



TOWN OF PENETANGUISHENE
Arena & Recreation Centre Study
Needs Assessment, Location and Feasibility

July 16, 2021





Town of Penetanguishene

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Prepared by:



MJMA



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Acknowledgements

We would like to thank all of those who contributed to the development of the Town's Arena & Recreation Centre Study. This report is a product of the vision and dedication of the community, the Project Steering Committee, and Town Council. We also extend our thanks to the many residents and community groups within Penetanguishene whose feedback has made the Study a document that embodies the core values, beliefs, and priorities of the community.

Municipal Council (2018 – 2022)

Mayor	Doug Leroux
Deputy Mayor	Anita Dubeau
Councillors	Brian Cummings Dan Larose Debbie Levy George Vadeboncoeur Jessica Klug Jill St. Amant Michael Mayotte

Project Steering Committee

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LIMITATIONS

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

Executive Summary

The Penetanguishene community will enjoy modern and accessible opportunities for sport, fitness, and recreation activity for all ages.

– Town of Penetanguishene Community Strategic Plan, 2019-23

The Penetanguishene Memorial Community Centre (PMCC – built in 1954) and Penetanguishene Curling Club (PCC – built in 1973) are aging facilities and require investment. There is little to no opportunity to upgrade or expand these facilities. With adequate funding and good fortune, these buildings can continue to be maintained for a period of time; however, their capital needs are rising and their utility is declining as they are unable to offer modern amenities, spaces and programs that are commonplace in multi-use recreation facilities throughout the nation. Eventually, there will come a time when they are unable to meet community needs and it is no longer feasible to invest in them. This time inches closer with each passing year, most notably for the PMCC.

Study Purpose and Foundation

This Study identifies strategies to address the future of these facilities and the evolving recreational needs of the community. Specifically, the Study examines: (1) facility and program needs; (2) provision options, including a locational assessment; and (3) capital and operating costs. A Project Steering Committee comprised of representatives from Town Council and Administration was formed to oversee the project, which was completed by a consulting team led by Monteith Brown Planning Consultants.

Planning for a new multi-use recreation centre began in 2014 with the Council-approved Recreation and Community Services Master Plan, which recommended a facility replacement strategy and the preparation of a feasibility study. This direction was also supported by the Town of Penetanguishene Community Strategic Plan (2019-23). This Strategic Plan also established a desire to explore the relocation of the curling rink to a new multi-use recreation facility in order to maximize the economic potential of the municipal waterfront.

Public Consultation

Through this Study, community and stakeholder input was sought to assist in understanding facility needs, provision options, and partnership considerations. Tactics included two virtual public information sessions (with survey, polling, etc.), user group questionnaires, stakeholder interviews, and presentations to Town Council.

Through the Phase 2 survey, strong public support was expressed for a new recreation centre containing one or two ice pads (86%), a walking track (77%), program space (61-66%), gymnasium (59%), and curling rink (52%). Many residents also requested a municipal indoor pool. Input from stakeholders was similar, with several groups expressing a desire to participate in some way in a new multi-use facility project.

Through the Phase 5 public information session, majority support (80% of attendees) supported the full build option (Option 2a) that would see the PMCC and PCC replaced with a new multi-use recreation centre.

Guiding Principles

Grounded in public input, the following guiding principles are high level, directional statements that were developed to provide overall direction for this study. Together, they articulate what the Town hopes to achieve with respect to the provision of indoor recreation facilities.

1. Build a healthy community and foster active lifestyles
2. “Think beyond the rink” – Create a multi-use and multi-generational hub under one roof
3. Support year-round activity through facility design and a wider variety of programming
4. Be strategic and seek long-term solutions
5. Enhance geographic and barrier-free accessibility
6. Address local needs first, but consider the North Simcoe market and sport tourism opportunities
7. Prioritize flexibility in design – allow for future expansion potential
8. Encourage environmentally responsible and energy efficient designs
9. Consider partnerships that enhance community benefit and financial feasibility
10. Make decisions that are financially responsible and affordable for the Town and its residents

Facility Needs

A comprehensive analysis was undertaken to identify current and future facility needs. Key considerations included demographic and growth factors, current and projected usage, public and stakeholder input, and trends and best practices. Several component-specific recommendations are contained in Section 7 of this report.

In pursuing a new recreation centre, the recommended facility components include:

- Ice Rink (single pad)
- Indoor Walking Track
- Gymnasium
- Multi-purpose Program Space (large hall, activity studio, boardroom)
- Sports Hall of Fame
- Tenant Space (e.g., pro shop, concession)
- Support Space (e.g., offices for Town facility/parks/customer service staff, sport group offices, storage, work rooms, etc.)
- Future expansion space (components to be determined)
- Outdoor amenities (amenities to be determined)

Despite being provided by a private operator, the facility strategy proposed in this study accommodates curling. However, this is contingent on the club’s collaboration, potential amalgamation with area clubs, an agreement suitable to the Town, and – ultimately – the closure of the existing Penetanguishene Curling Club in Rotary Champlain Wendat Park. Additional discussions with the Curling Club will be necessary to determine the degree of their participation in future capital projects. As the owner of the curling facility, the Town has an interest in establishing a long-term strategy for both the existing site and for the club, which serves many Penetanguishene residents.

Facility Provision Options and Costs

This study lays out several options to address the aforementioned needs, including investing in the current facilities. However, the full extent of the spaces can only be met through a new multi-use recreation centre. Such a facility would modernize the Town’s recreation infrastructure and add new activity space through the provision of a gymnasium and indoor walking track. Additional partnership opportunities could also be considered. This option would also have the potential to consolidate all ice users at a single facility (arena and curling), creating economies of scale.

The following table summarizes the order of magnitude capital costs and operating cost estimates presented in Sections 8.3 and 8.5 of the report. Reference should be made to these sections for additional information on the specific assumptions identified for each provision option. Space programs and concept plans have also been prepared.

Order of Magnitude Capital and Operating Costs for Various Facility Provision Options (2021\$)

Option	Annual Operating Cost Estimates*	Total Project Cost (Construction + Soft Costs)
<p><u>Option 1: STATUS QUO</u></p> <p>Actively maintain the PMCC (arena) and/or PCC (curling) facilities</p> <p>Under this option, the Town would reinvest in both the PMCC and PCC to extend the lifespan of these facilities as long as possible.</p> <p>As expansion is unlikely, the improvements would have limited ability to accommodate new or expanded uses. Renovations could occur at once or over time, depending on priority and logical phasing.</p>	<p>\$272,000 - \$289,000/yr (PMCC only)</p>	<p>\$7,115,000</p>
<p><u>Option 2a: NEW BUILD</u></p> <p>Develop a New Multi-use Recreation Centre (<u>with</u> curling) to Replace the PMCC and PCC</p> <p>Under this option, a new multi-use recreation centre would be built to replace the PMCC and PCC, and to add new components such as a gymnasium and walking track.</p> <p>This would allow both the PMCC and PCC buildings to be removed from service and used for other purposes as determined by Council.</p>		<p>\$44,674,317 - \$49,102,376</p>
<p><u>Option 2b: PARTIAL NEW BUILD</u></p> <p>Develop a New Multi-use Recreation Centre (<u>without</u> curling) to Replace the PMCC</p> <p>Under this option, a new multi-use recreation centre would be built to replace the PMCC, and to add new components such as a gymnasium and walking track.</p> <p>This would allow the PMCC to be removed from service and used for other purposes as determined by Council.</p> <p>The PCC would remain in service (but would require additional capital investment), or the curling club would be free to pursue other options independent of the Town.</p>	<p>\$383,000 - \$407,000/yr</p>	<p>\$36,700,495</p>
<p><u>Option 3: HYBRID APPROACH</u></p> <p>Develop a New Multi-use Recreation Centre (<u>without</u> curling) and Repurpose the PMCC as a Curling Facility</p> <p>Under this option, a new multi-use recreation centre would be built to replace the PMCC, and to add new components such as a gymnasium and walking track.</p> <p>This would allow the PMCC to be renovated and repurposed for curling, and allow the PCC building to be removed from service and used for other purposes as determined by Council.</p>	<p>\$336,000- \$442,000/yr</p>	<p>\$41,585,495</p>

All costs are in 2021\$ and not escalated for inflation.

* The current annual operating cost for the PMCC in 2021\$ is estimated at \$290,000/yr.

Locational Considerations

Should the Town decide to build a new recreation facility to replace the PMCC and/or PCC, a new site within Penetanguishene is required. Guided by a set of criteria, a site evaluation exercise was undertaken. The evaluation prioritized the following objectives:

- The site should have sufficient space (4ha minimum) and servicing for the base recreation centre design.
- The site should be situated in a centralized location to maximize accessibility for all residents.
- The site should have user group and wide community support.
- The site should support strategic investment opportunities and offer valued-added benefits.

After a thorough analysis, it was determined that the former Penetanguishene Secondary School site be advanced as the preferred site for the proposed recreation centre. Public consultation on this and other potential uses for the site should be initiated.

Moving Forward

Based on the preceding analysis, it is our recommendation that the Town pursue the development of a new multi-use recreation centre (Option 2). Given its age, major investment in the Penetanguishene Memorial Community Centre is not recommended. It is only through a new facility that the Town can expand its recreation programs and activities through the addition of a walking track, gymnasium, and program space. This is the option most supported by residents and is the preferred long-term solution to addressing the Town's arena and facility needs.

At this time, the Town has not allocated funding to implement any of the options presented in this report. In order to move forward, a financial strategy that leverages a range of funding sources will be required, the scope of which will depend on the option that the Town endorses. With a full view of the facts and needs as reported in this Study, Town Council will make the decision regarding what is or is not feasible for the Town.

Due to the magnitude of this project, the implementation process is likely to take a minimum of five years given the need to receive final approval, secure funding, establish partnership parameters (if applicable), complete the design and tender process, and construct/reconstruct the facility. A significant government grant and successful community campaign have the ability to accelerate the timeline; however, other factors such as funding, site readiness, and partner requirements could delay the project further.

The Town should begin advanced planning for this project in the short-term, including the development of a funding strategy (and creation of a capital reserve) and establishment of a Building Committee to oversee the recreation centre project. The level of involvement of the Penetanguishene Curling Club and other major partners should be confirmed in the interim, which will inform a more detailed functional program, schematic design, and budget. In the meantime, the Town should continue forward with plans to replace the PMCC roof and other necessary lifecycle projects (including regular engineering assessments), recognizing that this facility must remain available and safe for use for a number of years until the new recreation centre is developed.

Section 1: Introduction

1.1 The Importance of Planning Ahead

The Penetanguishene Memorial Community Centre and the Penetanguishene Curling Club are the primary venues for indoor community recreation in the town. They offer opportunities for our residents to be involved in some of their favourite physical activities and provide social hubs for community engagement and gatherings.

With these facilities approaching or exceeding their functional lifespan, the Town of Penetanguishene has identified their improvement and/or the development of a recreation centre as a high priority. Quality indoor recreation facilities facilitate healthy, active lifestyles and are important community focal points. They greatly enhance the range of options available for residents who wish to partake in recreation and social activities, often year-round.

The key driver for this study is the aging Penetanguishene Memorial Community Centre (PMCC, built in 1954), which contains a single pad arena and large hall. The Penetanguishene Curling Centre (PCC, built in 1973) – which is managed by a third-party – is also considered within this study. Community recreational needs have vastly changed since these facilities were built and a modernization program is required; development of a joint facility is one of the options considered herein. The Town has not confirmed its preference on whether it will continue to invest in maintaining the current facilities, undertake significant renovations, or build new – gathering evidence to inform this decision and subsequent funding strategies is the key part of this study.

In addition to aging infrastructure, this study considers the town's changing sport and recreation needs, demographics and forecasted growth. Penetanguishene's population is also aging and there is need to examine accessible recreational opportunities that serve a broader range of interests and ages – the phrase “think beyond the rink” is indicative of the preferred approach to facility planning in the current era.

The Town should be commended for planning ahead. Research has shown that recreation services and facilities are integral to the community's success and wellbeing. They contribute in a significant way to social, economic and environmental priorities by providing spaces for services and programs that benefit residents and support community-building. Universal access to recreation and social opportunities that address diverse needs and offer affordable, high-quality opportunities is vital to individual and community health and prosperity.

The Town has many reasons to invest in their recreation facilities and services. The benefits of participation include:

- enhanced mental and physical wellbeing;
- enhanced social wellbeing and heightened levels of engagement and inclusion;
- stronger families and communities;
- development of new skills, leadership and critical thinking abilities; and
- wide-ranging economic benefits, including those linked to sport tourism.

1.2 Study Purpose and Objectives

This Arena & Recreation Centre Study has been prepared to assist the Town of Penetanguishene in making fiscally-responsible decisions as it strives to maintain a high standard in the provision of community-based indoor recreation services. It is informed by recently completed building condition and structural assessments, community research and input, trends, and experiences from other communities that have operated similar facilities. By identifying current and future needs as well as an implementation strategy, this study will support grant applications and partnerships that may arise over the course of time.

This study seeks to answer the following questions:

1. What facilities and services the Town should provide (and why)?
2. Where they should be located?
3. When they should be provided?
4. How should they be provided (funding, construction, operation)?
5. What strategies should be considered to balance community need, cost effectiveness, and long-term sustainability?

This study contains a detailed examination of the required components and feasibility of a new or retrofitted recreation centre in the Town of Penetanguishene. This includes components such as:

- arenas;
- curling rinks;
- multi-purpose space and gymnasium;
- seniors' centre;
- indoor walking track;
- indoor aquatics;
- fitness space; and
- tenants and leased space.

An important part of this assessment includes the rationalization of current indoor recreational facilities and the feasibility of maintaining, expanding, repurposing, closing, and/or rebuilding these facilities. This study examines future needs and preferred provision strategies, including direction on facility components, timing, preferred location, projected capital costs, and funding and operating options. Fiscal accountability – balanced against meeting the highest priority needs of local residents – remains an important goal for Town Council.

Key study objectives include the following:

- a) integrate and align with recent studies and strategic directions
- b) assess local profiles, utilization, and demographic trends
- c) undertake meaningful consultation to identify local priorities
- d) identify regional and provincial trends and best practices
- e) rationalize facility provision and identify future needs
- f) initiate a site evaluation exercise
- g) prepare concept plans and phasing considerations
- h) establish order of magnitude capital and operating cost estimates
- i) develop strategies that leverage synergies, funding, and partnerships
- j) prepare an implementation plan with priorities and timing

1.3 Study Process and Methods

To achieve the Study’s objectives, a phased work plan was devised (Figure 1). The work plan involved public and stakeholder consultation, thorough background research, evidence-based needs analysis (Figure 2), evaluation of options and sites, concept development, and costing.

Excluded from the scope of this study are detailed design, program or activity plans, operational assessment, and partnership solicitation. Potential future uses of redundant infrastructure (e.g., former arena) is also excluded from the project scope. It is anticipated that additional public consultation will be undertaken through future phases of work as the Town implements the study.

A consulting team consisting of Monteith Brown Planning Consultants, MJM Architects, and The JF Group were retained by the Town of Penetanguishene to complete this project. The study was initiated in June 2020 and was managed by the Town’s Recreation and Community Services Department.

Note: This report is being prepared in 2020 during the midst of the COVID-19 pandemic. While a short-term slowdown in the growth trajectory of organized sports and leisure activities is possible due to gathering restrictions, longer-term impacts will need to be monitored. The pandemic has highlighted the importance of physical activity and community interaction. Proactive planning and strategic investment are vital to support the significant role that the recreation sector plays in personal, social, and local economic recovery.

Figure 1: Project Phasing and Work Plan



Figure 2: Factors Considered in Defining Needs



Section 2: Guiding Documents

For this study to be effective, it must align with the Town's objectives, strategies, and recommendations contained in the key documents, including the Town's Community Strategic Plan and Recreation & Community Services Master Plan.

2.1 Community Strategic Plan (2019-23)

The following vision, mission, and goals have been set by the current term of Town Council.

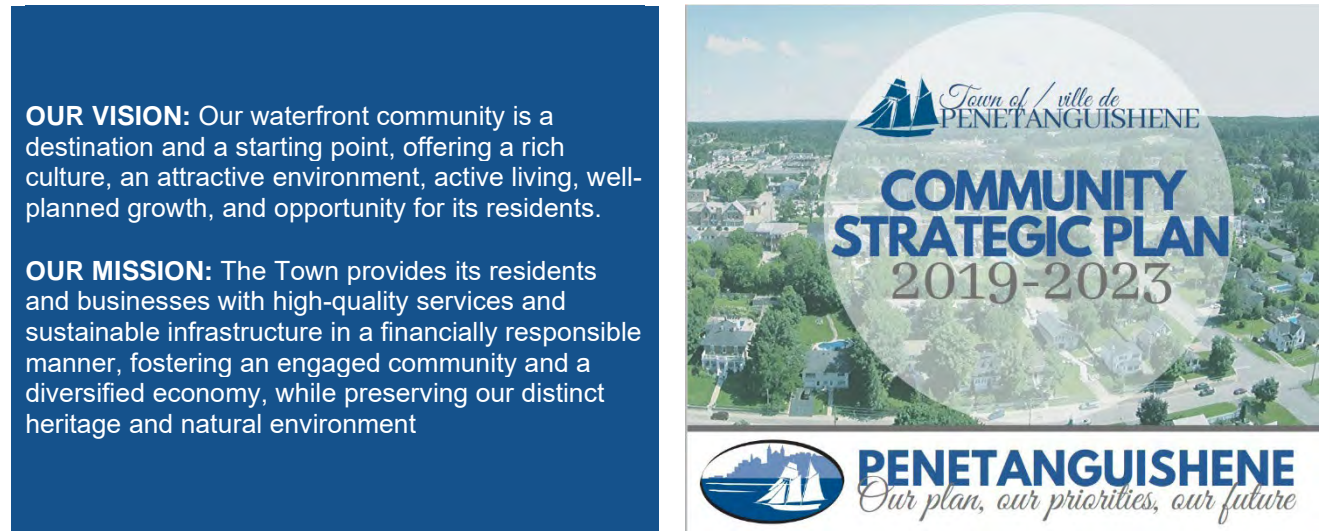


Figure 3: Community Strategic Plan Goals

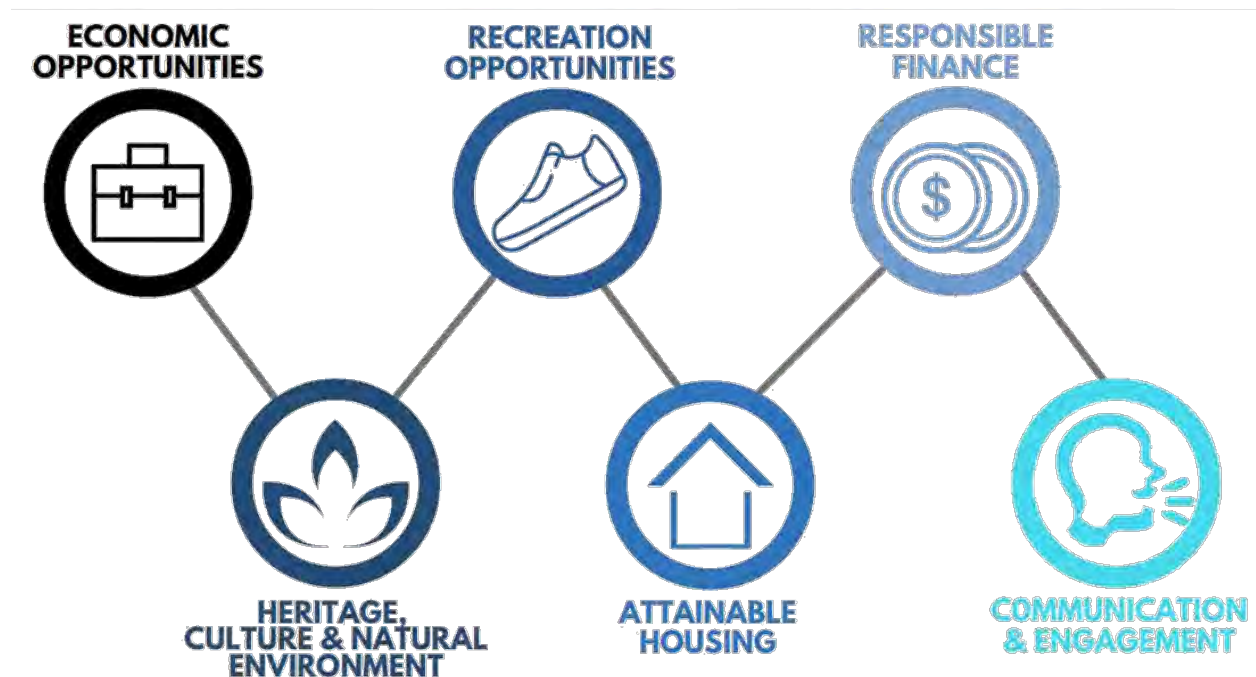


Table 1: Summary of Relevant Goals and Objectives from Town Strategic Plan, 2019-2023

Goal	Relevant Objectives (paraphrased; not a complete list)
<p>1. ECONOMIC OPPORTUNITIES: The Penetanguishene community will have plentiful and diverse employment and business opportunities</p>	<p>1.1 The Town will maximize the economic potential of the municipal waterfront (noting that the curling rink is Town property in core waterfront area and relocation of rink would expand the range of incentives available to the Town)</p> <p>1.1.4 If the objective study on indoor recreation facility needs and feasibility indicates that the relocation of the curling rink to a new multi-use recreation facility is feasible, the Town will explore redevelopment options for the curling rink site.</p>
<p>2. HERITAGE, CULTURE & NATURAL ENVIRONMENT: The Penetanguishene community will celebrate and strengthen its heritage, culture and natural environment</p>	n/a
<p>3. RECREATION OPPORTUNITIES: The Penetanguishene community will enjoy modern and accessible opportunities for sport, fitness, and recreation activity for all ages</p>	<p>3.1 The Town will upgrade its indoor facilities for sports and physical activity.</p> <p>3.1.1 If the objective study of indoor recreation needs and feasibility demonstrates that a new multi-purpose recreation complex is feasible, the Town will be well advanced in the site selection, planning and fund-raising for such a complex.</p> <p>3.1.2 If the objective study of indoor recreation needs and feasibility demonstrates that a new multi purpose recreation complex is <u>not</u> feasible, the Town will call tenders for engineering and design on a renovation of the existing arena.</p> <p>3.1.3 The Town will work with the property owners and other agencies to ensure re-use of the former Penetanguishene Secondary School and Penetanguishene Hospital sites for purposes beneficial to the community, including recreation, attainable housing, health, and/or education.</p> <p>3.2 The Town will support active lifestyles by residents</p> <p>3.2.1 The Town will support and encourage active living through events and education.</p>
<p>4. ATTAINABLE HOUSING: The Penetanguishene community will contain a greater supply and diversity of housing stock, while maintaining its "small-town feel"</p>	n/a
<p>5. RESPONSIBLE FINANCE: Penetanguishene's public funds and assets will be responsibly managed</p>	<p>5.1 The Town will continue to practice prudent and forward-looking financial management</p>
<p>6. COMMUNICATION & ENGAGEMENT: Penetanguishene's residents will be engaged in the affairs of the municipality, and the municipality will communicate openly and effectively with residents</p>	<p>6.1 The Town will continue to garner community input for decision making</p> <p>6.2.2 The Town will continue to expand its use of surveys and digital consultation forums, in order to obtain reliable public input on key issues</p>

2.2 Recreation and Community Services Master Plan (2014)

The Town's Recreation and Community Services Master Plan – approved by Council in 2014 – provides a multi-year framework of priorities for parks, recreation and leisure services and facilities. The Plan is a guiding document designed to further planning, budgeting and implementation of stated goals and objectives until the year 2029. Informed by public input, the Plan supports a vision for Penetanguishene as a: “A vibrant town offering recreation and leisure opportunities, events and experiences that optimize our natural assets, picturesque environment, history and bayside community heritage.”

The Master Plan recommends that the Town continue to invest in planned upgrades and maintenance of the PMCC over the short and medium term, and to invest in an immediate and detailed feasibility study for a new multi-use recreational facility consisting of one NHL-sized ice surface and one ice/curling surface to replace the two aging facilities. This approach would create capital and operational efficiencies and increase the potential to redevelop the existing curling facility for a higher order, waterfront oriented commercial or hotel use. As part of the feasibility study, the Plan recommended that a financial feasibility and funding analysis be undertaken, along with an assessment of location (including an evaluation of the PMCC), building form, capital cost etc.

Key recommendations from 2014 Master Plan:

- Recommendation 1:** Regarding capital expenditures, invest only in essential planned upgrades and maintenance of the Memorial Community Centre Arena over the short-term. Regarding operations, maintain an appropriate level of operating budget to ensure maximum benefit to the community in using this facility until its replacement.
-
- Recommendation 2:** Invest in a replacement complex based on a single pad. However, given the opportunity provided by investment in new ice, and given the potential for creating a multi-use complex serving other indoor needs in the community, consideration should be given to a more comprehensive solution involving two ice surfaces with one being operational as both a curling surface and a general ice sports pad (as needed).
-
- Recommendation 3:** Secure sufficient land for the new multi-use recreation complex. To achieve this, undertake a *Location and Feasibility Analysis* for a new multi-use recreation facility.
-
- Recommendation 4:** Contingent on the concept plan and business planning exercise, develop a new multi-use recreation complex. The building should have the following core components:
- 1 new NHL-sized ice surface;
 - Potentially 1 curling surface (with capacity to change to a general ice surface as needed);
 - An indoor walking track (above the main rink);
 - Multi-purpose community space for meetings/performances/ events; and
 - Potentially gymnasium space.
 - Any consideration of a new multi-use facility should consider outdoor field amenities for soccer and/or baseball (editor's note: this has not been identified as an objective of this Study).
-

Section 3: Community Demographics

This section contains a community profile and examines how demographic changes and growth may influence the current and future demand for indoor recreational facilities in Penetanguishene.

3.1 Community Profile

To establish a strong foundation for assessing arena needs, the Town's community profile is examined below, including historical and projected population growth, age profile and distribution, population composition, language and diversity, and income and education levels. Statistics Canada was the primary source of information, which was augmented by local population data and forecasts.

Penetanguishene is located in the northern portion of Simcoe County on the picturesque shores of Georgian Bay. With a permanent population of 9,900 residents and a modest seasonal population during the summer, Penetanguishene boasts small-town charm with urban amenities from major employers and institutions to recreation facilities, parks, the waterfront, marinas and other tourist destinations. Unique to Penetanguishene is its sizeable Métis and Francophone communities.

Penetanguishene offers a wide variety of leisure opportunities and is known for drawing users and visitors from adjacent municipalities including Midland, Tiny and Tay. Penetanguishene residents also travel to these communities to access amenities not found in the Town, such as Midland YMCA.

Over the next ten years, Penetanguishene is projected to increase by 15% to 11,400 residents. With population growth also expected within the North Simcoe regional market, there will be pressure on the Town's aging indoor recreation facilities to meet new demand, as well as to respond to emerging interests and activities.

Figure 4: Simcoe County Municipalities



“Penetanguishene’s inventory of recreation facilities offers a broader range of amenities than the Townships of Tay and Tiny, however the relative proximity of Midland as the population and service hub of the North Simcoe region means that many residents from these communities travel to Midland to fulfil their recreation needs rather than Penetanguishene.

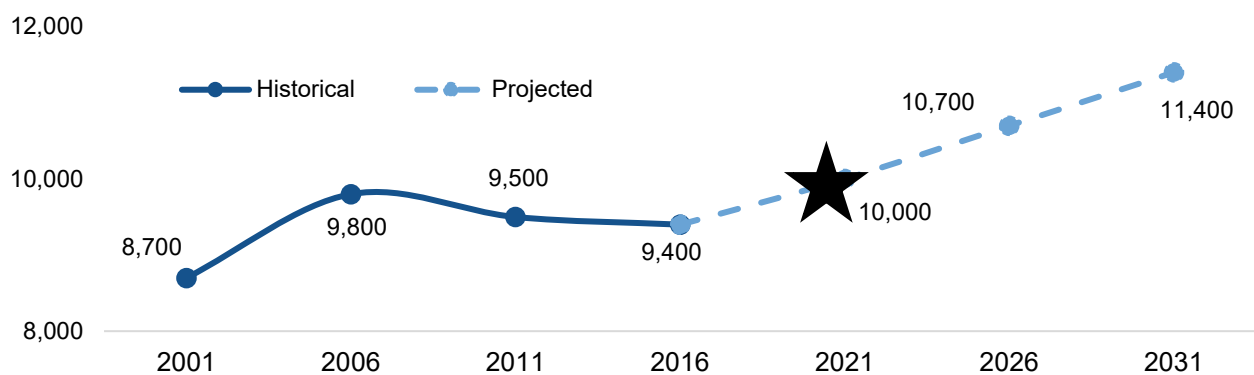
Penetanguishene offers indoor ice time at the Penetanguishene Memorial Community Centre, and both Midland and Penetanguishene have curling clubs. Consultation indicated that while there is some overlap between Penetanguishene and Midland in terms of ice usage, historically hockey and curling teams are predominantly made up of players from their own community.”

Town of Penetanguishene Recreation and Community
Services Master Plan, 2014

3.2 Historical and Projected Population Growth

Between the 2011 and 2016 Census periods, Penetanguishene’s population experienced a modest decline of 2% to 8,950 persons (or 9,400 with census undercount), while Simcoe County as a whole grew by 8%.¹ That said, substantial residential development has occurred within the past few years, particularly in the southwest area of the Town. According to the Town’s Development Charges Background Study, Penetanguishene’s current population is estimated to be 9,900 (including census undercount).² The Town also draws a modest population of seasonal residents during the summer, although this segment of the community does not typically influence the demand for indoor recreation facilities.

Figure 5: Historical and Projected Population Growth, 2001 - 2031



Source: Statistics Canada 2011 & 2016 Census; Town of Penetanguishene 2019 Development Charges Background Study. Figures include 4.82% Census undercount. Rounded to the nearest 100.

During the planning period, Penetanguishene is expected to undergo notable population growth. Population forecasts contained in the Town’s Development Charges Background Study identified that Penetanguishene will reach 11,400 (including census undercount) residents by 2031.^{3,4} It is anticipated that most of the forecasted population growth will be accommodated in the south area of Penetanguishene, as well as other key areas where there is vacant residential land.⁵ Beyond this period, the Town’s 2016 Official Plan Review Growth Analysis and Land Needs Review estimates that Penetanguishene will grow to 11,800 by 2041.⁶ The County is currently preparing a Municipal Comprehensive Review that will reconsider population forecasts in light of the Coordinated Provincial Plan Review, including amendments to the Growth Plan for the Greater Golden Horseshoe.

¹ Statistics Canada 2011 and 2016 Census.

² Hemson Consulting Ltd. (2019). Township of Penetanguishene Development Charges Background Study.

³ Ibid.

⁴ Long-term population projections is consistent with the long-term population and employment targets established for the Town in Schedule 7 to the Growth Plan for the Greater Golden Horseshoe which identifies that Penetanguishene will have a 2031 population of 11,000, plus 400 persons approved by the County of Simcoe by resolution of 23 June 2015 under Town Official Plan Amendment 27, and confirmed by the Ontario Municipal Board in a decision of 18 August 2015. Growth Plan for the Greater Golden Horseshoe.

⁵ Town of Penetanguishene. (2016). Official Plan Review - Growth Analysis and Land Needs Review.

⁶ Ibid.

3.3 Regional Market

Location, travel patterns and historic service levels have a great deal to do with how local residents perceive the accessibility of recreation opportunities. Due to Penetanguishene's proximity to other population centres, the Town's recreation facilities draw users from nearby municipalities. Similarly, residents in Penetanguishene also travel to other communities to access recreation facilities that are not available in Town. Participation data from local groups indicates that the regional market of recreation facility users includes residents of Midland, Tiny and Tay (and sometimes beyond). Future growth within these communities may have implications on indoor recreation facilities in Penetanguishene.

The population of the regional market of indoor recreation facility users is estimated at 49,300 residents (2016 Census). Penetanguishene is the smallest community within this regional market, with Midland being the largest municipality (17,400 residents). Population projections suggest that by 2031, residents living within the regional market will increase to 57,800, representing a growth of 8,500 people or 17%. Midland is forecasted to experience the most growth during this period, increasing by 5,100 people or 29% to 22,500 residents.

Table 2: Regional Market Population Growth, 2016 - 2031

Municipality	2016	2031	Change	
Penetanguishene	9,400	11,400	2,000	21%
Midland	17,400	22,500	5,100	29%
Tay	12,200	12,500	300	2%
Tiny	10,300	11,400	1,100	11%
Total	49,300	57,800	8,500	17%

Sources: Midland, Tiny and Tay: Simcoe County Land Budget Data Collection and Analysis, Phase 1: Population Growth. December 2015.

Penetanguishene: Town of Penetanguishene 2019 Development Charges Background Study.

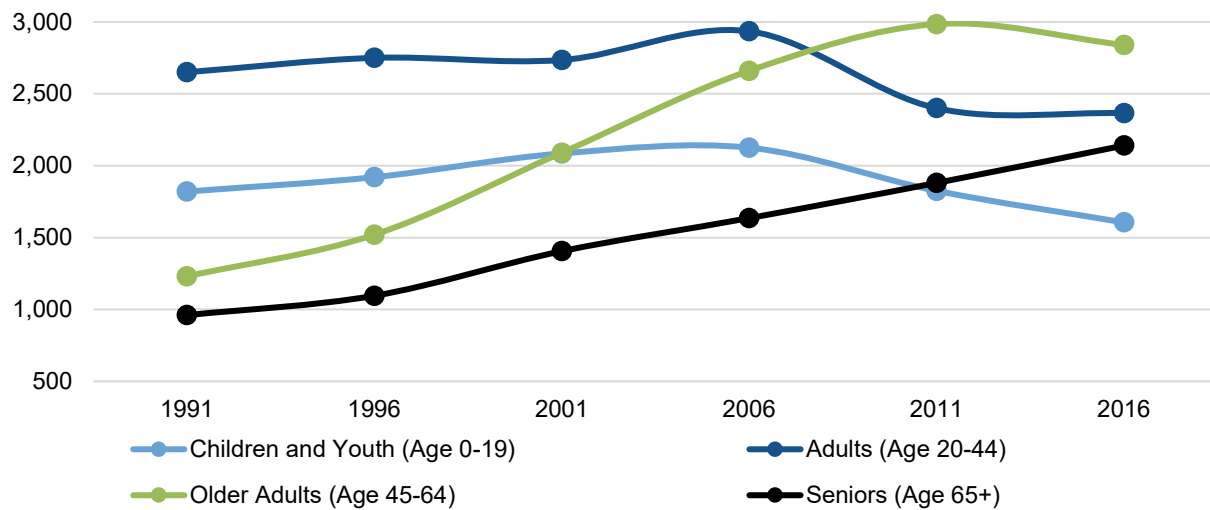
Adjusted to account for Census undercoverage. Figures rounded to nearest hundred.

3.4 Age Profile

Penetanguishene is an aging community, which is consistent with most municipalities across Ontario. Between the 2011 and 2016 Census, the Town's median age increased from 47.3 years to 49.9 years, which is notably higher compared to Simcoe County (median age: 43.1 years) and the Province (41.3 years). There are a greater number of older residents in Penetanguishene compared to the rest of Ontario, which could be attributed to the number of retirees in the Town, as well as older adults and seniors who are moving from more urban communities and are seeking a more affordable lifestyle in a smaller municipality.

Examining the Town's population growth by age group revealed additional evidence of an aging community. The following graph illustrates the steady growth in the seniors age cohort, as well as recent declines in the number of children and youth, as well as adults of child-bearing age.

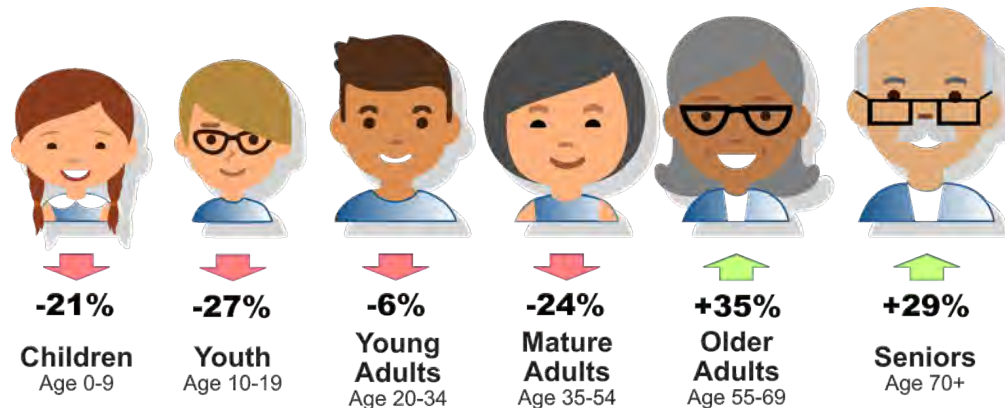
Table 3: Population by Major Age groups, Town of Penetanguishene, 1991 to 2016



Source: Statistics Canada

Between the 2006 and 2016 Census, the number of seniors (age 70+) and older adults (age 55-69) grew by 29% and 34%. All other age groups declined in total population – most notably the number of children (age 0-9) and youth (age 10-19), which decreased by 21% and 27% respectively.

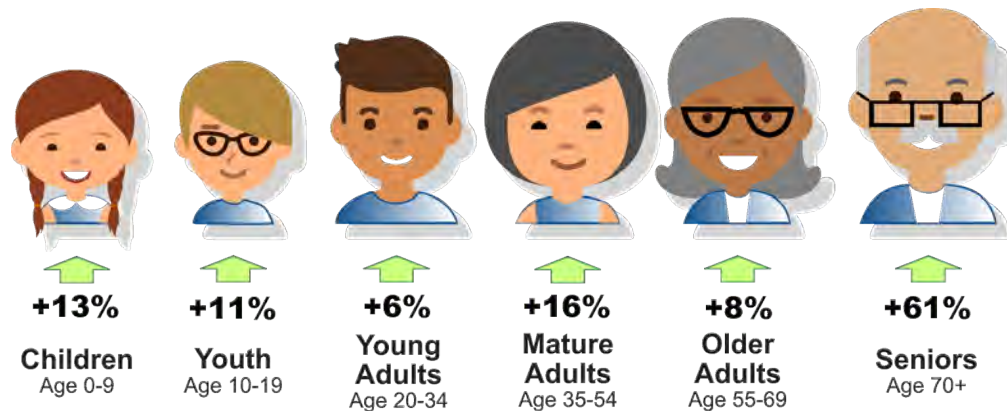
Figure 6: Population Growth by Age Cohort, 2006 to 2016



Source: Statistics Canada 2011 & 2016 Census

Local age cohort projections are not available; however, the Ministry of Finance has prepared county-level projections that can provide insight into how the Town's age composition may change over the planning period. Over the next ten years, the population in Simcoe County is expected to experience growth among all age groups. The majority of growth is expected to occur among the senior age cohort (61%). All other age groups are projected to increase between 6% and 16%. Should Penetanguishene's population grow in proportion to Simcoe County, the provision of a renovated or new recreation centre that appeals to all segments of the community would assist in engaging residents in all life stages.

Figure 7: Population Forecast by Age Group, 2020 to 2031, Simcoe County



Source: Ministry of Finance (2018)

3.5 Income and Education

Income and education levels have been found to influence (or are at least an indicator of) participation in recreation activities. Generally speaking, the greater a person's level of income and education, the more likely they are to participate in activities.

Statistics Canada reported that Penetanguishene's median household income in 2015 was \$59,738, substantially lower compared to Simcoe County (\$76,489) and the Province (\$74,287). This finding may be linked to the Town's higher than average proportion of seniors. In addition, the Town also has a higher proportion of residents that are considered to be economically-disadvantaged (16%, compared to 11% in Simcoe County and 14% in Ontario). These findings suggest that Penetanguishene residents may participate less often in recreation activities compared to their regional and provincial counterparts due to financial barriers. As a result, there is a greater need to ensure that low-cost or no-cost activities are available to ensure that recreation opportunities are available for all residents, regardless of income.

Compared to Simcoe County and the Province, Penetanguishene has a lower proportion of residents that have completed a post-secondary education and a higher proportion of residents that have a secondary school diploma or no diploma (or equivalent). This supports the assumption that the Town's residents may be less likely to engage in recreation activities (all other factors being equal), further highlighting the need to actively promote opportunities for physical activity and social cohesion that engages all residents.

3.6 Immigration, Diversity and Language

The 2016 Census reported that 6% of the Town's residents are immigrants, with 90% of immigrants arriving before 2006. Top immigrant countries are Germany, Netherlands and the United States. Recognizing that the vast majority of Penetanguishene's population are non-immigrants, cultural barriers are not likely to be significant at this time, keeping in mind that the Province as a whole is becoming more diverse over time.

The Town also has a substantial First Nations population, with 18.5% of residents identifying as Aboriginal. Métis is the dominant identity, accounting for 14.6% of Penetanguishene's population, and 11.2% of Ontario's Métis population (2016 Census).

While English is the most common language spoken in Penetanguishene, the Town also has a sizable Francophone community, with 10% of residents having a French mother tongue (the first language that they learned). Approximately 2% of residents speak French most often at home, while less than 1% of the population speak an unofficial language.

Section 4: Existing Provision

This section identifies and describes the indoor recreation facilities and programs currently available in the Town and surrounding municipalities.

4.1 Town of Penetanguishene Facilities

The following is a description and assessment of major municipal indoor recreation facilities in the Town of Penetanguishene. Key sources of information include Building Condition Assessments (completed by FCAPX in 2017 for the PMCC and by GH in 2019 for the PCC), and Structural Assessments (completed by Pretium Consulting Engineers in 2019 for both the PMCC and PCC). Potential capital projects are discussed further in Section 8.

Penetanguishene Memorial Community Centre

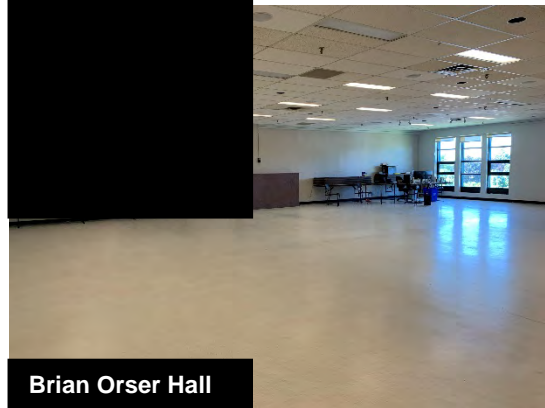
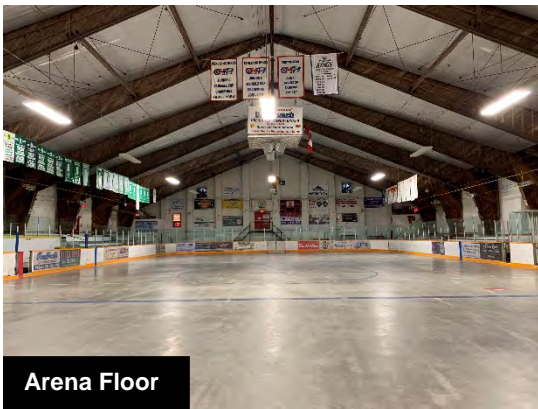
The Penetanguishene Memorial Community Centre (PMCC) has served as the community's primary recreation facility since 1954. Built through the hard work of many local volunteers, the arena has gone through two significant expansion projects over the years – including the addition of the Brian Orser Hall and Penetanguishene Sports Hall of Fame – although many original components remain.

Table 4: Key Characteristics of the Penetanguishene Memorial Community Centre

Penetanguishene Memorial Community Centre	
Year Built (Year Renovated)	1954 – 67 years old (renovated in 1983 and 2007)
Size	38,010 square feet on 1.24 hectares <ul style="list-style-type: none"> • 1954 – Arena (26,000sf) • 1983 – Hall, meeting room, lobby (9,250sf on two levels) • 2007 – Sports Hall of Fame, office space (2,500sf)
Location	61 Maria Street
Ownership / Operation	Owned and operated by Town of Penetanguishene
Major Facility Components	Single ice pad, large hall with catering kitchen (Brian Orser Hall – 244 person capacity), meeting rooms (upper hall – 118 person capacity – and John Desroches Boardroom), Sports Hall of Fame, and concession (leased – expires 2022)
Ice Pad Size	80' x 180'
Spectator Seating	Seating (aluminum benches) includes: North 202 seats, South 178, ADA seats 2 plus 2 companions = 384; West end standing = 191; East end standing = 63; Lounge seats = 20
Dressing Rooms	5 change rooms, plus 1 for Junior C
Utilization / Major Users	Predominantly used for ice activities (September to March) and ball hockey (April to June). See Section 5 for more detail.
Relationship to Physical Lifespan	<p>While there are increasingly fewer arenas of this age remaining in Ontario, the 2019 Structural Assessment found that the existing structure is in good condition and has been well maintained.</p> <p>The Town's 2013 Asset Management Plan notes that, due to its age, there may come a point where the cost of anticipated major maintenance overbalances the savings of deferring replacement.</p>

Penetanguishene Memorial Community Centre	
Total Capital Renewal Costs (2017 Building Condition Assessment)	<p>\$4,223,500 (2018-2037), uninflated and excluding soft costs:</p> <ul style="list-style-type: none"> • Major projects include replacement of key building components that have reached the end of their lifecycle, most notably the roof membrane (beyond its 25-year lifespan), as well as HVAC items. • The Town has been contributing to a roof replacement reserve, with the project anticipated for 2021/22. • It is the opinion of Town staff that two projects totalling \$591,600 (replacement of the concrete pad and dasher boards) are not in need of immediate replacement, but would likely be required later in the twenty-year timeframe. • With recent repairs and replacement project (including the roof in 2021), remaining lifecycle costs are estimated at \$3,860,000 to 2037 (uninflated and excluding soft costs) • The structural assessment recommended that the Town clean the corroded structural steel surface areas within the next 6 to 10 years (\$40,000).
FCI Rating, 5-year	21.21% (poor condition)
Energy Efficiency	Arena enclosure has low-E ceiling, LED lighting
Barrier Free Access	Upper rooms are accessed via elevator and stairs; has washrooms and accessible washroom
Key Design Challenges	<ul style="list-style-type: none"> • undersized ice pad by current standards (20 feet too short, 5 feet too narrow) • insufficient/inadequate change rooms and showers • lack of gender-neutral washrooms and change rooms • lack of additional amenity spaces commonly found in contemporary arenas and multi-use facilities, such as a walking track, dryland training space, larger lobby • insufficient parking during large events • many people find the aluminum seating uncomfortable • need for custom ice resurfacer due to low ceiling height • design is largely utilitarian; nothing aesthetically significant about the building • potential entrapment concern relating to refrigeration room (external exit only) • Sports Hall of Fame has requested installation of a security system in the PMCC
Other Notes	<ul style="list-style-type: none"> • Public Health inspections have identified concerns relative to the concession and upper kitchens; additional remediation may be required • The PMCC's operating costs are rising • Should the arena be replaced in a new recreation centre, consideration may be given to repurposing the PMCC to other uses (further investigation required)

Figure 8: Penetanguishene Memorial Community Centre Site Map and Selected Photos



Penetanguishene Curling Club

The Penetanguishene Curling Club (PCC) is located in Rotary Champlain Wendat Park on the town's waterfront. The building is owned by the Town and operated under agreement by the Penetanguishene Curling Club. More details on the facility are summarized below.

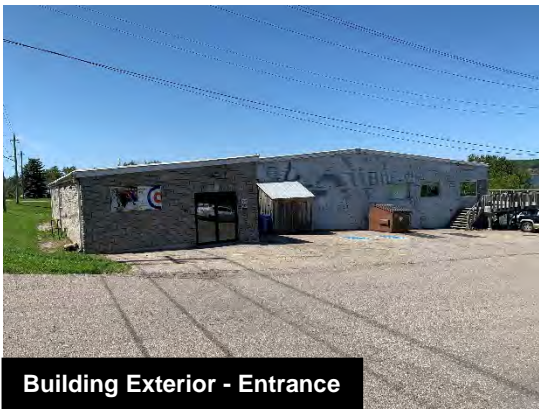
Table 5: Key Characteristics of the Penetanguishene Curling Club

Penetanguishene Curling Club	
Year Built (Year Renovated)	1973 – 48 years old (renovated in 2001)
Size	22,000 square feet on 0.5 hectares
Location	8 Owen Street (located in Rotary Champlain Wendat Park)
Ownership / Operation	Owned by Town, operated under agreement by Penetanguishene Curling Club (ten-year lease agreement expiring in 2027)
Major Facility Components	Curling sheets, lounge and bar area, change rooms, washrooms, parking lot shared with park
Ice Pad Size	5 curling sheets (expandable to 6 sheets)
Spectator Seating	Lounge – variable
Dressing Rooms	2 (male and female)
Utilization / Major Users	Predominantly used for curling activities (September to May) and occasional Town programming (summer months). See Section 5 for more detail.
Relationship to Physical Lifespan	<p>Existing structure is in good condition and is well maintained; however, repairs and capital replacement are necessary due to facility age. Structural assessment (2019) recommended that the town:</p> <ul style="list-style-type: none"> • excavate the foundation wall and backfill soil, install drainage boards and weeping tiles within the next 1-5 years (\$70,000); replace the water damaged interior finishes and install a dehumidifier with potential replacement of the sump pump system – note: project completed in 2020 • reinforce existing lintel and shim, clean and coat existing lintels within the next 1 to 5 years • clean steel structural surfaces of corrosion and re-coat with a 3-coat system within the next 6 to 10 years. (\$60,000) • other minor repairs <p>The Town is responsible for the exterior maintenance and will cost share on capital projects as agreed upon.</p>
Total Capital Renewal Costs (2019 Building Condition Assessment)	<p>\$839,000 (2019-2039), uninflated and excluding soft costs:</p> <ul style="list-style-type: none"> • Short-term improvements (next five years) include ice plant upgrade, interior finishing and roof repairs. The Club has secured a grant to offset a portion of the ice plant (header and dehumidifier) replacement. • Longer-term projects include accessibility upgrades, parking lot improvements, etc. • With recent improvements to ice plant, remaining lifecycle costs are estimated at \$800,000 to 2039 (uninflated)

Penetanguishene Curling Club	
	The Town's budget contains a \$5,000 capital annual placeholder. In 2020, the Town contributed \$41,500 for foundation repairs.
FCI Rating, 5-year	14.4% (poor condition)
Energy Efficiency	No information provided
Barrier Free Access	Access to curling surface and lower level are not barrier free; lacks a lift and automated door openers
Key Design Challenges	<ul style="list-style-type: none"> moisture issue in lower level due to groundwater issues (remediation planned for 2020) insufficient washrooms for major capacity events
Other Notes	<ul style="list-style-type: none"> Town's Strategic Plan identifies potential future relocation of curling facility and exploration of development options for current site



Figure 9: Penetanguishene Curling Club Site Map and Selected Photos



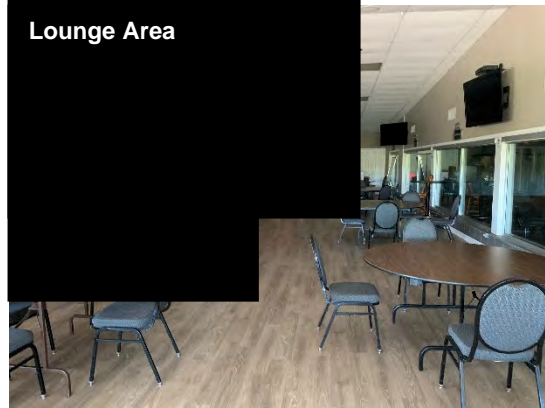
Building Exterior - Entrance



Building Exterior
– Deck off Lounge



Curling Rink (ice removed)



Lounge Area

4.2 Programming and Service Delivery

Traditionally, the delivery of sport and leisure programming in Penetanguishene has largely been a community and volunteer-driven initiative. In 2013, the Town began to offer limited programming and has been working to gradually increase this – either through direct delivery or in partnership with other providers – in response to demonstrated community needs. A focus is placed on affordable and accessible activities that offer introductory level experiences for residents.

Primary Town-led programs that have recently been offered at the PMCC include:

- Youth Programs: babysitting and home alone courses, toddler fitness, little minis groove
- Adult (16+) Programs: baby and me bootcamp/dancefit, stretch and strength, just dancefit
- Senior Programs: VON exercises – fall prevention and smart chair yoga, by the bay rug hookers, shuffleboard

In addition, the Town offers aquatic programs at the Waypoint Centre for Mental Health Care, and several programs through the museum and public library. In past years, the Town has offered summer camp programs at the Curling Club, but will be shifting these programs to the PMCC in cooperation with the Boys and Girls Club on a trial basis.

The Town offers a limited subsidy program for recreation registrations for residents of all ages. Besides Town-run programs, the program can also be used for registrations with Penetanguishene Minor Hockey Association, Penetanguishene Skating Club, North Simcoe Girls Hockey Association (residents only). Eligibility for this program is managed by We Are The Villagers.

4.3 Regional Market Facilities

Location, travel patterns, and historic service levels have a great deal to do with how local residents perceive the accessibility of recreation opportunities in Penetanguishene. Due to the town's proximity of other population centres, Penetanguishene residents have a tendency to gravitate towards a variety of different locations for their various needs and services.

Indoor recreation facilities such as arenas are generally “drive-to” facilities. This means that residents utilize facilities in other municipalities due to factors related to accessibility, convenience, affordability, availability, quality, and more. Residents in Penetanguishene are fortunate to live within driving distance of several recreation facilities in adjacent municipalities, including the Town of Midland and Townships of Tiny and Tay. To this end, a high-level scan of major regional recreation facilities (e.g., arenas, municipal gymnasiums, halls, outdoor covered rinks, curling rinks, seniors' centres, etc.) in neighbouring communities was completed to identify other opportunities within the market area.

Penetanguishene's proximity to other communities, combined with the regional nature of some facility types, leads to the willingness of some residents to travel farther distances to access certain recreational activities. The following is a **snapshot** of major indoor recreational facilities in adjacent municipalities. Excluded are schools and private operations (e.g., fitness, dance, martial arts clubs, etc.). Other facilities in municipalities that are farther afield – such as curling rinks in Severn and Springwater Townships – are not listed below but may be considered through further analysis.

Table 6: Notable Indoor Recreation Facilities in Adjacent Municipalities

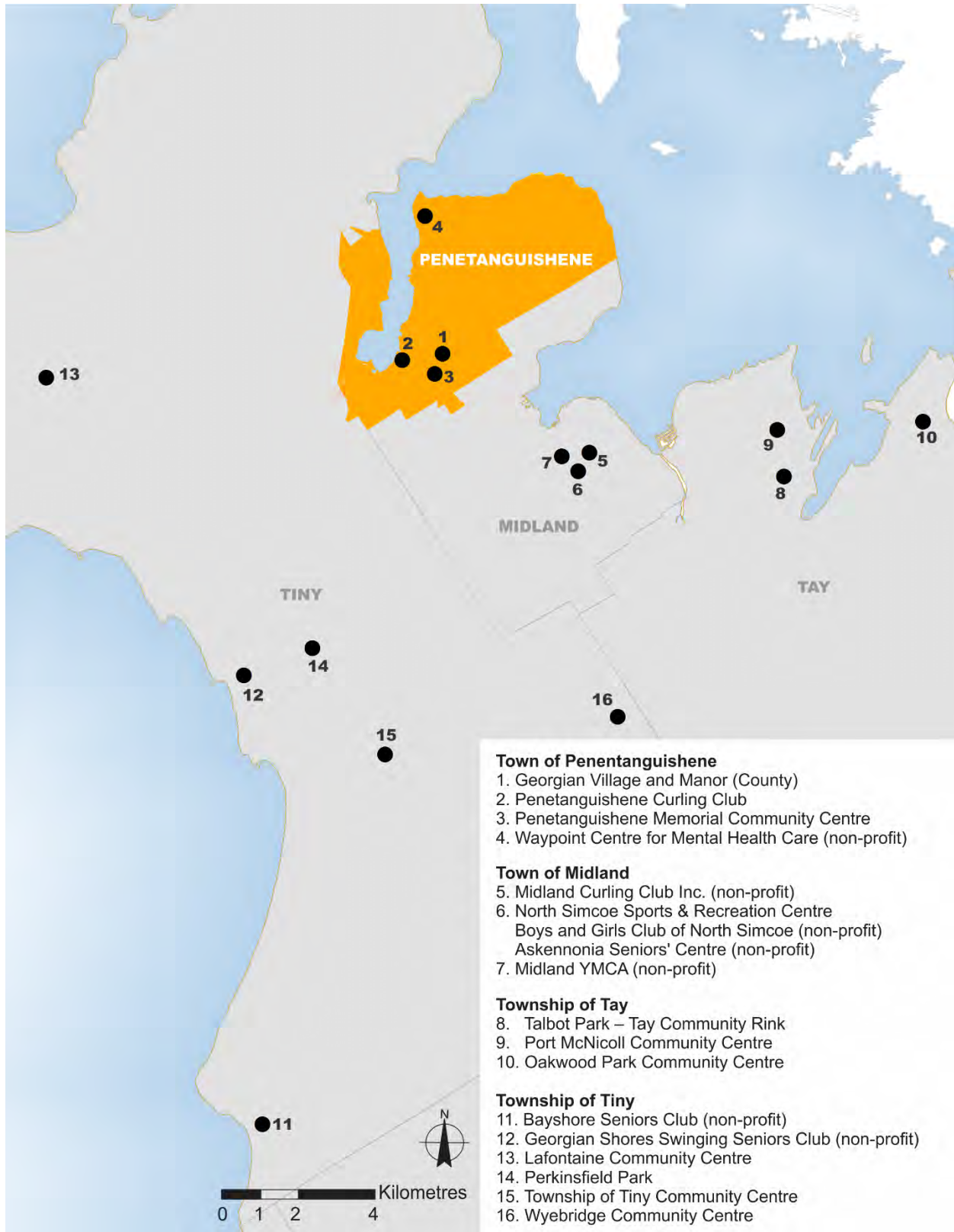
Facility Name	Location	Distance from PMCC	Key Features
Town of Penetanguishene			
Georgian Village and Manor (County)	101 Thompsons Rd	1.1 KM (+/- 2 Minutes)	- Activity rooms, library, and wellness centre with fitness, therapy pool and sauna - Active 60+ programming available to Georgian Village residents and the community at large
Waypoint Centre for Mental Health Care – Indoor Swimming Pool (non-profit)	500 Church Street	6.6 KM (+/- 9 Minutes)	- Indoor Swimming Pool, offering a Town-run 8-week swimming and Aquatic program in the Spring, Fall, and Winter (no summer program)
Town of Midland			
Midland Curling Club Inc. (non-profit)	474 King Street	6.5 KM (+/- 8 minutes)	- Lounge (capacity: 125); Ice surface/arena – 5 sheets of ice; kitchen/eating area (capacity: 75)
North Simcoe Sports & Recreation Centre Boys and Girls Club of North Simcoe (non-profit) Askennonia Seniors' Centre (non-profit)	527 Len Self Boulevard	6.5 KM (+/- 10 minutes)	- Two arenas; full-size gymnasium (can be split into 2); community hall (capacity: 560); board room (capacity: 30); meeting rooms (Capacity: 20; 125); multi-purpose room; full kitchen; Askennonia senior centre/seniors room (capacity: 150); Boys and Girls Club of North Simcoe
Midland YMCA (non-profit)	560 Little Lake Park Road	7.0 KM (+/- 10 minutes)	- Swimming Pool, Indoor Gymnasium, Walking Track, Fitness Centre
Township of Tiny			
Wyebridge Community Centre	8340 Highway 93	8.6 KM (+/- 9 Minutes)	- Community hall (capacity: 232); boardroom (capacity: 36); kitchen; baseball diamond; outdoor uncovered ice rink; basketball court; playground; picnic tables
Perkinsfield Park	43 County Road 6 South	10.2 KM (+/- 12 Minutes)	- Park with outdoor covered rink, playground, sport courts and sports fields
Georgian Shores Swinging Seniors Club (non-profit)	300 Balm Beach Road West	11.6 KM (+/- 12 minutes)	- Hall (capacity: 120); full kitchen facility - Recreational Centre for older adults offering 17 weekly recreational programs
Township of Tiny Community Centre	91 Concession Road 8 East	12.4 KM (+/- 14 minutes)	- Community Centre; multi-use lawn; horseshoe pits; woodlot and trail system; picnic tables
Lafontaine Community Centre	342 Lafontaine Street West	12.7 KM (+/- 14 minutes)	- Community Centre capacity: 82; Baseball diamonds (2); washroom, storage, and snack bar building; outdoor covered rink (1); covered pavilion; playgrounds (2); horseshoe pits (7); garage with 'skate' change room; baseball diamonds (2); sand volleyball court (1); multi-use field (1); picnic tables
Bayshore Seniors Club (non-profit)	2000 Tiny Beaches Rd S	29 KM (+/- 26 minutes)	- Hall (capacity 100 people), full kitchen facility, lounge and garden - Recreational Centre for older adults offering a variety of social and programs

Facility Name	Location	Distance from PMCC	Key Features
Township of Tay			
Talbot Park – Tay Community Rink	560 Calvert Street	13.7 KM (+/- 16 minutes)	- Tay Community Rink is an NHL-sized, refrigerated, covered, outdoor rink
Port McNicoll Community Centre	560 Seventh Avenue	14 KM (+/- 16 minutes)	- Community hall (capacity: 200); kitchen facility; outdoor playground; multi-purpose use field - Township uses for various recreation programs (i.e., dance)
Oakwood Park Community Centre	290 Park St, Victoria Harbour	19.4 KM (+/- 21 minutes)	- Community hall (capacity: 300); kitchen facility

Municipal recreation departments in surrounding municipalities were contacted to understand existing capacity, the degree to which outlying arenas support Penetanguishene organizations, and to determine how these arenas may be impacted if changes were made to the Town’s arena supply. The following observations are relevant to this study:

- The service and program delivery model in the surrounding municipalities is mixed. The Town of Midland provides and maintains facilities, but does not directly offer programming, relying largely on community groups and other service providers such as the YMCA, Boys and Girls Club, and Seniors Centre. By contrast, the Township of Tiny offers a wide variety of program opportunities during all seasons, primarily out of their parks system as the range and scale of indoor facilities is more limited. The Township of Tay also offers a variety of programs, often in partnership with local volunteers and service clubs.
- Area residents often participate in activities hosted in other area municipalities. As the urban centres, Midland and Penetanguishene tend to attract the highest degree of usage, which is reflected in the various municipal service agreements. There is a spirit of shared service amongst the North Simcoe municipalities and a common interest in reducing duplication and maximizing benefit to taxpayers.
- The North Simcoe Sports and Recreation Centre (NSSRC) is operated by the Town of Midland and is the only other indoor arena (twin pad, with gymnasium and seniors' centre) in the area. It serves as a regional hub for many recreation activities and both Tiny and Tay Townships made initial capital contributions when the second ice pad was added in 2004; Tiny Township also contributes an annual amount towards its operation. While many Penetanguishene residents use the NSSRC, they often do so through their membership with regional organizations; non-resident fees are not currently implemented.
- The NSSRC arenas are well used during prime time, with modest weekday/daytime use. Despite a perception that there is prime time ice available, a review of typical schedules indicates that the NSSRC rinks are running at capacity during weekday prime time, with only a few hours available on weekends. Similar to the PMCC, minor hockey groups commonly use early morning ice time, but there is very limited demand for ice rentals after 10:00 or 10:30 pm most evenings (some adult groups are allocated ice time during prime time). Nevertheless, all groups are being accommodated and it is believed that there is little to no latent demand.
- The Tay Community Rink – a covered outdoor regulation-size rink – is also used by local user groups and residents (Penetanguishene Minor Hockey rents about 4 hours per week in the winter). The Township strives to maintain a high degree of public access for recreational skating and shinny, thus rentals for organized games are more limited compared to indoor arenas.
- Ice sport registration has been steady to declining, mirroring the changes in population. Rising interest in hockey skill development has been leading to some growth in rentals. Increasingly, programming is focused on activities for older adults, reflective of the aging population.
- There are currently no known planned arena or major indoor recreation facility developments in surrounding municipalities at this time, nor are there any planned closures of major facilities.

Figure 10: Regional Indoor Recreation Facilities



Section 5: Trends & Best Practices

The identification and monitoring of existing and emerging trends in recreation participation and facility provision is essential to understanding and responding to local recreation needs. This section explores the major trends that could affect the provision of indoor recreation facilities in Penetanguishene based on research at the provincial and national levels.

5.1 General Recreation Trends

Understanding trends can assist with anticipating shifts in the demand for arenas. The following trends – based on local, provincial and national research – may be directly or indirectly related to the potential demand for arenas and broader recreation services in Penetanguishene.



Aging Population

- Municipalities across North America are experiencing an aging of the population as the baby boomer generation move through the age cohorts.
- Between the 2011 and 2016 Census, Penetanguishene’s older adult and senior population (age 55+) experienced a growth of 390 residents, representing a growth of 12%. During this period, all other age groups declined by a combined total of 530 residents.
- The number of children and youth (age 5-19) in Penetanguishene, who are the primary users of arenas, declined by 14% (205 persons) between the 2011 and 2016 Census periods.
- There is a growing need for accessible and barrier-free facilities to respond to provincial legislation as well as the need to respond to increasing program demands for older adults and seniors who wish to remain active (e.g., pickleball, walking, fitness, seniors’ skating, etc.). The PMCC and PCC are partially barrier-free facilities.

High Levels of Physical Inactivity

- The 2019 and 2020 ParticipACTION report cards on physical activity graded overall physical activity levels a “D+”⁷ for children and youth and “D” for adults, which is a marginal improvement over previous years.
- Nearly one-third of Canadian children and youth (age 5-17) are obese or overweight, which was an increase from 23% reported in 1979.⁸ Almost two-thirds (64%) of adults over the age of 18 are obese or overweight, which was an increase from 49% in 1979.⁹

⁷ The ParticipACTION Report Card on Physical Activity for Adults (2019) and Children and Youth (2020). Retrieved from <https://www.participaction.com>

⁸ Public Health Agency of Canada. Tackling obesity in Canada: Childhood obesity and excess weight rates in Canada. 2017. Retrieved from <https://www.canada.ca>

⁹ Ibid

- In a 2013 health profile prepared by Statistics Canada for the local Health Unit, 62.5% of the population was found to be 'active' or 'moderately active' during leisure time physical activity, higher than the Province (53.8%).¹⁰
- Reliance on automobiles (as opposed to walking or biking) has contributed to a culture of physical inactivity, while sedentary activities such as watching television, playing video games, or using a computer further exacerbate sedentary behaviours.
- Ice sports such as hockey and figure skating continue to be popular recreation activities in Canada, particularly for children and youth, as they foster a variety of benefits including encouraging healthy and active lifestyles. Broader trends have revealed that there are increasing rates of physical activity due to the rise of sedentary activities and increasingly busy lifestyles.

Focus on Active Living and Wellness

- The Healthy Communities movement recognizes that recreation and leisure are vital contributors to social and personal health. Active living is a primary goal of the 2015 Framework for Recreation in Canada.
- Municipalities are focusing on strategies to improve the activity levels, health and wellbeing of their residents. The Town's Strategic Plan identifies active living as part of its vision for the community, and also places a priority on recreation activities for all ages.
- Older adults are remaining active later in life their interests are shifting away from traditional seniors' activities and towards leisure opportunities focused on wellness and active living.

Growth in Unstructured Activities

- The primary barrier to recreational participation for both youth and adults is a lack of free time. Organized sports, particularly at the competitive levels, often require a considerable time commitment for training, practices, travel and other league activities.
- Due to increasingly busy lifestyles, competing interests, and the inability for many people to commit to structured activities, there has been a growing desire for drop-in and unstructured activities that can be self-scheduled.
- To address this trend, municipalities are seeking strategies such as extending hours of operation, providing more drop-in activities, offering programs at different times of the day, and more.
- Penetanguishene provides flexible opportunities to engage in recreation, largely through its parks, trails and outdoor spaces. The 2014 Recreation and Community Services Master Plan identified demand for flexible indoor spaces that could be used for structured and unstructured recreation. The Town's 2019 Cycling Strategy is also supportive of unstructured outdoor activities, such as active transportation and recreational cycling.

Affordability Concerns

- Income can be a significant barrier to participation in organized sports where equipment, travel and rental fees result in greater costs to the participant. Financial assistance programs and low-to-no-cost programming options can help alleviate the financial burden of participation.
- Penetanguishene's median household income is significantly lower than the County and the Province, suggesting that residents may be less likely to participate in costly leisure activities. Affordability is a key concern for many households as recreation is one of several spending choices for discretionary income.

Evolving Pandemic Impacts

- Recreation and leisure play a critical role in the mental and physical health recovery of citizens – particularly those living in urban environments – and play an equally important role in community

¹⁰ Statistics Canada. 2013. Health Profile. Statistics Canada Catalogue No. 82-228-XWE. Ottawa. 2013. Retrieved from <https://www12.statcan.gc.ca>

economic revival. Access to public spaces and programs is a fundamental service for Canadians, especially children, seniors, and marginalized populations. There is evidence that the pandemic is creating a new and greater appreciation for the benefits of parks and recreation services, many of which provide respite from our growing social isolation. To respond to the needs our citizens, investment in recreation must continue.

- For indoor recreation, it is possible that the short-term restrictions associated with physical distancing may lead to reduced capacities for classes, camps, teams, and events. Visitor management will also become more critical as people are likely to have new expectations and concerns around the public health and safety of facilities and programs.
- From a customer perspective, there may also be heightened interest in health/wellbeing services, active transportation, and food security, and moving “indoor” activities outside. In addition, travel restrictions may also lead to fewer seniors leaving the community for warmer weather in the winter, creating greater demand for activities during the winter.
- The longer-term projection is less certain and much will depend on the duration and severity of the COVID-19 pandemic. For example, there may be new infrastructure needs in a post-COVID-19 setting, with a priority being placed on accessible, resilient, and human-scaled spaces that provide for adequate separation. Complete communities with a mix of residential, education, employment, recreational, and active transportation opportunities will be the most desirable places to live.

5.2 Trends in Sports and Facility Design

This section explores existing and emerging trends in sport participation and facility provision that could affect the provision of arena and recreation facilities in Penetanguishene.



Participation in Ice Sports



Female Sport Participation



Skill Development and Competition



Aging Infrastructure



Repurposing Aging or Underutilized Arenas



Multi-Use Recreation Facilities as Community Hubs



Persons with Disabilities and Barrier Free Facilities



Embracing Green Design



Partnerships

National and Provincial Participation in Ice Sports

Registration in Hockey Canada (both in Ontario and Canada) has declined since peaking in the 2008-2009 season with approximately 208,000 affiliated minor players reported in Ontario for the 2018/2019 season. This represents a 16% decline from the peak in 2008/09 (over 246,000 players), and can be linked to several factors such as the high cost of hockey, concerns over safety, competing interests, aging populations, and competition from leagues/organizations that are not sanctioned by Hockey Canada.

In contrast to Provincial and National trends, local participation in ice sports has been increasing. Due in large part to the emergence of girls' hockey, the number of registered players using the Town of Penetanguishene's arena has increased 35% between 2013/14 and 2019/20.

Historically, municipal arenas experienced strong or steady ice usage during the early mornings or late-night hours. Most recently, experience in the sector revealed that the window of core prime time ice is shrinking as most groups desire the use of early prime time hours, particularly during the weekday. Groups are increasingly reluctant to utilize ice time during the morning, shoulders, and late prime time hours. Some communities are also challenged with filling weekend hours. These usage trends are placing pressures on groups' ability to secure desired ice times and expand memberships. An analysis of Penetanguishene's arena schedules finds that the ice pad is generally booked to capacity during peak season, with a utilization rate of 95% during prime time hours.

Female Sport Participation

Participation in girls' hockey continues to rise due to growth in minor and international sport opportunities (such as women's hockey), changing lifestyle and personal commitments, and gender equity efforts that remove participation barriers for females. Hockey Canada reported that there is a strong growth in girls' hockey that has largely sustained overall participation levels. In Ontario, girls' hockey represented one-fifth (21%) of all participants affiliated with Hockey Canada for the 2018/2019 season, which is an increase from 16% four seasons ago.¹¹ As a result, female and male ice groups are competing for a finite amount of arena time within municipal facilities. The Midland-based North Simcoe Girls Hockey Association serves Penetanguishene and rents some ice locally; 20% of its members are Penetanguishene residents.

Increased Focus on Skill Development and Competition

Competitive development experiences and opportunities are in high demand. The higher the level of play and the greater the focus on athlete development, the more time that is required for practices, games, and camps. Part of this is related to the implementation of Long-Term Development models (LTD) that emphasize athlete growth, maturation, and development. This model identifies that needs of athletes at various stages of their development, including training and competition needs and addresses the appropriate stages for the introduction and refinement of technical, physical, mental, and tactical skills.

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

¹¹ Hockey Canada. Annual General Meeting Reports.

Aging Infrastructure

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

The PMCC, built over 65 years ago, is a local example of a facility with a number of components that have reached or are approaching the end of their useful life. Various grant and shared funding programs have been introduced by senior levels of government over the past 15 years to renew aging recreation facilities including the RInC program, the Building Canada Fund, and most recently the Investing in Canada Infrastructure Program. While these programs have gone a long way toward reducing the infrastructure deficit of Ontario municipalities, significant shortfalls remain.

Repurposing Aging or Underutilized Arenas

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

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

Other examples of adaptive re-uses include curling rinks, indoor tennis, box lacrosse, and roller derby. Repurposing can extend the life of an existing facility, but can be just as costly as building new given the need to refurbish and reconfigure building components. As a result, the most common response in Ontario has been to decommission and demolish surplus arenas. Should this study determine that the most optimal solution to address arena needs would be to relocate ice usage from the PMCC, alternative uses of the facility may be considered by the Town.

Multi-Use Recreation Facilities as Community Hubs

In this era of user convenience and cost recovery, many municipalities are centralizing multiple recreational facilities. Experience in communities across Canada supports the finding that multi-use recreation facilities can provide a great number of benefits. While the specific nature and degree of these benefits will depend on local circumstances, facility design and operation, and other factors, there is no denying that multi-use recreation facilities have the potential to generate substantial economic, social, and environmental gains for local municipalities.

The majority of recent arena construction across Ontario has been in the form of multi-pad and multi-use venues. There are a range of benefits of multi-use facilities including the creation of a destination where all household members can gather and engage in recreation activities, thereby contributing to sport development, tourism, and operational efficiency.

The creation of “community hubs” has also been a recent focus in many communities as it offers tremendous social benefits, strengthens community cohesion, and fosters enhanced quality of life by providing a central location to deliver a range of services. A community hub is a central access point for a range of needed health and social services, along with cultural, recreational, and green spaces to nourish

community life. There may be potential for developing a community hub model in Penetanguishene through the redevelopment or relocation of the recreation centre in combination with other civic needs.

Inclusivity of Persons with Disabilities and Barrier Free Facilities

The *Accessibility for Ontarians with Disabilities Act (AODA)* directs municipalities to consider the needs of persons with disabilities through facility design and service delivery. By 2025, municipalities are required to remove all barriers within new and redeveloped municipal facilities, including those related to physical space as well as customer service through training. Given the age of the Town's arena and curling facilities, some public areas are not fully accessible for persons with disabilities.

Embracing Green Design

Environmental concerns are often a top of mind issue among Canadians as there is an increasing need to maximize the efficient use of resources. Many municipalities have demonstrated environmentally conscious awareness in the design of new facilities that utilize state-of-the-art technologies (e.g., photo voltaic systems, geo-thermal, etc.) to enhance energy efficiency and environmental objectives such as reducing or fully eliminating green house gas emissions.

Partnerships

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

There are many potential advantages of a collaborative service delivery approach including the sharing of risk, possible cost or service efficiencies, gaining a competitive advantage in having programs and services delivered by specialized community groups, and the sharing of vital data to identify emerging trends and opportunities. The Town currently collaborates with many partners and additional partnerships are considered through this study.

Section 6: Public & Stakeholder Consultation

A new community complex was identified as a high priority in the Town's 2019 Community Strategic Plan. When asked if they would consider a small tax increase to address this issue, at the time, over half (54%) were willing to consider an increase on the average residential tax bill of \$10 to \$50.

Building on this, the community engagement program for this Arena & Recreation Centre Study allowed internal and external stakeholders to provide additional input and critical insights. Several community engagement tools were utilized to solicit input at key points. Each engagement tool was designed to maximize community involvement and tailored to respond to a variety of audiences, including members of the public, local stakeholder groups, Town Staff and Council. Due to COVID-19, some in-person community engagement tools were conducted online or through alternate methods.

To date, key consultation tactics for this study have included:

- User Group Questionnaire
- Stakeholder Interviews (telephone)
- Public Input Opportunities (online)
- Presentations to Council
- Regular meetings with the Project Steering Committee

A record of public and stakeholder input received can be found in **Appendix A**.

6.1 Public Input – Phase 2 (Initial Consultation)

The preparation of this Study was guided by two public input opportunities: one in Phase 2 to introduce the study and seek direction on possible components; and another in Phase 5 to solicit feedback on the draft study.

The first public input opportunity was hosted online during September 2020 due to social gathering restrictions; an in-person open house was scheduled but subsequently cancelled on the advice of public health officials. It consisted of project information posted on the study website, as well as a brief questionnaire focused on identifying the strengths, weaknesses, opportunities and constraints with respect to recreation facility provision in Penetanguishene and surrounding area. It was promoted through the newspaper, social media, Town signage, signs in parks, municipal website, and stakeholder networks.

A total of **157 persons** responded to the online questionnaire – a summary of key themes is presented below.

What the Public Likes Most about the Existing Arena and Curling Facilities

The most commonly liked aspects about the existing arena and curling facilities were:

- their convenient locations (38%); typical responses indicated that they are centrally located and in proximity to respondents' neighbourhoods and surrounding commercial areas
- the community gathering space aspect of the facilities (12%), providing a place for recreational attendees to come together, socialize, and enjoy sports
- the Sports Hall of Fame displaying and commemorating the rich sport history of Penetanguishene (11%)
- the ample, free parking available at both facilities (6%)
- the rental space available to accommodate a variety of community events and recreational activities (6%)

Improvements to the Existing Arena and Curling Facilities

The most commonly mentioned improvements to the existing arena and curling facilities were:

- the general need for renovation (49%); respondents' expressed that the existing facilities are outdated and in need of repair and update
 - the most commonly requested updates included the replacement of the current seating in the PMCC (the seats are uncomfortable and cold) and upgrading or expanding the existing change rooms at the PMCC
- integrating the arena and curling facilities into one large multi-use community centre (13%)
- the addition of another ice rink/pad (6%)
- the development of more age-specific programming (e.g., for seniors) (6%)
- adding an indoor walking track (4%)
- greater accessibility (4%)
- better heating (4%)
- adding an indoor swimming pool (4%)

Changing Recreational Interests and the Need for New Programs and Activities

The most common requests for new programs and activities were:

- seniors programming (24%), reflecting the Town's aging population
- another indoor swimming pool (16%), to also accommodate lower impact activities for the aging population, and to provide physical activity opportunities year-round
- an indoor walking track (16%)
- youth programming (8%)
- skating (6%) and hockey (5%)
- arts programs (4%)
- pickleball (2%)
- curling (2%)

Top Requested Programs or Facilities in a Renovated or New Recreation Centre

Strong support was expressed for a new recreation centre containing an arena (one or two ice pads) for skating and hockey (86%), indoor walking track (72%), adult and older adult activities (66%), children and youth activities (61%), and a gymnasium (59%). In addition, 52% supported the provision of a curling rink and 32% supported the provision of tenant space (e.g., Sports Hall of Fame, retail, etc.).

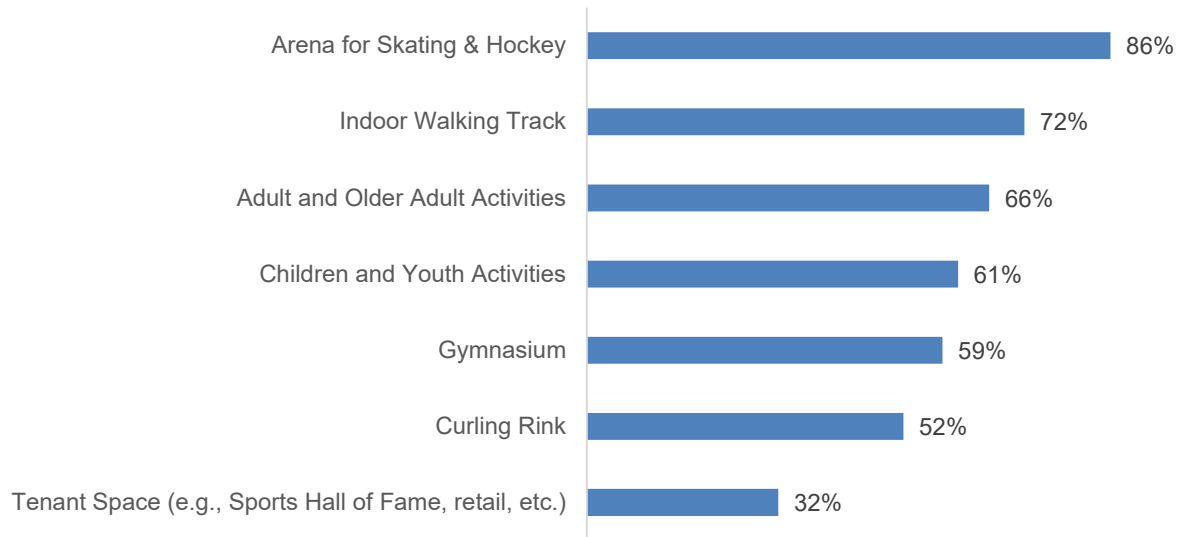


This community is in dire need of an indoor facility that our young and old can be active in all year long. As a [health care professional], every year I see our seniors become sedentary and weaker during our long winters, having to build strength over our summer, only to lose it again the next winter. I am hopeful that such a recreation centre could be the solution to this ongoing problem.

Community Survey Response



Figure 11: Top requested programs or facilities for a renovated or new recreation centre (n=155)



Note: 'Other' responses are excluded. Respondents could select as many facility components as they liked.

The aforementioned facility types were listed choices and are all within the scope of this Study. Respondents were also permitted to identify other facilities that they would like considered in a renovated or new indoor recreation centre; 37% of respondents identified another facility type. Other top requested programs or facilities (not listed in the figure above) included an indoor swimming pool (20% of all respondents), program and activity rooms (4%), and rental space (3%).

Top Requested Amenity or Design Features in a Renovated or New Recreation Centre

Respondents were asked what amenities or design features should be considered in a renovated or new recreation centre. The most common suggestions were:

- barrier-free accessibility (15%)
- a café, restaurant or snack bar (13%)
- indoor swimming pool (11%)
- additional ice pads (10%)
- indoor walking track (8%)
- multi-purpose room rentals (8%)
- green infrastructure (such as energy efficient lighting and vehicle charging stations; 6%)
- gymnasium (3%)
- pro shop (2%)
- art gallery (2%)

“
The new facility should be a sports complex, flexible in design to accommodate gymnasium sports, ice sports, public viewing areas, large public events, meeting rooms and banquet facilities for small and large groups.
”
Community Survey Response

“
The focus of a new facility should emphasize this as a true COMMUNITY centre, providing the widest variety of sports and leisure activities for EVERYONE. It should be accessible, inviting and welcoming, encouraging all residents to be engaged in sports and community activities.
”
Community Survey Response

Most Important Locational Characteristics for a New Recreation Centre

If the Town chooses to go forward with a new recreation centre, the most important location characteristics suggested by respondents are:

- a central location (31%)
- accessibility (e.g., close to schools, residential neighbourhoods, commercial areas, and public transportation; 23%)
- ample parking (20%)
- maintaining the facilities at their current locations (14%)
- ensuring outdoor recreation space opportunities (6%) are available to accommodate outdoor recreational activities (e.g., walking, baseball, soccer)



Centrally located, accessible and supported by public transit.

Community Survey Response



Additional Responses

The online questionnaire provided an opportunity for respondents to provide any other comments or suggestions to be considered in the development of the Study. Some key themes from the comments include strong support for either developing a new recreation centre or renovating the existing facilities – to accommodate current and future community recreational needs – and concerns associated with the costs (and tax impact) of building and operating a new recreation facility in Penetanguishene.



Unquestionably, the capital cost of a new facility will be substantially more expensive than modernizing the two existing buildings, however, a new build would inspire growth, investment and revitalization of our downtown.

Community Survey Response



Costs cannot be constrained to Penetanguishene residents alone. There must be corporate sponsorship, contributions from Provincial and Federal governments, corporate grants and an ongoing revenue stream to support operating costs and expansion.

Community Survey Response



6.2 Public Input – Phase 5 (Finalization)

A virtual public information session was held on June 24, 2021 to present the Draft Arena and Recreation Centre Study and receive feedback from the community. The meeting was advertised in several ways, including through the Connect Penetanguishene website, local media outlets, stakeholder networks, email lists, etc.

The public information session was attended by approximately 20 individuals; it was recorded and placed on the Town's website for others to view. Participants were able to engage with the consultant following a comprehensive presentation through an online chat feature, interactive polling, and question and answer period. In addition, written submissions on the Draft Study were welcomed until June 30, 2021; three submissions were received and are summarized within the notes below.

Open Discussion / Written Submissions

The following comments were made during the open discussion period of the public meeting (summarized by the Consultant):

- Penetanguishene needs a central location for tournaments and events for hockey, but this requires two ice pads which is not feasible at the PMCC. There is also a shortage of change rooms and no gender-neutral change rooms which should be considered for the new facility.
- The PMCC floor is one of the best surfaces for ball hockey in the region. If a new facility is built, the design should include a suitable space for ball hockey.
- The nearby Midland YMCA is an aging facility. If a new recreation centre were to be built it may absorb a portion of these users.
- Comments were made about the accuracy of the PMCC engineering reports. (note the Town has reviewed the Building Condition Assessment and are satisfied with the report findings)
- There was a suggestion to consider a cultural centre integrating Aboriginal and Métis offices, halls, etc.
- There was a suggestion to consider the value of the land for the PMCC against the project costs to reduce the overall funding requirement.

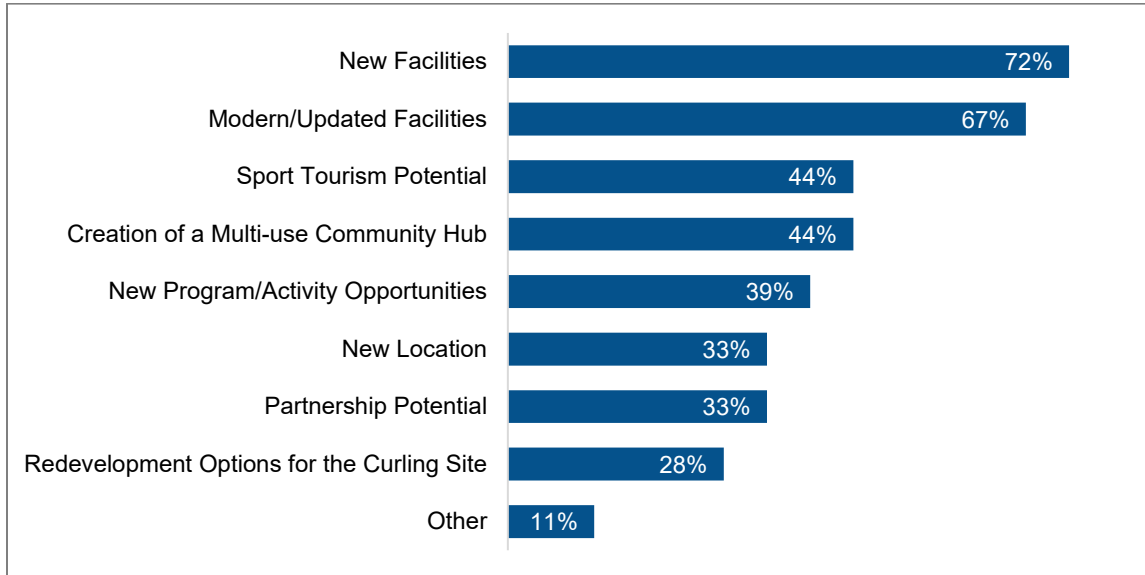
Written submissions to the Town (including those posted on the Connect Penetanguishene website) addressed the following (summarized by the Consultant):

- The Town should consider that, rather than a full twin pad, having one main pad and two smaller training pads that can be used for skill development and 3-on-3 tournaments year-round.
- The Town should consider adding an indoor pool and possibly partnering with the YMCA for the new multi-use recreation centre. The Midland YMCA is an aging facility and many people do not feel comfortable using the pool at the Waypoint Centre.
- Expressed concern about the tax burden that a new facility may have on the Town's population base and suggested that this project is not affordable at this time.

Live Polling

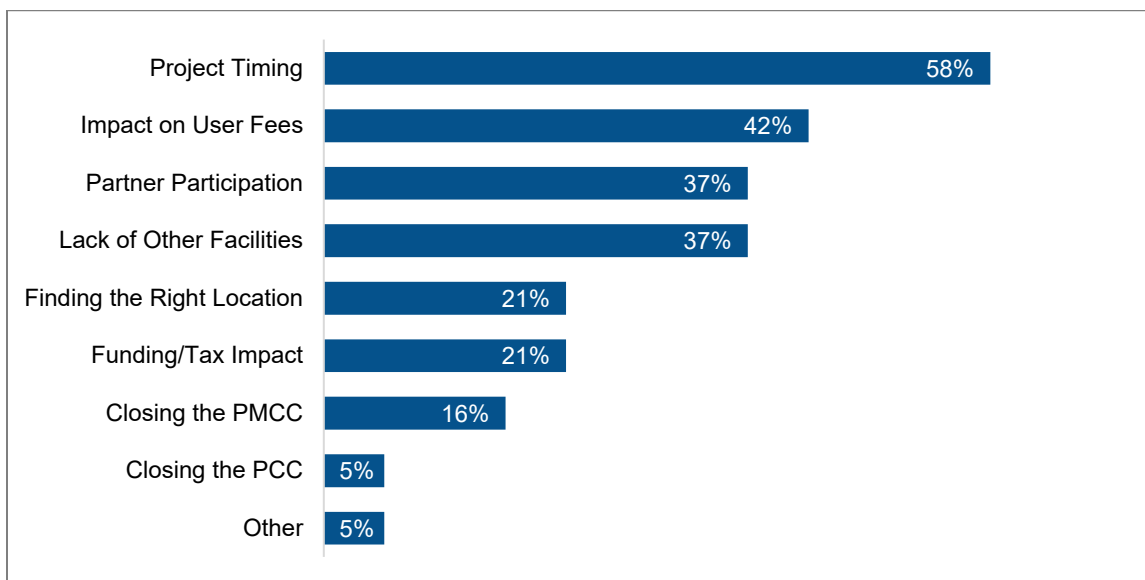
When asked what aspects of the project they are most excited about, the majority of meeting participants indicated “new facilities” and “modern/updated facilities”. Support was expressed for a new recreation centre that can be a place where people can meet, gather, socialize, and participate in a wide range of activities. The following figure ranks all responses from the meeting.

Figure 12: Aspects Respondents are Most Excited About



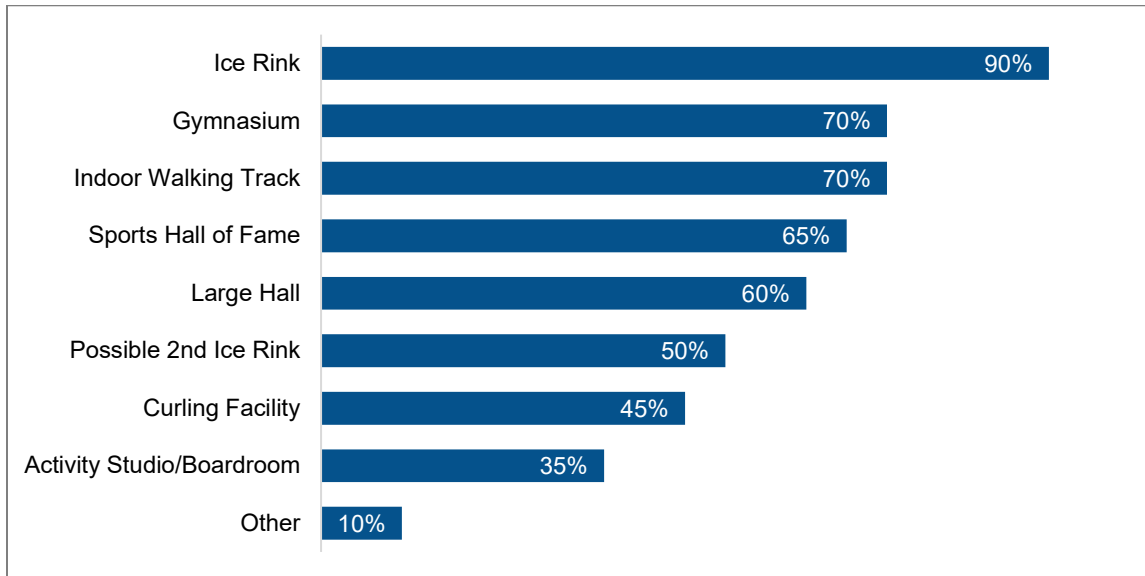
With regard to what aspect respondents were most concerned about, “project timing” was the most common response, with many hoping that new facility development could be accelerated. Other comments indicated uncertainty around the impact on user fees, partner participation, and a desire for the recreation centre to include additional facilities (such as an indoor pool). The following graph illustrates the concerns expressed by meeting participants.

Figure 13: Aspects Respondents are Most Concerned About



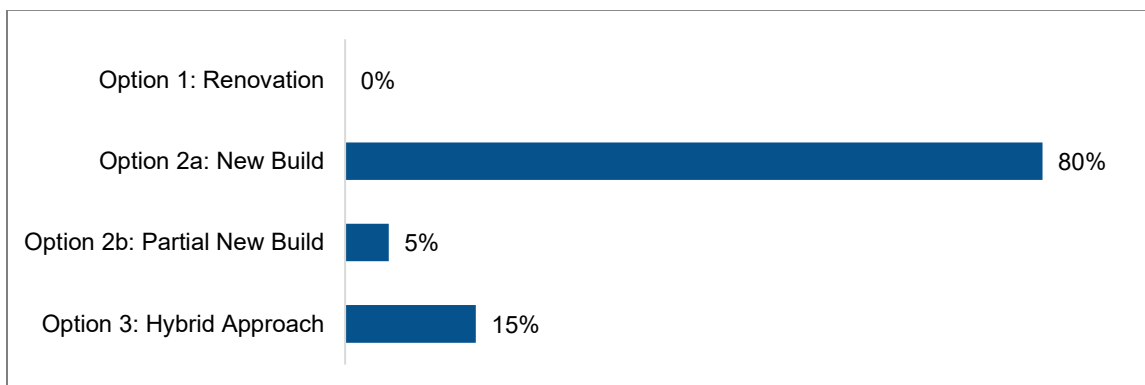
Considering the potential of a new recreation centre, meeting participants were most interested in a new ice rink, followed by a gymnasium, indoor walking track, Sports Hall of Fame, and large hall. The full findings from this poll are shown below.

Figure 14: Spaces Respondents Would Most Like to See in a New Facility



The following graph illustrates respondents' opinions on a preferred facility provision option (see Section 8.1 of this Report for a description of each). Four-fifths (80%) of meeting participants preferred Option 2a, which is to build a new multi-use recreation centre to replace the PMCC and PCC. A much smaller proportion (15%) supported the hybrid option (Option 3), which proposes to replace the PMCC with a new multi-use recreation centre and move curling to the PMCC.

Figure 15: Preferred Facility Provision Option



6.3 Stakeholder Input

Key agencies, community organizations, and sport clubs serving Penetanguishene and surrounding communities with a potential interest in the PMCC and/or new recreation centre were invited to participate in Phase 2 of the study process through the completion of a stakeholder questionnaire. In addition, interviews were held with several key organizations/ In Phase 4, follow-up consultations were held with the Penetanguishene Curling Club and Penetanguishene Sports Hall of Fame, who are key partners of the Town.

This summary represents the input of the following 21 organizations:

Arena (Ice) Groups

- Penetanguishene Minor Hockey Association
- Penetanguishene Skating Club
- Penetang Junior C Kings
- North Simcoe Girls Hockey Association
- Penetang Recreational Hockey League*

Arena (Floor) Groups

- Penetanguishene Midland Minor Ball Hockey League
- Ladies Ball Hockey*
- Huronia Braves Lacrosse
- Penetang & District Men's Ball Hockey League

Hall and Gymnasium Users

- Penetanguishene Pickleball
- Penetanguishene Midland Basketball Association
- Karate
- VON Programs*

Tenants / Service Providers

- Penetanguishene Curling Club
- Penetanguishene Sports Hall of Fame
- Boys and Girls Clubs of North Simcoe
- Askennonnia Senior Centre
- Snack Shack

Municipalities and First Nations (See also Section 4.3)

- Town of Penetanguishene – Community Well-being Committee
- Town of Midland
- Township of Tiny
- Township of Tay
- Beausoleil First Nation*
- Georgian Bay Metis Council

* Invited to participate; input not received

The following high-level summary synthesizes common themes that emerged from stakeholder feedback, organized by subject area. It should be noted that very little interpretation or fact-checking of statements made by stakeholders has been completed and, therefore, the summary may not represent final themes or directions for the Study.

Participation and Trends

- a) Most groups are experiencing steady membership and participation, including ice organizations. It is evident that participation is impacted by community demographics, such as the growth of pickleball, curling and seniors' activities in line with the aging population.
- b) All organizations serve a regional membership base, attracting participants from Midland, Tiny, Tay and beyond. Several primary stakeholders make use of facilities in Midland, such as the North Simcoe Sports & Recreation Centre which contains ice rinks, gymnasium, seniors' space and more.
- c) Most groups utilizing the PMCC indicated that they are pleased with their allocation of rental time, but that there is no extra (prime) time available for rent. The lack of additional rental time was specifically noted by minor hockey and minor lacrosse (the latter group does not currently use the PMCC). The lack of local/municipal gymnasiums is a barrier to offering certain programs locally; schools are sometimes used but access is restricted and/or not reliable.

Improvements to Existing Facilities

- d) Satisfaction with the PMCC was mixed. While some groups expressed general satisfaction with the arena and hall (the rink floor is one of the best in the region for ball hockey), several identified possible improvements to address shortcomings.
- e) Common suggestions for improvements to the PMCC included new spectator seating (the existing aluminum bleachers are uncomfortable), updated changerooms and washrooms/showers, the addition of a female or non-gendered changeroom (a requirement for some governing bodies), and additional storage. Other suggestions included the addition of skate sharpening, shot clocks (to support lacrosse), and a larger ice surface with new dasher boards.
- f) The Curling Club noted the need for improvements to their ice-making equipment and is looking to undertake these once funding can be secured (outside funding will likely be required).

Future Facility Demand

- g) Strong support was expressed for a new recreation centre containing multiple ice pads, gymnasium, program space, office space, and storage.
- h) In particular, groups seeking facilities that are not currently available in Penetanguishene – such as a municipal gymnasium and satellite seniors centre – were excited at the possibility of a new recreation centre.
- i) In terms of possible location considerations for a new recreation centre, access to ample parking was a common request. Locations that are accessible to bus lines and commercial areas were also suggested.

Funding & Partnerships

- j) The Penetanguishene Curling Club is open to working with the Town to explore the possibility of becoming part of a new recreation centre, but would be seeking dedicated ice sheets (they are open to a shared lounge). The Club indicates that there may be value in working together with area curling clubs; however, there have been no recent discussions on this matter.
- k) The Georgian Bay Metis Council, Askennonnia Seniors Centre, and Penetanguishene Sports Hall of Fame also expressed an interest in partnering and/or leasing space in a new facility.

- l) The North Simcoe municipalities wish to be involved as the Arena & Recreation Centre Study progresses. The importance of regional planning and service delivery was a common theme.
- m) Most groups expressed a willingness to help fundraise for a new facility and/or facility improvements.

Input received through the interviews and questionnaire has been integrated throughout the report. Where relevant, reference has also been made to input received through past municipal consultations.

6.4 Internal/Municipal Input

Consultation was undertaken with Town Council and municipal staff involved in the management and operation of municipal recreation facilities and services. Input from these sources was wide-ranging and has been used to inform the Study.

Section 7: Facility Needs Analysis

This section contains a needs assessment for the primary facility components proposed within a new or retrofitted recreation centre in Penetanguishene. As the potential impacts of the COVID-19 pandemic on population growth and ice sport participation are fluid and evolving, it is recommended that demand indicators be closely monitored over the coming years.

7.1 Overview

The following analysis builds on the information contained in the previous sections of this report, with additional information presented on local usage and registration. A focus is placed on understanding current and latent demand (by examining facility schedules, participation levels, and community input) and devising locally-appropriate solutions to address these needs. These findings will serve as the foundation for the facility provision options that are contained in the next section of this study.

It is also worth noting that, while the facility(ies) is intended to serve the Town of Penetanguishene, there is a history of shared planning and service delivery in North Simcoe. Local residents frequently travel to neighbouring municipalities to participate in recreation facilities, and vice versa. Where appropriate, the needs analysis takes into account the broader influence of North Simcoe municipalities, including existing facilities/services and markets.

7.2 Guiding Principles

The following guiding principles are high level, directional statements that were developed to provide overall direction for this study. The principles were developed with consideration given to the information gleaned from existing background research, trends, community profile, and input received through the consultation sessions undertaken for this Study. The principles articulate what the Town hopes to achieve with respect to the provision of indoor recreation facilities. The principles are largely complementary – **no one principle takes priority over another** – and should be read and interpreted as a set.

- 1** Build a healthy community and foster active lifestyles
- 2** “Think beyond the rink” – Create a multi-use and multi-generational hub under one roof
- 3** Support year-round activity through facility design and a wider variety of programming
- 4** Be strategic and seek long-term solutions
- 5** Enhance geographic and barrier-free accessibility
- 6** Address local needs first, but consider the North Simcoe market and sport tourism opportunities
- 7** Prioritize flexibility in design – allow for future expansion potential
- 8** Encourage environmentally responsible and energy efficient designs
- 9** Consider partnerships that enhance community benefit and financial feasibility
- 10** Make decisions that are financially responsible and affordable for the Town and its residents

7.3 Arenas

Supply

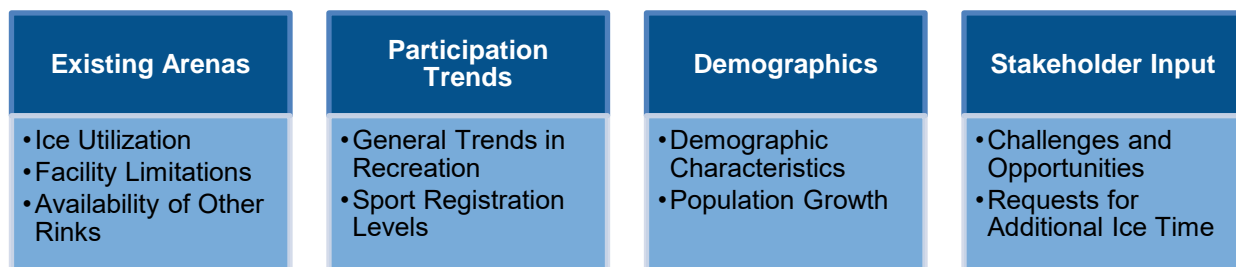
The Town's arena is located at the PMCC, which was built in 1954 and contains a single ice pad. According to the most recent Structural Assessment (prepared by Pretium in 2019), the existing structure is in good condition and has been well maintained. Nevertheless, there are very few arenas of this era that remain in operation and the Town is concerned that there will be a point where the cost of major maintenance exceeds the savings of deferring replacement.

The Town's arena is one of many in Simcoe County. A high-level scan revealed that there are five other ice rinks within a 16-minute drive of Penetanguishene. This includes a double pad arena at the North Simcoe Sports & Recreation Centre in Midland, uncovered outdoor rinks at the Wyebridge Community Centre and Perkinsfield Park in Tiny, and an NHL-size refrigerated and covered rink at Talbot Park in Tay.

Influencing Factors

The following figure summarizes the inputs that have been considered and analyzed to develop a Penetanguishene-specific provision target that represents a recommended measure of arena demand based on a combination of accepted industry standards, market-driven factors and other local circumstances. The statement of need is based on ice usage during peak season and has not been adjusted for potential non-ice events that may reduce the availability of ice time.

Figure 16: Factors considered in the Arena Needs Assessment



The following points summarize key factors that are impacting demand for arena facilities in the Town of Penetanguishene. More detailed analysis is examined later in this section.

1. **Prime time ice rentals at the PMCC are strong and the rink is at capacity during prime time.** This has impacted the ability for groups to grow their membership and expand programming. To satisfy ice needs, some groups are renting available ice in adjacent communities, although the regional membership of some organizations helps to support this.
2. **Requests were made for additional prime time ice.** The Penetanguishene Minor Hockey Association is seeking six additional hours of prime time ice to reduce their reliance on rentals in adjacent communities (Tay and Midland), accommodate new participants, hold additional practices and games, and meet the Hockey Canada programming requirements. Currently, no ice organizations reported having wait lists, suggesting that the pressure for additional ice time is not prohibiting participation.
3. **Increases in youth ice sport registration are possible given that the core age group of arena users (ages 5 to 19 years) is projected to increase by 12% between 2020 and 2031.** This represents a reversal of past population trends that have seen the number of children and youth in Penetanguishene decline by 26% between 2006 and 2016. Since the 2014 Master Plan was completed, youth registration in organized ice activities has increased by 36%.

4. **The PMCC was built in 1954 and is now 67 years old.** While the 2019 Structural Assessment found that the existing structure is in good condition and has been well maintained, it was designed within a different era and is unable to offer many contemporary design features. Key shortcomings include an undersized ice pad, insufficient/inadequate change rooms, lack of a gender-neutral washroom and change room, lack of complementary recreation amenities (e.g., dryland training space, walking track, etc.), uncomfortable seating, and more.
5. **Several organizations are travelling to arenas in outlying areas to access the ice time they require, but most groups prefer to play locally.** The consultation program revealed that a number of groups utilize facilities in other municipalities including in Midland, Tay, Wasaga Beach, Barrie in order to meet their ice needs. While some groups serve a regional membership, others are based in Penetanguishene and cannot source appropriate times locally. Most groups indicated that they would strongly prefer to rent ice time in Penetanguishene, despite sometimes receiving more favourable times and rates in surrounding communities.
6. **Growing interest in female hockey and skill development, as well as changing standards of play are leading to increased demand for ice time.** Arenas are being used differently and more intensely than they have in the past. Half ice practices are becoming more common, as are skill development camps. The increase in girls hockey requires additional change rooms (and referees' rooms) to support multi-gendered use.
7. **There is a strong desire for a modern arena that offers one or more regulation-size ice pads and contemporary supporting amenities.** Access to regulation-size ice pads (200' x 85') levels the playing field for all user groups, creates additional capacity, and bolsters a community's ability to attract and host tournaments. Additionally, stakeholders expressed the desire for arena improvements including new spectator seating, updated change rooms (and the addition of a female or gender-neutral change room), storage, and other ancillaries including skate sharpening and shot clocks (to support lacrosse).

Registration and Trends

For the 2019/2020 ice season, it is estimated that there were 540 registered players using the PMCC arena (428 youth and 112 adults), representing four minor groups and two adult organizations that regularly book regular time. This level of registration represents a total increase of 35% since the 2014 Master Plan was completed and a 36% increase among youth participants.

Table 7: Town of Penetanguishene – Registered Arena Sport Participants, 2019/20 season (Fall/Winter)

Ice Sport Organization	Target Market	Registered Participants (2019/20)	Recent Registration Trend	Estimate of Town Residents	Use of Facilities other than PMCC
Penetanguishene Minor Hockey Association	Youth	255	stable	60%	4-6 hours/wk
North Simcoe Girls Hockey Association	Youth	60*	stable	20%	Majority at NSSRC
Penetanguishene Skating Club	Youth	90	increasing in recent years	40%	n/a
Penetanguishene Kings	Youth	23	stable	50%	Occasional (pre-season, playoffs)
Penetanguishene Old Timers	Adult	25	stable	n/a	n/a
Penetang Recreational Hockey League	Adult	87	stable	n/a	n/a
TOTAL – Fall/Winter		540			

* area residents only, including Penetanguishene and Tiny (160 registrants in total)

Note: NSSRC = North Simcoe Sports and Recreation Centre in the Town of Midland

Source: Stakeholder input program, self-reported

In examining this data, the local youth capture rate in ice sports is approximately 30% (assuming a youth population of 1,400, ages 4-19), meaning that nearly one in three youth participate in organized ice sports. This rate is slightly higher than many other communities; however, it is recognized that some arena organizations are regional-serving groups that also draw participants from adjacent communities due to the absence of other organizations and arena facilities. The local adult capture rate in ice sports is approximately 3% (assuming a population of 3,700, ages 20-54). This rate is generally consistent with other communities.

In addition to those participants identified above, the Town offers parent and tot programs, public skating, private rentals, and adult open skates. Smaller and/or more sporadic rentals also make use of a limited number of non-prime time hours.

During the spring/summer season when the ice is removed, the PMCC is used by approximately 950 registered participants that are members of various ball hockey organizations and a lacrosse group.

Table 8: Town of Penetanguishene – Registered Arena Sport Participants, 2019/20 season (Spring/Summer)

Ice Sport Organization	Target Market	Registered Participants (2019/20)	Recent Registration Trend	Estimate of Town Residents	Use of Facilities other than PMCC
Penetanguishene/Midland Minor Ball Hockey Association	Youth	629	decreasing	25%	Some at NSSRC
Penetanguishene & District Men’s Ball Hockey Association	Adult	62	stable	30%	n/a
Ladies Ball Hockey League	Adult	60	stable	n/a	n/a
Huronias Braves Lacrosse	Youth	200	stable	25%	Majority at NSSRC
TOTAL – Spring/Summer		951			

Source: Stakeholder input program, self-reported

Arena Usage

A typical week during the 2019/20 ice season was analyzed to understand usage of Penetanguishene’s existing arena. The schedule identifies regular usage from minor organizations, adult leagues, and Town programs, as well as shinny rentals. For the purposes of this study, the usage data used in this analysis was not impacted by the COVID-19 pandemic that occurred near the end of the 2019/20 season.

The following is a summary of key findings from the analysis of 2019/20 ice season schedules, followed by supporting data tables. For the purposes of this assessment, prime and non-prime time hours are defined as follows, which may differ from definitions in the Town’s fees and charges schedule:

- Weekday prime time (Monday to Friday): 5 pm to 10 pm
- Weekend prime time (Saturday to Sunday): 7 am to 10 pm
- Weekday non-prime time (Monday to Friday): 6 am to 5 pm and 10pm to 12 am
- Weekend non-prime time (Saturday to Sunday): 6 am to 7 am and 10 pm to 12 am

Note: Ice usage levels identified in this section are based on arena schedules and not actuals. This focus on “planned usage” does not reflect turned back time or last minute ice pick-ups, which can change from week to week.

A review of booking schedules from the 2019/20 ice season revealed the following findings:

1. Penetanguishene's arena is well used, with a **usage rate of 95% during prime time hours**. In general terms, utilization rates of 90% or greater are indicative of arenas that are being operated at capacity.
2. During the prime time period, arena **usage is strongest on weekdays**, with a utilization rate of 100%, compared to 92% on weekends. There may be **up to 2.5 hours per week of unscheduled prime time ice time**. The majority of this time is early Sunday morning before 9 am.
3. **Minor/youth users booked the large majority (87%)** of overall prime time ice during the weekday and weekends. The age of minor users often precludes them from using hours outside of the prime time window due to school or rest requirements. For the 2019/20 season, minor users booked 45.5 hours of prime time ice per week (22.5 hours during the weekday and 23 hours during the weekend). Adult groups booked 4 hours (8%) of prime time bookings while 3 hours (6%) of prime time ice was allocated to public skating programs.
4. **Less than one-half (43%) of non-prime time ice is used** (including hours scheduled for ice maintenance). The majority of non-prime time ice is booked during early weekday mornings (between 6 and 7 am). The majority of unscheduled non-prime time is during the late evenings throughout the week.
5. **Morning ice usage is strong**. The Penetanguishene Minor Hockey Association books an average of 6.5 hours of morning ice (before 8:30 am) between Wednesday and Friday. This finding suggests that there is strong demand for ice as morning ice is typically less desirable than evening prime times.
6. **Minor/youth users booked the most hours during the non-prime time window** – approximately 12.5 hours per week, representing 41% of total non-prime time bookings. This is closely followed by municipal programs such as public skates and shinny with 12 hours per week (39%). Adult groups booked 4.5 hours (15%) of non-prime time ice. Historically, adult groups have been major users of non-prime time hours; however, shifting lifestyles and work pressures have reduced the willingness to use less desirable ice times during the late evenings, although there is an increasing demand for daytime ice for leagues and activities for retirees across the province.
7. **There is steady use of the arena floor during the summer season**. A detailed analysis of off-season use of the PMCC arena floor was not conducted as this is not the primary function of ice arenas. It is recognized that when the ice is removed from the PMCC, the arena floor is used for ball hockey and lacrosse during the spring months. Up to 4-8 hours of additional arena floor time per week was requested for lacrosse activities.

Figure 17: Arena Utilization Summary, 2019/20 Season

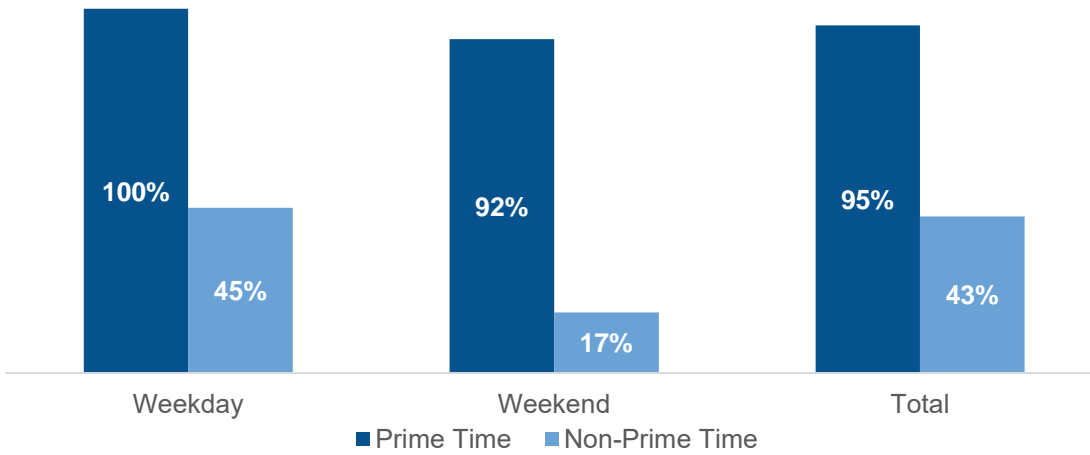


Figure 18: Summary of Total Hours Booked, 2019/20 Season

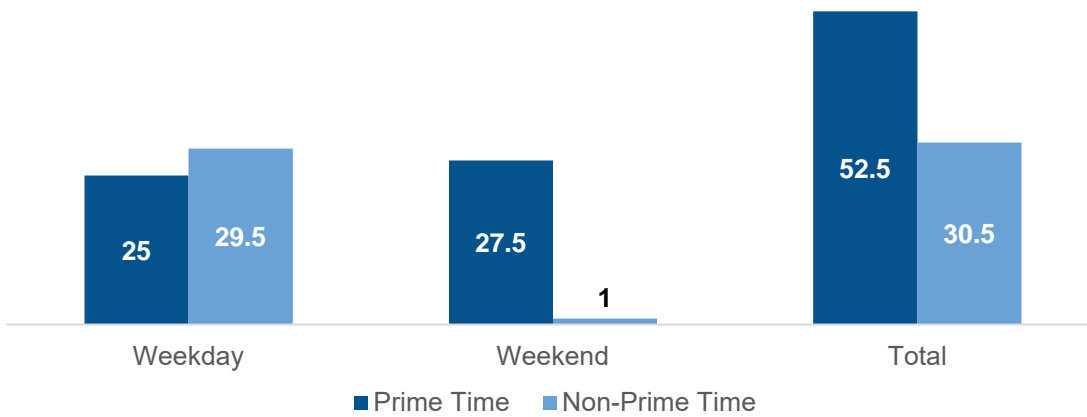
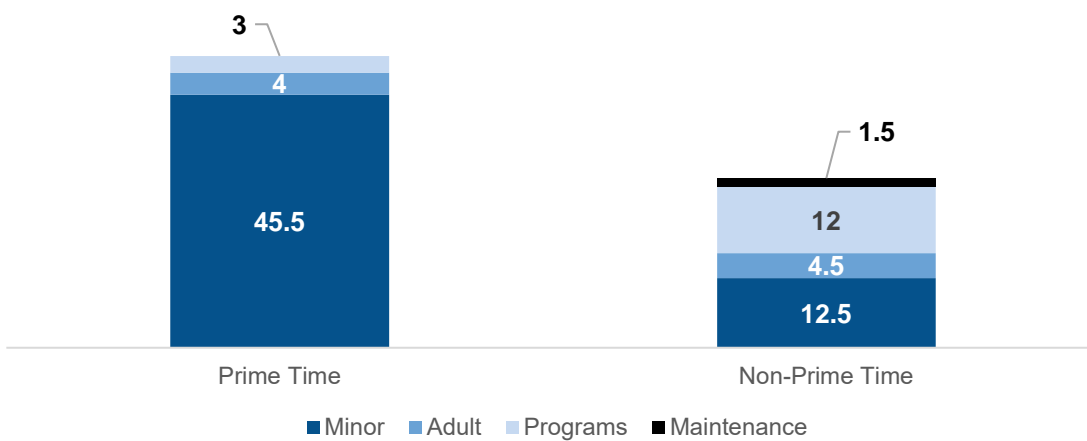


Figure 19: Number of Hours Booked by Group, 2019/20 Season



Note: Minor groups include minor hockey, girls hockey, Jr C and figure skating.

Needs Assessment

The assessment of arena needs through a market-driven provision target is the preferred approach because it is able to account for generally accepted standards of play, local arena usage patterns, demographic and arena trends, and other key factors.

Based on research and consultation with stakeholders, a youth-based provision target is recommended as prime time ice needs for youth organizations are the primary driver of use and demand. This approach reflects the Town's historical practice for booking ice time, with a preference given to youth to ensure that these users have reasonable arena access outside of school hours. Adult ice usage also tends to be more volatile as they require less ice time per participant and are more flexible in when and where they rent ice time. Historically, these groups have booked ice on the fringes of the prime time window as well as during the non-prime time period (daytime).

The Town's 2014 Master Plan recommended an arena provision target of one ice pad per 450 to 600 participants (adult and youth) and/or 12,000 to 15,000 population. Most recently, communities with a similar profile to Penetanguishene utilize a provision target of one ice pad per 400 to 450 youth participants. This works out to an average of 8 to 9 minutes of weekly prime time ice time for each participant. Depending on age level, level of play, roster size and amount of out of town league play, this means that each team would receive the requisite number of hours for games and practices (less for those that younger, in house league or CanSkate, and more for those that are older, in rep league or StarSkate).

As previously mentioned, the four youth organizations that book ice regularly at the PMCC have a combined total of 428 youth players. Based on the local participation figure, **the Town is currently providing a service level of one ice pad per 428 youth participants**, which is within the average range of capacity for a single ice rink.

Given the indicators and demand factors, a provision target of one ice pad per 425 youth participants is recommended for Penetanguishene. This target reflects the desire for some additional hours (for minor boys hockey) and is within the range that is commonly applied in communities that share a similar profile to Penetanguishene. Application of the provision target also recognizes that:

- Existing arena groups will continue to require access to an ice pad in Penetanguishene;
- Youth use the majority of prime time hours and will continue to do so over the foreseeable future;
- Participation levels will increase over time (as supported by the population forecasts used in this report) and that the make-up of participants will continue to be a mix of local and regional residents;
- The Town will continue to accommodate adult users during the late evenings and non-prime time hours as they have historically done so; and
- There is a desire for arena users to have their ice needs met within Penetanguishene to the greatest degree possible, recognizing that groups with a regional membership will continue to use a variety of rinks in North Simcoe.

For 2020, it is estimated that there are approximately 1,400 youth in Penetanguishene. A total of 428 youth participants registered with arena groups translates into a penetration rate of 30%. The projected number of youth participants is calculated by applying the current penetration rate to Penetanguishene's forecasted youth population. This approach assumes that participation rates in youth ice sports remain steady and that the youth population in Penetanguishene (and in surrounding communities) will grow according to the forecasts used in this report.

With a 2031 population estimate of 11,400, age cohort projections developed for Simcoe County by the Ministry of Finance estimates that by 2031, youth will comprise approximately 16% of the total population.

Applying the capture rate of arena participants to the projected youth population in Penetanguishene suggests that there will be approximately 1,800 youth by the end of the planning period.

Table 9: Arena Needs Assessment

	2020 (Current)	2031 (Projected)
Youth Population	1,400	1,800
Number of Youth Participants	428	540
Provision Target	1 ice pad per 425 youth participants	
Ice Pad Needs	1.0	1.3
Existing Ice Pad Supply	1.0	
Surplus (Deficit)	0.0	(0.3)

Based upon the recommended provision target and projected participation levels, the Town's current supply of one ice pad is matching existing demand. **By 2031, it is anticipated that the Penetanguishene will have a deficit of 0.3 arenas. This level of demand is insufficient to warrant the development of a second ice pad during the projection period.** Forecasts beyond 2031 are not currently available, but if the same current rate of growth is carried forward, demand for a second ice pad may not be achieved until well beyond 2040. **The Town is encouraged to plan for a potential long-term future expansion to its arena supply to allow for a second pad (beyond 2040), pending future study and monitoring of the regional supply of ice time.**

While no changes to the arena supply are recommended in the short- to medium-term, the Town will be required to make efficient use of its existing ice pad over the foreseeable future with a priority given to minor/youth and local organizations. It is recognized that the Town currently utilizes an informal approach of allocating ice time (largely based upon historical bookings). As demand for ice time grows, a fair and transparent approach is required to ensure that priority groups receive an equitable amount of ice time. **It is recommended that the Town of Penetanguishene formalize an ice allocation policy** that outlines priority for prime-time ice in terms of group type (youth, adult, private rentals, commercial users, schools, etc.) and allows for equitable access by both male and female participants. The policy should be based on principles of fairness and equity and should include a transparent and accountable process for allocating annual ice amounts and times.

Recommendations

1. Continue to provide one indoor ice pad – either at the PMCC or new multi-use recreation centre – which is projected to be sufficient to meet local needs for the next ten to twenty years. Ongoing monitoring of regional arena supplies and needs is recommended to inform needs. If current trends continue, the Town may require a second ice pad in the long-term (beyond 2040) and should plan for this option in the design and provision of its recreation facilities.
2. Formalize an ice allocation policy that outlines practices and priorities for accessing prime-time ice. The policy should be based on principles of fairness and equity and should include a transparent and accountable process for allocating annual ice amounts and times.

7.4 Curling Rinks

Supply

The Penetanguishene Curling Club is owned by the Town and operated by the Club. Constructed in 1973 (and renovated in 2001), the facility features five curling sheets (expandable to six), as well as a lounge, meeting rooms, kitchen, bar area, change rooms and washrooms, and parking lot that is shared with the Rotary Champlain Wendat Park.

In June 2017 the Club entered into a lease agreement with the Town with a ten-year term that expires on June 30, 2027. The Club has an option of renewing the lease for an additional 10 years (from July 1, 2027 to June 30, 2037). Under the terms of the agreement:

- The Curling Club is responsible for and pays all operational costs pertaining to the Penetanguishene Curling Club Premises including all insurances, utilities (electricity, gas, water), staff, supplies, program costs, etc. related to the building proper (i.e., inside fixtures attached to the building proper).
- The Town is responsible for pays all operational costs pertaining to the outside grounds and parking lot. Costs include insurance, outside utilities (electricity, gas, water), staff, supplies, etc. not related to or attached to the building proper (i.e., outside fixtures attached to the building proper).
- The Curling Club is responsible to pay for capital upgrades and improvements to the building. The Town may agree to contribute to the payment of upgrades and has committed to assisting the club apply for funding support from senior levels of government.
- The Curling Club is entitled to exclusive use of the entire building from September 15th in any given year to May 31st the following year. During the non-exclusive use period (June 1st to September 14th) the Town has the right to use the building, primarily for the provision of recreation programs such as summer day camps.

Input provided by the Club found that, while they are generally satisfied with the current facility, ongoing improvements are needed to replace aging mechanical equipment (including the humidifier and ice plant components).

Additionally, there are three other curling clubs in North Simcoe for a total of 16 curling sheets. Ownership and provision models vary.

Table 10: Curling Facilities in North Simcoe

Name	Distance from Penetanguishene (Drive Time)	Number of Curling Sheets	Ownership Arrangement
Penetanguishene Curling Club	n/a	5	Owned by Town; leased by Club
Midland Curling Club	10 minutes	5	Privately owned; built in 1919 and expanded in 1959; adjacent to arena
Elmvale Curling Club	25 minutes	2	Combined with Elmvale Community Arena (Springwater Township); leased by club; built in 1905, renovated in 1994
Coldwater Curling Club	30 minutes	4	On land leased from Township of Severn; built in 2000; adjacent to arena

Trends and Typical Provision

Curling is a traditional Canadian winter sport that can be enjoyed by people of most ages and abilities, primarily popular in small towns and in communities in western and eastern Canada. It is most commonly played by people ages 35-64 years (approximately 60% of curlers nationwide are in this range) and those exhibiting slightly above-average income and educational levels. With an aging population, there is optimism that more participants will be attracted to the sport.

The proportion of Canadians that curl had been in decline for many years, with some studies estimating between 1% and 3% of the Canadian adult population participates in curling.¹² More recently, the sport has grown in some communities, partially due to its higher profile through the Olympic Games. The Penetanguishene and Midland Clubs have also benefitted from their association with several high profile events and local curlers, including Olympic medalists.

Curling facilities are not typically considered core municipal recreation facilities as they are specialized spaces that do not accommodate broad community use. Most curling facilities are provided and/or operated by the non-profit and private sectors. There are examples of curling facilities across Ontario that have varying degrees of municipal involvement, although provision models vary. There are joint arena and curling facilities (such as in Elmvale and Schomberg), shared rinks (such as in Blue Mountains), stand-alone leased facilities (such as in Penetanguishene and Coldwater) and stand-alone private facilities (such as Midland) located on the same site as an arena or other community facility.

Many of the curling facilities in Ontario were built in the 1950s to 1970s and are now experiencing challenges with aging infrastructure. The average age of curling rinks in North Simcoe is approximately 60 years old. Very few new curling facilities have been built in the past twenty years across the province. The Penetanguishene Curling Club building is 48 years old and according to the recent Building Condition Assessment undertaken (GHD, 2019), various building components are nearing the end of its lifespan; approximately \$800,000 will be required over a 20-year period to address lifecycle repairs. An additional \$140,000 will be required to improve drainage as well as re-coating steel components, some of which has recently been addressed by the Town.

Across Ontario, some curling clubs are thriving due to strong membership bases and programs, while others are folding completely or amalgamating with other clubs to remain viable. While the sport continues to appeal largely to older adults and seniors, some curling clubs are offering youth leagues and programs to recruit new members at a grassroots level to help sustain memberships as older members become less active in the sport. The four curling clubs in North Simcoe previously explored the potential to merge clubs and constructing a new curling facility, although this has not yet resulted in a tangible outcome.

Needs Assessment

Over the past three years, the membership base of the Penetanguishene Curling Club has been increasing steadily. The Club reported that between 2017 and 2019, number of members increased 8% to 192 members. Approximately half (55%) of the Club's membership are local residents. The Club offers a variety of junior and adult leagues and over the next five years the group anticipates that membership levels will continue to grow, particularly among older participants due to the Town's aging population and as more retirees from the surrounding rural areas are drawn to Penetanguishene.

¹² The 2009 Physical Activity Monitor published by the Canadian Fitness & Lifestyle Research Institute indicates that 27% of Canadians participate in sport, of which 4% participate in curling – this translates to approximately 1% of the entire Canadian population. Conversely, data from the Print Measurement Bureau estimates the curling market to be 2.8% of the entire Canadian population (as of 2008).

As a general rule, one curling sheet for every 100 members/active participants is a common metric for evaluating facility needs. Applying this provision target to the current number of participants suggests that there is a current need for 2 curling sheets and a surplus of 3 sheets. This would suggest that the current facility has adequate capacity to support additional members over the foreseeable future.

A curling facility with two to three ice sheets is not recommended given that a minimum of four to five sheets is typically required to facilitate a broader range of programs as well as tournament hosting opportunities. However, continuing to provide four to five curling sheets in Penetanguishene would result in surplus capacity, even if the club grows modestly by 2031.

The Town's Community Strategic Plan supports the eventual relocation of the existing curling facility in order to broaden the range of options along the waterfront, recognizing that the curling is not the highest and best use for this site. Due to the unique ice surface needs for curling, the Club emphasized that sharing ice with arena users would not be suitable for their needs. The group expressed an openness to consider participating in a new multi-use recreation centre, provided that there was an appropriate and dedicated space for curling and lounge/locker rooms that could be shared with other users. The Club does not presently have any reserves that could be applied to a new capital project on the existing building or contributed to the construction of a new recreation facility. Should the Town move forward with building a new recreation centre, a curling venue would complement a single pad ice rink well through the use of a shared ice plant and other common services (e.g., lounge, concession, storage, parking, etc.).

Given the proximity to the Midland Curling Club (and the fact that this facility is over 100 years old), the Town should encourage the two curling clubs to investigate the amalgamation with the goal of combining membership bases, which in turn would strengthen the case for constructing one appropriately-sized curling facility (with a minimum of five curling sheets) to meet the long-term needs of the area. It is understood that this has been discussed in the past, and could be beneficial in creating a single, stronger organization capable of growing the sport in the North Simcoe region.

Recommendations

3. Continue to maintain the Penetanguishene Curling Club as per the terms of the existing agreement with the Club, which expires in 2027. Major capital investment should be deferred until a decision is made regarding the long-term use of the site.
4. Encourage discussions between the Penetanguishene Curling Club and Midland Curling Club to investigate the potential to amalgamate organizations with the goal of combining membership bases to strengthen the case for supporting an appropriately-sized curling facility (with a minimum of five curling sheets).
5. Consider options to include a five-sheet curling facility within a new recreation complex, contingent upon reaching suitable terms with the Penetanguishene Curling Club. Design the curling sheets to be permanently converted to an ice hockey arena to provide maximum flexibility in the long-term.

7.5 Multi-Purpose Space and Gymnasium

The Town provides a number of meeting, program and rental spaces, including the Brian Orser Hall, upper activity room, and John Desroches Boardroom at the PMCC, as well as a lounge and meeting rooms at the PCC. Notably, the Brian Orser Hall is the largest hall in the area (244 person capacity, with overflow of 118 persons in the adjacent room) and also has access to a commercial kitchen.

The Town does not have a municipal gymnasium. Gymnasiums are provided at local elementary schools, which are available for community rentals (when not in school use), although access to these spaces is often quite limited, unreliable and costly. The gymnasium at the North Simcoe Sports & Recreation Centre in Midland is very well used throughout the week (Monday to Thursday) with some availability on Friday and the weekend.

Promoting active living and higher levels of physical activity are strategic priorities for Penetanguishene, as is facilitating recreational activities and community events for all age groups. Active healthy living activities can be accommodated within properly designed multi-use spaces (e.g., with suitable flooring, adequate ceiling height, storage, etc.). Meeting and activity rooms are necessary amenities within any modern multi-use community facility as they maximize rental and cross-programming opportunities while taking advantage of economies of scale associated with operations.

Penetanguishene's multi-purpose spaces are used for community rentals, special events (such as Winterama and Sports Hall of Fame ceremonies), and Town-led programs, such as adult fitness. They generally have low to moderate levels of utilization. For example, the Brian Orser Hall is used for approximately 25 hours per week (or five hours per day). This equates to about 1,300 hours per year, which is an increase of 37% since the 2014 Recreation Master Plan was completed. While the Town has been successful in increasing the use of its multi-purpose spaces (largely due to direct programming), there continues to be available capacity to accommodate additional use. Usage rates should be interpreted with caution as these spaces are vital community assets that accommodate a wide range of functions and activities. It will be important to ensure that appropriate multi-purpose spaces and halls continue to be offered within the Town's recreation facility inventory.

As is the case in many communities, there is pent-up demand for a municipal gymnasium in Penetanguishene, particularly for indoor recreational activities for youth, adults, and seniors. Specifically, there is interest in growing the local youth basketball program, adult sports (such as volleyball), and pickleball for seniors and other age groups. While many groups rely on school gymnasiums, they are under-sized and access is unreliable due to school priorities. Further, the Town's current program offerings are limited by the design of available spaces; a municipal gymnasium would expand opportunities for registered and drop-in activities considerably. While the arena and curling floors can be used for some activities during the summer, they are not a substitute for a gymnasium with proper flooring and finishes that is available year-round.

Given the above considerations, the following spaces are recommended in the design of future indoor recreation facilities in Penetanguishene:

- a. Gymnasium (high-school size) – divisible into two smaller courts with a drop-down curtain or partition wall; with change rooms. This configuration would facilitate a variety of indoor recreation activities including basketball, pickleball, volleyball, and other sports, as well as a broad base of other recreation activities and camps with partition capabilities so that uses can occur simultaneously. This space could also serve as a large event space for the Town.
- b. Hall and Multi-Purpose Rooms – similar in capacity to the Brian Orser Hall, divisible into smaller spaces for a variety of programs, events, meetings and rentals; with access to a commercial kitchen.
- c. Multi-Purpose Activity Studio – resilient floor surface for aerobics, dance and fitness programs; storage alcove or room for fitness equipment including balls, mats and steps.

- d. Meeting Rooms – for community and/or board meetings, with access to a kitchenette; may also be used as tournament centre room.

Further definition of these spaces may be required during latter stages of the design process.

Recommendation

6. Incorporate a double gymnasium and various multi-use spaces (e.g., hall and multi-purpose program rooms, activity studio, and meeting room) within future indoor recreation facilities to accommodate Town recreational programs, events, meetings and community rentals.

7.6 Indoor Walking Track

There is currently no public indoor walking track in Penetanguishene. The nearest such facility is located at the Midland YMCA, and its use is limited to members only.

Indoor walking tracks offer safe and controlled environments for walking, which makes them especially popular during the winter season (but also year-round). They are well used by adults, older adults and seniors that are seeking more recreational opportunities, and are accessible to people with mobility aids and strollers. A questionnaire completed for this study found that nearly three-quarters (72%) of respondents requested an indoor walking track as a part of a renovated or new recreation facility. This finding is consistent with broader trends as walking is a free, unstructured, year-round activity in which people of most ages and abilities can participate.

Most new multi-use recreation facilities are including indoor walking tracks in response to high levels of demand. As seen in facilities across Ontario, there are numerous designs that allow walking tracks to be easily accommodated (encircling an ice rink or elevated above a gymnasium for example). The track surface can also be made of a rubber composite that lessens the effects of high impact walking (e.g., stress on knee and ankle joints) and should have designated lanes for walking and jogging.

While indoor walking tracks are not likely to generate revenue, they have been found in other communities to promote physical activity opportunities, which is consistent with the Town's strategic vision for creating a community destination for active living. Due to the popularity and benefits of indoor walking, an indoor walking track should be integrated with any future recreation centre, which is consistent with the recommendations contained in the 2014 Recreation Master Plan.

Recommendation

7. Include an indoor walking track as a core component of a future multi-purpose indoor recreation centre. The design may consider locating the track around the perimeter of the ice rink (elevated), dependent on the preferred concept plan.

7.7 Seniors' Centre

The Town does not offer dedicated space for seniors' recreation activities, but does facilitate many activities within the Brian Orser Hall and multi-use spaces at the PMCC. In addition, there are several non-municipal groups in Penetanguishene and surrounding communities that provide meeting space, programs and services for older adults and seniors, such as the Penetanguishene Legion, VON – Simcoe County, Askennonnia Senior Centre (Midland), and Penetanguishene Lions Club (Tiny).

Older adults and seniors in Penetanguishene represent the largest segment of the community with over 40% of the population being age 55 or older. Demographic trends (driven by the aging baby boomer population), together with the fact that Penetanguishene is an attractive community for retirees, suggests that this age cohort will continue to grow rapidly for the foreseeable future. Recreational interests among the 55+ age group are also broadening in variety and intensity. There is a notable shift away from traditional seniors' programs towards activities that focus on active living, health and wellness, low-impact sports (e.g., pickleball), education, and other activities that centre upon cognitive stimulation and socialization, although a balanced program offering is necessary to ensure that there is something for all interests and abilities. Seniors activities currently offered within the Town's facilities include shuffleboard, rug hooking and fitness activities provided by VON – Simcoe County.

With an aging population that is expected to grow, the provision of enhanced recreation opportunities for older adults and seniors must be considered. It is recognized that the Town had previously discussed the feasibility of operating a senior's centre; however, there was no viable path forward at the time. The Askennonia Senior Centre in Midland was interviewed for this study and the group indicated a willingness to further examine a satellite hub for programs in Penetanguishene. The Askennonia Senior Centre has nearly 1,400 members at its Midland location, about 270 of whom are Penetanguishene residents. The organization offers a variety of older adult and seniors programs with the most popular ones being pickleball, fitness and other recreational activities.

The variety of recreation opportunities for older adults and seniors in Penetanguishene should be expanded over time, including active programs such as pickleball. The use of multi-purpose space that can be programmed for various activities (for different age groups) throughout the day is preferred over dedicated seniors' space that sits idle on evenings and weekends. A focus should be placed on using the Town's multi-purpose spaces to deliver an enhanced level of seniors programs through both direct and partnered delivery. This vision would be best supported by a multi-use recreation centre that includes a gymnasium and indoor walking track, although additional program capacity also exists within the PMCC.

Recommendation

8. Expand drop-in and registered programs for older adults and seniors over time through the use of existing and/or new multi-purpose spaces (e.g., program rooms, halls, gymnasiums, etc.). Dedicated space for seniors is not recommended. The Town may consider partnering with community organizations to deliver high quality responsive services to this age group.

7.8 Indoor Aquatics

The Town does not operate a public indoor swimming pool, but has a partnership with the Waypoint Centre for Mental Health to offer swimming lessons on weekends, with staffing provided by the Town. An indoor pool is also available at the Midland YMCA, along with a small therapy pool at Georgian Village and Manor (both are membership-based).

Swimming is one of the more popular recreational activities as it appeals to all age groups and promotes the development of an important life skill, particularly in waterfront communities such as Penetanguishene. The online questionnaire found that 20% of respondents requested an indoor pool as a part of a new or renovated recreation centre – although it was not listed as an option – suggesting that there is considerable local interest. While the Waypoint Centre is largely meeting needs for swimming lessons and the Georgian Village facility addresses therapeutic and low impact activities, both pools are unable to accommodate weekday swimming, as well as larger seniors' swims or aquafit programs that are popular in many communities.

Despite interest from the public for an indoor pool, they are seldom operated by small to mid-sized municipalities as they can be highly expensive and require significant capital and operational outlays. In

fact, municipal indoor pools are generally assured of running an operational deficit year-to-year, even in the largest markets. Municipal indoor pools require annual subsidies typically ranging from \$400,000 to \$700,000 depending on the type of pool and the market they serve. Depending on the site and pool design, construction costs are likely to exceed \$12 million. Furthermore, some municipalities have reported challenges in staffing life guards – particularly in communities without a post-secondary institution – due to the commitment and cost required for certification and training. The decision to construct a municipal pool is generally made from the perspective that community benefit will outweigh the financial loss as such as initiative would result in a sizable tax increase for residents.

Penetanguishene's population – both now and into the future – is insufficient to support a municipally-operated indoor aquatic centre without suitable partnerships or offsetting financial contributions. A minimum population of 30,000 residents is a common threshold at which many communities begin considering the provision of an indoor aquatic centre (the Town's population is projected to reach 11,400 by 2031), while a population for a financially sustainable operation can be closer to 40,000 or more.

Given Penetanguishene's relatively small population base, likely impact on municipal resources, competing priorities, and regional supply, a municipally-provided indoor pool is not recommended at this time. The current agreement to access the indoor pool at the Waypoint Centre for Mental Health is a unique and cost effective partnership that is meeting the instructional swimming needs of most residents. It is recommended that the Town seek to continue to maintain this partnership as recommended in the 2014 Recreation Master Plan, and that continued community access to the Georgian Village therapy pool be encouraged.

Recommendation

9. Continue to facilitate swimming lessons by maintaining public access to the swimming pool at the Waypoint Centre for Mental Health, which is complemented by therapy and low impact aquatics at Georgian Village. Although a municipal indoor pool is not recommended, expansion potential at a new multi-use recreation facility to accommodate future components is a desirable objective in the event that community needs and provision strategies change.

7.9 Fitness Space

The Town does not operate fitness centres or studios. These facilities are typically provided by private sector operators and the Town does not wish to directly compete with these offerings. The Midland YMCA and other private sector businesses (e.g., Anytime Fitness) are the primary providers of this type of service.

In order to provide accessible and affordable introductory level programs that do not directly compete with other operators, the Town focuses on providing a limited range of adult fitness programs (e.g., bootcamp, dancefit, strength and stretch, chair yoga) that are accommodated within the multi-purpose spaces at the PMCC. Some of these programs are delivered in partnership with others.

Smaller communities such as Penetanguishene generally do not have a sufficient market to support the development and operation of equipment-based fitness centres. Those that do provide this service tend to provide entry-level, basic fitness equipment – often in a turnkey environment – while larger municipalities may provide full-service experiences that are comparable to private-sector businesses. Due to the presence of existing fitness providers in the area, municipal entry into equipment-based fitness centres is not recommended. The Town should continue to focus on delivering expanded fitness programming within multi-purpose spaces and within a future gymnasium space.

Recommendation

10. Continue to focus on delivering fitness programming within multi-purpose spaces and within a future gymnasium space. A municipally-operated fitness centre is not recommended.

7.10 Tenants and Leased Space

It is not uncommon for communities to offer leasable floor space within an indoor multi-use recreation facility as this approach provides an opportunity to enhance its role as a community hub offering accessible services at a single site. These spaces generally have lower operating costs and may provide some form of revenue, depending on the terms of the agreements. The Town currently leases space at the PMCC to the Sports Hall of Fame and a concession operator. Regardless if the Town decides to remain at the current location or develop a new multi-use recreation facility, it is recommended that these uses be accommodated within the Town's future plans.

Direction for pursuing and managing potential partnerships is contained in the next section of this report.

Sports Hall of Fame

Originated in 1987, the Penetanguishene Sports Hall of Fame was housed at various sites until it moved into Penetanguishene Memorial Community Centre in 2004. When the Centre was renovated and expanded in 2007, the Hall of Fame transitioned to its current 1,600 square feet space immediately inside the Centre's main entrance plus a shared office space (the office space is subject to a five-year lease agreement expiring in 2022) and 1,600 square feet of storage on the Centre's lower level. Through fundraising efforts and a Trillium grant, the Hall organizing committee contributed \$425,000 toward the Memorial Community Centre's expansion project. As part of its agreement to lease office space, the Hall also contributes to ongoing capital projects at the PMCC in collaboration with the Town.

The Sports Hall of Fame is entirely operated by volunteers who curate the artifacts, supervise the display areas, frequently exchange the displays to maintain the public's interest and undertake interviews with inductees that are videoed and played at the Hall on a rotating loop basis. The professionalism of the Hall of Fame's presentation space as well as its attention to detail has earned its reputation as a stellar example of a how a community-based sports hall of fame should be developed and operated.

Should the Town develop a new recreation complex, the Sports Hall of Fame would like to part of the project. In this eventuality, Hall officials request they be allocated 2,000 to 2,500 square feet of display space (more than their current 1,600 square feet) plus an adjoining office and "same floor storage space" of approximately 1,500 square feet. Additionally, the Sports Hall of Fame would require access to a large event space to accommodate its bi-annual induction celebration as well as fundraising events such as its popular fish fry. Access to a boardroom for meetings and other smaller events would also be required. While it is anticipated that the organization would seek to extend the current arrangement at a new facility, the terms of this agreement will require further discussion and negotiation.

Concession

It is anticipated that there will continue to be sufficient demand for a concession associated with the arena and recreation centre. If moving to a new facility, the Town may decide to offer this service directly or contract it out. This decision should be influenced by customer satisfaction levels and an analysis of risks/costs and benefits.

Other Spaces

The stakeholder consultation program yielded requests for a pro shop to support an ice rink within a future multi-use recreation centre. This is a typical element in many facilities, particularly twin pad arenas that attract higher levels of use. Community operators – sometimes affiliated with an existing retail business – are common, although hours may be limited to busier times to improve profitability.

Other spaces that may be considered closer to the detailed design stage of a new multi-use recreation centre include retail space for wellness services (e.g., physiotherapy, etc.) and office space for local minor sports organizations. The Georgian Bay Metis Council also expressed interest in leasing space within a new recreation centre to support their health, wellness programs, and cultural education programming. The Council is seeking 7,000 square feet (office, storage, boardroom, program rooms), with access to other spaces such as gymnasium and outdoor space. Additional discussions would be necessary should the Town wish to consider a partnered approach.

Recommendation

11. Consider incorporating leasable floor space within a future multi-purpose recreation facility for civic partners and complementary services that are consistent with the Town's values and vision for meeting the needs of the community. Examples include local sports associations, Penetanguishene Sports Hall of Fame, concessions, retail pro shop, etc. Ensure that formal agreements are established to guide responsibilities and obligations.

Section 8: Proposed Concepts & Financial Analysis

This section examines strategies for updating the Town's indoor recreation infrastructure through the replacement and/or retrofit of the Penetanguishene Memorial Community Centre and Penetanguishene Curling Club, including:

- facility provision options;
- space programme and concept plans;
- capital cost estimates; and
- operating cost analysis.

8.1 Facility Options

Summary of Facility Components

The previous sections of this report contributed to a needs assessment that supported the following components within a possible future multi-use recreation centre:

Core Components

1. Ice Rink (single pad)
2. Indoor Walking Track
3. Gymnasium
4. Multi-purpose Program Space (large hall, activity studio, boardroom)
5. Sports Hall of Fame
6. Tenant Space (e.g., pro shop, concession)
7. Support Space (e.g., offices for Town facility/parks/customer service staff, sport group offices, storage, work rooms, etc.)
8. Future expansion space (components to be determined)
9. Outdoor amenities (amenities to be determined)

Optional or Phased Components

(contingent on partner participation, closure of existing facilities, and/or future community needs)

10. Curling rink (~5 sheets)

Some of the components listed above are existing and could be addressed through reinvestment, while others (e.g., gymnasium, indoor walking track, etc.) would only be achievable through new construction as expansion of the existing facilities is not feasible.

Facility Provision Options

The Town has several options for addressing all or some of these needs, each of which has distinct benefits and outcomes. The options are defined below and examined in further detail throughout this section.

Table 11: Recreation Facility Provision Options

Option	Description
<p><u>Option 1: STATUS QUO</u> Actively maintain the PMCC (arena) and/or PCC (curling) facilities</p>	<p>Under this option, the Town would reinvest in both the PMCC and PCC to extend the lifespan of these facilities as long as possible.</p> <p>As expansion is unlikely, the improvements would have limited ability to accommodate new or expanded uses. Renovations could occur at once or over time, depending on priority and logical phasing.</p>
<p><u>Option 2a: NEW BUILD</u> Develop a New Multi-use Recreation Centre (<u>with</u> curling) to Replace the PMCC and PCC</p>	<p>Under this option, a new multi-use recreation centre would be built to replace the PMCC and PCC, and to add new components such as a gymnasium and walking track.</p> <p>This would allow both the PMCC and PCC buildings to be removed from service and used for other purposes as determined by Council.</p>
<p><u>Option 2b: PARTIAL NEW BUILD</u> Develop a New Multi-use Recreation Centre (<u>without</u> curling) to Replace the PMCC</p>	<p>Under this option, a new multi-use recreation centre would be built to replace the PMCC, and to add new components such as a gymnasium and walking track.</p> <p>This would allow the PMCC to be removed from service and used for other purposes as determined by Council.</p> <p>The PCC would remain in service (but would require additional capital investment), or the curling club would be free to pursue other options independent of the Town.</p>
<p><u>Option 3: HYBRID APPROACH</u> Develop a New Multi-use Recreation Centre (<u>without</u> curling) and Repurpose the PMCC as a Curling Facility</p>	<p>Under this option, a new multi-use recreation centre would be built to replace the PMCC, and to add new components such as a gymnasium and walking track.</p> <p>This would allow the PMCC to be renovated and repurposed for curling, and allow the PCC building to be removed from service and used for other purposes as determined by Council.</p>

Each of the above options are examined in more detail in the next section. The following identifies some key factors that the Town may consider in deciding between the various options.

The PMCC was built 67 years ago and the PCC 48 years ago. A facility’s age generally influences its cost of operation and can be used to determine the funds required to maintain the building in good repair. The end of life of these facilities is not known, but assumed to be a 20-year window.

At the same time, communities are increasingly supporting the consolidation of recreation amenities through the provision of multi-use and multi-generational facilities. Locations that accommodate various activities simultaneously are not only more convenient for residents within urban areas, but they also create activity hubs that are critical to the vitality and health of a community. Multi-use centres become local destinations that can revitalize communities, as they generate a critical mass that can encourage greater physical and economic activity. Capital and operational cost efficiencies are also key advantages and the opportunity to incorporate ‘green’ technologies cannot be overlooked. These and other aspects of the options are discussed in the following table.

Table 12: Considerations for Renovating versus Building New

STATUS QUO (Option 1)	NEW BUILD (Option 2)
Investment in the PMCC and/or PCC will serve to extend the lifespan of the facilities, improve accessibility and augment the users’ experience, but will have no substantive change to the size of the facilities and types of spaces due to site constraints. It will also not address other functional deficiencies of the existing facilities, such as the number and size of the change rooms, limited parking, and lack of other contemporary amenities (e.g., dryland training, walking track, etc.).	A new multi-use recreation centre would modernize the Town’s recreation infrastructure (including a single ice pad and possibly curling rink) and add new activity space through the provision of a gymnasium and indoor walking track. Additional partnership opportunities would also be considered. This option would also have the potential to consolidate all ice users at a single facility (arena and curling), creating economies of scale.
<p><u>Advantages of Status Quo</u></p> <ul style="list-style-type: none"> • Initial investment is typically much less than a new build • Maximizes use of existing site and infrastructure • Extends lifespan of a longstanding community facility 	<p><u>Advantages of a New Build</u></p> <ul style="list-style-type: none"> • Superior facility lifespan • Energy efficient systems • Fully accessible and compliant with current building codes • Lower initial maintenance costs • Purpose-built design that meets client requirements • Greater fundraising potential and use of alternate funding sources • Enhanced use and revenue potential
<p><u>Disadvantages of Status Quo</u></p> <ul style="list-style-type: none"> • Facility lifespan inferior to new build • Design may be compromised or constrained by scope of renovation • Compliance with accessibility and building code may only apply to renovated space • Does not address deferred/ongoing maintenance costs for non-renovated spaces/systems • Greater potential for unanticipated issues and cost over-runs • Greater potential for a service disruption during renovation stage 	<p><u>Disadvantages of a New Build</u></p> <ul style="list-style-type: none"> • Greatest initial investment • Higher cost may require financing or cause deferral of other capital projects • Additional carrying costs for decommissioned facility (depending on decision to close or repurpose)

As the Town plans to invest in arena and recreational infrastructure, it is important to develop a strategic approach that is aligned with community priorities. One of the objectives should be to provide facilities that contain appealing spaces, features and amenities and that respond to a broad range of activities. As described below, multi-purpose facilities are typically better able to meet community and individual needs and the Town's overall objectives than single-use facilities.

1. Multi-use facilities can be transformational

Multi-use facilities represent a significant monetary investment. In addition to enhanced service levels, these facilities can have a transformational impact on a streetscape, neighbourhood, community and town. When done right, they can help to address broader economic, health and social outcomes ranging from sport tourism to community revitalization and beyond.

Investment in recreation facilities should be part of a larger vision for the Town as this can provide significant benefits to the local quality of life and economic success. Quality recreation opportunities are known to be key factors that attract and retain residents and business.

2. Multi-use facilities are more efficient and provide value for money

On a per square foot basis, larger facilities are typically more cost efficient to build and operate than single-use venues due to economies of scale. Operationally, multi-use facilities allow for efficient use of resources for facility operation through staffing, support spaces (reception, lobby, parking, etc.) and more. Modern facilities are also more energy efficient and require less short-term maintenance.

3. Multi-use facilities can serve more people and serve as community destinations

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

Conversely, smaller facilities tend to be more intimate, allowing for strong local connections. As most are not as well utilized as larger facilities, local solutions are often sought to maximize utilization and develop neighbourhood-centric programming.

4. Multi-use facilities attract tournaments and events

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

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

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

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

Through their inclusive and intergenerational spaces, larger facilities allow for cross-programming, allowing for multiple family members to participate at one time (e.g., skating, walking the track, drop-in

activities, programs, etc.). A lack of free time is a persistent barrier to participation and multi-use facilities are an effective mitigating measure as they offer multiple opportunities for people of all ages (often simultaneously, which is a key benefit for families that are time-pressed).

6. Multi-use facilities can support longer operating hours

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

7. Multi-use facilities offer more opportunities for year-round use

Many older arenas are used for approximately six months of the year and sit vacant for the summer months as they were not designed for warm-weather use. Some – like Penetanguishene – are well used for events or dry floor activities, or extend the ice season into spring or fall.

Arenas directly serve a minority of the Town’s residents, though the number rises when family members and spectators are included. Like all public facilities, arenas have the potential to provide access to a broader range of recreational and community activities that can be enjoyed by people of all ages, abilities and interests. The role that these facilities play in the community can be amplified through various upgrades, programs, events and neighbourhood involvement, making them true multi-purpose facilities. Opportunities to enhance community use of arenas throughout the year, co-located with other recreation spaces should be promoted.

Most municipalities are designing new arenas combined with other spaces – such as gymnasiums, pools, indoor turf fields, activity rooms, etc. This has become the standard in Canadian municipalities and is one that should be considered for Penetanguishene as it plans its arena replacement strategy.

8. Multi-use facilities allow for co-located services and partnerships

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

9. Multi-use facilities are more flexible and responsive to changing trends

The Town’s existing facilities are largely single-purpose venues – they are not truly multi-use. The extra space afforded by larger facilities translates into improved flexibility for changes season-to-season and year-to-year as trends and programming needs evolve. Combined with the application of contemporary standards and thoughtful design, this increases the facility’s relevance and longevity. From an arena perspective, flexible multi-purpose spaces are highly desirable for dry-land training, tournament support and meetings. The most common amenities that users typically request for flexible spaces include storage, durable flooring, kitchen access, wall mirrors and expansion potential.

10. Multi-use facilities promote physical activity, social wellbeing and inclusion

Communities are increasingly placing a priority on robust, highly functional public spaces that are fully accessible. The Accessibility for Ontarians with Disabilities Act, 2005 (AODA) requires that municipalities remove physical barriers within municipal facilities by 2025, particularly with respect to entrances, elevators, washrooms, etc.).

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

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

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

8.2 Space Programme & Concept Plans

Note: Capital and Operating costs for each option are contained in Sections 8.3 and 8.5.

Status Quo (Option 1)

Actively maintain the PMCC (arena) and/or PCC (curling) facilities

Under this option, the Town would reinvest in both the PMCC and PCC to extend the lifespan of these facilities as long as possible. As expansion is unlikely, the improvements would have limited ability to accommodate new or expanded uses. Renovations could occur at once or over time, depending on priority and logical phasing. The various advantages and disadvantages of renovating versus building new are addressed in the previous section.

PMCC (Arena, Hall and Sports Hall of Fame)

The PCC was built in 1954 and the 2017 Building Condition Assessment (prepared by FCAPX) rated the facility to be in “poor” condition. Structurally, the facility is in good condition and has been well maintained; however, many of its components have reached the end of their lifecycle and require repair or replacement. Short-term investments in the roof (membrane replacement) are likely to be undertaken, which will help to extend the facility’s lifespan for the short-term while the Town formalizes plans for the facility’s renovation or replacement.

Table 13: PMCC Limitations and Possible Upgrades

Limitation	Description	Resolution
Lifecycle Investment	Facility requires short-term repairs and replacement of roof membrane, HVAC, lighting, concession and kitchen items, condenser, etc.	All necessary lifecycle items would be addressed through a comprehensive renovation or on an as-needed basis
Ice Pad Size	Ice pad is undersized by current standards (20 feet too short, 5 feet too narrow)	Cannot be addressed through a renovation
Ice Quality	Current ice quality is acceptable; however, ice slab and refrigeration lines are beyond their lifecycle	Full ice slab replacement is not anticipated until signs of failure are present

Limitation	Description	Resolution
Change Rooms	Insufficient/inadequate change rooms and showers	Cosmetic upgrades could be completed; enlargement or additional change rooms would only be possible through a building expansion, which is unlikely
Gender Equity	Lack of gender-neutral washrooms and change rooms	Additional change rooms would only be possible through a building expansion, which is unlikely
Staff Space	Lacks adequate work and office space for parks and recreation staff	Additional work space would only be possible through a building expansion, which is unlikely
Added Amenities	Lack of additional amenity spaces commonly found in contemporary arenas and multi-use facilities, such as a walking track, dryland training space, larger lobby	Cannot be addressed through a renovation
Parking	Insufficient parking during large events	Cannot be addressed through a renovation
Seating	Many people find the aluminum seating uncomfortable	Replacement seating could be addressed through a renovation
Operations	Need for custom ice resurfacers due to low ceiling height; potential entrapment concern relating to refrigeration room (external exit only)	Not feasible to address through a renovation

PCC (Curling)

The PMCC was built in 1973 and the 2019 Building Condition Assessment (prepared by GHD) rated the facility to be in “poor” condition. Structurally, the facility is in good condition and is well maintained; however, repairs and capital replacement are necessary due to the facility’s age.

Table 14: PCC Limitations and Possible Upgrades

Limitation	Description	Resolution
Barrier-free Accessibility	Access to curling surface and lower level are not barrier free; lacks a lift and automated door openers	Door sensors and lift would be addressed through a renovation
Ice Plant	Ice plant upgrades are needed; the Club has secured a grant to offset a portion of the ice plant (header and dehumidifier) replacement	This and other priority lifecycle items would be addressed through a renovation
Washrooms	Insufficient washrooms for major capacity events	Would require building expansion – not a priority for renovation

New Build (Option 2)

**Develop a New Multi-use Recreation Centre (with curling) to Replace the PMCC and PCC; or
Develop a New Multi-use Recreation Centre (without curling) to Replace the PMCC**

Under this option, a new multi-use recreation centre would be built to replace the PMCC and/or PCC, and to add new components such as a gymnasium and walking track. This would allow both the PMCC and/or PCC buildings to be removed from service and used for other purposes as determined by Council.

Option Variants

There are several options for the Town to consider in a new multi-use recreation centre. The key differentiators are the number of ice pads (and inclusion of curling), number of seats (there are approximately 800 seats in the PMCC, plus about 200 standing room), and number of levels – all of which have cost implications. Options considered through this study include:

Option 2a: replacement of both the PMCC and PCC:

- **2a.1:** spectator rink with 500-600 seats on one level; community rink designed for hockey/skating
- **2a.2:** spectator rink with 800-1000 seats on two levels; community rink designed for hockey/skating
- **2a.3:** spectator rink with 800-1000 seats on two levels; community rink designed for curling

Option 2b:

- replacement of the PMCC, while keeping the PCC in service or allowing the curling club to pursue other options independent of the Town

In addition, consideration may also be given to locating **outdoor recreation facilities** at the site of the proposed recreation centre, such as an outdoor skating rink. Identification of the type, scale, and quantity of outdoor facilities is outside the scope of this study and should be determined through further consultation with the community and stakeholders.

Lastly, under this option, the **PMCC** would no longer be required for arena or community use. Short-term uses such as storage, municipal public works use, or third-party lease may be considered if deemed feasible. Should the property be deemed surplus and sold, funds from the sale should be used to finance a capital reserve for future recreation facilities.

The needs assessment only found demand for one ice pad for hockey/skating; however, growth in the Town may support a second ice pad in the long-term (beyond 2040). For this reason, a second ice pad is being evaluated in Option 2a.

Under this scenario, this second ice pad could be used for curling until such time as it is required to meet long-term needs for other ice sports. It is important to note that the ability to permanently convert the rink to accommodate ice sports means that it would be over-built from a basic curling facility – which does not require the same pad length or ceiling height – and would also incur additional operating costs in the interim.

Space Program

Approximate sizes for each of the recommended facility components have been identified below. The space programme should be considered preliminary and subject to change during future stages of the project. Further refinement of this program is recommended prior to the facility's initial construction.

Unless otherwise noted, all components include the gross floor area, which includes exterior and interior wall assemblies, mechanical supply, return and transfer shafts, plumbing chases. Sizes are approximate and to be confirmed at the design stage, along with partnered components.

Table 15: Gross Floor Areas for Various New Build Options

Component	Estimated Square Footage			
	Option 2a.1	Option 2a.2	Option 2a.3	Option 2b
Spectator Arena Ground Floor	45,400	45,800	45,800	44,600
Spectator Arena Second Floor / Walking Track	8,000	14,400	14,400	14,400
Community Arena	30,000	31,900	n/a	n/a
Curling Club	n/a	n/a	19,250	n/a
Program Component (see below)	22,828	22,828	22,828	22,828
Total Area	106,228	114,928	102,278	81,828

Table 16: Detailed Gross Floor Area for Program Component (common across all options)

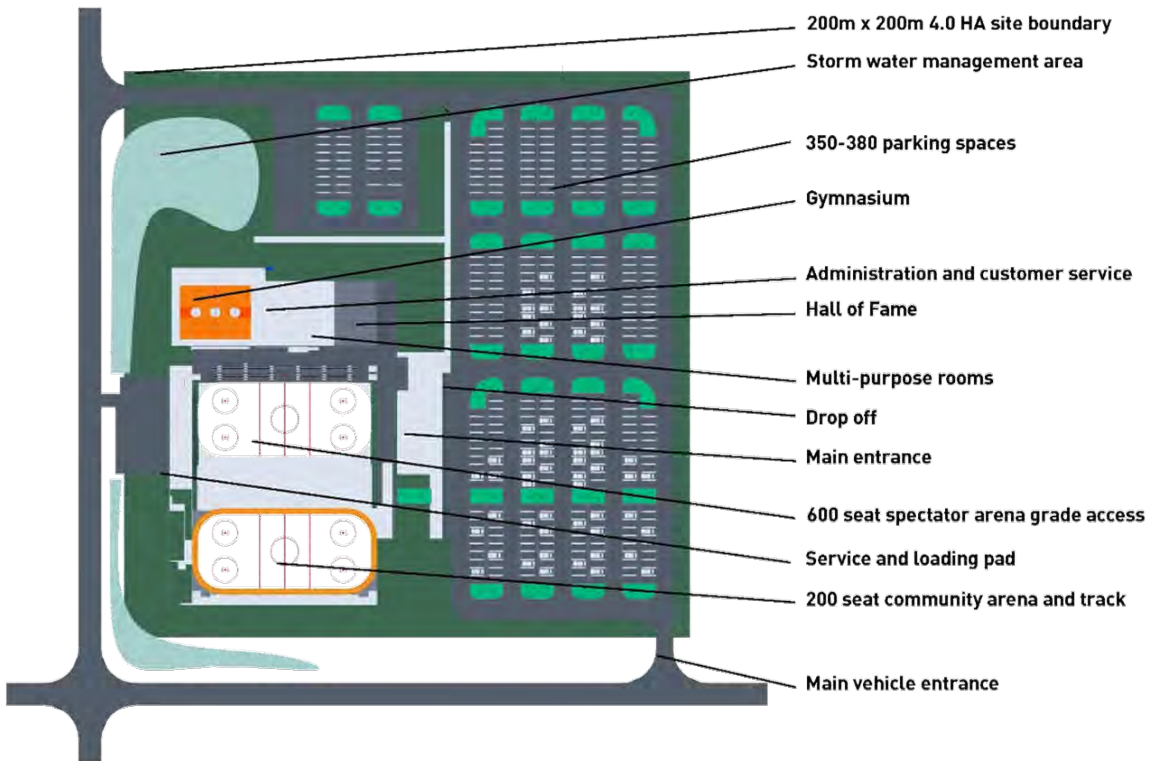
Detailed Program Component	Sq.Ft.
Multi-Purpose Hall, Kitchen & Storage	3,050
Multi-Purpose Activity Room	1,200
Multi-Purpose Room	600
Gymnasium, Change Rooms & Storage	6,800
Hall of Fame Displays, Storage & Office	4,100
Administration Offices	1,800
Washrooms (Gender and Universal)	500
Mechanical & Electrical Rooms	1,800
Total Area – Program Component	22,828

Detailed space programs for the various new build options – outlining space allocations for items such as arena team rooms, concessions, office space, storage, mechanical rooms, site works, etc.– are contained in **Appendix B**.

Concepts and Site Plans

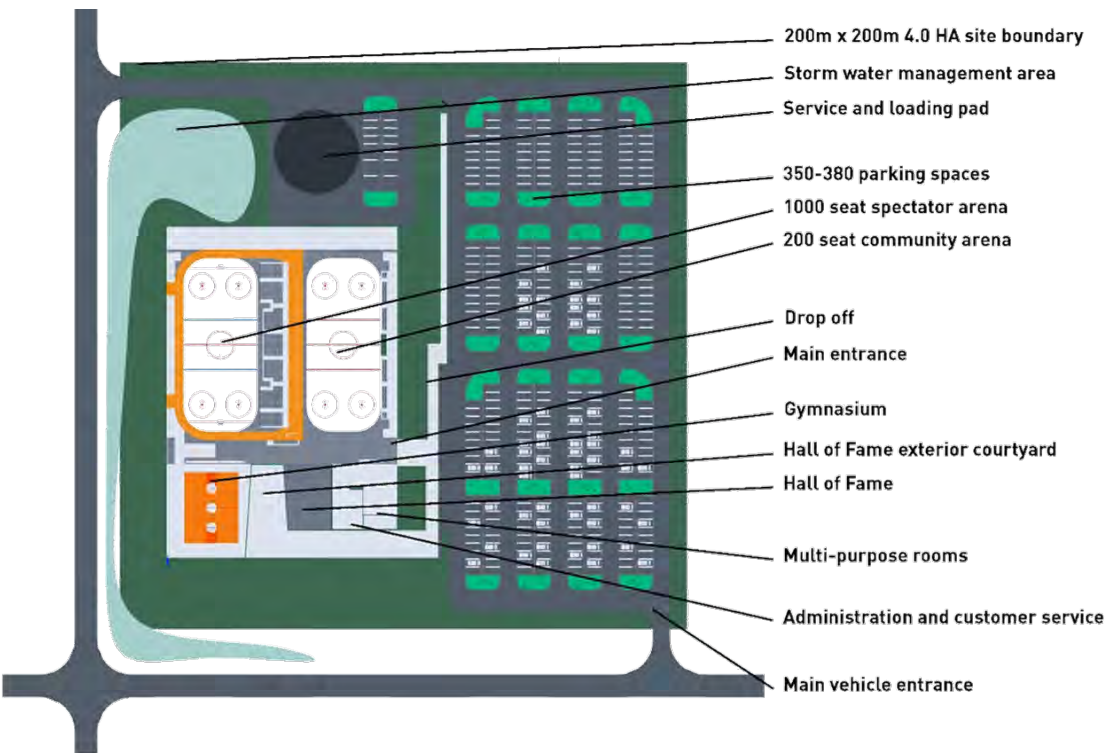
Each of the new build options have been drawn on a generic 4-hectare (10-acre) site to show massing and site requirements. These are conceptual layouts for illustrative purposes only. Concept plans are contained in **Appendix C** and arena seating illustrations are contained in **Appendix D**.

Figure 20: Preliminary Site Plan – Option 2a.1



600 Spectator arena and community area, single level

Figure 21: Preliminary Site Plan – Option 2a.2



800-1000 Spectator arena and community arena

Figure 22: Preliminary Site Plan – Option 2a.3

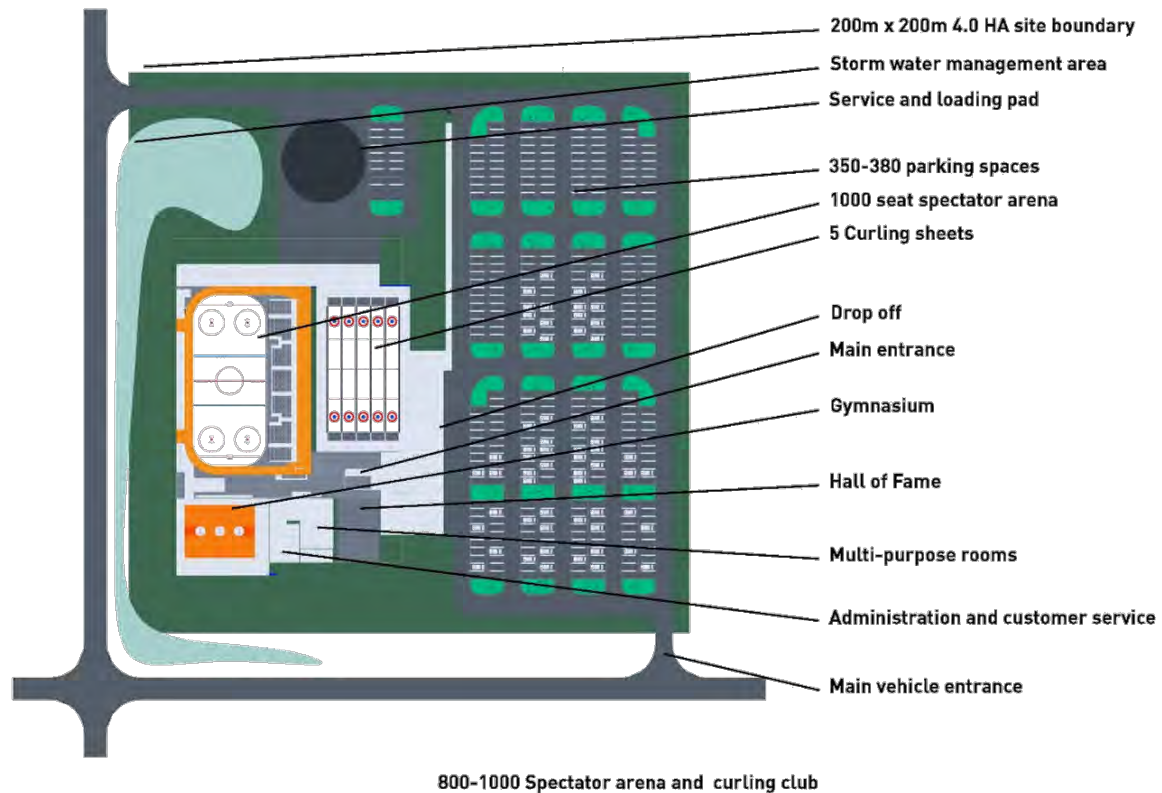
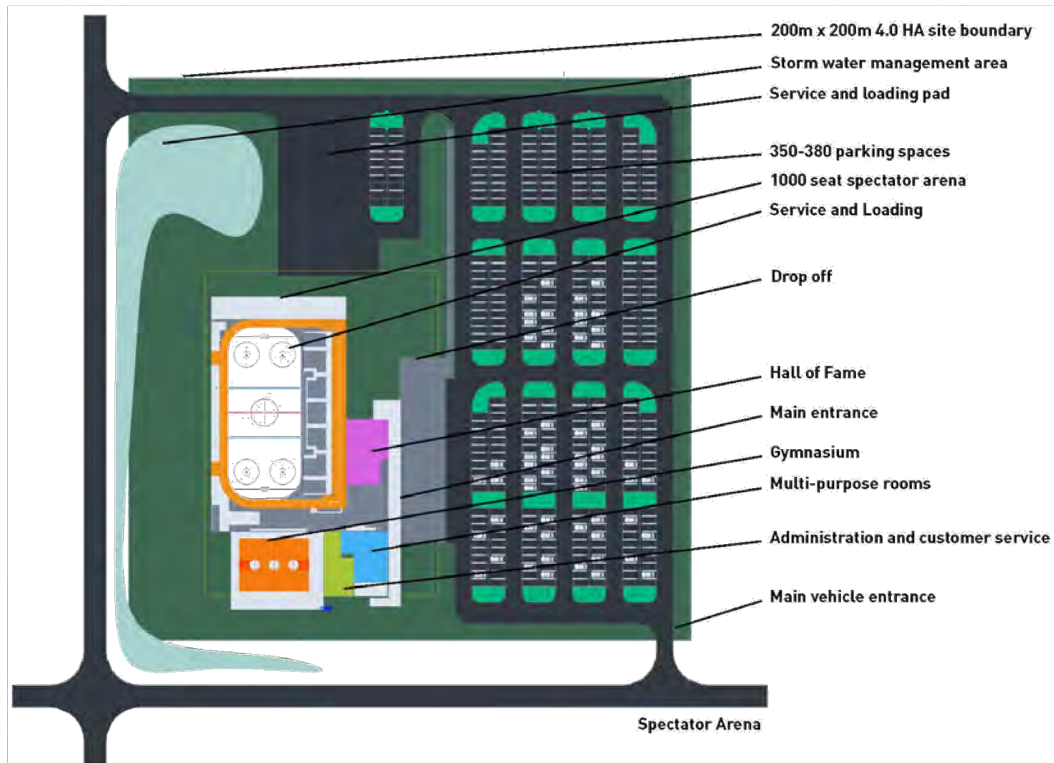


Figure 23: Preliminary Site Plan – Option 2b



Hybrid Approach (Option 3)

Develop a New Multi-use Recreation Centre (without curling) and Repurpose the PMCC as a Curling Facility

Under this option, a new multi-use recreation centre would be built to replace the PMCC, and to add new components such as a gymnasium and walking track. This would allow the PMCC to be renovated and repurposed for curling, and allow the PCC building to be removed from service and used for other purposes as determined by Council.

The space program for the new build portion of this scenario is identical to Option 2b. The added element of this scenario is the repurposing of the PMCC to curling. Concept plans have not been developed for the repurposing component as this would be premature until such time as the Town considers this option further. **In deciding whether or not to assess this as a valid option worthy of further evaluation, it is recommended that that Town consider the following opportunities and challenges.**

Table 17: Potential Opportunities and Challenges with Repurposing the PMCC as a Curling Venue

Opportunities	Challenges
1. re-use of existing structurally sound PMCC facility (rather than demolition)	1. building is aging and requires more ongoing maintenance than a new build (e.g., roof, ice plant, parking lot, etc.)
2. possibility of maintaining Sports Hall of Fame in current location (tbd)	2. may only be short-term solution
3. re-location of Curling Club away from waterfront as per Town's Strategic Plan	3. level of amenity may be below existing PCC
4. continued availability of Brian Orser Hall and meeting rooms	4. PMCC is larger and likely to result in greater operating costs (utilities) than the PCC
5. ability to maintain summer uses (ball hockey and lacrosse)	5. fewer synergies and efficiencies than a multi-use recreation centre containing curling
6. appropriately sized for 5 curling sheets and lounge, with ample parking and existing seating for events	6. community and club support of this option is unknown
7. less costly than building new	7. potential competition between Club and Town for room rentals
	8. cost and extent of interior renovations unknown

8.3 Capital Cost Analysis

Order of magnitude costs for each building option are presented below. All budget estimates contained in this report are in 2021 Canadian dollars. Budgets for future years should be increased to account for such factors as inflation conditions in the construction industry. While the amount of this increase is speculative, we suggest a minimum of 5% per year for budgeting purposes.

It bears noting that construction costs can vary significantly due to instability of material costs, labour costs, and other economic factors. The estimates in this report represent a basic level of building construction and finishes. This budget is based on a very preliminary concept only and should be considered as a Class D budget (+/- 20%). As a result of these factors, sizable contingencies have been applied which, depending on the Town's expectations and external pricing factors, may be able to be refined at the next stage of the process. The cost estimates exclude land acquisition, environmental remediation, project management, inflation/escalation, and capital financing.

Status Quo (Option 1)

Actively maintain the PMCC (arena) and/or PCC (curling) facilities

Exclusive of any upgrades, lifecycle costs for the PMCC to 2037 are estimated at \$4,600,000 in current year dollars¹³. These costs should be escalated by 30% to account for contingencies and soft costs (e.g., engineering and consulting fees, testing and inspection, furniture, fixtures and equipment, etc.). This results in an estimate of \$6,000,000, plus inflation.

Exclusive of any upgrades, lifecycle costs for the PCC to 2039 are estimated at \$875,000 in current year dollars¹⁴. Accounting for soft costs (30%), this estimate increases to \$1,115,000, plus inflation. The Town may not be responsible for all of these costs; by the terms of the agreement, the Town is responsible for exterior maintenance and will cost share on capital projects as agreed upon. The Town's budget currently contains a \$5,000 capital annual placeholder.

The total project cost to maintain the PMCC and PCC to 2037/39 is \$7,115,000. This assumes that the buildings can be kept in a structurally sound condition and remain operational, barring any unexpected system failures. This estimate only represents the straight "like for like" component replacement cost and costs for upgrades – such as barrier-free accessibility, energy efficiency, additional change rooms, staff space, or other amenities – are not included in this estimate.

Table 18: Order of Magnitude Capital Costs for Maintaining Existing Facilities

Option	Description	Order of Magnitude Capital Cost	
		Construction Cost (Building & Site)	Total Project Cost
Option 1	PMCC (Arena) Lifecycle Requirements	\$4,600,000	\$6,000,000
	PCC (Curling) Lifecycle Requirements	\$875,000	\$1,115,000
	Total Costs	\$5,475,000	\$7,115,000

¹³ These costs – initially identified in the 2017 Building Condition Assessment and totalling \$3,860,000 – have been escalated by 4.5% per year from 2017 to 2021.

¹⁴ These costs – initially identified in the 2019 Building Condition Assessment and totalling \$800,000 – have been escalated by 4.5% per year from 2019 to 2021.

New Build (Option 2)

**Develop a New Multi-use Recreation Centre (with curling) to Replace the PMCC and PCC; or
Develop a New Multi-use Recreation Centre (without curling) to Replace the PMCC**

Four new build options are presented below.

Option 2a examines three variations on the same theme – a twin pad facility with walking track, gymnasium hall, program spaces, and Sport Hall of Fame. Two of these sub-options (2a.1 and 2a.2) allow for the community ice rink to be converted from curling to hockey/skating should there be demonstrated demand, while the third option (2a.3) includes a purpose-built curling facility. **These options range in total project cost from \$44.67 million to \$49.10 million, depending on choices pertaining to seating in the spectator rink, number of levels, and design of the second rink.**

Option 2b proposes a smaller new multi-use recreation centre that contains a single pad facility with walking track, gymnasium hall, program spaces, and Sport Hall of Fame. In this scenario, curling would remain at the PCC, thus the lifecycle investment costs identified in Option 1 for the PCC have been included. **The total project cost for Option 2b is \$36.70 million.**

Table 19: Order of Magnitude Capital Costs for Various New Build Options

Option	Description	Order of Magnitude Capital Cost	
		Construction Cost (Building & Site)	Total Project Cost
Option 2a.1	Twin pad, track, gym, hall, program rooms (spectator rink with <u>500-600</u> seats on <u>one level</u> ; community rink designed for hockey/skating)	\$38,353,250	\$45,576,713
Option 2a.2	Twin pad, track, gym, hall, program rooms (spectator rink with <u>800-1000</u> seats on <u>two levels</u> ; community rink designed for hockey/skating)	\$41,372,250	\$49,102,376
Option 2a.3	Single pad, curling, track, gym, hall, program rooms (spectator rink with 800-1000 seats on two levels; community rink designed for <u>curling</u>)	\$37,580,750	\$44,674,317
Option 2b	Single pad, track, gym, hall, program rooms (no curling use)	\$29,798,500 (+\$875,000 to maintain PCC) =\$30,673,500	\$35,585,495 (+\$1,115,000 to maintain PCC) =\$36,700,495

Hybrid Approach (Option 3)

Develop a New Multi-use Recreation Centre (without curling) and Repurpose the PMCC as a Curling Facility

Option 3 is similar to 2b in that it proposes a smaller new multi-use recreation centre that contains a single pad facility with walking track, gymnasium hall, program spaces, and Sport Hall of Fame. In this scenario, curling would be relocated to the PMCC, thus the lifecycle investment costs identified in Option 1 for the PMCC have been included. **The total project cost for Option 3 is \$41.59 million.**

Table 20: Order of Magnitude Capital Costs for Hybrid Option

Option	Description	Order of Magnitude Capital Cost	
		Construction Cost (Building & Site)	Total Project Cost
Option 3	Develop a New Multi-use Recreation Centre (single pad, track, gym, hall, program rooms) and Repurpose the PMCC as a Curling Facility	\$29,798,500 (+\$4,600,000 to maintain PMCC) =\$34,398,500	\$35,585,495 (+\$6,000,000 to maintain PMCC) =\$41,585,495

8.4 Design & Construction Considerations

The following are some preliminary considerations to assist the Town in understanding the influence of design decisions on project costs.

Potential impacts of the COVID-19 Pandemic on Facility Design and Costs

The COVID-19 pandemic will directly influence the design, configuration and operation of new recreation facilities. For example:

- Multi-use recreation projects that were originally planned with central administration and ‘control’ points may require de-centralization. Corridors and entrances will be wider, allowing for one-way traffic when required. Individual program components like libraries, gymnasiums and day care centres may connect to central lobbies but may also require separate individual entrances with vestibules directly to the exterior for autonomous operation.
- Single level configurations that eliminate elevator use may be aligned with distancing requirements.
- Mechanical systems may have to be zoned to allow some building areas to stay operation while other areas are shut down. For example, many municipalities may keep arenas and gymnasium open for testing and vaccination sites, while other program areas such as halls and aerobics rooms are closed. Using public halls for emergency shelter purposes may require plumbing and heating to be operated separately in only a few areas in the building.
- Maximizing air quality will require more dedicated fresh air HVAC units and an increase in naturally ventilated areas. The new plan configurations may evolve to offer more semi-open areas for three-season use, as well as sheltered outdoor areas for programs.
- Air filtration and cleansing systems like bio-polar ionization units can reduce the aerosolized transmission may be connected to building-wide HVAC systems.
- New material and finish choices that stand up to frequent cleaning and disinfectant use will be required.

Furthermore, the cost of construction may be influenced by the length and severity of the pandemic.

Prior to COVID 19, we noted cost increases in some key materials and assemblies including concrete forming, concrete and reinforcing. This was due to increased demand on a North American wide scale as well as local demand elevated by residential and infrastructure/transit construction. We also noted increased demand for structural steel, steel studs and gypsum board.

The current market appears to still have some equilibrium between reduced material supply offset by aggressive tendering by general and sub-contractors. However, we do anticipate greater construction cost uncertainty. Continued additional waves of the original or variant disease may result in prolonged

inefficiencies in field construction, with difficulty in maintaining required distancing. Factory production, especially for mechanical units, pumps, electronic components and controls has been reduced.

In addition, relaxation of restrictions or a positive result of the vaccination program may result in a sharp increase in demand. We are anticipating a possible rebound in the North American market and this will have an effect on local construction pricing.

We would recommend anticipating increased contingencies for construction costs and monitoring of escalation percentages in the next year in order to be able to adjust projected program gross floor areas and budgets.

Sustainable Building Design Considerations

The Town of Penetanguishene is recognized as a leader among small municipalities in responding to the challenges of the 21st century to create and maintain a sustainable community. In January 2018, the town demonstrated leadership by committing to taking action on climate change and approved a model resolution to join the Federation of Canadian Municipalities (FCM) Partners for Climate Protection (PCP) program.¹⁵ In 2019, the Town Climate Change Action Plan was prepared and adopted by Council, supporting results-driven action towards corporate and community GHG reduction targets.

The design for a new Penetanguishene Arena and Recreation Centre has the potential to be developed within a broader community sustainability framework, meeting high municipal goals for civic infrastructure. Ever-improving building code requirements have set a good baseline for our modern buildings but fall short of meeting national and international commitments to have net zero emissions operationally by 2050 (Canada's Paris Climate Agreement obligations). With these future goals in mind there are several recreation-centric design approaches and strategies the new Penetanguishene Arena and Recreation Centre can take that may meet or exceed local municipal ambitions.

Passive design approaches should be prioritized first. Elements such as a high-performance envelope (including triple glazing), optimized window-to-wall ratio, exposed thermal mass, below grade insulation and exterior solar shading help to fundamentally reduce the demand on the building's active systems. Next comes the approach of minimizing the active mechanical systems and recovering as much energy from the building's exhaust channels (especially on ice refrigeration systems), for reuse throughout the facility. Here the separation of ventilation from heating and cooling is just the beginning step to designing how occupant comfort is delivered while minimizing the building's operational footprint.

From a site sustainability perspective, it will be important to have the building design utilize regenerative design principles through sympathetic connections to the local biome and climate, intended to increase naturalization of the site and increase biodiversity. These biophilic optimizations are the softer elements of a highly sustainable building and add to the aspects of achieving a carbon neutral positioned building. Features like stormwater reuse, permeable paving, connections to pedestrian and trail systems and even electric car and transit emphasis all help in strengthening a holistic design aimed at maximizing community impact while minimizing the project's environmental footprint.

¹⁵ Sustainable Severn Sound. <https://www.sustainablesevernsound.ca/climate-change/municipal-action-plans/penetanguishene/> Accessed February 22, 2021

The Arena and Recreation Centre project can achieve sustainability and conservation by developing a preliminary concept design checklist including elements such as:

Protection and Enhancement of the Natural Environment	Conservation and Energy	Design for Complete Communities
<ul style="list-style-type: none"> - Support community gardens - Protect and replace existing tree canopy - Protect soil quality - Specify street trees and natural self-sustaining vegetation - Reduce the heat island effect, specify green and 'cool' roofs - Enhance bird friendly design in elevations and shielded lighting - Enhance water quality 	<ul style="list-style-type: none"> - Low-tech building location and orientation fundamentals - High performance building envelope - High efficiency mechanical equipment - Integrated heat recovery - Passive lobby ventilation - Advanced building automation system and controls - Maximize water efficiency with low flow fixtures - Rainwater harvesting and reuse - Smart meters 	<ul style="list-style-type: none"> - Support pedestrian networks and connectivity - Add streetscape amenities - Abundant, covered bicycle parking - Carpool and ride share parking spaces - Electric vehicle parking and charging areas - Accessible parking areas - Universal design and accessibility - Waste reduction and recycling programs - Education and information program

Other Influences on Construction Costs

In addition to those items discussed above, from our experience, we have found the following factors will affect the tenders and the ultimate construction costs of most public building projects, especially those delivered through a competitive bidding process.

- Prevailing **market conditions** have the most important effect on pricing. Ideally, there must be adequate competition among general contractors and sub-contractors to maintain reasonable overheads and profits. Prices are always higher when construction activity is brisk. Similarly, a shortage of labour or materials will also adversely affect prices.
- **Design characteristics** will affect the design. As with most things, simplicity is less expensive (e.g., single-level buildings are less expensive than multi-floor buildings). Obviously, the cost and quality of individual building materials and systems will affect the overall cost. Prefabricated metal buildings are less expensive than the existing masonry and concrete arena, and shell / tube refrigeration is less expensive than plate / frame systems.
- **Environmental conditions** like weather, soils conditions, and groundwater levels will affect costs. The construction scheduling should be coordinated to minimize winter construction that necessitates temporary enclosures and heating. Similarly, the area of the site least affected by poor bearing capacity and high water table should be chosen, especially for ice slab construction.
- Constructing the project in **phases** will be more expensive than one large project. There is an economy of scale to be gained by reducing contractor and consultant overhead. The overhead for a large project is not proportionately larger than the overhead for a small project.
- **Owner / Stakeholder involvement** at an early stage will contribute to the overall timeliness and program resolution of the project. Rushing the design development / contract document stage of a project will result in a contract that requires more monitoring during construction than one with an adequate design phase. This can result in unforeseen costs.

8.5 Operating Cost Analysis

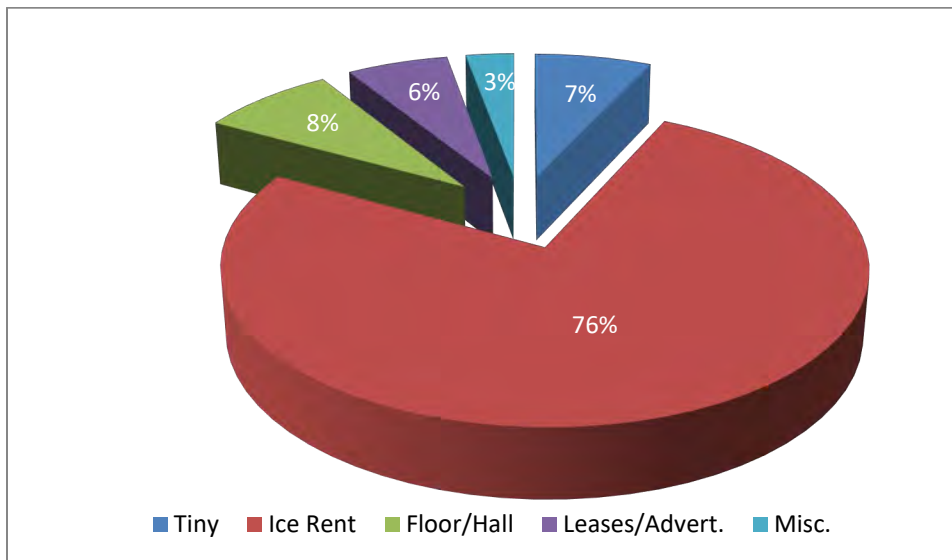
An analysis of the pre-pandemic operating metrics of the Penetanguishene Memorial Community Centre, the Penetanguishene Curling Club and the Penetanguishene Sports Hall of Fame have been used to frame the business plan assumptions. Additionally, comparable information has been applied as necessary from facility components contemplated by certain development options but that do not currently exist in the town.

Penetanguishene Memorial Community Centre

Revenue

- From 2014 to 2019, the majority of PMCC's revenue was generated by ice rentals. In 2019, youth and adult groups' ice rentals represented 76% of total revenue produced at the Centre.
- Over the past six years, adult ice rental revenue declined by 14% while youth rental income has increased by 16%. In total, 2019 ice rental revenue is up 8% from 2014.
- Tiny Township's contribution to the Centre increased by 69% (by slightly more than \$10,000) since 2014.
- All other revenue sources have receded by varying percentages over the past 6 years.
- Total revenue increased by 6% from 2014 to 2019 based largely on increases in revenue produced by youth ice rentals.

Figure 24: 2019 PMCC Revenue Performance

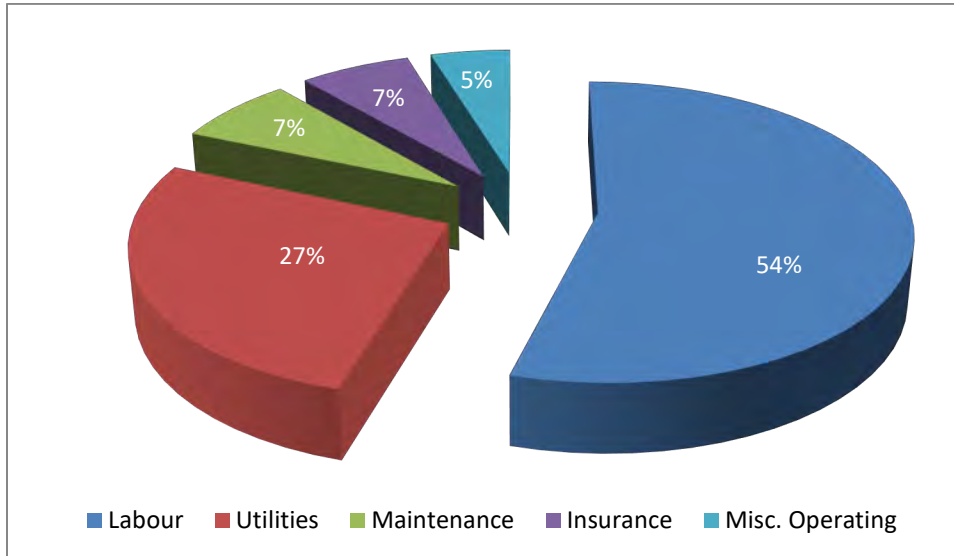


Expenses

- As is the case in most arena operations, labour costs (i.e., full and part time wages and benefits) are the largest cost item at the PMCC. In 2019, this amounted to 54% of the total cost to operate the Centre. Labour costs rose 22% over the past six years.
- As is customary in the arena business, utilities (heat, hydro and water/sewer charges) represent the second most significant cost item in operating the Centre – 27% of total operating costs in 2019. In total, utility charges increased 35% since 2014. The largest increase was in water and sewer charges which escalated by 148% between 2014 and 2019.
- Insurance costs rose 30% over the past six years.

- Maintenance of the building and equipment fluctuates year over year – likely based on the lifecycle status of the various facility components and equipment types.
- In total, operating costs escalated by 13% over the past 6 years.

Figure 25:2019 PMCC Cost Structure



Net Performance

- In 2019, the PMCC required municipal support (subsidy) of approximately \$260,000. This is 25% more support than was required in 2014.

Penetanguishene Curling Club

The Penetanguishene Curling Club building is owned by the Town and operated by the Club. The building was constructed in 1973 and renovated in 2001. Facility components include:

- five curling sheets of ice (expandable to six);
- a large lounge overlooking the ice;
- meeting rooms;
- a kitchen;
- a bar area licensed for 180 patrons;
- men’s and ladies change rooms and washrooms; and
- a parking lot that is shared with the Rotary Champlain Wendat Park.

In June 2017 the Club entered into a 10-year lease agreement with the Town that expires on June 30, 2027. The Club can exercise a renewal option for another 10 years to June 30, 2037.

Under the terms of the current agreement:

- The Curling Club is responsible for and pays all operational costs pertaining to the PCC premises including all insurances, utilities (electricity, gas, water), staff, supplies, program costs, etc. related to the building proper (i.e., inside fixtures attached to the building proper).
- The Town is responsible for and pays all operational costs pertaining to the outside grounds and parking lot. Costs include insurance, outside utilities (electricity, gas, water), staff, supplies, etc. not related to or attached to the building proper (i.e., outside fixtures attached to the building proper).

- The Curling Club is responsible to pay for capital upgrades and improvements to the building. The Town may agree to contribute to the payment of upgrades and has committed to assisting the club to apply for funding support from senior levels of government.
- The Curling Club is entitled to exclusive use of the entire building from September 15th in any given year to May 31st the following year. During the non-exclusive use period (June 1st to September 14th), the Town has the right to use the building, primarily for the provision of recreation programs such as summer day camps.

The Club is generally satisfied with the current facility, but ongoing improvements are needed to replace aging mechanical equipment (including the humidifier and ice plant components).

Other important PCC details that inform the business plan and potentially its future relationship with the Town should it be relocated to a new facility are the following.

- The club's roster consists of approximately 192 members of which 60% are full adult members. The rest of the club's members are seasonal, intermediates, students, juniors, and little rocks members. The club experiences an annual member attrition rate of about 10% but is normally able to replace resignations with an equal number of new members.
- The club executive sees benefits to a potential amalgamation strategy with the Midland Curling Club and possibly Elmvale (2 sheets). While combining forces with other curling clubs has been previously discussed, non-agreement on the location of a joint facility has scuttled earlier amalgamation proposals.
- The club's year over year revenue streams are reasonably consistent. Membership fees generate approximately \$50,000 annually and the bar/lounge operation nets an additional \$50,000 per year. Advertising and fundraising generate about \$20,000. The club's executives believe that room rentals and other revenue generating opportunities could be explored in the future. The current Board is in the process of creating a more aggressive business plan with an objective of increasing revenue so that the club can annually contribute approximately \$50,000 into reserves – to be used as a rainy-day fund or to pay for facility repair and lifecycle maintenance issues in future years.
- As a result of the efforts of a large group of volunteers, the club's annual labour expense is kept to a minimum. The only paid personnel are the ice technician and bartenders.
- The club's annual operating costs are approximately \$120,000 per year for the aforementioned staff plus utilities (estimated at \$75,000 per year), accounting and miscellaneous expenses.

Club Input re Transitioning to either Redevelopment Option 1 or 2

- Based on current financial structure, the club would be unable to pay rent for the space it would occupy in a new facility.
- The Club is only interested in single use ice – not shared with other sports.
- Duplication of most of the club's existing exclusive use facility components is preferable but the club is willing to share certain spaces such as a common lounge.

Other Implications of the Curling Club Relocating in Either Option 2 or 3

Currently, the curling club exists as an independent enterprise and as such is used to employing its own decision-making structure as well as creating and implementing an operating model with limited oversight by outside organizations or reporting and procedural requirements of the Town. If the PCC were to be included as a rent-free tenant within a potential multi-purpose recreation complex, there would be several partnership implications that should be considered.

- Rightfully, the club would be required to understand any obligations that would apply to its management, operating or reporting protocols should it become part of a large Town operated

multi-use complex. It would be important to understand and negotiate these obligations in advance of determining if relocating the club is a reasonable alternative. For example, would the club be expected to open and close on the same schedule as the other facility elements within the complex? If this was the Town's expectation but not acceptable to the club, facility designers might consider a curling club entrance to the curling portion of the building. This could also have implications with respect to club's utilization of the multi-use shared lounge area.

- As mentioned above, it is anticipated that the PCC's current business model and associated revenue/cost structure would be replicated if it were relocated to either a multi-use facility or a repurposed PMCC. It is anticipated that the club's obligation to pay its share of utility costs at a multi-use facility would be approximately the same as its current costs (\$75,000). However, in the case of Option 3, the current utility costs at the PMCC are about \$165,000. Based upon the club's current revenue performance, it is doubtful that it could (or would agree to) an arrangement that would effectively increase its costs by approximately \$90,000.
- If a curling club's operating model was to be replicated within the multi-use complex, the club would presumably be required to pay for its own utilities (subject to negotiations). In comparable examples where separate utility meters have not been installed, disputes often arise about the appropriate split of shared utility bills. It would therefore be preferable that the curling facility was outfitted with its own meters.
- One facility concept contemplates the multi-use lounge area. Based on the financial information provided by the club, more than 40% of the club's revenue is derived from net proceeds produced by its lounge operations. It will likely be important to the club that some form of net revenue sharing formula be negotiated with a Town to protect the club's lounge revenue stream – that will be important to its the long-term financial stability.
- In the future, club executives aspire to increase the level of room rental activity at the PCC in an effort to increase net revenue, thereby strengthening the club's financial viability. These additional net proceeds would be contributed to a capital reserve account or act as a "rainy day fund" for unforeseen financial circumstances. The club's interest in increasing rentals may be complicated if it were to partner with the Town at either a multi-purpose recreation complex (Option 2) or at a converted PMCC (Option 3). The manner in which room rentals activities are undertaken and the distribution of room rental income should be matters addressed during the partnership negotiations involving the Town and the curling club.

Penetanguishene Sports Hall of Fame

The Sports Hall of Fame was formed in 1987 when it was located in the lobby of the arena prior to its renovations. The Sports Hall of Fame raised \$425,000 that it contributed to the renovation of the arena whereupon it moved into an addition to the arena addition (2007). The Hall's mandate is to collect and display Penetanguishene's sports history. Display space and storage space limitations prevent the Hall from showcasing some of artifacts that are currently in its possession.

The Hall's display and storage space are rent free; however, it rents an office from which it performs administrative functions. It also provides other community groups access to the office for meetings, etc.

The term of the Hall's initial office lease agreement was for five years and commenced on July 1st, 2007. The current agreement ends on June 30th, 2022. The organization pays annual rent of \$1,000 plus a \$5,000 annual capital contribution over the term of the lease. Together with matching funds from the Town, the Hall and municipal representatives mutually agree on capital projects at the PMCC to which the capital contributions will apply.

The Sports Hall of Fame is entirely operated by volunteers who curate the artifacts, supervise the display areas, frequently exchange the displays to maintain the public's interest and undertake interviews with inductees that are videoed and played at the Hall on a rotating loop basis. The professionalism of the Hall

of Fame's presentation space as well as its attention to detail has earned its reputation as a stellar example of how a community-based sports hall of fame should be developed and operated.

Should the Town develop a new recreation complex, the Sports Hall of Fame would like to be part of the project. In this eventuality, Hall officials request that they be allocated 2,000 to 2,500 sf. of display space plus an adjoining office and "same floor storage space" of approximately 1,500 sf. Additionally the Sports Hall of Fame would require access to a large event space to accommodate its bi-annual induction celebration as well as fundraising events such as its popular fish fry. Access to a boardroom for meetings and other smaller events would also be required. While it is anticipated that the organization would seek to extend the current lease arrangement at a new facility, the terms of this agreement will require further discussion and negotiation.

Concession

The concession in the PMCC is operated by a third-party contractor under a two-year lease commencing the 1st day of September, 2020 and ending on the 31st day of August, 2022. The agreement includes successive one year renewal options to a maximum of three renewal terms. The tenant's rent commitment is \$7,000 (plus HST) annually. Additionally, the tenant is to pay its own telephone expense as well as supply and install all of the concession equipment required to operate the snack bar service.

The lease specifies the tenant's obligations including: hours of operation; operating requirements; the need to obtain and pay for all permits and licenses; obligation to comply with the Town's service standards; responsibility to fulfill preset security requirements; conform to after-hours access policy; and establish and abide by acceptable cleaning and maintenance standards.

If development Options 2 or 3 were pursued, the Town may wish to reevaluate its concession service delivery approach and consider operating the concession on its own. This evaluation should consider the operating and risk implications compared to the potential financial benefit. A similar evaluation would also be advisable regarding the future delivery of pro shop services.

Assumptions and Financial Implications (all projections are in 2021\$)

General

- Revenue contributions by Tiny Township are established through agreement between the Town and the Township and negotiations are ongoing. It is not known how a new or renovated arena and/or multi-use facility would impact this contribution; therefore, this amount has not been included as a revenue line item within these projections.

Option 1 – Maintaining the PMCC and/or PCC

Assumptions

- Limited adjustments to current operating profile of either facility.
- No new revenue opportunities in PMCC.
- Little if any impact on current staff deployment.
- Potential utility cost savings in both facilities due to energy conserving improvements.

Financial Implications

- Estimated 2020 financial performance has been used as the 'base year' for the projections and is based on a 1.5% increase in revenue and costs above 2019 actual performance.
- All revenue and cost projections in post-renovation period are based on an annual 1.5% increase in revenue and costs except utility expense.

- First year of post-renovation utility costs reduced by 12% compared to 2020 expense estimate due to capital improvements.
- No change to PCC net performance. The Club pays all costs therefore should be cost neutral to the Town.
- While annual miscellaneous operating and maintenance costs are projected to be unaffected by renovations, the Town should experience reduced annual capital repair expenses as building and equipment deficiencies are expected to be resolved during the renovation process.

Table 21: Option 1 – PMCC Post-Renovation Operating Cost Estimates ('000s)

	Base Year ¹⁶	YR1	YR2	YR3	YR4	YR5
Revenue Summary						
Ice Rent	\$ 280.92	\$ 285.13	\$ 289.41	\$ 293.75	\$ 298.16	\$ 302.63
Floor/Hall	\$ 29.69	\$ 30.13	\$ 30.58	\$ 31.04	\$ 31.51	\$ 31.98
Leases/Advert.	\$ 22.34	\$ 22.68	\$ 23.02	\$ 23.36	\$ 23.72	\$ 24.07
Misc.	\$ 10.61	\$ 10.77	\$ 10.93	\$ 11.10	\$ 11.26	\$ 11.43
Total	\$ 343.56	\$ 348.71	\$ 353.95	\$ 359.25	\$ 364.64	\$ 370.11
Expense Summary						
Labour	\$ 346.15	\$ 351.34	\$ 356.61	\$ 361.96	\$ 367.39	\$ 372.90
Utilities	\$ 171.28	\$ 150.00	\$ 152.25	\$ 154.53	\$ 156.85	\$ 159.20
Maintenance	\$ 45.93	\$ 46.62	\$ 47.32	\$ 48.03	\$ 48.75	\$ 49.48
Insurance	\$ 42.00	\$ 42.63	\$ 43.27	\$ 43.92	\$ 44.57	\$ 45.24
Misc. Operating	\$ 30.12	\$ 30.57	\$ 31.03	\$ 31.49	\$ 31.97	\$ 32.45
Total	\$ 635.48	\$ 621.16	\$ 630.48	\$ 639.94	\$ 649.54	\$ 659.28
Net Annual Cost	\$ 291.92	\$ 272.45	\$ 276.54	\$ 280.68	\$ 284.89	\$ 289.17

Option 2 – Build New Multi-use Recreation Centre to Replace PMCC and PCC

Revenue Assumptions

- Arena revenue from ice programming/rentals will mirror historical income levels.
- Arena revenue assumptions do not include revenue derived by ice rentals of a second ice pad - if a second pad is provided in the future.
- Revenue projections assume Penetanguishene Sports Hall of Fame occupies space on a rent free basis.
- As is the case in other similar community facilities, it is assumed that participants will not pay fees to utilize the walking track.
- New net revenue will be produced by dry-land programming in gym and program rooms.

¹⁶ Caused by the COVID-19 pandemic, 2020 was an atypical year resulting in unusual financial performances. To take this into account, the base year that is the foundation for the business plan financial projections has been taken from the 2019 actual financial performance which have been “normalized” by applying a 1.5% inflation factor to the 2019 revenue and cost levels in all categories.

- Moderate rise in room and hall rental income.
- More foot traffic in multi-purpose building will likely increase concession sales, triggering either a review of service delivery approach or new lease terms.

Expense Assumptions

- Labour expense based on staff model supplied by Town.
- Utility costs for ice facilities based on historical PMCC/PCC performance adjusted to reflect much larger programming areas as well as efficiencies relating to a new building.
- Utility costs for other dry-land spaces based on industry comparables.
- Maintenance and repairs estimates are based on a new build scenario.
- Supplies reflective of previous experience.
- While not an operating consideration, if the curling club were to be relocated to the multi-use facility and the current PCC building was removed from the Town's asset inventory, the Town may be able to reallocate existing budgets to other municipal facilities requiring major capital investments.

Revenue Implications

- Revenue produced by ice rentals would be unaffected by the move.
- Hall and floor revenue would increase by 25% (over current levels) due to increased building profile and associated foot traffic.
- Revenue produced by new facility components (gymnasium rents and programs, general Town programming, program room rentals and Town delivered programming, etc.) will amount to \$25,000 per annum.
- For the purposes of these projections, it is assumed that PCC would contribute \$75,000 to the facility operations to off-set the incremental utility expense associated with the curling facility; while this assumption reflects one approach to recapturing the utility costs for the curling club's anticipated exclusive use of the curling facility, it can only be confirmed after the Town and the club negotiate the relationship going forward.
- Leases (concession/pro shop) and advertising revenue will increase by 25% over existing PMCC levels due to increased foot traffic which should result in increased food and beverage/merchandise sales.
- All revenue projections increase by 1.5% through fee increases in accordance with annual inflation.

Expense Implications

- Labour expense projections are based on current staff deployment strategies employed at PMCC and prevailing wage rates plus an additional operator at an annual cost of approximately \$55,000 plus benefits (the total of \$70,000).
- Utility expense is based on the existing costs at PMCC and adjustments as follows:
 - increased by \$75,000, an amount equal to the curling club's existing utility expenses;
 - increased by \$60,000 which is in recognition of the addition of larger dry-land facilities (gymnasium, programs etc.); and
 - the total utility costs projected through the application of the above considerations have been reduced by 10% in anticipation that new technologies and energy conservation initiatives will be introduced in the newly constructed project.

- Current building maintenance costs at PMCC have been reduced by 20% in recognition that the new multi-purpose building will require less maintenance than older PMCC.
- Insurance costs at the PMCC have been increased by 20% to reflect the larger building footprint compared to PMCC.
- Miscellaneous operating costs have increased by 20% to reflect the larger building footprint compared to PMCC.

Table 22: Option 2a – New Multi-use Complex including Second Ice Pad/Curling Facility ('000s)

	Base Year	YR1	YR2	YR3	YR4	YR5
Revenue Summary						
Ice Rent	\$ 280.92	\$ 285.13	\$ 289.41	\$ 293.75	\$ 298.16	\$ 302.63
Floor/Hall	\$ 29.69	\$ 37.00	\$ 37.56	\$ 38.12	\$ 38.69	\$ 39.27
Dry-Land Programming	\$ -	\$ 25.00	\$ 25.38	\$ 25.76	\$ 26.14	\$ 26.53
PCC Utility Contribution	\$ -	\$ 75.00	\$ 76.13	\$ 77.27	\$ 78.43	\$ 79.60
Leases/Advert.	\$ 22.34	\$ 28.00	\$ 28.42	\$ 28.85	\$ 29.28	\$ 29.72
Misc.	\$ 10.61	\$ 10.77	\$ 10.93	\$ 11.10	\$ 11.26	\$ 11.43
Total	\$ 343.56	\$ 460.90	\$ 467.82	\$ 474.83	\$ 481.96	\$ 489.19
Expense Summary						
Labour	\$ 346.15	\$ 410.00	\$ 416.15	\$ 422.39	\$ 428.73	\$ 435.16
Utilities	\$ 171.28	\$ 310.00	\$ 314.65	\$ 319.37	\$ 324.16	\$ 329.02
Maintenance	\$ 45.93	\$ 35.00	\$ 35.53	\$ 36.06	\$ 36.60	\$ 37.15
Insurance	\$ 42.00	\$ 53.00	\$ 53.80	\$ 54.60	\$ 55.42	\$ 56.25
Misc. Operating	\$ 30.12	\$ 36.00	\$ 36.54	\$ 37.09	\$ 37.64	\$ 38.21
Total	\$ 635.48	\$ 844.00	\$ 856.66	\$ 869.51	\$ 882.55	\$ 895.79
Net Annual Cost	\$ 291.92	\$ 383.10	\$ 388.84	\$ 394.68	\$ 400.60	\$ 406.60

Option 2b – Build New Multi-use Recreation Centre to Replace PMCC with Only One Ice Surface and PCC Remains in Place

Revenue Assumptions

- As in Option 2 without PCC utility contribution.

Expense Assumptions

- As in Option 2 without utility cost for curling facility.
- Opportunities to avoid future capital investment in PCC would be lost.

Table 23: Option 2b – New Multi-use Complex Excluding Curling Facility ('000s)

	Base Year	YR1	YR2	YR3	YR4	YR5
Total Revenue	\$ 343.56	\$ 385.90	\$ 391.69	\$ 397.57	\$ 403.53	\$ 409.58
Total Expense	\$ 635.48	\$ 769.00	\$ 780.54	\$ 792.24	\$ 804.13	\$ 816.19
Net Annual Cost	\$ 291.92	\$ 383.10	\$ 388.84	\$ 394.68	\$ 400.60	\$ 406.60

Option 3 – Build New Multi-use Recreation Centre and Convert PMCC to Curling Facility

Revenue Assumptions

- As in Option 2 without PCC considerations for multi-purpose facility.
- Increase in rental income in new curling centre (Hall, etc.).
- Potential of other rent-bearing leases for space vacated by current tenants (e.g., Sports Hall of Fame).

Expense Assumptions

- As in Option 2 without PCC considerations for multi-purpose facility.
- Staffing and utilities at converted PMCC are based on combination of existing cost structure at PMCC and PCC, adjusted to reflect efficiencies built into converted building.

Other Non-financial Assumptions

- Potential relocation of Town Administration functions to vacated space – modest allocation.
- Capital repair and maintenance cost avoidance by updating PMCC building at time of conversion.

Revenue Implications

- Assume that some of the Town's floor rentals will be located at the PMCC outside of curling season – assume approximately half rentals at multiuse facility and half at the PMCC.¹⁷
- Assume all hall/room rental activity in converted building would be PCC's responsibility and club would retain all rent revenue.

Expense Implications

- Town's labour costs at multi-use facility without curling would be same as in Option 2 in spite of the absence of PCC at the multi-use building.
- The PCC would be responsible to pay all utility costs for the converted building.¹⁸
- PCC would be responsible to operate converted building and absorbs all labour related costs – largely through the deployment of volunteers.

¹⁷ Based on the 2019 floor rental performance, about \$15,000 would be generated at the converted PMCC if half of the rentals were allocated to the converted facility.

¹⁸ There is a potential \$80,000 - \$90,000 difference between the PCC current utility exposure and the likely cost of utilities at the much larger PMCC. The business plan assumes that this option would not expose the Town to utility costs at the converted building however, the club will likely be unable to fund costs in the order of magnitude of this difference.

- Cleaning and maintenance of rental spaces would be the club's responsibility in exchange for the right to retain rental income.
- PCC would operate its licensed lounge in the PMCC on the same basis as the current location.
- No licensed lounge would be provided in the multi-use facility and therefore no staffing or other operating costs would be incurred.

Table 24: Option 3 – New Multi-use Complex without Curling Facility

	Base Year	YR1	YR2	YR3	YR4	YR5
Revenue Summary						
Ice Rent	\$ 280.92	\$ 285.13	\$ 289.41	\$ 293.75	\$ 298.16	\$ 302.63
Floor/Hall	\$ 29.69	\$ 15.00	\$ 15.23	\$ 15.45	\$ 15.69	\$ 15.92
Dry-Land Programming	\$ -	\$ 25.00	\$ 25.38	\$ 25.76	\$ 26.14	\$ 26.53
Leases/Advert.	\$ 22.34	\$ 28.00	\$ 28.42	\$ 28.85	\$ 29.28	\$ 29.72
Misc.	\$ 10.61	\$ 10.77	\$ 10.93	\$ 11.10	\$ 11.26	\$ 11.43
Total	\$ 343.56	\$ 363.90	\$ 369.36	\$ 374.90	\$ 380.53	\$ 386.23
Expense Summary						
Labour	\$ 346.15	\$ 410.00	\$ 416.15	\$ 422.39	\$ 428.73	\$ 435.16
Utilities	\$ 171.28	\$ 175.00	\$ 177.63	\$ 180.29	\$ 182.99	\$ 185.74
Maintenance	\$ 45.93	\$ 35.00	\$ 35.53	\$ 36.06	\$ 36.60	\$ 37.15
Insurance	\$ 42.00	\$ 47.00	\$ 47.71	\$ 48.42	\$ 49.15	\$ 49.88
Misc. Operating	\$ 30.12	\$ 33.00	\$ 33.50	\$ 34.00	\$ 34.51	\$ 35.02
Total	\$ 635.48	\$ 700.00	\$ 710.50	\$ 721.16	\$ 731.97	\$ 742.95
Net Annual Cost	\$ 291.92	\$ 336.10	\$ 341.14	\$ 346.26	\$ 351.45	\$ 356.72

As mentioned in the footnote above, the utility costs at the PMCC are currently about \$90,000 more than the curling club pays at PCC. It is unlikely that the club would have the resources to pay utility costs at these expense levels. Assuming that the Town and the PCC agree that the club would only pay utility expenses at amounts approximately equal to its current exposure (at the existing PCC building) it is likely that the Town would be required to pay the difference, although it is also possible that new conservation technologies could be built into the renovated PMCC. The table below illustrates the potential cost exposure to the Town if it was required to pay a portion of the renovated PMCC's utility cost.

Table 25: Option 3 – New Multi-use Complex no Curling Facility + PMCC Utilities

	YR1	YR2	YR3	YR4	YR5
Net cost	\$ 336.10	\$ 341.14	\$ 346.26	\$ 351.45	\$ 356.72
Additional PMCC Utilities	\$ 80.00	\$ 81.20	\$ 82.42	\$ 83.65	\$ 84.91
Total Annual Cost	\$ 416.10	\$ 422.34	\$ 428.67	\$ 435.10	\$ 441.63

8.6 Summary of Capital and Operating Costs

The following table summarizes the order of magnitude capital costs and operating cost estimates presented in Sections 8.3 and 8.5 of this report. Reference should be made to these sections for additional information on the specific assumptions identified for each provision option.

Table 26: Order of Magnitude Capital and Operating Costs for Various Facility Provision Options (2021\$)

Option	Description	Annual Operating Cost Estimates (see note 1)	Total Project Cost (Construction + Soft Costs)	
Option 1	STATUS QUO Lifecycle improvements to the PMCC (arena) and/or PCC (curling) facilities	\$272,000 - \$289,000/yr (PMCC only)	\$7,115,000	
Option 2a	NEW BUILD	\$383,000 - \$407,000/yr	2a.1: Develop a New Multi-use Recreation Centre to Replace the PMCC and PCC; includes twin pad, track, gym, hall, program rooms, and sports hall of fame (spectator rink with <u>500-600</u> seats on <u>one level</u> ; community rink designed for hockey/skating)	\$45,576,713
			2a.2: Develop a New Multi-use Recreation Centre to Replace the PMCC and PCC; includes twin pad, track, gym, hall, program rooms, and sports hall of fame (spectator rink with <u>800-1000</u> seats on <u>two levels</u> ; community rink designed for hockey/skating)	\$49,102,376
			2a.3: Develop a New Multi-use Recreation Centre to Replace the PMCC and PCC; includes single pad, curling, track, gym, hall, program rooms, and sports hall of fame (spectator rink with 800-1000 seats on two levels; community rink designed for <u>curling</u>)	\$44,674,317
Option 2b	PARTIAL NEW BUILD Develop a New Multi-use Recreation Centre to Replace the PMCC; includes single pad, track, gym, hall, program rooms, and sports hall of fame (no curling use)		\$35,585,495 (+\$1,115,000 to maintain PCC) = \$36,700,495	
Option 3	HYBRID OPTION Develop a New Multi-use Recreation Centre (single pad, track, gym, hall, program rooms, and sports hall of fame) and Repurpose the PMCC as a Curling Facility	\$336,000- \$442,000/yr (see note 2)	\$35,585,495 (+\$6,000,000 to maintain PMCC) = \$41,585,495	

All costs are in 2021\$ and not escalated for inflation.

Notes:

1. The current annual operating cost for the PMCC in 2021\$ is estimated at \$290,000/yr.
2. There is a potential \$80,000 - \$90,000 difference between the PCC current utility exposure and the likely cost of utilities at the much larger PMCC. The business plan assumes that this option would not expose the Town to utility costs at the converted building however, the club will likely be unable to fund costs in the order of magnitude of this difference.

Section 9: Location Analysis

Should the Town decide to build a new recreation facility to replace the PMCC and/or PCC, a new site within Penetanguishene is required. This is because both existing locations do not have the capacity to support any notable expansions, nor would redevelopment on these sites be recommended as it would result in the closure of existing facilities for a minimum of two years to accommodate the construction project.

The site evaluation exercise contained in this section examines potential sites against a list of key criteria, and identifies a preferred site for consideration by the Town.

9.1 Policy Context

The Town's Official Plan notes that Community Facilities (including recreation centres) are intended to be located and function as focal points within the greater community. The Official Plan supports innovative and collaborative approaches to facility and service delivery, including alternative funding mechanisms and partnerships for community facilities.

Publicly-owned and operated community and recreation centres are permitted in all designations except Environmental Protection Areas. The Official Plan encourages the Town to co-locate facilities and services in a centralized location to create a Community Hub. The notion of selecting a centralized site was also supported through this Study's public consultation program. Community facilities must provide adequate buffering with adjoining residential uses in accordance with Section 4.2.2.

9.2 Key Location Objectives

To provide a basis for identifying and weighting site evaluation criteria, the following high-level objectives have been set for the proposed Penetanguishene Recreation Centre in the event that this option is pursued by Town Council.

1. The site should have sufficient space and servicing for the base recreation centre design

A minimum land area of **4 hectares (10 acres)** is recommended for the proposed recreation centre; this would accommodate the footprint of the largest building option (including modest expansion potential), parking, and associated buffers. Depending on the scope and form of development, other partnered services or longer-term expansion options beyond what is currently contemplated may require additional land above and beyond this amount. A needs assessment of outdoor sports fields is beyond the scope of this current report.

A minimum land area of 4 hectares (10 acres) is recommended for the proposed recreation centre; this would accommodate the footprint of the largest building option (including modest expansion potential), parking, and associated buffers.

The site should also be connected to (or capable of being connected to) municipal services, with relatively flat grades. Larger sites are preferred over smaller sites so that in future years, additional construction could be phased in to expand the complex to support future growth.

Beyond specific site characteristics, there are several qualitative considerations that may contribute to the success of one location over another. The importance of the following considerations will depend on the objectives established for the facility, as well as the proposed facility components, uses and markets.

2. The site should be situated in a centralized location to maximize accessibility for all residents

Proximity is one of many factors that can increase one's physical activity. Based on input from stakeholders and our experience in other urban/rural communities, it is believed that most Penetanguishene residents will have a willingness to travel to make use of a recreation centre located within the municipal boundary, although a preference is for a location accessible to major transportation corridors serving the south end of the town. Typically, it is our experience that most persons are willing to travel about 15 minutes to access the activities that they participate in the most, with longer travel times (25 minutes or more) tolerated for regular participation in competitive activities (e.g., travel hockey) and regional-level facilities. The type of facility/activity and the level of competition/skill will affect catchment areas, with people being generally more likely to travel greater distances to participate in more unique and elite activities.

Equity, physical accessibility, and convenience are key considerations to ensuring that the facility is well utilized. This includes ensuring that the location is accessible (or able to be accessible) by public transit and active transportation choices (e.g., walking, biking, etc.), and that it has suitable parking options for users that choose to drive. If the facility is to include services beyond those traditionally provided in arenas, the Town may also wish to prioritize access for disadvantaged populations that may have unique barriers in accessing services (e.g., low income, youth, seniors, etc.).

3. The site should have user group and wide community support

A Town-wide lens should be applied to the site evaluation as the proposed facility will serve a Town-wide market and beyond. The project's objectives and recommendations may be used to guide site selection and facility design, but these are decisions that need to be made with the benefit of public and stakeholder engagement. Ultimately, the provision strategy and location need to make sense for those living nearby, users and taxpayers. This includes (but is not limited to) sites that have compatible surrounding land uses, locations that have the potential to be a community focal point, and designs that fit with the neighbourhood.

4. The site should support strategic investment opportunities and offer valued-added benefits

The Town is encouraged to consider sites that offer value-added benefits to the community. This may include (but is not limited to):

- community pride and promoting the Town's quality of life;
- prominent and visible locations that offer potential for facility expansion;
- outdoor spaces and connected public realm for extended activity and program opportunities;
- partnerships that maximize public access, affordability and service;
- alignment with the objectives and outcomes of other civic projects; and
- timeliness (e.g., sites that can be readily developed in-line with community needs).

9.3 Site Selection Criteria

Evaluating and selecting a preferred site for the proposed recreation centre is vitally important to the facility's ultimate success. The location needs to be chosen with care, so as to embody as many key characteristics as possible. Maximizing accessibility to as many residents as possible (both now and in the future) should certainly be one of the key objectives; however, there is also a need to ensure that the site (and the facility) can be properly serviced, is compatible with adjacent land uses, can be cost effectively developed, and so on. The site can also have a dramatic impact on the facility's construction cost. Servicing potential, stormwater management, traffic and road access, soil conditions, available infrastructure, etc. can all result in significant budget implications.

The following criteria provide a strong rational basis for evaluating potential sites and have regard to the project objectives. While it is preferable for the selected site to demonstrate all of the criteria, it is possible that they all may not be able to be met.

a) Location & Access

- The site is within reasonable proximity to existing and future residential areas.
- The site can be accessed from an arterial or collector road, is in the vicinity of a regional public transit route and connected trail network, and has barrier-free access.
- The site is at a visible location within the community or has the potential to be a community focal point.

b) Constraints & Development Potential

- The site area and shape are sufficient for the proposed use and provide a reasonable level of flexibility in design.
- The site can accommodate enough on-site and/or nearby parking for both patrons and staff.
- Suitable infrastructure exists (e.g., sewers, water, etc.) on the site or can be reasonably extended to the site.
- The site is not unduly impacted by a geographic barrier (e.g., watercourse, rail line), is not restricted by easement/man-made obstructions, does not require site decommissioning (e.g., brownfield), and is relatively flat.
- The site does not require the demolition of a heritage-designated building or elimination of necessary parkland, parking or other vital land use.

c) Availability, Compatibility & Planning Status

- The site is owned by the Town or can be acquired for a reasonable price.
- The facility would be compatible (in terms of building design, scale, landscaping, setbacks, etc.) with the surrounding area/buildings.
- The site can comply with applicable planning policies.

d) Expansion & Amenity Opportunities

- The site possesses long-term expansion potential for necessary civic uses, as well as outdoor parkland/features.
- The site could enhance and support other facilities, accommodate potential partners, encourage sport tourism, and generate increased usage due to proximity to other locations.
- The site offers the potential for economies of scale in construction and/or operation due to the co-location of other municipal and/or community services.

9.4 Potential Sites & Site Information

The 2014 Recreation and Community Services Master Plan found that there was a limited base of municipally-owned land of suitable size, configuration and location to accommodate a new multi-use facility. The former Penetanguishene Secondary School site was identified as a possible location for a recreation centre through both the Master Plan and Community Strategic Plan.

Unfortunately, there are very few vacant or under-utilized municipally-owned parcels of an adequate size in Penetanguishene. The possibility of purchasing or entering into an agreement with a third-party landowner may be necessary, depending on the priority that the Town places on current ownership when evaluating potential sites for the recreation centre. Even still, the local terrain, availability of serviced land, and property fabric present considerable challenges to land assembly.

The following sites were considered through this study for a future recreation centre; a site map and detailed evaluations are contained below.

Table 27: Sites Considered for Proposed Recreation Centre

Sites Evaluated in Detail
<p>A. Former Penetanguishene Secondary School – Town-owned</p> <p>B. Ojibwa Landing – Town-owned</p> <p>C. Morden Construction (905 Fuller Avenue) – privately-owned, but potential for long-term lease</p> <p>D. Undeveloped lands adjacent to Georgian Village – privately-owned</p>
Other Sites Initially Considered, but Eliminated upon Further Review
<ul style="list-style-type: none"> • Current Penetanguishene Memorial Community Centre (PMCC) site – reason: does not meet minimum site area requirement • Current Penetanguishene Curling Club (PCC) site – reason: does not meet minimum site area requirement unless expansion into park is granted • Former hospital site – reason: does not meet minimum site area requirement • J.T. Payette Park and adjacent woodlots – reason: development not feasible due to dry stormwater management pond and private land holdings • Thompsons Road West extension – reason: does not meet minimum site area requirement • 125 Fox Street (undeveloped lands, former hydro lands) – reason: irregular terrain • Rolling Sands – reason: environmental restrictions • Any lands not in Town of Penetanguishene – reason: outside of market area

Figure 26: Map of Potential Sites for the Proposed Recreation Centre

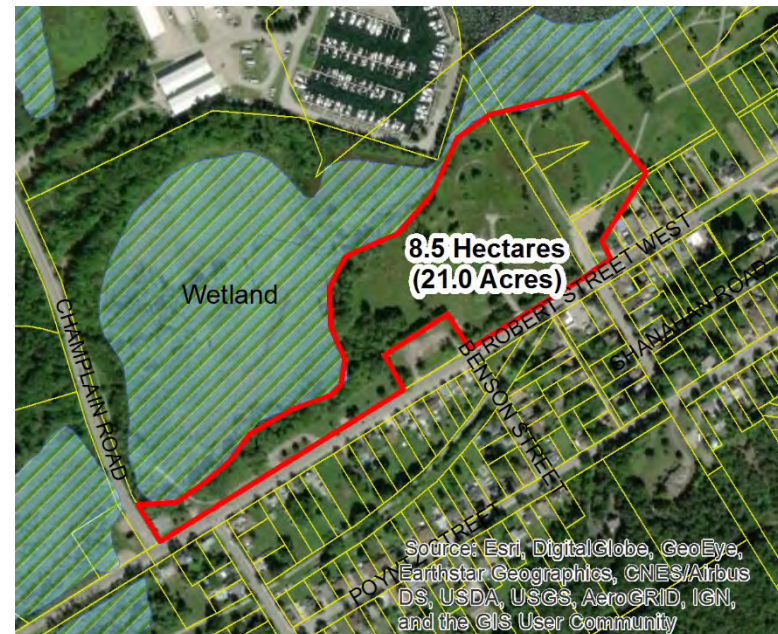


Site A: Penetanguishene Secondary School	
Civic Address	51 Dunlop Street
Site Size	5.5 hectares (13.6 acres)
Ownership	Town (purchased 2021)
Current Uses	Former secondary school (built 1967, plus more recent addition) Rear portion of lot contains former running track and sports field
Surrounding Uses	North – Elementary School; East – Woodlot; South – Woodlot and Undeveloped Land; West – Residential
Land Use Designation	OP: Neighbourhood Area, Future Study Area ZBL: Institutional (G)
Access	Frontage on Local Road (Dunlop St.); Gauthier Dr. to north is opened and extends along east side of school; Edward St. to south is also open and provides additional access to the property Site is serviced by a Local bus route along Dunlop Street Cycling Strategy proposes route in 1-5 years along Edward/Dunlop



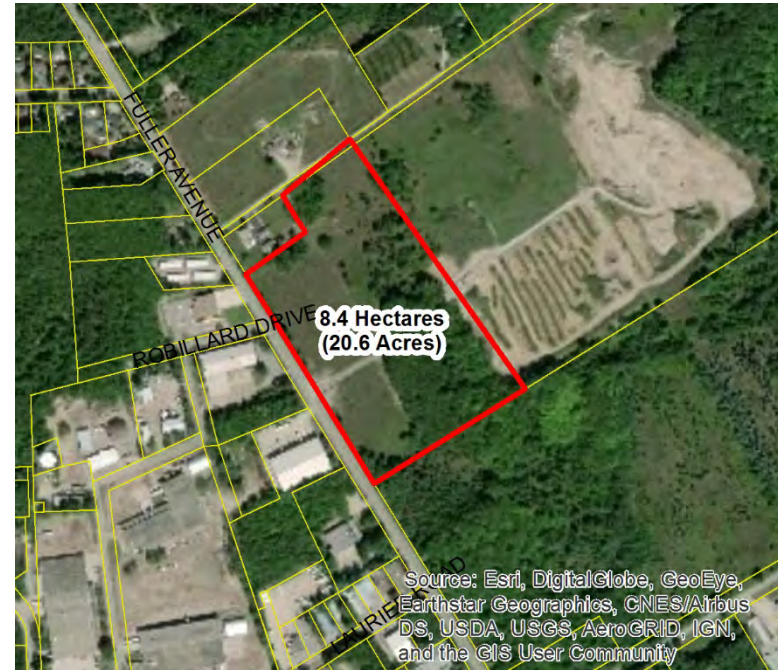
Site A: Penetanguishene Secondary School	
Potential Constraints	<p>Existing buildings may require demolition if used for recreation centre due to their age, condition and design, which are not consistent with modern building codes and recreation centre functions; it is often as costly to keep pieces of old buildings as it is to build new, and it can severely compromise design</p> <p>Part of site / entire site falls within Wellhead Protection Area (D, Q1 and Q2) and a Highly Vulnerable Aquifer Area (internal snow dump for arena is recommended); the water budget should be reviewed through a hydrogeological assessment depending on the amount impervious surface</p>
Other Information	<p>Identified in Community Strategic Plan as possible location for a recreation centre; the Town will be initiating a public consultation process to provide options for future uses of the site</p> <p>Site is serviced, relatively flat, and development-ready (aside from potential demolition)</p> <p>Site is on Local Road – community facilities must be on Major Roads; upgrades may be required</p>

Site B: Ojibwa Landing	
Civic Address	111 Robert Street West
Site Size	7.5 hectares (18.5 acres), irregular; could expand further east into park area
Ownership	Town
Current Uses	Largely undeveloped (brownfield site); recreational trail' off-leash dog park
Surrounding Uses	North – Marina and Penetanguishene Harbour; East – Park; South – Residential; West – Woodland and Provincially Significant Wetland
Land Use Designation	<p>OP: Mixed-Use and Commercial Area, Rural Area, and Environmental Protection Area; Future Study Area</p> <p>ZBL: Open Space (OS), Open Space – 1 (OS-1), and Environmental Protection (EP)</p>



Site B: Ojibwa Landing	
Access	<p>Direct access to Major Roads (Robert St. W. and Champlain Rd.)</p> <p>Access to trail and active transportation network</p> <p>Site is serviced by both Local and Regional bus routes</p>
Potential Constraints	<p>Site is a brownfield site (former landfill); risk assessment is underway (to be completed in 2022); timing of record of site condition unknown at this time</p> <p>Site is located adjacent to a Provincially Significant Wetland and may be impacted by the 178-metre elevation being the highwater mark; appropriate setbacks from both features would need to be established</p> <p>Soil conditions are expected to be challenging based on the experiences gained from other projects along the waterfront, which is subject to a high watertable; soil remediation may be required</p> <p>Part of site / entire site falls within Wellhead Protection Area (D, Q1 and Q2) and a Highly Vulnerable Aquifer Area (internal snow dump for arena is recommended); the water budget should be reviewed through a hydrogeological assessment depending on the amount impervious surface</p> <p>Development may require removal of trees</p>
Other Information	<p>Council has identified site as priority for development (Strategic Plan: “The Town will apply for funding and create a plan to remediate and re-use the Ojibway Landing property”)</p> <p>The approved land use for the site is commercial/mixed commercial with a portion to be dedicated for the extension or continuation of the Rotary Champlain Wendat Park along the waterfront; additional land use approvals may be required should the site be pursued for a recreation centre</p> <p>Site offers added programming potential given adjacency to Rotary Champlain Wendat Park and park amenities (beach, splash pad, pavilion, etc.)</p>

Site C: Morden Construction (905 Fuller Avenue)	
Civic Address	905 Fuller Avenue
Site Size	9 hectares (23 acres)
Ownership	Privately-owned (Morden's Construction), but owner willing to consider long-term lease for portion of site
Current Uses	Gravel pit with wooded and undeveloped portions
Surrounding Uses	North – St. Andrew's Lake and rural property; East – Woodlot; South – Woodlot; West – Industrial
Land Use Designation	OP: Employment Area, Rural Area, and Environmental Protection Area ZBL: Rural (RU-1), Extractive Industrial (M5-1 and M5-1(H)), and Environmental Protection (EP)
Access	Site fronts on Major Road (Fuller Ave.) Trail and Cycling Route exists along Fuller Ave., as does regional bus route
Potential Constraints	Part of site / entire site falls within Wellhead Protection Area (D, Q1 and Q2) and a Highly Vulnerable Aquifer Area (internal snow dump for arena is recommended); the water budget should be reviewed through a hydrogeological assessment depending on the amount impervious surface Site is not currently serviced by a local bus route The rear portion of the site contains an active gravel pit; access must be maintained for large trucks through the subject property to allow for access to gravel pit at rear
Other Information	Fire Station is directly across Fuller Avenue at Robillard Drive



Site D: Undeveloped lands adjacent to Georgian Village	
Civic Address	138 Robert St. E.
Site Size	6.0 hectares (14.9 acres)
Ownership	Private
Current Uses	Undeveloped
Surrounding Uses	North – Former Secondary School; East – Woodlot; South – Undeveloped; West – Long-term Care Home/Retirement Village
Land Use Designation	OP: Neighbourhood Area ZBL: Rural (RU)
Access	Edward St. (Local Road) to the North; Thompsons Rd. (Major Road) to the South Site is serviced by a Local bus route along Dunlop Street Cycling Strategy proposes route in 1-5 years along Edward/Dunlop and 10-20 years along Thompsons Road
Potential Constraints	Land is in private ownership and its availability is uncertain –County may have first right of refusal Part of site / entire site falls within Wellhead Protection Area and Environmental Protection Area
Other Information	Land is flat and cleared and generally considered “development-ready”



9.5 Site Evaluation

Information pertaining to the four (4) aforementioned sites was analysed according to the identified site criteria, with measures being applied to each criterion to generate a total “score”. Generally speaking, the higher the score, the more suitable the site is for the intended use as a municipal recreation centre. The **former Penetanguishene Secondary School site** emerged as the preferred candidate for the proposed recreation centre, followed by the undeveloped lands adjacent to Georgian Village (not in municipal ownership). All scores are shown in the table below

Table 28: Scoring of Evaluated Sites

Potential Sites	Location & Access	Constraints & Development Potential	Availability, Compatibility & Planning Status	Expansion & Amenity Opportunities	Total Score	Rank
<i>Maximum Score</i>	30	36	18	16	100	
A. Former Penetanguishene School Site	25	34	18	14	91	1
B. Ojibwa Landing	25	18	13	10	66	3
C. Morden Construction (905 Fuller Avenue)	10	31	12	4	57	4
D. Undeveloped lands adjacent to Georgian Village	30	36	10	10	86	2

Recommendation

12. Advance the former Penetanguishene Secondary School site as the preferred site for the proposed recreation centre. Public consultation on this and other potential uses for the site should be initiated.

Section 10: Implementation Strategy

This section examines factors relating to the implementation of this report, including funding and partnership considerations and key steps in the facility development process.

10.1 Capital Funding Considerations

At this time, the Town does not currently have sufficient financial reserves to fully implement any of the options presented in this report. In order to move forward, a financial strategy that leverages a range of funding sources will be required, the scope of which will depend on the option that the Town endorses. Several of these funding tools are discussed below.

Reserves

A renovated or new recreation centre is a sizable capital project. As part of its funding strategy, the Town is encouraged to establish a capital reserve to fund a municipal contribution to the project, so that funds can accrue in the years leading to the facility's development.

Through previous resolutions, Town Council has been contributing to a reserve fund for replacing the PMCC roof, work that needs to be undertaken in the short-term. Town staff are examining options for this project and anticipate that this reserve will be adequate to address the immediate scope of work.

In addition, it may also be possible to direct any proceeds from the potential sale of the PMCC or PCC to offset future recreational infrastructure. Additional study and public consultation are recommended prior to committing to this option.

Development Charges

Development charges (DCs) collected from the development community can be applied towards recreation facilities required to meet growth related needs. DCs cannot be used to fund replacement infrastructure offering the same level of service, which would apply to a portion of the facility replacement, such as the arena enclosure.

A new multi-use recreation facility was not identified as part of the growth-related capital program in the Town's 2019 Development Charges Background Study. With recent changes to the Development Charges Act and the removal of the 10% municipal co-payment (making all growth-related capital 100% recoverable through Development Charge fees), the Town should include consideration of the growth-related component of the proposed multi-use recreation centre.

Grants & Senior Government Funding

Major municipal capital projects often receive financial support from senior levels of government. In 2019, the Provincial and Federal Governments launched a grant program for municipalities seeking capital assistance with recreational and other forms of infrastructure. The Town did not apply to the initial phase of the Investing in Canada's Infrastructure Program (ICIP) as it did not meet the project-readiness criteria for a multi-purpose recreation facility or arena application, nor did it have sufficient information about capital costs/components and future operating obligations. Should there be a second intake to the ICIP grant program, or a different funding stream announced, this feasibility study will play a large part in supporting a successful application. For example, in its 2021 budget, the Province of Ontario announced a \$200 million Strategic Priorities and Infrastructure Fund to provide infrastructure funding to larger, strategic projects and sports facilities.

In addition, the Federal Government provides municipalities with annual gas tax funding, recently renamed the Canada Community-Building Fund. This funding – which has been doubled for 2021 – provides municipalities with a permanent, predictable, and indexed source of long-term funding, enabling construction and rehabilitation of core public infrastructure. including recreational facilities.

User Fees

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

Partnerships & Sponsorships

Some municipalities have had success in creating partnership or sponsorship agreements with organizations that see benefit in being associated with a particular municipal facility or service. These options and benefits are generally driven by local circumstances and are usually specific to a particular project or service. In the case of the Penetanguishene arena and recreation project, partnerships will form a key building block and are discussed in more detail in Section 10.2.

Fundraising

The capital and ongoing operational costs associated with the project are substantial, and will inherently place pressures on the municipal budget. Seeking assistance from the community to contribute resources towards the construction of the facility can be an effective way to provide services and spaces that are truly desired by residents. Through the consultation program, some user groups have expressed a willingness to participate in fundraising for the project.

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

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

The Fundraising Committee may be supported by expert fundraising consultants who can assist the committee to develop a strategy and assist with the execution of that strategy. The strategy may include a timeline that articulates the various steps of implementing the plan (e.g., assessing potential donors, seeking contributions, planning fundraising events, etc.) while also articulating the time and resources (e.g., human, financial, organizational, etc.) which are required for the campaign, including resources being spent on fundraising activities. The strategy should also assess the target market for donations (e.g., residents, older adults, families, businesses, etc.) and the degree of assistance that is required to implement the campaign (e.g., the number of staff, volunteers, project management specialists, etc.).

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

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

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

Financing

The final funding option would be to finance the development – however, this is the most expensive alternative and will depend on the municipality’s borrowing capacity.

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

Municipalities choose amortization periods based upon their financial capacities to handle capital repayment schedules as well as the nature of the project that is to be financed. Frequently, these decisions are tied to the anticipated useful life of the capital project. In general terms, arenas have useful lives of 40 or more years. Consequently, an appropriate amortization period would be up to 20 years.

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

Table 29: Annual financing cost implications, per \$1 million

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

Totals rounded to nearest thousand

10.2 Partnership Considerations

One of the guiding principles established for this study is to “consider partnerships that enhance community benefit and financial feasibility”. This section contains a discussion about partnership opportunities that the Town may consider further through the study’s implementation.

Partnering with External Entities / Management Approach

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

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

- A Public/Private Partnership (P3) – a relationship between the municipality and a private sector entity;
- A Public/Public Partnership (P2) – a relationship between the municipality and public sector agency such as another municipality or a school board;
- A N-F-P Partnership – a relationship between the municipality and a not-for-profit organization such as a local sports organization.

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

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

Given the scope of this study as well as Penetanguishene’s typical facility operating profile, it is unlikely that a significant departure from the traditional municipally-managed philosophy or operating approach would be applicable to any recommended scenario.

Cooperation between Municipal Neighbours

In smaller communities, cooperation between municipalities is common and sometimes necessary to maximize the use of community facilities, particularly for rentals that are not bound by residency requirements. This is particularly true for arenas that often rely on drawing users from beyond municipal boundaries in order to remain viable. It is common for smaller municipalities such as Penetanguishene to work together with adjacent municipalities with respect to the provision of arenas and recreation centres to manage regional usage and capacity while minimizing service duplication. Consequently, the cultivation of a P2 with one or more neighbouring municipalities to maximize arena utilization may represent the most significant opportunity to reach acceptable financial and operational thresholds.

This is currently the case in Penetanguishene, where the adjacent Township of Tiny (which does not have a municipal arena) makes an annual operating contributions to various facilities (e.g., PMCC, NSSRC). The Town of Penetanguishene and Township of Tiny are in the process of reviewing Tiny Township’s current financial allocation to the PMCC. If a new recreation centre were to be built, it is possible that the present arrangement with Tiny Township would continue. The potential for a capital contribution from adjacent municipalities would require further discussion.

Our consulting team has developed the following filters or “necessary conditions” that are minimum requirements for effective facility development relationships between municipalities:

- Community need – there must be mutual (and preferably equal) need for the contemplated service or facility.
- Location – there should be a location that is preferred by each municipality that is unencumbered by development restrictions. It should also be reasonably convenient to all potential users.
- Governance, management and ownership – all potential participants in the relationship must reach consensus and mutually agree on an acceptable governance, management and ownership model before deciding to proceed with the project.
- A mutually agreeable space program – the needs of each municipality must be met by the space program. Given that there may be differing needs, certain spaces made be deemed as dedicated to a particular municipality and therefore outside of the partnership funding envelope.
- Capital cost sharing formula – participating municipalities must reach agreement on an acceptable capital cost sharing formula before deciding to proceed with the project.
- Operating cost sharing formula – participating municipalities must reach agreement on acceptable before deciding two proceed with the project.
- Benefits based value – each municipality will have its own criteria to evaluate the benefits of the project compared to the value of the municipal contribution. The examination of a preliminary feasibility analysis and business plan that provides an indication of the cost and benefits associated with the project will help in determining the benefit returned to each participant compared to their respective investments.
- Political support – it is imperative that a partnered project is viewed favourably by elected officials.
- Readiness – each potential partner must be in a reasonable state of readiness to participate in the project.

Preliminary Partnership Interest

In relation to the scope of this Study, the Town currently has partnership/contractual agreements with the Penetanguishene Curling Club, Penetanguishene Sports Hall of Fame, and the concession operator. Assumptions relative to these operations are contained in Section 8.5 insofar as they relate to the business plan for a new multi-use recreation centre. Summaries of discussions with these and other potential partners are contained in **Appendix E**.

Additional consultation is necessary to confirm the assumptions applied to the participation or non-participation of these and other potential partners in the Arena and Recreation Centre project.

Programming Partnerships

The Town of Penetanguishene 2017 Service Delivery Review recommended that the Town investigate the outsourcing of recreation programs to a third party as a potential cost savings to the municipality. The Town has recently entered into a one-year trial agreement with the Boys and Girls Club of North Simcoe to transition day camp operations to the Club within the municipality in 2021. Further exploration of potential partnerships with the Boys and Girls Club and new youth programming should be examined as the Town formalizes its capital development strategy.

Recommendation

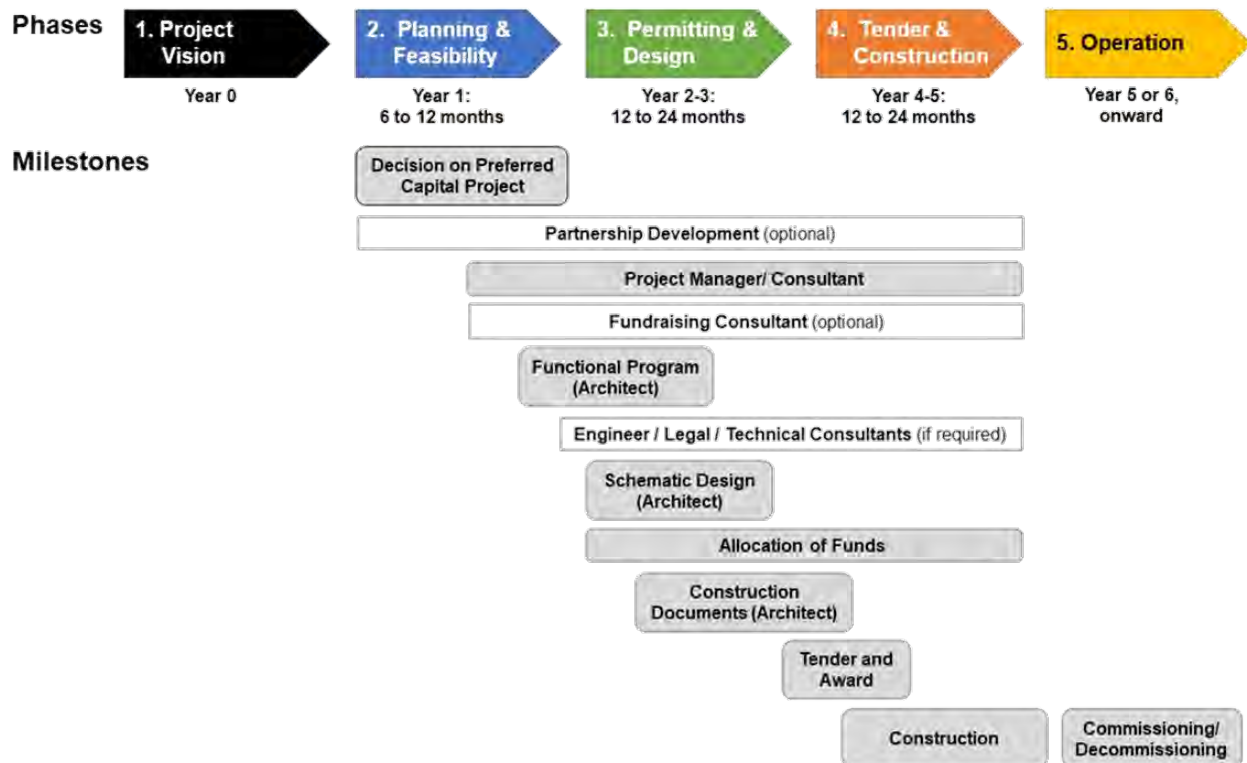
13. As the facility strategy takes shape, the Town should solicit proposals from proponents wishing to participate or be a primary tenant in multi-use recreation centre. Key principles and conditions of acceptability should be established to guide the identification and evaluation of potential partnerships.

10.3 Implementation Plan

Facility development is a complex process that can be broken down into phases from vision to opening and operation. Progressing from one phase to another may only be possible if previous phases have concluded with positive results, and commitment on behalf of all stakeholders has been made to move forward. Depending on the complexity of the project and the financial and political context that surrounds it, the entire development process can span several years.

The ordered tasks below are intended to guide the Town of Penetanguishene in the development of the proposed recreation centre using a conventional Design-Bid-Build (DBB) delivery methodology. DBB is the most common project delivery method, though others may be considered by the municipality such as design-build, integrated project delivery, etc. Due to the complexity of the project and range of technical skills required, it is recommended that the Town engage specialists and experienced personnel during the various phases of the project. This will support the timely implementation of the project, according to the standards, budget, and objectives set for the project.

Figure 27: Key Phases and General Milestones Involved in the Facility Development Process



Phases 1: Project Vision – complete

Phase 2: Planning & Feasibility – complete with this Feasibility Study

Phase 3: Permitting & Design

- 1) Decision on Preferred Capital Project – the Town will select a preferred option and identify an order of magnitude cost estimate in its long-term capital forecast; interim asset management and financial management decisions will reflect this decision
- 2) Project Manager/Consultant – assuming a DBB method, an RFP may be issued for a project manager to provide services through the life of the project; the project manager would develop a

procurement strategy and lead the procurement of other consultants, including an architect for preliminary design

- 3) Functional program – the general recommendations of this study will be further elaborated to define the specific requirements for the facility; typically defined by an architect
- 4) Schematic design – includes floor plans and elevations and shows the character and materials to be used in the building; additional site evaluation should also be done at this phase, which may require the retention of engineers or technical consultants
- 5) Allocation of funds – the project budget is re-assessed to make a determination of how, and when, to proceed; this is an appropriate stage to commence fundraising efforts
- 6) Construction document preparation – includes design development and the preparation of tender documents, sufficient for preliminary site plan approval; on completion of the tender documents a pre-tender Class B estimate to within 10% of the contract cost can be developed

Phase 4: Construction

- 7) Tendering and award – tender documents are issued and interested general contractors (or pre-qualified bidders) develop submissions and pricing, which are formally evaluated by the Town and its project manager; the lowest priced bid that meets the tender requirements may be awarded the contract
- 8) Construction – the successful bidder will construct the project in accordance with the construction documents, with significant oversight from the Town and its project manager

Phase 5: Operation

- 9) Commissioning – this process ensures that the Town's requirements are incorporated into the design, are built, and are configured to produce the required result (often achieved with the assistance of a Commissioning Agent); move-in follows, which can require considerable advance coordination
- 10) Decommissioning – should the Town decide to close the PMCC as an ice venue, decommissioning of the ice plant will be required once the replacement arena opens; decisions around future repurposing of the PMCC should be considered in advance, with input from the community

Due to the magnitude of this project, the implementation process is likely to take a minimum of five years given the need to receive final approval, secure funding, establish partnership parameters (if applicable), complete the design and tender process, and construct/reconstruct the facility. A significant government grant and successful community campaign may have the ability to accelerate the timeline; however, other factors such as funding, site readiness, and partner requirements could delay the project further.

Recommendations

14. Based on the preceding analysis, it is our recommendation that the Town pursue the development of a new multi-use recreation centre (Option 2). Given its age, major investment in the Penetanguishene Memorial Community Centre is not recommended. It is only through a new facility that the Town can expand its recreation programs and activities through the addition of a walking track, gymnasium, and program space. This is the option most supported by residents and is the preferred long-term solution to addressing the Town's arena and facility needs.
15. The Town should begin advanced planning for this project in the short-term, including the development of a funding strategy (and creation of a capital reserve) and establishment of a Building Committee to oversee the recreation centre project. The level of involvement of the Penetanguishene Curling Club and other major partners should be confirmed in the interim, which will inform a more detailed functional program, schematic design, and budget.
16. The Town should continue forward with plans to replace the PMCC roof and other necessary lifecycle projects (including regular engineering assessments), recognizing that this facility must remain available and safe for use for a number of years until the new recreation centre is developed. The PMCC should be closed as an ice venue once the new recreation centre opens, but may offer some utility for other uses on a short-term basis, such as a venue for floor sports (e.g., ball hockey, lacrosse, etc.); further evaluation of this option is required.

Appendix A: Record of Public Input

The following pages contain the open-ended input provided from the Phase 2 public input opportunity (online questionnaire).

Town of Penetanguishene Arena & Recreation Centre Study

What do you like most about the existing arena and curling facilities?

The curling facility is built on the most beautiful real estate in Penetanguishene. The Penetang arena is central to the town.
The lounge is accessible with an elevator.The Hall of Fame is is a testament to our athletes and builders.The arena has served its purpose but is outdated.
It is a place where the town People and others congregate for pride and love of our community. <3.
The unique shape of it.
Convenient locations. Only use Community Centre,
There are several different rooms available for rental for a variety of events. The bulletin boards have good information about what else is available in the community. Number 1 - there is lots of parking.
Watching hockey and curling
It is nice to have these facilities in Penetanguishene
They are a major part of our community and a place to gather.
location
Because of health issues I cannot skate or curl anymore.BUT.. our buildings are tired and dated.They have been around since I was a kid growing up in this wonderful town I call home. Equipment is failing . Smaller communities than ours have put together such beautiful recreational facilities for their adults and children that it makes Simcoe county look pretty shabby. I really feel and have for a long time felt that we do not offer our juniors and very young, a pool(since the shore lines offer hardly anymore healthy swimming)skating opportunities are limited and our curling building is an eye sore. Our old arena could easily house a two floor seniors residence since it is so needed.Same as our high school. Like the general hospital it'll be trashed and wasted.Time goes on.... Should a committee be formed to fund raise in the event of such a cause and in beautifying and encouraging our town to be more inviting to new comers I would certainly want to be involved.
The most important fact is that we actually have an arena and curling facility in Penetanguishene. This gives our town cohesion and two important community focal points. Without the arena and curling facilities, we would slowly be absorbed into Midland and become just another suburb of Midland. Related to the above, having two social rooms, kitchen and hall of fame attached to the arena is very important. This means that the facility can be used for all kinds of activities besides skating and hockey. This multi-function dimension should be retained in any new or renovated facility.
Sports Hall of Fame and Brian Orser Hall
I have curled since 1960. So it is very important that we have this facility. Still curling at age 82.
Location.
They are Community gathering places. Offer recreational activities for all ages Have halls that can be rented Museum is attached to the arena
Having programs upstairs like yoga.
They both allow for townfolk to enjoy fun and recreation. They both are places that have housed pride and outstanding achievements for individuals, teams, love ones and townspeople. Both are aging and I believe both were built by town volunteers. Lets forget the bandaid approach (fix, fix, fix). It is time we look to the future. We plan a facility that houses an arena (1 or 2 ice surfaces) and a curling facility (at least a 4 sheeter).
It is a good place to have family reunions in the Brian Orser Room.
Good hockey and meeting facility
Rooms for community functions such as meetings, craft shows, exercise programs.

We do not curl, but a indoor walking track would be great. Also some form of exercise class or equipment.
I have ever only used facility for mtg room
Location in center of town. Place for town events and meetings.
the location and accessibility to and from the arena.....I have not used the curling which I would like to do but unfortunately my knees will not allow.
I am not a skater or hockey player so I really cannot comment too much on the facilities as they are now. Have really only attended a few hockey games and the sports hall of fame (when it is open).
The arena has one of the best dry pad surfaces in Ontario. It is non-slip but smooth.
I also enjoy the Sports Hall of Fame.
1. Both facilities are in the downtown core. 2. Both facilities are on bus routes. 3. Both facilities have ample free parking. 4. The arena accommodates the Sports Hall of Fame.
Convenient to residents of the town.
I have been in the curling facilities but not the arena.
Accessible. Centrally located. Community minded
Staff
Close proximity!
We have just moved to the area and would love for my family to get meet people in the community!
The ice surfaces are really good.
Please refer to my humble opinion in question 8.
Thankyou
They are available-not perfect, but usable
honestly, I never go there. I can't say.
Small town feel fostering and supporting community events. The history of the structures. Adequate parking.
Both the arena and curling facilities are adequate, accessible and well located.
Proximity to my home.
that the exist. they are close to down town
Hall of fame at arena. Curling club view of bay.
The location of the arena is great.
Close to where I live
The facilities (especially the arena) need updating but as a family we enjoy the programs at the facilities.
Location. Very close and accessible to both residential (and to an only slightly lesser extent) commercial areas. Though I'm not in the arena often as my kids aren't hockey kids, it seems to have a decent mix of community space, the hall of fame is a neat idea I've not seen before, and is clean/well lit. I also love the quality of the
I think our Arena and Curling rink is old and tired. Time to invest in our town.
We spent alot of money recently on this so its fine for now.
The activities available in them, toddler and public skating, the cleanliness, availability of shinny
Location
The memories it evokes.
Hall of fame.
The variety including the 'book store'.
I'm an active curler and will be even more so when I retire. I like that this sport can be played at all ages and think it's important to have these kinds of options in our town.
location

Location
Arena-good location
Curling club-cannot say as I have not been there enough to answer this
Easily accessible for everyone.
Easy to locate for outsiders
Arena- upstairs rooms and sports hall of fame
Curling club- good viewing of sheets from clubhouse
Both- centrally located in Penetanguishene
that they are paid for
The location near the main street.
I like the location of both.
I like the 5 sheets of ice.
Location and history. Watching local hockey games.
Arena is close to where I live. Convenient for most of the town. Has fairly good parking space.
Needs a makeover for upstairs activities.
Nothing. There's nothing in the arena that appeals to me.
Very friendly
I like that both facilities are multi-purpose, used for both sporting events and other functions. I also like that both have viewing areas up above the playing surface.
It's history. A lot of families have been a part this centre.
I like the location. I like the hall of fame. I haven't used anything else in it.
Nothing now. Both facilities are too old.
Plenty of parking and change room space for our current needs.
Proximity to home. Bright and open lounge. (Curling Rink)
The rental space for private functions as well as the kitchen rental for people in need of a certified kitchen
Our curling rink sheets are well taken care of and the spaces on each end are perfect. I've played at other clubs and there is no space
Easy access. Don't use the curling rink
It is convenient to get to it homey and the people are great to be with.
Location is good...dressing rooms are a decent size...lobby is well funneled to get to the seating area and dressing rooms. Nice to have Brian Orser Hall attached albeit its too small of a hall. The option of sitting on both sides of the rink to sit on is great! But not the bleachers! (See next question for clarification). The Hall of Fame is GREAT. Our community should be EXTREMELY PROUD of our HoF! I like that the rink isn't a "cookie cutter" and that it's unique in ice surface area! The players benches are good size, and the penalty boxes are too.
Location for the Curling Club is also good! Ice is decent there!
Supports community health and wellness
Great facilities supported by the Town of Penetang
The locations are relatively central to facilitate ease of access. Parking availability is reasonable. Different sports can be accommodated at the same time.
I like the co-operation that exists between the town and the club. I appreciate the volunteerism that the club depends upon but am not sure it is sustainable.
The lounge overlooking the ice so you can watch games
Curling facility has lots of parking and is easily accessible. The natural light in the lounge area makes it a welcoming place.
Nothing. Old and antiquated. Doesn't make sense to have two curling rinks when membership at both is struggling
It's central location, which makes it readily accessible to my students.
Well maintained, friendly personnel, easy access and located in town boundary.
I like the fact that the arena is a multi use building.
The curling facility is a great building and serves the community in many ways

Convenient locations. Great employees.
- History - Location (Bay Windows) - Parking Availability
I like that these facilities are actually IN Penetanguishene, serving our community The curling arena is roomy.... Better than all the other local arenas.
Lounge overlooking the ice. Proximity to residence. I can walk or have a short drive to get there.
The people. The ice surface and lounge are large enough to allow for large events.
Location
location
People are friendly and sports minded. Good parking Good ice Lots and f locker room space
Good location, big lounge and change rooms Five sheets of ice
Good location Big lounge and change rooms
Arena - nothing. Its an embarrassment to the community. Smaller towns then ours have better facilities.
The family/friend social aspect. Being able to sit with friends after curling has finished.
I like the time given to seniors skate & shoot time.
We have them.
I like the friendly staff and the programs offered.
Location of the arena , Easy to find
Locations.
I like the arena but do not like the new seats They are hard and cold I like the curling rink You can sit and watch and be warm
Nothing.
History
Close to home; planned activities
It is a place of gathering for the community for many activities for different ages. Enjoyed activities such as dance or Zumba.
History...past champions.. Playing and watching athletic achievements.
That the arena also offers space upstairs for other functions.
Local hockey, gives a small town a community feel. My kids have been on that ice every year since they were three and four years old. This town grows up at the arena. It's what makes it so great to live here.
That they each have their own ice surface and are not sharing. The history in both facilities.
location. Free parking. Enjoy the activities/special events that go on. As well as the large rental space.
It's in town, don't have to drive long to go see hockey games or curling
To be honest not very much. If I had to say anything I would say the front entrance and the sports hall of fame.
Location
I like the foyer and dressing rooms and upstairs hall.
Benches in the viewing area for the rink.

It's history. Such a local endeavour. Blood sweat and tears \$ raised by so many town's people who only had goodness in their hearts. All for the greater good of its users.
I like watching all levels of hockey. I also like bench seating.
Arena is close to my house Staff is friendly and keep it clean Good prices for renting halls
I like the locations and the ample parking.
The designation of home dressing rooms with the association's logo on the wall.
That is centrally located in the town
It's local
curling club is not worth any investment. The arena unfortunately due to lack of vision you have destroyed it's once magnificent charm. Removal of wooden benches for cold bad sight lines aluminum crap! Along with major capital investment from refrigeration to roofs it too needs to be replaced.
Location
the close proximity to our residence.
Lots of parking and easy to access.
Not much going for it any more. Very tired facility. Big parking lot
Location of arena is convenient
As for the existing arena, I love the old barn feel of the arena with the wood trusses. It has a lot of class and character that a lot of new buildings don't have. I find a lot of new arenas cold and void of history or charm. I also like that the snack bar serves fresh cut fries :). I can't speak to the curling rink as I don't curl.
We love the skating rink and the can skate programming!
Love watching the flames and kings play. Also can't beat the fries !
The large open area Snack bar is most times open Cheap room rentals
I like staff and the fact that the facilities are used for community events like winterama I like they are located within the community for ease of access
Arena, nice size, functional and friendly. Not sure about the curling facility
Location
That both facilities are multi-use
The history from when I was younger and used them. Proximity to home and school.
Very clean!
The cleanliness of the arena
I do not use the current curling facilities. Current arena facilities: board room, large entrance and foyer
I love the public skating at the arena as well as teams coming together to play hockey, practice or participate in the skating program
Centrally located
Friendly and helpful staff. Cleaning and general upkeep at the arena is top notch (compared to Midland where it is very substandard). Reasonable ice rental and facility rental costs.
The locations. They are both relatively center in town and easy for visitors to find/residents to walk to.

Town of Penetanguishene Arena & Recreation Centre Study

What could be improved about the arena and curling facilities?

Both need to be replaced with one large multi use complex at a different location in the town.
The arena needs two ice pads and better seating. It should also serve everyone in Penetanguishene. There should be a swimming pool, gym, track and lounge. A curling club should be added with a bar and kitchen available to be used by both arena and curling club if possible. Everything could be owned by the town with each club having their own executives reporting to the town.
We need updated, safe buildings.
The price to draw more crowds
Community Centre needs updating & floors in the upstairs area need replacing
Space for more activities suitable for our growing senior population (like an interesting indoor walking path with exercise stations along the way), games room (with board games, puzzles, card games).
Walking track
A new arena is much needed- possibly a new complex where the arena and curling club would be available under one roof and other activities that would benefit Penetanguishene
They are old and although they have had some updates in past years, they now need to take in mind our the need of our ageing population and offer more.
Limited programming for the average community member when the ice is in.....
My strong opinion is that we should keep the existing facilities and renovate, upgrade and modernize them as we can afford it. However, if you build new facilities, the main social room should be larger, to accommodate larger gatherings. You could put a folding door in the middle to split the space into two smaller rooms, as needed.
Modernize it. Bigger ice surface Proper seating Walking/training track Training facilities Be designed for year long multi purpose
Still happy with the facility .
A walking track as part of the facility
As seniors, we are most interested in a walking track, especially during winter months when walking conditions are more dangerous for us.
Stop throwing away tax dollars to repair. There is minimal upgrading it seems to be constant infrastructure improvement.
Walking track
An indoor track for walking exercises in the winter months.
See above
A swimming pool would be most beneficial for me as i use it for excercise program as do alot of people that use ymca
Any new facility should include a walking track. This is especially important for the many seniors in this community who need to exercise through the snowy winter. Walking is a perfect exercise for seniors.

speaking of the arena only you need to improve the accessibility to the second floor.....with only one antiquated elevator does help as most times when I was attending classes there I needed to use the stairs as the elevator was out of service. Also the upstairs washrooms need to be improved for handicap accessibility I believe when I was there last the doors are not push button.
Seating at the arena is terrible. Cold and uncomfortable with poor sight lines.
Dressing rooms showers and washrooms are in need of upgrades.
1. The model of two separate stand alone facilities is outdated and more costly than one integrated sports and recreation centre. The current model does not accommodate gymnasium sports or large public events. As such the town relies on renting external facilities such as Waypoint and public schools.
Everything! These are old, expensive to maintain facilities that offer limited functions that no longer serve community needs
A facelift on the two would probably be ok. As for a new fitness center and arena I don't think it's needed. The curling clubs from where I came from were not public, member owned.
Arena's limited seating and cold temperatures
Needs replacing
Would love to see them under the same roof!
Never tear down arena add another if you wish but do not tear it down
The seating areas are horrible.
They are old, well used, need some clean-up work. Not a criticism-ceilings etc upstairs look tired as do the washrooms.
Would be nice to have outside deck at curling club used as a cafe during the summer-extra revenue
Does anything else go on there besides hockey? If its a rec center there should rooms for other activities - perhaps there is - for organized sports like say badminton, yoga, exercise classes, art
Other than operating deficiencies, or which I am unaware, some updating renovations might be in order.
Though both facilities are older, they both seem to meet the needs of the public. My wife and I are both members of the Penetanguishene Curling Club and feel that the facilities are fine for the club that is struggling to attract new members. We also often attend Penetang Kings hockey games and there is always enough seating for the fans. We also visit the arena for events during Winterama and find it adequate.
Arena: fan seating, ice surface, updated dressing rooms, lobby size.
Curling Club: general building update.
update
host more community events
Arena new facility. Curling ,club combine with arena on the water
Nothing
Would like to see a complex with swimming pool included plus a gym
Larger Ice service-to small.
Access to a swimming pool
Perhaps the inclusion of other fitness facilities such as a double gymnasium, large fitness facilities, a walking track and especially a swimming pool.
another ice pad would be great . Benches that aren't metal!
go new.
Nothing
Hockey teams - women's league/shinny slot. Curling facility smells moldy

Need a sports complex
Ice surfaces, curling rink, ball courts and pool all in one facility
Combined new facility. Both buildings are old.
Put a restraint on the boy hockey players. They're always disturbing the figure skaters and audience before their game. Good games though.
More use of the halls to promote community events - concerts, trade shows, markets, craft fairs. Even family functions like weddings. They sit empty too often. Make rental affordable.
bigger lobby, more parking, better seats
Modernise
Arena-whoever thought that putting metal seats in an arena should be shot. Seating is horrible, change rooms are too small and the bathrooms off of the change rooms are disgusting. Ice surface is too small
Arena kitchen is old and if you want more people to rent the hall, this needs to be updated
Curling club-we have only been there for banquets so really cannot answer
Arena-better viewing of rink surface from stands. Many areas have difficulty seeing all the areas of the rink when hockey games are being played, there are blind areas.
Arena- seating absolutely needs to be replaced everywhere. Too many seats were removed to make more accessible areas which may be used only 10% of the time
Curling Club - nothing of any major importance
I don't have suggestions for improvements.
Perhaps having more art and changing it up with some frequency would bring a fresh good feeling when entering. That could be done for low or no cost with the involvement of local arts groups especially if it provides a venue to display and sell their pieces.
A general revamp to bring it into the 2020s. More space for programs tailored to the clients that use the facilities.
I think the seating at the arena could be changed.
I think there could be 2 ice rinks side by side.
At the curling club the kitchen and bar area could be improved.
The locker rooms and bathrooms downstairs could be redesigned.
Not too much, a bit of updating.
Facelift for upstairs area in arena
It could be more inviting to the general public. Right now it's not exactly welcoming. Who knows what goes on there?
Friday night curling if enough interest
The current seating at the arena is sub-par. Not enough seats, and metal gets too cold in an arena setting.
More modern, more spacious. We need a rec centre and a pool!
Larger space. Double rink.
More community space
Warm seats!
I would love to see a gym or a pool along with what is already there. I would love to take aqua fit and be able to drop it and use gym equipment or take classes in anything.
Nothing. The updates that were already done in the arena, made it worse for seating. It's too darn cold on those seats. The curling rink is way too small.
Seating and heating inside the arena (although not sure how relevant that will be for a long while)
Reduction in use of stairs for ice surface and change facility access. (Curling)

<p>The curling facility needs a interior facelift. The arena could also use a facelift</p>
<p>Get a new plant for the ice an or build a new sports arena like the one in midland plus curling rink with seats for 1000 people.</p>
<p>Ice is consistently deteriorated in the past 5 years At the arena...ice feels softer every year after year. The seating is the WORST in any rink I've been in. TERRIBLE! Not enough parking! Showers also among the worst on the circuit as far as minor hockey goes. The toilets and sinks are in OBVIOUS NEED OF REPLACEMENT especially in all the dressing rooms. Snack shack needs a face lift! Old and run down! The bleacher heaters are old and can't warm up enough to heat the extruded aluminum seats. The arena is among the coldest EVER! Need womens change rooms! Referees room WAY TOO SMALL! There is next to NO STORAGE FOR PLAYERS, STAFF, AND FIGURE SKATERS or any user group. Staff need a work area, shop and their own locker facilities. Need more seating in a warm area like the lobby enclosure. The dressing rooms at the curling club are too small, they stink, they're moldy, it was poorly designed! The curling club lobby loses a lot heat over the winter as is evident in the large icicles over the season.</p>
<p>Seating and quality of building Future state to consider joining both facilities to increase access (traffic) and minimize cost</p>
<p>Modernization or replacement of the rink surfaces / refrigeration distribution lines could provide better ice conditions. A multi-function facility could potentially include improved kitchen facilities to independently offer food services or support catered food and beverage services to one or more dining or lounge areas. The current attempt to intercept and re-direct precipitation and shallow groundwater away from part of the south side of the curling rink is a welcome endeavour. Hopefully it will reduce the potential for basement / change-room area flooding and health risks due to mildew formation. Additional work is recommended to prevent seepage from the vicinity of the ice plant and lower entrance from draining onto the parking area and creating surface ice that creates a risk for slip-and-fall injuries. A collection sump with appropriate sub-surface drainage to a separate sump north of the parking lot and walking trail may provide an appropriate remedy.</p>
<p>The curling club has many positives. It may be an improvement to have a better kitchen. In the short term we need a dehumidifier. M</p>
<p>Bigger locker rooms for women</p>
<p>Curling facility needs a larger kitchen</p>
<p>More members under one roof at curling. Less building maintenance cost as it's a continual struggle with the old building.</p>
<p>More storage space for my karate club's equipment.</p>
<p>Seats for the spectators at the arena need to be changed. Arena getting outdated. Need new locker rooms. Curling club needs a dehumidifier that works. Curlers that had a few drinks should be allowed to leave their vehicles in the parking lot overnight without getting a ticket. That could be changed before the snow flies and it would not cost anything. Curling club getting outdated also. To summarize we need a new arena and a new curling club, they are both outdated.</p>
<p>The arena could use a second ice surface because one is just not enough for the community. The curling facility could use a better kitchen/bar area and locker rooms.</p>

<p>Parking spaces too tight. Lines too close together. Dangerous. Damage to vehicles. This is in spite of the fact there is room to have larger spots (like Costco) and have parking area wrap around both the arena and curling club. There is space to allow better parking. But I believe nobody with authority takes steps to make this happen.</p> <p>Also, those aluminum seats installed in the arena are awful. They are at too low of an angle for proper viewing. And the town did not pay for the plastic seat coverings that are available from the supplier. (Collingwood has them)</p>
<p>-Any updates recommended by Ice Technician</p> <p>-Water issues</p> <p>- new showers and bathroom downstairs</p>
<p>Both are old and in need of replacement or repair. The arena in particular stinks and the seats are cold and uncomfortable. Would not shower there if my life depended on it. Simply gross.</p> <p>It would be nice to have a second ice pad.</p> <p>The Curling Club is better, but the lower level smells too. With Hope all the work done to divert the water should help a lot.</p> <p>Both old buildings are money pits.</p>
<p>Renovation -- the building looks tired, old. This is past a fresh coat of paint. It needs major rework to bring it up to a newer standard.</p>
<p>Change rooms need to be improved. Bigger, more lockers, and accessibility.</p> <p>Offer healthy food options.</p>
<p>Curling facility is very old and in need of updating. The change rooms are very small and smell musty and damp.</p>
<p>activities for youths and seniors</p>
<p>The Basement is wet.</p>
<p>No carpet</p>
<p>No carpet</p>
<p>New arena and community centre needed. Swimming pool too so that we don't have to use Waypoints</p>
<p>Dehumidifier. Water problems.</p>
<p>They are aged...minimally accessible due to multiple levels and not located within the same complex</p>
<p>We could use a bigger ice surface or multiple rinks. The curling rink smells like mould. You run your summer camps out of there. Children play in it a good chunk of the day. The glass at the arena isn't well insulated considering you frequently get condensation on the glass. The change rooms are a great size, but are frequently broken into and things get stolen.</p>
<p>2 ice surfaces. For arena</p> <p>Update both</p>
<p>arena: updates to building, install floors upstairs in a room that are good for exercise, update update</p>
<p>More warm seating at arena</p> <p>They won't let you go upstairs</p>
<p>Everything. Tear the arena down and build another. Over booked and I'm terribly bad shape. Too old. size, accessibility, roller skating, teen center improvement to snack bar set up</p>
<p>Updated change rooms , more seating</p>
<p>Better seating in the bleachers. Maintaining barrier free access for everyone in the community.</p>
<p>Combining them. Add a practice arena..NTR training size ice and better viewership</p>

Seating in arena. The aluminum seats were a poor replacement for the old wooden ones. Lack of kitchen facilities at the curling club, and the fact that it sits on a very desirable piece of property. I could see that location turned into a brew pub, with the patio/deck extended along the full length of the building. With its prime location on the water, it would be busy spring through fall.
The washrooms in the change rooms. Small town arenas seem to have this problem. But as a mom of girls who have been using the dressing rooms for years, they're horrifying
Arena needs to be updated, as well as the curling facility. I think a new community center should be built using the old high school PSS. Penetanguishene council should buy it and turn it into a new community center. Two ice pads and a curling rink could be built in the back of the school. Gym for people to rent. Area for the sports hall of fame. Banquet hall, class rooms to rent and more. Track for running and jogging. Everything under one roof.
More things/sports/events offered at the facility. Different room sizes available for rent.
Arena: heaters
Seating
1-seating 2-change rooms 3-lobby 4-size
Most definitely seating needs to be improved. stadium seating on one side like Midland would be an improvement. Definitely not enough seating especially if the kings make it far into the playoffs.
When I see the MCC and the midland facilities, ice surfaces and curling club , I feel that we in the penetanguishene community have lost all the fun aspects of our town. We've lost the high school, the catholic high school, the hospital, the YMCA and the cultural hub MCC for entertainment. Our fire chief now has a dual role as does our town planner. Can we please have a sports plex for our children and our community ??
The existing benches are very cold. Wood or plastic would be better but stay with benches. Bigger people like myself find the seats in other arenas hard to fit in. Also the heating really is no good. The arena is very cold and staff keep turning the heat off to flood the ice. It takes almost the whole period to reheat just to turn it back off. There is a draft that comes from the exhaust fans on the back wall. The scoreboard is so old the lights keep burning out and are so dim it's hard to read.
2nd ice surface Overall makeover to look nicer
More accessibility and better seating and locker room facilities.
More comfortable spectator seating, renovated player bathrooms, more seating in the warm section, access to coach/player benches off ice (this is a liability issue and should be prioritized), a designated warmup area for players to avoid distraction of players on ice and running kids in front of spectators in the crowd watching a game, another ice surface would be nice too with n indoor walking track.
The arena the overall inside need updating seating is terrible
Opening it up with protocols in effect but allowing the kids to get back to a new normal with extra curricular activities.
a second pad, the spectator seats are horrible (so cold for an arena)
Nothing !!!

<p>Arena...</p> <ul style="list-style-type: none"> - increased ice surface to regulation size. - Updated dressing rooms so shower facilities can be used by either sex. - Improved seating ... current seating has decreased the number of attendees at sports functions - Large foyer to accommodate crowd prior to events ... or waiting area after. - Gym or warmup area for skaters/teams to use prior to an event ... very frustrating when teams are running thru the stands prior to games or, throwing a ball around.
<ul style="list-style-type: none"> -Improved spectator seating for the arena portion. -either waterproofing foundation of curling club so water doesn't enter changerooms or move location of curling club (combination curling/arena) - pool & gym facilities (we shouldn't have to go to Midland)
<p>Lighting and more comfortable chairs</p>
<p>Fix the washroom on the second floor, update . The curling rink needs bigger social area, if there are to be more functions there.</p>
<p>Arena benches are freezing, viewing areas are often blocked and line if sites not clear. Lobby area is too small and often is very crowded with visitors and players. A players entry and exit would be helpful.</p>
<p>I think the arena works fairly well as it is, however it is limiting to what can be run out of it - would be great to have some larger space with perhaps an additional rink to help with attracting tournaments. Would also be great to have larger gathering area with tables that people could grab a drink and food and sit and watch the games - more of a restaurant style setting, less cold arena feel.</p>
<p>The metal stands!</p>
<p>Heaters turned on more to keep warm while watching a game</p> <p>More seating inside main area to watch games</p>
<p>The seating at the rink, the speaker system, the fact there is no photo on the Queen at the arena the stairs at the arena can get very slippery when wet</p>
<p>Arena- Kept a bit warmer for spectators.</p>
<p>Better seating area.</p> <p>Keeping the heat lamps on during all games</p>
<p>Bigger/more space and accessibility updates</p>
<p>Two rinks, warmer stands, better seating in warm area.</p>
<p>Too many to list, heaters, bleachers, bigger lobby, more change rooms, proper sized ice pad, automated bathroom soap dispensers and higher power hand dryers and more</p>
<p>Heaters, bleachers, girls change room, ice surface too small</p>
<p>New arena facility. Larger change rooms. Dedicated female change rooms. Dedicated medical room. New/clean shower facilities. Recreation area for strength and conditioning and team warm up.</p>
<p>More/ larger change rooms</p> <p>Get rid of the metal benches</p>
<p>To make it a multi purpose center that can be utilized for as many community members as we can.</p>
<p>Arena is in dire need of upgrades or repairs. Larger change rooms, larger ice surface.</p> <p>More ice time would be used by PMHA and private rental groups.</p> <p>The metal seats are VERY COLD for parents/grandparents there to watch hockey/skating.</p>
<p>Larger spaces for recreation activities and rentals.</p> <p>The layout for the change rooms and ice pad is very congested during tournaments.</p>

Town of Penetanguishene Arena & Recreation Centre Study

How are your recreation interests changing? What new programs or activities are needed?

Activities and programs are few and far between in the Town of Penetanguishene. Healthy, active living initiatives need to be targeted. These should include community engagement projects i.e. maintenance of flower gardens, volunteer led walking groups along the Rotary Park.
I am a curler but I also enjoy watching hockey.
Just keep the original programs going to keep people involved. (Seniors)
I'd like to see a pool with Aquafit
More Senior activities, line dancing
Now that I'm older and less able to do very physical activities, I still want to be active and keep flexible. So more programs geared to seniors with arthritis or somewhat reduced flexibility/mobility. I certainly can't ice skate anymore! I would be sure to fall and break a hip!! We still need the ice rink for the younger crowd but need to blend in more programs to accommodate our aging population.
Aging ,low impac activities
A walking track would be helpful for the aging population and also for those that would have difficulty walking outside in inclimate weather
The local ageing population is in need of a warmer pool that would help keep their joints moving as well as an place to walk indoors. Many newer community facilities are including these types of recreational options.
Fitness centre, walking track which would be utilized year round and aquatic centre for pool walking Limited access to shallow walking pool in this region.... Orillia just completed one, Barrie has several, Collingwood Centennial has 2 wonderful pools that are being used by people of all ages.... Nothing in Penetang (tiny pool at Georgian Village and Waypoint pool poorly designed for this Midland- only has YMCA and full of programming/busy and cold and small pool at Super 8 is quite costly
I am affiliated with the rug hooking group on Wednesday mornings. Perhaps more artistic teaching to all age individuals.
As we age, we are less interested in physical and sports activities, and more interested in social activities. However, there is one physical activity that most older persons engage in -- that is walking. In the winter, there is nowhere to walk in Penetang that is safe for older people. If you build a new facility, please install a walking track, or at least a walking route, so older people can stay fit in the winter.
Safe indoor walking track especially during the winter that is opened all day. Exercise facilities
For me I would like somewhere to walk in the winter.
Tai chi Gentle aerobic exercise
Could table tennis be a possibility.
I played top quality baseball in this town. McGuire park is way under utilized. The main inhabitants seem to be the Canada geese. The play area and new tennis/pickle ball courts are being used.(seniors using). We need more kid sports. Maybe change to soccer pitches etc.
Winter pickleball More winter walking
Exercise and leisure programs for adults and seniors such as yoga and pickle ball.
Need exercise activities for seniors to keep us active and healthy.
As i have just retired i have time now to do programs that i enjoy . crafts, swimming
Walking is very important to me as a senior in Penetanguishene

as a senior with mobility issues the programs need to be centered more to our live style....many of us today are more active in our seventies and eighties than our parents but we are still not considered when programs are being set up...ie: strengthening and agility are great if you are able to lift your feet from the floor or bend at the knee but for those of us unable to step through hoops and over ropes this becomes a challenge which after awhile we become discouraged and do not show up or sign up again.

My personal interests are remaining and have remained the same.

I believe a walking track would get a great deal of use throughout the winter.

1. The new facility should be a sports complex, flexible in design to accommodate gymnasium sports, ice sports, public viewing areas, large public events, meeting rooms and banquet facilities for small and large groups.

2. The facility should accommodate Senior's groups activities, youth groups (Guides, Cubs etc.) and large

- Need for fitness/workout facility - possibly structured classes

- Need for running/cycling facilities - especially in inclement climate months

- Swimming Pool

- Youth and seniors programs

I walk in the summer and ski in the winter. Was doing tai chi at Waypoint they also have a pool.

Need more senior activities. A pool with aquatic exercise programs would be great

Gym for valley etc

Pool

Penetanguishene needs a facility that would house a one stop shop. Fitness centre with pool arena and curling! Instead of having to drive to Midland and other areas to work out! It should also house a banquet hall for events! If towns the same size can achieve this, there is no reason Penetang couldn't!

chair yoga

shuffle board

Music programs for toddlers

I believe that organized sports are the best way to go for both children and adults.

Swimming pool

Different age groups have different needs- adult and senior exercise programs, VON affordable (free) programs, different than parent/child needs. Great need for meeting rooms, activity rooms for different age groups, crafts, social events. The town itself will change as new development occurs on Fuller and Bellisle area.

Children's play areas are a need as well-summer playgrounds are good-need year round play other than just hockey and figure skating

I would like to see more indoor activities made available esp for seniors. Activities like pottery, easy yoga, paint classes, badminton, card room and other interactive activities.

I am an outdoor enthusiast with the ability to now pursue all activities both indoors and outdoors.

Family-centred and senior activities with greater flexibility in time offered both in daytime and after workday in evening are considerations.

Can't suggest any new programs or activities.

More convenient ice times are needed for 40+ pickup hockey groups.

community events

family friendly activities

free or low cost

Public pool would be great. Waypoint does not meet our needs especially with the parking, location and lack of changing space in the change rooms.

Swimming for seniors as it keeps them active and in shape. Exercise classes as well

Learn to skate for children.

It depends on if the Midland YMCA remains open/economically viable, but a good fitness facility, gymnasium and swimming pool could be in my "needs" category soon.

Activities for the 4-8 range. Dance, karate, yoga, etc. Women's shinny slot. Kids shinny
There needs to be programs centred around well-being. Programs need to be accessible and inclusive. Seniors, people with disabilities and different ethnicities. Programs such as: Yoga, meditation etc
Adult /senior rec activities.
Keep everything. Be nice if there was Judo and Archery.
WIFI community access an authentic gathering option besides library would be helpful.
Indoor pool
Running/walking track that people can use in the winter when it is not safe to walk outside or when your kids have a hockey practice.
School based prorgans during the school day for elementary students.
Would love to see a gymnasium added that would allow for Pickleball, badminton, basketball, etc. that is not dependent on available school time and Board approval.
my rec interests are boating and cycling, as an older resident that uses e bikes exclusively for transportation i am always looking for more and better infrastructure that includes access to all multi use trails systems bike lanes, separated from the road where possible and secure parking racks that are in locations which are near entrances, well lit,and video monitored where possible. Larger businesses could be mandated to provide this also in the same way they are required to provide adequate parking for othe vehicles.
My young children are not yet involved with any rec programs so I'm not very educated on what is available or facilities used for those at this time.
I'm recently retired and am looking for socially enriched activities with both my age group and younger groups.
We could use pickle ball courts off the Main Street
Older adult programs. Like Askennio.
More activities for seniors. Walking club, line dancing, VON exercise, Comfortable area for craft get togethers
More recreational facilities for adults, somewhere for the community to really come together. Perhaps a small cafe where people could meet whether using the other facilities or not. It would generate some income as well as bringing the community together. (And I'm talking about a real cafe here - not a Tim Horton's kiosk.)
Euchre nights!
As I get older, I would like to see an indoor walking track.
get swimming lessons back please.
We are recently retired and would love to have some programs for active seniors. I like crafts, group excercises, water fitness and other things that we can meet people and feel like part of the community. The summer is great but the winter is long.
I don't use either facility anymore except that I go watch curling once in a while. I'm thinking about the future generation.
Right now, hockey takes up a huge portion of the limited ice time available at the arena. It works be nice to offer additional ice time to the skating club.
Approaching retirement I would say more access to day time programs in addition to curling.
Would like to see more excercise programs
Brian Orser hall could be c leaner! Updated accessible bathrooms upstairs
At 76 all I do is curl an walk 4k a dayan golf once a week. It would be nice to have an indoor track an gym
My kids are growing up and will not be as involved in minor hockey and figure skating soon...but with the aging arena, I find they both would rather go to open skating in Midland because their ice is soooooo much better than Penetang's even though it's twice as far of a drive for them.

With an improved Rec Centre and new building this will make available more functional rooms to offer more programs and activities
During my progressive retirement years I foresee a tendency to participate in and obtain greater enjoyment from less competitive and more socially interactive activities and sports. Such activities will include 'day league' curling, pickle ball, bocce, shuffleboard and a suitable gathering place for after-event get together.
I curl and golf. No changes planned.
Curling
My recreation interests are not changing. I hope to be able to continue to use the facility to hold my karate classes on Monday, Wednesday and Thursday evenings.
Free skating for kids: example every Friday afternoon free skating for kids in attending school. Kids learn to skate better and maybe you will have more kids interested in hockey. Same with curling, free registration for little rocks and maybe we would get more kids interested in curling. If they start young, they would get good at it and then we would have curlers advancing to the pros to represent the town of Penetanguishene.
Because of my age I would like to see more activities for older adults. A community centre within the arena facility, like they have in Midland, would be a great addition and would give us more options.
The arena should to be open to local schools during the day for "Skating" days. Example St Ann's Grades 1-4, 11 am -12pm Monday. Each school could be offered 2 sessions per Winter. I am thinking there should be some ice time available during the day. And this could help create interest in skating, the arena, and maybe help with declining participation in PMHA. Make sure to offer "Seniors" an hour as well. Penetang is getting to have more seniors than school aged kids.
-It would be nice to have a fitness room in the room at bottom of stairs
With Covid-19 that is harder to answer. Under normal circumstances I would say I am enjoying more team sports. But with the pandemic am leaning to more individual ones.
Curling. Swimming. Running track.
I hike so winter walking would be good. How about multi use studios that can be used for kids programmes, art classes, Zumba for seniors, and yoga?
activities for youth and seniors...walking track
Access for wheelchairs, walkers etc. Cards
Walking track
N/A
It hasn't changed
More time for seniors hockey and skating.
Public gym with minimal fees. Hall rental with adequate kitchen. Lower cost to income challenged families. Real measurement same.
I have children in both the hockey and figure skating programs. The figure skaters could use a jumping harness and a sound system that is more modern. When it comes to the martial arts that take place upstairs gymnast mats would be handy for teaching kids self defense safely.
Dance classes for seniors and Alzheimer's Cooking classes,
squash, our own pool (Waypoint feels dangerous at times taking my child to lessons), an indoor track (one with a fun screen to change so you can walk in cool places?)...if you are combining the curling club and arena and the location is by the water - THAT WOULD BE AWESOME
More things for retired people
Pool, gym and restaurant.
roller skating, dances for teens with clean safe fun, learn to play hockey teens/tweens for male, female camps for learning hockey all ages and skill level not just after 1 year of play

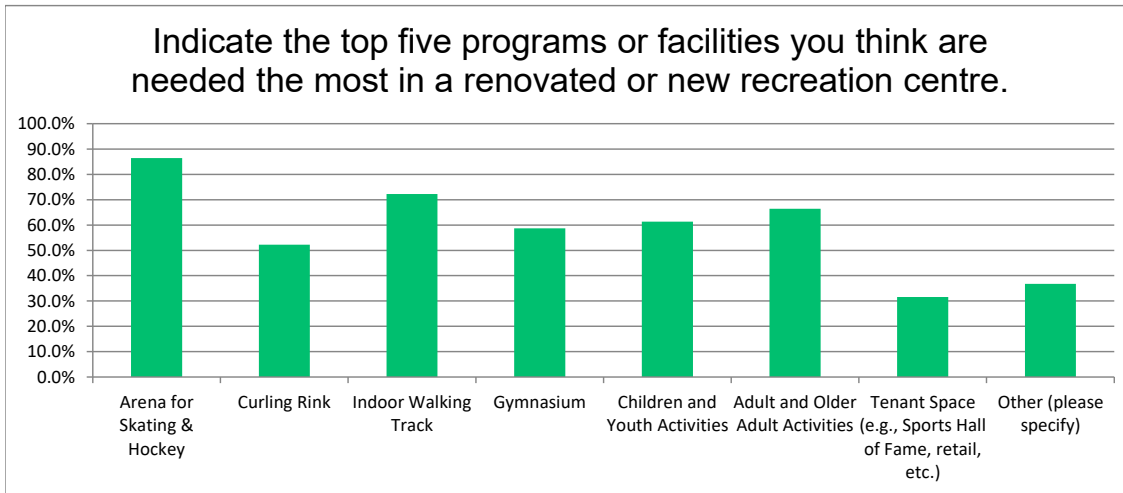
Public skating ; third party exercise classes etc.
Love the idea of making things freely available (Or as close as possible) for the health of the community (free skating, walking track, etc.)
Gym...indoor track...place for people to exercise and connect
I think some more high level athlete classes for youth. There are a lot of keen young athletes in this town and they want to be active! I also think the youth need a space at the library. Free wifi. Tables. A spot where silence isn't mandatory. If a library is put into the arena, the kids are going to use it - so make it amazing. The Midland library and Barrie library would be great inspiration.
Not sure what is needed but differently something for the youth, video game center, Career Center, basketball, floor hockey, badminton, work out room. Something for the seniors card night, game night.
swimming would be most beneficial as the facilities at waypoint are not sufficient and the YMCA is dated. Lessons for kids and aquatic programs for adults
Gymnasium for added fitness classes offered by the town. Ability to get physical activity in the winter in town.
Aqua fit at the pool, more activities for adults at our local pool
Second rink
-2 Hockey surfaces -Lacross -yoga -exercise facility
I just use the facility for hockey and skating so I'm good with what's offered.
There needs to be more for kids in this area. Someplace safe for them to get out, get some exercise, and socialize
Adult fitness Dance Swimming programs Pickle ball Social gatherings Informative area happenings Driving boating courses Historical info
For myself I think everything else is fine
A gym area for off ice training would be nice
More activities that are for people who can't be physically active.
As my children are getting older (13 and 15 currently), it would be nice to have a facility oriented for teens to accommodate their interests since there is zero youth programs or zero youth facilities where they can hangout in our town. It would also be nice to see an outdoor bicycle track, similar to a dirt bike track (like Wasaga Beach currently has) on or near the arena premises.
I have two children 7-11 so I am interested i programs for them! It would be nice to be able to do the babysitting course and or home alone course online at this point?
unsure
Arena - with the tight schedule for Arena usage during the Ice Season I don't believe, in the current facility, there is room to add additional programs. - with a new facility a walking track would compliment the sports offered and give seniors a place to walk during the Winter months. - During the Spring/Fall added usage could be ... Lacross, Raquel Ball

<p>-swimming -gymnasium - sports/recreation center for the general public & seniors</p>
Fibre arts
I love all the art stuff, but tired of having to go to Midland Quest Gallery. We should have more affordable activities in town.
Year round ice surfaces to allow for summer hockey
We need to focus on more youth sports such as hockey to help keep kids busy and less likely to cause trouble in the community.
We are interesting in skating and swimming. Would love to see a kid and adult friendly swimming pool.
Girls hockey in penetang would be nice
Teen fitness programs
<p>I love the Yoga classes with Nova, what an amazing instructor. I would love indoor walking facilities for the winter weather. My university used to allow walking around the rink for winter walking. Activities for teens or young adults More crafty lessons (watercolour, stained glass, quilting circles) More clubs (cribbage, chess, photography, etc)</p>
Want/need more local programs in the evening or early morning to accommodate before/after work
My kids are mainly involved in hockey, however I know summer camps were held there and it would have been nice to have bigger space for them.
Would like to see a more recreational approach.. gymnasium, walking track, fitness centre would nice! And..etc!
Gymnasium activities
Rock climbing wall
Pool
The existing programs are great. Having an indoor walking area for seniors would be great asset for our older population.
More ice time at the arena would let more hockey programs take place throughout the year (goalie clinics, summer hockey camps, etc)
A 'homebase' space for recreation activities would be great. Currently we use many different locations but I would like to see a spot that can hold all of our town activities.

Town of Penetanguishene Arena & Recreation Centre Study

Indicate the top five programs or facilities you think are needed the most in a renovated or new recreation centre.

Answer Choices	Responses	
Arena for Skating & Hockey	86.5%	134
Curling Rink	52.3%	81
Indoor Walking Track	72.3%	112
Gymnasium	58.7%	91
Children and Youth Activities	61.3%	95
Adult and Older Adult Activities	66.5%	103
Tenant Space (e.g., Sports Hall of Fame, retail, etc.)	31.6%	49
Other (please specify)	36.8%	57
	Answered	155
	Skipped	2



Other (please specify)
Dance room, specialty rooms
Pool
Rental space for other community events, meetings and activities
Community pool that is at therapeutic temperature
Warm water walking pool
Social room for non-athletic activities, with large kitchen.
Swimming would be wonderful,
A large general purpose room like Brian Order hall.
Meeting rooms for public events.
Indoor pool
Swimming pool
Pool
Pool
speciality room for art activities and or card groups
Swimming pool for all ages and all season accessibility.
Banquet facility for weddings rentals
Pool
Swimming pool
pool
Pool
Pool
Pool
Pool
Pool
Pool
Pool
Pool
All the above items
Pool

Cycling infrastructure
Pickleball courts
Swimming pool. There's nowhere to swim in Penetanguishene. (And yes, I know about Waypoint.)
swimming pool
Cafe or small restaurant with healthy options
Swimming pool
A bigger and better Brian Orser hall attached to a new rink to accommodate +400 people for banquets weddings and general gatherings.
renovate existing facility
Swimming pool
Indoor swimming pool 25 meter
Pool
pool, squash court
Pool
roller skating, daycare
pool
Boys and girls club (after school programs)
Nice scoreboard
Halls for renting
Community pool.
Pool
Weight room
Pool
New facility would allow the current facility to be utilized for Adult and older Adult usage.. plus programs for Children &, if feasible operated as an after school DayCare which is always needed. ..
Meeting rooms, senior exercise programs
Cafe , coffee meeting place or similar
Workout area for athletes
More upscale dining area / seating.
Swimming pool
Something for teenagers, they tend to get over looked stuff is usually for kids or adults

Town of Penetanguishene Arena & Recreation Centre Study

What amenities or design features should a renovated or new facility consider?

dual rinks
Accessibility, central to the Town, space for town/community driven initiatives (i.e. community lunches/food bank pick ups/etc), 'green' amenities
A fully equipped gym with classes for pickle ball etc. , shuffle board, yoga, ti chi, etc
I can't stress enough about a pool, showers and lockers!
Stairs more friendly for seniors another elevator?
At least 2 elevators to accommodate the aging population that cannot climb stairs. A cafe (licensed would be good) open over lunch to dinner times. Perhaps that could be run by a non-profit or charity. More washrooms that are accessible to accommodate walkers and wheelchairs. Up to date technology to allow special events and meetings to be both in person and virtually at the same time. Large parking lot with lots of good lighting outside the building and in the parking areas for safety and security. Really good sound-proofing so hockey fans don't disturb a meeting or wedding reception going on in another room.
Caffe or bistroi
Easy accessibility, comfortable seating, elevator, anything that would make it a great place for people to make use of and lots of parking
Cafe or snack bar
Above mentioned
Easy access with input from the health care providers in the area and also the existing aquatic centres re Orillia and Barrie to learn about their trials/successes/misses
Light- design feature
Community space- internet cafe, reading spaces, etc
Check out other similar size communities and see what works or dosen't for them and repair from their mistakes of whats' there or missing.
Please provide signage, inside and out, in both official languages. This is another thing that helps us keep Penetanguishene distinct from Midland. Also consider how you can include the Metis and First Nation aesthetic and values in the design of any new facility. This is also a unique characteristic of our town to which more attention needs to be ascribed.
Wheel chair accessibility in all areas
Swimming
None
Walking track is a must.
Our leaders need to make a firm decision. They need to create a budget that will decide what and how many features are affordable. Then those in charge need to visit new facilities like in Alliston, to decide amenities and the design features that are affordable.
A walking track that anyone, especially seniors, could use year round given our unpredictable weather , would be a valuable asset.
Solar panels
Coffee / snack bar
Concert infrastructure eg wiring/ sound/ lights.
Transit connection
Parking
*More natural light. *Maze type entries to men & women's washrooms *Automated door openers/sensors on all doors *Space allocations for those with walkers and assisted devices *Extra ventilation systems in all areas to bring fresh air into buildings

Indoor pool, coffee bar
Consider putting in an art gallery. A bright large entrance area will make the building more inviting.
accessibility to all spaces; modern elevators and more than one; wider doors so those in wheelchairs or motorized scooters are able to access all spaces; lots of natural light; ventilation system that is current and actually moves and changes the air.
Larger dressing rooms.
The focus of a new facility should emphasize this as a true COMMUNITY center, providing the widest variety of sports and leisure activities for EVERYONE. It should be accessible, inviting and welcoming, encouraging all residents to be engaged in sports and community activities.
Amenities: <ul style="list-style-type: none"> - Ample parking, Evehicle charging stations - Food court (nutritious preferred) - On-site security and medical services - Retail area for corporate sponsors - Banquet facility capabilities - Possibly hoteling / mini convention facility Design Features <ul style="list-style-type: none"> - modern, energy efficient - flexible seasonal venues ie indoor running/cycling tracks in winter months, moving to outdoor tracks in summer becomes alternate use for summer months - expandable to accommodate growth and addition of future revenue generating venues (curling bonspiels, hockey tournaments, ice skating competitions)
Sports complex
Features should be all inclusive handicap accessibility
accessible washrooms
Swimming
Should be adequate banquet facilities available for public use
Pool
Warm arena seating area
Multipurpose rooms, social, meeting rooms .Exercise facilities for winter programs. All combined would be nice. Pool, hockey, curling, cafe, child care. The kitchen facilities and bar at current Centre are reasonable for 'most' events-or at least adaptable. Commercial type kitchen to be rented out for small business needs -baking, preserving , catering etc-would provide extra revenue for town, plus space for individual entrepreneurs.
more open areas?
A swimming pool and water activities facility.
I don't think a new 'combined' facility is needed. Is it not possible to renovate/refurbish the two existing facilities to overcome any deficiencies?
1. A double pad ice rink. 2. A pro shop. 3. Better seating with better sight lines of the ice.
Combine arena and curling club on water in town .central. Multi use rooms . Banquet lounge for rentals.
Pool
Water bottle filling station Family accessible change room or washroom with changing table etc. Seamless glass for the arena Heated seating Around ice.

Aside from the things I've already mentioned, my family and I went to a community facility (that I believe was in Bracebridge) last year for a gymnastics competition. In the 2-3 storey lobby area they had a large climbing wall (with all the requisite safety equipment. I thought it was a brilliant use of a large vaulted area. It allowed a large feel to the lobby but also made use of the space.
I believe our town needs a new facility, out with the old and in with the new.
Swimming pool
Swimming Pickle ball Basketball Volley ball Exercise classes Hockey Curling Skackbar Rental hall
Accessible - elevator, designated seating
A large hall for rentals - such as weddings. Comfortable arena seating. Updated change rooms and washroom facilities for curlers.
More pictures of the History of Penetanguishene.
Bringing everything together in one place would be great. Lots of windows and light. Air conditioning in halls for summer months.
Facility were kids can go year round to be active. Keep them from hanging out around town
Security measures for health and safety. Places where benders can provide resources such as a sporting store, skate sharpening, etc Banquet hall and kitchen facilities
More than 1 ice surface available for hockey; sufficient Parking and most important is that it be situated in the Town of Penetanguishene. Look at features of Holly Rec Center in Barrie.
accessibility Inclusiveness Showcase local buisness and art
Full access for all abilities. Affordable rents so groups can use the facilities for events. Lots of natural light and a welcoming atmosphere.
Arena and curling club
It should definitely look at some Nordic and European designs in similar facilities instead of repeating the same old US-styles.
Snack bar. Vending machines with healthy choices.
swimming pool
Walking track Contactless washrooms Shop -for gifts, equipment, sharpening. Cafe or restaurant with tables healthy options also Pool
I still say pool. It should be accessible, have a common space that is comfortable so isolated people can sit and chat or people who are waiting for someone taking part in activities can wait. It should have a snack bar and rooms for children and senior activities that can possibly be rented out when not in use. It should also have the curling, arena and hall of fame.
All amenities in one area including a more efficient food court/dining area.

More seating and maybe a second rink, like the North Simcoe rec centre.
Accessibility
Food and beverage service expansion.
Healthier Snack bar, a gym (like a workout type gym with affordable memberships for people 16 and up)
Curling rink needs to be made accessible to all abilities
All of the above ticked items
Copy The North Dumphries arena model in Ayr, Ontario and attach the curling club to it with 5 times (X) the parking. It has multiple dressing rooms to accommodate large tournaments/groups. All around seating. Lots of natural light. A unimpeded walking/running track not interfering with the arena seating. Benches are large and are direct from the rooms, no need to walk on the ice surface. Lobby is massive and inviting with amazing pro shop facilities and snack bar! Multiple conference type rooms, unbelievable amount of storage for minor hockey, staff
Wheelchair access
Wifi
Offices to rent out (so speakers, screen etc)
Public gathering area with at least some food or snack services.
One or two lounges or halls for catered events or post-event social gathering.
Public washrooms to accommodate participants and spectators for events such as Winterama, concerts and community fund-raising activities.
Be accessible. Large kitchen. Large windows for natural light where possible.
Nice viewing area.
Good bar
Full kitchen and open to public to dine. This will increase memberships and get more people interested in the sports and athletics
Everything should be at the same location:
-Ice rink
-Curling rink
-Gymnasium
-Swimming pool
-Hall available for rental
-Snack bar to accommodate all the above
Don't understand this question. I do think a new facility encompassing both the arena and curling facility would be the way to go.
Taxpayers already pay for 6 school gyms in town. Some of which the town can already use for programs. Not to mention, the empty PSS double Gym. Yes, it would be nice to have a gym attached to arena/rec centre....if Fed/Provincial grants pay for it...but if not, then who's paying for that...our taxes are already high enough!
-not interested in new facility, too expensive, tax increase
-if necessary then consider fitness area/gym/pool, functional kitchen with walk in freezer/cooler, bar, lounge for rental income, change rooms, outside shoe area at entrance to avoid carrying dirt to ice service, adequate parking and outside deck with seating. Consider amalgamating with Midland club.
A new facility should consider have more under the one roof. hockey / figure skating / public skating and curling ice all in one building.
Add ice sharpening, snack bar / restaurant. Maybe even a sporting goods store. And the sports hall of fame.
Maybe include some other off season sports like lacrosse and ball hockey.
Plan ahead and Dave room for a possible swimming pool
Bathrooms.
Reception.
Change room.
Natural light -- lots of windows

<p>Accessibility. Environmentally low impact - low energy use. A location that is not environmentally sensitive. Central location to reduce dependence on vehicles. Make it a place where people can hang out. Include a coffee shop with healthy diverse choices in food - not hot dogs, fries, and candy. That defeats the purpose of the recreation.</p>
<p>Accessibility Near bus route i</p>
<p>Lots of parking Lounge and bar for curling rink</p>
<p>Bar/lounge for curling</p>
<p>Better seating in arena. Inside track and rec centre. Meeting spaces</p>
<p>Electricity - energy efficient so help cut back the costs of running the curling clubs. Newer equipment to also help cut costs of running the machines.</p>
<p>larger dressing rooms</p>
<p>Community gathering with adequate property for parking AND outdoor events with water access</p>
<p>Two ice surfaces, and a pool. Similar to the allendale set up. Having a community pool that is not at waypoint would make parents more comfortable bring there kids swimming. You can charge a minimal fee for public swimming and could also provide swimming lessons.</p>
<p>Rental facilities for multi use purposes, Small kitchen facilities, classroom or meeting space to rent . Top quality internet , small gym , A learning centre, community bulletin board, climbing wall, pool and change areas, 2 ice surfaces</p>
<p>if using the curling club location, tie both indoor and outdoor activity space together healthy fresh food and drink available outdoor skating in winter with cute lights and a night with a DJ! use the roof - have a 'step' activity to the top, have more activities on the roof, meditation garden spots, covered/shaded areas, gardens use solar panels</p>
<p>2 hockey pads</p>
<p>Indigenous room, healing</p>
<p>Better seating and sight lines for viewers.</p>
<p>Accessibility</p>
<p>Touch less water bottle refill stations Touch less hand washing and drying stations Downloadable membership cards and/or library cards. Reloadable membership/fee cards (ie to add money to your account to pay for MMHA and Kings games) for kids.</p>
<p>Wifi room for teens. The kids are going to be at the arena, they need a place to hang out - a wifi room or space PSS is the perfect place for this new facility.</p>
<p>Particularly a pool needs to be added. But a kids area for indoor play. Space to rent for parties with access to a gym with children's play toys, pool etc like the Barrie facilities. Space for indoor markets, fundraisers and other special interest groups.</p>
<p>Eco friendly</p>
<p>Pro shop Larger change room Girl change room</p>
<p>-2 ice surfaces -exercise space -Canlan model</p>
<p>Double ice pad would be ideal and improved seating stadium style.</p>

<p>Running or walking track Gym Courts Social space/coffee lounge Snack bar Rental facility for parties or celebrations</p>
<p>Better warm sitting area where one can watch the rink Better seats in the arena Walking track could be around the upper part of the rink area (like in Innisfil).</p>
<p>Proper female change rooms with proper signage indicating where out of town female players are to find these change rooms (visible on a common TV), a referees change room away from the crowd as to avoid unnecessary chirping from the spectators as they attempt to get off the ice after games.</p>
<p>Segregated seating areas for the near future so more than one parent or family member could watch as well as visiting teams if and when hockey resumes</p>
<p>Second ice surface Other service gym track etc</p>
<p>Sports shop with small artificial ice surface to try out new skate purchases. New facility should be designed to leave one side of building a bare wall to accommodate future ice pad or attach curling club.</p>
<p>New facility</p> <ul style="list-style-type: none"> - Regulation Ice Surface - Indoor pool - indoor walking track - proper seating - accommodate Curling Club to new facility - have Snack Bar locates out of main traffic area - improved lighting system - install recycling water system - improve sound system
<ul style="list-style-type: none"> -banquet hall for rental -pool -rink -gymnasium -handicap facilities -curling rink
<p>Good size meeting rooms, larger elevator, available kitchen facilities for group meetings.</p>
<p>Better flooring for exercise, larger areas for center of town meetings and gatherings, improvement of accessibility for disabled.</p>
<p>They should be used for a variety of things, I have been to many new arena complexes that include gyms, pools, libraries, training facilities, walking tracks and seating outside the the rinks.</p>
<p>I think they should look at a Canlan multi surface rink model 2 for hockey 1 for curling 1 for a gym facility/ additional ice facility.</p>
<p>On top a restaurant area for dining with viewing of the rinks/gym.</p>
<p>A second hockey rink, and a better restaurant/lounge area with view of the rinks would be great. Change rooms are never big enough especially when kids get bigger. This is a great opportunity to create a building that will be the envy of the neighbouring towns and an opportunity to bring tournaments to town which helps generate revenue for local hotels and restaurants.</p>
<p>A swimming pool and outdoor playground.</p>

A dedicated indoor walking path Better seating in the arena
Skate sharpening Clothing boutique for sports wear Indoor basketball nets With walking /running track above Canteen
More rooms for programs!
Online watching of games. Warmth for spectators. Water stations for bottles. Comfortable seating. Rental rooms for camps, parties, events. A track around arena would be great. Weve seen small goalie training rinks at silver stick arena in niagara region, that was nice.
Up to date equipment, location with lots of parking space as most weekend when I take my kids to hockey there's hardly every any parking space.
Cat shelter like Thornhill arena Stretching area for hockey Outdoor park
A larger indoor waiting/ viewing area with seating would be lovely A gym / indoor walking would be great too
Make sure it is multi-use. It can be used at different times, for multiple purposes.
Two ice surfaces. Indoor walking track would be cool.
Additional change rooms. If more recreation rooms are added it would be nice to have an area where people attending yoga ect. could change/put their belongings.

Town of Penetanguishene Arena & Recreation Centre Study
If the Town goes forward with a new recreation centre, what locational characteristics should be considered?

Built just outside the downtown core i.e. PSS site or near the Georgian Village.
Would be then important to loop with the downtown core and active transportation loops i.e. trails to Tiny/Midland
Easy access ,good parking.If the YMCA in Midland closes or Midland curling club closes we may have an influx of Midland people using our facilities especially if the Towns ever amalgamate.
Being centrally located to drive to , the pool at waypoint is too far in the winter!
Tons of parking is number 1. People will drive to a rec centre so it doesn't have to be in the downtown core. Anywhere in the Town is fine so long as there really is sufficient parking for larger groups. Good lighting outside the building and in the parking lot is essential for safety and security.
Up the hill
I think where it is a great location, lots of parking, easy to get to
Area that would allow for a lot of parking and potential for outdoor park, possible baseball field.
Feel Tiny Township should also participate in this as well as Christian Island as neither have any aquatic centre currently.
Location- central- will be multi activity so obvious larger space, extended parking and bus route access
Central to all communities to make it feasible to reach
On bus route
Lots of parking available
Keep it central. Penetang will only endure as a cohesive town with its own ambience, values and characteristics if it has a concentrated central downtown area with residential, commercial and community facilities. We have to continue to give the town a reason to exist. Otherwise, it will be absorbed by the larger agglomeration, Midland, right next to us.
Easy access
Level parking lot
Sufficient parking
Parking.
The location of the present arena is perfect though parking could be increased
The present location of the hockey arena is close by for seniors who live at Park Place and Georgian Village.
The PHoF must be included. It is essential our history is housed in the new building.
Central. Keep it where it is .It must be central so that everyone has easier access.
Access by schools
Transit
Regional useage
Parking
Should be within walking distance to the downtown such as where the current arena and curling clubs are located. Don't make it outside of the core because it becomes more difficult for seniors to get there
Easy accessibility and affordable by all
Midtown
Ideally use the current location. Otherwise consider the location of Penetanguishene high school.
the current locations are ok they just need to be modernized which means totally rebuilt and make sure pavements and driveways are in good repair and cleared properly in winter.
Central to the community.
Large flat parking lot.
1. Town centre, within walking distance of town dock and Main Street. (Current Curling Rink property/Rotary Park.

Ideally:
- Centrally accessible
- Showcases Penetanguishene's beauty (vacant lands west of current Curling Rink?) Tourism should have some input here
- Mass transit accessible
Alternate consideration:
- Joint venture with Midland, combined Sports Super Complex
- Hwy 93 between Midland and Penetanguishene (close to hospital for all those sports injuries and will happen ;)
Centrally located so is accessible to lower income families with no vehicles
Tear down curling club and replace with a sports complex for all ages
Location location central!
center of town not one
The history of the town and its people in Sports.
There is a location on Dunlop street that could/should be adapted to the needs of the town. It could be adapted for parking, recreational facilities-even the teaching facilities it is providing could stay. This is a long term project-so many things could go on there!
Its not currently in a bad location but I think a whole separate rec center would be better to allow for more varied activity spaces as mentioned above. The town is growing somewhat but perhaps a location nearer the water would be better. you could even incorporate a dock for canoe, kayak etc lessons.
Centrally located and accesible and supported by public transit.
Centrally located and accessible.
The building should incorporate the surrounding landscape in its design. it should also be located by the waterfront
close to downtown.
promote downtown and local businesses to visitors and tourists
Close to central Penetang, walking distance would be preferable.
Easy access to town residents
Central. I like where it is currently located.
Access to main thoroughfares. Flatter parking lots so they are more easily navigated during slippery seasons would also be nice.
parking,
Ample space to maybe include a sports field for children's soccer.
Doesn't matter. Anything in penetang is quite accessible.
The need for kids, adults and Seniors to have a one stop facility similar to those in others places
Traffic flow, scenery, walking distance to town.
In town would be best for people needing to walk. Either of existing locations would be good if the space is sufficient. Curling club location would be ideal.
A central location, such as where it is now.
Lots of parking is key.
Good lighting.
Penetang is small so I think any location would be central but I wold prefer closer to Tiny as opposed to closer to Midland. We already have to trek to Midland for so many services and in long winters, that is hard. Keep the driving distance reasonable.
Doesn't matter as long as it meets the needs of all ages
Easy access, parking
Central to schools for access to programs and use of facilities.
Able to have a walking path incorporated around the building, such as Schomberg and Huntsville arenas where they have a walking path around the arena
Be located along bus route within the town.

It needs to be central to the town.
They should be on properties in the town of Penetang
Present facilities are already well located, just need some renovations
Ease of access! Not everyone in this town drives a car.
Lots of parking spaces!
An area with plenty of parking, and it should be on or just off of a main road.
close to all amenities, easy access to the facility (not other side of town on Fuller or by Champlain)
Lots of parking!
It should be on a bus route so everyone has equal opportunity to use it.
Thomson Road, south side.
Ample Parking Proximity to other recreational spaces Walking distance from town center.
Something central so everyone can get to it fairly easy without having to spend a lot of money taking taxis.
Within 2k of main and Robert st
Arena with curling club attached, large heated seating area along with regular arena bucket seats style seating. Walking/running track to help teams warm up without interfering with fans view point of the playing area. NEED LOTS OF PARKING! A large banquet hall to accommodate at least 400 people along with multiple smaller meeting room or multipurpose rooms.
Accessible to downtown and public transit. Near the waterfront and Rotary Park.
Easy to access by car or transit. Large parking area.
Doesn't matter. Midland and Penetang are 5 min apart. Stop the feud.
Central location ie: within walking distance from town centre.
As to be located within the town limits, have lots of parking available, easy access to the building or buildings, parking overnight and keep up the good maintenance of the town building or buildings.
Easy accessibility for all ages, preferably within walking distance.
If you are thinking of a combined Arena/Curling facility, I don't think either current locations would have enough real estate to do it properly. Plus, we spent \$1 million ++ on Arena hall & hall of fame not too long ago. And we just put in a new cooling plant at the curling club. I would suggest focusing efforts on improving and streamlining the two facilities we have unless you have access to large funds that will not add to our current exhaustive tax burden in this town,
-rebuild on existing property or waterfront area
Not in Midland. As close to south end to more readily draw in others from outside our community.
Close to Town. Same location as present.
Eco friendly Low impact Design fitting history and geography of location - form is important - not just function - it should be beautiful Accessible and encouraging for people to bike, walk, or ski to it
Close in to main town
Central location in town
Easily accessible in town location
Plenty of land use it
As long as it is in Penetang the location doesn't effect me.
near the central downtown area
The old Ojibway landing would be ideal.

<p>Parking and easily found. Let's say you used the old PSS you would have the space for multiple rinks, a pool, a gym and have plenty of room for parking. (Especially for Kings games). It's also in an easily accessible spot.</p>
<p>Accessible to all schools , easy to find.</p>
<p>Lots of parking. !</p>
<p>curling club location 100% - VIEW VIEW VIEW and use the roof!</p>
<p>The bay view in our town is so gorgeous, working out and being active while being close to water, and even better being able to see it is immensely motivating.</p>
<p>If we are to be an retirement community</p>
<p>We need to have amenities for them</p>
<p>Also</p>
<p>We need to have things for families</p>
<p>Like a gym</p>
<p>Or something like the midland rev centre</p>
<p>Thomson road north</p>
<p>parking, bus routes, close to town center,</p>
<p>Same locations; skating and curling facility (all in one facility)</p>
<p>Somewhere near tbe water to show the town..businesses, restaurants etc.</p>
<p>Most dont travel past Thompson rd.</p>
<p>It doesn't need to be on prime real estate. Fuller Drive or the industrial park would probably be better locations than the existing sites.</p>
<p>I think the current location is best. But if not achievable, many of us have questioned the old high school building. Can you address if that's an option at all?</p>
<p>PSS easy to get too. Lots of land to built on and for parking.</p>
<p>The current location of either would work in my mind. However the arena property may be too small. Needs to have ample parking and be good walking/bus location.</p>
<p>Accessibility, in town</p>
<p>It obviously must stay in Penetang with a lot of parking.</p>
<p>I'd say move the location to the existing curl rink area with a double ice pad. Than I'd build a new curling rink where the arena is now.</p>
<p>Bilingual historical artifacts school art Depicting local attractions like sailing swimming seadooing boating skidooing cross country skiing dog sledding wind surfing kite surfing tobogganing camping hiking walking winterama ...</p>
<p>Close proximity to main street. Somewhere on Thompson road would be great. Big open field to build a twin pad arena.</p>
<p>Big enough for building and plenty of parking. Easy to find/get to.</p>
<p>Plenty of parking spaces, close to other amenities and located in our town not out of town (i.e. Tiny, Tay, etc.)</p>
<p>The history on our town</p>
<p>As mentioned above it is centrally located in the town so it would have to remain fairly close - maybe In behind subway where the eventual road to overhead bridge would attach if it went straight through.</p>
<p>if there is space, it is fine where it is currently located</p>
<p>situated on large parcel to accommodate future expansion. Perhaps tennis, picked Ball, playground,skate board park,basketball,options are endless</p>

<ul style="list-style-type: none"> - Flat land surface ... no hill or uneven land areas - Located in Area safe for Children no. heavy traffic areas - Land across from The Simcoe Cty Village On Thompson Road would be an excellent location. - Traffic lites at Entrance/Exit would be ideal.
<ul style="list-style-type: none"> -close proximity to downtown -NOT on the outskirts of town - perhaps on the waterfront
Accessibility and parking. Preferably a level parking lot. Current arena has an awful slope from parking to building, especially bad in winter when there is ice.
Use the land at Robert and Dupuis, the old trailer park, build brand new.
Conveniently located, ample parking
Year round ice rental
Ample parking, easy in and out access to town.
I like the area where the current building is
Easy access, central location, close to schools
Kids can walk there after school (within 2km of a school or two)
Sufficient parking in winter. Walking distance to town center. Accessibility to main routes for out of towners.... I hate being in a new town and having difficulty finding their arenas because they seem hidden on back roads.
Walking trails
Walking trails through forests
Size of change rooms
Waiting / viewing area space
Centrally located
Somewhat close to Main Street would be nice? Allows visitors to access restaurants and amenities.
Somewhere that is center for the town. The current buildings are easy to find for visitors and staple locations.

Town of Penetanguishene Arena & Recreation Centre Study
Please provide any other comments or suggestions relevant to the Study.

<p>Costs remain the number one barrier - it would be important to reach out to partners. Tiny has no amenities and should be approached to be a funding partner since its residents are 'big' users of Penetang facilities (arena/curling). Of course, it would be important to have the bulk of costs covered by Provincial/Federal dollars. That being said, financing is practically free in this economic environment and would be timely. It is time for the Town to stop investing monies in facilities that are in its final years and build on the future. Penetang is either in or out of the business of recreation and community engagement. Go big or go home. The Town should also consider selling off parkland to fund this project. It would also be worth investigating options regarding the curling building site (along with the current arena site). Both should be torn down and options explored. There are so</p>
<p>It would be nice to see a new facility as I'm from Penetang, might consider the PSS location, thanks</p>
<p>Good luck. We need an updated recreation centre.</p>
<p>a place for everyone,!</p>
<p>I do not have any further comments at this time</p>
<p>This community is in dyer need of an indoor facility that our young and old can be active in all year long. As a physiotherapist in our community, every year I see our seniors become sedentary and weaker during our long winters, having to build strength over our summer, only to lose it again the next winter. I am hopeful that such a rec centre could be the solution to this ongoing problem.</p>
<p>Tenant space- great time to partner with community health organizations....one stop shop from Diabetes management, Cardiac heart health, Arthritis and Mental Health Wellness....etc Many thanks.....</p>
<p>I did in # 2</p>
<p>I firmly believe that Midland and Penetang will join together to establish a better hockey program. It may be time. more shared facilities may be what is required.</p>
<p>Penetanguishene needs to be more than a suburb of Midland . We need to have a place in our own town to socialize, whether it be walking, celebrating important events, group sports, doing arts and crafts with friends etc.</p>
<p>Make sure the women's washrooms have more stalls in order to avoid long lineups & waits during public events. Design the washrooms WITHOUT physical main entry way doors. Maze type entries reduce the spread of germs and viruses, especially during flu season. Have motion sensors for turning washroom taps on/off and for soap dispensers. Have stronger fresh air ventilation systems in washrooms (not just scented fresheners).</p>
<p>the only other comment I would like to make is that the current use of these buildings are fine and the town has done a great job in maintaining and keeping the towns people moving considering their ages.</p>
<p>Sorry that I did not provide too much output in this survey, but my main concern, as a senior, is that when I heard about maybe a new arena or renovations to the existing arena that a walking track be included in any design. In cold or rainy weather, since the mall closed there is no where to walk for exercise. A walking track in the arena would be a big plus. Maybe also an enlarged concession area, with tables, to maybe have a coffee and relax after a brisk walk around the track.</p>
<p>Unquestionably, the capital cost of a new facility will be substantially more expensive than modernizing the two existing buildings, however, a new build would inspire growth, investment and revitalization of our downtown.</p>
<p>Whatever direction is undertaken, costs cannot be constrained to 7000 residents of Penetanguishene alone. There must be corporate sponsorship, contributions from Provincial and Federal governments, lottery corporation grants and an ongoing revenue stream to support operating costs and expansion. Maybe Penetanguishene alone cannot afford an arena a curling club and should explore partnerships with surrounding districts.</p>
<p>Tough Times for capital expenditures, Covid has the YMCA in midland going under. They have a gym. All pretty much empty.</p>

<p>Need pool Ice surfaces for hockey, figure skating and curling Gym Snack bar/lounge Rental hall etc</p>
<p>We moved here 11 years ago when we retired! We loved the little town, however it seems we have lost so much! We need to revive the downtown area and give some incentives to keep people here. A project that would house such facilities would generate hope! Otherwise residents of the this town will keep going elsewhere to spend! We need to let projects like this one and a hotel along with more housing be allowed to go forward! How else can this beautiful town progress if some people keep stopping it! We have lots of forest here we won't run out! but people may start packing up!</p>
<p>the chair yoga program and shuffleboard were great</p>
<p>The town really needs a recreational place that all people can use. Please go ahead with the new center.</p>
<p>While I can appreciate ice related sports (hockey, curling) I believe we should be considering a multifunctional facility as there is very strong possibility that the YMCA will be closing. The loss of a community swimming pool is devastating. All age groups, whether they're using the pool for swimming lessons, aqua therapy, or pleasure would benefit. Perhaps we can partner with Midland and surrounding townships and make this happen. Let's recognize all forms of recreation with equal measure.</p>
<p>You've heard them all before. This community is changing. New residents have new ideas. We need to maintain a balance of old and new.</p>
<p>We have 2 existing facilities in ideal locations. They are of older vintage and perhaps require some upgrading and maintenance but appear to be serving our community rather well. Penetanguishene is a small town and looking down our main street I see new businesses continually opening, struggling on occasion and closing. Perhaps our infrastructure should better support these endeavours.</p>
<p>Penetanguishene has a quaint 'small town' charm to it. I don't feel that a modern new recreation centre is necessary until the Town gets bigger. I feel that improving other aspects (example - internet access, public transit and attracting more viable shopping/restaurant/arts experiences) would go further to serve the Town.</p>
<p>A new recreational facility would really help our town grow by attracting people to the area.</p>
<p>We do not need a new arena. We need businesses and hotels to come to town first. We have activities in town then everyone goes to Midland to eat and stay over. Our main street is embarrassing. Can't get any good stores Gymnasium with open gym activities would be wonderful.</p>
<p>Many people with young children do not feel comfortable going to Waypoint to go swimming, which leaves the only other option in our entire area in the YMCA which we have to pay for privately.</p>
<p>Penetang needs to look beyond Recreation and look more towards well-being of the community. Recreation is part of well-being.</p>
<p>A new facility is required for both buildings. A new, modern facility would lead to more rentals generating income.</p>
<p>Just glad to hear you are considering a new facility as part of long range planning.</p>
<p>Provide functions to happen within the building. 2 rink surfaces would be best as over the past 18 years, hockey teams and figure skating club have been competing for ice time. A 2nd rink surface would be beneficial for all clubs (figure skating, hockey teams-minor, Jr c, recreational leagues, open ice time, school visits, etc) Provide better viewing of the entire rink surface. Heating needs to be updated</p>
<p>Important not to amalgamate with Midland.</p>
<p>Just remember that the facility is to be used by many people, make it accommodating.</p>
<p>I just feel it should be more inclusive to the community as a whole and not restricted to kids playing hockey. Could we not encourage all ages to use the facilities? Let's have a REAL community centre!</p>

I have only been in the rec centre once. I think the location is great, the building seemed fine but the activities are lacking for seniors.
New facilities including all amenities is well overdo and should have been done long ago. Bigger and better venue would bring more tourists to our area. Hockey tournaments and curling spiels (Like the tournament of hearts) for example.
Land sale of current facilities be considered to partially fund new recreational center.
There is no justification for the capitol outlay that new facilities would require. Functional renovations would be great. None such as the Hall of Fame : a cosmetic waste of money.
Can not think of any
The Town of Penetanguishene is in dire need of both anew arena and curling club! If kids/teenagers can tell the difference in ice quality that easily, the town will be in trouble with user groups if a new facility/facilities are not built sooner than later! No need for long drawn out studies, get on it and find land to build! Not many rinks are as old as the Penetang arena. Time for a new rink!!!
Combine the curling facilities. Makes complete sense. Use Penetang's new ice machine and equipment they just spent \$120k on
Penetanguishene is a friendly town to live in or to come and visit. Lets keep it that way. A brand new facility would improve our looks and accessibility to different programs.
This would be a wonderful community project. When I see how the community came together to build the new cancer support centre and hospice I'm confident that we could make this happen also.
Outdoor covered rink !!
<ul style="list-style-type: none"> -respect the history of the club and membership - should be a designee of the club on planning committee and study analysis - study results should be transparent to membership regardless of decisions if membership by-in is appreciated
Wasaga beach seems to have Combined lots of activities fro rental spaceports dances, meetings etc. In combination with the sporting activities. The town is short on meeting space. Rental space for weddings etc. Commercial kitchen for caterers? At least give more space than Midland did for the caterers. A kitchen would permit cooking and food lessons for the community.
Good for you reaching out, but don't plan for the current population. Plan for the upcoming generations. I know it is hard to see the future, but it is an investment that will pay off in the future. Don't build just for the Current tax paying hockey families and tax paying curlers. The area will attract young families again and we need them to offset all the old folk. Younger urban folk are looking for places to live in communities that offer variety and diversity. We can be that.
I would not like to see us amalgamating with midland. At the penetang curling club we feel like we run the facility and the restrictions may be too strict if it was a town run facility.
add a swimming pool
The old ojibwa landing has plenty of property, it can have water access for events such as regatta's, sailing or rowing club, public gardens etc
We have an old hockey arena. It could be so much more !!!
Very excited about this! Thank you, thank you, thank you!
School board owes us or closing it down. they should be giving it to us at a very good price
Maybe a pool
No matter the cost please promote and build a facility that is a focal point for our community and a place we are proud of to welcome visitors, making them want to come back and recommend it highly to others. The area is growing —,let's use this as a basis for local growth and take advantage of this swell before midland assimilates us and we lose our individuality and identity.
Penetanguishene memorial recreation complex. Or penetang rec plex would be a great new name for the arena.
I would like hockey to resume in some way sooner than later!
Appeal to our younger population let keep their activities in town not go to midland for everything

Midland needs a new curling club as do we. We also need new arena. Perhaps build along Highway or Fuller Ave. Moving curling club, and also down the road move splash pad and skate board park would free up some very valuable real estate. Also do something with the old Robert Street camp ground. It's an eyesore.
P.S Also the Commodore needs to go.

Two ice surface facility would be beneficial... one with full seating and the second for practice ice with minimal seating.

I like the hall of fame idea from a "preserve the history" standpoint however don't fully understand its economical benefit to the rink. I think money would be spent more usefully In improving the building and amenities.

On the surface both facilities seem functional and perfectly adequate.

I support the town's decision and if facility needs to stay closed this year for safety and cost savings for new build, you have my backing. I want my kid safe no matter how much we enjoy sports. All the best on your process and decision moving forward.

If the town decides to build or renovate, they should also consider more staff as every time we are there for hockey it seems to be super busy and always seems to be 1 person running around.

If you renovate or build new arena hire more staff

I believe it will be detrimental to our youth and community if the local arena does not open this season. With the COVID pandemic, our community members needs a sense of normalcy. With the arena being closed this will impact our small businesses in our community as well. The hospital and high school have already closed, I would hate to see lose our community arena.

Appendix B: Detailed Space Programs and Costs for New Build Options

Listed on the following pages are the itemized space programs and order of magnitude capital costs for the following building options:

Option 2a: replacement of both the PMCC and PCC:

- **2a.1:** spectator rink with 500-600 seats on one level; community rink designed for hockey/skating
- **2a.2:** spectator rink with 800-1000 seats on two levels; community rink designed for hockey/skating
- **2a.3:** spectator rink with 800-1000 seats on two levels; community rink designed for curling

Option 2b:

- replacement of the PMCC, while keeping the PCC in service or allowing the curling club to pursue other options independent of the Town

Option 2a.1

Spectator rink with 500-600 seats on one level; community rink designed for hockey/skating

<i>Item</i>	<i>Area (sf)</i>	<i>Rate (\$/sf)</i>	<i>Notes</i>
Building Costs			
SPECTATOR ARENA GROUND FLOOR			
Spectator Arena with +/- 500 seats	26000	325	\$8,450,000 10 rows over team rooms, 4 rows on grade
Spectator arena team rooms	6000	350	\$2,100,000 6 team rooms at 550 sq.ft. average
Service/Refrigeration	4600	300	\$1,380,000 Back of house includes Electrical and Resurfacer
Shipping/Receiving	600	300	\$180,000
Concession	500	350	\$175,000
Pro Shop & skate sharpening	300	300	\$90,000
Public Lobby with entrance vestibules	4500	450	\$2,025,000
Arena Administration Office	1000	375	\$375,000
Customer Service with back office area	400	375	\$150,000
Washrooms (Gender and Universal)	1500	350	\$525,000
Public Circulation included in gross up	0		
<i>Spectator Arena ground floor total</i>	45400		\$15,450,000 Arena floor area include Gross Up
SPECTATOR ARENA TRACK			
Spectator arena track	7000	300	\$2,100,000
2nd level lobby, stairs, elevator	500	300	\$150,000
2nd level mechanical & electrical	500	300	\$150,000
<i>Spectator Arena Track second floor total</i>	8000		\$2,400,000
COMMUNITY ARENA			
Community Arena	23000	310	\$7,130,000
Community arena team rooms	4500	350	\$1,575,000
Public lobby and vestibule	2000	450	\$900,000
Washrooms	500	350	\$175,000
<i>Community Arena total</i>	30000		\$9,780,000
PROGRAM COMPONENTS			
Multi-Purpose Hall	2500	450	\$1,125,000
Catering Kitchen	300	350	\$105,000
Table & Chair Storage	250	300	\$75,000
Washrooms (Gender and Universal)	500	350	\$175,000
Multi-Purpose activity room	1200	350	\$420,000
Multi-Purpose room	600	350	\$210,000
Gymnasium	6000	320	\$1,920,000
Gymnasium dry change rooms	400	350	\$140,000
Gymnasium storage	400	300	\$120,000
Mechanical & electrical rooms	1800	300	\$540,000
Administration offices	1800	375	\$675,000
Hall of Fame	2500	400	\$1,000,000
Hall of Fame Office & Storage	1600	375	\$600,000
<i>Program component subtotal</i>	19850		\$7,105,000
Structural GROSS UP 15%	2978	300	\$893,250
<i>Program Component Total</i>	22828		\$7,998,250
Total area sq.f.t and Building Cost	106228		\$35,628,250

Site Costs

Site preparation and grading	\$150,000	Site grading
Cut/Fill/Drainage and SWM	\$300,000	lump sum
Concrete paving, curbs and sidewalks	\$500,000	
Soft Landscaping and Planting	\$325,000	
Mechanical and Electrical Site Services	\$750,000	
Paving 14000m2	\$700,000	lump sum
Total Site Costs	\$2,725,000	

Total Construction Costs \$38,353,250

Soft Costs

Design Consultant Team Fees (7.75% construction)	\$2,972,377	based on pre contingency cost
Site Fees, survey, geotech, environmental - 2.5% const.)	\$958,831	based on pre contingency cost
FFE (2.5% construction)	\$958,831	based on pre contingency cost
Testing and Inspection	\$150,000	lump sum
IT Cabling and Racks	\$100,000	lump sum
Security/Access Control/CCTV	\$75,000	lump sum, tie into existing system
Communications, PA, AV systems	\$250,000	lump sum
Wayfinding and exterior signage	\$150,000	lump sum room signage

Total Soft Costs \$5,615,039

Soft Cost Contingency (5%) \$280,752

Project Subtotal \$44,249,041

Project Contingency (3%) \$1,327,471

GRAND TOTAL: \$45,576,513 Assumes Stipulated Sum Tender

Specific exclusions: Land Costs, Legal Costs, Environmental Remediation, Project Management, Escalation past Q3 2021

Option 2a.2

Spectator rink with 800-1000 seats on two levels; community rink designed for hockey/skating

<i>Item</i>	<i>Area (sf)</i>	<i>Rate (\$/sf)</i>	<i>Notes</i>
Building Costs			
SPECTATOR ARENA GROUND FLOOR			
Spectator Arena with +/- 900 seats	26000	325	\$8,450,000 10 rows over team rooms, 4 rows on grade
Spectator arena team rooms	6000	350	\$2,100,000 6 team rooms at 550 sq.ft. average
Service/Refrigeration	4800	300	\$1,440,000 Back of house includes Electrical and Resurfacers
Shipping/Receiving	800	300	\$240,000 Connected to Back of House with loading pad
Concession	500	350	\$175,000
Pro Shop & skate sharpening	300	300	\$90,000
Public Lobby with entrance vestibules	4500	450	\$2,025,000
Arena Administration Office	1000	375	\$375,000
Customer Service with back office area	400	375	\$150,000 Central location in public lobby
Washrooms (Gender and Universal)	1500	350	\$525,000
Public Circulation included in gross up	0		includes 'warm' corridor to team rooms
<i>Spectator Arena ground floor total</i>	45800		\$15,570,000 Arena floor area include Gross Up
SPECTATOR ARENA SECOND FLOOR			
Spectator seating area	4800	320	\$1,536,000 2nd level seating gallery
Spectator concourse and support areas	1900	320	\$608,000 2nd level walkway behind seating
Spectator arena perimeter track area	5500	300	\$1,650,000
2nd level lobby and stairs	1000	300	\$300,000
2nd level mechanical & electrical	1200	300	\$360,000
<i>Spectator Arena second floor total</i>	14400		\$4,454,000
COMMUNITY ARENA			
Community Arena	23000	310	\$7,130,000
Community arena team rooms	4500	350	\$1,575,000
Public lobby and vestibule	3800	450	\$1,710,000
Washrooms	600	350	\$210,000
<i>Community Arena total</i>	31900		\$10,625,000
PROGRAM COMPONENTS			
Multi-Purpose Hall	2500	450	\$1,125,000
Catering Kitchen	300	350	\$105,000
Table & Chair Storage	250	300	\$75,000
Washrooms (Gender and Universal)	500	350	\$175,000
Multi-Purpose activity room	1200	350	\$420,000
Multi-Purpose room	600	350	\$210,000
Gymnasium	6000	320	\$1,920,000
Gymnasium dry change rooms	400	350	\$140,000
Gymnasium storage	400	300	\$120,000
Mechanical & electrical rooms	1800	300	\$540,000
Administration offices	1800	375	\$675,000
Hall of Fame	2500	400	\$1,000,000
Hall of Fame Office & Storage	1600	375	\$600,000
<i>Program component subtotal</i>	19850		\$7,105,000
Structural GROSS UP 15%	2978	300	\$893,250
<i>Program Component Total</i>	22828		\$7,998,250
Total area sq.f.t and Building Cost	114928		\$38,647,250

Site Costs

Site preparation and grading	\$150,000 Site grading
Cut/Fill/Drainage and SWM	\$300,000 lump sum
Concrete paving, curbs and sidewalks	\$500,000
Soft Landscaping and Planting	\$325,000
Mechanical and Electrical Site Services	\$750,000
Paving 14000m2	\$700,000 lump sum
Total Site Costs	\$2,725,000

Total Construction Costs \$41,372,250

Soft Costs

Design Consultant Team Fees (7.75% construction)	\$3,206,349 based on pre contingency cost
Site Fees, survey, geotech, environmental - 2.5% const.)	\$1,034,306 based on pre contingency cost
FFE (2.5% construction)	\$1,034,306 based on pre contingency cost
Testing and Inspection	\$150,000 lump sum
IT Cabling and Racks	\$100,000 lump sum
Security/Access Control/CCTV	\$75,000 lump sum, tie into existing system
Communications, PA, AV systems	\$250,000 lump sum
Wayfinding and exterior signage	\$150,000 lump sum room signage

Total Soft Costs \$5,999,962

Soft Cost Contingency (5%) \$299,998

Project Subtotal \$47,672,210

Project Contingency (3%) \$1,430,166

GRAND TOTAL: \$49,102,376 Assumes Stipulated Sum Tender

Specific exclusions: Land Costs, Legal Costs, Environmental Remediation, Project Management, Escalation past Q3 2021

Option 2a.3

Spectator rink with 800-1000 seats on two levels; community rink designed for curling

<i>Item</i>	<i>Area (sf)</i>	<i>Rate (\$/sf)</i>	<i>Notes</i>
Building Costs			
SPECTATOR ARENA GROUND FLOOR			
Spectator Arena with +/- 900 seats	26000	325	\$8,450,000 10 rows over team rooms, 4 rows on grade
Spectator arena team rooms	6000	350	\$2,100,000 6 team rooms at 550 sq.ft. average
Service/Refrigeration	4800	300	\$1,440,000 Back of house includes Electrical and Resurfacer
Shipping/Receiving	800	300	\$240,000 Connected to Back of House with loading pad
Concession	500	350	\$175,000
Pro Shop & skate sharpening	300	300	\$90,000
Public Lobby with entrance vestibules	4500	450	\$2,025,000
Arena Administration Office	1000	375	\$375,000
Customer Service with back office area	400	375	\$150,000 Central location in public lobby
Washrooms (Gender and Universal)	1500	350	\$525,000
Public Circulation included in gross up	0		includes 'warm' corridor to team rooms
<i>Spectator Arena ground floor total</i>	45800		\$15,570,000 Arena floor area include Gross Up
SPECTATOR ARENA SECOND FLOOR			
Spectator seating area	4800	320	\$1,536,000 2nd level seating gallery
Spectator concourse and support areas	1900	320	\$608,000 2nd level walkway behind seating
Spectator arena perimeter track area	5500	300	\$1,650,000
2nd level lobby and stairs	1000	300	\$300,000
2nd level mechanical & electrical	1200	300	\$360,000
<i>Spectator Arena second floor total</i>	14400		\$4,454,000
CURLING CLUB 5 SHEETS			
5 Curling Sheets with dividers	12600	310	\$3,906,000
Curling dry locker rooms	250	350	\$87,500
Entrance and end zone areas	6000	450	\$2,700,000
Washrooms	400	350	\$140,000
<i>Curling Club total</i>	19250		\$6,833,500
PROGRAM COMPONENTS			
Multi-Purpose Hall	2500	450	\$1,125,000
Catering Kitchen	300	350	\$105,000
Table & Chair Storage	250	300	\$75,000
Washrooms (Gender and Universal)	500	350	\$175,000
Multi-Purpose activity room	1200	350	\$420,000
Multi-Purpose room	600	350	\$210,000
Gymnasium	6000	320	\$1,920,000
Gymnasium dry change rooms	400	350	\$140,000
Gymnasium storage	400	300	\$120,000
Mechanical & electrical rooms	1800	300	\$540,000
Administration offices	1800	375	\$675,000
Hall of Fame	2500	400	\$1,000,000
Hall of Fame Office & Storage	1600	375	\$600,000
<i>Program component subtotal</i>	19850		\$7,105,000
Structural GROSS UP 15%	2978	300	\$893,250
<i>Program Component Total</i>	22828		\$7,998,250
Total area sq.f.t and Building Cost	102278		\$34,855,750

**Town of Penetanguishene
Arena & Recreation Centre Study**

Site Costs

Site preparation and grading	\$150,000 Site grading
Cut/Fill/Drainage and SWM	\$300,000 lump sum
Concrete paving, curbs and sidewalks	\$500,000
Soft Landscaping and Planting	\$325,000
Mechanical and Electrical Site Services	\$750,000
Paving 14000m2	\$700,000 lump sum
Total Site Costs	\$2,725,000

Total Construction Costs \$37,580,750

Soft Costs

Design Consultant Team Fees (7.75% construction)	\$2,912,508 based on pre contingency cost
Site Fees, survey, geotech, environmental - 2.5% const.)	\$939,519 based on pre contingency cost
FFE (2.5% construction)	\$939,519 based on pre contingency cost
Testing and Inspection	\$150,000 lump sum
IT Cabling and Racks	\$100,000 lump sum
Security/Access Control/CCTV	\$75,000 lump sum, tie into existing system
Communications, PA, AV systems	\$250,000 lump sum
Wayfinding and exterior signage	\$150,000 lump sum room signage

Total Soft Costs \$5,516,546

Soft Cost Contingency (5%) \$275,827

Project Subtotal \$43,373,123

Project Contingency (3%) \$1,301,194

GRAND TOTAL: \$44,674,317 Assumes Stipulated Sum Tender

Specific exclusions: Land Costs, Legal Costs, Environmental Remediation, Project Management, Escalation past Q3 2021

Option 2b

Spectator rink with 800-1000 seats on two levels; no community rink or curling

<i>Item</i>	<i>Area (sf)</i>	<i>Rate (\$/sf)</i>	<i>Notes</i>
Building Costs			
SPECTATOR ARENA GROUND FLOOR			
Spectator Arena with +/- 900 seats	26000	325	\$8,450,000 10 rows over team rooms, 4 rows on grade
Spectator arena team rooms	6000	350	\$2,100,000 6 team rooms at 550 sq.ft. average
Service/Refrigeration	3000	300	\$900,000 Back of house includes Electrical and Res
Shipping/Receiving	800	300	\$240,000 Connected to Back of House with loading
Concession	500	350	\$175,000
Pro Shop & skate sharpening	300	300	\$90,000
Public Lobby with entrance vestibules	4500	450	\$2,025,000
Arena Administration Office	1000	375	\$375,000
Customer Service with back office area	400	375	\$150,000 Central location in public lobby
Washrooms (Gender and Universal)	1500	350	\$525,000
Public Circulation included in gross up	0		includes 'warm' corridor to team rooms
<i>Spectator Arena ground floor total</i>	44000		\$15,030,000 Arena floor area include Gross Up
SPECTATOR ARENA SECOND FLOOR			
Spectator seating area	4800	320	\$1,536,000 2nd level seating gallery
Spectator concourse and support areas	1900	320	\$608,000 2nd level walkway behind seating
Spectator arena perimeter track area	5500	300	\$1,650,000
2nd level lobby and stairs	1000	300	\$300,000
2nd level mechanical & electrical	1200	300	\$360,000
<i>Spectator Arena second floor total</i>	14400		\$4,454,000
PROGRAM COMPONENTS			
Multi-Purpose Hall	2500	450	\$1,125,000
Catering Kitchen	300	350	\$105,000
Table & Chair Storage	250	300	\$75,000
Washrooms (Gender and Universal)	500	350	\$175,000
Multi-Purpose activity room	1200	350	\$420,000
Multi-Purpose room	600	350	\$210,000
Gymnasium	6000	320	\$1,920,000
Gymnasium dry change rooms	400	350	\$140,000
Gymnasium storage	400	300	\$120,000
Mechanical & electrical rooms	1800	300	\$540,000
Administration offices	1800	375	\$675,000
Hall of Fame	2500	400	\$1,000,000
Hall of Fame Office & Storage	1600	375	\$600,000
<i>Program component subtotal</i>	19850		\$7,105,000
Structural GROSS UP 15%	2978	300	\$893,250
Program Component Total	22828		\$7,998,250
Total area sq.f.t and Building Cost	81228		\$27,482,250

Site Costs

Site preparation and grading	\$127,500	Site grading
Cut/Fill/Drainage and SWM	\$255,000	lump sum
Concrete paving, curbs and sidewalks	\$425,000	
Soft Landscaping and Planting	\$276,250	
Mechanical and Electrical Site Services	\$637,500	
Paving 14000m2	\$595,000	lump sum
Total Site Costs	\$2,316,250	

Total Construction Costs \$29,798,500

Soft Costs

Design Consultant Team Fees (7.75% construction)	\$2,309,384	based on pre contingency cost
Site Fees, survey, geotech, environmental - 2.5% const.)	\$744,963	based on pre contingency cost
FFE (2.5% construction)	\$744,963	based on pre contingency cost
Testing and Inspection	\$150,000	lump sum
IT Cabling and Racks	\$100,000	lump sum
Security/Access Control/CCTV	\$75,000	lump sum, tie into existing system
Communications, PA, AV systems	\$250,000	lump sum
Wayfinding and exterior signage	\$150,000	lump sum room signage

Total Soft Costs \$4,524,309

Soft Cost Contingency (5%) \$226,215

Project Subtotal \$34,549,024

Project Contingency (3%) \$1,036,471

GRAND TOTAL: \$35,585,495 Assumes Stipulated Sum Tender

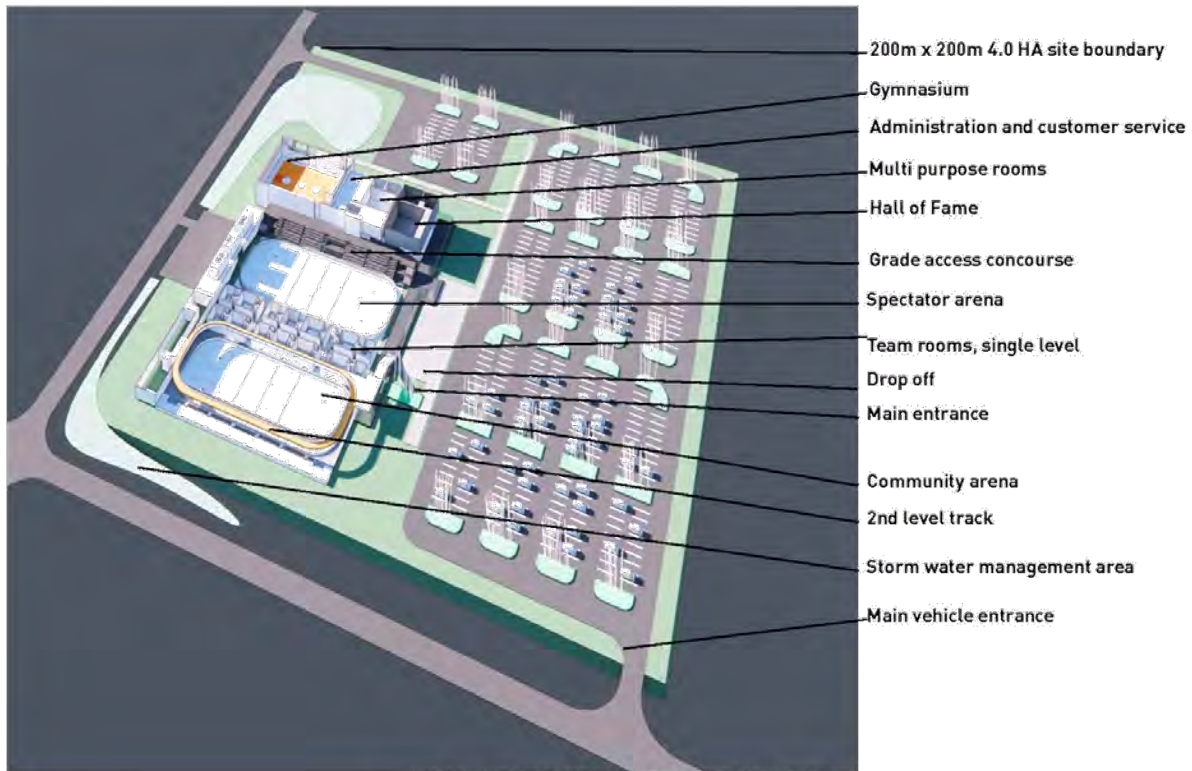
Specific exclusions: Land Costs, Legal Costs, Environmental Remediation, Project Management, Escalation past Q3 2021

Appendix C: New Build Concept Plans

The following concept plans illustrate preliminary versions of the new build options being considered for an Arena and Recreation Centre in the Town of Penetanguishene. Each of the new build options have been drawn on a generic 4-hectare (10-acre) site to show massing and site requirements. These are conceptual layouts for illustrative purposes only.

Option 2a.1

Spectator rink with 500-600 seats on one level; community rink designed for hockey/skating

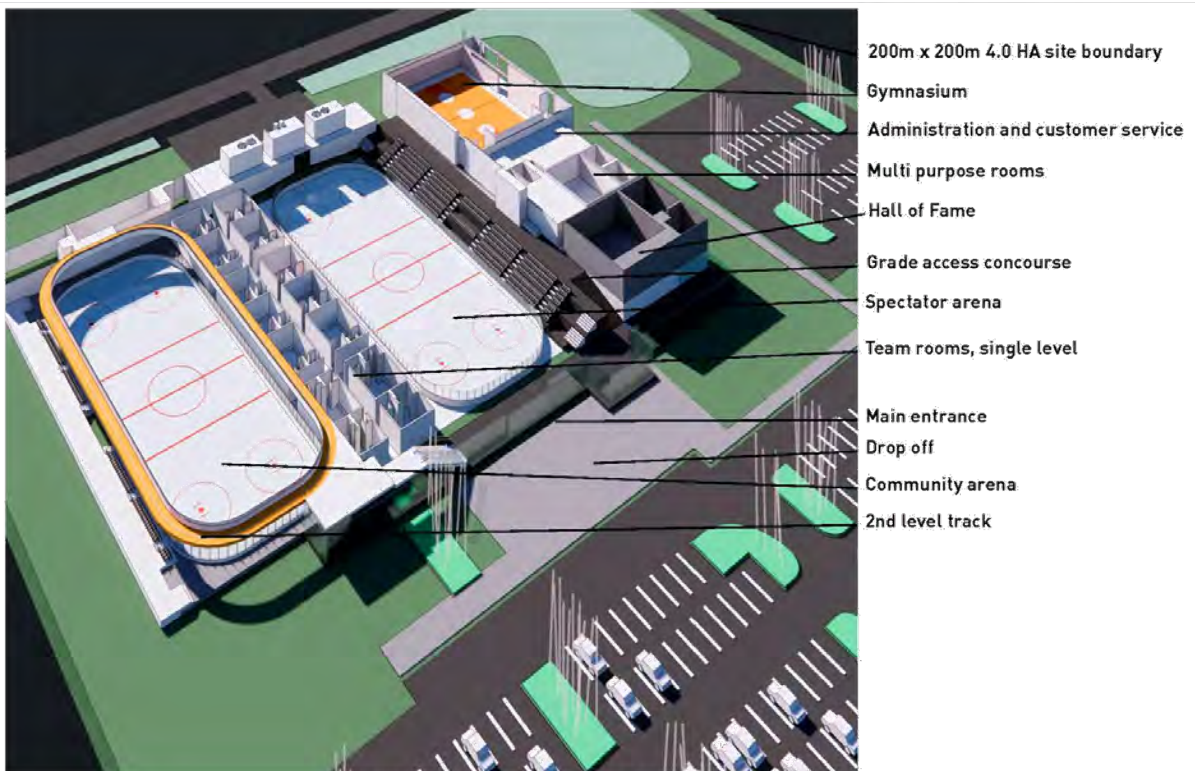


600 Spectator arena and community arena, site aerial

**Town of Penetanguishene
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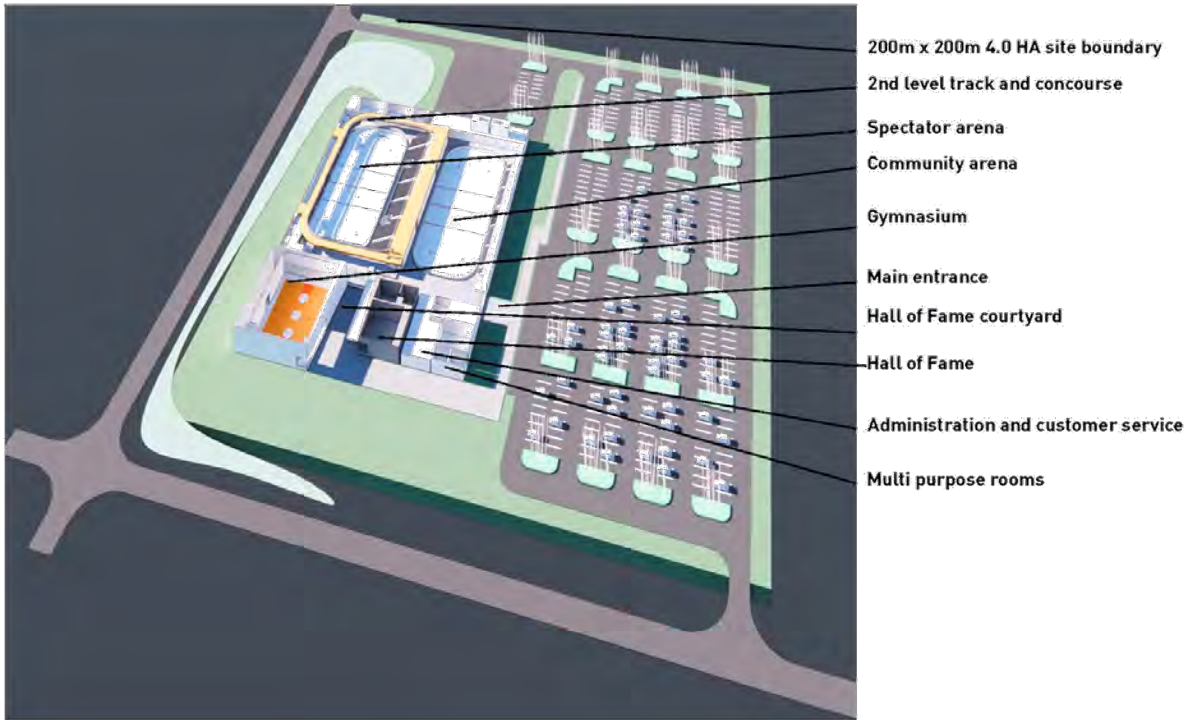
600 Spectator arena and community arena, looking south east



600 Spectator arena and community arena, looking north west

Option 2a.2

Spectator rink with 800-1000 seats on two levels; community rink designed for hockey/skating

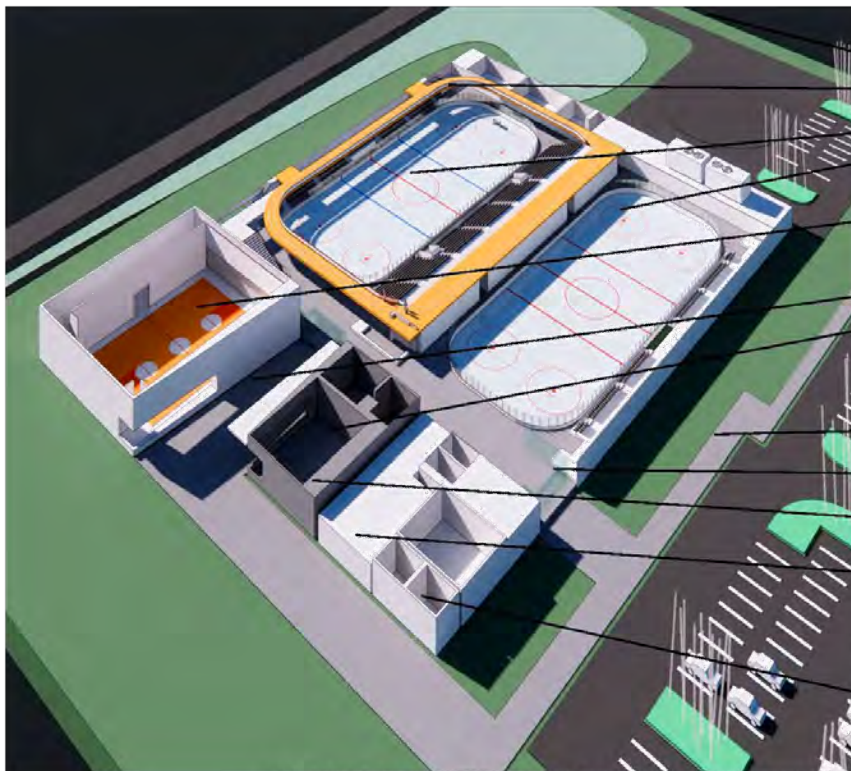


800-1000 Spectator arena and community arena, aerial view of site



- 200m x 200m 4.0 HA site boundary
- Administration and customer service
- Multi purpose rooms
- Hall of Fame
- Hall of Fame courtyard
- Gymnasium
- Community arena
- 2nd level track and concourse
- Spectator arena
- Refrigeration and ice resurfer
- Service and loading
- Storm water management

800-1000 Spectator arena and community arena, looking south-east

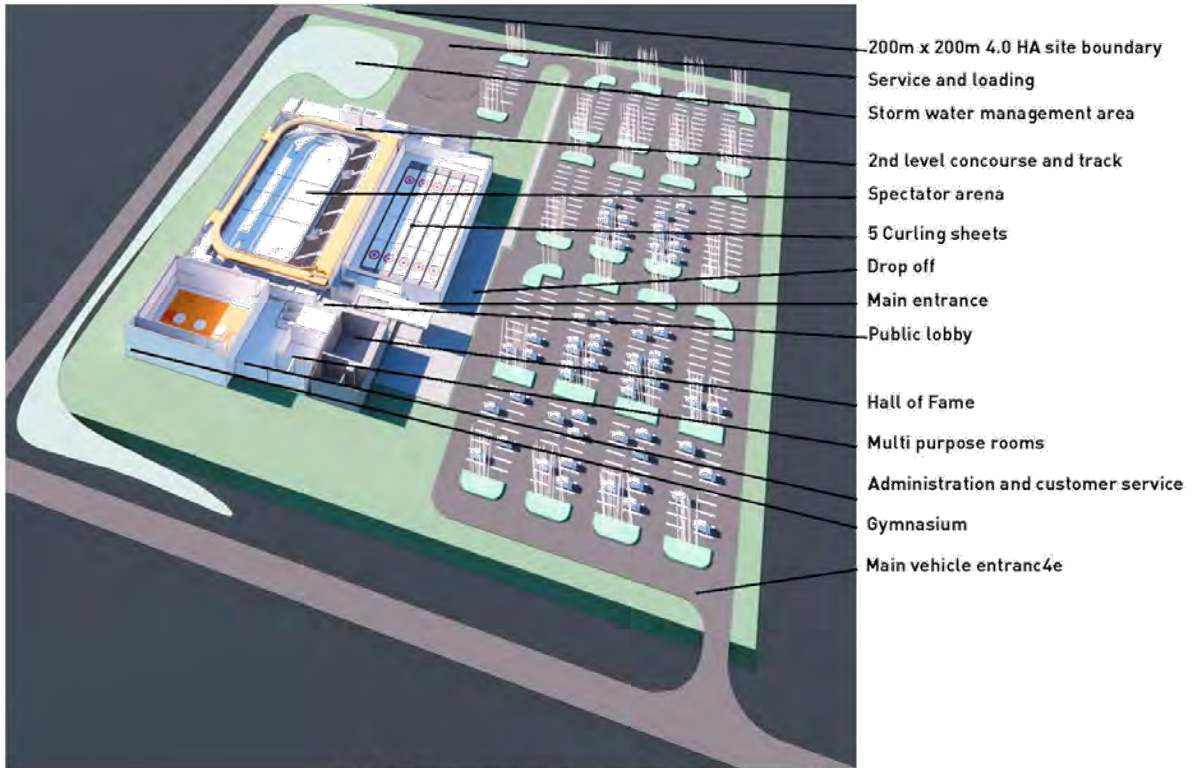


- 200m x 200m 4.0 HA site boundary
- 2nd level track and concourse
- Spectator arena
- Community arena
- Gymnasium
- Hall of Fame courtyard
- Hall of Fame
- Drop off
- Main entrance
- Hall of Fame
- Administration and customer service
- Multi purpose rooms

800-1000 Spectator arena and community arena, looking north west

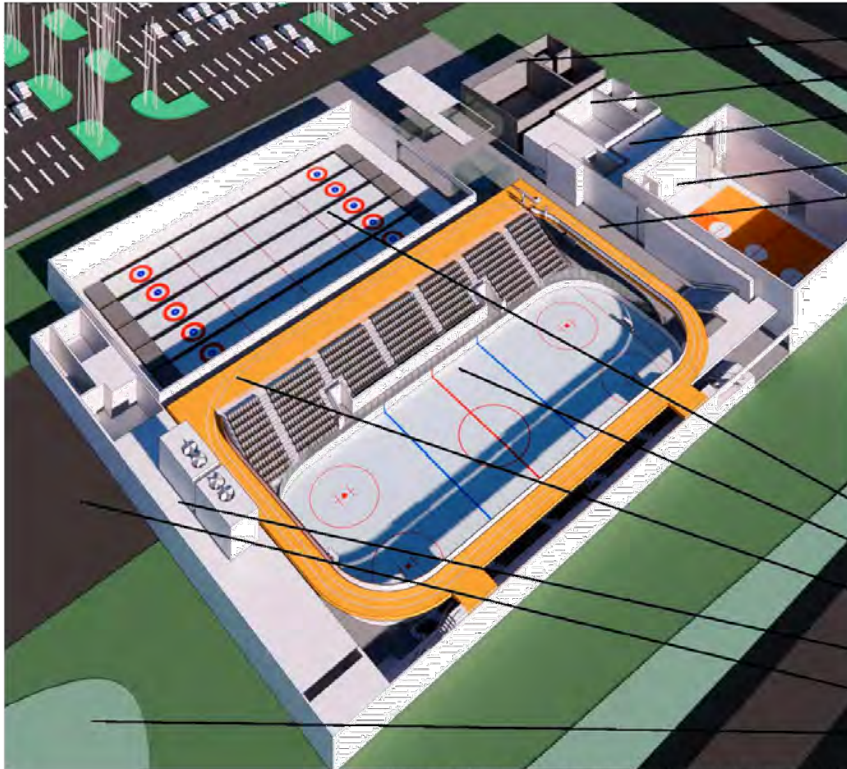
Option 2a.3

Spectator rink with 800-1000 seats on two levels; community rink designed for curling



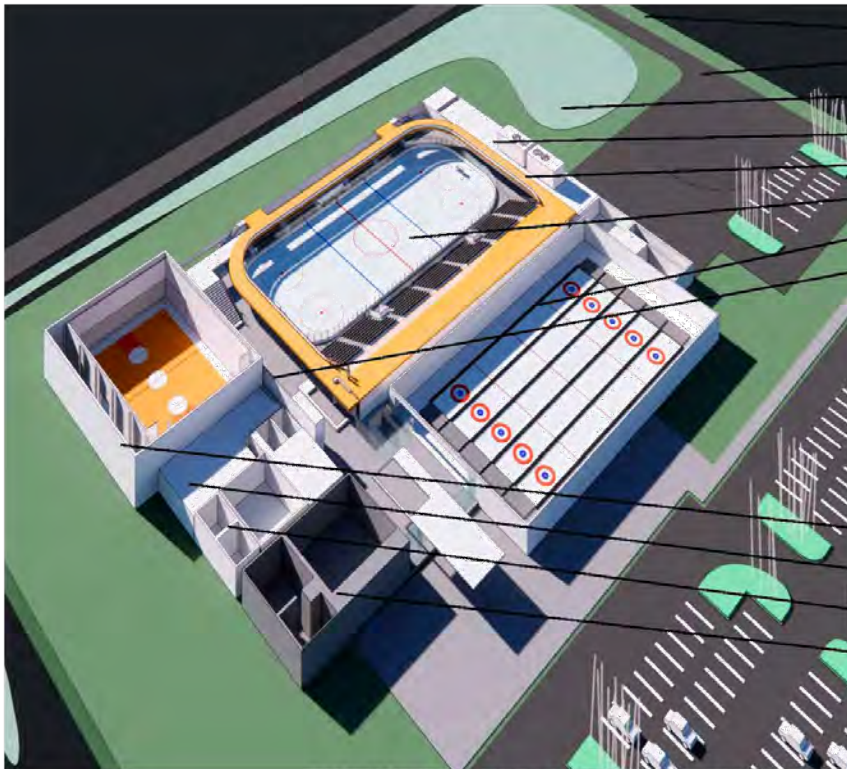
800-1000 Spectator arena and curling club, aerial view of site

**Town of Penetanguishene
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- Hall of Fame
- Multi purpose rooms
- Administration and customer service
- Gymnasium
- Public lobby
- 5 Curling sheets
- Spectator arena
- 2nd level concourse and track
- Refrigeration and ice resurfacer
- Service and loading
- Storm water management area

800-1000 Spectator arena and curling club, looking south west

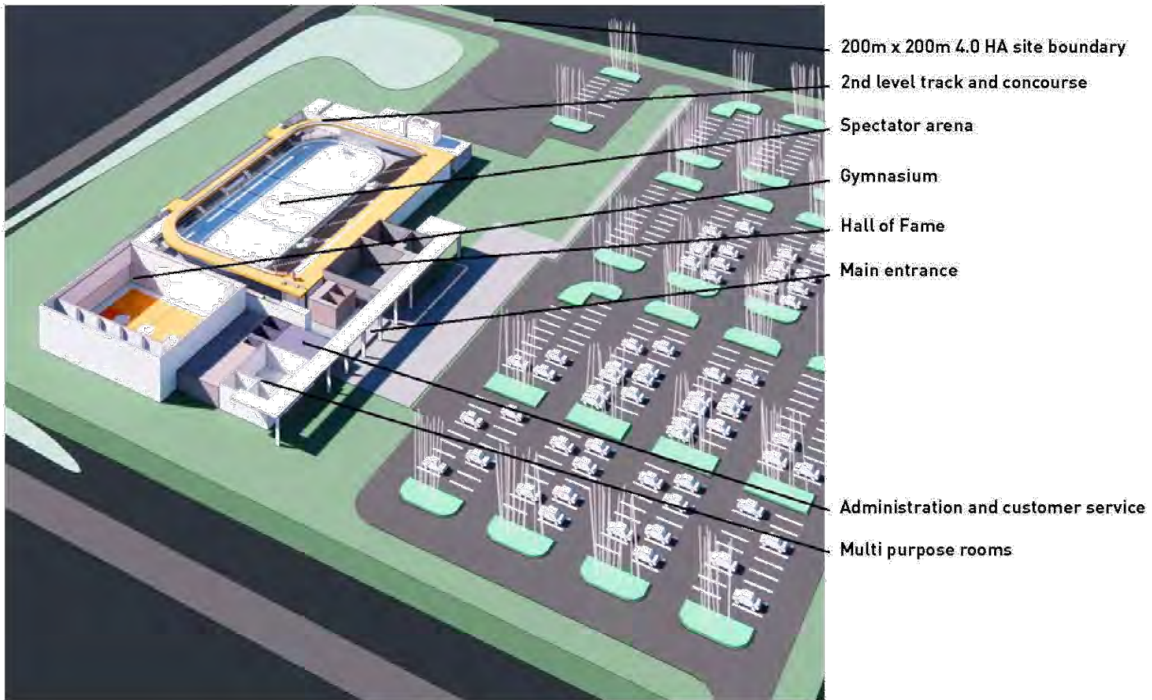


- 200m x 200m 4.0 HA site boundary
- Service and loading
- Storm water management area
- Refrigeration and ice resurfacer
- 2nd level concourse and track
- Spectator arena
- 5 Curling sheets
- Public lobby
- Gymnasium
- Administration and customer service
- Multi purpose rooms
- Hall of Fame

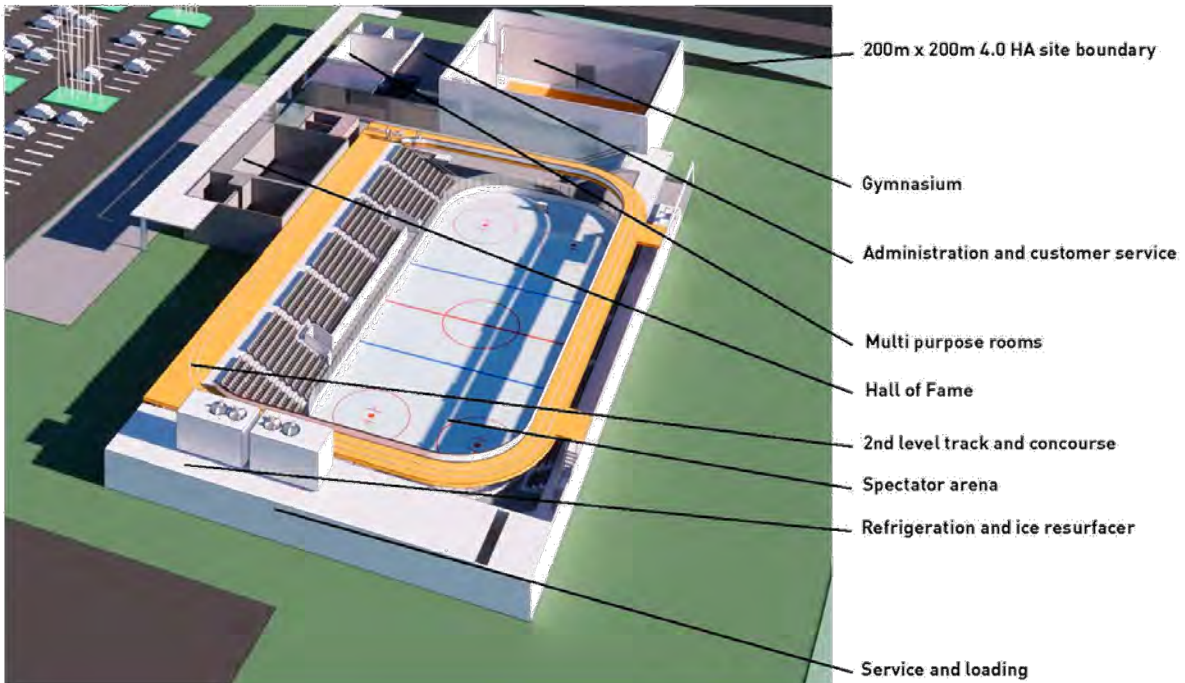
800-1000 Spectator arena and curling club, looking north west

Option 2b

Spectator rink with 800-1000 seats on two levels; no community rink or curling



Spectator arena, looking north-west



Spectator arena looking south-east

Appendix D: Arena Seating Diagrams

Figure 28: Team Room Section under Bleacher

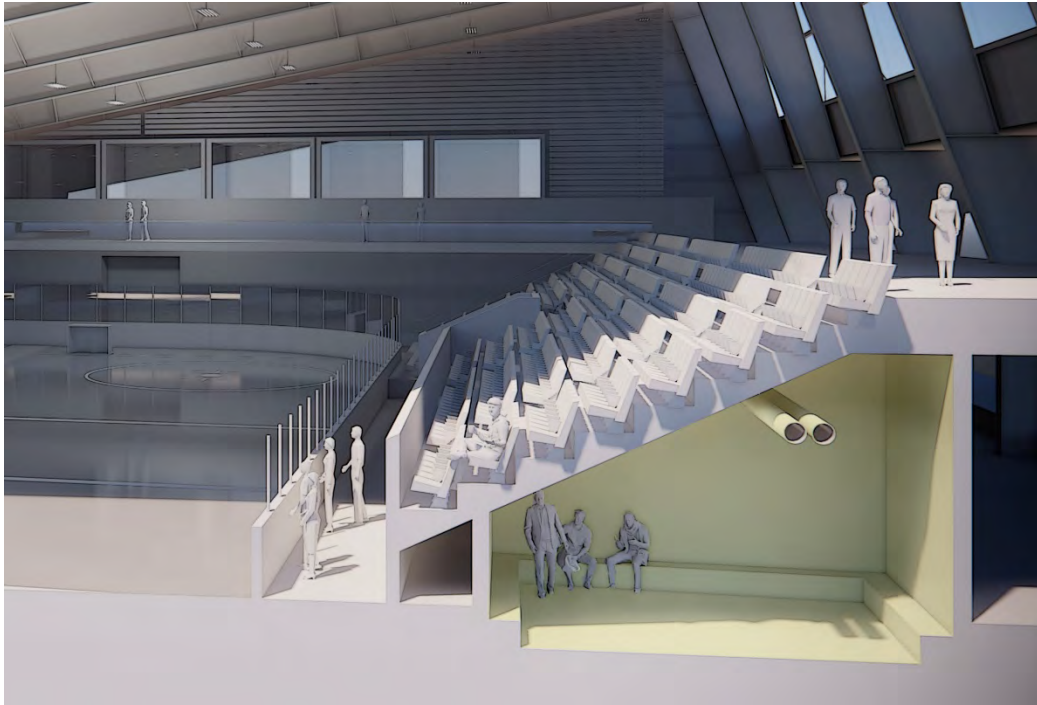


Figure 29: Sight Lines – Upper Level Seating



Figure 30: Seating Beneath Track – View of Ice

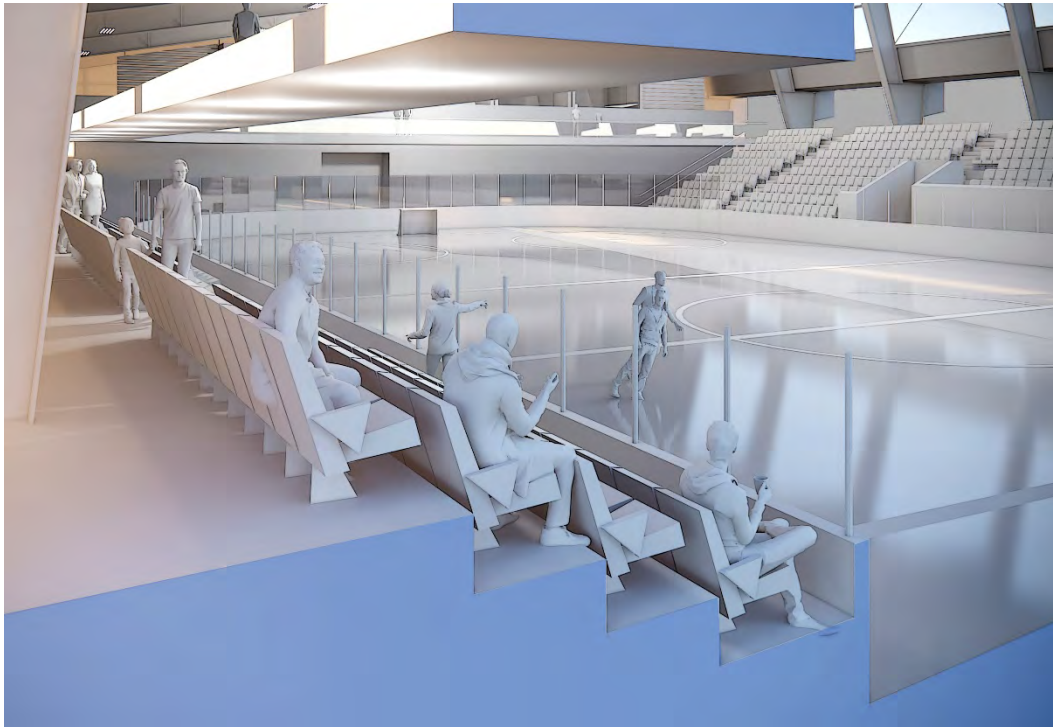


Figure 31: Seating Beneath Track Section



Appendix E: Preliminary Partnership Interest

The following notes were compiled from interviews completed by the Consulting Team in October 2020 with potential partners. Additional consultation is recommended to confirm these viewpoints and options.

Penetanguishene Curling Club

The Town owns the Penetanguishene Curling Club, which is located in Rotary Champlain Wendat Park. In June 2017 the Club entered into a lease agreement with the Town with a ten year term that expires on June 30, 2027. The Club has an option of renewing the lease for an additional 10 years (from July 1, 2027 to June 30, 2037).

The Curling Club is responsible for and pays all operational costs pertaining to the Penetanguishene Curling Club Premises including all insurances, utilities (electricity, gas, water), staff, supplies, program costs, etc. related to the building proper (i.e., inside fixtures attached to the building proper). The Town is responsible for pays all operational costs pertaining to the outside grounds and parking lot. Costs include insurance, outside utilities (electricity, gas, water), staff, supplies, etc. not related to or attached to the building proper (i.e., outside fixtures attached to the building proper).

The Curling Club is responsible to pay for capital upgrades and improvements to the building. The Town may agree to contribute to the payment of upgrades and has committed to assisting the club apply for funding support from senior levels of government.

Under the terms of the lease agreement, the Curling Club is entitled to exclusive use of the entire building from September 15th in any given year to May 31st the following year. During the non-exclusive use period (June 1st to September 14th) the Town has the right to use the building, primarily for the provision of recreation programs such as summer day camps.

The Club President indicated that, should the Town build a new recreation centre, the Curling Club would be interested in being a part of the project if the new facility contained dedicated curling ice and a lounge/locker rooms that could be shared with the other users. The number of curling sheets required within a new recreation facility would be influenced by local demand as well as the potential of attracting new members from other communities.

The Curling Club's most significant operating cost is utility expenses. Labour costs are maintained at a manageable level through the deployment of a volunteer labour force; the only paid staff are bartenders and an ice technician. On a year-to-year basis, the Club fluctuates between producing modest net proceeds and modest net losses. As a result, the Club does not generally contribute to a capital reserve fund and consequently, **there are currently no reserves that could be applied to a new capital project on the existing building or contributed to the construction of a new recreation facility.**

The possibility of amalgamating the Penetanguishene Curling Club with the Midland Curling Club has been discussed in the past and the President of the Penetanguishene Club is open to revisiting this possibility, although there are no imminent plans to do so. Going forward, the Town and the Curling Club should monitor the regional health of the sport of curling as well as the physical condition of curling facilities in North Simcoe. Traditionally, curling centres have been operated independently from municipal arenas and recreation centres. It is noteworthy that in other jurisdictions, a combination of aging and/or deteriorating curling facilities and dwindling membership has caused some clubs to either amalgamate with other curling organizations or disband. Indeed, traditional relationships between curling and golf clubs are becoming strained with some private clubs deciding to repurpose former curling venues. Very few new curling centres have been built in Ontario in the past decade.

Penetanguishene Sports Hall of Fame

Originated in 1987, the Penetanguishene Sports Hall of Fame was housed at various sites until it moved into PMCC in 2004. When the Centre was renovated and expanded in 2007, the Hall of Fame transitioned to its current 1,600 sq. ft. space immediately inside the Centre's main entrance plus a 1,600 sq. ft. storage space on the Centre's lower level. Across the corridor from the artifacts display area, Hall officials have access to an office space that they share with the Town staff (which is the subject of a 5-year lease that expires in 2022). Through fundraising efforts and a Trillium grant, the Hall organizing committee contributed \$425,000 toward the PMCC's expansion project.

The Sports Hall of Fame is entirely operated by volunteers who curate the artifacts, supervise the display areas, frequently exchange the displays to maintain the public's interest and undertake interviews with inductees that are videoed and played at the Hall on a rotating loop basis. The professionalism of the Hall of Fame's presentation space as well as its attention to detail has earned its reputation as a stellar example of a how a community-based sports hall of fame should be developed and operated.

Should the Town develop a new recreation complex, the Sports Hall of Fame would like to part of the project. In this eventuality, Hall officials request they be allocated 2,000 to 2,500 sf. of display space plus an adjoining office and "same floor storage space" of approximately 1,500 sf.

Additionally the Sports Hall of fame would require access to a large event space to accommodate its bi-annual induction celebration as well as fundraising events such as its popular fish fry. Access to a boardroom for meetings and other smaller events would also be required. **While the potential for capital funding was not discussed with Hall officials, the organization's historical success to contributing to facility development projects would likely prevail. It is anticipated that the group would seek to extend the current lease arrangement to a suitable space in a new recreation facility.**

Georgian Bay Metis Council

This organization serves more than 3,500 registered members (about 900 in Penetanguishene). The Council currently delivers health and wellness programs, cultural education programs, and more from leased space in Midland. For several years, the Council has been pursuing its own property and/or building to develop a Metis community centre (a presentation was made to Town of Penetanguishene Council in 2011 for a sport plex and cultural centre at Ojibway Landing), with no success to date.

The Council remains interested in establishing its own community hub and would consider partnering with the Town in the pursuit of a new Recreation Centre (or even converting the PCC or PMCC if these facilities were to become available). The Council is seeking 7,000 sf. (office, storage, boardroom, program rooms), with access to other spaces such as gymnasium and outdoor space. Access to these spaces could be the subject of a long-term lease. The group noted the potential for capital grant funding from the Federal government for Metis and First Nations, which may facilitate a capital partnership for a new facility.

Area Municipalities

The neighbouring area municipalities (Midland, Tiny, Tay) indicated that there is a history of shared planning and service delivery in North Simcoe. Some municipalities (most notably Tiny) make annual operating contributions to various facilities (e.g., PCC, NSSRC) and some have also contributed funds towards capital projects. The Town of Penetanguishene and Township of Tiny are in the process of reviewing Tiny Township's current financial allocation to the PCC.

If a new recreation centre were to be built, it is possible that the current arrangement with Tiny Township would continue. However, the potential for a capital contribution would require further discussion and the Township would like to "have a seat at the table". Staff from the Town of Midland inquired about the possibility of shared operations and administration of a new recreation centre in Penetanguishene, citing potential efficiencies.