



Municipality of Strathroy-Caradoc

Recreation Facility Infrastructure Renewal Plan

DRAFT REPORT

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*Nustadia Recreation Inc. (NRI) is one of the North American leaders
in the development and operation of recreation facilities.*



EXECUTIVE SUMMARY

Like most similar size rural communities in Ontario, the Municipality of Strathroy-Caradoc faces challenges in delivering community recreation facility services to meet the needs of its citizens. In broad perspective, these challenges include but are not limited to:

- An ageing facility inventory, consisting mainly of single use ice hockey arenas;
- Changing demographics and user participation needs; and
- Limited tax dollars to invest and deliver recreation facilities combined with increased user demands.

This Recreation Facility Infrastructure Plan delivered by Nustadia Recreation Inc. (Nustadia) will address these challenges faced by the Municipality of Strathroy-Caradoc (Strathroy-Caradoc) through a researched and evidence-based approach. Nustadia is recommending a plan that is phased over a five year period along with the following recommendations:

RECOMMENDATION #1:

Decommission Tri-Township Arena by Spring 2022.

RECOMMENDATION #2:

Within the next five years, decommission West Middlesex Memorial Centre.

RECOMMENDATION #3:

Provide a Multi-use recreation facility for Mount Brydges consisting of the following building program:

- An indoor playing field (air Inflated dome - half of full regulation size field).
- If financially viable, an option to retrofit the existing Caradoc Community Centre for ancillary space for indoor playing field and multi-generational programming space to offer a mix of passive and active recreation programming opportunities.
- If not financially viable to retrofit, decommission the Caradoc Community Centre and build a new community centre with ancillary space for the indoor playing field (6,000 to 8,000 SF).
- Under a covered pavilion, outdoor active multi-use court space with an option for ice-skating pad (10,000 SF).
- Park maintenance equipment building (2,500 SF).



RECOMMENDATION #4

Within the next five years, an expansion program for the Gemini Sportsplex Multi-use Recreation Facility consisting of the following building program:

- An additional ice pad (to become a 3 pad arena facility).
- A twin gymnasium with elevated indoor walking track (20,000 to 25,000 SF).
- Additional multi-generational programming space (6,000 SF).
- The required capital upgrades to existing twin pad facility.
- Convert one of the natural grass playing fields to an outdoor artificial turf playing field with lights.

The Recreation Facility Infrastructure Renewal Plan focused mainly on the following indoor recreation facilities:

- Tri-Township Arena - single pad arena (operated by Management Board).
- Caradoc Community Centre - community hall with kitchen.
- West Middlesex Memorial Centre - single pad arena, general purpose space, multi-purpose space and gymnasium.
- Gemini Sportsplex - twin pad arena with multi-purpose space.

Furthermore, the rationale for four main recommendations came from the following research:

- Existing Inventory Condition Assessments - completed by WalterFedy Engineer Consultants in early 2019.
- Review Municipality of Strathroy-Caradoc Planning Documents:
 - Corporate Strategic Plan (2020-2029), and
 - Parks & Recreation Master Plan completed by F.J. Galloway Associates Inc. (July 2015).
- Community Census Data.
- Current industry trends for community recreation facility development.
- Impact of the COVID-19 pandemic on the future development of community recreation facilities.
- Needs Analysis:
 - Public survey, and
 - Stakeholder feedback: (Mayor, Council and staff, community user groups & organizations).



EXISTING INVENTORY - CONDITION ASSESSMENTS

WalterFedy Engineering Consultants completed a Full Inventory Condition Assessment for Strathroy-Caradoc in March 2019. Nustadia reviewed the facility condition assessments and also toured each of the facilities for condition assessment review. This information has been synthesized for this report's recommendations, combined with the years of experience of Nustadia in operating similar type facilities throughout Canada. Provided is a summary of the WalterFedy and Nustadia findings for each of the facilities.



GEMINI SPORTSPLEX - CONDITION ASSESSMENT

- Built in 2000 - nearing 50% lifespan expectancy.
- Twin pad arena with multi-purpose space.
- Provided great value when built - \$5.2 M.
- Rated good and trending to fair condition by 2021 (WalterFedy).
- Will require approximately \$1.5 M in capital infusion over the next 5 years (WalterFedy).
- Current deferred capital could be considerably higher than study indicated.

WEST MIDDLESEX MEMORIAL CENTRE - CONDITION ASSESSMENT

- Built in 1954 and renovated in 2010.
- Single pad arena, with multi-purpose space and gymnasium that were added in 2010.
- 66 years of age - well exceeded its lifespan expectancy.
- 2010 retrofit budgeted for \$7 M and went \$1.5 M over budget when completed.
- Common consensus on the 2010 retrofit is that it didn't provide good value.
- Doesn't meet AODA (Accessibility for Ontarians with Disabilities Act - 2025).
- Rated in poor condition (WalterFedy).
- Will be trending to critical condition over the next 10 years (WalterFedy).
- Estimated Capital Repairs – major roofing, architectural and mechanical (WalterFedy):
 - \$1.4 M in capital in the next 4 years,
 - \$1.6 M in the following 5-year period, and
 - \$1.2 M in the third 5-year period.



TRI-TOWNSHIP ARENA - CONDITION ASSESSMENT

- Built in 1973 with an addition in 1996 (ice re-surfacer room, Jr. hockey team rooms).
- Single pad arena with undersized ice surface and no other amenities.
- Nearing 50 years of age and at the end of expected lifespan.
- Major condensation and mould issues that would require major capital investment.
- Not accessible and will not meet AODA (Accessibility for Ontarians with Disabilities Act - 2025).
- Could present operating liability risks in the near future.
- Rated poor and trending on critical condition (WalterFedy).
- Will require \$3.8 M in capital investment in the next 4-years (WalterFedy).
- Capital expenditure within the next 10 years could be in the \$7 to \$8 M range.



CARADOC COMMUNITY CENTRE - CONDITION ASSESSMENT

- Built in 1991.
- A stand-alone Community Centre that has minimal usage and programming versatility.
- Rated fair to poor condition (WalterFedy).
- Will require \$700k in capital investment in the next four years and another \$1 M in the next 10-year period (WalterFedy).
- Estimated Capital Repairs - major roofing, architectural and mechanical (WalterFedy):
 - \$375k in capital in the next 4 years,
 - \$425k in the following 5-year period, and
 - \$700k the third 5-year period.
- Currently facility value is appraised at \$1.5 M (WalterFedy).
- Total replacement cost is \$3.1 M (WalterFedy).
- Provides a good option to be retrofitted and/or repurposed.



REVIEW OF EXISTING PLANNING DOCUMENTS

In order to understand the future plans of the Municipality of Strathroy-Caradoc, two important planning documents were reviewed. These documents were the Strategic Plan (2020) and the Park and Recreation Master Plan (2015). These documents provided insight into the overall goals of the Corporation. Although these planning documents are 5 years apart, they provide significant insight as to the future plans and decisions for Strathroy-Caradoc. Below includes the pertinent information from these documents as they relate to the Recreation Facility Infrastructure Renewal Strategy.

CORPORATE STRATEGIC PLAN

2020-2029 RECOMMENDATION HIGHLIGHTS:

- Economic opportunities that support local businesses can come from developing a vibrant sport tourism industry. Sport tourism industry requires the appropriate sports and recreation facility inventory.
- The Municipality must provide reliable infrastructure including roads, bridges, water and wastewater and recreation facilities.
- The Municipality must leverage its assets for programming a healthy community and provide attractions for children, youth and seniors.
- Provide recreation facilities that meet and adapt to challenging needs and trends.
- Concept plan with cost estimate for new multi-use community centre in Mount Brydges.
- A replacement strategy for a new seniors' centre.

EXISTING PARKS & RECREATION MASTER PLAN

RECOMMENDATIONS (COMPLETED JULY 2015)

BUSINESS PLAN APPROACH TO DEVELOPMENT OF FUTURE CAPITAL PROJECTS:

- Identify need (present & future), site selection, how to fund it, is it financially sustainable.

FACILITY SERVICE DELIVERY STRATEGY REVIEWS & ENGINEERING ASSESSMENTS:

- With the primary emphasis on the West Middlesex Memorial Centre and Tri-Township Arenas.
- Physical plant efficiency review in order to evaluate future investment and positioning decisions.

NEED FOR MORE YOUTH PROGRAMMING & FACILITIES (PUBLIC CONSULTATION PROCESS):

- Skateboard and/or BMX park.
- Have completed design drawings on a \$700,000 all wheel park for the Fair Grounds Recreation Complex.
- Consideration for similar development in Mount Brydges.

OLDER ADULT PROGRAMMING AND FACILITIES:

- Growing demographic.
- Balance of passive/active leisure opportunities.
- Explore opportunities for inter-generational programming, multi-use of available facilities and other similar initiatives.

AQUATICS FACILITIES:

- Existing outdoor pool and splash pad well-regarded during public consultations, as were the other splash pads.
- Additional aquatic facilities should be directed through the Facilities Project Development Policy process.

MULTI-USE / MULTI-PARTNER APPROACH FOR FUTURE FACILITY RENEWAL AND NEW DEVELOPMENT INITIATIVES

- Community fund-raising, corporate sponsorship and related community investments.
- Not for facility rehabilitation or systems replacement.
- For projects over \$1 million.
- Provide 25% of total project costs.





RECENT COMMUNITY CENSUS DATA

When assessing the state of community recreation infrastructure, it is important to understand the past, present and future demographics of a community in order to assess their overall needs. To understand these shifts and current makeup of the demographics the 2019 Strathroy-Caradoc Community Profile was reviewed. Key information in this document includes:

MUNICIPALITY OF STRATHROY-CARADOC RECENT COMMUNITY CENSUS DATA

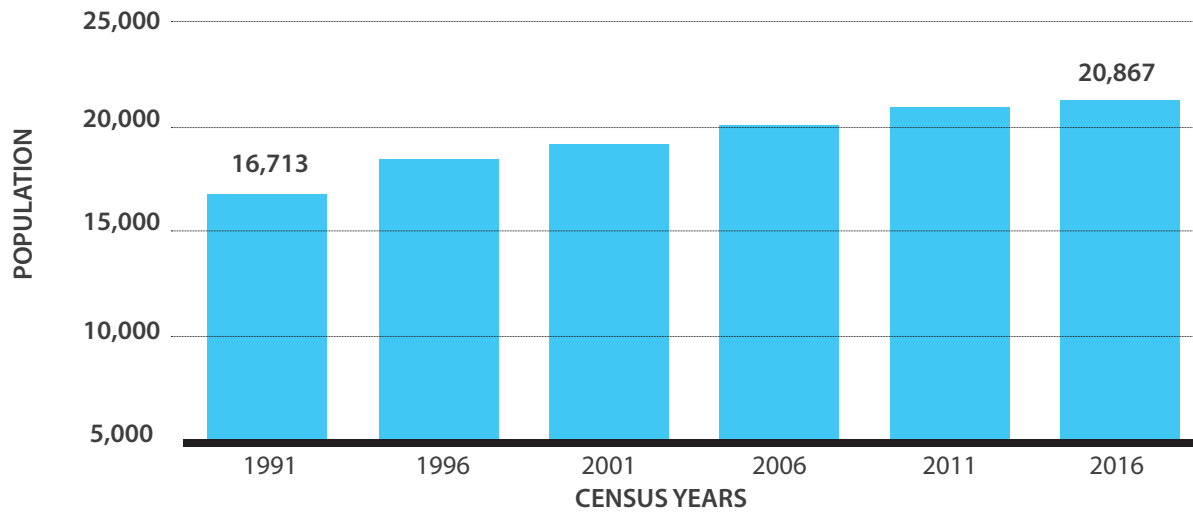
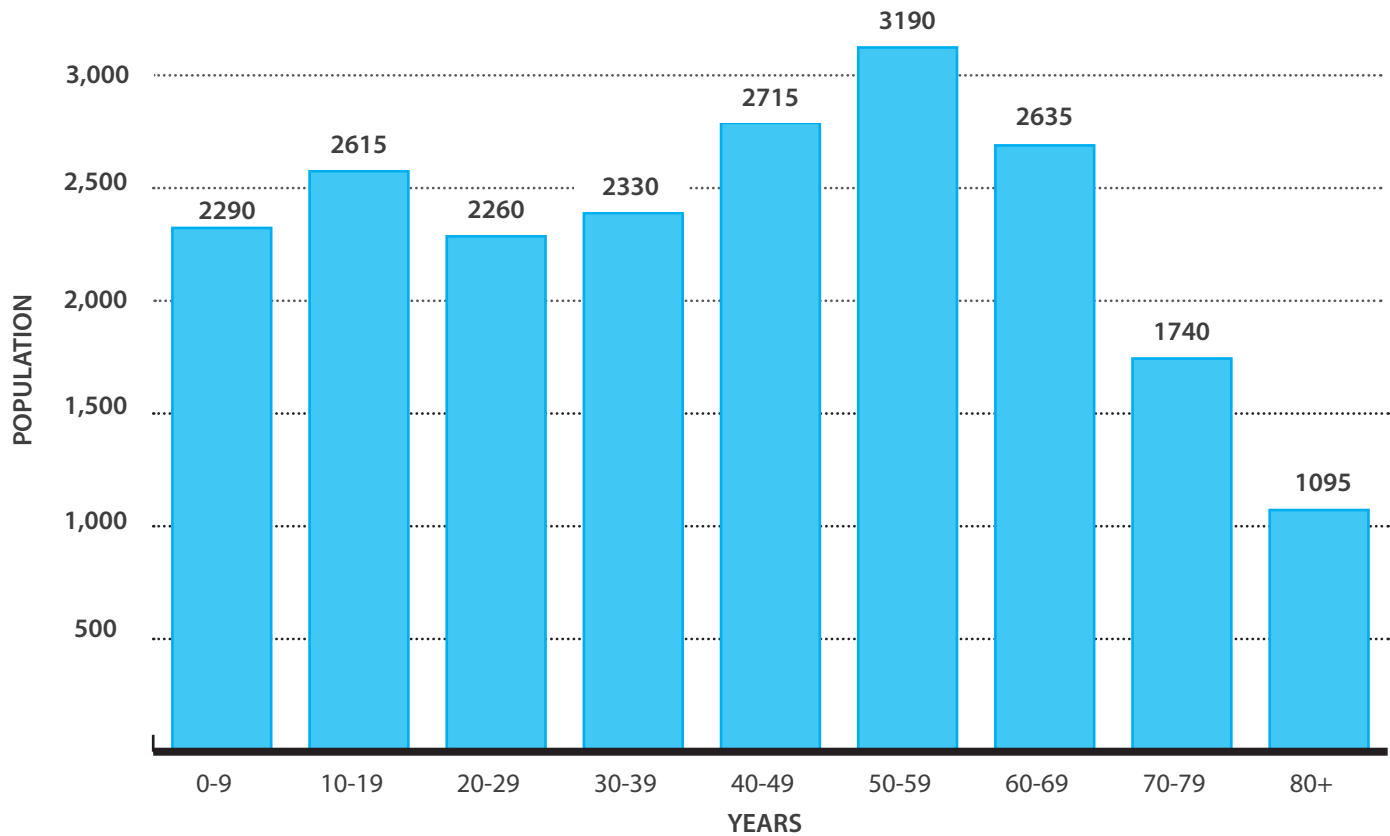
- Average value of household dwellings in 2016 was \$284k (Ontario average \$506K).
- Residential development has significantly increased from 2016 to present.
- In 2016, 13% of the population were immigrants (Ontario average 29%):
- The largest demographic group is 50 – 59 at 15% of overall population.
- Older demographics of 50+ age groups represent a sizable profile of the community at 42% of overall population.
- Close to half the 2016 population pyramid (47%) from the Community Profile are between the ages of 10-49, strong recreation usage cohorts that look for physical recreation experiences.
- Above indicators will point to increased demand for future recreation facilities, including different types of recreation facilities to meet the changing community profile.

IMPORTANT TO NOTE FROM THE COMMUNITY PROFILE:

“The lower prevalence of young adults 20-40 years within Strathroy-Caradoc and Middlesex County (excluding London) can most likely be attributed to these individuals migrating to municipalities with large city centres for post-secondary education and staying there for the first portion of their professional career and to begin their family and/or to establish their first household. If this is true, the longer an individual remains out of the community, the harder it becomes to attract them home. It is for this reason that genuine economic development efforts, including the launch of initiatives that increase important public services such as childcare, recreation, life-long learning opportunities and medical services, are constantly evaluated and pursued by the Municipality of Strathroy-Caradoc.” (Strathroy-Caradoc Community Profile 2019)

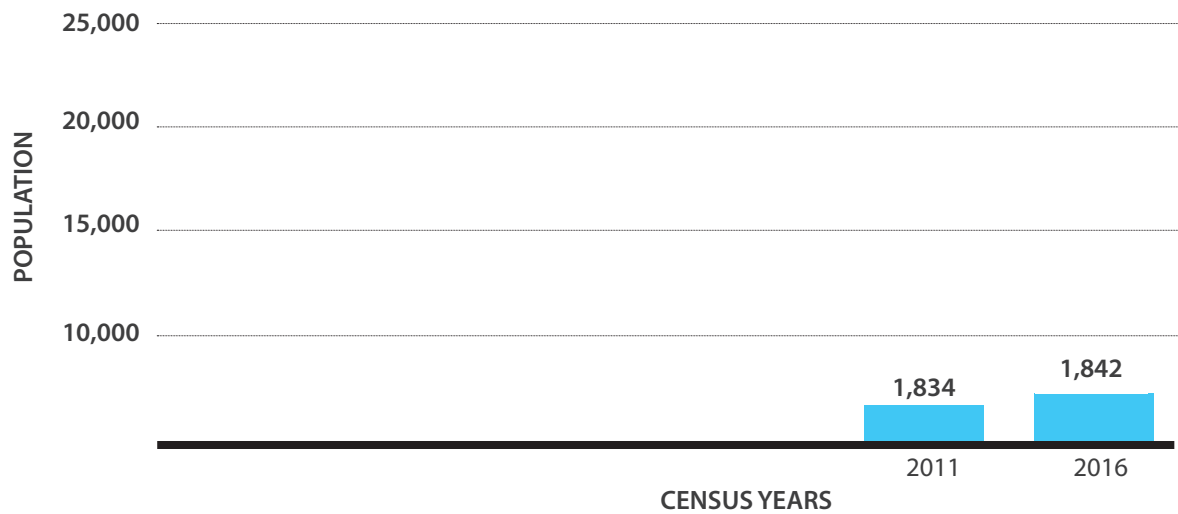
As an economic driver of communities with ever prevalent outer migration, community infrastructure is becoming vitally more important as a decision maker for these cohorts. While the 2019 Community Profile reflects the need to evaluate and pursue, it is evident with the ageing of current infrastructure that this task has become a higher priority to long term community growth.

While the overall population base has grown over time from the 1991 – 2016 census reports, increasing 25% in this report period, the shifting dynamic noted in the profile of the 20-40 age cohorts is important to overall growth. However, having a closely balanced demographic profile between those 50+ in age and those under 50, indicates the further challenges faced by Strathroy-Caradoc in trying to meet the recreation needs of all groups.

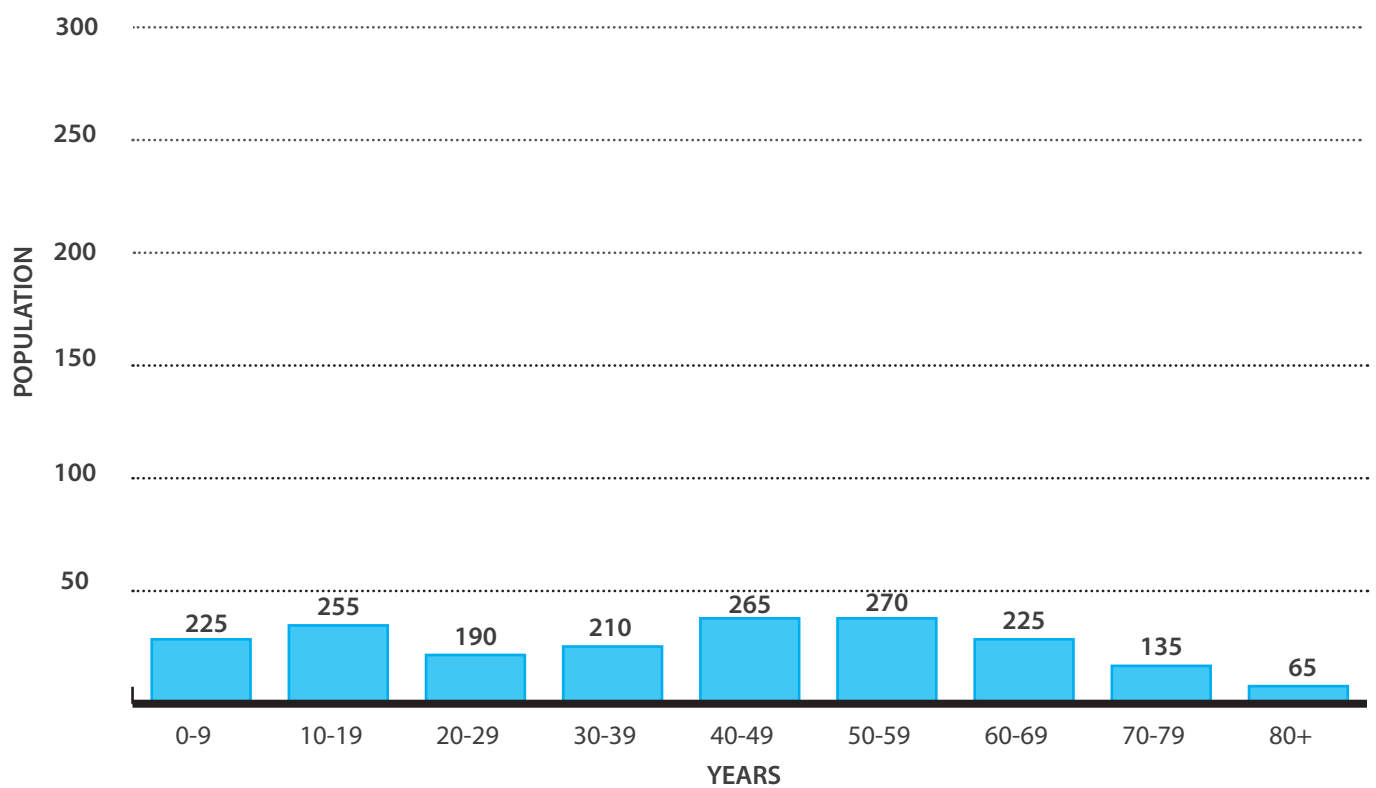
STRATHROY -CARADOC**POPULATION****AGES**

MOUNT BRYDGES

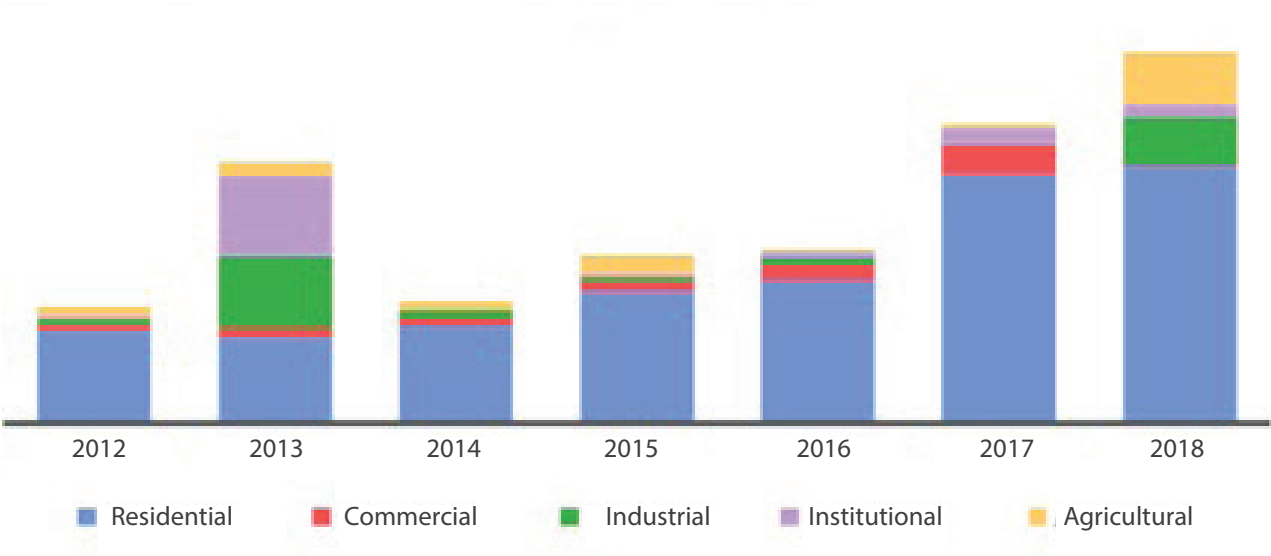
POPULATION



AGES



PERMIT VALUE BY DEVELOPMENT TYPE, STRATHROY-CARADOC



INDUSTRY TRENDS

FOR THE DEVELOPMENT OF COMMUNITY RECREATION FACILITY INFRASTRUCTURE

To deliver a Recreation Facility Infrastructure Plan for the Municipality of the Strathroy-Caradoc, it is important to review current industry trends that help shape the delivery of community recreation facilities in Ontario and Canada.

AGEING INFRASTRUCTURE

Many community recreation facilities in Canada and including some in Strathroy-Caradoc were built in the 1960's and 1970's. Many of these facilities require significant capital repairs and have become costly to maintain. More importantly, these older facilities no longer meet current user needs. Many communities continue to implement year-to-year, costly, band-aid solutions to extend the lifespan of ageing recreation facility infrastructure. However, in the long run, between on-going capital repairs and increased operating costs, existing infrastructure ends up being more costly. Also, it does not improve overall customer service and user needs.

MULTI- USE FACILITIES

Community sports and recreation facilities over the past 40 years have evolved from single-use, local, neighbourhood-based facilities to larger, regional multi-use facilities. These facilities provide users the convenience of choice of multi-use activities for the entire family. Large, multi-use facilities also provide the following benefits:

- Economies of scale in constructing one larger, multi-use facility as opposed to several small facilities.
- Operational efficiencies.
- Increased revenue opportunity through ancillary services like food and beverage, advertising sponsorship and sport retail.
- Increased opportunities for sport tourism.
- Ability to meet the ever-growing user needs and demands of our ageing population.

PARTNERSHIP OPPORTUNITIES

There are various creative partnership opportunities for the development and operations of community recreation facilities through Ontario and Canada. Any potential partnership model for Strathroy-Caradoc should be evaluated on the following:

- Will partnership improve overall service delivery?
- Will partner assist with upfront capital funding?
- If applicable, will partner share in financial operating risk?

A critical element to successful long-term partnership for the development and operations of a community recreation facility is developing the actual partnership agreement, and the monitoring and successful day-to-day management of the agreement by all partners.

Some potential partnership partners in the future delivery of community recreation facilities for Strathroy-Caradoc could include:

- Thames Valley District School Board and the London District Catholic School Board
- Strathroy-Caradoc Family YMCA.
- Strathroy Christian School and/or private educational institutions.
- Neighbouring local communities – namely the Municipality of Middlesex Centre.

SKILL DEVELOPMENT AND YEAR-ROUND PLAY

Most baby boomers grew up playing various sports based on the summer or winter season. Present day competitive amateur sport is tiered based on ability. In order to excel to the higher play levels, youth are concentrating on one sport year-round. This has resulted in the increased demand for summer ice surfaces, indoor playing fields, and indoor track and field facilities during the winter season. Competitive basketball and volleyball players also require year-round training facilities. Though this has placed an overall increase in sports and recreation facilities, it also has become an opportunity for increased facility revenues, and in some cases, have made many sports and recreation facilities financially sustainable. An example of this includes the many indoor playing fields that have emerged in communities in recent years.

Coinciding with year-round training, competitive sport athletes also require strength and conditioning facilities. These facilities are an important consideration for facility planning and can also provide increased revenue opportunities – often by leasing space to third-party providers.

ENERGY- EFFICIENT FACILITY DESIGN

Advances in building science technologies have made facilities more energy efficient and have helped to reduce utility consumption. While these approaches and techniques require additional capital investment during the construction phase of the project, there is normally a payback over time because of a reduction in long term operating expenditures.

There are also civic, social and financial benefits to energy efficient buildings. To ensure operational efficiencies, it is recommended the proposed multi-sport facility be built to meet the equivalent LEED Certification Standards for New Building Construction, and utilize some or all of the following energy saving technologies:

- Rooftop solar panels to provide electrical power for the facility, and combined power storage – where energy produced during the day is stored and used during the evening hours.
- Cogeneration units using natural gas to produce electrical power.
- Waste heat from co-generation units is used to heat the building in the winter and also used to heat domestic hot water for the facility.
- During the summer months, waste heat from the facility cooling system is also used to heat domestic hot water for the facility.
- Ground source facility heating and cooling.
- Energy efficient facility heating and cooling systems.
- Tankless domestic hot water heaters.
- Energy efficient LED lighting to illuminate the entire facility – including all playing surfaces.
- Through effective use of glazing, utilize natural lighting to reduce electrical power during the daytime.
- Building envelope insulated to the highest industry standards.



IMPACT OF THE COVID-19 PANDEMIC ON THE FUTURE DEVELOPMENT OF COMMUNITY RECREATION FACILITIES

Prior to the current COVID-19 pandemic, many communities in Ontario and Canada were struggling financially to replace ageing community recreation facility infrastructure. Added to this existing burden, the COVID-19 pandemic will change the future design and development of community recreation. These changes will increase upfront capital costs, and should include the following considerations for the future safety of facility users:

- Increased demand for outdoor recreation facilities.
- Larger building spaces for lobbies, circulation areas, programming spaces, dressing rooms and bathrooms, staff work areas, etc.
- Upgrades to mechanical air-handling systems.
- Interior materials selections and coatings that reduce the transmission of pathogens through contact. Also, the selection of interior materials that can withstand bleach or other chemical disinfectants.
- Short-wave ultraviolet lighting that targets bacteria, moulds, fungi and yeast; this could involve a shift from the recent and more efficient LED lighting.
- Touch-free environments such as bathroom fixtures, doors, etc.



NEEDS ANALYSIS

In order to identify the recreation needs and desires of the community, Nustadia engaged in a public survey approach which respondents identified a list of other recreation/sports facilities used outside of Strathroy-Caradoc. Other survey questions included overall quality and condition of the current inventory of facilities within Strathroy-Caradoc, improvements or additional new facilities that the public would like to see and tax implications along with opinion on funding existing or new community recreation facilities.

This information was then correlated with stakeholder engagement from the Strathroy-Caradoc Mayor and Council, key staff, various community user group representatives, Facility Manager of Tri-Township Arena, Centre Manager of Strathroy YMCA, and Director of Community Services at Municipality of Middlesex Centre in order to ascertain the overall state and vision within the community.

This combined information was utilized to develop the overall recommendations of the report. Of note;

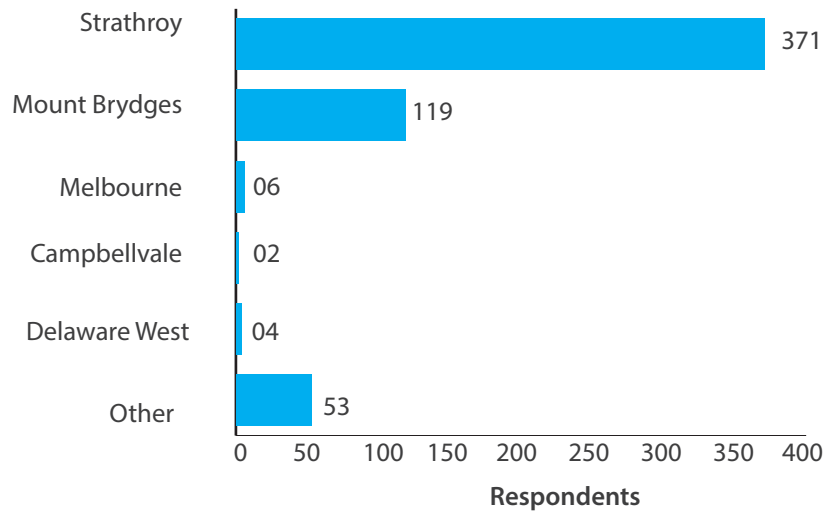
Public Survey Feedback:

- Survey was posted on Strathroy- Caradoc's website for a two-week period.
- 555 surveys were completed.
- Additional 281 surveys were partially completed.

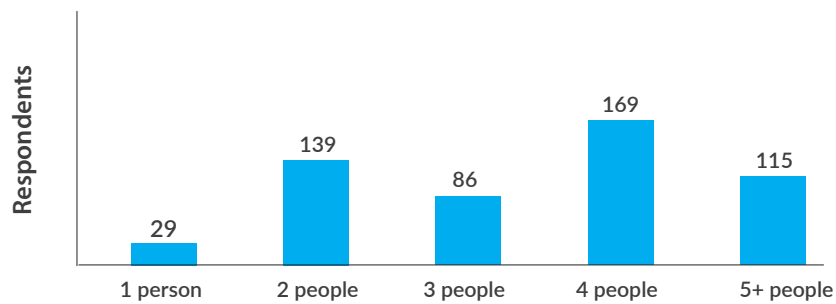
PUBLIC SURVEY QUESTIONS

1. If any, what are your general comments or opinion on the following community recreation facilities?
 - West Middlesex Memorial Centre
 - Gemini Sportsplex
 - Caradoc Community Centre
 - Tri-Township Arena
 - Fair Grounds Aquatic Park
2. If any, your overall opinion or comments (satisfied, or not satisfied) on the overall community recreation facility inventory?
3. If any, what community recreation facilities or programming is Strathroy-Caradoc lacking or missing?
4. Should the need for an indoor aquatic facility be identified? If so, from your perspective how do you wish this gets handled?
5. What would you favour: a centralized or decentralized approach to future recreation facility development?
6. Are you in favour of the current approach to funding community recreation facilities? Currently, a balance between user fees and taxpayer subsidized funding approach is used. If not in favour, how do you see future funding for community recreation facility funding for operations and capital programs (renovations and new builds).
7. Would you support a partnership with another community or organization for the development of new recreation? Would you considering funding for a new recreation facility to serve residents, but is located in a different neighbouring community?
8. Are you familiar or aware of the current Municipalities' Parks & Recreation Master Plan? If so, any comments or opinions?
9. Do you feel that a recreation facility infrastructure strategy plan is required or needed?
10. What is the priority for community recreation facility funding, if any, and compared to other municipal services?
11. What are your comments or opinions, if any, on how the current COVID-19 pandemic will affect the future delivery of community recreation facilities?

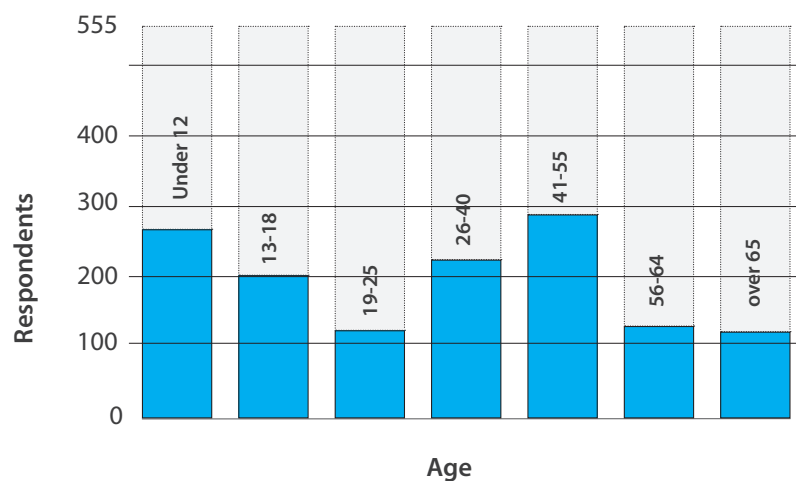
WHERE DO YOU CURRENTLY RESIDE?



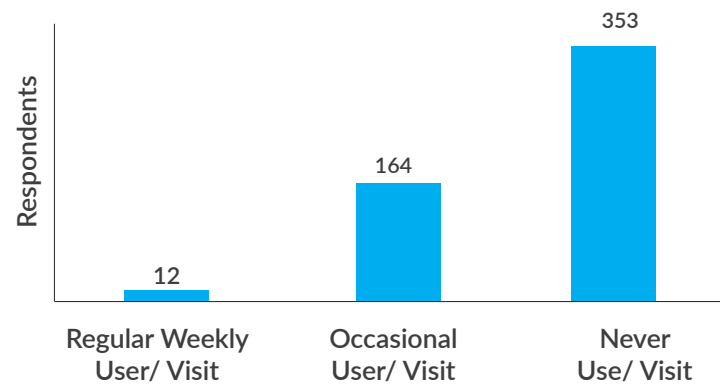
HOW MANY PEOPLE CURRENTLY RESIDE IN YOUR HOUSEHOLD?



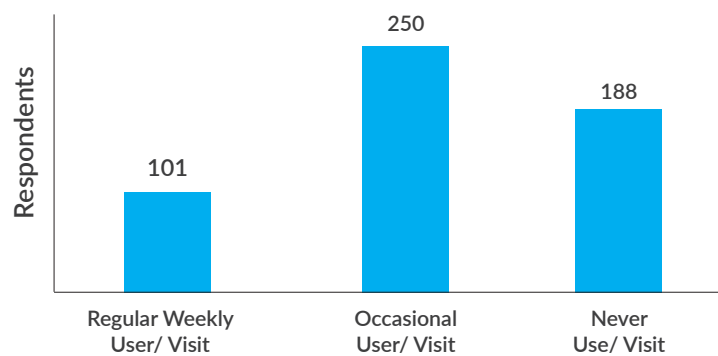
AGE OF RESIDENTS IN HOUSEHOLD

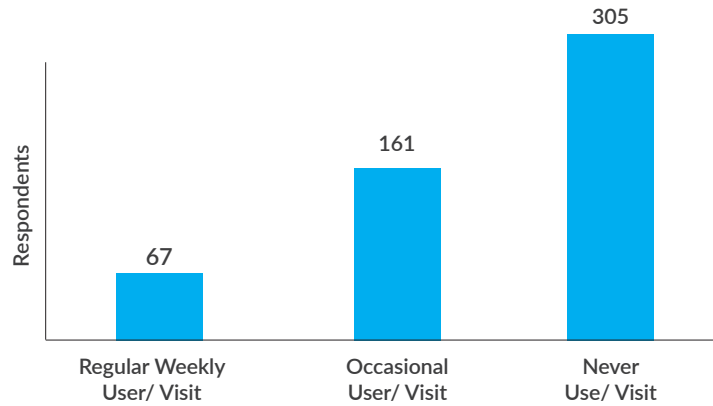
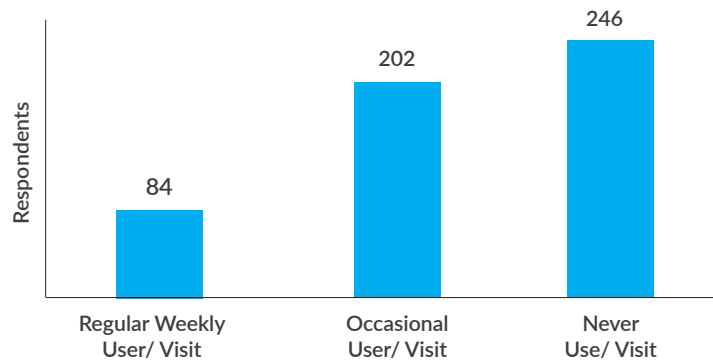
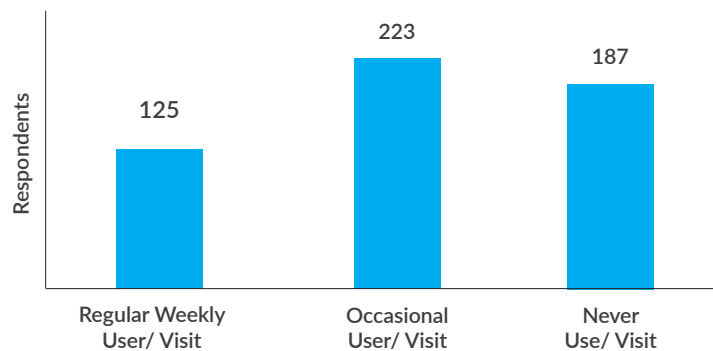


CARADOC COMMUNITY CENTRE USAGE



WEST MIDDLESEX MEMORIAL CENTRE USAGE



TRI-TOWNSHIP ARENA USAGE**FAIR GROUNDS AQUATIC PARK USAGE (WHEN SEASONALLY OPEN)****GEMINI SPORTSPLEX USAGE**



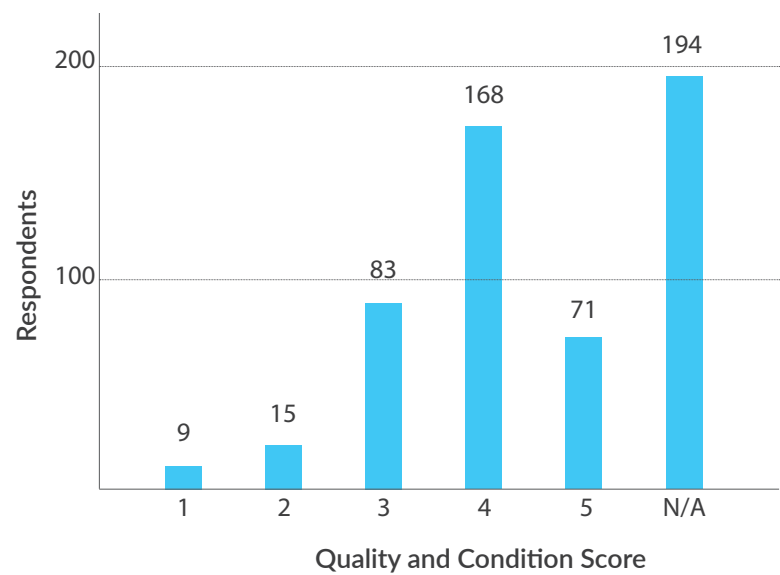
LIST OF OTHER RECREATION/SPORTS FACILITIES USED

Farmers Market Downtown
 Henk Van Dyk Park
 Turkey Fest
 York Fields
 Caradoc Sands Golf Course
 Cuddy Field
 Splash Pads
 Rotary Trail
 Komoka Community Centre
 Sleepy Hollow Railroad
 BMO Centre – Indoor Soccer
 Longwoods Conservation Area
 Delaware Tennis Courts
 Skate Parks
 YMCA Pool London
 London Aquatic Centre
 Petrolia Pool
 Alexandra Park & Splash Pad
 Centreville Sports
 Creekside Field
 Gymworld
 Saulsbury Park
 Aquafit Class

YMCA Bostwick Pool
 SDCI Gym
 Fairgrounds Tennis Courts
 Petrolia Rec Centre
 Mary Wright School Playground
 Aquatic Centre
 CTC Obstacles
 Lions Park
 Kerwood Optimist Hall
 Nairn Outdoor Rink
 Dance Factor Studios
 Ewyn Studios
 Fitfarm
 Strathroy Senior Centre
 Glencoe Arena
 Sydenham
 Glencoe Curling Club
 South London Community
 Western Agriplex Centre
 Cheer Strike Royal
 Dorchester Arena Lambeth Arena

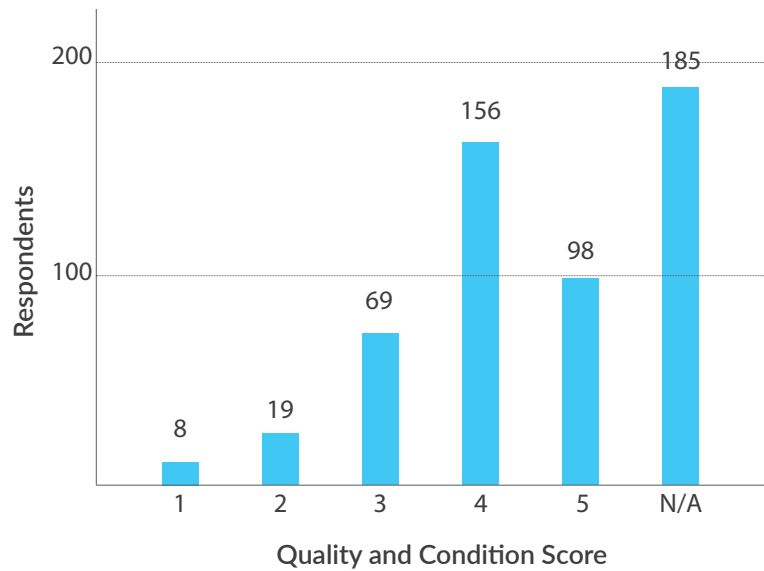
PUBLIC SURVEY RESULTS

WEST MIDDLESEX MEMORIAL CENTRE - OVERALL QUALITY & CONDITION (1-POOR AND 5-EXCELLENT)



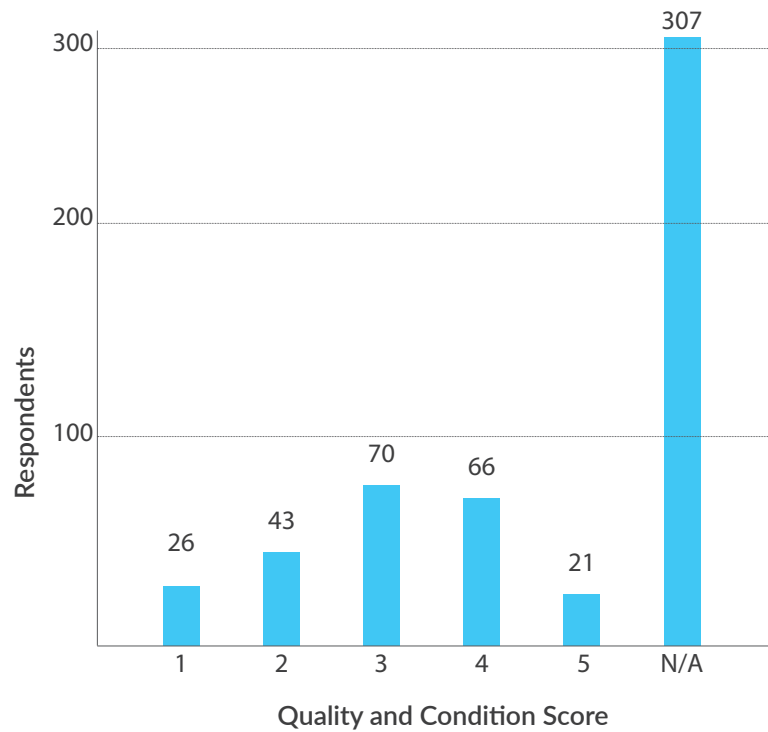
WEST MIDDLESEX MEMORIAL CENTRE – GENERAL COMMENTS

- Well Maintained – 31
- Poor Seating – 20
- Clean – 16
- Showing Age – 13
- Layout Confusing – 11
- Poor Accessibility – 6
- Gym Improvements (Wooden Floor) – 6
- Great Parking – 5
- Needs updating – 4
- Dressing Room Upgrades – 3
- Volleyball Equipment could use upgrading – 2
- Roof Leaking – 2
- Better Sound System – 2
- Be Cleaner – 2
- Scheduling Hassle
- Poor Shower Facilities
- Great Staff
- Elevator is Unsafe

GEMINI SPORTSPLEX - OVERALL QUALITY & CONDITION (1-POOR AND 5-EXCELLENT)**GEMINI SPORTSPLEX – GENERAL COMMENTS**

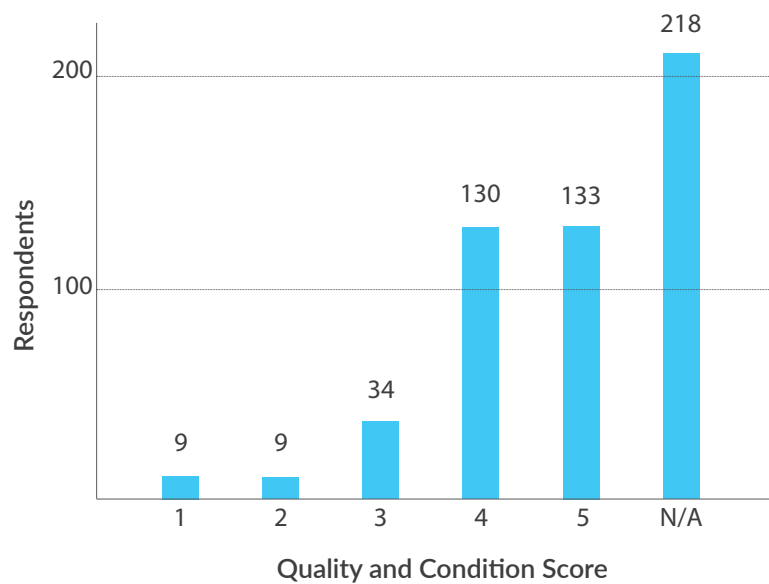
Well Maintained – 32
 Poor Heating – 15
 Poor Seating – 14
 Clean – 13
 Dirty – 10
 Needs Upgrading – 7
 Showing Age – 6
 Poorly Designed – 6
 Poor Sight Lines – 6
 Concession Stands not open enough – 6
 Poor Accessibility – 5
 Upstairs Restrooms not open – 5
 Great Staff – 4
 Ceiling Leaks – 3
 Poor Showers – 3
 Floor Needs Repair – 2
 Wifi Issues – 1
 Small – 1
 Wasted Space
 Good Parking

TRI-TOWNSHIP ARENA - OVERALL QUALITY & CONDITION (1-POOR AND 5-EXCELLENT)



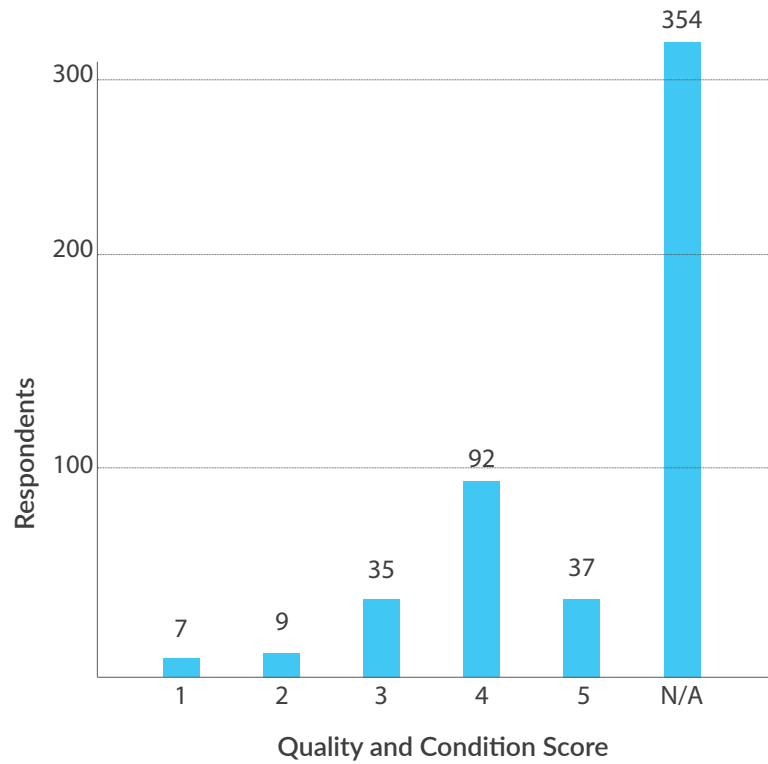
TRI-TOWNSHIP ARENA – GENERAL COMMENTS

Needs Upgrading – 31
 Showing age – 30
 New Stands – 16
 Too Small – 15
 Accessibility Issues – 9
 Clean – 7
 Change Room Upgrades – 6
 Well Maintained – 6
 Great Staff – 6
 Upgrade Restrooms – 4
 Poor Ice – 3
 Poor Heating – 2
 Adding Sliding Doors – 2
 Cold – 2
 Dirty – 1
 Does not meet AODA Requirements
 Wasted Space
 Better Lighting
 Seating in Lobby

FAIR GROUNDS AQUATIC PARK - OVERALL QUALITY & CONDITION (1-POOR AND 5-EXCELLENT)**FAIR GROUNDS AQUATIC PARK – GENERAL COMMENTS**

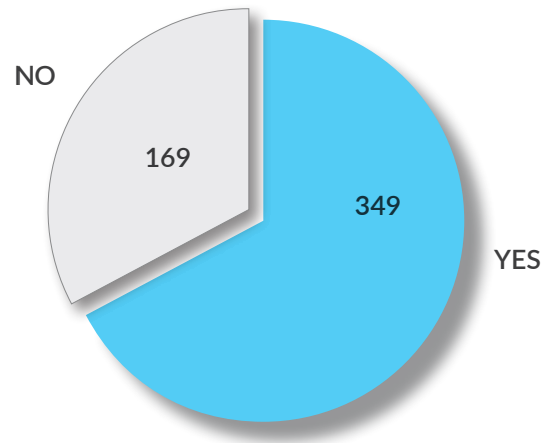
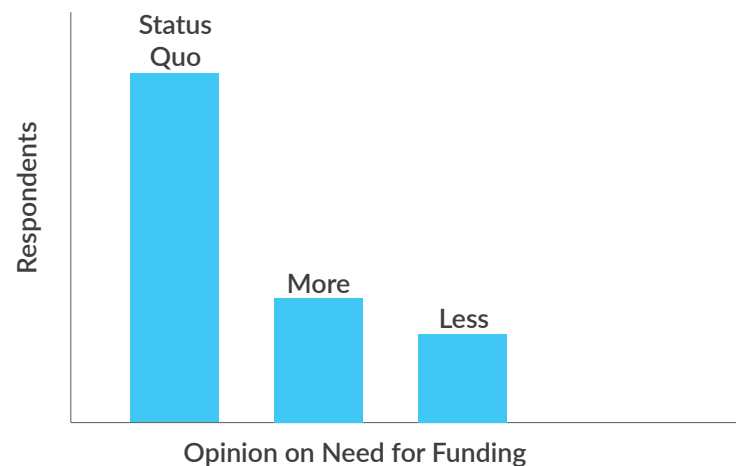
Better if Indoor – 46
 Well Maintained – 17
 Great Park – 17
 Clean – 13
 Great Staff – 7
 Good Shape – 6
 Too Cold – 4
 Change Rooms not great – 3
 Good Location – 2
 Needs Diving Board – 2
 Accommodate Disabilities – 2
 Too Expensive – 2
 Better Grounds Keeping
 Tennis Courts Upgraded
 Difficult Online Reregistration
 Slide Never Open
 Too Small
 Poor Hours
 Sharp Cement Underfloor
 Pavilion Built for Shelter for Sporting Events

CARADOC COMMUNITY CENTRE - OVERALL QUALITY & CONDITION (1-POOR AND 5-EXCELLENT)



CARADOC COMMUNITY CENTRE - GENERAL COMMENTS

Well Maintained – 16
 Showing Age – 13
 Needs Upgrading – 12
 Clean – 7
 Too Expensive – 5
 Needs More Events Offered – 5
 Better Kitchen Area – 3
 Accessibility Friendly – 3
 Dirty – 2
 Sounds System Improvements – 2
 Improve Ceiling
 Adding Cages to Lights
 Not Large Enough

ACCEPTANCE OF INCREASED PROPERTY TAXES FOR IMPROVED FACILITIES**OPINION ON FUNDING EXISTING OR NEW COMMUNITY RECREATION FACILITIES****IMPROVEMENTS OR ADDITIONAL NEW FACILITIES RESIDENTS WOULD LIKE TO SEE**

Indoor Pool – 181
 Indoor Walking Track – 51
 Multi- Use Facility/Replacement for Mt. Brydges Facilities – 23
 Indoor Gym – 20
 Indoor Field House – 18
 Upgrades to Tri-Township Arena – 13
 More Drop-in Programs – 11
 More Senior Activities – 9
 Indoor Park for Kids – 9
 New Seating in Middlesex Arena – 8
 More Volleyball/Basketball Courts – 7
 Tennis Courts – 7
 YMCA type of Facility – 6
 Art Group Dedicated Space – 6
 Upgrades/More Trails – 5
 Caradoc better utilized for local kids in winter months

SURVEY HIGHLIGHTS

The overall survey was successful with 555 respondents providing a wide range of responses. For each facility, an understanding of overall quality and condition was asked. Some areas to note:

WEST MIDDLESEX MEMORIAL CENTRE:

Removing the N/A responses, half of those who use the facility view it as near excellent for overall quality and condition. 31 out of 346 respondents noted the facility was well maintained representing less than 10% of the active respondents. Of the 540 total responses, 194 responded N/A as not being an active user of the facility, representing 36% of the survey respondents.

GEMINI SPORTSPLEX:

Removing the N/A responses, 45% of those that use the facility view it as near excellent for overall quality and condition. 32 out of 350 respondents noted the facility was well maintained representing less than 10% of the active respondents. Of the 35 total responses, 185 responded N/A as not being an active user of the facility, representing 35% of the survey respondents.

CARADOC COMMUNITY CENTRE:

Removing the N/A responses, 27% of those that use the facility view it as near excellent for overall quality and condition. Of the 180 respondents, 16 noted the facility was well maintained representing less than 10% of the active respondents. As well, of the 534 total responses, 354 responded N/A as not being an active user of the facility, representing 66% of the survey respondents.

TRI-TOWNSHIP ARENA:

Removing the N/A responses, 19% of those that use the facility view it as satisfactory for overall quality and condition. In total, 31 respondents noted it is in need of upgrades. Of the 533 responses, 307 responded N/A as not being an active user of the facility, representing 58% of the survey respondents.

Overall, the survey provided a snap shot of the user and non-user thoughts on recreation infrastructure. It is evident in the large number of non-ice facility users' comments and significant N/A responses that those that do not use the ice facilities indicate a strong comment to other recreation facilities as a need moving forward.

IMPROVEMENTS OR ADDITIONAL NEW FACILITIES: GENERAL COMMENTS

- "We are not hockey or skating people. We swim. An indoor pool is what we use regularly as a family for exercise and recreation."
- "LARGE INDOOR POOL!! Indoor soccer facility. Anything other than hockey/ skating facilities!! My taxes are high enough and I'm not a hockey/ ice arena user...bring something for others to enjoy!"
- "NOT HOCKEY RELATED!!!! THINK OF OTHERS IN TOWN!"
- "We could use an indoor track/workout & pool facility. The community facility in Komoka is beautiful and with an addition of an indoor pool would be an ideal facility for Strathroy-Caradoc."
- "Would love to see a more all-season multi-sport facility. Indoor walking track, squash court, soccer field, indoor pool, work out studio that is more public and affordable than other private facilities. Drop-in classes, affordable registration fees, community building events. Why not encourage the community to be more active and healthier?"
- "Incorporation of greater opportunities or organization for activities that currently cause people to leave Strathroy to access facilities such as curling rinks, or organized non-competitive sports."
- "An indoor recreational facility with pool, lap track, exercise rooms. Perhaps a movie theatre. There is little in the way of entertainment in this growing community unless you play hockey or soccer. There needs to be more for the young people to do than wander the streets."
- "A YMCA partnership similar to what is in Petrolia or Komoka area would really be beneficial. YMCA knows how to maximize use for indoor aquatic ctr and fitness and current YMCA in Strathroy is terrible and outdated - doesn't meet community needs at all."
- "More activities for adults/seniors. Most facilities not used in daytime hours frequently and left empty and could be used for activities for seniors and/or retirees or people who work shift work etc. I know the focus on children and young families is important, but they have many community recreational options and organizations to choose from including school sports, whereas, rural seniors have few options, unless they travel to London."

STAKEHOLDER INPUT

INTERVIEWS:

- Mayor and Council
- Selected key staff
- Various community user group representatives
- Steve Dausett - Facility Manager Tri-Township Arena
- Kari-Anne Laurin - Centre Manager Strathroy YMCA
- Scott Mairs - Director, Community Services at Municipality of Middlesex Centre

SUMMARY OF COMMENTS FROM COUNCIL INTERVIEWS

- Every Council member participated in the interview process.
- All Council members supported the need for recreation facility spending.
- Majority of Council members supported diversifying future facility inventory to include:
 - Indoor playing field,
 - Hard court surfaces,
 - Indoor walking track, and
 - Increased programming for youth & seniors.
- Strathroy-Caradoc has two distinct communities - Strathroy and Mount Brydges.
- Need to address future recreation facility services in Mount Brydges.
- Tri-Township Arena below standards and beyond capital remediation. A decision on its future needs to be addressed in the near future.
- Not in favour of current governance and operating model for Tri-Township Arena.
- Caradoc Community Centre is outdated, has minimal usage, and no longer meets community needs.
- Immediate decision needs to be made on the future of Tri-Township Arena.
- West Middlesex Memorial Centre will require significant capital investment in near future.
- Little support for a future indoor aquatic facility.

KEY STAFF INTERVIEWS

- Bill Dakin, Director of Finance
- Doug Payne, Director of Human Resources
- Fred Tranquilli, CAO
- Rob Lilbourne, Director of Community Services
- Darren Dowding, Supervisor of Parks and Recreational Facilities
- Paul Lattimore, Supervisor of Recreation Programs and Community Liaison
- Staff shared similar comments provided by Council Members

SUMMARY OF COMMENTS FROM KEY STAFF INTERVIEWS

- Many of the general comments made by staff mirrored those made by Council.
- Need for facility and program diversity.
- Challenges in meeting programming requirements for indoor court related sports like volleyball, basketball and pickleball.
- Need for various capital upgrades to the Gemini Sportsplex.
- Need to provide recreation facility services for the Community of Mount Brydges.
- With current COVID-19 Pandemic, a need for additional outdoor recreation facilities.
- General facility and programming challenges with the West Middlesex Memorial Centre.
- Need for a future park equipment maintenance building for the Mount Brydges Community.

SPORTS & COMMUNITY USER GROUP CONTACT INTERVIEWS

- Brad Hipple, Mount Brydges Minor Hockey Association
- Kyle Standford, Strathroy Christian School
- Pat Mahovich, Strathroy Dance Club
- Mark Calcutt, Striker3 Air Cadets
- Kim Lenting, Co-ed Adult Baseball and Volleyball
- Greg Robinson, Samson Baseball League
- Deb Welch, Strathroy Fastball
- Blair Mercer, Del-Ko-Brydge Minor Baseball
- Jon Balzer, Minor Lacrosse
- Tim Earley, Spirit Basketball
- Heather Langdon-Muldon, Strathroy-Caradoc Youth Hockey League
- Warren Woodiwiss, Strathroy District Minor Hockey
- Bob Stewart, Hydro 1 Ice Rental, Pickleball Participant, and former Recreation Committee Member
- Kent Colman, Strathroy Jr. B Rockets

SUMMARY OF COMMENTS FROM SPORTS & COMMUNITY USER GROUP CONTACT INTERVIEWS

- Mount Brydges minor sports have closer ties with Komoka and Delaware Communities than with former Town of Strathroy.
- Previous discussions have been had on amalgamating Mount Brydges and Strathroy Minor Hockey programs.
- Mount Brydges and Strathroy minor sports organization include significant number of participants from the communities of Komoka and Delaware (Municipality Middlesex Centre).
- Soccer and baseball organizations would be very interested in an indoor playing field.
- Most organizational reps would like to see a multi-use facility similar to facility in Komoka.
- Need for additional gym space for indoor court sports.
- No organized youth volleyball program.
- Minor basketball court surface at West Middlesex Memorial Centre not ideal for basketball.

As part of the stakeholder input, Nustadia also interviewed the following stakeholders and have included a summary of general comments from the interviews.

SPORTS/COMMUNITY USER GROUPS

KYLE STANDFORD - SCHOOL PRINCIPAL STRATHROY CHRISTIAN SCHOOL:

- Existing shared-use agreement with Municipality - gym and fields.
- Close proximity to Mount Brydges.
- Investigating a \$1.5 M capital expansion for additional multi-use teaching space – music room, library, hands on teaching space (robotics, 3-D printers, etc.).
- Board would be interested in exploring a partnership.
- They do have some available land (two soccer fields).

STEVE DAUSETT - FACILITY MANAGER TRI-TOWNSHIP ARENA

- Ageing facility – built more than 45 years ago.
- Original under floor piping and ice pad.
- On-going roof leaks.
- Facility is not AODA compliant.
- Ice surface under sized 184' by 81' (regulation 200' by 85').
- Facility at full capacity for winter season prime time hours.
- Estimates 50% of users are not Strathroy-Caradoc residents.
- With some financial investment facility could operate for 5 years - major unknown is the ice pad.

KARI-ANNE LAURIN - CENTRE MANAGER, STRATHROY YMCA

- Collaboration agreement with Municipality in delivering community programs.
- Existing facility is restrictive in delivering programs with no gymnasium.
- Many community programs are delivered using school gymnasiums which is not ideal.
- YMCA would be interested in a partnership with the Municipality for a new multi-use facility.
- Existing facility/property value could be used toward capital of a new multi-use facility.

SCOTT MAIRS - DIRECTOR, COMMUNITY SERVICES AT MUNICIPALITY OF MIDDLESEX CENTRE

- Komoka Wellness & Recreation Centre:
 - Facility at full capacity.
 - Twin pad major users include:
 - Mount Brydges Minor Hockey Program,
 - Mount Brydges Skating Club, and
 - Elgin-Middlesex Chiefs AAA Minor Hockey Association.
 - Many of existing users are from Mount Brydges.
- Believes up to 70% participants in the Mount Brydges Minor Hockey Association are residents of Middlesex Centre.
- Doesn't foresee a partnership for replacement program for Tri-Township Arena.



RECOMMENDATIONS AND RATIONALE FOR THE RECREATION FACILITY INVENTORY

The exercise of this Recreation Facility Infrastructure Renewal Plan aimed to combine a multitude of information in order to guide the recommendations. It is this evidence-based approach which will help the Strathroy-Caradoc Mayor and Council to make informed decisions on the future of their recreation inventory for the citizens they serve.

The factors in determining the proposed indoor recreation facility recommendations for the Strathroy-Caradoc include:

- Current Inventory & Condition Assessments.
- Review of Municipality of Strathroy-Caradoc Planning Documents and Recent Community Census Data Industry Trends.
- Impact of the COVID-19 Pandemic on the Future Development of Community Recreation Facilities Community Needs Analysis.

The above information was also combined with Nustadia's operational experience and took a business plan approach for both the recommended Capital outlay for new infrastructure as well as the ongoing operational costs to multi-use indoor facilities. Summarized below are the final recommendations along with images of potential usage of space; the rationale to these decisions for each current facility in inventory; and overall financial implications to these recommendations.

The final recommendations include:

RECOMMENDATION #1

Decommission the Tri-Township Arena.

RECOMMENDATION #2

Within the next five years decommission West Middlesex Memorial Centre.

RECOMMENDATION #3

Provide a multi-use recreation facility for Mount Brydges consisting of the following building program:

- An indoor playing field (air Inflated dome - half of full regulation size field).
- If financially viable, an option to retrofit the existing Caradoc Community Centre for ancillary space for indoor playing field and multi-generational programming space to offer a mix of passive and active recreation programming opportunities.
- If not financially viable to retrofit, decommission the Caradoc Community Centre and build a new community centre for ancillary space for the indoor playing field (6,000 to 8,000 SF).
- Under a covered pavilion, provide an outdoor active multi-use court space with an option for an ice-skating pad (10,000 SF).
- A park maintenance equipment building (2,500 SF).

[illegible]

EXAMPLE OF MULTI- COURT PAVILION FOR MOUNT BRYDGES



EXAMPLE OF MULTI- COURT PAVILION FOR MOUNT BRYDGES



EXAMPLE OF OUTDOOR SKATING PAD UNDER PAVILION FOR MOUNT BRYDGES



EXAMPLE OF FITNESS ACTIVITY ROOM AND GENERAL PURPOSE SPACE



EXAMPLE OF YOUTH CENTRE/ GENERAL PURPOSE SPACE



EXAMPLE OF YOUTH CENTRE/ GENERAL PURPOSE SPACE



Within the next five years, expand programming for the Gemini Sportsplex Multi-use Recreation Facility that consists of the following:

- An additional ice pad (to become a 3 pad arena facility).
- A twin gymnasium with elevated indoor walking track (20,000 to 25,000 SF).
- Additional multi-generational programming space (6,000 SF).
- The required capital upgrades to existing twin pad facility.
- Convert one of the natural grass playing fields to an outdoor artificial turf playing field with lights.

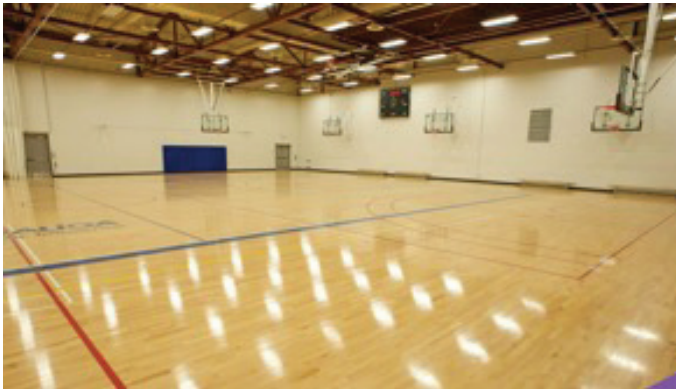
Site Plan Details:

- New Turf Fields:** Located at the top of the site, colored green.
- Existing Fields to Remain:** Located to the right of the new turf fields, shown as dashed outlines.
- New 320 Parking Spots:** Located below the new turf fields, colored grey.
- Proposed Gymnasium + Walking Track:** Located in the center, colored red.
- New Arena:** Located to the right of the gymnasium, colored purple.
- Existing Renovated Twin Pad:** Located below the gymnasium, colored dark grey.
- Existing 250 Parking Spots:** Located at the bottom of the site, colored white.
- Other Features:** Adair Street, Future Strathroy Secondary, Current Contract area, and various dimensions and bearings.

Legend:

- New Turf Field
- Proposed Gym with walking track above (2 courts + stands)
- New Corridor, Viewing Area and General Purpose Rooms
- New Spectator Arena

PROPOSED EXPANSION PROGRAM FOR THE GEMINI SPORTSPLEX



PROPOSED EXPANSION PROGRAM FOR THE GEMINI SPORTSPLEX



PROPOSED YOUTH VIDEO GAMING CENTRE



PROPOSED YOUTH INTERACTIVE FITNESS CENTRE



EXAMPLE OF SENIORS PROGRAMMING AND GENERAL PURPOSE SPACE





RATIONALE TO RECOMMENDATION #1 AND #2

DECOMMISSION THE TRI-TOWNSHIP ARENA AND THE WEST MIDDLESEX MEMORIAL CENTRE

- Both facilities are beyond current life expectancy for an arena facility.
- This will allow both capital and operating dollars to be directed toward diversifying existing indoor recreation facilities beyond ice arenas.
- With competing needs, retrofitting both facilities would certainly not be the best use of limited capital dollars for recreation projects.
- Industry trends are to decommission single pad arena facilities in favour of more cost effective to operate multi- pad arena facilities.
- Operating model for the Tri-Township Arena is not consistent with current municipal arenas owned and operated by the Municipality of Strathroy-Caradoc.
- Tri-Township Arena currently presents operating liability risks.

RATIONALE TO RECOMMENDATION #3

PROVIDE A MULTI-USE COMPLEX FOR THE COMMUNITY OF MOUNT BRYDGES

- Identified as a need through the stakeholder consultation process - will enhance and diversify existing recreation facility inventory.
- Meets the need to provide additional programming opportunities for youth and seniors as identified through current Parks & Recreation Master Plan (July 2015).
- Meets the objectives as set out in the current Strathroy-Caradoc Corporate Strategic Plan (2020-2029).
- Replaces existing single use ice rink facility with a more versatile multi-use facility that will serve both the community of Mount Brydges and the entire Municipality of Strathroy-Caradoc.
- From a business case perspective, facility can be financially sustainable and potentially provide a positive cash flow (through indoor playing field).
- Current Caradoc Community Park is an excellent available site, and with minimal impact to local residents.



RATIONALE TO RECOMMENDATION #4

EXPAND PROGRAMMING TO THREE ICE SHEETS AT THE GEMINI SPORTSPLEX

- Inventory of three ice sheets will meet current and future program needs of existing Strathroy-Caradoc residents.
- Maximize staffing and operational efficiencies - three ice sheets at one location.
- With construction of additional ice pad, will allow for needed capital upgrades to the Gemini Sportsplex (currently 20 years of age).
- Three ice sheets at one location will improve service delivery for the users and minor sports groups.
- Will help maximize future sport tourism opportunities - benefiting the business community.
- Provincial trends indicate primarily ice related sports participation will continue to decline over the next 10 to 20 years

RATIONALE TO RECOMMENDATION #4

EXPAND PROGRAMMING TO INCLUDE A MULTI-USE COMPLEX ATTACHED TO THE GEMINI SPORTSPLEX

- Identified as a need through the stakeholder consultation process - will enhance and diversify existing recreation facility inventory.
- Meets the need to provide additional programming opportunities for youth and seniors as identified through current Parks & Recreation Master Plan (July 2015).
- Meets the objectives as set out in the current Strathroy-Caradoc Corporate Strategic Plan (2020-2029).
- From a business case perspective, centralized facility model will provide optimal use of limited capital and operating dollars for indoor community recreation facilities.
- Current Gemini Sportsplex site will accommodate the entire building program of proposed multi-use complex.
- Will improve customer service delivery and maximize future sport tourism opportunities (benefiting the business community).
- Converting an existing natural grass outdoor field to an artificial turf field with lights will help reduce the impact of losing a grass field to accommodate additional parking for the proposed expansion program.
- Artificial turf field with lights will increase overall programming versatility for all field sports by extending playing season and daily programming.

COST IMPLICATIONS FOR PROPOSED RECOMMENDATIONS

RECOMMENDATION #1:

Decommission Tri-Township Arena by Spring 2022.

- Eliminate estimated \$3.8 M in capital expenditures over the next five years to address immediate needs (WalterFedy Condition Assessment).
- Capital expenditure within the next 10 years estimated by Nustadia to be in the \$7 to \$8 M range.
- Eliminate future annual operating subsidy:
 - \$60k for 2019.
 - Future years estimated at \$150k to \$200k per year - with the elimination of the existing Board model and operated directly by Strathroy – Caradoc Recreation Department.

RECOMMENDATION #2:

Within the next five years, decommission West Middlesex Memorial Centre

- Eliminate estimated \$4.2 million in capital expenditures over the next 14 years to address immediate needs (WalterFedy Condition Assessment).
- Eliminate future annual operating subsidy:
 - Estimated at \$150k to \$200k per year.

RECOMMENDATION #3:

Multi-use recreation facility for Mount Brydges:

- Indoor playing field (air inflated dome) approximately \$ 4 to \$4.5 M.
- Retrofit or replace Caradoc Community Centre to include additional general purpose programming space - \$4 to \$6 M.
- Under covered pavilion, multi-use outdoor courts space with option for ice-skating pad - \$2 to \$4 M.
- 2,500 SF. park maintenance equipment building - \$500k to \$750k.
- Additional parking - \$500k to \$750k.
- Total estimated capital program - \$11 to \$16 M:
 - Cost variance will depend on the ability to retrofit existing Caradoc Community Centre.
- Indoor playing field - depending on utilization and user fees should generate a net surplus of \$75k to 100k per year and include the operating costs for the Community Centre.
- If there is an outdoor ice-skating pad the operating deficit will be in the \$75 to \$100k per year range: this will vary depending on length of season and type of operating model (full versus part-time staffing).

RECOMMENDATION #4:

Within the next five years, expand programming for the Gemini Sportsplex:

- Additional ice sheet - \$10 to \$12 M
- Capital upgrades to existing facility within the next 5 years - \$1.5 M (WalterFedy Condition Assessment)
- Twin gymnasium with elevated walking track (20 to 25,000 SF) - \$9 M to \$11 M,
- Additional indoor general purpose programming space 6,000 SF. - \$2 M to \$3 M,
- Convert one of the existing outdoor playing fields to an artificial turf field with lighting - \$750k to \$1 million:
- Additional Parking (300 spaces) - \$750k
- Total estimated capital program - \$24 to \$29.25 M.
- Significant benefit – minimal additional staffing.
- Will require additional part-time staffing.
- Total additional facility operating costs (mainly part-time staffing and utility costs) should be in the \$100k to \$150k range per year:
- This amount will vary depending on utilization and user fees.

SUMMARY OF FINANCIAL IMPLICATIONS OF RECOMMENDATIONS

The Summary below reflects the financial implications of the report's recommendations. The net Capital and Operational savings combined with the estimated capital and operating outlay for new facility infrastructure.

Recommendation	Avg. Capital (Saving)/Cost	Avg. Operating (Saving)/Cost	Annual (Saving)/Cost	Cumulative (Saving)/Cost
#1 Decommission Tri-Township Arena by Spring of 2022 (our share @ 80%)	-\$608,000	-\$100,000	-\$708,000	-\$708,000
#2 Decommission West Middlesex Memorial Centre (within next 5 Years)	-\$840,000	-\$175,000	-\$1,015,000	-\$1,723,000
#3 Build Multi-Use Recreation Facility in Mount Brydges (savings from capital works not needed at Caradoc Community Centre)	\$13,500,000 -\$170,000	\$75,000	\$13,575,000 -\$170,000	\$11,852,000 \$11,682,000
#4 Expansion of the Gemini Sport plex (savings from capital works not needed at the Gemini Sport plex)	\$26,625,000 -\$300,000	\$125,000	\$26,750,000 -\$300,000	\$38,432,000 \$38,132,000
Totals	\$38,207,000	-\$75,000	\$38,132,000	

SUMMARY - FACILITY INVENTORY AGE

The Summary reflects the average age of existing facility infrastructure prior to the recommendations and the proposed average age of facility infrastructure once the recommendations are completed.

Inventory	Current Age (Yrs)	Proposed Age After Recommendations (Yrs)
Gemini Sportsplex	20	20
West Middlesex Memorial Centre	66	-
Fair Grounds Aquatic Park	-	-
Tri-Township Arena	48	-
Caradoc Community Centre	30	30
Multi-use recreation facility for Mount Brydges	-	1
Expansion program for the Gemini Sportsplex:	-	1
Outdoor Artificial Turf Playing Field	-	1
Average Age	21	7



SUMMARY - MAJOR FACILITY AMENITIES

The Summary reflects the inventory of active spaces that are currently at Strathroy-Caradoc’s disposal and the updated inventory after recommendations are completed.

	Current	Proposed
Ice Sheets	4	3
Multi-Purpose Space	1	2
Gymnasium	1	2
Community Centre	1	1
Indoor Walking Track	-	1
Indoor Playing Field	-	1
Outdoor Pavilion (courts / ice pad)	-	1
Artificial Outdoor Playing Field	-	1
Total Spaces	7	12