAT the Council for the Town of Ingersoll receives the Report C-037-17 as information;

AND FURTHER THAT Council approves the dates for the 2018 Regular Council meetings as outlined in the report.

CARRIED

Moved by Councillor Lesser; seconded by Councillor Petrie

C17-11-337 THAT the Council for the Town of Ingersoll receives the Report F-017-17 as information;

AND FURTHER THAT Council considers the Parking Amendment by-law, By-Law # 17-4968 that is before them tonight that would remove the courtesy parking for the month of December.

CARRIED

Moved by Councillor Petrie; seconded by Councillor Franklin

C17-11-338 THAT staff report OP-026-17 be received as information;

AND THAT Council awards the proposal from Spriet Associates for \$4000 to prepare the amended report that will update the assessment for the maintenance and repair of the Thompson Municipal drain under Section 76 (1) of the Drainage Act

AND THAT the Council of the Town of Ingersoll requests the report to be filed as soon as completed or within one year after the appointment, whichever is sooner.

CARRIED

Moved by Councillor Van Kooten-Bossence; seconded by Councillor Bowman

C17-11-339 THAT the Council for the Town of Ingersoll receives special report OP-027-17 as information.

CARRIED

Moved by Councillor Bowman; seconded by Councillor Van Kooten-Bossence

C17-11-340 THAT the Council for the Town of Ingersoll receives special report OP-028-17 as information;

AND THAT Council approves the requested names of Whiting Street, Reeves Road and Cash Crescent for the Golf Estates Subdivision.

CARRIED

Moved by Councillor Lesser; seconded by Councillor Petrie

C17-11-341 THAT the Council for the Town of Ingersoll receives special report OP-029-17 as information;

AND THAT Council directs the Town Engineer to notify the home owners that the armor stone wall at 64 David Street must be removed from Town property.

DEFEATED

Moved by Councillor Van Kooten-Bossence; seconded by Councillor Bowman

C17-11-342 THAT the Council for the Town of Ingersoll receives special report OP-029-17 as information;

AND THAT Council permits the armor stone wall at 64 David Street to remain on Town property for purposes of issuing a building permit and enter into an encroachment agreement with the owner that will be registered on title.

CARRIED

Moved by Councillor Petrie; seconded by Councillor Franklin

C17-11-343 THAT the Council for The Corporation of the Town of Ingersoll receives report R-031-17 as information.

CARRIED

Moved by Councillor Petrie; seconded by Councillor Franklin

Verbal Resolution THAT the Council for the Town of Ingersoll directs staff to bring back a report to outline options for the installation of the candy cane at the December regular Council meeting.

CARRIED

Moved by Councillor Van Kooten-Bossence; seconded by Councillor Bowman

C17-11-344 THAT the Council for the Town of Ingersoll receives Special Report T-027-17 as information.

CARRIED

Moved by Councillor Bowman; seconded by Councillor Van Kooten-Bossence

C17-11-345 THAT the Committee do now rise out of Committee of the Whole.

CARRIED

Moved by Mayor Comiskey; seconded by Councillor Franklin

C17-11-346 THAT Council do hereby adopt, ratify and confirm all resolutions passed in the Committee of the Whole as if each resolution was adopted, ratified and confirmed by separate resolution of Council.

CARRIED

Moved by Councillor Lesser; seconded by Councillor Petrie

C17-11-347 THAT the Council for the Town of Ingersoll adjourns the November 13, 2017 Regular Meeting of Council at 7:03 p.m. to go into a Committee of Adjustment meeting to consider the following Minor Variance applications:

- 1) A-09-17 – 2579934 Ontario Inc., (Daryl Anderson) – 109 Wonham St. S.
- 2) A-10-17 – John Glassford - 30 Samnah Cres.

CARRIED

Committee of Adjustment 7:00pm**1) A-09-17 – 2579934 Ontario Inc, (Daryl Anderson) – 109 Wonham St. S.**

No pecuniary Interest declared.

Ron Versteegen, Planner for the County of Oxford gave planning report No. 2017-203 recommending approval.

The applicant, Daryl Anderson spoke to the application and advised that they are trying to clean up the facility and utilize it for storage

No members of the public commented on the application.

The committee members had no comments.

Moved by Councillor Petrie; seconded by Councillor Franklin

C17-11-348 THAT the Town of Ingersoll Committee of Adjustment approves Application File A-09-17, submitted by 2579934 Ontario Inc., (Daryl Anderson) for lands described as Parts 25-27, Block 2, Plan 279, Town of Ingersoll, to permit the extension of a legal non-conforming use to facilitate the repurposing of an existing commercial building for warehousing.

CARRIED

2) A-10-17 – John Glassford - 30 Samnah Cres.

Ron Versteegen, Planner for the County of Oxford gave planning report 2017-328 recommending approval

The applicant was not present to speak to the application.

No members of the public spoke to the application.

The committee members had no comments.

Moved by Councillor Van Kooten-Bossence; seconded by Councillor Bowman

C17-11-349 THAT the Town of Ingersoll Committee of Adjustment approves Application File A-10-17, submitted by John Glassford for lands described as Part Block 3, Plan 41M-129 & Part 1 of Reference Plan 41R-5921 in the Town of Ingersoll as it relates to:

1. Relief from **Section 5.1.1.4, Table 5.1.1.4 – Regulations for Accessory Uses**; to increase the maximum permitted height from 5.0 m (16.4 ft) to 6.05 (19.9 ft) to permit the construction of a storage building.

The proposed relief meets the four tests of a minor variance as set out in Section 45(1) of the Planning Act as follows:

The proposed relief is a minor variance from the provisions of the Town of Ingersoll Zoning Bylaw in that the proposed outdoor storage would be adequately screened from view and is in a largely industrial area.

The proposed relief is desirable for the use of the land as the said relief will support the industrial use of the lands that is permitted by the Official Plan and Zoning By-law, is compatible with the surrounding industrial uses and will not negatively impact on neighbouring properties;

The proposed relief maintains the general intent and purpose of the Town of Ingersoll Zoning Bylaw as the development generally maintains the provisions in the HC zone and is in-keeping with the industrial nature of the immediate area; and

The relief maintains the intent and purpose of the Official Plan as the industrial use of the subject lands is a use contemplated by the Official Plan.

CARRIED

Moved by Councillor Bowman; seconded by Councillor Van Kooten-Bossence

C17-11-350 THAT the November 13, 2017 Regular Council meeting come back to order.

CARRIED

Public Meeting for Zone Change Applications**1) ZN 6-17-05, Oak County Homes Ltd., 228 Whiting Street**

Ron Versteegen, planner for the County of Oxford outlines the Planning Report No. 2017-312. The application is to reduce that rear yard setback. Lot line abuts the curling club property given this the planner feels the amendment is appropriate and feels the application is supportable.

Gerry Beckett, the applicant, spoke to the application and stated: we are in support of the recommendation that came from the County. Trying to take two separate draft plans into one and just have one subdivision agreement. It now has a wider variety housing types. It is going to be more marketable. Less corner lots, with a road that is easier to maintain.

No members of public spoke to the application.

Councillor Brian Petrie asked, since there is a Town owned facility nearby, do the changes in the draft plan create any problems for that facility?

The County Planner stated – I don't believe it does make any problems – the town has requested netting for the lands abutting the ball diamond.

Moved by Councillor Franklin; seconded by Councillor Petrie

C17-11-351 THAT the Council of the Town of Ingersoll approves the proposed amending By-law (File ZN 6-17-05) for lands comprising Part Lot 260, Lots 261, 266, 267 and 268, Registered Plan 717, in the Town of Ingersoll, to rezone the subject lands from 'Residential Type 2 Zone (R2)' to 'Special Residential Type 2 Zone (R2-22)' in order to permit the development of seven (7) single detached dwellings with a private lane to be held in condominium ownership on Block 27, while also reducing the rear yard depth from 7.5 m (24.6 ft.) to 1.2 m (3.9 ft.) on the condominium block (Block 27).

AND FURTHER supports the modifications to the draft approved plan of subdivisions (File No. SB 12-03-6 & SB 13-01-6) as submitted by Oak Country Homes Limited, for lands described as Part Lot 260, Lots 261, 266, 267 and 268, Registered Plan 717, in the Town of Ingersoll, consisting of 21 lots for single detached dwellings, 4 lots for semi-detached dwellings and a block for future condominium development on a private access, subject to the conditions outlined in the Community Planning Report CP 2017-312.

CARRIED

2) **ZN 6-17-06 Tony Pomponio & Frank Marghella, 297 Whiting St.**

Ron Versteegen, County Planner gives the Planning report No.2017-313. The application is to rezone to allow 16 single lots with an internal road that is a common ownership through a condominium. There was an EIS that was contemplated. It requires a 15 metre setback – the applicant has requested a lower setback and Upper Thames has indicated that they may be willing to consider that with the proper information provided. The next step is to go through site plan approval. The Planning department is recommending approval.

The recommendation is approval-in-principle to allow the applicant to go forward with discussions with Upper Thames River Conservation Authority.

The agent for the applicant, Richard Miller spoke to the application and said that at this point the 15 metre setback is not challenged and we would rather stay with the 15 meter setback.

Mayor Comiskey asked the Planner if there was any concern with that.

Ron Versteegen reported that is fine but we don't have a by-law for Town's consideration tonight but staff can bring one back to the next council meeting for consideration

No members of the public spoke to the issue.

The Mayor asked the question if the road was not a town road and if snowplowing, etc would be the responsibility of the owners?

The planner indicated that is correct.

Moved by Councillor Lesser; seconded by Councillor Petrie

C17-11-352 **THAT** the Council of the Town of Ingersoll approves-in-principle the zone change application submitted by Antonio Pomponio and Frank Marghella, whereby the lands described as Part Lot 21, Concession 1 (West Oxford), in the Town of Ingersoll, known municipally as 297 Whiting Street, are to be rezoned from 'Development Zone (D)' 'Special Residential Type 2 Zone (R2-21)' in order to permit the development of sixteen (16) single detached dwellings with a private lane to be held in condominium ownership.

CARRIED

Delegations & Presentations

Moved by Councillor Petrie; seconded by Councillor Franklin

C17-11-353 **THAT** the Council for the Town of Ingersoll receives the presentation by Connor Blair regarding turtle crossing signs near the train tracks on Holcroft Street in Ingersoll.

AND FURTHER THAT Council directs staff to install signs at this location and investigate other areas within the Town that can also benefit from this.

Mayor Comiskey asked for a recorded Vote

YEAS	RECORDED VOTE 2017	NAYS
✓	Councillor Kristy Van Kooten-Bossence	
✓	Councillor Michael Bowman	
✓	Councillor Reagan Franklin	
✓	Councillor Gordon Lesser	
✓	Councillor Brian Petrie	
Absent	Deputy Mayor Fred Freeman	
✓	Mayor Ted Comiskey	
6	TOTALS	0

CARRIED 6:0

Moved by Councillor Van Kooten-Bossence; seconded by Councillor Bowman

C17-11-354 THAT the Council for the Town of Ingersoll receives the presentation by Jim Sheffield of Nicholson Sheffield Architects Inc. regarding the Multi Use Recreation Centre Phase 3 & 4 Final Report as information.

CARRIED

Moved by Councillor Bowman; seconded by Councillor Van Kooten-Bossence

C17-11-355 WHEREAS municipal governments in Ontario do not have the right to approve landfill projects in their communities, but have authority for making decisions on all other types of development;

AND WHEREAS this out-dated policy allows private landfill operators to consult with local residents and municipal Councils, but essentially ignore them;

AND WHEREAS proposed Ontario legislation (Bill 139) will grant municipalities additional authority and autonomy to make decisions for their communities;

AND WHEREAS municipalities already have exclusive rights for approving casinos and nuclear waste facilities within their communities, AND FURTHER that the province has recognized the value of municipal approval for the siting of power generation facilities;

AND WHEREAS the recent report from Ontario's Environmental Commissioner has found that Ontario has a garbage problem, particularly from Industrial, Commercial and Institutional (ICI) waste generated within the City of Toronto, where diversion rates are as low as 15%;

AND UNLESS significant efforts are made to increase recycling and diversion rates, a new home for this Toronto garbage will need to be found, as landfill space is filling up quickly;

AND WHEREAS municipalities across Ontario are quietly being identified and targeted as potential landfill sites for future Toronto garbage by private landfill operators;

AND WHEREAS other communities should not be forced to take Toronto waste, as landfills can contaminate local watersheds, air quality, dramatically increase heavy truck traffic on community roads, and reduce the quality of life for local residents;

AND WHEREAS municipalities should be considered experts in waste management, as they are responsible for this within their own communities, and often have decades' worth of in-house expertise in managing waste, recycling, and diversion programs;

AND WHEREAS municipalities should have the exclusive right to approve or reject these projects, and assess whether the potential economic benefits are of sufficient value to offset any negative impacts and environmental concerns;

THEREFORE BE IT RESOLVED THAT the Town of Ingersoll calls upon the Government of Ontario, and all political parties, to formally grant municipalities the authority to approve landfill projects in or adjacent to their communities, prior to June 2018;

AND THAT in the case of a two-tier municipality, the approval be required at both the upper-tier and affected lower-tier municipalities;

AND FURTHER THAT the Town of Ingersoll encourage all other municipalities in Ontario to consider this motion calling for immediate provincial action.

Mayor Comiskey asked for a recorded Vote

YEAS	RECORDED VOTE 2017	NAYS
✓	Councillor Kristy Van Kooten-Bossence	
✓	Councillor Michael Bowman	
✓	Councillor Reagan Franklin	
✓	Councillor Gordon Lesser	
✓	Councillor Brian Petrie	
Absent	Deputy Mayor Fred Freeman	
✓	Mayor Ted Comiskey	
6	TOTALS	0

CARRIED 6:0

Moved by Councillor Franklin; seconded by Councillor Petrie

C17-10-310 THAT Council receives the presentation from David Sheard as information.

CARRIED

Consideration By-Laws

Moved by Councillor Lesser; seconded by Councillor Petrie

C17-11-356 THAT the mover have leave to introduce and go into Committee of the Whole on the following by- laws:

- 1) By-Law 17-4966 – To authorize a Community Grant Development Program Policy
- 2) By-Law 17-4967 – To amend By-law 06-4327, being a by-law to provide for the governing and regulation of traffic and parking (Park Ave. No Parking)
- 3) By-Law 17-4968 - To amend By-law 06-4327, being a by-law to provide for the governing and regulation of traffic and parking (Removal of Courtesy Parking in December)
- 4) By-Law 17-4969 - A By-law to amend Zoning By-law Number 04-4160, as amended (228 Whiting Street)
- 5) By-Law 17-4970 – A By-law to amend Zoning By-law Number 04-4160, as amended (62 Clark Road)
- 6) By-Law 17-4971 – To adopt and confirm all actions and proceedings of the Council for the Town of Ingersoll at the Council meeting held on November 13, 2017

Council in Committee of the Whole, Mayor Comiskey in the Chair. On motion, the by-laws are accepted as circulated. That constitutes the first and second reading of the by-laws.

CARRIED

Moved by Councillor Petrie; seconded by Councillor Franklin

C17-11-357 THAT the Committee do now rise out of Committee of the Whole.

CARRIED

Moved by Councillor Van Kooten-Bossence; seconded by Councillor Bowman

C17-11-358 THAT By-laws 17-4966 through to 17-4971 be now read a third time, passed, signed and sealed and that this constitutes the third reading of the by-laws.

CARRIED

Upcoming Council Meetings

Regular Meeting of Council

Monday, December 11, 2017, 6:00 p.m.
Town Centre, Council Chambers

Closed Session

Moved by Councillor Bowman; seconded by Councillor Van Kooten-Bossence

C17-11-359 THAT Council do now go into Committee of the Whole at 10:22 p.m. for a Closed Meeting pursuant to Section 239 (2) of the Municipal Act, 2001, as amended to discuss the following matters:

- 1) Minutes of the Closed Session Meetings on October 10, 2017
- 2) Section 239. (2) (b) personal matters about identifiable individuals, including municipal or local board employees (2)
- 3) Section 239. (2) (d) labour relations or employee negotiations

CARRIED

Moved by Councillor Franklin; seconded by Councillor Petrie

C17-11-360 THAT Council do now rise out of the Committee of the Whole from a Closed Session meeting at 10:57 p.m.

CARRIED

Moved by Councillor Lesser; seconded by Councillor Petrie

C17-11-361 THAT the Closed Session Council meeting minutes from October 10, 2017 be adopted as presented.

CARRIED

Adjournment

Moved by Councillor Petrie; seconded by Councillor Franklin

C17-11-362 THAT the Council for the Town of Ingersoll adjourns the November 13, 2017 Regular Meeting of Council at 10:58 p.m.

CARRIED

Edward (Ted) Comiskey, Mayor

Michael Graves, Clerk



Department: Administration

Report Number: A-021-19

Council Meeting Date: August 26, 2019

Title: First Phase Layout - MURC

Objective

To seek direction from Council on the exact uses to include in the MURC facility when the Town applies for funding from the Investing in Canada Infrastructure Program: Community, Culture and Recreation Stream.

Background

Council will recall that under the CAO report A-020-19 Multi-Use Recreation facility at the August 12, 2019 Council meeting the CAO reported the following:

“Council is also aware that it has agreed to hold 35 acres on Clark road as an option B site should the situation arise requiring a faster turnaround time. This is essentially an insurance plan should funding be announced that would require the Town to proceed in a faster manner.”

The report also went on to say:

“Should the program be announced sooner than later, Council would have to be prepared to move to the Clark Road site to take advantage of the funding opportunity.”

And

“Council should finalize the components that would be included should an application process be initiated. Council conducted a community consultation and received valuable input into what the citizens wished to see in any new recreational development. However, there was not a final decision made as to what Council would include in an

initial undertaking. This needs to be done in the near future to nail down, which components, i.e., ice pad, walking track, gymnasium, etc. would be part of the first stage of development. This needs to be done to facilitate the next step.”

Council at that August 12, 2019 meeting passed the following resolution:

Moved by Councillor Eus; seconded by Councillor Bowman

C19-08-216 THAT Staff Report A-020-19 be received by the Council of the Corporation of the Town of Ingersoll as Information;

AND FURTHER THAT Council schedule a special meeting of council to begin discussions on the finalization of the initial components to be developed in phase one of a multi-use recreational facility.

CARRIED

Analysis

Since the August 12 meeting, funding has been announced so time is of the essence. Obviously, as previously reported, the Town will proceed with the Clark Road property given the timelines of the application process.

The other item Council has to determine are the specific uses that will be included in the first phase design of the MURC. Who will be the designer is the subject of Report A-022-19. The items for potential inclusion in the first phase of the MURC are best outlined as indicated on Page 18 of the November 13, 2017 report from Nicholson Sheffield:

Costing – New Multi-Use Recreation Centre Phased Construction

Building Costs	Area	Cost
Phase 1A – Single Pad Arena, Change Rooms, Warm Viewing Space, Washrooms, Lobby, Snack Bar, Arena Staff Offices	41,104 ft ²	\$12,068,332 (\$294 per ft ²)
Phase 1B – Second Floor with Walking Track, Washrooms, Open Space for future Multi-Purpose Community Rooms	21,024 ft ²	\$ 2,778,000 (\$132 per ft ²)
Phase 2 – Multi-Purpose Community Room & Commercial Kitchen	7,500 ft ²	\$ 2,380,800 (\$300 per ft ²)
Phase 3 – Double Gymnasium, Changerooms,	10,080 ft ²	\$ 3,024,000 (\$300 per ft ²)

Phase 4 – Second Ice Pad, Changerooms,	35,760 ft ²	\$ 9,426,507 (\$264 per ft ²)
Phase 5 – Seniors Activity Centre	6,194 ft ²	\$ 1,517,530 (\$245 per ft ²)
Phase 6 – Fitness Centre	4,864 ft ² 126,526 ft ²	\$ 972,800 <u>(\$200perft²)</u> \$32,167,969
* + Escalation Costs (4% per year)		(\$255 per ft ²)

Interdepartmental Implications

This application could provide a great deal of funding toward this project.

Financial Implications

Noted above

Recommendation

THAT Staff Report A-021-19 be received by the Council of the Corporation of the Town of Ingersoll as information;

AND FURTHER, THAT Council provide direction to staff regarding the specific uses to be included in the first phase of the MURC in order to expedite the application to the Investing in Canada Infrastructure Program: Community, Culture and Recreation Stream.

Attachments

None

Prepared by: William Tigert, Chief Administrative Officer



Department: Administration

Report Number: A-022-19

Council Meeting Date: August 26, 2019

Title: Contracting for the MURC Design

Objective

To seek direction from Council on entering into a contract for the design of the first phase of the MURC.

Background

Council is aware that at the 2019 AMO Conference it was announced that the government would be opening the Community, Culture and Recreation Stream under the federal Investing in Canada Infrastructure Program starting September 3, 2019.

Staff have also been able to determine that applications will be received until November 12, 2019, with preference given to

Preference will be given to projects that are shovel ready.

Council will recall that in November 2017 Nicholson Sheffield Architects Inc. submitted a report comparing three possible sites for the MURC. Those proposals included potential layouts of the facilities in each of their respective locations as well as construction estimates.

Staff advised Council on August 12, 2019, that they may need to consider sole-sourcing the design and engineering of the first phase of the MURC based on the time requirements of the funding.

The procurement by-law does have provisions for sole sourcing with some of the main conditions being; “does the supplier possess exclusive capabilities? And will the tender assist in lower pricing.”

Also, the procurement by-law has an exception process that allows sole sourcing for projects over \$25,000 with Council approval if an extension of an existing contract is in the best financial/operational interest of the municipality.

Analysis

In this case, it is clear that Nicholson Sheffield Architects Inc. possess exclusive capabilities in that they have already developed draft layouts for a potential MURC on the proposed site at Clark Road.

Further, the charges for design are a percentage of the construction, and the percentage used is an industry-standard. So tendering likely will not create lower pricing as other contractors will use the same percentage and in their case, they will have to spend more time on the design as they have not done any work as of yet, unlike Nicholson Sheffield.

Although it is not exactly a contract extension, utilizing the existing knowledge and work of Nicholson Sheffield is clearly in the best interests of the municipality as it is the surest way of having an application that is shovel ready and will ensure the Town is eligible for significant funding from the Federal and Provincial government.

Staff contacted representatives of Nicholson Sheffield to determine their availability to design of the first phase of the MURC, and they have advised that they are available to complete this work for the Town within a few months. The amount that they have agreed on to perform the work is being disclosed to Council in closed session in order to not prejudice their competitive position should Council decide to send the design to tender.

Staff are therefore recommending that Council provide staff with direction to proceed with a contract with Nicholson Sheffield Architects Inc. for the design of the first phase of the MURC facility at Clark Road using the sole sourcing provisions of the procurement by-law.

Interdepartmental Implications

This application will involve a great deal of work by several departments.

Financial Implications

Noted above

Recommendation

THAT Staff Report A-022-19 be received by the Council of the Corporation of the Town of Ingersoll as information;

AND FURTHER, THAT Council provide direction to staff to proceed with a contract with Nicholson Sheffield Architects Inc. for the design of the first phase of the MURC facility at Clark Road using the sole sourcing provisions of the procurement by-law.

Attachments

None

Prepared by: William Tigert, Chief Administrative Officer