

*Community Recreation and Wellness Centre
Feasibility Study*

Municipality of Trent Hills

Multi-Use Recreation Facility Committee

*in association with:
TSH Associates, Engineers, Architects and Planners
and
The Tourism Company*

January, 2008





January 24, 2008

Trent Hills Multi-Use Recreation Facility Committee:

It is with great pleasure that, on behalf of my consulting team, I submit this report on the need for and feasibility of your proposed community recreation and wellness centre to be located in Trent Hills, Ontario. Under the direction of your committee, this report represents a year of work by our consulting team, and much more by committee members and Municipal staff. The result is:

- a well-researched analysis of local and regional recreation and related needs, relative to the types of facilities that have been the focus of the project;*
- a thorough review of all reasonable sites, narrowed to two top candidates and a possible third;*
- a search for potential partners;*
- a facility concept that features a 'main' and a 'satellite' facility to be located in the Campbellford and Hastings communities respectively;*
- an estimate of capital cost for both facilities, and a capital financing strategy;*
- a management plan which includes a recommendation for Municipal ownership and operation by the Northumberland YMCA, as well as a five-year projection of operating costs; and*
- an implementation strategy.*

The community was consulted throughout the process and is supportive of the directions of the plan.

The study concludes that the facilities have an excellent chance of operating without a deficit by Year Three. Although the financial model has incorporated a significant annual contribution to a capital reserve account, the projections have not accounted for financing costs. It appears that the biggest challenge will be securing the capital financing.

Another challenge will be to decide between the two or three top candidate sites or any other suitable site, if one becomes available.

We wish your community good fortune as you pursue your collective goals.

Respectfully submitted,
The RETHINK GROUP

Robert Lockhart

Robert Lockhart, Partner

Acknowledgements

The preparation of this feasibility study was a team effort. The Multi-Use Recreation Facility (MURF) Committee not only developed the terms of reference; but oversaw and directed the process; and was integrally involved in many tasks, including preparations for the Search Conference and the Community Forum. The Committee also played a key role at the numerous decision points throughout the process.

The Campbellford/Seymour Community Foundation was also an important partner, not only assisting with funding the study, but also by securing other funding partners and providing staff assistance and advice throughout.

The significant financial contributions of the Municipality of Trent Hills (through the 'municipal' component of the Campbellford/Seymour Community Foundation), the Northumberland Community Futures Development Corporation and the Northumberland United Way are also greatly acknowledged.

Multi-Use Recreational Facility Committee Members:

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- Martha Murphy, Executive Director, Campbellford/Seymour Community Foundation
- Scott Rose, Community Services Officer
- Pamela Brown, CSCF (funded by the Trillium Foundation to assist the Committee and project team)

It must also be acknowledged that other municipal staff assisted throughout the study.

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Chapter One: Introduction

1.1 Purpose and Context

This study was initiated in January, 2007. The purpose has been to complete a feasibility study to determine the need for and feasibility of a multipurpose community facility that can accommodate a variety of recreation and wellness facility components, and support a wide range of leisure and related health activities and programs. A key aspect of the study has been a search for partners who may be interested in helping to build and/or operate such a facility. Another has been the identification and analysis of various location options for the facility.

A facility of this nature has been discussed within the community for over a decade.

In 2003, the Trent Hills Recreation Master Plan and Needs Assessment was completed. This feasibility study built on the findings, conclusions and recommendations of that plan. However, this study explored in more detail, the needs of youth, seniors, arts and culture, wellness, and other leisure and related interests that surfaced during the investigation.

Another study, which was completed in the Spring of 2007 had implications for this work. That initiative involved completing building condition audits for the three municipal arenas and the outdoor swimming pool. The audits assessed structure, mechanical and electrical condition; ventilation; the condition and characteristics of each site; accessibility for persons with disabilities; life safety; and the degree of functionality for intended uses. Deliverables included a report on the life cycle of each facility; condition and age of equipment; number of years of remaining useful life of each facility; recommended upgrades to meet reasonable usability standards, safety and improved energy efficiency; associated capital costs (by year) to maintain and/or upgrade each facility within the estimated remaining life of each; and expected operational and revenue improvements associated with the recommended upgrades.

1.2 The Planning Process

The planning process was divided into five phases as follows:

1. Getting Started
2. Planning Context and Needs Assessment
3. Evaluation and Selection of Preferred Option
4. Detail the Preferred Option
5. Report Preparation and Presentation

A number of foundation and communication tasks were completed to initiate the project. The next phase involved establishing the planning context for the study and completing the needs assessment. In the third phase, facility and site options were identified and evaluated, and the

preferred facility option was selected, along with a list of top candidate sites. Details regarding guiding principles, conceptual design, capital cost, capital financing strategy, the management plan and the implementation strategy were added in Phase Four. The final phase involved report production and presentation.

Crucial to the success of the project was the involvement of individual residents from throughout the community, as well as groups, organizations and other entities in the community that have an interest in the outcome. To assist with communication throughout the project and input into the needs and priorities research, a number of input and communication opportunities were initiated, including:

- a media conference,
- an interactive project web site,
- a call for submissions and briefs,
- a community-wide Search Conference, and
- a number of workshops with various interests.

The Multi-Use Recreation Facility Committee was involved in all aspects of the process.

As the facility began to take shape, a community-wide Forum was held to report on findings and conclusions, and to solicit input into location options and the emerging facility recommendations.

1.3 Report Format

This document is comprised of six chapters and six appendices as follows:

- Chapter One: Introduction
- Chapter Two: Needs Assessment
- Chapter Three: Facility Concept and Location
- Chapter Four: Space Program and Capital Cost Estimate
- Chapter Five: The Management Plan
- Chapter Six: Implementation Strategy
- Appendix A: Future Demand for Leisure Services and Other Key Trends
- Appendix B: Results of the Community Search Conference
- Appendix C: Site Selection for the Main Facility
- Appendix D: Results of the Community Forum
- Appendix E: Demand Analysis for Indoor Soccer
- Appendix F: Multi-purpose Rooms, Trent Hills and Area, 2007

Chapter Two: Needs Assessment

2.1 Introduction

This chapter provides key characteristics of the community and the market area from which it is expected this facility will draw visitors. It also defines the way that leisure services are provided in Trent Hills and the facilities that are available. Also included is a description of the key indicators of current demand for the type of facilities that could be included in a multi-use community facility, such as the one being considered in this feasibility study. Future demand is predicted by applying generic leisure trends to the characteristics of the local market area. Also included is the process to determine demand and identify the list of potential facility components.

2.2 The Market Area

Primary and secondary market areas have been defined for the proposed facility. The primary market area has been established as the Municipality of Trent Hills. Therefore, the principal market area includes the urban centres of Campbellford, Hastings and Warkworth, as well as the hamlets and rural communities within the Municipality.

In recognition that recreation and leisure use patterns are not reflective of political boundaries, the study acknowledges that facilities, programs and services offered in neighbouring communities attract Trent Hills' residents. Correspondingly, facilities located in Trent Hills draw participants from outside of the Municipality, with the least available and most appealing facilities attracting customers from the furthest away.

The secondary market area has been defined as the Trent Hills business trade area, which extends in all directions around Trent Hills. This trade/travel pattern area has been confirmed through research conducted by the Campbellford Memorial Hospital for their fundraising campaign. This secondary market area would include Norwood, Havelock, Marmora, Stirling, Frankford, Brighton, Colborne, and Alderville, and the rural areas around each of these communities. It is acknowledged that some facilities in Belleville and Cobourg will be more attractive to residents living in the southern part of the secondary market area than similar facilities located in Trent Hills. For example, the aquatic centre that will be built in Qunite West will draw customers from the Brighton and Frankford areas, and the YMCA facility in Cobourg will draw residents from the southwest of the secondary market area (e.g., Colborne, Castleton, Centreton, Vernonville). However, due to scarcity and excess demand, an indoor soccer facility located in Trent Hills is expected to attract customers from beyond the secondary market area.

Although the exact population of the secondary market area cannot easily be calculated, an estimate has been made, using the 2006 census data. The following communities and parts of communities comprise the primary and secondary market areas. Where parts of communities are involved, an estimate of the population within the market area has been made (see Figure 2.1).

Estimate of 2006 Population for the Primary and Secondary Market Areas **Figure 2.1**

Community	2006 Population (or estimate of Population)	Population Change 2001-2006
Trent Hills (Primary market area)	12,247	- 2.6%
Stirling/Rawdon	4,906	+0.4%
City of Quinte West (northern rural half)	3,000	+3.2%
Municipality of Brighton	10,253	+8.5%
Township of Cramahe	5,950	+4.1%
Alnwick/Haldimand (east half)	3,200	+10.1%
Asphodel/Norwood (90%)	3,825	+6.6%
Havelock/Belmont/Methune (southern quarter)	1,150	+3.5%
Marmora and Lake (southern quarter)	1,000	-1.8%
Total	45,531	

The approximate 2006 population of the primary and secondary market areas is just over 45,500. Given the existence of major leisure facilities in Cobourg and Bellville and the future multi-use facility to be built in 2008 in Quinte West (Trenton), it could be argued that the demand for a similar scale facility in Trent Hills will be 'soft' from the communities of Cramahe, the northern half of Quinte West and the Municipality of Brighton. When these 'soft' market areas are taken into account, it appears that a realistic population from which a major facility in Trent Hills could draw would be in the order of **30,000–35,000**.

Of note is the fact that the communities to the south and west of Trent Hills showed the greatest growth during the 2001 to 2006 period, while the communities to the north and east showed considerably less growth. Only Trent Hills, and Marmora and Lake declined slightly in population. Of particular interest is the relatively high rate of growth for Alnwick/Haldimand, Brighton and Asphodel/Norwood, all of which equaled or exceeded the provincial average. This suggests a growing secondary market area and the potential for an increasing customer base for a facility located in Trent Hills, even if Trent Hills grows more slowly.

Recreation facilities are economic generators for the local economy as they generate spending and investment in the local community, contribute to the tax base, and can help to retain local business and activities, and attract new residents and businesses to the community.

2.3 Community Profile – Trent Hills

Interest in leisure pursuits is influenced by many factors, including demographic characteristics, the most influential of which are age, income, education, and ethno-cultural background. Future trends will be influenced by changes in the profile of the community. The number and origin of new residents moving into a smaller, traditionally slow growing community can greatly impact demand, particularly if the new residents bring different values, interests, expectations and spending power. Increased requests are often made for higher quality leisure opportunities - facilities and programs that have not been offered to date. In a fast growing community, the overall growth and age change in the resident population usually has the greatest impact on future demand.

For this study, the community profile has been focused on:

- the current and past population and distribution pattern;
- the age of residents;
- household composition, household size and family structure;
- education;
- labour force; and
- income.

The influence of ethnicity is perceived to be minor in Trent Hills.

The analysis of the current population will primarily cover the 2001 and 2006 periods, with some information compared to the 1996 period. The data sources include the 1996, 2001 and 2006 Canada Census, as reported by Statistics Canada.

Total Population

The 2006 population for Trent Hills was reported to be 12,247, a decline of 2.6% from 2001. In 2001, the population of the Municipality was reported by Statistics Canada to be 12,569, which represented an increase of 132 residents or 1.1% since 1996. By comparison, during the same period, Ontario increased by 6.1% and for the 2001-2006 period, Ontario grew by 6.6%.

Current Age Structure

The age profile of Trent Hills' residents is very different from Ontario as a whole. The local population is considerably older than the provincial average with a 2006 median age of 48.0 years compared to a much lower 39 years for Ontario. 38.6% percent of the local population was age 55+, compared to 24.7% for Ontario (56.2% larger than the Ontario population). Conversely, the 0-4 age group in Trent Hills was 29% smaller as a percentage of the total population than the average for Ontario, and the 20-44 age group was 30.4% smaller.

Population Change, Municipality of Trent Hills, 1996-2001

Figure 2.2

Age Category (male & female)	1996		2001		2006	
	#	%	#	%	#	%
0-4	680	5.5	515	4.1	480	3.9
5-14	1,695	13.6	1,590	12.7	1300	10.6
15-19	830	6.7	845	6.7	795	6.5
20-24	535	4.3	570	4.5	520	4.2
25-54	4,645	37.3	4,655	37.0	4,435	36.2
55-64	1,405	11.3	1,545	12.3	1,950	15.9
65-74	1,575	12.7	1,520	12.1	1,470	12.0
75 and over	1,085	6.9	1,330	10.6	1,310	10.7
Total	12,437	100.0	12,569	100.0	12,247	100.0
Median Age			45.1		48.0	

Source: Statistics Canada Census, 1996, 2001 and 2006

Age Characteristic, Trent Hills and Ontario, 2006**Figure 2.3**

Age Category (male and female)	Trent Hills %	Ontario %	Difference (Trent Hills Compared to Ontario)
0-4	3.92	5.52	29.0% smaller
5-14	10.6	12.66	16.27% smaller
15-19	6.52	7.26	10.19% smaller
20-24	4.25	6.56	35.21% smaller
25-44	20.09	28.39	29.24% smaller
45-54	16.13	15.31	5.08% larger
55-64	15.9	11.16	29.81% larger
65-74	12.0	7.14	40.5% larger
75-84	7.88	4.85	38.45% larger
85 and over	2.82	1.58	43.97% larger

Source: Statistics Canada 2006 Census

The larger than average older adult population in Trent Hills will place greater demand on health and social services, and usually results in lower median and disposable income. Figure 2.4 below, includes 2001 census data that reports on the lower than average income in Trent Hills and higher than average dependence on government transfer payments (pensions and other assistance).

Socio-Demographic Characteristics

In Figure 2.4 below, key socio-demographic characteristics of the Municipality of Trent Hills, the County of Northumberland and the Province of Ontario are listed and compared, based on the 2001 and 2006 Census. The selected socio-demographic characteristics include household composition, annual income, education levels and labour force participation.

With respect to household composition, Trent Hills is very similar to the County and the Province. However, in 2001 Trent Hills had a lower average and median incomes than the Province and the County, lower education achievements, and higher unemployment rates.

**Selected Socio-Demographic Characteristics, Municipality of Trent Hills,
County of Northumberland and Province of Ontario, 2001 and 2006****Figure 2.4**

Demographic Characteristics	Municipality of Trent Hills	Northumberland County	Province of Ontario
Household Characteristics (2006 Census)			
Married Couple Families	2,860 (74%)	74%	74%
Single parent Families	510 (13%)	13%	16%
Common-law Families	485 (13%)	13%	10%
Total Number of Families	3,860	24,375	3,422,315
Annual Earnings (2001 Census) (all persons with income)			
Male	\$30,516	\$36,939	\$42,719
Female	\$20,910	\$22,279	\$26,894
Average Total Income	\$26,083	\$30,030	\$35,185
Median Total Income	\$18,034		\$24,816
Earnings as a % of total income	65.5%		78.7%
Government transfers as a % total of income	19.2%		9.8%
Median Family Income – <i>all census families</i>	\$43,994		\$61,024

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Median Family Income – <i>couple families</i> (2001 Census)	\$46,899		\$66,476
Median Family Income – <i>lone-parent families</i> (2001 Census)	\$32,734		\$33,724
Education (2001 Census)			
<i>% of Pop. with Trades Certificate or Diploma</i>			
Age 20-34	10.0	9.8	7.9
Age 35-44	12.5	15.4	11.5
Age 45-64	15.2	13.9	11.6
<i>% of Pop. with College Certificate or Diploma</i>			
Age 20-34	22.6	24.3	19.5
Age 35-44	23.8	23.9	21.2
Age 45-64	17.9	17.9	16.6
<i>% of Pop. with University Certificate, Diploma or Degree</i>			
Age 20-34	10.7	11.9	25.7
Age 35-44	9.0	11.0	24.3
Age 45-64	8.6	12.5	21.5
Labour Force Participation of Pop. Age 15+ (2001 Census)			
<i>Employment Rate</i>	57.3%	64%	69.1%
Male	46.0%	52.4%	57.6%
Female	51.4%	58.0%	63.2%
Total			
<i>Unemployment Rate</i>	6.9%	5.5%	5.8%
Male	10.6%	7.6%	6.5%
Female	8.8%	6.5%	6.1%
Total	-0.85%		10.9%
<i>1996-2001 Growth in Jobs</i>			

Source: Statistics Canada, 2001 and 2006 Census

Looking to the Future - Population and Age Characteristics

In April, 2007 age-specific population projections were completed for the Municipality of Trent Hills to the year 2026 by demographer John Kettle.

The source for the 2006 total population of Trent Hills was Statistics Canada, "Estimates of Population by Age and Sex, Trent Hills (Campbellford/Seymour/Percy/Hastings)". At the time that the population projections were prepared by John Kettle, only the 2006 *total* population was available. The distribution of the population by single years of age and by sex for 2006 was based on a detailed estimate provided by Statistics Canada, and adjusted by Kettle to the 2006 total. Based on the actual age-specific counts released Statistics Canada in July, 2007, the age-specific estimates produced by Statistics Canada turned out to be a bit low for the 0-4 and 5-14 age cohorts; and a bit high for the 19-34 and 35-54 age cohorts. The other age groupings were very close to actual census count.

The projection follows the standard component method. The projection starts with approximately 200 cells covering the Trent Hills 2006 population by single years of age up to age 95 and by sex. Each year, as this population ages by one year, it is decreased by appropriate

age- and sex-specific mortality rates and increased by age- and sex-specific immigration, and by births.

The further out from the population base that was established by the census, the less likely it is that any projection will be correct. Therefore it was thought prudent to produce two projections, differing through variations in migration and birth rate.

The **'base' projection** continues the local trends in fertility rates and in-migration. The birth rate, for example, declines slightly through the projection from the current level of 1.46 lifetime children per woman, as it has been doing in recent years to 1.25 by 2026. This results in 58 births in 2026, or about a third fewer than in the current period. Net in-migration, however, is shown to rise steadily from a low estimate in the period 2001-06 to about 100 persons per year by 2026.

The **'alternative' projection** essentially accepts the concept of more significant and rising in-migration, with a net addition of 3,500 in the period 2006-2026. For the alternative projection, the total fertility rate was held steady at the 2006 estimated figure.

The **base projection** indicates a steadily *declining* population through the 2026 period with net in-migration and births unable to compensate for out-migration and mortality in the population. This projection suggests the following populations by five year interval. The average age of the population would rise from 43.2 in 2001 to 51.6 by 2026.

2001	12,569
2006	12,247
2011	11,735
2016	11,369
2021	11,246
2026	11,340

The **alternate projection** anticipates that new residential development will bring about an increase in in-migrants from outside the area and therefore, will include more migrants of the inter-provincial and even international age and sex mix, resulting in a greater concentration in the young age groups. The base or low projection assumes a mix of a more local nature. For the alternate projection, the birth rate was held constant. By 2026, the annual number of births is projected at 129, compared with an average 84 births in the period 2001-06. In both projections, the birth rates are historically low. The level still thought of as the norm, which is the level by which a population would replace itself, is 2.1 children per woman. This has not been seen in Ontario since 1972. This projection suggests the following populations by five year interval. The average age of the population would rise from 43.2 in 2001 to just 47.3 by 2026.

2001	12,569
2006	12,247
2011	12,081
2016	12,312
2021	12,983
2026	14,046

In discussions with Municipal staff, it was decided that the *alternate* projection would be utilized for this study. It was felt that recent and projected residential development, as well as recent increasing promotion of the community and increasing interest being shown by potential businesses, warrants increased optimism and supports the potential for a modest increase in in-migration over the next twenty years.

The alternate projection estimates that the population of Trent Hills will increase slowly (average of 0.4% per year) to 2026. However, of most significance will be the age of the population, with a declining young and middle-age population, and a rapidly increasing older adult (age 55+) population. Refer to Figure 2.5 for details by five year intervals for total population by age (number and percentage), total population, average age, estimated net in-migration and births. The average annual net in-migration for the 25 year period is 17.4 persons. Average annual percentage increase in births is 1.4. Average annual percentage increase in age is 0.4.

Projected Population Growth and Change by Age, 2001–2026
‘Alternate’ Projection for the Municipality of Trent Hills, 2007

Figure 2.5

Age Group	2001		2006		2011		2016		2021		2026	
	#	%	#	%	#	%	#	%	#	%	#	%
0-4	526	4.2	403	3.3	409	3.4	485	3.9	595	4.6	679	4.8
5-14	1,563	12.4	1,239	10.1	966	8.0	873	7.1	1,007	7.8	1,263	9.0
15-18	701	5.6	655	5.4	553	4.6	452	3.7	375	2.9	430	3.1
19-34	1,869	14.9	1,769	14.4	2,186	18.1	2,561	20.8	2,593	20.0	2,427	17.3
35-54	3,611	28.7	3,386	27.6	2,870	23.8	2,500	20.3	2,579	19.9	3,135	22.3
55-64	1,518	12.1	2,033	16.6	2,102	14.5	1,964	20.9	1,926	14.8	1,752	12.5
65-74	1,478	11.8	1,459	11.9	1,754	14.5	1,921	15.6	2,098	16.2	2,045	14.8
75+	1,302	10.4	1,302	10.6	1,532	11.1	1,556	12.6	1,807	13.9	2,276	16.2
65+	2,781	22.1	2,762	22.6	2,994	24.8	3,477	28.2	3,907	30.1	4,380	31.0
Total Population	12,569		12,247		12,081		12,312		12,983		14,046	
Average Age	43.2		45.5		46.6		47.3		47.5		47.3	
In-migration	6		6		86		167		248		328	
Births	91		78		86		105		122		129	

Source: John Kettle, Demographer, April, 2007

Note: The 2001 population has been corrected to account for over- and under-counts.

The projections were based on the total population reported by the 2006 census and estimates for age groupings based on Statistics Canada estimates (which varied slightly from the actual 2006 census data for some age groupings as was noted above).

The major shifts in the age composition of the Trent Hills population will be influenced mostly by four phenomena:

1. The aging of the big Baby Boom population which represents one third of the Ontario population (age 42-61 in 2007);
2. The aging of the Echo generation - the children of the Baby Boom (age 13-28 in 2007); and
3. The exodus of many post secondary school age adults to pursue education and employment opportunities elsewhere (age 18-25); and

4. The above average in-migration of empty nesters and young seniors (age 55-75) to retire in the area.

Key Observations:

Overview: *For the next ten to fifteen years, the younger age groups are expected to decline in number and percentage, while over the next twenty years, the older age groups are expected to increase in number and percentage. Currently, the older adult market (age 65+) exceeds the entire child and youth population by close to 500. By 2026, this older adult age group is expected to be almost double the child and youth population (age 0-18). The average age of the Trent Hills population is projected to increase from 43.2 years in 2001 to 47.3 years by 2026, with the peak being around 2021 (47.5).*

A slight decline is predicted in the **preschool market** (0-4 age group) through to 2016, with the lowest number expected in 2006 (down to 403 from 680 in 1996) – and a decline in the proportion of the total population from 4.2% in 2001 to 3.4% in 2011. This age group is projected to begin to increase slightly after 2006, overtake 2001 levels by 2021 and increase its proportion of the total population to reach 4.8% by 2026.

A significant and steady decline is expected in the number and proportion of the **elementary school market** (5-14 age group) through to around 2016, after which this age group is projected to rebound, but not reach 2001 levels by 2026. Between 2001 and 2016, the number is expected to decline by 690.

A significant and steady decline is projected in the number and percentage of the **high school market** (15-18 age group) through to around 2021. The percentage is also anticipated to decline from significantly 5.6% to 2.9% during that period. A slight increase in number and percentage is predicted between 2021 and 2026.

The **young adult market** (19-34 age group) declined slightly in 2006, but is projected to increase significantly and steadily through 2021 and then decline a little by 2026. The percentage for this age group declined between 2001 and 2006, but is projected to increase through to 2016 and then decline through 2026 and beyond.

The **middle age adult market** (35-54 age group) is projected to decline in total number through to around 2016 and then increase through 2026, but not reach even the 2006 numbers by that time. The percentage is projected to decline through to 2021 (28.7% to 19.9%) and then increase slightly to 22.3%.

For the **‘empty nester’ market** (55-64 age group), it is projected that the number will increase through to around 2011 when it will peak at around 2,102 and then begin to decline through 2026 where the number is projected to be around 1,750 (but still above the 2001 number of 1,518). However, the percentage is expected to increase through to around 2016 where it should peak at 20.9%.

The **older adult market** (age 65+) is expected to increase very significantly in number and percentage from 2006 to 2026, and represent almost one third of the 2026 population of Trent Hills. It is projected that the number of 65+ residents will increase by 56% between 2006 and 2026, and increase in percentage from 22.5 to 31.0.

Target Sectors, Industries and Markets to Attract Specific Industries

In 2006, the Municipality commissioned a Market Feasibility Study to analyze the local economy and recommend strategic marketing directions to ensure continued economic development. McSweeney & Associates identified the following as the community's competitive advantages.

- relatively low labour costs, and availability of unskilled labour;
- low union profile and labour disruption rates;
- low cost of land;
- high quality of life; and
- low cost of living.

The study concluded that the following economic sectors, most of which are inter-related and inter-dependent, offer the greatest economic growth opportunities for Trent Hills. A major economic driver in Trent Hills is tourism. The other economic sectors add significantly to the enhancement of the Trent Hills tourism product and tourism experience.

- Development of the arts, culture, festivals and events;
- Development of outdoor and recreational activities which take advantage of all aspects of the natural environment of Trent Hills;
- Revitalizing and improving the uniqueness of each of the downtowns;
- Development of agri-tourism and possibly 'agri-tainment'; and
- Growth and/or attraction of smaller food processing operations (possibly ethnic, specialty/niche/craft and organic foods).

A significant multi-facility recreation/wellness complex in Trent Hills will complement these competitive advantages, especially related to improved quality of life – including health. As well, such a facility will contribute to the development of arts, culture, festivals and events. By increasing quality of life, it will also help to retain local business, and attract increased regional business and professionals (e.g., medical staff), as well as new residents of all ages into Trent Hills.

2.4 Delivery of Leisure Services

This section contains an overview description of the way leisure services are provided in the Municipality of Trent Hills.

As in all municipalities, leisure services in Trent Hills and area are provided through a mix of municipal involvement; other public entities (e.g., schools boards, the conservation authority, library services); non-profit organizations, clubs and entities; other groups of volunteers; and commercial entities (e.g., fitness clubs, golf courses, curling operations, performing arts centres).

In Trent Hills, the Municipality plays a relatively passive/indirect role. Although the Municipality owns facilities such as the three arenas, the outdoor swimming pool, outdoor facilities in Municipal parks, and libraries, all leisure programming and related services such as hockey, soccer, swimming lessons, and creative arts are provided by volunteer and other groups and entities. For example, the entire swimming program at the outdoor pool in Campbellford is operated by the Northumberland YMCA.

The **Trent Hills Recreation Department** is headed by a Community Services Officer (CSO). The Department is responsible for managing all municipal recreation facilities. Two full-time facility staff report to the CSO. The Facilities Officer is responsible for the operation of the Percy and Hastings arenas and other miscellaneous recreation facilities, as well as the Campbellford/Seymour Arena during the summer.

The Parks Lead Hand is responsible for the maintenance of playgrounds and parks. During the winter season, the Parks Lead Hand is also responsible for the operation of the Campbellford/Seymour Arena. Ferris Park is the responsibility of the Recreation Department and is managed by a full-time Park Manager. Five part-time/seasonal operational staff and three full-time seasonal positions report to the Facility Officers. Part-time arena attendants are hired on an as-required basis.

2.5 Facilities in the Market Area

This section highlights the types of facilities within the primary and secondary market area that could be considered for inclusion in the proposed recreation/wellness community centre.

Aquatic Facilities

There are no indoor swimming pools within the primary or secondary market areas. In the City Peterborough, there are three public and one YMCA indoor aquatic facilities, and in Cobourg there is the YMCA aquatic facility. Both communities are between half an hour and a full hour from Trent Hills residents. An aquatic facility will be included in the Quinte West Recreation and Aquatic Centre to be completed in 2008 on a site just southeast of the intersection of Highway 401 and Sidney Street. For residents living in the southern part of Trent Hills, this facility will be the easiest to access via County Road 30 to Highway 401. However, if a similar facility is located within Trent Hills, it should be able to attract most of the customers within the primary market area and at least the northern two-thirds of the secondary market area.

A seasonal 25 metre outdoor lap pool with separate splash pad for children is located in Campbellford. On site is a single storey building that houses the change rooms and pool equipment. The facility was built in 1973, with an addition in 1977. A new pool deck and associated piping and circulation pump was installed in 2006, along with refurbishment of the pool basin. The Northumberland YMCA operates an extensive summer program at this facility. Overall, the facility is well used and there are indications that participants are turned away from time-to-time. This facility is not 'barrier free', which limits access to residents with disabilities. An extensive facility audit was completed in the Spring of 2007. The audit revealed that, due to

the age of the building, some additional renovations will be required in the short term. The major issues requiring attention include the following and are estimated to cost around \$240,000 over the next five years. Over the ensuing 15 years, an additional \$360,000 is recommended to be invested in the facility. With the recommended capital investments, the useful life of the facility is estimated to be 25 additional years.

- site drainage and grading,
- paving,
- concrete block tuckpointing,
- plumbing fixtures and associated piping,
- a pool heater,
- sand filters, and
- a backwash floor drain.

The use of the outdoor pool is high, and every survey of the community over the past ten years has indicated that the demand for aquatic programs and activities, especially an indoor facility is also high. An indoor pool is consistently at the top of the list when the question about desired facilities is asked. With the closest indoor pools in Cobourg and Peterborough, it is anticipated that there is a good deal of latent demand within the Trent Hills market area for aquatic programs and activities, including therapeutic programs.

Fitness Facilities

There are only three relatively limited fitness facilities within the primary and secondary market areas of Trent Hills. One is the Curves for Women private facility located in Campbellford. There is a very small co-ed weight training facility at the Campbellford Curling, Racquet and Fitness Club. The third fitness facility is called Sister's Pace Express Fitness and Wellness Centre and is also located in Campbellford and is a women's-only facility. Although membership was not reported at Sister's Pace Express Fitness and Wellness Centre, Curves for Women staff indicated that membership was in the 250 range, with a capacity of double that. The facility at the Campbellford Curling, Racquet and Fitness Club which also contains one racquetball and two squash courts, is used regularly by around 150 youth and adults, 90% being male customers. It is likely that the low use is influenced by the limited size and scope of the facility and equipment, as well as the fact that individual membership in the fitness centre is not possible, nor is anything other than whole-year memberships.

The Northumberland YMCA operates a fitness program in a rented facility in Brighton and there is an extensive fitness facility in the Cobourg main YMCA building. In Peterborough, there are a number of public and private fitness centres, as well as the new YMCA facility. A fitness facility will be included in the Quinte West Recreation and Aquatic Centre to be constructed in 2007/2008, as noted above.

With such limited facilities and programs in the community and the closest full service facilities in Cobourg and Peterborough, it is anticipated that there is considerable unmet demand within the Trent Hills market area, especially for the male, youth and older adult portions of the community.

Large Multipurpose Facilities

Multipurpose space is typically used for a wide variety of sports, community events, festivals and other large public gatherings. There are twelve facilities with 200+ capacity in Trent Hills, including the following (capacity in brackets):

- the ice surface of the Curling, Racquet and Fitness Club – available in the non-ice season (350-400),
- the ice surfaces of the three municipal arenas – available in the non-ice season (1,200),
- Campbellford District High School gymnasium (840-868),
- the five elementary school gyms (463),
- St. John’s United Church auditorium (150-360), and
- The upstairs hall in the Percy Township Community Centre (223).

Only the high school gymnasium and the St. John’s United Church auditorium are well used for community and school programs. Utilization is influenced by restrictions on availability, facility adequacy (including access for persons with disabilities), cost to rent, awareness of facilities, and the limited number and range of recreation program opportunities available to Trent Hills’ residents.

There are fifteen facilities with a capacity between 100 and 199, including:

- the three legions (five rooms in total),
- the Campbellford Masonic Temple;
- the Bennett Lounge of the Campbellford Curling, Racquet and Fitness Club;
- the Pine Ridge Golf Course;
- the Hastings Civic Centre;
- Christ Anglican Church;
- Trinity United Church;
- St. Paul’s United Church;
- Warkworth Centre for the Arts;
- the upstairs hall at the Campbellford/Seymour Agricultural Community Centre;
- the upstairs hall at the Hastings Memorial Arena; and
- the Red Barn in the Campbellford fairgrounds.

There are at least ten facilities that can accommodate between 50 and 99, and at least six small meeting room-size facilities.

Most of these multi-purpose facilities are used to less than 25% of their prime time capacity. If the facility is of high quality, accessible and inexpensive to rent, it is used much more. An example would be St. John’s United Church auditorium. Most of the reasons noted above for relatively low use of the larger facilities in the community also apply to these smaller venues.

Municipal facilities include the following:

- the Campbellford/Seymour Agricultural Community Centre
 - upstairs hall (150 capacity)
 - arena floor (1,200 capacity)
- Hastings Memorial Arena
 - upstairs hall 100 capacity)

- arena floor (1,200 capacity)
- Percy Township Community Centre
 - upstairs hall (223 capacity)
 - arena floor (1,200 capacity)
- Warkworth Centre for the Arts (150 capacity)
- Hastings Civic Centre (lower level hall - 162 capacity)
- Campbellford Main Branch Library (small community room – capacity 45)
- Warkworth Seniors Centre (small multi-purpose room – capacity 50-60)
- Forrest Dennis Seniors Centre (small multi-purpose room – capacity 50-80)
- Percy Heritage Centre (small multi-purpose room – capacity 50)
- Campbellford Heritage Centre (meeting space – capacity 30)

The spaces owned by the Municipality are used by community groups to deliver a limited number and range of recreation programs. Although these spaces are suitable for meetings and some instructional and other leisure interest programming, none of the spaces are appropriate for active indoor sports other than carpet bowling and floor-based exercise programs. None of the floors are ‘sprung’ to adequately accommodate exercise and dance programs.

Older Adult Centres

There are two dedicated older adult social/recreation centres in Trent Hills. In Warkworth, there is the Plus 50 Seniors Centre (located at the fire hall), and the Forrest Dennis Seniors Centre is located in a small building beside the Chamber of Commerce and Visitor Information Centre on Grand Road in Campbellford. Two retirement residences provide accommodation and social/recreational programming for active, independent seniors (Island Park Retirement Suites, Multi-care Lodge and Hampton Hillside, located in Campbellford). Programs for older adults are also offered in the lower hall of the Hastings Civic Centre where the Hastings seniors club is active.

The membership at the three seniors clubs represents a very small proportion of the older adult population of the Trent Hills and area community. Membership at the Warkworth and Campbellford clubs totals around 160. Even if the membership at all three clubs totals 250, that number would represent only 6.8% on the age 60+ residents in Trent Hills (3,650 people in 2006). Well developed clubs attract 10-15% of the older adult population. With the older adult market projected to increase by 60% over the next twenty years, interest in older adult programming will be very high. Although the local clubs did not express an interest in being part of the proposed community recreation and wellness centre, it is anticipated that there will be a great deal of demand for older adult programming in the centre and there could be interest in a dedicated older adult centre as a future phase of the facility.

Performing Arts Facilities

The Westben Arts Festival Theatre offers world class music during a five week festival in June and July each year. There is also music on Tuesday evenings in the last two weeks of July, a fall season fundraising event in September and a November concert.

Other arts facilities in Trent Hills include:

- The Warkworth Centre for the Arts (approximately 2,000 square foot hall with a stage, a kitchen acting as the green room, and no fixed seating on the floor - capable of supporting theatre, music and dance performances for an audience of around 150);
- The Warkworth Pavilion in the Park – Tuesday Tunes and More;
- Outdoor evening concerts every Thursday in July at the Hastings Gazebo;
- Outdoor evening concerts every Wednesday during July and August in Old Mill Park; and on Thursdays, the venue hosts concerts for the younger generation; and
- On Thursdays, the Aron Cinema in Campbellford transforms from showing movies to staging live performances by local groups.

Strong interest exists to develop a 5,000 square foot performance facility at the Campbellford District High School to be called the ‘Trent Hills Centre for the Performing Arts’. The facility would have a capacity of 700, would be air conditioned, and is proposed to include a 40’ x 34’ stage, an orchestra pit, dressing rooms, storage, washrooms, a reception area, and incorporate professional sound and lighting systems.

Although interest in a performance facility was not strongly expressed through the 2003 household survey for the Recreation Master Plan and Needs Analysis, interest was much higher at the 2007 Search Conference held for this feasibility study, where interest in a performance facility ranked in the top five of desired facilities. This increase in expressed demand is consistent with the upward trend in interest in the arts.

Arenas

In Trent Hills, there are three arenas, the newest of which is the Percy Township Community Centre, built in 1977. This facility is located in Warkworth at the fairgrounds. The oldest facility is the Hastings Memorial Arena, built in 1950, originally as an outdoor rink. A new steel building envelop was installed in 1976. The Campbellford/Seymour Agricultural Community Arena was built in 1967 and is located on County Road 38 in Campbellford within the fairgrounds.

Municipal staff indicate that the three arenas operate at between 50% and 70% capacity in prime time, which is well below ideal utilization which should be over 90%. Utilization in non-prime time is less than 10%.

An extensive facility audit of all three arenas was completed in May of 2007. The audit revealed that extensive capital investment will be required in all three facilities. Some of the identified problems must be addressed immediately, and some within the next five years with additional investment required over the subsequent 6-20 years, depending if the arenas are still operational during that period. Refer to Figure 2.6 below for a summary.

The **Hastings Memorial Arena**, due to the age of the facility and inherent design issues from inception, it is considered to be ‘obsolete’ from a functional standpoint. The confined nature of the site allows no room for expansion. The major issues requiring attention include: site drainage, paving, a new concrete arena pad, a header trench and pad piping, ventilation of the washrooms and change rooms, renovation of the building envelop (roof, walls, and windows),

and washroom fixtures and associated piping. The Municipality has decided that the 2007-08 winter season will be the last for ice-related activities in this facility.

The **Campbellford/Seymour Agricultural Community Centre** is near the end of its useful life and was deemed 'near obsolete', due to the age of the facility and inherent design issues from inception. The confined nature of the site allows no room for expansion, unless adjacent land owned by the Campbellford/Seymour Agricultural Society is acquired. The major issues requiring attention include: site drainage, paving, ventilation of washrooms and change rooms, renovation to the building envelop (roof, walls and windows), and washroom fixtures and associated piping.

The **Percy Township Community Centre** is in the remaining 30% of its serviceable life which translates into 15-20 years. However, due to the age of the facility and inherent design issues from inception, the building is considered 'near obsolete' from a functional standpoint. The confined nature of the site allows little room for expansion, unless land within the fairground is used. The major issues requiring attention include: paving, ventilation of washrooms and change rooms, renovation to the building envelop (roof, walls and windows), washroom fixtures and associated piping, finishes, and lighting.

Condition Audits for the Three Municipal Arenas, Municipality of Trent Hills - Summary of Capital Cost Implications

Figure 2.6

Facility	0-5 Years	6-20 Years	Total Cost	Replacement Cost of a Similar Facility
Hastings Memorial Arena	\$2.741 million	\$1.2 million	\$3.941 million	\$3.95 million
Percy Township Community Centre	\$1.3 million	\$3.576 million	\$4.864 million	\$5.9 million
Campbellford/Seymour Agricultural Community Centre	\$2.242 million	\$3.4 million (6-10 yrs)	\$5.6 million	\$5.85 million
Totals	\$6.283 million	\$8.176 million	\$14.405 million	\$15.7 million

Source: Facility condition audits completed by Kleinfeld Consultants Limited, May, 2007

Note: To meet contemporary requirements for size, components, features, layout and site development; as well as contemporary construction and energy efficiency standards, these facilities will actually cost in the order of \$8-9 million each for a total of \$24-\$27 million.

Libraries

The Trent Hills Public Library Board maintains three branch libraries in Campbellford, Warkworth and Hastings. There are around 9,000 card-holders and the libraries circulate over 90,000 items annually.

Physiotherapy and Chiropractors Services

There are three services in Trent Hills: a physiotherapy clinic and two chiropractors. All facilities are located in Campbellford.

2.6 Demand Indicators and Emerging Facility Components

The main indicators of current and future demand for the proposed multi-use recreation/wellness centre include:

- the household survey conducted for the 2003 Recreation Master Plan and Needs Analysis;
- the community and user group surveys conducted for the 2003 Recreation Master Plan and Needs Analysis;
- the 2007 Search Conference conducted for this feasibility study;
- meetings and interviews with Municipal staff, and groups and individuals in the community;
- research into available facilities in Trent Hills and the utilization of those facilities; and
- leisure trend research from the RETHINK GROUP files, adapted to Trent Hills.

The 2003 Household Survey

Twenty questions comprised the household survey. The responses that relate to this feasibility study are highlighted below.

- 21.2% of respondents used the outdoor pool for public swimming.
- 26.2% of respondents used a recreation facility or attended a recreation program outside the Municipality in the previous year.

▪ Sport	44.2%
▪ Swimming	21.2%
▪ Fitness	20.2%
▪ Art/culture	8.7%
▪ General interest	6.7%
▪ Other	26.0%
- The top reasons given to use a facility outside Trent Hills included: i) program(s) not available in Trent Hills (59.4%), and ii) better facilities available elsewhere (13.9%).
- Programs and activities in which **adults** would like to participate, but are not now involved included the following. The top reasons are in brackets.

▪ Swimming	14.7% (lack of facilities and programs)
▪ Outdoor activities	10.7% (lack of facilities, programs, time and info.)
▪ Fitness	7.2% (lack of facilities, time, info., and programs)
▪ Crafts/special interests	5.4% (lack of programs, time, facilities and info.)
▪ Ice activities	3.7% (lack of time, info., programs, too expensive)
▪ Activities in multi-purpose space	3.7% (lack of programs, facilities, time and info.)
- The most mentioned types of programs and activities in which **teens** would like to participate, but do not now, include the following. The top reasons are in brackets.

▪ Outdoor activities - e.g., football, dirt biking, soccer, paint ball, skateboarding, roller-blading	- 23.5% (lack of facilities and programs)
▪ Activities accommodated in indoor multi-purpose space - e.g., indoor soccer, lacrosse, dance, gymnastics	- 16.2% (lack of programs, facilities and information)

- Ice activities – 11.8% (too expensive, lack of facilities, programs and information)
 - Swimming – 10.3% (lack of facilities, programs, transportation and information)
 - Crafts/special interest – e.g., music – 5.9% (lack of programs and facilities)
 - Fitness – 2.9% (lack of facilities and programs)
- ☐ The most mentioned types of programs and activities in which **children** (under the age of 13) would like to participate, but do not now, include the following. The top reasons are in brackets.
- Outdoor activities - e.g., football, dirt biking, soccer, paint ball, skateboarding, roller-blading - 25.4% (lack of programs, time, facilities, transportation, too expensive)
 - Activities accommodated in indoor multi-purpose space - e.g., indoor soccer, lacrosse, dance, gymnastics – 20.6% (too expensive, lack of facilities and programs)
 - Swimming – 14.3% (lack of facilities and programs)
 - Ice activities – 11.1% (too expensive, lack of programs)
 - Crafts/special interest – e.g., music – 6.3% (lack of programs, time, transportation)
- ☐ Almost one half of respondents believed that Trent Hills needs a least one new recreation facility. Of those who thought new facilities were needed, the following is the list of facilities in ranked order. Support for an indoor swimming pool was very strong in all communities, with the highest percentage reported by Percy-Warkworth respondents.
- | | |
|---------------------------------------|--|
| ▪ Indoor swimming pool | 69.2% |
| ▪ Gymnasium | 14.6% |
| ▪ New arena | 7.6% |
| ▪ Hard surface trails | 7.6% |
| ▪ Playgrounds | 6.5% |
| ▪ Convenience facility at Ferris Park | 4.3% |
| ▪ Performance facility | 2.2% |
| ▪ Other | 37.8% (incl. multi-use and youth facilities) |
- ☐ 62% of respondents indicated that new and refurbished facilities should be funded by a combination of taxes and user fees. 14.1% indicated only user fees and 4.7% suggested only taxes.
- ☐ 24.7% of respondents indicated that a reasonable annual increase in property taxes to fund new and refurbished facilities would be \$26-\$50. 20.1% indicated \$50-\$100. 60% had no response.
- ☐ Opinion was asked about the following statements that relate to this feasibility study. See Figure 2.7 below.

Opinions about Various Aspects of the Current and Proposed Leisure Provision System

Figure 2.7

Statement	Strongly Agree (1) %	Agree (2) %	Neutral (3) %	Disagree (4) %	Strongly Disagree (5) %	Unsure/no Opinion %	Mean Score (1-5)	Conclusion
There are NOT enough recreation activities for CHILDREN.	9.2	34.2	9.7	29.4	2.7	14.7	2.79	Agree
There are NOT enough recreation activities for TEENAGERS.	11.7	48.1	10.2	15.2	1.5	13.2	2.9	Strongly agree
There are NOT enough recreation or social activities for ADULTS	3.2	33.4	11.5	34.9	2.7	14.2	3.01	Split
There are NOT enough recreation activities for SENIORS.	2.2	22.7	14.7	31.2	1.7	27.4	3.1	Disagree
Trent Hills is WELL SERVED with sports & recreation programs & facilities.	3.0	52.6	11.5	19.5	2.2	11.2	2.61	Strongly Agree
We are SATISFIED with recreation facilities in Trent hills.	0.7	44.4	11.7	31.4	1.5	10.2	2.87	Agree
Members of our family are SATISFIED with the level of service that the Municipality currently provides through the Recreation Department	0.7	48.6	15.0	22.2	0.7	12.7	2.7	Strongly agree
There are SUFFICIENT recreation facilities in Trent Hills and we should not be adding new facilities or services.	3.2	31.4	10.2	42.6	4.2	8.2	3.14	Disagree
The three arenas should be maintained, even if they are underused.	8.5	52.4	6.0	22.9	2.5	7.7	2.55	Strongly agree
Our household would support closing the three arenas & developing a new central recreation complex with two ice surfaces.	5.5	16.7	5.7	34.4	31.9	5.7	3.75	Strongly disagree
Our household would support a partnership with an organization such as the YMCA to develop additional recreation facilities.	13.5	56.6	7.5	15.7	1.7	4.7	2.32	Very strongly agree

The response to the above statements sends some mixed messages. When respondents were asked about satisfaction with the current provision of facilities and programs across the board and the general level of service, the majority indicated that they were satisfied. However, when asked about recreation activities for children and teens, the majority were not satisfied. There was not support for changing the arrangement of the three stand-alone arenas. There was very strong support, however, for a partnership with the YMCA to provide additional recreation facilities.

Response to the Two Surveys Sent to Groups and Organizations in 2003

A brief and a longer survey were sent to 49 and 31 groups and organizations respectively, as part of the 2003 Recreation Master Plan and Needs Analysis.

For the 27 respondents to the **short survey**, 46% responded that there were no other services or facilities that the Municipality should provide for them, while 34% indicated that additional services were required. Suggested services included:

- driving for persons with disabilities,
- ramped access to buildings,

- accessible washrooms,
- recreation programs such as team sports or coaching for adults,
- a youth drop-in centre, and
- insurance and hydro bills covered for meeting rooms.

Of the 31 respondents to the **longer survey**, 64% were sports groups. Groups serving older adults were under-represented relative to the older adult population. On the other hand, groups serving children and youth were over-represented. Most groups expected their membership or participation to remain stable. Three quarters of the respondents use municipal facilities. Almost half of all of the facilities that are used are located in Campbellford. Most groups do not travel outside Trent Hills to use facilities. An equal percentage (44%) of respondents agreed and disagreed that the municipal facilities they use are adequate, with arenas ranked the highest for dissatisfaction. The majority of groups (56%) indicated that there are improvements that need to be made to the facilities that they use. When asked if their organizations needed additional facility space or time to accommodate current and future participants, 60% indicated that they do not need additional space or time, while 36% indicated otherwise. Most requested was arena ice time. Two thirds responded to the question about whether they were satisfied with services provided by the Municipality, with the majority being dissatisfied. Volunteer recruitment and fundraising were identified as the top two issues facing groups. Other concerns included inadequate facilities, co-operation with the Municipality and costs associated with tournaments. When asked about programs that groups are unable to offer due to inadequate facilities, 72% indicated that they do not desire to expand their programs. Programs and activities listed included hockey school, hockey tryouts, outdoor volleyball, a store in Ferris Park, and hiking.

Results of the 2007 Search Conference Conducted for this Feasibility Study

On March 27th, close to 150 people attended this event at Campbellford District High School to learn about and provide input into the feasibility study. The key results are summarized below.

Desire for Activity Areas/Facility Components that Could be Incorporated Into a Community Recreation and Wellness Centre (the numbers in brackets represent the relative scores)

- Aquatic facility (359)
- Gymnasium (157)
- Field house (with artificial turf) (146)
- Performing arts centre/theatre (132)
- Fitness gym and aerobic studio (124)
- Small multi-purpose rooms (113)
- Ice rink – new twin pad (106)
- Large multi-purpose room/banquet hall (87)
- Running/walking track (55)
- Wellness/health component (46)
- Creative arts studios/rooms (27)
- Racquet courts (15)
- Child/youth component (14)
- Games room (14)
- Kitchen (11)

- Child care/day care facility (11)
- Cafeteria/food court (10)
- Nature interpretation centre (8)
- Seniors centre/component (6)
- Skateboard facility (5)
- Municipal offices (5)
- Lounge (5)
- Curling rink (5)
- Greenhouse (4)
- Indoor skateboard facility (4)
- Indoor tennis facility (2)
- Washrooms (1)
- Library (1)
- Shooting range (1)
- Store/commercial business (1)
- Learning centre (1)
- Golf driving range (1)
- Cross-country ski trails (1)
- Woodworking shop (1)
- Horse arena (1)
- Bike trails (1)

Since 2003, interest in a performance facility appears to have increased substantially. A field house with artificial turf was not even mentioned in 2003, but was ranked third at the Search Conference. However, the indoor aquatic facility and the gymnasium remained the top two ranked facilities. Interest in fitness facilities has also increased substantially since 2003.

Demand for a Field House with Artificial Turf

Due to the high interest expressed in a field house with artificial turf, further research was conducted into the potential demand for indoor soccer, which would be the principle use of this type of facility. The analysis documented in Appendix E concluded that there is considerable potential to generate sufficient demand for this type of facility, particularly for a local and regional indoor soccer program comprised of youth and adults, and rentals to groups from further away. This type of facility would also be able to support other activities such as: indoor running and walking, exercise/fitness/rehab programs, Ultimate Frisbee, golf practice, off-season training for any sport, children's summer sports programs/camps/events, school daytime and after school programs, flag football, field hockey, box lacrosse, rugby, and other activities that could be accommodated on a roughly 100' x 200' indoor playing surface with artificial turf.

Utilization of Current Facilities

Under each category of facility described above, what is known about utilization, participation in programs and unmet or under-serviced demand was reported and will be factored into the analysis of facility needs for the proposed recreation/wellness centre. Of note is the fact that the Municipality of Trent Hills does not offer any leisure or fitness programming directly, and the ability of the Municipality is currently very limited to assist volunteer-based groups to optimize their programming capacity. The supply of adequate and sufficient indoor and outdoor sport,

recreation and arts/culture facilities is also limited. There are no facilities in the community or nearby area to support mainstream leisure interests such as the performing arts, creative arts, indoor running and walking for fitness/health, indoor soccer, and swimming and aquatic fitness programs that require an indoor facility.

There is also a considerable lack of adequate information about the need for leisure programming and facilities, and the relative priority of each type of leisure facility. There is no municipality-wide strategy for the provision of most types of facilities that will optimize limited resources and support the 'community of communities' philosophy of the Municipality of Trent Hills. Because the scope of this feasibility study was limited to the types of activities and facilities that would typically be considered in a community recreation and wellness centre, research into these other types of facilities was not formally conducted.

The Most Desired Facilities that May be Accommodated in a Community Recreation and Wellness Centre

From all sources, the **top twenty** indoor leisure facilities that appear to be *currently* in the highest demand are the following, in ranked order:

1. indoor swimming pool, including a separate therapeutic tank;
2. gymnasium;
3. field house with artificial turf;
4. fitness centre, including strength and conditioning programs and aerobic fitness, as well as a running/walking track;
5. performance facility;
6. smaller multipurpose activity/program rooms;
7. improved and consolidated indoor ice facilities;
8. large multi-purpose hall;
9. wellness/health components (resource centre, sports injury clinic, rehab centre, holistic health, spa/eucalyptus therapy, massage therapy, sauna/hot tub/steam room);
10. creative arts studios;
11. racquet courts;
12. child/youth component;
13. games room;
14. kitchen to support social events in a multipurpose hall;
15. child care/day care facility;
16. cafeteria/food court;
17. nature interpretation centre;
18. seniors component (dedicated);
19. skateboard facility (outdoor); and
20. a lounge.

The appeal of a field house, a performance centre and fitness facilities are relatively equal. Although there are racquetball and squash courts available at the Campbellford Curling, Racquet and Fitness Club, limitations on availability may have influenced the relatively high interest expressed at the Search Conference.

Leisure Trends

Below is a brief overview of the shifts in demand expected for communities like Trent Hills over the next ten to twenty years, including trends that are already being noticed. Appendix A contains much more detail regarding leisure trends.

Examples of the types of leisure activities that are expected to either **stabilize or decline** in demand over the next decade and beyond are noted below.

- most child and youth team sports (softball, baseball, hockey, figure skating, gymnastics);
- swimming lessons for children/teens;
- Scouts and Guides;
- traditional summer residential camps;
- rugged adult sports (racquetball, hockey, basketball, volleyball, long distance cycling, water skiing, alpine skiing); and
- snowmobiling.

Examples of the types of leisure activities that are projected to **increase in demand** over the next decade and beyond are noted below.

- nature appreciation and ecotourism;
- walking and hiking;
- gardening and visiting gardens;
- golf;
- fitness/holistic wellness;
- x-country skiing (shorter, gentler trails);
- outdoor soccer (until the participation rate soon peaks);
- indoor soccer;
- swimming (pleasure, wellness and therapy);
- Ultimate Frisbee;
- casual/recreational skating;
- bicycling;
- fishing;
- boating;
- gambling;
- attending theatre and concerts;
- creative arts programs/events/gallery visits;
- attending multi-cultural events/festivals;
- visiting museums and historic sites;
- curling;
- dancing (ballroom, line, square); and
- eating out.

Emerging Facility Components

From the list of current top preferences for facilities and features, leisure trends, and the types of facility components that fit well together in a multi-faceted recreation/wellness centre, the following is the *initial* list of potential facility components to consider in the community recreation and wellness centre for Trent Hills. This list will be further refined at the facility-development stage (see Chapter Three).

- aquatic facility *with two tanks, one being a therapeutic pool*;
- field house *with artificial turf*;
- gymnasium – *dividable with sprung artificial wood or rubberized sports floor and good acoustics to support gym sports, fitness programs, social events and minor performances*;
- aerobic/dance studio;
- kitchen – *commercial grade/teaching*;
- strength and personal conditioning centre;
- running/walking track;
- change rooms, to support all components (*at least male, female and family*);
- small multi-purpose rooms (*linked*), *supporting creative arts, childrens programs, older adult programs, meetings, smaller social events, etc.*;
- café, lounge, pool and gymnasium viewing area;
- public washrooms;
- staff offices;
- health/wellness centre (*sports injury, rehab, medical clinic, massage therapy, resource centre*);
- child care centre (*at least baby sitting, possibly licensed day care*);
- entrances and main foyer/public gathering space;
- youth centre;
- seniors centre;
- performing arts facility;
- greenhouse;
- municipal offices; and
- new/upgraded arena(s).

Chapter Three: Facility Concept and Location

3.1 Introduction

In this Chapter, the evolution of the proposed community recreation and wellness centre and its location will be presented, including objectives, values and guiding principles; recommended components; and the site selection process.

3.2 Evolution of the Facility Concept and Location

At the outset, it was assumed that, although multi-functional in nature, there would be only one facility. However, as will be explained, that changed as the concept and various provision solutions and locations were conceived, developed and evaluated.

Narrowing Down the Components

The research on demand indicators identified an extensive list of potential facility components, as described on page 29 of Chapter Two. In consultation with municipal staff and the MURF Committee, that list was narrowed down to the 'short list' that now comprises the facilities being proposed.

As part of the process of deciding what to include in the multi-functional centre, the following facility components were *removed* from the initial list. The rationale is summarized in brackets beside each item.

- licensed day care (current facilities are meeting demand);
- youth centre (focus instead on a variety of activities and programs for youth that utilize all of the components of the centre);
- seniors centre (although each current seniors facility is small, the three urban areas each have established older adult centres - focus on a variety of activities and programs for older adults that utilize all of the components of the proposed multi-use recreation/wellness centre – could consider a dedicated seniors component as a future phase);
- performing arts facility (strong desire by a group based at the Campbellford District High School to locate a school/community scale performance facility at the school);
- greenhouse (although this component would be complementary and provide associated programs, it was felt to be beyond the core group of components);
- municipal offices (although the existing offices are undersized and partially inaccessible, it was felt that an investment in this type of facility is not in the near to medium timeframe for the Municipality); and
- new/upgraded arenas (with Council's decision to retire the Hastings Arena as an ice facility after the 2007/08 winter season, the Municipality appears to be leaning toward maintaining a single ice pad in each of Campbellford and Warkworth rather than replacing those two old facilities with a modern twin pad arena – therefore, when the arena in Campbellford is

replaced, there would be merit in adding it to the proposed recreation/wellness centre as a later phase).

The following are the facility components that remain *under consideration* at this point in the process.

- aquatic facility with two tanks, one being a therapeutic pool;
- field house with artificial turf;
- gymnasium – dividable with sprung artificial wood or rubberized sport floor and good acoustics to accommodate gym sports, fitness programs and social events;
- kitchen – commercial grade/teaching;
- strength and personal conditioning centre;
- aerobic/dance studio;
- running/walking track;
- change rooms, to support all components (at least male, female and family);
- small multi-purpose rooms (*linked*), supporting creative arts, childrens programs, older adult programs, meetings, smaller social events, etc.;
- café, lounge, pool and gymnasium viewing area;
- public washrooms;
- staff offices;
- health/wellness centre (sports injury, rehab, medical clinic, massage therapy, resource centre);
- child minding facility;
- entrances and main foyer/public gathering space;
- storage; and
- circulation space.

The Search for a Site

At the time that the proposed community recreation and wellness centre was thought to be one facility, a search for a site was undertaken. Initially, a minimum of ten acres was determined to be required, and possibly larger, depending on site configuration and constraints. Once the field house was separated from the main facility, the minimum site size for the main facility was reduced to seven acres. Later, it was recommended by the Municipality that an eventual replacement for the Campbellford/Seymour Agricultural Community Centre arena should ideally be associated with the proposed multi-use recreation/wellness centre. To accommodate a new contemporary size arena and the associated circulation and parking, a minimum of four to six additional acres will be required for the main facility, depending on the size of the building and spectator accommodation.

Two approaches have been taken to search for the best location. The first was an analysis of the potential to associate the proposed community recreation and wellness centre with an existing complementary municipal facility. The second approach involved seeking and evaluating other sites.

The following criteria were recommended by the MURF Committee as factors to evaluate candidate sites for the main facility. For the most part, the criteria are based on input solicited at the Search Conference held for this feasibility study. The first two criteria dealing with site size and servicing are pre-requisites. The criteria are listed in relative ranked order with the criteria describing the various aspects of 'access' being a very strong third.

1. **Size and Shape** (of sufficient size – at least eleven acres - and appropriate shape to accommodate the initial main facility and future expansion)
2. **Serviced** (water, sewer, hydro, gas available on-site, adjacent the site or very near by)
3. **Access** (centrality, close to the largest number of residents, access to the adjacent population, access to main transportation routes, ability to walk or ride a bicycle to the site)
4. **Compatibility** (with the surrounding area and adjacent facilities, including the impact of increased traffic generated by the facility)
5. **Site constraints** (e.g., flood plane, steep slopes, significant earth movement, building demolition, environmental clean up)
6. **Cost** (land acquisition, site development/redevelopment, operations, tax implications)
7. **Visibility** (ability to see the facility from a main road)
8. **Economic impact/spin-offs** (into the local and regional economy and the tax base)
9. **Partnership possibilities**
10. **Environment-friendly** (ability of the site to support environment-friendly technology in the facility)

The first step was to consider existing facilities as possible candidate sites with which to associate the proposed new facility. The five facilities that were examined included the following:

- the Campbellford/Seymour Agricultural Community Centre,
- Campbellford Curling, Racquet and Fitness Club,
- Campbellford District Secondary School,
- the Percy Township Community Centre, and
- the Hastings Memorial Arena.

The evaluation of the Campbellford/Seymour Agricultural Community Centre and the Curling, Racquet and Fitness Club have been grouped together since they share the same site, although at opposite ends of the fairground. Further evaluation of the fairground site can be found in Figure C-1 in Appendix C where it and other top candidate sites are evaluated in more detail.

The Campbellford/Seymour Agricultural Community Centre

The opportunity to attach to or directly associate the proposed multi-use recreation/wellness facility with the Campbellford/Seymour Agricultural Community Centre (arena) is restricted by the facilities associated with the Campbellford Fairground. The arena is located on land provided by the Agricultural Society and the footprint of land upon which the arena is located extends only ten feet beyond the facility on all sides. Even the parking lots are part of the fairground. A minimum of eleven acres of land would be required to accommodate the community recreation and wellness centre and associated parking if it was to be attached to/associated with the arena. To accommodate fairground facilities that would be displaced by the new centre, additional land may have to be added to the site. However, it may be possible to

redesign the entire site to accommodate all required facilities. If the ball diamond could be moved to another site, that would free up several acres. The Municipality may remove the public works facilities that assume part of the fairground site. That would free up a few more acres of land. If residential development takes place adjacent to the fairground on the southeast side, it may be possible to expand the fairground site by the necessary acreage to allow all desired facilities to be appropriately accommodated.

The Campbellford Curling, Racquet and Fitness Club

The opportunity to attach to or directly associate the proposed community recreation and wellness centre with the non-profit Campbellford Curling, Racquet and Fitness Club is similarly challenged by the potential impact on fairground facilities. Possible solutions are similar to what were noted above.

Campbellford District Secondary School

For some time, this has been the desired site to locate a performance facility - behind the high school by extending the building out from the cafeteria toward Booth Street. Interest was also expressed by school officials and those interested in the performance facility to consider the area behind the school as a location for the proposed community recreation and wellness centre. To accommodate such a facility plus the arena with associated parking for them *and* the performance centre, would require at least eleven acres of land in addition to the school site. To create that amount of space, a portion of Booth Street and possibly one or two residential properties would have to be incorporated into the site. Another complication is that the land behind the school slopes up toward and including Booth Street and the adjacent residential properties, which could create a challenge for construction. It was concluded that this option has too many constraints.

The Percy Township Community Centre

This facility is located within the Percy Township Fairground and any plans to add onto this facility with a community recreation and wellness centre could impact fairground facilities, as well as ball and soccer facilities. There is more room surrounding this arena facility than is the case in Hastings and Campbellford. However, of greater concern is that the location criteria that have been developed that identify ‘*access*’ as a high priority factor (including ‘centrality within the Municipality’ and ‘closeness to the largest number of residents’). This facility is not centrally located within Trent Hills or is it near the majority of residents in the Municipality. This greatly limits the potential of this site.

The Hastings Memorial Arena

The site containing this facility is too small to accommodate any addition. Currently, there is no opportunity to purchase sufficient additional land to accommodate the proposed community recreation and wellness centre.

Other Candidate Sites

Through input from Search Conference delegates and other suggestions, over three dozen sites were identified for consideration. Once the two prerequisite criteria and the third criteria dealing with adequate access were applied, the following six sites remained for further analysis. One of the sites is the Campbellford Fairground, which has already been examined from the perspective

of associating the proposed facility with the Campbellford/Seymour Agricultural Community Centre or the Campbellford Curling, Racquet and Fitness Club.

The six remaining candidate sites include the following:

1. the fairgrounds in Campbellford;
2. the Cambellford Industrial Park;
3. the former O and R Lumber property, including the former railway lands to the west;
4. Ferris Provincial Park;
5. the former tannery site in Hastings; and
6. a site on Grand Road, west of the Campbellford Industrial Park.

Figure C-1 in Appendix C contains the detailed evaluation of each site, utilizing the established criteria and a 1-10 rating scale for each criteria. The higher that each criteria scores, the larger the number that is assigned to each criteria for each site. Although two criteria were identified as prerequisite, none of the criteria were given a 'weighting'. Therefore, the maximum score that a site can achieve is 100. Based on this evaluation method, the sites achieved the following score and ranked in the following order.

1. the fairgrounds in Campbellford (83);
2. Ferris Provincial Park (81);
3. the site on Grand Road, west of the Campbellford Industrial Park (68);
4. the Cambellford Industrial Park (57);
5. the former O and R Lumber property, including the former railway lands to the west (53);
and
6. the former tannery site in Hastings (48).

The fairground in Campbellford and Ferris Provincial Park were clearly the top candidates and scored high to relatively high in most categories. Both sites are located in the same general part of the Municipality of Trent Hills, which will require residents from the eastern half of the Municipality to drive over the river and through Campbellford to reach these sites. On the other hand, road access from the east, northeast and southeast is excellent. Each site has other constraints and assets. The fairground site will not be large enough to accommodate existing and proposed uses, unless the site is reconfigured and/or it is enlarged. Negotiating access to Ferris Provincial Park for this initiative may prove challenging and time consuming. However, if the Municipality should assume ownership of the park, there would be fewer issues. It is unknown if sub-surface conditions in the northeast corner of Ferris Park will be an impediment. The fairground site and the northeast corner of Ferris Park are both close to established and future residential communities. Both sites have water, sewer and hydro either on-site or immediately adjacent. And both sites will generate significant economic benefit to the nearby downtown business community. The Campbellford Curling, Racquet and Fitness Club has expressed strong interest in the proposed community recreation and wellness centre being located either directly adjacent or physically attached to their facility.

The third of the six candidate sites is a 62 acre parcel of land paralleling the west side of Highway 30/Grand Road, just south of the Campbellford Industrial Park. It is privately owned and is for sale. Its principle asset is excellent road access to most of the Municipality and the

urban area of Campbellford. Another asset is the highway exposure and the opportunity to be a very visible signature facility at the southern entrance to Campbellford. A community centre in this location would also contribute to the economy of the adjacent commercial area, as well as nearby downtown Campbellford. The most significant detriments are cost to purchase, the high cost to extend sewer services and the physical nature of the site which quickly slopes up away from the highway to a plateau of high land to the west. The steep approach to the site would create access challenges, would require twice as much land, and would add to development costs.

Other Sites May Become Available

Other sites may become available in future that score well based on the ten criteria. Any site of sufficient size and shape that is located on the west side of the Trent-Severn Waterway, within the serviced area of Campbellford and fronting on a main road will score high and should be carefully considered if there are no highly limiting constraints.

The Influence of the Facility Condition Audits

Another factor that will influence the facility concept is the result of the condition audits on the three Municipal arenas and the outdoor swimming pool that was completed in May, 2007 by Klienfeldt Consultants Ltd. The conclusions and recommendations were discussed in some detail in Chapter Two (pages 20 and 21). Figure 2.6 on page 21 summarized the capital costs estimated to maintain the arena facilities into the future. It was further concluded that the Hastings Memorial Arena is currently obsolete, the Campbellford/Seymour Agricultural Community Centre (arena) will be obsolete in about five years and the Percy Township Community Centre (arena) has about ten years until it becomes obsolete. In each case, obsolescence relates to the amount of required repair and upgrade relative to the replacement cost, and the benefits of maintaining an old facility that also is or will be severely 'dated' relative to current and future facility expectations. The cost estimate to replace each facility reflects the nature of each facility and not the expectations for a modern replacement. Actual costs will be higher, especially for the Hastings facility.

There are two significant impacts of the facility audit on this feasibility study. The first is the decision by Trent Hills Council to retire the Hastings Memorial Arena as an ice facility after the 2007/08 winter season and to not replace the ice facility. The second is the likelihood that the Campbellford/Seymour Agricultural Community Centre (arena) will be replaced by a new ice facility in five or so years and that there are significant advantages to locate it with the proposed recreation and wellness facility.

The Concept of Splitting the Proposed Community Recreation and Wellness Centre into a 'Main' and 'Satellite' Facility

When it became official that the Hastings Memorial Arena is to be retired as an ice facility after the 2007/08 winter season, the Multi-use Recreation Facility Committee decided to propose that

the field house portion of the emerging community recreation and wellness centre be separated from the main facility and considered as a satellite facility to be located in Hastings. This would provide a major and busy facility within Hastings to help compensate for the loss of the arena and to help generate business in the community, focused around the new facility. That facility would comprise a structure that would accommodate an indoor soccer pitch, change rooms, a meeting room, a soccer office, a multipurpose room to support a variety of recreation, social and wellness programs and activities, a small food court/concession area, public washrooms, and storage. It is proposed that the satellite facility be managed as a component of the main recreation and wellness centre that is proposed for Campbellford. Although other sites should be investigated, the most likely site for this facility is Fowlds Park. It must be acknowledged that immediately after the results of the Search Conference became known, the Municipality also identified the field house as an option for the Hastings community.

The remaining components would be contained in the Main facility to be located somewhere in Campbellford. Based on the results of the arena condition audits, a future phase of the Main facility could be a new indoor ice surface to replace the Campbellford/Seymour Agricultural Community Centre (arena).

3.3 Facility Objectives, Values and Guiding Principles

A number of important objectives have been identified to guide planning and design for, and operation of the proposed community recreation and wellness centre (comprising the Main and Satellite components).

1. To provide new and improved facilities which will allow the community to offer a much wider range of leisure and wellness programs.
2. To provide facilities and programs that appeal to many leisure interests and all age groups, and are accessible to residents of all incomes.
3. To support activities that help to improve the health and well being of residents in the market area and reduce health care costs.
4. To ensure that the facility is accessible for persons with disabilities and mobility impairments.
5. To help ensure that each of the communities of Trent Hills shares in available culture, recreation and wellness facilities and programming, and supports the concept of 'communities within a community'.
6. To provide facilities and programs that contribute to civic pride and help unify the Municipality of Trent Hills.
7. To enhance the economy of Trent Hills and each of its communities by greatly improving the

ability of the Municipality to provide enhanced leisure programming; host sporting events, trade shows, exhibitions, and community social events and festivals; and to attract visitors to the community as customers of the new recreation and wellness facilities, programs and events.

8. To make the Municipality of Trent Hills more attractive to existing and new employers; health care, education, and other professionals; and residents (both working and retired).
9. To create a contemporary community recreation and wellness centre that is open and bright with an inviting and free-flowing interior that shows off and promotes all of its components and encourages the visitor to participate in new activities.
10. To provide a facility that is cost-effective to operate, and incorporates current technology, and as many centres of revenue/profit as possible.
11. To provide a facility that, through design and operation, embraces contemporary energy conservation technology and measures.

3.4 Description of the Main and Satellite Facilities

The Main Facility

The facility, which is proposed to be located in Campbellford will comprise most of the facility components and will be the 'main' or principle facility. The programming and operation of the Satellite facility, which is proposed to be located in Hastings will be fully integrated with the operation of the Main facility.

It is proposed that the Main facility be comprised of the following components, which are described in more detail below. Additional information is provided in Chapter Four under the 'space program' which describes the recommended size of each component and the estimate of capital cost. Proposed uses of each component are described in Chapter Five.

- Aquatic component (Natatorium) - *leisure style main tank which incorporates six 25 metre swimming lanes with starting blocks and a 'super' slide, plus a separate therapeutic tank with integrated hot tub/whirlpool, and possibly a co-ed sauna for general members and casual users*
- Aquatic staff office - *no separate staff change rooms or washrooms*
- Gymnasium - *dividable, full-size single gym with sprung artificial wood or rubberized sport floor, aesthetic wall and ceiling treatment, and good acoustics - to also serve as a banquet hall and social space*
- Strength and personal conditioning centre
- Aerobic/dance studio
- Running/walking track - *three lane, minimum nine laps to the mile, likely elevated around the top of the gymnasium and the second floor strength and conditioning gym and aerobic/dance studio (likely enclosed within the gymnasium to separate functions)*

- Change rooms, shared with all components - *general male/female, adult (club) male/female, and family*
- Laundry room
- Smaller multipurpose rooms – *outside exposure and access with glazing; linked; each with a small kitchen and storage; supporting creative arts, meetings, smaller social events, and a wide variety of programs*
- Child minding facility
- Physiotherapy/sports injury/massage therapy clinic – *to be leased to a service provider, with access to other components of the facility for a fee (to expand program/service offerings)*
- Other staff offices – *principally facility manager and other staff required to operate the facility (not including aquatic staff who have their own office – see above)*
- Main lobby/public assembly space - *with a café and lounge, viewing areas into major components (e.g., aquatic facilities, gymnasium), control desk, area or feature to celebrate sponsorship, etc.*
- Circulation/hallways
- Public washrooms
- Shipping/receiving/recycling room
- Storage rooms
- Mechanical rooms

The Satellite Facility

Unless a better site is found, this facility is proposed to be located in the undeveloped south portion of Fowld's Park in Hastings. The northern portion of the park contains a full-size soccer pitch and three mini fields, along with a children's playground, a small skateboard facility and a gravel parking lot. The field house is proposed to be comprised of the following components. More detail is provided under the 'space program' in Chapter Four which describes the recommended size of each component and provides an estimate of capital cost.

- The field house – 220' x 118' x 36' high air supported structure to accommodate a 100' x 200' indoor soccer pitch with artificial turf – structure to be insulated and heated.
- An attached support building to accommodate: four change rooms, a lobby and concession area, public washrooms, storage, a staff office, a soccer office, a meeting room/program room and circulation.
- Additional multipurpose/program space to meet local recreation/social programming needs may be added – specifics to be determined through a separate demand assessment and community consultation initiatives that could follow this feasibility study in 2008.

The Conceptual Facility Design and Site Plan

When this feasibility study was initiated, it was anticipated that a site would be selected and a conceptual facility design and site plan would be developed. The intent of the conceptual design was to provide an illustration of one approach to arranging the components of the proposed

facility. It would also illustrate the relative size of each component and the general interrelationship among them. The conceptual design would assist with sizing the facility and estimating capital cost.

The site that is selected for the facility will determine the orientation and layout of the building, as well as vehicular access, circulation and parking.

Since the three remaining candidate sites are so different from each other, no one design can be developed that could be accommodated on even two of the sites. There were only two ways to proceed. One was to select one of the sites and design a facility and site plan that would work for that particular site. The other was to wait until a site is selected to proceed with the design process. Since two of the sites ranked very close and depending on the circumstances, each could be considered as first choice, it was determined that it would be too influencing at this stage to select one over the other to be the candidate for the conceptual design.

The MURF Committee decided to hold off on the conceptual design process until the site is selected or an application for capital funding is made. If the application process requires a conceptual design, either a generic design can be produced or one of the sites could be selected to use as an illustration of how the facility could be conceived in that situation. The application process could force a decision about the site or trigger the conceptual design process, even if it is a design that is only used for the application process.

The Committee also decided that several conceptual designs/floor plans of other multi-purpose recreation/wellness facilities that are similar to the proposed Trent Hills facility should be included in this report. On the following pages, please see the conceptual design for a proposed multi-use recreation facility for the Township of King, and illustrations of the floor plans for the YMCA facility and the Sport and Wellness Centre in the City of Peterborough, and the YMCA in Welland. Figures 3.5 and 3.6 illustrate three air supported domes containing artificial turf fields of the size proposed for the Trent Hills field house.

Figure 3.1: Proposed Leisure Centre, Township of King

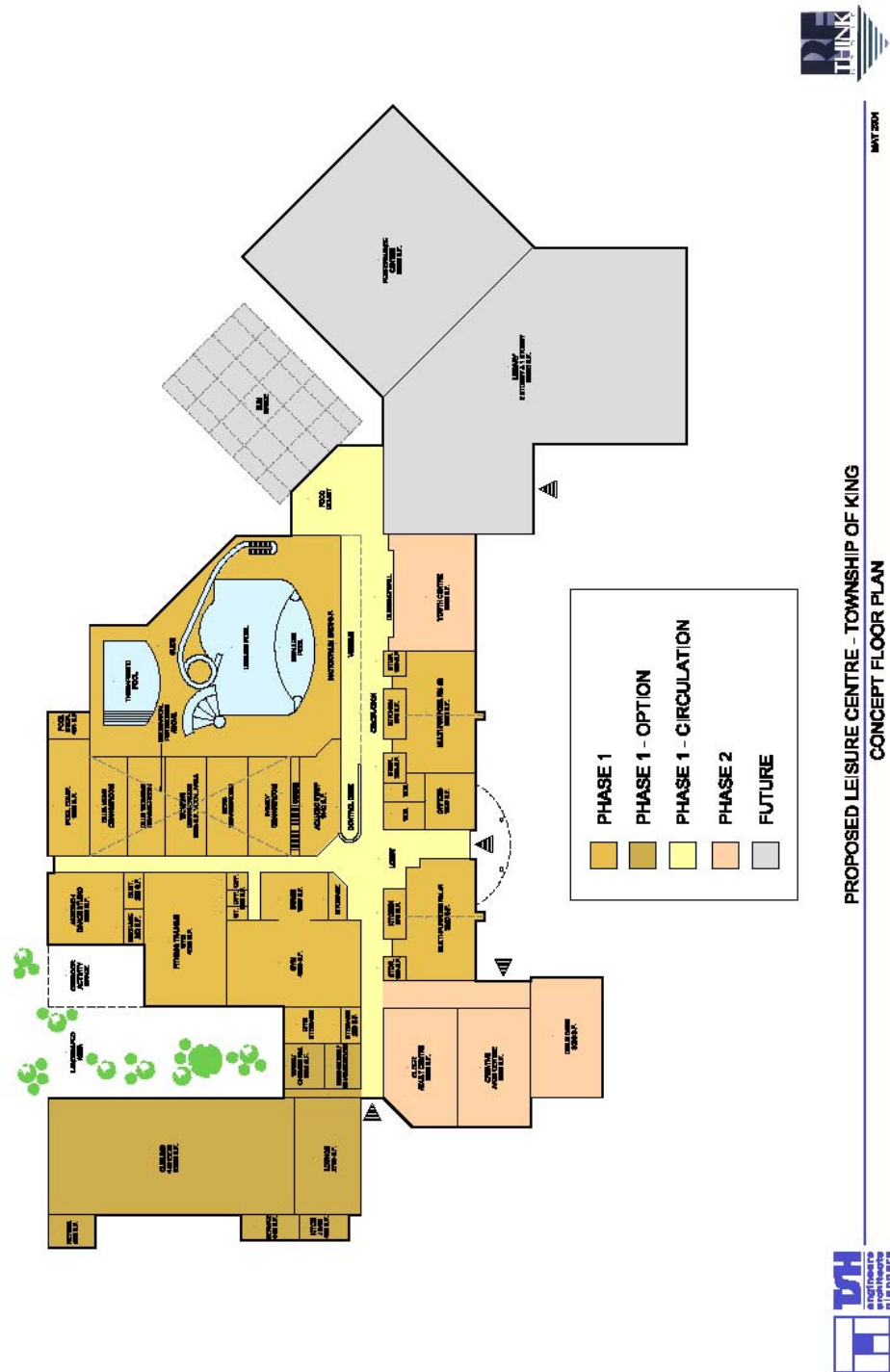


Figure 3.2
Peterborough Family YMCA

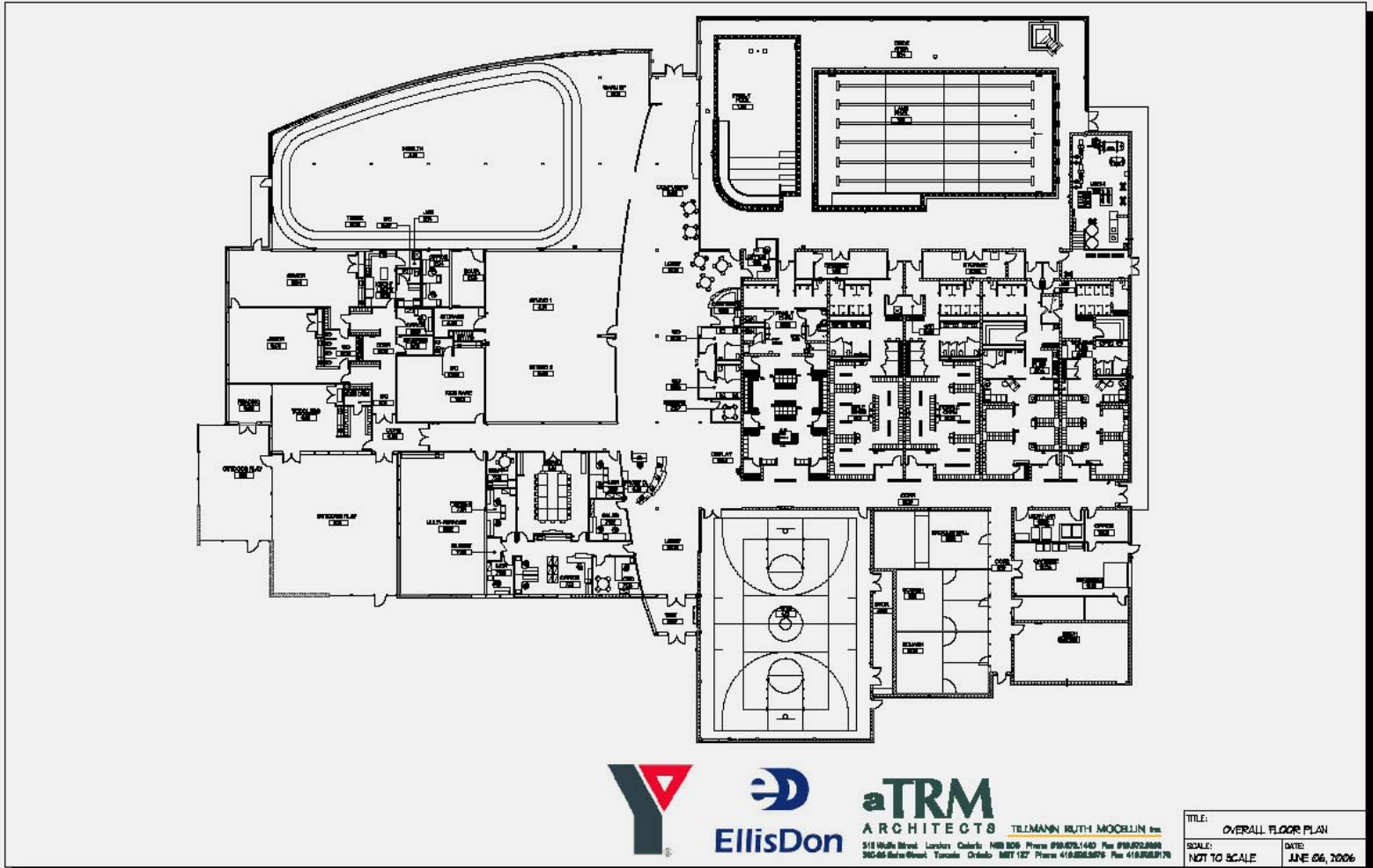


Figure 3.3
Peterborough Sport and Wellness Centre

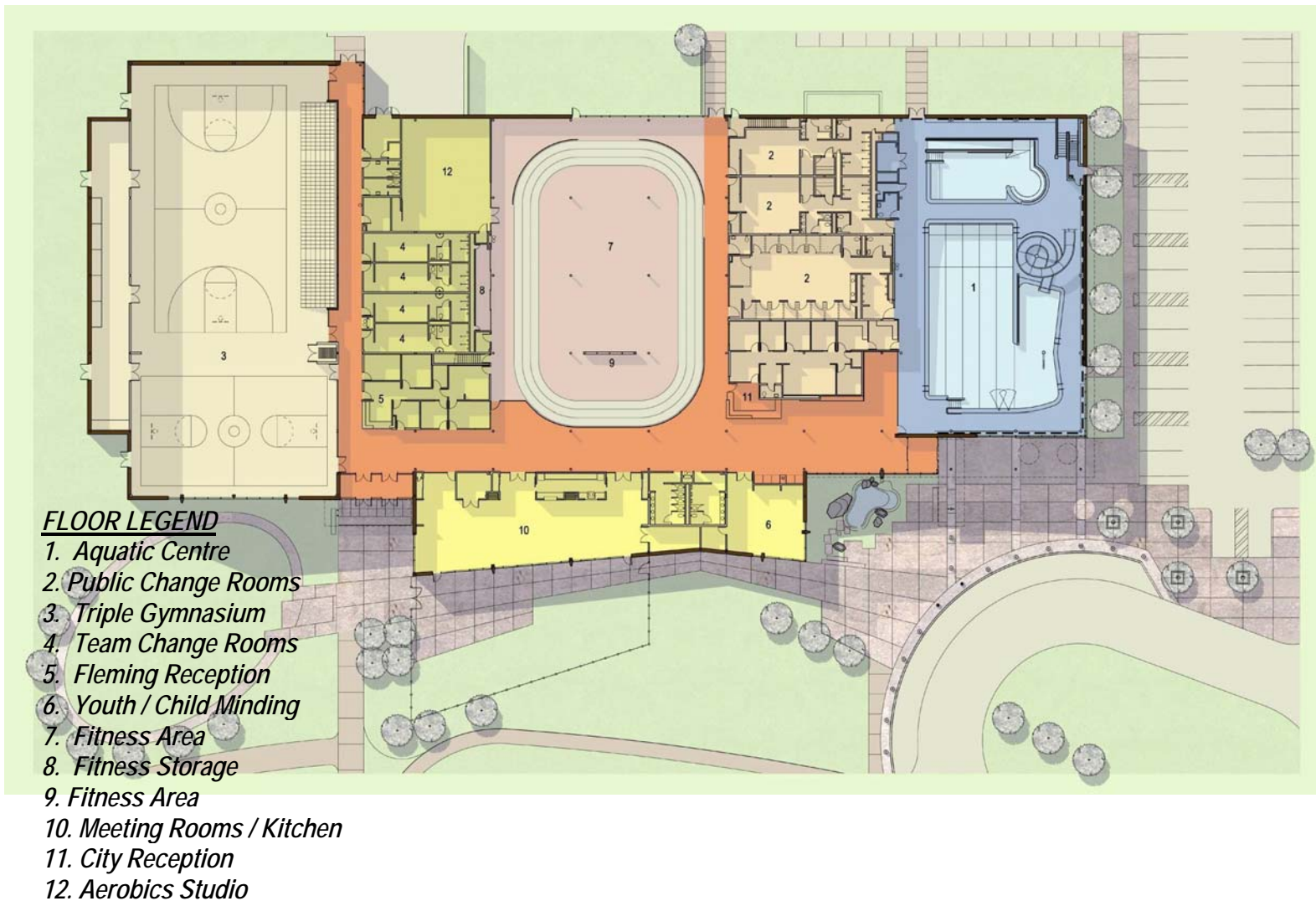


Figure 3.3
Peterborough Sport and Wellness Centre



Figure 3.4
Welland YMCA

Main Floor

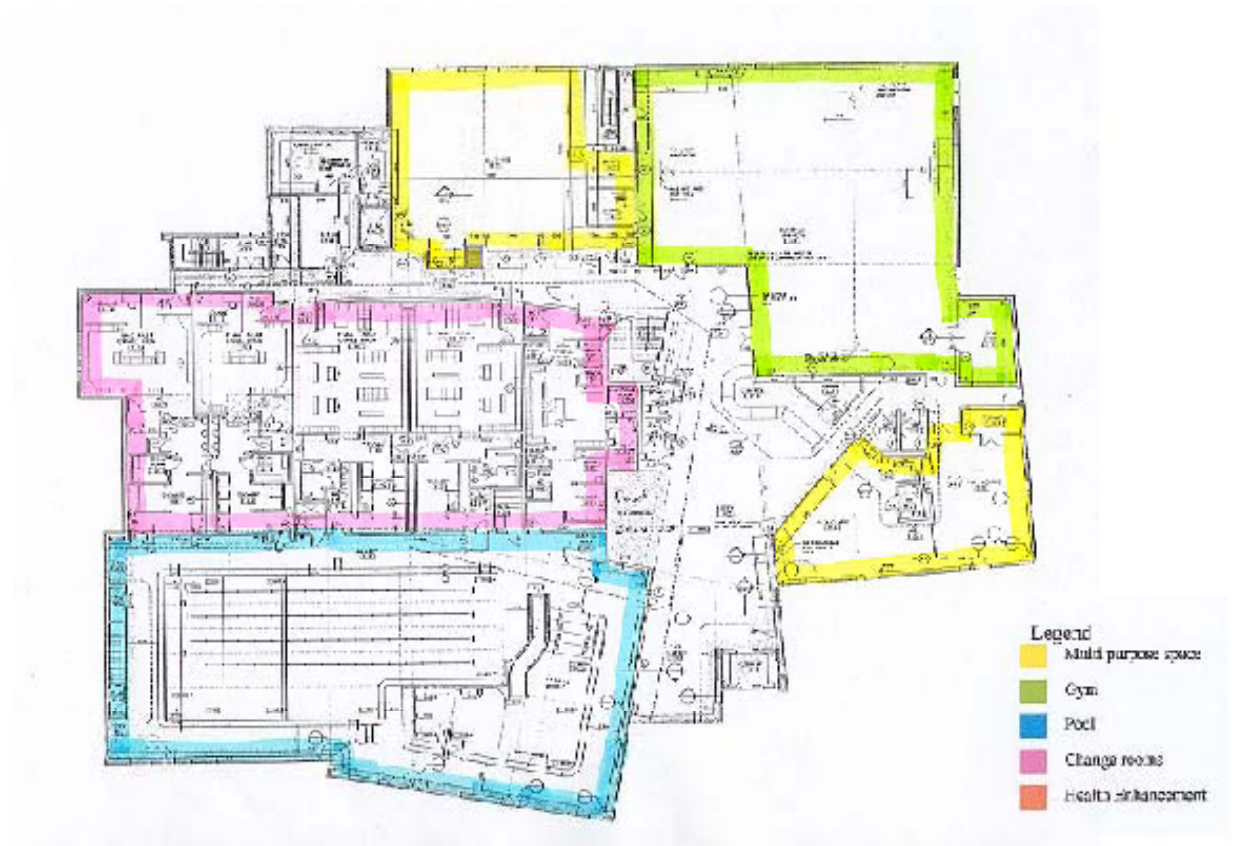


Figure 3.4
Welland YMCA

Second Floor

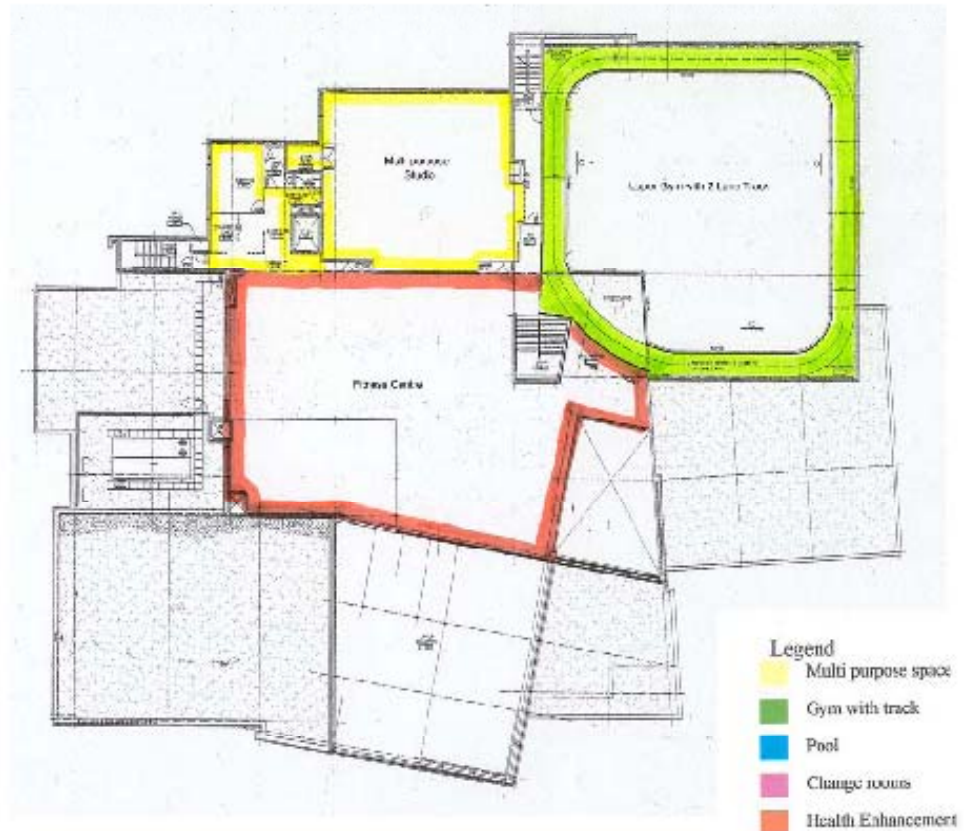
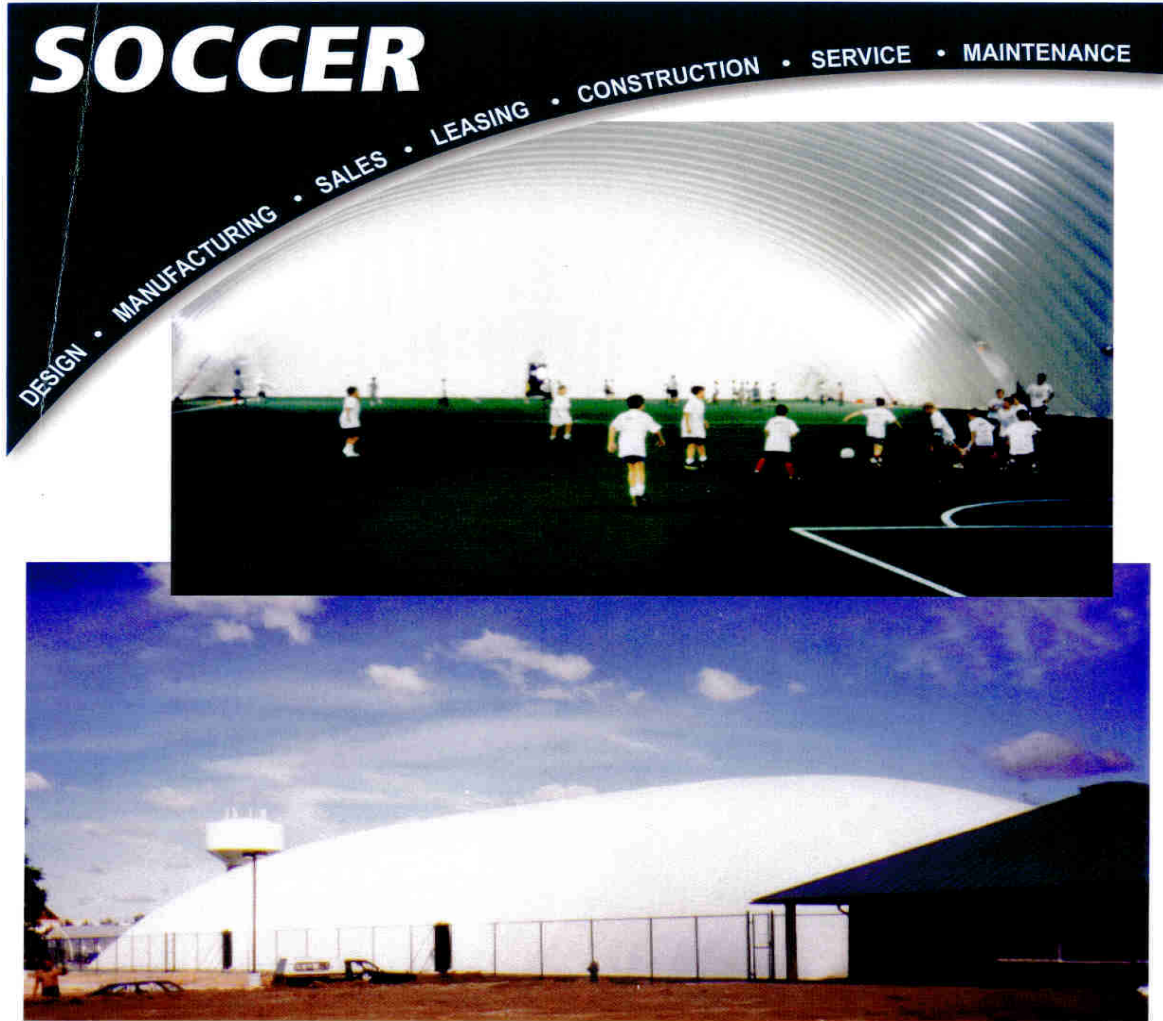


Figure 3.5
Indoor Soccer Dome, Town of Markham



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Figure 3.6
Spiplex Sports Dome, Peterborough
and Thunderbird Centre, Nepean, Ontario



Chapter Four: Space Program and Capital Cost Estimate

4.1 Introduction

This chapter includes a calculation of the approximate size of the proposed Main and Satellite facilities and the individual components of each facility of the proposed community recreation and wellness centre. This is referred to as the 'space program'. Also included are the estimates of capital cost the Main and Satellite facilities, and a general discussion about capital financing.

4.2 The Space Program

Figure 4.1 lists the proposed components and approximate size that is estimated for each for the Main and Satellite facilities. The design process will result in refinement of the size of some of the components. Since there are a number of options for incorporating an indoor running/walking track into the Main facility, a wide range of size has been allowed at this stage in the process. The design process will be able to fine-tune the required amount of space for internal circulation, the main lobby and public assembly area, and the enclosure that contains the aquatic components. At this stage, allowances have been estimated for these elements, based on the experience with other facilities. The 600 square foot commercial kitchen is included as an optional item. If the Main facility is located adjacent or attached to the Campbellford Curling, Racquet and Fitness Centre, a commercial kitchen will not be required, since that facility has such a facility.

Proposed Community Recreation and Wellness Centre, Municipality of Trent Hills, 2008

Figure 4.1

Components of the Main Facility	Size (sq. ft.)
Aquatic component (Natatorium) – <i>leisure style main tank which incorporates six 25 metre swimming lanes with starting blocks and a 'super' slide, plus a separate therapeutic tank with integrated hot tub/whirlpool, and possibly a co-ed sauna for general members and casual users</i>	12,350
Gymnasium – <i>dividable, full size single gym with sprung artificial wood or rubberized sport floor and good acoustics – to also serve as a banquet hall and social space – includes a 400 square foot allowance for storage</i>	6,400
Indoor walking/running track	1,500 to 3,000
Optional Commercial Kitchen (<i>to service banquets and to support a culinary arts program</i>)	0 to 600
Aquatic staff office (<i>does not include separate staff change rooms or washrooms</i>)	300
Strength and conditioning gym (<i>including storage</i>)	6,000
Aerobic/dance studio	1,800
Change rooms, shared with all components (<i>general male/female, adult/club male/female, and family</i>)	8,300
Sauna and steam room for the adult/club male/female change rooms	300
Laundry room	400

Smaller multipurpose rooms (<i>linked</i>), supporting creative arts, older adult programs, children's programming, meetings, etc.	3,500
Child minding facility	700
Physiotherapy and massage therapy facility (<i>leased to service provider</i>)	1,500
Other staff offices	1,400
Entrances and main foyer/gathering space, with café and lounge, pool/gymnasium viewing area, control desk and circulation	8,000
Public washrooms	750
Pool mechanical	1,200
Pool storage	250
Storage in small multi-purpose rooms	400
Storage for aerobic/dance studio	200
Other storage	450
Mechanical Mezzanine (<i>boilers, air handling systems, etc. + some roof top units</i>)	2,200
Shipping/receiving/recycling room	700
Total for Main Facility	58,600 to 60,700
Components of the Satellite Facility	
Field House – (air supported structure to accommodate: 100' x 200' soccer pitch with artificial turf) – assumes a structure of 220' x 118 x 36' high	25,960
Support building to accommodate: male/female change rooms, lobby and concession area, public washrooms, storage, staff office, soccer office, meeting/program room, circulation	4,500
Additional multipurpose/program space – specifics to be determined	to be determined
Total for Satellite Facility	at least 30,460

4.3 Capital Cost Estimate

TSH Engineers, Architects and Planners have estimated the size of all of the components within the Main and Satellite facilities. **All capital costs have been estimated in 2007 dollars.** Although allowances have been made for furnishing and fixtures as well as development costs (internal project management, fees, permits, contingency), no allowance has been made for any financing costs. Cost estimates also assume that full municipal services are available at the site, and that the site is reasonably flat with no extremes in topography. Options for the commercial kitchen and various means of incorporating the indoor running/walking track remain for the Main facility.

Figure 4.2 provides details of the estimated cost by component for the Main facility. Figure 4.3 integrates the estimated capital cost for the Main and Satellite facilities. Included in Figure 4.3 are some details associated with the Satellite facility.

In 2007 dollars, the estimated total capital cost for the Main facility is **\$13,466,050 to \$13,796,050**, exclusive of GST, but including an allowance for site development, contingency, internal project management, architectural and engineering fees, and an allowance for furnishings and equipment. For the Satellite facility, the total cost is estimated to be **\$1,871,895**. For the main facility, options to reduce the size and cost include reducing the number of swimming pool lanes to five or four (with associated reductions in the size of the change rooms

and mechanical room), excluding the physiotherapy and massage therapy facility, and reducing the size of the gymnasium.

Due to the current uncertainty about a site for the Main facility, a cost has not been estimated for land acquisition has not been included. If the facility is located on public or quasi-public land (i.e., the Campbellford fairground), there will not likely be any direct cost.

**Estimate of Size and Unit Cost of each Component of the
Proposed Main Facility of the Community Recreation and Wellness Centre,
Municipality of Trent Hills, 2007**

Figure 4.2

Components	Minimum Size (sq. ft.)	Order of Magnitude Unit Rate (cost/square foot)	Total Order of Magnitude Cost Estimate \$
Aquatic Component (Natatorium)	12,350	275	3,396,250
Gymnasium (<i>including storage</i>)	6,400	162	1,036,800
Indoor walking/running track	1,500 to 3,000	100	150,000 to 300,000
Optional commercial kitchen (<i>including kitchen equipment @ \$90,000</i>)	0 to 600	150	0 to 180,000
Aquatic staff office (<i>does not include separate staff change room or washroom</i>)	300	150	45,000
Strength and conditioning gym (<i>including storage</i>)	6000	160	960,000
Aerobic/dance studio	1,800	165	297,000
Change rooms, shared with all components (<i>general male and female, adult/club male and female, and family</i>)	8,300	170	1,411,000
Sauna and steam rooms in adult/club male and female change rooms (<i>including equipment</i>)	300	270	81,000
Laundry room (<i>not incl. laundry equipment</i>)	400	115	46,000
Smaller multipurpose rooms (<i>linked</i>)	3,500	165	577,500
Child minding facility	700	165	115,500
Physiotherapy and massage therapy facility	1500	150	225,000
Other staff offices	1,400	150	210,000
Entrances and main foyer/gathering space, with café and lounge, pool/gymnasium viewing area, control desk and circulation	8,000	150	1,200,000
Public washrooms	750	165	123,750
Pool mechanical	1200	85	102,000
Pool storage	250	95	23,750
Storage in multi-purpose rooms	400	110	44,000
Storage for aerobic/dance studio	200	110	22,000
Other storage	450	110	49,500
Mechanical mezzanine (<i>boilers, air handling systems, etc., plus some roof top units</i>)	2200	85	187,000
Shipping/receiving/recycling room	700	90	63,000
Totals	58,600 to 60,700		\$10,366,050 to \$10,696,050

Capital Cost Estimate for the Proposed Main Facility Component of the Community Recreation and Wellness Centre, including the Satellite Field House Component, Municipality of Trent Hills, 2008

Figure 4.3

Components/Items	Capital Cost
Main Facility (assumes a 58,600 to 60,700 square foot structure, depending on options and design)	
Net building cost	\$10,366,050 to \$10,696,050
Site development (will vary considerable, based on site)	\$800,000
Internal Project Management @ 1%	\$100,000
Architectural and Engineering fees @ 8%	\$900,000
Contingency allowance (10%)	\$900,000
Allowance for equipment and furnishings	\$400,000
Total project cost for Main Facility (exclusive of GST)	\$13,466,050 to \$13,796,050
Satellite Facility (proposed field house to be located in Hastings – assumes a <i>minimum</i> size of 30,460 square feet)	
Air supported structure (220' x 118' x 36' high), including air conditioning package and grade beam	\$570,895
Erection of air supported structure (including transportation, labour and equipment)	\$14,500
Preparation of base for turf (allowance of \$2.00/square foot)	\$52,000
Artificial turf (allowance of \$5.00/square foot)	\$130,000
Exterior fencing around the air supported structure (800 lineal feet with 2 large gates)	\$20,000
Service building (4,500 sf) - to accommodate: male/female change rooms, lobby and concession area, public washrooms, storage, staff office, soccer office, meeting/program room, circulation	\$787,500
Site development costs (parking, landscaping, services)	\$150,000
Internal Project Management @ 1%	\$12,000
Architectural and Engineering fees	\$75,000
Contingency Allowance	\$50,000
Furnishings and equipment (meeting room table and chairs, concession equipment, pair of soccer nets, portable spectator benches, office furniture, computer and printer)	\$10,000
Total project cost for Satellite Facility (exclusive of GST)	\$1,871,895

4.4 Capital Financing Strategy

Since it is unknown exactly when this facility will be built, it is impossible to be definitive about a capital financing plan, especially since the availability of any senior government grants is also unknown. However, it is anticipated that it will be achieved by some combination of the following sources:

- Federal and provincial government grants;
 - Currently, there is the new federal 'Community Component' of the Building Canada Fund (part of the seven year Building Canada Program) that includes funding for culture and sport facilities for communities of under 100,000 population – with priority given to projects that involve partnerships and meet the three broad environment, economic and quality of life objectives of the program – and an expectation of provincial government involvement.
 - Currently, there is no matching Ontario government infrastructure program.

- Energy conservation grants;
- Municipality of Trent Hills (municipal portion of the Campbellford/Seymour Community Foundation, municipal reserve, debenture);
- Major capital campaign (including individual citizens, corporations, user groups, focused fundraising events, etc.);
- As part of the capital campaign, there should be a sponsorship initiative (e.g., selling naming rights to the entire facility, individual components, and furnishings and equipment); and
- One-time and/or ongoing contributions from service clubs and other local groups and entities.

If the capital campaign is well conceived and administered, utilizing the best contemporary techniques, a target of \$1 million or more is not unrealistic, particularly if sponsorship is promoted. Naming rights for the entire building should realize at least \$500,000. Sponsorship of individual components, equipment and furnishings should achieve at least \$100,000. Sponsorship of the entire facility and individual facility components is typically negotiated for set periods of time such as one to ten years, and then renewed or new sponsorships are sought. One example is the \$11,000,000 Lebovic Leisure Centre (indoor pool, fitness centre, library, and multipurpose rooms) that was built a few years ago in the Town of Whitchurch-Stouffville. The naming rights were 'sold' to the Lebovic development company for a period of ten years at \$100,000 per year.

Armed with this updatable feasibility study, the Municipality will be in a strong position to apply for any capital funding program(s) that are available or may become available in future from senior levels of government. Usually, these programs have tight time lines and communities that can respond quickly have the best opportunity to produce a well developed and supportable business case application. It should be noted that the initiatives that score the highest are well substantiated, have strong community and council support/endorsement, help to create healthy communities, involve several partners, are environmentally responsible, strive to build capacity in communities, and contribute to higher quality of life. If strongly supported by Municipal Council, this facility would meet all of those typical criteria.

Chapter Five: The Management Plan

5.1 Introduction

The management plan estimates potential revenue and expenses to produce pro forma income statements for the first five years of operation of the proposed Community Recreation and Wellness Centre. Section 5.2 suggests the types and range of uses of each of the components of the Main and Satellite facilities. Section 5.3 contains the financial projections, which are based on a number of assumptions about hours of operation, levels of use, memberships, fees and charges, and expenses related to the use of each major component, as well as the overall operation and administrative expenses. In this scenario, it is assumed that the Multi-Use Recreation/Wellness Centre would be owned by the Municipality of Trent Hills and operated by the Northumberland YMCA.

Based on strong support from the community, and under direction from the MURF Committee, the Northumberland YMCA was approached to gauge initial interest in the prospect. The Northumberland YMCA confirmed potential interest and was fully engaged in assisting with the development of the management plan. The Cobourg main branch of the Northumberland YMCA was used as the base to establish many of the assumptions about potential revenue and expenses in the Main facility.

5.2 Uses and Programs

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

For more detail on potential uses for the Main and Satellite facilities, see Figure 5.1 below. The list of uses and programs is not exhaustive. Although many programs and uses will be initiated and administered by the Northumberland YMCA as part of their membership and non-membership offerings, some uses, programs and services will be provided by community-based and commercial groups, who will lease space in the facilities. As well, the Municipality may offer some programming in the facilities, through the management agreement that is negotiated with the YMCA.

Potential Uses, Activities and Programs for the Main and Satellite Components of the Community Recreation and Wellness Centre

Figure 5.1

Room/Component	Uses/Activities/Programs
<p>Aquatic Centre (six lane x 25 metre leisure/lap pool, separate therapeutic tank with integrated hot tub/whirlpool, and possibly a co-ed sauna for general members and casual users)</p>	<ul style="list-style-type: none"> <input type="checkbox"/> use by YMCA members (monthly/seasonal/annual memberships) - membership entitles use of the strength and personal conditioning centre, running track, aerobic/dance studio and gymnasium <input type="checkbox"/> individual day passes for recreational swimming <input type="checkbox"/> registration by non-members in aquatic programs (pay-as-you-go) <input type="checkbox"/> swimming lessons (Red Cross, family, adult, certification courses) <input type="checkbox"/> fitness/lane swimming <input type="checkbox"/> swim club rental <input type="checkbox"/> local and regional swim meets <input type="checkbox"/> leisure swimming <input type="checkbox"/> synchronized swimming <input type="checkbox"/> scuba lessons <input type="checkbox"/> aquafit classes (e.g., Aquabics, water yoga) <input type="checkbox"/> physiotherapy, sports injury and rehabilitation programs, and individual rehabilitation programs <input type="checkbox"/> older adult swimming programs <input type="checkbox"/> programs for persons with disabilities <input type="checkbox"/> school programs (lessons, recreation/fitness swim) <input type="checkbox"/> special events (e.g., March Break and Christmas programs, swim-a-thon fund raiser) <input type="checkbox"/> private rentals (lessons, parties)
<p>Strength and Personal Conditioning Gym/Centre</p>	<ul style="list-style-type: none"> <input type="checkbox"/> use by YMCA members (monthly/seasonal/annual memberships) - membership entitles use of the strength and personal conditioning centre, running track, aerobic studio and gymnasium <input type="checkbox"/> registration by non-members in individual fitness/exercise programs (pay-as-you-go) <input type="checkbox"/> individual day passes <input type="checkbox"/> in support of physiotherapy, sports injury and rehabilitation programs/customers
<p>Aerobic/dance studio/multi-purpose room</p>	<ul style="list-style-type: none"> <input type="checkbox"/> use by YMCA members (monthly/seasonal/annual memberships) - membership entitles use of the strength and personal conditioning centre, running track, aerobic studio and gymnasium <input type="checkbox"/> individual day passes <input type="checkbox"/> registration by non-members in individual fitness/exercise programs (pay-as-you-go) <input type="checkbox"/> in support of physiotherapy, sports injury and rehabilitation programs/customers <input type="checkbox"/> dance programs <input type="checkbox"/> tai chi <input type="checkbox"/> yoga <input type="checkbox"/> martial arts <input type="checkbox"/> childrens' programs (where a smaller room is more suitable) drop-in activities (customers will vary depending on time of day - e.g., adults during weekdays, youth after school, early evenings and Saturday afternoons, scheduled use by any group at pre-arranged times)

Figure 5.1 (continued)

Room/Component	Uses/Activities/Programs
Running/Walking Track	<ul style="list-style-type: none"> <input type="checkbox"/> use by YMCA members (monthly/seasonal/annual memberships) - membership entitles use of the strength and personal conditioning centre, running track, aerobic studio and gymnasium <input type="checkbox"/> individual day passes <input type="checkbox"/> registration by non-members in individual fitness/exercise programs (pay-as-you-go) <input type="checkbox"/> fitness running and walking <input type="checkbox"/> in support of physiotherapy, sports injury and rehabilitation programs/customers <input type="checkbox"/> older adult walking program
Gymnasium (dividable, full-size single gym with sprung artificial wood or rubberized sport floor and good acoustics – to also serve as a banquet hall and social space)	<ul style="list-style-type: none"> <input type="checkbox"/> use by YMCA members (monthly/seasonal/annual memberships) - membership entitles use of the strength and personal conditioning centre, running track, aerobic studio and gymnasium <input type="checkbox"/> individual day passes <input type="checkbox"/> registration by non-members in individual programs (pay-as-you-go) <input type="checkbox"/> sports programs and tournaments for children, youth and adults (e.g., basketball, volleyball, badminton, floor hockey) <input type="checkbox"/> summer, March Break and Christmas Break sports camps and other events for children and youth <input type="checkbox"/> large aerobic exercise/dancersize programs <input type="checkbox"/> youth drop-in athletic programs <input type="checkbox"/> rentals for community-based child, youth and adult programs (that require a gym) - evenings and weekends <input type="checkbox"/> exhibitions (antiques to craft and art) - in conjunction with multi-purpose rooms, lobby <input type="checkbox"/> trade shows - possibly in conjunction with multi-purpose rooms, lobby and possibly the curling rink floor (if located near or attached to this facility) <input type="checkbox"/> rental of individual storage units on monthly/seasonal/yearly basis to non-YMCA customers <input type="checkbox"/> Social event space (associated with commercial kitchen and possibly one or more of the smaller multipurpose rooms) <input type="checkbox"/> public assembly hall <input type="checkbox"/> presentations and seminars

Figure 5.1 (continued)

Room/Component	Uses/Activities/Programs
Smaller multi-purpose program rooms (two or three linked rooms)	<ul style="list-style-type: none"> <input type="checkbox"/> dance classes and programs (Line, Scottish, Square, etc.) <input type="checkbox"/> exhibits (antiques to craft and art) - possibly in conjunction with gymnasium and lobby <input type="checkbox"/> trade shows - possibly in conjunction with gymnasium and lobby, and possibly the curling rink floor (if located near or attached to this facility) <input type="checkbox"/> social event rentals for smaller groups (banquets, receptions, weddings, dinners) <input type="checkbox"/> award nights <input type="checkbox"/> festivals - possibly in conjunction with gymnasium and foyer, and possibly the curling rink floor (if located near or attached to this facility) <input type="checkbox"/> carpet bowling <input type="checkbox"/> shuffleboard <input type="checkbox"/> indoor horseshoes <input type="checkbox"/> indoor bocce <input type="checkbox"/> monthly/special event dinners (older adults, mothers group, social service clubs, etc.) <input type="checkbox"/> courses/seminars/presentations <input type="checkbox"/> meetings (staff, community, commercial) <input type="checkbox"/> health clinics and lectures <input type="checkbox"/> adult day activities/programs <input type="checkbox"/> adult evening activities/programs <input type="checkbox"/> older adult activities/programs <input type="checkbox"/> creative/visual arts programs <input type="checkbox"/> medium-size community meetings/forums <input type="checkbox"/> child and youth programs (summer daytime, special events, holidays) <input type="checkbox"/> rentals by child and youth clubs/groups (daytime and evening) <input type="checkbox"/> pre-school programs
Front entrance, lobby, cafe/lounge, food services area, pool and possibly gymnasium viewing area, gallery/display area, information centre	<ul style="list-style-type: none"> <input type="checkbox"/> community events <input type="checkbox"/> permanent and occasional displays (from art to community events) <input type="checkbox"/> information displays (Municipal, community, groups, commercial events) <input type="checkbox"/> exhibits (antiques to art) - in conjunction with multi-purpose hall and gymnasium <input type="checkbox"/> rental as part of an event in the multi-purpose hall and/or gymnasium <input type="checkbox"/> permanent food services, cafe <input type="checkbox"/> catered events <input type="checkbox"/> lounging/relaxing/eating/small gatherings <input type="checkbox"/> pool and possibly gymnasium viewing

Figure 5.1 (continued)

Room/Component	Uses/Activities/Programs
Field House (with artificial turf)	<input type="checkbox"/> house league soccer program for children, youth and adults by local and regional soccer groups <input type="checkbox"/> youth recreational soccer <input type="checkbox"/> youth and adult competitive soccer <input type="checkbox"/> adult/senior male and female recreational soccer from local and other clubs in the market area, as well as pick-up games <input type="checkbox"/> summer soccer instruction <input type="checkbox"/> spring and summer Micro Soccer clinics (3-4 year olds accompanied by parent - 6 week program, 1 hour/week - can operate any time of the year as demand warrants and based on facility availability) <input type="checkbox"/> indoor running and walking programs, especially for residents in and around Hastings (organized by the YMCA and/or by a seniors or health/medical group) <input type="checkbox"/> exercise/fitness/rehabilitation programs (general population) <input type="checkbox"/> Ultimate Frisbee <input type="checkbox"/> golf practice (organized by the YMCA or a golf club) <input type="checkbox"/> off-season training for football, soccer, hockey, baseball, lacrosse, etc. <input type="checkbox"/> children's summer camps/events (organized by the YMCA and/or groups providing services to children and youth) <input type="checkbox"/> summer sports camps (organized by the YMCA and/or groups providing services to children and youth) <input type="checkbox"/> school daytime/after school programs (soccer, running, and other activities offered by individual schools and/or by the YMCA) <input type="checkbox"/> March Break soccer camp <input type="checkbox"/> Professional Development days soccer program <input type="checkbox"/> box lacrosse <input type="checkbox"/> flag football <input type="checkbox"/> field hockey <input type="checkbox"/> rugby <input type="checkbox"/> bocce <input type="checkbox"/> baseball training
Ancillary building that supports the field house	<input type="checkbox"/> potential for soccer club office <input type="checkbox"/> children's birthday and other parties in the multipurpose room in conjunction with a one hour rental of the sports field <input type="checkbox"/> other rentals of the multipurpose room (meetings, parties, small programs)

5.3 Financial Projections

Figure 5.2 presents consolidated pro forma operating budget projections for the proposed community recreation and wellness centre (Main facility) and proposed field house (Satellite facility) in Trent Hills. The period of the financial projections is October 1, 2009 through December 31, 2014. This is based on the assumption that the Satellite facility/field house will begin operation on October 1, 2009, while the Main facility will begin operation January 1, 2010. Figure 5.3 presents detailed pro forma operating budget projections for the Main facility, while Figure 5.4 presents detailed pro forma operating budget projections for the proposed field house (Satellite facility).

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

Finally, the pro forma projections provided in Figures 5.2, 5.3 and 5.4 represent expected operating revenue and expenses based on achieving the level of use as described herein. Market demand assessment, described above, was undertaken to forecast expected levels of use. Facility use at levels lower than assumed in Figures 5.1 and 5.5 and stated as assumptions herein, without any change in the assumed level of prices and fees, could be expected to generate lower net surpluses than those projected, or possibly net deficits, since the majority of the operating expenses in both facilities are 'fixed' and would not decline in proportion to a decline in use and/or revenue. Conversely, usage higher than that assumed in this report could be expected to increase the projected net surpluses, assuming prices and fees are at a level equal to or higher than assumed in Figures 5.2, 5.3 and 5.4.

Summary of Projected Financial Operating Results

Main and Satellite Facilities Combined

In Figure 5.2, the projected operating budgets associated with the Main and Satellite facilities have been combined into a consolidated pro forma operating budget. A consolidated net surplus of approximately \$1,500 is projected for 2009, increasing to approximately \$104,200 by 2014 as a result of growing memberships associated with the Main facility and other uses, as well as increased utilization of the satellite facility (field house). Note that the dip in the net surplus projected for 2013 results mostly from the increase in the contribution to the reserve fund for the Main facility.

Proposed Trent Hills Community Recreation and Wellness Centre (Main & Satellite Facilities)						Figure 5.2
Consolidated Pro Forma Operating Budget 2009-2014						
	2009	2010	2011	2012	2013	2014
Revenue						
Recreation/Wellness Centre	\$ -	\$1,496,200	\$1,614,200	\$1,815,200	\$1,815,200	\$1,897,800
Field House	\$ 85,900	\$ 167,200	\$ 244,900	\$ 270,100	\$ 295,500	\$ 317,100
Total Revenue	\$ 85,900	\$1,663,400	\$1,859,100	\$2,085,300	\$2,110,700	\$2,214,900
Operating Expenses						
Recreation/Wellness Centre	\$ -	\$1,310,700	\$1,354,900	\$1,410,900	\$1,439,100	\$1,485,100
Field House	\$ 84,400	\$ 109,400	\$ 114,100	\$ 119,100	\$ 124,200	\$ 129,600
Total Operating Expenses	\$ 84,400	\$1,420,100	\$1,469,000	\$1,530,000	\$1,563,300	\$1,614,700
Net Surplus/(Deficit) Before Reserve Fund Contribution	\$ 1,500	\$ 243,300	\$ 390,100	\$ 555,300	\$ 547,400	\$ 600,200
Reserve Fund Contribution						
Recreation/Wellness Centre	\$ -	\$ (180,000)	\$ (250,000)	\$ (400,000)	\$ (430,000)	\$ (430,000)
Reserve Fund Contribution Field House	\$ -	\$ (66,000)	\$ (66,000)	\$ (66,000)	\$ (66,000)	\$ (66,000)
Net Surplus/(Deficit) After Reserve Fund Contribution	\$ 1,500	\$ (2,700)	\$ 74,100	\$ 89,300	\$ 51,400	\$ 104,200

The Rethink Group and the Tourism Company, 2007

Main Facility

As illustrated in Figure 5.3 below, after annual reserve fund contributions, a net surplus ranging between approximately \$4,300 and \$9,300 is projected for the first three years (2010-2012) of operation of the Main facility. During this period, annual reserve fund contributions are proposed to be gradually increased from approximately \$180,000 in 2010 to \$400,000 by 2012 and \$430,000 thereafter, in response to increases in annual net surplus before reserve fund contribution. This improving operating situation is expected to occur as revenue from annual memberships increases substantially from approximately \$1.5 million to almost \$2 million by 2014 in response to increases in the number of memberships and the membership fee.

Beginning in 2013, net deficits of \$53,900 (2013) and \$17,300 (2014) are projected as revenue growth slows in response to a leveling off of membership growth and the full amount (\$430,000) of required reserve fund contribution is deducted. After 2014, growth in revenue and/or expenses will be driven almost entirely by price increases.

Proposed Trent Hills Community Recreation and Wellness Centre (Main Facility)					Figure 5.3
Pro Forma Operating Budget 2010-2014					
	2010	2011	2012	2013	2014
Annual Hours of Operation	5,470	5,470	5,470	5,470	5,470
Memberships	1,875	2,062	2,249	2,249	2,249
Members	5,586	6,144	6,703	6,703	6,703
Revenue					
Annual Memberships	\$ 1,510,500	\$ 1,661,600	\$ 1,898,900	\$ 1,898,900	\$ 1,985,300
Less Discounts & Subsidies	\$ (176,800)	\$ (194,500)	\$ (222,200)	\$ (222,200)	\$ (232,300)
Net Memberships	\$ 1,333,700	\$ 1,467,100	\$ 1,676,700	\$ 1,676,700	\$ 1,753,000
Day Use Admission	\$ 36,300	\$ 29,000	\$ 19,100	\$ 19,100	\$ 20,000
Program Revenue	\$ 46,900	\$ 37,500	\$ 31,500	\$ 31,500	\$ 32,900
Aquatic Program Revenue	\$ 33,300	\$ 31,500	\$ 31,000	\$ 31,000	\$ 32,400
Space Rentals	\$ 18,100	\$ 21,000	\$ 26,800	\$ 26,800	\$ 28,000
Food Court Revenue	\$ 3,200	\$ 3,200	\$ 3,400	\$ 3,400	\$ 3,500
Physiotherapy Facility	\$ 21,000	\$ 21,000	\$ 22,100	\$ 22,100	\$ 23,200
Miscellaneous & Sundry	\$ 3,700	\$ 3,900	\$ 4,600	\$ 4,600	\$ 4,800
Total Revenue	\$ 1,496,200	\$ 1,614,200	\$ 1,815,200	\$ 1,815,200	\$ 1,897,800
Expenses					
Salaries & Wages	\$ 704,800	\$ 726,000	\$ 747,700	\$ 770,200	\$ 793,300
Supplies	\$ 137,600	\$ 141,700	\$ 146,000	\$ 150,400	\$ 154,900
Telephone, Fax, Communication	\$ 7,300	\$ 7,500	\$ 7,800	\$ 8,000	\$ 8,200
Postage & Courier	\$ 2,300	\$ 2,300	\$ 2,400	\$ 2,500	\$ 2,600
Occupancy Cost (Utilities)	\$ 208,500	\$ 214,800	\$ 221,200	\$ 227,900	\$ 234,700
Repairs & Maintenance	\$ 34,600	\$ 35,600	\$ 36,700	\$ 37,800	\$ 38,900
Marketing	\$ 16,000	\$ 16,500	\$ 17,000	\$ 8,700	\$ 9,000
Travel & Meals	\$ 3,000	\$ 3,100	\$ 3,200	\$ 3,300	\$ 3,400
Staff & Volunteer Development	\$ 15,000	\$ 13,200	\$ 13,600	\$ 14,000	\$ 14,500
Vehicle Costs	\$ 3,600	\$ 3,700	\$ 3,800	\$ 3,900	\$ 4,000
Insurance	\$ 25,400	\$ 26,100	\$ 26,900	\$ 27,700	\$ 28,600
Bank Fees	\$ 3,300	\$ 3,400	\$ 3,500	\$ 3,600	\$ 3,700
Association Services	\$ 149,300	\$ 161,000	\$ 181,100	\$ 181,100	\$ 189,300
Total Expenses	\$ 1,310,700	\$ 1,354,900	\$ 1,410,900	\$ 1,439,100	\$ 1,485,100
Net Surplus/(Deficit) Before Reserve Fund Contribution	\$ 185,500	\$ 259,300	\$ 404,300	\$ 376,100	\$ 412,700
Reserve Fund Contribution	\$ (180,000)	\$ (250,000)	\$ (400,000)	\$ (430,000)	\$ (430,000)
Net Surplus/(Deficit) After Reserve Fund Contribution	\$ 5,500	\$ 9,300	\$ 4,300	\$ (53,900)	\$ (17,300)
The Rethink Group and the Tourism Company, 2007					

The Field House

As illustrated in Figure 5.4, for a three month operation in 2009 (October-December), a net surplus of \$1,500 is projected without any contribution to reserve fund. Once 12 month operations begin in 2010, an initial net deficit of \$8,200 (2010) after reserve fund contribution is replaced with annual net surpluses climbing from approximately \$64,800 in 2011 to approximately \$121,500 by 2014. This very positive result is driven by increasing winter season utilization, eventually reaching 85% of available time in 2014.

Proposed Trent Hills Community Recreation and Wellness Centre (Satellite Facility)						Figure 5.4
Pro Forma Operating Budget 2009-2014						
	2009	2010	2011	2012	2013	2014
Revenue						
NSL Youth House League	\$ 21,400	\$ 46,600	\$ 57,100	\$ 71,400	\$ 76,400	\$ 81,500
Young Men Soccer (18-35)	\$ 10,700	\$ 22,000	\$ 45,400	\$ 46,700	\$ 62,600	\$ 74,300
Men Over 35 Soccer	\$ 4,300	\$ 8,800	\$ 18,100	\$ 18,700	\$ 19,200	\$ 19,800
Womens Soccer	\$ 4,300	\$ 8,800	\$ 18,100	\$ 18,700	\$ 19,200	\$ 19,800
Mixed Adult Soccer	\$ 4,300	\$ 8,800	\$ 13,600	\$ 14,000	\$ 14,400	\$ 14,900
Parent & Child Soccer	\$ 2,100	\$ 4,400	\$ 9,100	\$ 9,300	\$ 9,600	\$ 9,900
Other Soccer Rentals	\$ 2,300	\$ 4,700	\$ 9,700	\$ 9,900	\$ 10,200	\$ 10,600
Non-Soccer Rentals and Fees	\$ 16,600	\$ 42,600	\$ 52,700	\$ 59,700	\$ 61,500	\$ 63,300
Summer Season	\$ 19,900	\$ 20,500	\$ 21,100	\$ 21,700	\$ 22,400	\$ 23,000
Total Revenue	\$ 85,900	\$ 167,200	\$ 244,900	\$ 270,100	\$ 295,500	\$ 317,100
Expenses						
Payroll & Related	\$ 10,200	\$ 24,700	\$ 25,400	\$ 26,200	\$ 27,000	\$ 27,800
Operating Materials & Supplies	\$ 5,300	\$ 5,500	\$ 5,700	\$ 5,900	\$ 6,100	\$ 6,300
Site & Facility Maintenance & Repair	\$ 8,400	\$ 8,700	\$ 9,000	\$ 9,300	\$ 9,600	\$ 9,900
Utilities	\$ 40,700	\$ 49,700	\$ 52,200	\$ 54,800	\$ 57,500	\$ 60,400
Communication	\$ 700	\$ 700	\$ 700	\$ 700	\$ 700	\$ 700
Insurance	\$ 19,100	\$ 20,100	\$ 21,100	\$ 22,200	\$ 23,300	\$ 24,500
Marketing	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Total Operating Expenses	\$ 84,400	\$ 109,400	\$ 114,100	\$ 119,100	\$ 124,200	\$ 129,600
Net Surplus/(Deficit) Before Reserve Fund Contribution	\$ 1,500	\$ 57,800	\$ 130,800	\$ 151,000	\$ 171,300	\$ 187,500
Reserve Fund Contribution	\$ -	\$ (66,000)	\$ (66,000)	\$ (66,000)	\$ (66,000)	\$ (66,000)
Net Surplus/(Deficit) After Reserve Fund Contribution	\$ 1,500	\$ (8,200)	\$ 64,800	\$ 85,000	\$ 105,300	\$ 121,500
The Rethink Group and the Tourism Company, 2007						

Key Assumptions: Community Recreation and Wellness Centre (Main Facility)

Underlying the projections in Figure 5.3 are key assumptions regarding revenue and expenses, including the following:

- ❑ The operating approach is modeled on the current Cobourg YMCA facility, modified where appropriate to reflect the proposed larger facility and the relationship of the Trent Hills facility to the Cobourg main branch. The facility size for the proposed Trent Hills community recreation and wellness centre is estimated to be a minimum of 58,600 square feet (to 60,700 square feet), compared to an estimated 43,580 square feet for the Cobourg facility.
- ❑ **Hours of Operation:** The Trent Hills facility will be open 7 days/week, 363 days/year from 5:30 a.m. to 10 p.m. weekdays, from 6:30 a.m. to 8:30 p.m. Saturdays, and from 8:00 a.m. to 5:00 p.m. Sundays.
- ❑ **Memberships:** In the first year of operation (2010), the number of memberships is projected at 50% of the current Cobourg YMCA membership level (i.e. 3,749 in October 2007), increasing to a conservative level of 60% by 2012.
- ❑ Basic membership fees are projected at the 2007 rates for the Cobourg YMCA, increased by 5% for 2010, 5% in 2012 and 5% in 2014. Premium or ‘plus’ membership fees are estimated to be 25% above ‘basic’ fees for Family, Adult and Seniors’ membership. As a result, 2010 membership fees are estimated as follows:
 - Basic Family -- \$933/year
 - Premium Family -- \$1,167/year
 - Basic Adult -- \$485/year
 - Premium Adult -- \$606/year
 - Basic Senior -- \$434/year
 - Premium Senior -- \$542/year
 - Student -- \$303/year
 - Youth -- \$278/year
- ❑ The projected distribution of memberships by type is as follows:
 - 49% Basic Family or 928 memberships in 2010, increasing to 1,113 memberships by 2012;
 - 16% Premium Family or 309 memberships in 2010, increasing to 371 memberships by 2012;
 - 12% Basic Adult or 228 memberships in 2010, increasing to 274 memberships by 2012;
 - 4% Premium Adult or 76 memberships in 2010, increasing to 91 memberships by 2012;
 - 7% Basic Senior or 128 memberships in 2010, increasing to 153 membership by 2012;
 - 5% Premium Senior or 43 memberships in 2010, increasing to 51 memberships by 2012;
 - 7% Student or 122 memberships in 2010, increasing to 146 memberships by 2012; and
 - 2% Youth or 41 memberships in 2010, increasing to 49 memberships by 2012.
- ❑ **Membership fee discounts and subsidies** are projected to be provided at the current (2007) level for Cobourg YMCA – 12% of total membership fee revenue.
- ❑ An estimated **daily use fee** of \$10 in 2010, increasing by 5% in 2012 and 5% in 2014 for a projected 10 users/day in 2010, eight users/day in 2011, and 5 users/day in 2012-2014.

- ❑ **Non-aquatic program revenue** in 2010 is projected at 125% of the current Cobourg YMCA level, declining to 100% in 2011 and to 80% for 2012-2014.
- ❑ **Aquatic program revenue** in 2010 is projected at 90% of the current Cobourg YMCA level, declining to 85% in 2011 and to 80% for 2012-2014.
- ❑ **Food court lease revenue** at \$4/square foot for approximately 800 square feet in 2010, increasing 5% in 2012 and 5% in 2014.
- ❑ **Physiotherapy facility lease revenue** at \$14/square foot for approximately 1,500 square feet in 2010, increasing 5% in 2012 and 5% in 2014.
- ❑ **Other space rentals** comprise rental of the various multi-use rooms and the swimming pools. Revenue from rental of the multi-purpose rooms is projected at 50% of the current (2008 budget) total for the Peterborough Sport and Wellness Centre, increasing to 60% in 2011, and to 75% for 2012-2014. Revenue from rental of the swimming pools is projected at 75% of the total for Cobourg YMCA in 2007, increasing to 80% in 2011 and to 90% in 2012-2014.
- ❑ **Miscellaneous and sundry revenue** (merchandise sales, swimming lesson course materials, etc.) is projected at 75% of the total for the Cobourg YMCA in 2007, increasing to 80% in 2011 and to 90% in 2012-2014.
- ❑ **Salaries and wages** are projected at 100% of the Cobourg YMCA level in 2007, with a wage rate increase of 9% by 2010, and 3% annually thereafter.
- ❑ **Supplies expense** (janitorial, pool chemicals, repairs and maintenance materials, program supplies) is projected at between 135% and 139% of the Cobourg YMCA in 2007 based on a larger facility (average of +37%), with a general price increase of 9% for 2010, and 3% annually thereafter.
- ❑ **Telephone, fax and communication expense** is projected at 100% of the Cobourg YMCA in 2007 with a general price increase of 9% for 2010, and 3% annually thereafter.
- ❑ **Postage and courier expense** is projected at 100% of the Cobourg YMCA in 2007 with a general price increase of 9% for 2010, and 3% annually thereafter.
- ❑ **Occupancy cost** (heat/air conditioning, hydro, water) is projected at 137% of the Cobourg YMCA in 2007 based on a larger facility (+37%), but reduced by 20% for the expected enhanced energy efficiency, with a general price increase of 9% for 2010, and 3% annually thereafter.
- ❑ **Repairs and maintenance expense** is projected at 137% of the Cobourg Y in 2007 based on a larger facility, but reduced by 20% for expected reduced new building repairs, with a general price increase of 9% for 2010, and 3% annually thereafter.
- ❑ **Marketing expense** is projected at 400% of the Cobourg YMCA in 2007 with a general price increase of 9% for 2010, and 3% annually thereafter.
- ❑ **Travel and meals expense** is projected at 100% of the Cobourg YMCA in 2007 with a general price increase of 9% for 2010, and 3% annually thereafter.
- ❑ **Staff and volunteer development expense** for 2010 is projected at 140% of the Cobourg YMCA in 2007, declining to 120% annually for subsequent years, with a general price increase of 9% for 2010, and 3% annually thereafter.
- ❑ **Vehicle expense** is projected at 100% of the Cobourg Y in 2007, with a general price increase of 9% for 2010, and 3% annually thereafter.
- ❑ **Insurance expense** is projected at 150% of the Cobourg YMCA in 2007 based on a larger facility and to allow for a portion of the insurance that is paid by Town of Cobourg, but

reduced by 10% to allow for a new building, with a general price increase of 9% for 2010, and 3% annually thereafter.

- Bank fees** are projected at 100% of the Cobourg YMCA in 2007 with a general price increase of 9% for 2010, and 3% annually thereafter.
- The **reserve fund contribution** is calculated as the amount required to fund 50% of the estimated facility replacement cost of the Main facility in 2035, based on assumed interest earned on the reserve fund of 3% annually.
- Association Services** is a fee attributed to a portion of administrative overhead costs of the Northumberland YMCA to be allocated to the Trent Hills branch operation. It is estimated that the fee would be \$149,000 in 2010, rising to \$189,300 by 2014.

Key Assumptions: Field House (Satellite Facility)

Underlying the projections in Figure 5.4 are key assumptions regarding revenue and expenses, including the following:

- In the first full year of operation, the field house will be **open for use** 35 weeks/year including:
 - a 26 week winter season from the first week of October through the end of March, except in 2009 when it will be open for 13 weeks from October 1 through December 31; and
 - a 9 week spring/fall season comprising April and September.
- Hours of operation:** Unless there are day-time week day rentals, the winter season hours of operation are expected to be from 4 p.m. to 11:00 p.m. weekdays and from 7:00 a.m. to 11:00 p.m. weekends. Spring/Fall season hours of operation are expected to be from 7:00 p.m. to 9:00 p.m. weekdays and from 8:00 a.m. to 4:00 p.m. weekends.
- The **winter season utilization rate** is projected at 42% in 2009, increasing to 83% by 2014 (see Figure 5.5 below for the projected winter season utilization/week).
- The **spring/fall utilization rate** is projected at 95% annually throughout the projection period.
- 2009 **winter season rental rates** are projected as follows (note: 3% annual increase beginning in 2011):
 - Youth Soccer Prime Time -- \$116.70/hr;
 - Youth Soccer Non-Prime Time -- \$95.48/hr;
 - Adult Soccer Prime Time -- \$164.44/hr;
 - Adult Soccer Non-Prime Time -- \$116.70/hr;
 - Other Soccer Prime Time -- \$175.05/hr.;
 - Other Soccer Non-Prim Time -- \$127.31/hr;
 - Non-Soccer Prime Time -- \$164.44/hr;
 - School Teams -- \$95.48/hr;
 - Birthday Parties -- \$116.70/hr; and
 - Golf Practice -- \$20/person/hour.
- The 2010 **spring/fall season rental rates** are projected as follows (note: 3% annual increase beginning in 2011):
 - Prime Time -- \$84.87/hr.; and
 - Non-Prime Time -- \$68.96/hr.

- ❑ **Payroll and related expense** is for one attendant when the facility is open, plus 40 hours of maintenance annually at a wage rate of \$12.30/hour in 2009, increasing 3% annually, plus a 12% allocation for payroll deductions and benefits.
- ❑ **Operational materials and supplies expense** is projected based on the actual expenses for a similar existing GTA area facility, adjusted for the shorter season.
- ❑ **Utilities (heat, air conditioning, hydro and water) expenses** are projected based on the actual expenses for a similar existing GTA area facility, adjusted for the shorter season.
- ❑ **Communications expenses** are projected based on the actual expense for a similar existing GTA area facility, adjusted for the shorter season.
- ❑ **Site and facility repairs and maintenance expenses** are projected based on the actual expense for a similar existing GTA area facility, adjusted for shorter season.
- ❑ **Insurance expense** is based on the actual expenses for a similar existing Eastern Ontario rural area facility.
- ❑ The **reserve fund contribution** is calculated as the amount required to fund 100% of the estimated facility replacement cost in 2025, based on assumed interest earned on the reserve fund of 3% annually.

Proposed Trent Hills Field House –

Projected Weekly Winter Season Utilization by Use/User Group (in hours)

Figure 5.5

Customer Group/Use	Year 1		Year 2		Year 3		Year 4		Year 5	
	PT	NPT	PT	NPT	PT	NPT	PT	NPT	PT	NPT
Northumberland Soccer League Youth House League	10	5	10	6	12	7	15	8	15	10
Young men soccer (18-35)	5		5		10		10		15	
Men over 35 soccer	2		2		4		4		4	
Women's soccer	2		2		4		4		4	
Mixed adult soccer	2		2		3		3		3	
Fathers and sons soccer	1		1		2		2		2	
Other soccer rentals	5		5		8		10		10	
Golf program	4		4		4		4		4	
School daytime and after school programs		2		2		2		4		4
Birthday parties	.5	.5	.5	.5	.5	.5	.5	.5	.5	.5
Totals	31.5	7.5	31.5	8.5	47.5	9.5	52.5	12.5	57.5	14.5

PT: **Prime time** - Winter season prime time hours of operation are from 6 p.m. to 11:00 p.m. on weekdays, and from 7:00 a.m. to 11:00 p.m. weekends. Spring/Fall season prime time hours of operation are from 7:00 p.m. to 9:00 p.m. weekdays and from 8:00 a.m. to 4:00 p.m. weekends

NPT: **Non Prime Time** - Winter season non-prime time hours of operation are from 4 p.m. to 6 p.m. weekdays and after 11 p.m. any day (unless there is demand for use prior to 4 p.m. on weekdays). In the Spring/Fall season, non-prime time is prior to 7 p.m. and after 11 p.m. on weekdays, and prior to 8 a.m. and after 4 p.m. on weekends.

Other Assumptions

Potential revenues and expenses that are **not included** in the projections for either the Main facility (community recreation and wellness centre) or the Satellite facility (field house) include:

- summer day camp; and
- summer, fall, winter and/or spring programs offered by the Municipality in either facility,

Since revenues could exceed related operating expenses for these programs, the net surpluses projected for each facility may be understated.

Also, the net operating surplus of the Main facility would be enhanced through **third party sponsorship of all or part of the subsidized/discounted memberships** proposed to be offered to economically disadvantaged residents as required. This subsidy of membership is projected to range from \$176,800 in Year One to \$232,300 by Year Five.

Chapter Six: Implementation Strategy

6.1 Introduction

The following tasks are recommended as crucial next steps to assist with the implementation of the feasibility study and to realize the goal of the proposed community recreation and wellness centre.

6.2 Presentation to Municipal Council

Once the Draft Report has been approved by the MURF Committee, a presentation and information session should be held with Trent Hills Council. There may be information or perspective from that session that will influence the Final Report. With approval by the MURF Committee, final revisions can be made.

6.3 Presentation to the Northumberland YMCA

Once the Final Report has been approved by the MURF Committee, a presentation and information session should be held with the Board of the Northumberland YMCA. If the opportunity for YMCA management remains the preferred option by all parties, negotiations should continue to refine the potential management model.

6.4 Keep the Community Informed

After the results of this feasibility study are presented to Municipal Council, it will be important to raise awareness in the community and with interest groups and organizations within the Municipality and the surrounding area about the results of the study and the recommendations. It is suggested that a series of 'roll out' initiatives be undertaken in 2008:

- Prepare a press release and conduct interviews with the local and regional media.
- Host an **information event** and invite key organizations, businesses, and government representatives, and advertise the event to the entire regional community. In the invitations, send a one or two page overview of the project so the invited delegate has information, even if they cannot attend.
- Make presentations to service clubs and other key groups in the local and regional community.

Keep the community updated of any major developments regarding the advancement of the initiative, including any potential senior government funding programs, any new thoughts about community needs that may be incorporated into the facility, and any new sites that should be considered. It may be that the project web site could be adapted and maintained to contribute to

the communication plan. Information can be shared with the media to encourage follow-up stories. The Campbellford/Seymour Community Foundation may want to also utilize their communication tools to assist with ongoing information-sharing.

6.5 Search for Capital Funding Programs

On a regular basis, available and applicable capital grant programs should be researched.

In November, 2007, the Federal Government announced the Building Canada Fund, which is part of the \$33 billion Building Canada Program. The Building Canada *Fund* will provide \$8.8 billion over seven years, with matching funding to come from provinces, municipalities and sometimes the private sector. There is a ‘community component’ under the Building Canada Fund that will provide funding to communities under 100,000 population for projects that meet the fund’s overall environmental, economic and quality of life objectives. This will include all projects under the Municipal Infrastructure Component (MIC) which includes the national priorities of: the core highway system; drinking water; wastewater; transit; and green energy); as well as culture, sport, and local roads and bridges. Selection will be based on merit through a negotiated federal/provincial process, and all projects will be required to meet the three broad objectives noted above. Innovative technologies and partnerships will also be emphasized. The process will be application-based.

The Building Canada Program also includes Municipal GST Rebates and the Gas Tax Fund which will provide \$17.6 billion over seven years toward stable, predictable and flexible base funding for municipalities to invest in ongoing infrastructure needs.

It is recommended that the MURF Committee apply to the Campbellford/Seymour Community Foundation for funds to maintain the work of the Committee through 2008 and to assist with the preparation of a potential business case application to the ‘municipal component’ of the Building Canada Fund. Applications may be available for a 2008 intake.

6.6 Fund Development Campaign

A Fund Development Committee should be established to begin the process of preparing for a fundraising campaign for this facility. An important first step will be the selection of a campaign chair. It is likely that professional assistance will be required to design and oversee the campaign.

6.7 Promotion Strategy

Being new, the facility, especially the field house/sports dome, will need to be promoted throughout the market area. It will be easy to reach the established soccer groups, but others

who may not be involved yet due in part to lack of facilities will need to know about the potential for getting a group together for indoor/winter soccer. Similarly, it will be easy to let the local community know about the Main and Satellite facilities, but the news will also have to be spread to the full market area. Interest will have to be created in memberships. Initially and on an ongoing basis, residents within the market area will need to be made aware of the wide variety of recreation, arts, fitness, aquatic, wellness and other programs that will be offered, many of which will have not existed in the community before.

The facility should have a web site, and print and radio advertising will be needed. Also, advertisements in regional magazines that are widely read will help. The YMCA will have a proven marketing strategy that can be employed.

An annual marketing budget has been included in the financial plan.

6.8 Follow-up Research

During the course of completing this feasibility study, it has become clear that not enough is known about current participation in most leisure activities and the utilization of facilities. The research conducted for this study focused on large and small multipurpose space, fitness facilities, swimming activities and potential interest in a multipurpose field house and indoor soccer. More is now known about interest in performing and creative arts, seniors activities and outdoor soccer, but the scope of the research required for this study did not allow an in-depth examination of these interests and markets such that a municipal-wide provision strategy could be recommended. Even less is known about other leisure activities such as baseball and softball, skateboarding, tennis, interest in trails, the need for playgrounds, the need for beaches and artificial water play facilities, arena-based activities, the need for neighbourhood and higher level parkland, and the feasibility of a municipal campground. Also, the particular leisure interests of the residents in each of the specific communities within Trent Hills are unknown.

The later is particularly relevant in determining if the field house that is proposed for Hastings should also contain one or more multi-purpose program rooms (and of what size) and other components to help meet the social and recreation needs of this specific area. To assist with that investigation, more will need to be learned about the use and condition of existing facilities and the way that leisure programs and activities are or could be provided for the Hastings community.

It is recommended that the Municipality consider building upon the research and analysis conducted for this feasibility study and the 2003 Recreation Master Plan and Needs Analysis to update key information about the community, facilities, programs, and provision; and provide more detail regarding current and projected future demand for all leisure interests. Based on the findings and conclusions from that research and analysis, a comprehensive strategy for gradually improving the provision of leisure services can be developed, one that is based on the 'communities within a community' philosophy.

Of highest priority is the focused research and community consultation required to learn more about the specific leisure needs of the Hastings community in order to complete the recommendations about what else, if anything, to include with the proposed field house.

Regarding the proposed field house, it is recommended that meetings be held with representatives of soccer groups in Trent Hills and the wider area to learn more about summer soccer needs, potential interest in an indoor facility, and the potential to establish indoor soccer programs such as a house league within the Northumberland Soccer League, a young men's program, an over 35 men's program, a women's program, etc. Meetings are also recommended with the school boards to learn more about the potential for school-based programs that could utilize this facility during and after school hours. During the research phase of this feasibility study, interest in using this facility was expressed by staff at the Campbellford District High School. Also, local and regional soccer groups were contacted and information on current summer soccer activities was shared.

6.9 Conceptual Facility Design and Site Plan

As was explained in Chapter Three, a decision was made by the MURF Committee to delay the development of a conceptual design that would illustrate one way to lay out the proposed Main facility until a site is able to be chosen. Since each site is so different from each other, it is impossible to develop a 'generic' concept for the facility that would be applicable to even two of the sites. It is recommended, however, that once a site is selected, the conceptual design process be completed. As well, a site plan dealing with road access, internal vehicular circulation and parking should be prepared. At that time, it may be advantageous to invest in more detail for both the conceptual building design and the site plan, possibly including elevations and artist concepts.

If the area adjacent to the Campbellford Curling, Racquet and Fitness Club is selected as the site, the conceptual design process will be considerably more complex since the new facility and exterior site requirements will have to be integrated with the existing facility, parking and access. A site survey will be required as a first step.

6.10 Continue to Explore the Potential of the Top Candidate Sites

Since, for a number of reasons, it was not possible to decide on the best site for the Main facility within the timeframe of this feasibility study, continued investigation is necessary to decide which of the two or three top sites is best, or if another site with merit emerges for serious consideration.

The Campbellford Curling Rink/Fairgrounds Site

A number of next steps can be undertaken to further evaluate this site. The crucial factor to determine is if there is enough land to accommodate all uses/facilities as noted below:

- the annual fair;

- the Campbellford Curling, Racquet and Fitness Club facility and parking;
- the major lighted ball diamond and associated facilities;
- the proposed multi-use recreation/wellness facility and associated parking and access;
- the relocated Campbellford arena and associated parking and access; and
- internal vehicular and pedestrian circulation.

The Municipality has indicated that they would likely be interested in moving the equipment storage and sand domes out of the fairground site to free up two to three acres of land, if that space is needed.

The Campbellford/Seymour Agricultural Society has indicated that they are interested in examining their current and future needs, and then preparing a redesign master plan for the fairgrounds to determine how to optimally and efficiently accommodate their annual fair and the storage of equipment.

When the Campbellford/Seymour Agricultural Community Centre (arena) is replaced, it has been recommended that the new arena be located with the proposed community recreation and wellness centre and the existing arena will be demolished. That will free up another 2-3 acres of land to be used, likely by the Agricultural Society.

The lighted ball diamond and snack bar with picnic shelter occupies at least three acres of land. Although a good deal has been invested into this facility over the years, the outfield is not drained or irrigated. If the facility is moved to another site or repositioned on this site, the lights could likely be reused, as well as the fencing and backstop. If it is moved, it would be an opportune time to prepare a better outfield with tile drainage, irrigation, and quality soil to support sustainable healthy turf. Currently, there is no parkland within the Campbellford urban area that is large enough to accommodate this facility.

As noted earlier, an important prerequisite task to site planning and/or facility design is to complete a survey of the fairground site to clarify boundaries and accurately locate all facilities and features.

A large parcel of land abutting the fairgrounds along its southeast side has recently become a development site. It is recommended that the Municipality and the MURF Committee meet with the new owner as soon as possible in 2008 to introduce the possibility that the proposed community recreation and wellness centre and arena could be located directly adjacent to the development lands on the northwest, and that an enlarged fairground site may be required to accommodate all uses and facilities envisioned for the lands.

If a way can be found to accommodate all priority uses and facilities, and there is agreement from all parties, this site can be deemed suitable.

Ferris Park

Ferris Park is one of the top two sites for the proposed community recreation and wellness centre and relocated Campbellford arena. Currently, it is a provincial park under management agreement with the Municipality of Trent Hills. Recently, there have been discussions with the

Minister of Natural Resources about the future of the park and the possibility of it being transferred to municipal ownership. On a portion of the park, covenants describing acceptable uses were placed by the Ferris family when a portion of the land was donated for recreation purposes. It is believed that there are no covenants associated with the northeast corner of the current park, which is where it has been proposed that the facilities in question be located. If the Municipality becomes the owner of Ferris Park, it will be much easier to assess the entire park for the best location for these facilities through the process of preparing a design master plan and management plan, and to make a decision about the proposed community recreation and wellness centre and relocated Campbellford arena.

It is recommended that the Municipality continue negotiations with the Ministry of Natural Resources in an attempt to secure ownership of the park. It is also recommended that a management plan and design master plan be prepared to define the future use of the park, and how it will be managed, improved and operated. Through that process, it can be determined if the proposed major facilities can be accommodated and if so, where within the park.

Appendix A: Future Demand for Leisure Services and Other Key Trends

A.1 Context

Section 2.3 noted that the Trent Hills population is much older than the provincial average, with a smaller proportion of children, youth, young adults and mid-life adults, and an above average percentage of empty nesters and seniors. Population projections indicate that the Trent Hills population could grow by about 2,000 to around 14,000 by 2026. It is projected that the age profile of the Trent Hills population will become increasingly older than Ontario as a whole.

Because of the current and projected age-dissimilarity compared to 'average' Ontario, the generic provincial trends in leisure interests will need to be adapted to the uniqueness of Trent Hills, in looking ahead to the year 2026 and beyond. It should also be noted that this older age profile is also characteristic of the communities surrounding Trent Hills, especially the ones that are also growing slowly.

The older than average population in Trent Hills will exaggerate most leisure trends. Therefore, it is anticipated that activities that are expected to increase or decline in demand will do so more quickly and dramatically in Trent Hills and area.

The population projection prepared for this Plan predicts a decline in the size and proportion of the 5-18 age group over the next fifteen years, after which a gradual increase in number is predicted. Traditionally, this age group represents the principle customers of municipal recreation. As the Echo generation ages, the young adult market is projected to increase in size to around 2021, after which it is projected to decline again. The mid-life adult market is predicted to decline in number through to 2016 and then rebound a little through 2026, but not back to even 2001 levels. The empty nester market is expected to increase to 2011 and then decline slightly through 2021 and more rapidly through 2026. The seniors market is projected to increase by 56% between 2006 and 2026 and grow by 1,560. By comparison, the population of the Municipality is projected to grow by about 15% during that same period. By 2026, there could be around 4,300 seniors (age 65+) living in Trent Hills.

Today in 2008, the Echo generation is age 14-29. Being much larger than the generation that preceded it, the Echo Generation has increased the demand for traditional sports and recreation activities and facilities over the past two decades. However, by 2013, the Echo generation will have aged completely out of their child and youth years. In Trent Hills, the number of children and youth age 5-18 is predicted to decline from 2,264 in 2001 and 1,894 in 2006 to 1,382 by 2021 before increasing to 1,693 by 2026. The child and youth market will reach their lowest numbers and dip to 1,325 by around 2016. Consequently, the demand for the traditional sports and recreation activities for which this age group is the principle customer, should not increase and may, in fact decline over the next 15-20 years. Demand should be at its lowest point in about ten years.

At the same time, the young, middle and older adult markets will continue to place increasing demands on leisure services over the next 20-25 years. Even though the number of young adults combined with the 'mid-life' market (19-34 and 35-54 age groups) is expected to remain fairly constant through to 2021 and then increase slightly by 2026, the demand for the types of leisure activities of interest to this active adult age group is expected to increase somewhat over current levels, especially as the Echo generation joins the Baby Boomers in this large adult age demographic. Both the Baby Boom and Echo generations grew up participating at higher levels and in a wider array of activities than the parents of the Baby Boom. And although most of the Baby Boom generation has been busy raising their families, they have continued to participate in greater numbers in more activities than any adult generation - leisure activities from sports and fitness to the arts, and walking and cycling. As this big generation continues to age and is followed by their offspring into adulthood, it is expected that interest and participation levels will remain high, but demand will gradually shift from very active to less physically demanding activities for the mid-life market. And, interest in activities that provide health benefits will become increasingly popular and people will be willing to invest more time and money in these activities.

By around the year 2026, demand is expected to increase by close to two fold for the types of leisure pursuits that will be of interest to the future generation of older adults. It is anticipated that this generation, with their 'Baby Boom' values and life-long leisure and learning interests, will want to participate in a much wider variety of high quality, individualistic and group activities than their predecessors. It is also anticipated that most of at least the younger of this older adult market will not want to join traditional 'seniors' clubs or utilize 'seniors-only' facilities. Even today, only about 7.6% of the 60+ age group belong to all of the seniors groups in Trent Hills combined.

Other trends are combining with the gradual aging of the population to influence choices and participation in leisure. Chief among them are:

- shifting personal and societal values, attitudes and issues;
- economic factors and trends;
- gender;
- increased understanding of the personal, social, economic and environmental benefits of parks and recreation;
- an increasingly time-stressed society;
- increasing disparity between rich and poor;
- more aggressive public user-pay policies;
- increasing ethnic diversity and the increasing proportion of the population that is foreign-born;
- an increasingly better educated population;
- changing work and workplace patterns;
- the environmental imperative;
- social malaise and the prevention paradigm;
- the decline of institutions; and
- the crisis in traditional leadership.

A.2 Generic Leisure Trends

Gradual shifts in interest are taking place along the following lines.

Interest will gradually become less and may even decline for:

- many team sports and large group activities;
- many rugged, strenuous activities;
- activities with a fitness-only focus (as opposed to holistic wellness);
- formal, highly structured or directed pursuits (e.g., highly organized and scheduled programs);
- consumptive activities (e.g., hockey in summer);
- indoor pursuits (other than home); and
- activities that provide a limited range of benefits (personal, social, economic, environmental).

At the same time, interest will gradually increase for the following:

- gentler, more passive activities;
- individualistic, self-directed, self-scheduled pursuits;
- activities that support flexibility and convenience;
- experiences that provide for learning and personal enrichment;
- pursuits that provide a cultural experience;
- casual, informal pursuits and activities that take less time;
- team and personal sports for women and girls;
- home-oriented pursuits;
- higher quality, higher levels of service and more comfort;
- outdoor activities;
- environmentally-friendly facilities and programs;
- pursuits that are self-fulfilling and provide a wide range of benefits, particularly to individuals and families;
- activities/facilities that focus on holistic wellness – mental and physical well-being; and
- pursuits that are more economical and provide good value.

With the aging of the Baby Boom generation, more people will be available to participate in what used to be considered off-peak times and in the winter, spring and fall seasons. The age 50 plus market controls over half of the personal wealth in Canada, so the need for subsidies for this generation will continue to decline.

A.3 Application to Trent Hills

Since the age profile of Trent Hills is currently much older than Ontario as a whole and a similar aging of the population is expected to continue, the upward and downward generic/provincial leisure trends will be more pronounced in Trent Hills.

Therefore, it is expected that demand for most (if not all) of the following types of activities **should stabilize or decline** over the next ten to twenty years. For some activities, the downward trend has already begun.

- most arena activities (especially minor and eventually adult hockey, as well as figure skating - there should continue to be an increase in girls hockey until the participation rate peaks, but the numbers will be relatively small compared to the decline in male participation),
- hardball,
- child and youth softball
- tennis (although the trend has been down for a decade or two, if the Echo generation is encouraged to take up tennis, demand could grow a little),
- squash (although the trend has been down for a decade or two, if the Echo generation is encouraged to take up squash, demand could grow a little),
- racquetball (although the trend has been down for a decade or two, if the Echo generation is encouraged to take up racquetball, demand could grow a little),
- children's camps (except for specialty camps),
- Scouting and Guiding,
- swimming lessons for children (although, if an indoor pool becomes available in Trent Hills, the participation rate and therefore the number of participants could increase locally due to latent demand),
- badminton,
- volleyball,
- basketball,
- mountain biking,
- long distance bicycling,
- water skiing,
- alpine skiing,
- tobogganing,
- snowmobiling (unless the sport can find ways to retain enough of the aging market through sled design and other attractions)
- hunting,
- attending sporting events (except for horse racing which will be driven by the growing appetite for gambling), and
- watching sporting events on TV.

Demand for some activities and programs that have traditionally been offered, as well as other activities and programs that are currently provided will increase a good deal as the adult population increases and continues to age.

It is predicted that the following types of activities will see a **gradual to dramatic upswing in demand** over the next twenty years. *The increase in demand for these activities in Trent Hills and area should exceed the norm.*

- nature appreciation/nature study activities, orienteering/adventure travel and eco-tourism,
- gardening,
- visiting botanical/display gardens and related facilities,
- reading,
- walking, hiking and backpacking,
- cross-county skiing on shorter and gentler trails,
- going on self-guided/directed tours (local and travel-oriented),
- golf (especially for women),
- lacrosse (influenced by recent increasing interest in professional lacrosse),
- fitness and related activities that support health and holistic wellness – mental and physical well-being (if a full service fitness facility and a therapeutic pool become available in Trent Hills, participation in fitness/wellness programs should be strong),
- fitness/physical well-being programs tailored specifically to older adults (if a full service fitness facility and a therapeutic pool become available in Trent Hills, participation in fitness/wellness programs for this growing market should be strong),
- swimming for pleasure (particularly if an indoor pool becomes available in Trent Hills),
- therapeutic and health-related aquatic programs (particularly if an indoor pool and therapeutic pool become available in Trent Hills),
- outdoor soccer (across Canada, the participation rate is peaking – youth participation appears to have peaked, but there is still some growth in girls’ and womens’ soccer and participation by men – the participation rate in Trent Hills and area is about half the norm, due in part to insufficient adequate fields)
- indoor soccer (demand is increasing dramatically from competitive youth and adults, house league children and youth, and adult recreational, especially women – demand will be driven by the availability of a local indoor soccer facility),
- Ultimate Frisbee (relatively new sport with growing interest – demand will be driven by the availability of a local indoor soccer facility),
- in-line hockey (relatively new sport with growing interest),
- recreational in-line skating (relatively new sport with growing interest),
- attending theatre and concerts,
- participating in creative art and hand craft activities,
- attending multi-cultural events/festivals,
- attending handcraft exhibitions/shows,
- visiting art galleries/attending art shows,
- visiting museums and historic sites,
- attending historic re-enactments and heritage festivals,
- curling,
- bowling (if up-scaled and packaged with other complimentary facilities/activities that also appeal to people in their 40s and 50s),
- casual/recreational skating, especially in attractive, amenity-rich outdoor settings,
- dancing (ballroom, line, square, etc.),
- bicycling,
- fishing and fishing tournaments,

- camping,
- boating,
- eating out,
- driving for pleasure,
- computer and Internet use,
- gambling, and
- volunteering.

A.4 Other Trends

There are other trends in facility and open space planning, and service provision that are shaping the future of open space and facility provision, and leisure delivery systems in communities across Canada. These trends are responding to the shifts in demand and community values and attitudes. They are also responding to:

- the desire for increased operational efficiency and net revenues;
- the need for improved programmability and usability;
- the increasing desire for one-stop-shopping for programs, facilities, information, registration, etc.;
- an increasing understanding of the value of creating a higher physical profile and increased visibility for public leisure facilities (both location and critical mass);
- the increasing desire for extended-season and year-round participation in some sports;
- heavy promotion to potential young participants of some sports to try to generate increased interest at an early age (e.g., softball 'Blast Ball' program, baseball, slo-pitch, lacrosse, and rugby);
- increasing demand for activities that require large, nature-oriented spaces;
- the increasing desire to protect lands that are environmentally sensitive, and the trend toward ecosystem-based planning that acknowledges the link between natural systems, communities and people;
- the need to create open space networks and greenway corridors to support healthy ecosystems and low impact linear recreation activities;
- an increased understanding that open space systems can provide essential environmental and health benefits; and
- an increased understanding that park systems and other leisure services provide valuable personal benefits, are essential to a high quality of life; help to build strong, attractive communities; and help to sustain economic growth.

Some Key Leisure Facility Trends

- Toward multi-purpose indoor leisure facilities and away from single-purpose facilities.
- Toward the inclusion of complementary facilities such as a library into leisure-oriented complexes.
- Toward clustering of similar major (often lighted) outdoor facilities into a multi-facility complex with appropriate support facilities (e.g., ball diamonds, soccer fields, tennis courts).
- Toward a greater percentage of outdoor sports facilities being irrigated and lighted to support increased frequency of use and to survive severe summer weather and the trend toward

pesticide-free maintenance. However, many minor sports groups cannot afford the associated higher rental fees.

- ❑ Since aquatic facilities continue to be one of the most requested facilities and it has become clear that most people like to swim for pleasure and fitness, pool designs have become more supportive of the wider range of swimming interests, including social, health and the needs of the less mobile. Aquatic facilities that cater well to a wide range of needs attract greater use and generate more revenue than traditional designs.
- ❑ Interest in cultural facilities and spending on the arts has been growing, supported, in part by growing awareness, and an increasing adult market that is better educated and more affluent. Arts and culture have a positive impact on the economy of a community and help to increase the overall appeal of a community to business and residents. With the reduction of arts programming in schools, responsibility is shifting to other public and community providers to ensure balance in the growth and development of youth.
- ❑ Gymnasiums are increasingly being provided by municipal leisure service agencies as part of larger multi-purpose complexes. This has been influenced in part by recent difficulties in accessing school facilities in a way that is affordable to many traditional customers. In addition, municipal leisure service agencies are appreciating the flexibility of gymnasiums to accommodate a wide variety of leisure and other activities, as well as the benefit of having programming/scheduling control at all times.
- ❑ Emerging sports are demanding more and different types of facilities. For example, sports such as Ultimate Frisbee, in-line hockey, recreational in-line skating, indoor soccer, cricket, field hockey, and field lacrosse are gaining in popularity. Some of the emerging sports are able to utilize existing facilities in 'slow' or off-season times, while others are placing increased pressure on already heavily utilized facilities (e.g., Ultimate Frisbee and field hockey).
- ❑ Toward an increasing number of revenue-generating ancillary spaces in public community centres (e.g., arcades, ATM machines, food and drink dispensers, increased and more attractive food services, licensed food services, and pro shops).
- ❑ Toward increasing acceptance of sponsorship and naming rights for entire facilities and parts of facilities.
- ❑ Throughout Ontario, there are many leisure facilities that were built in the 1960s and '70s that are outdated, inefficient, unappealing and in need of considerable repair or replacement.

Some Key Park and Open Space System Trends

- ❑ Toward the increased linking of parks and other public open spaces to create open space networks and natural open space greenways – at the local, community and municipality-wide/regional levels.
- ❑ Increased desire to protect and enhance natural heritage resources such as wetlands, woodlots, valley lands, Environmentally Significant Areas, and Areas of Natural and Scientific Interest. There is an increasing desire to include 'locally significant' natural heritage assets into the public open space system in urban areas.
- ❑ Toward increased habitat protection and naturalization of parkland.
- ❑ The increased desire to acquire and/or protect or restore as open space, waterfront lands along lakes and rivers in urban areas.
- ❑ Toward locating major community leisure facilities and sports-oriented parks on high profile, visible sites with good frontage, rather than hiding them away on lower cost, less visible

sites, often with little street frontage.

- ❑ Toward less ‘sport’ dominance on parks, especially neighbourhood parks.

Some Key Leisure Delivery System Trends

- ❑ Toward an increasing number of facility, operational and programming partnerships and other strategic alliances among municipal and other leisure-oriented providers, health organizations, educational institutions, organizations serving older adults, etc.
- ❑ Toward increased marketing of community leisure opportunities, and more joint ventures among leisure service providers to promote leisure opportunities and enhance the concept of ‘one-stop shopping’.
- ❑ Toward an increasing role in facilitation/indirect provision and a return to community development and fostering ‘healthy communities’.
- ❑ Toward fewer combined parks and recreation departments, and a lower profile for leisure services operations (often incorporated into departments such as community services, public works, and operational services).
- ❑ Even though recreation demand may be stabilizing for younger age groups, municipalities are still playing catch-up to bridge the gap between demand levels and current supply for some types of facilities (e.g., soccer fields and arts facilities).
- ❑ Increasingly, residents are expecting higher quality in programming, facilities and parks, influenced in part by higher rental rates and program fees.
- ❑ There is an increasing need for specially trained staff who are experienced in the areas of research and planning, fund development, community development, volunteer management, special events, marketing/promotion, and technology.
- ❑ Toward a more professional and better funded approach to community development and volunteer management, founded on sound philosophy and operating principles.
- ❑ Toward non-traditional and more aggressive revenue generating initiatives and programs such as ‘adopt-a-park’, program and facility sponsorship and naming rights, advertising in public buildings and on equipment, gift catalogues, etc.
- ❑ Toward an increasing appreciation of the significant economic and social benefits of sports tournaments and regional/provincial Olympic events; major cultural, seasonal and arts events; major leisure-oriented trade shows; and the development of leisure venues that are of a scale to support community and tourism business.
- ❑ Toward an understanding that the annual net operating costs of leisure facilities are an ongoing *investment* in our communities and the local economy, rather than thinking about these ongoing costs as a *deficit*.

Appendix B: Results of the Community Search Conference

On March 27th, close to 150 people attended this event at Campbellford District High School to learn about and provide input into the feasibility study. The key points are summarized below.

Activity Areas/Facility Components (the numbers in brackets represent the relative scores)

- Aquatic facility (359)
- Gymnasium (157)
- Field house (artificial turf) (146)
- Performing arts centre/theatre (132)
- Fitness gym and aerobic studio (124)
- Small multi-purpose rooms (113)
- Ice rink – twin pad/new (106)
- Large multi-purpose room/banquet hall (87)
- Running/walking track (55)
- Wellness/health component (46)
- Creative arts studios/rooms (27)
- Racquet courts (15)
- Child/youth component (14)
- Games room (14)
- Kitchen (11)
- Child care/day care facility (11)
- Cafeteria/food court (10)
- Nature interpretation centre (8)
- Seniors centre/component (6)
- Skateboard facility (5)
- Municipal offices (5)
- Lounge (5)
- Curling rink (5)
- Greenhouse (4)
- Indoor skateboard facility (4)
- Indoor tennis facility (2)
- Washrooms (1)
- Library (1)
- Shooting range (1)
- Store/commercial business (1)
- Learning centre (1)
- Golf driving range (1)
- Cross-country ski trails (1)
- Woodworking shop (1)
- Horse arena (1)
- Bike trails (1)

Location Criteria (the numbers in brackets represent the relative scores)

- Suitable/large enough site (319)
- Accessible to the most people (234)
- Centrally located (220)
- Serviced (186)
- Desirability to be associated with other like and/or complementary facilities (106)
- Transportation – main routes, serviced by some sort of group transit (97)
- Cost of land (61)
- Ability to showcase the facility (59)
- Security/safety – well lighted, not isolated (18)
- Green space/country access (17)
- Creating a sense of mutual ownership (14)
- Where it can generate positive economic impact (13)
- Taxes (13)
- Low environmental impact (12)
- Funding sources (7)
- Proximity to hiking/nature trails (5)
- In satellite centres (4)
- Near water/the river (2)
- Close to accommodations (1)
- Close to grocery store, retail, restaurants (1)
- Properly zoned (1)

Specific Suggestions for Location (the numbers in brackets represent the frequency of suggestion)

- Adjacent the curling club in the Campbellford Fairgrounds (17)
- Ferris Provincial Park (10)
- Campbellford industrial park (8)
- Former O & R lumber yard (8)
- Cuff's Corners (#35 and #25) (8)
- Conservation areas (4)
- Former tannery site in Hastings (4)
- Westben Theatre (4)
- Goodwin Road and #35 (3)
- Warkworth fairground (3)
- Steele subdivision behind the hospital (2)
- Dump road (#30 and #5) (2)
- Fowld's Park, Hastings (2)
- Warkworth turnoff (#29 and #30) (2)
- Arena (1)
- West corner/Valleyview Transport (1)
- New business park (1)
- No Frills plaza in Campbellford (1)
- Horse tracks (1)
- Half way down Godolphin Rd. (1)
- Kennedy Park fairground (1)

- Bay Street, Hastings – lots for sale (1)
- Warkworth Cheese Factory site (1)
- Burnbrae Rd, before Dart Cup (1)
- Land behind Dart Cup (1)
- CDHS (2)
- Norwood Secondary School (1)
- Top of Candy Mountain (1)
- Windsor Avenue (1)

Options for Ownership and Operation (the numbers in brackets represent the relative scores)

- Municipality of Trent Hills (220)
- YMCA (201)
- Private sector (139)
- Service clubs (114)
- Partnership suggestions (84)
 - Municipal and private business partnership (26)
 - YMCA and Trent Hills (19)
 - Trent Hills and Tenants (10)
 - Three levels of government partnership (1)
 - Health Partnership (5)
 - Partnership with Resource Centre (1)
 - Provincial Government (22)
- Foundations (78)
- Board of Education (56)
- Non-profit corporation (50)
- Hospital or Access Centre (26)
- Curling Club (17)
- YWCA (14)
- OPP and Fire Fighters (13)
- Many entities that could be sponsors, purchase naming rights, make donations

Figures B.1 to B.4 provide a compilation of results to the discussion topics. The detailed record of notes from each discussion group is available.

**Suggested Facilities, Activities and Programs for the Proposed
Community Recreation and Wellness Centre - Suggested at the
Community Search Conference, Trent Hills, 2007**

Figure B.1

Rank	Score	Facility Components and Characteristics	Activity/Program Suggestions
1	359	Aquatic Facility - therapeutic tank (11) - deep water for diving (3) - lane/lap pool (3) - hydro pool/whirlpool/hot tub (5) - water slide (1)	<ul style="list-style-type: none"> - recreational swimming (10) - lessons (4) - National Life Saving Training (2) - moms and tots swim (2) - scuba (2) - water polo (2) - seniors with exercise (1) - competitive swimming/swim teams/swim club/masters swimming/racing (5) - aqua fit (5) - lap swimming (1) - training for Fire Fighters (1) - rowing - diving and lessons (4)
2	157	Gymnasium - track - boxing ring - climbing wall	<ul style="list-style-type: none"> - intra-mural sports youth/adults - basketball (8) - volleyball (9) - shuffle board (2) - rock/climbing wall (6) - badminton (7) - floor hockey/ball (4) - gymnastics (5) - weight training (2) - martial arts - yoga (2) - tai chi - seniors fitness track - archery (4) - dance (4) - walking track (3) - running track - lacrosse (2) - indoor golf (2) - indoor soccer (4) - racquet sports (2) - track and field - carpet bowling - skateboard
3	146	Field House - track - field	<ul style="list-style-type: none"> - indoor soccer (6) - lawn bowling (6) - lacrosse (5) - indoor golf - cycling - field hockey - driving range (3) - archery (2) - fencing - batting cages

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			<ul style="list-style-type: none"> - dog shows - chess tournaments - crochet - martial arts - football - rugby - boxing ring (2) - rock climbing
4	132	Performing Arts Center/Theatre - seating - stage	<ul style="list-style-type: none"> - music and performances (6) - theatre (9) - drama (3) - dance (3) - concerts/shows - staged events - acting - music lessons - art gallery - choirs - graduations - rehearsal space - movies
5	124	Fitness Gym and Aerobic Studio - aerobic equipment - weight equipment (5) - weight room (2) - exercise room (3) - exercise equipment (4) - racquet courts - gymnasium - track - cardio equipment - children's room - climbing wall - fitness center	<ul style="list-style-type: none"> - aerobic classes (2) - gymnastics - spinning – stationary indoor bike (2) - racquet ball - squash - weight lifting/training (3) - rehab - yoga (3) - tai chi (2) - dancing/dancercise (3) - walking - running - seniors - workout training (2) - exercise for children
6	113	Small Multi-purpose Rooms	<ul style="list-style-type: none"> - bingo (4) - quilting - craft groups (3) - rug hooking - spinners/weavers - book clubs - fitness - yoga - tai chi (3) - aerobics (2) - Nia? - pilates - carpet bowling - dancing/line dancing/ballroom/square/step - holistic/spiritual - meditation - marital arts

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			<ul style="list-style-type: none"> - meetings/small conventions (2) - education center/college classes/skills training/distance education (4) - fine art lessons/art (4) - cooking (3) - language classes - darts/games (3) - bridge/euchre/cards (5) - video - gambling - shuffle board - pool - ping pong - club rooms/social groups/service groups - drop in - fundraisers - labs/internet/computer classes - batting cages - wood working - stain glass (2) - movies - kayak/canoe lessons - sewing
7	106	Ice Rink Facility - twin pad (4) - new rink	<ul style="list-style-type: none"> - recreational skating (11) - hockey (10) - figure skating (4) - ringette (2) - youth hockey - hockey skills camp (2) - roller skate - ball hockey - roller hockey - broom ball - speed skating (2)
8	87	Large Multi-purpose Room/Banquet Hall	<ul style="list-style-type: none"> - drivers education - euchre/bridge - conferences - workshops (2) - banquet (4) - catering - meetings (2) - weddings (3) - large community events - shows/conventions - ballroom/square dance (2) - kitchen (3) - cooking classes - meals - bar (2) - fundraisers

9	55	Running/Walking Track - suspended	<ul style="list-style-type: none"> - walking (7) - running (5) - cycling
10	46	Wellness/Health Component - resource center - sports injury clinic - rehab center - cardiac rehab - rehab/holistic - clinical space for professionals - spa - sauna (2) - steam wet (2) - hot tub - eucalyptus room - massage rooms	<ul style="list-style-type: none"> - physiotherapy programs - rehabilitation services (4) - nutritional cooking school - yoga (2) - weight equipment - art therapy - massage - holistic - meditation - consultations/resource center on wellness - fitness - cardiac rehab class
11	27	Creative Arts Studio/rooms - rooms - display capacity - studios - teaching space	<ul style="list-style-type: none"> - pottery (2) - sculpturing - wood work - scrap booking - painting - carving - crafts (2) - classes - quilting (2) - art lessons - music lessons - community choir practice - hooking - knitting
12	15	Racquet Courts	<ul style="list-style-type: none"> - tennis - racquet ball (3) - double squash - squash (2) - handball
13	14	Child/Youth Component - activity room/space - play facility	<ul style="list-style-type: none"> - board games - ping pong - study space - computer rooms - drop in center - summer activities (0-13 years)
14	14	Games Room	<ul style="list-style-type: none"> - pin ball - checkers - chess - board games - slot machines (2) - bingo (2) - gaming poker - table games - arcade - pool tables

15	11	Kitchen - support to activities and large multi-purpose room	- cooking classes (3) - kitchen/banquet facility (2) - home economics
16	11	Child Care Facility/Day Care	- kinder gym program
17	10	Cafeteria/Food Court	- eating - concession/cafeteria (2) - hospitality/food service - refreshments - canteen (2) - tea room
18	8	Natural Interpretive Center	- field studies
19	6	Seniors Center/Component	- intergenerational care - day care component - drop in
20	5	Outdoor Skateboard Facility	
21	5	Municipal Offices	
22	5	Lounge	- internet
23	5	Curling Rink - mentioned with ice rink pad	
24	4	Greenhouse	- gardening
25	4	Indoor Skateboard Facility	
26	2	Indoor Tennis Courts	- tennis (4)
27	1	Washrooms	
28	1	Library	- reading - lecture rooms
29	1	Shooting Range	
30	1	Store, Commercial business	
31	1	Learning Facility	- computer facility - arts and crafts
32	1	Golf Driving Range - computerized	
33	1	Cross Country Ski Trails	
34	1	Woodworking Shop	
35	1	Horse Arena	
36	1	Bike Trails	

Location Criteria for the Proposed Community Recreation and Wellness Centre - Suggested at the Community Search Conference, Trent Hills, 2007

Figure B.2

Rank	Score	Criteria	Details
1	319	Suitable, large enough site	<ul style="list-style-type: none"> - big enough/large enough (2) - large chunk 6-10 acres - to expand for future growth (12) - parking - to buffer from residents - flat/level land - suitable land for lots of parking (106)
2	234	Accessible to the most people	<ul style="list-style-type: none"> - to schools (6) - to seniors (3) - handicapped (6) - ease of entrance and exit - to most stakeholders and population - to outlying areas - hospital - whole community - from the other two communities - convenient to travel to - for as many kids and seniors as possible (2) - to schools (2) - major transportation route - high traffic area - major route or road - signage - side walks - bike lanes
3	220	Centrally Located	<ul style="list-style-type: none"> - in Campbellford - in town - downtown - for seniors - central location (2) - country road - for hospital catchment area - in Trent Hills - geographical (4) - central to all communities/near highest population (4) - outskirts of town
4	186	Serviced	<ul style="list-style-type: none"> - water (6) - sewer (7) - town - plowing - hydro (3) - IT - phone (2) - already there or readily available - transportation - parking - natural gas - full service site - infrastructure

5	119	Desirability to be associated with other like and/or complimentary facilities	<ul style="list-style-type: none"> - dovetail with other resources - add onto existing facility - location that complements - co-exist with established facilities - adding to or taking away - proximity to other related facilities - hospitals (3) - schools (2) - medical - physiotherapy - close to medical - recreation facility central/all close together
6	97	Transportation	<ul style="list-style-type: none"> - bus/bus route (3) - shuttle - convenient to travel to - close to main highway - lack of public transportation - transportation service - handicapped transportation
7	61	Cost of Land	<ul style="list-style-type: none"> - cost and maintenance of site - free - cost effective - Municipally-owned land
8	59	Location suitable to showcase facility	<ul style="list-style-type: none"> - drawing point for citizen awareness and use - aesthetics/pleasant - draw for most areas nearby - high traffic area - for marketing - near main road
9	18	Security/Safety	<ul style="list-style-type: none"> - lighting (5) - not isolated - safe
10	17	Green Space	<ul style="list-style-type: none"> - country access
11	14	Creating a Sense of Mutual Ownership	<ul style="list-style-type: none"> - acceptance by community
12	13	Where it can generate positive economic impact	
14	13	Taxes	<ul style="list-style-type: none"> - implications
15	12	Low Environmental Impact	<ul style="list-style-type: none"> - restrictions - ecological
16	7	Funding Sources	
17	5	Proximity to Hike/Nature Trails	
18	4	Satellite Centers	
19	2	Near water/the river	
20	1	Close to Accommodations	
21	1	Close to Grocery, Retail, Restaurants	
22	1	Property Zoned	

Specific Locations for the Proposed Community Recreation and Wellness Centre - Suggested at the Community Search Conference, Trent Hills, 2007

FigureB.3

Frequency	Location
17	Campbellford Fair Grounds/Curling Club - near the curling club and adjacent property if available - Everett St (property behind the curling club) - Beside the curling club - South of the curling club - Attach to the curling club
10	Ferris Provincial Park
8	Campbellford industrial park
8	Former O & R lumber yard
8	Cuff's Corners (#35 and #25)
4	Conservation Areas - Crowe River - #30 south of Campbellford
4	Tannery Site, Hastings
4	Westben Theatre Site - west corners of #35 and junction #30 - en route near Palette Factory
3	Goodwin Road and #35
3	Warkworth Fair Grounds/Soccer fields/Arena
2	Steele Subdivision - Steele property behind hospital
2	Dump Road #30/5 - 90 acres Otto Frieden's property
2	Fowld's Park Hastings
2	Warkworth turnoff County Road 29 & 30
1	Arena
1	West Corners/Valley View Transport
1	New Business Park
1	No Frills Plaza
1	Horse Tracks
1	Half way down Godolphin Road
1	Kennedy Park fairground
1	Bay Street Hastings lots for sale
1	Warkworth Cheese Factory site
1	Burnbrae Road before Dart Cup
1	Land behind Dart Cup
1	CDHS
1	CDHA and Norwood High School
1	Top of Candy Mountain
1	Windsor Avenue

Options for Ownership and Operation for the Proposed Community Recreation and Wellness Centre - Suggested at the Community Search Conference, Trent Hills, 2007

Figure B.4

Rank	Score	Ownership & Operations	Details
1	220	Municipality of Trent Hills	
2	201	YMCA	partner with (1)
3	139	Private Sector	banks (2) local business private investors for equipment Real Estate developer big corporation industry franchise hotel
4	114	Service Clubs/Groups	service clubs from all three municipalities list includes: Lioness; Lions; Rotary; Kinettes; Kinsmen; Legion; I.O.D.E; Warkworth Service Club; Masonic; Odd Fellows; Agricultural Society; church groups. Rotary (4)
5	84	Partnership Suggestions Municipal & private business partnership (26) YMCA and Trent Hills (19) Trent Hills and Tenants (10) Three levels of government partnership (1) Health Partnership (5) Partnership with Resource Centre (1) Provincial Government (22)	service groups user groups caterer seniors – homes, centres, retirement; hospital medical, VON and health agencies
6	78	Foundations Campbellford/Seymour Community Foundation (57) Community Foundations (19) Hastings Foundation (1) Warkworth Foundation (1)	
7	56	Board of Education	
8	50	Non-Profit Corporation	separate non profit self contained like Curling Club/Westben MURF Board – needs to represent groups; users, service clubs; members from stakeholders all of Trent Hills; Responsible for hiring personnel to operate/manage/fundraise. Recreation Committee different user groups. Sell memberships. create limited corporation and sell shares
9	26	Hospital/Access Centre	hospital and partners
10	17	Curling Club	
11	14	YWCA	
12	13	OPP/Fire Fighters	
13	11	Tim Horton's	

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14	5	Sports Groups	
14	5	Fair Board/Agricultural Society	
15	4	Spirit of the Hills	
15	4	Trent Hills Day Camp	
15	4	Subway	
15	4	Canadian Tire	
15	4	Giant Tiger	
15	4	Warkworth Institution	
15	4	United Way	
15	4	Fitness Centre/Groups	
16	2	College – Loyalist or SSFC	
16	2	Association for Community Living	
16	2	Churches	
16	2	Arts Groups/Theatre	
17	1	Federal Government	
17	1	Heart and Stroke	
17	1	Arthritis Society	
17	1	MDS Medical Group	
17	1	CMHA	
17	1	Health for Life	
17	1	Health Food Services	
17	1	Private donations	
17	1	Salvation Army	
17	1	Boys and Girls Club	
17	1	Horticultural Society	
17	1	Westben Theatre	
17	1	Good Life Fitness	
17	1	Car dealership	
17	1	IGA/No Frills	
17	1	Local Co-ops	
17	1	Girl Guides and Boy Scouts	
17	1	Big Brothers and Sisters	
17	1	Town Pool	
17	1	Community Care	
17	1	Canadian Blood Services	

Specific Suggestions about Operations:

Operating Funds (29)

- provincial and federal government for grants (add 2) (employment and operating grants)
- Trillium
- Service groups
- Corporate sponsors (add 24)
- Municipality

Capital Funds (19)

- provincial government
- Federal government
- Trillium (2)
- Foundations
- Service Clubs
- Municipality of Trent Hills
- Volunteers (2)

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- Retail rent (2)
- Add casino (7)
- YMCA
- Community Care
- Private Sector
- Sell advertising space (4)
- Contract food services (2)
- User fees (13)
- Service Clubs
- Board of Education
- Municipality of Belmont/Asphodel
- Health Sector
- YM/YWCA
- Private
- Parent groups
- College
- Private Day Care – kids and seniors

Appendix C: Site Selection for the Main Facility

Figure C.2 summarizes the analysis of the six sites that were short listed for the proposed community recreation and wellness centre, utilizing the ten evaluation criteria. It should be noted that the first two criteria dealing with site size and servicing are prerequisites. The criteria are listed in relative ranked order with the criteria describing the various aspects of ‘access’ being a very strong third in importance.

The higher that each criteria scores, the larger the number that is assigned to each criteria for each site. Although two criteria were identified as prerequisite, none of the criteria were given a ‘weighting’. Therefore, the maximum score that a site can achieve is 100. Based on this evaluation method, the sites achieved the following score and ranked in the following order.

Other sites may become available in future that score well based on the ten criteria. Any site of sufficient size and shape that is located on the west side of the Trent-Severn Waterway, within the serviced area of Campbellford and fronting on a main road will score high and should be carefully considered if there are no highly limiting physical constraints.

Figure C.1
Evaluation of Candidate Sites, Proposed Community Recreation and Wellness Centre,
Municipality of Trent Hills, 2007

(See separate file for oversized pages.)

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Evaluation of Candidate Sites, Proposed Community Recreation and Wellness Centre,
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Appendix D: Results of the Community Forum

On September 11, 2007, around 90 residents, plus MURF Committee members and group leaders assembled at the Campbellford District High School to hear about the emerging results of the feasibility study for the Community Recreation and Wellness Centre and the current thinking about location and the nature of the proposed facility. After a presentation about findings and conclusions, as well as emerging suggestions for the facility, location, and management, delegates were assigned to nine discussion groups. The highlights of that discussion are reported below.

What Delegates Most Liked About What Was Proposed

- The facilities will accommodate a wide variety of activities and be attractive to all ages
- The concept of a satellite facility for Hastings
- The aquatic component, including the therapeutic pool was noted most often as a desired component
- Health and wellness programs and facilities that are being proposed
- There was a variety of opinion about the three short-listed sites
- The comprehensive research and planning process, including the bottom-up community consultation program
- The concept of expandability
- The proposal that both facilities would be operated as one entity
- The desire to increase the priority for a new arena for Campbellford

What Delegates Could Not Live With/Had Concerns About

- Affordability – both capital and operating costs
- Potential for negative impact on similar business/facilities (fitness, social rental space, health) and duplication (gymnasia)
- Nothing is proposed for Warkworth
- Lawn bowling cannot likely be accommodated in the field house due to the high ‘pile’ turf required by soccer
- Would like to see more clarity about the potential municipal role
- The desire for the site to be on the west side of the river
- A new arena for Campbellford should be a higher priority

Additional Suggestions to Consider

- Complete the business plan before making a decision
- Incorporate outdoor facilities with the indoor centres
- Need good access to the facilities from throughout Trent Hills – should include public transportation
- Mixed message about the need for the proposed two extra swimming lanes
- Some desire for an indoor walking/running facility
- Concern about when Warkworth will be considered
- Need to come together as one community – not three separate entities
- Suggestions for other indoor components to be included: billiards, lawn bowling, indoor tennis, five and ten pin bowling, boxing, martial arts, archery and a casino

-
- Suggestions for associated outdoor facilities to be included: soccer, baseball, tennis, skateboard facility and cross-country ski trails

Detailed Group Notes
Trent Hills Community Recreation and Wellness Centre Feasibility Study
Community Forum, September 11, 2007

Question #1: What do you most like about what is being proposed?

Group 1

- More than one location – satellite facility
- More real – teeth, focused
- Meeting the needs of young to old – full age range
- Like idea of the MURF (all activities and full range of facilities together)
- Concept of the swimming pool
- Field house - soccer
- More than just Trent Hills

Group 2

- Municipality will play a role and has gathered information about expectations
- Better health
- Right track – multi-use
- Process – bottom up
- Main facility in one community
- Satellite facility in Hastings – indoor field house
- Coming together to do something positive
- Future expansion potential
- Ability to make revenue
- Core design and future expansion
- Sustainability – dollars and community environment
- Managed by one administrator – YMCA interested – use all facilities

Group 3

- All sounds really nice
- Availability enhancing social fabric
- Includes all age groups – well planned
- Impressed with satellite facility concept
- Therapeutic wellness training
- Number one priority is the pool, indoor and warm; 4 lane pool – all year round
- Ferris Park – promotes the park being used for camping – like the site
- Indoor walking track for every age group especially for seniors
- Option of adding the arena to the site in the future
- Price of the facility
- Research and planning completed so far and possibility of future funding

- Entrance/foyer lounge
- Possibility to encourage future development

Group 4

- Arena
- Pool (year round)
- Multi-use (one place)
- Access by walking
- Curling Club site

Group 5

- Indoor pool
- Number of options within one facility, good cross section
- Not in one place, like satellite field house
- Footprint not restricted – have options to expand
- Good support branches to 4 or 5 key components
- Consideration of Curling Club to be part
- All located in one area if close to Curling Club
- Hastings location for field house
- That Ferris Park is being considered
- 4 lane pool
- Gymnasium
- 4 main components
- Both facilities operated as 1 entity which makes economic sense

Group 6

- Satellite facility
- Aquatics
- Multi-use
- Strength/conditioning gym
- Gymnasium
- Indoor golf in Hastings facility
- Revenue equal
- Non profit operating and municipality owning
- Ferris Park
- Like Hwy #30 location

Group 7

- Indoor swimming pool
- Potential to add on
- Impressive idea – draw new people to community
- Like idea of physiotherapy room
- Hastings satellite – great idea
- Accommodates young to old age groups (x2)
- Family change rooms
- Aerobics, aqua fit

- Gym for young/old
- Prefer 6 lane pool
- Multipurpose room
- Arena proposal - sooner

Group 8

- Swimming pool + therapeutic pool
- Child minding at facility
- Satellite facility idea in Hastings
- Flooring “sprung” dance studio
- Possible addition of arena in future
- Flexibility of multi-purpose
- Physiotherapy
- Like YMCA being part of it, they know what they are doing
- Like Campbellford location because of the number of schools in the vicinity

Group 9

- Multi-use for all community
- Strong environmental ethic
- Not duplicated – Fairground; Curling Club site; site with pool – keep central
- New programs for the future
- Non Profit management
- Age appropriate
- Main facility – pool
- Researched well – good package
- Site research – design of building environment; arenas; satellite Hastings; management model
- Lots of uses – multi; environment and management

Question #2: Is there anything you can't live with – any concerns?**Group 1**

- Can community afford the facilities?
- Need careful planning
- Are community facilities now fully used in the evening?
- Has not been sufficient concern about arenas not being included
- Need for a figure skating facility
- Will conditioning rooms close other business (Curves for Women) and also physiotherapy
- Need double pad arena
- Why not place entire facility in Hasting? To give things they need and to serve larger part of the catchment area
- Need the site to be on the west side of the river
- Municipality needs to be more involved “step up to the plate” to show leadership around strategic planning for our recreational facilities

Group 2

- Concern about raising taxes to support it – operating
- Hastings facility
- Cost of operating
- Green, renewable energy; conservation
- Taking away from existing facilities e.g. Legion, massage/health centre (Warkworth)
- What's in it for Warkworth?
- Like 6 lane pool option
- Include an ice pad
- Municipal role in site
- User \$\$ too high, even for not-for-profit operators
- Activity balance – juniors and seniors
- Indoor lawn bowling not being included
- Modular and affordable, capital costs

Group 3

- Want high end of temperature for main indoor pool
- Can't live with 2 swimming pools – duplication of facilities – saunas, etc gym
- Concerned about municipality not being involved
- Based on fixed incomes – ability to fund this facility
- Future cost of adding arena on later
- Costs of memberships and how would they be subsidized
- Satellite and main facility run as one entity
- Activities need to be geared to specific age and interest groups
- Has there been a good cross section of voices heard in Trent Hills?
- Cost of operation and maintenance of facility
- Unfair competition with existing clubs and facilities

Group 4

- Cost and maintenance of artificial turf
- Gym and fitness facilities already here

Group 5

- Arena component should be added
- Will people actually come from out of town?
- No input from Warkworth (inclusion)
- Add indoor walking track for walking for aging population
- Ferris Park uncertainty of acquisition cost
- For Hastings and Warkworth, the west side of bridge location is better
- More people in Trent Hills are on the west side of river although downtown areas is on east side
- Duplication of components in the Curling Club (fitness and social space)
- Therapeutic pool is the only component that reflects the needs of our supposed aging population
- Football and soccer are outdoor sports – leave them outside – in winter, kids should play winter sports. Putting roof over facility that is not really required.

- Economic planning has to be really sound – sustainability aspect; in 10 years, it will need renovations, etc; to keep image up
- People not moving to area because of lack of indoor pool
- Busy road – Hwy 30 and Grand Road for kids to walk to facility (walking distance)
- Satellite – how savings would be generated by operating 2nd location (staff, maintenance, etc.)
- Need proof that satellite operation is profitable.

Group 6

- Compete with Curling Club re: workout area, sauna, weight room
- Women's fitness Clubs – Curves, etc.
- Hastings proposed site is not serviced

Group 7

- Nothing designated specifically for seniors
- Displacing other business and services
- Laundry room
- Arena should be included now
- Taking away green space at Ferris Park
- Not enough space
- Concerned with proper management
- Make it affordable

Group 8

- Question about indoor tennis – is that possible?
- Also lawn bowling (indoor) quality of turf
- Catchment area is huge for indoor lawn bowling (Kingston to Oshawa)
- Grand Road site is more central
- Need 6 lanes in swimming pool
- Why not do it now including arena
- Concern that Warkworth arena being closed
- Need to look at demographics in 5 to 10 years
- Need facilities to attract people to our community. Look beyond Trent Hills to attract to our area; facilities; planning, site – look for 10 + years
- Floor in gym dancing on rubberized floor
- Need for weddings, conference - \$\$ maker?
- Only have Curling Club now
- Physio/massage – is this duplication?

Group 9

- Warkworth = Trent Hills?
- Is Ferris Park correct site?
- Why not Warkworth. Fairgrounds
- Do not like Curling Club site option – because need to purchase land
- Need more central location – south of Campbellford
- Warkworth not included – facility for disability

- Gym – duplication with exercise club
- Hastings and indoor sports good idea
- Warkworth - no information re: arena; possible closure of Percy Arena (note no mention in report of research location)
- Keep main facility central for walking and high school use
- Lack of full support from municipality
- Operating costs – who is going to pay? taxpayer

Question #3: Any further suggestions to consider?

Group 1

- Look at community similar to Trent Hills - what did they do?
- Reconsider sites (more central)
- More thought to arena (why not a twin pad)
- What about “green” water/sewer?
- Bring all recreation needs together not just indoor ones
- Get operating costs before making a decision

Group 2

- Lawn bowling (indoor) – revenue \$\$? Closest one is Richmond Hill
- Accessible transportation
- Permanent/dedicated storage space - e.g., lockers, promote membership
- Modular construction phases – electrical and plumbing reliability – redundancy
- Ferris Park – could add value in this location
- Include boxing/martial arts
- Expand field house plus Hastings plus locations – Warkworth and Campbellford
- Timing with trends – far enough to meet the demand and not too far behind
- Collaborative and cooperative focus resources/unity

Group 3

- Entertaining the municipality buying into it
- Business Plan!
- Incorporate outdoor facilities – skateboard, tennis courts, ball diamonds - lessons for cross-country skiing
- Indoor lawn bowling
- Public transportation to and from facility
- 5 and 10 pin bowling
- Casino
- Should Warkworth be considered as the future arena site?

Group 4

- 6 lane pool
- Arena right away - ASAP
- Schools already have gyms. Why build another one?

- YMCA should operate – busy facility all the time
- Walking track – consider people with mental, physical, disabilities and seniors
- Curling Club has saunas/steam room (not working)
- Ensure it is wheelchair accessible
- Ensure that the facility is accessible to everyone - not a lot of stairs!
- Child care – safety measures in place re: child pick up
- Main entrance – heat cables
- Land available – move soccer fields, ball diamonds ALL together
- Possibly look at twin pad arena

Group 5

- Satellite facility should go ahead no matter what
- Commercial kitchen to go along with gym
- Bump up walking track re: aging population. Strength training/conditioning, therapeutic pool geared towards seniors rather than youth
- Look at Trenton Facility
- Municipality needs to dream – get behind county – transportation between 3 centers pushed ahead.
- Centralization of facility may offset costs of setting up transportation system
- Need Provincial/Federal dollars for sustainability
- Decision on Campbellford Arena needs to be made NOW, maybe a phase two - but should be considered
- Cautious about cutting corners – long term payback
- 6 lane pool not necessary
- Since amalgamation, we are Trent Hills! Campbellford is biggest centre, so it should be one facility in Campbellford

Group 6

- Walking, running track even outdoor
- Arena should be high priority
- Site should be able to support outdoor activities
- Site selection a key to kick start fundraising campaign

Group 7

- Twin pad
- What about Warkworth?
- The commercial site is more “centralized”
- Utilization of municipality and area
- Outdoor space for sports

Group 8

- Living green roof
- Lawn bowling on roof?
- Configure hallways, etc. to provide walking throughout the facility
- Warkworth satellite facility – that way they are part of the community
- Community needs to do “programming” and provide soccer, baseball (outside facilities)

- Support for transportation to satellite facilities like Venture Van, bus after school
- Partnership with schools and school boards – funding pool/swimming?
- Approach service clubs sponsoring programs
- Busing in order to utilize facilities
- What about billiards, archery?
- What about municipality not involved yet – are they going to be players?
- Don't want this work to gather dust
- The municipality needs to commit to this soon
- MURF and Satellite need to remain as one package
- Need to come together as a community/not as three separate entities

Group 9

- Corporation participation in site
- Transportation – site walkable
- Relocate Campbellford Fairgrounds and use that site of the MURF
- Finance – revenue projection community needs to know
- Green approach, affordable
- Need YMCA management - Cobourg?
- Local residents – willing to make investment
- Location schools near
- “Green” transportation
- Revenue?
- 6 lane pool - yes

Appendix E: Demand Analysis for Indoor Soccer

E.1 Current Situation

In 2007, there were 804 children and youth aged 6-18 participating in outdoor soccer in the market area of the Northumberland Soccer League (NSL) which includes Trent Hills, Brighton, Castleton, Colbourne, Roseneath, Wooler and Douro. Participation is highest in Trent Hills with 492 participants aged 3-18. That figure includes participation in the NSL and the under age 6 (U6) programs in both the Hastings and Trent Hills soccer clubs. That brings the total to 974 and does not include participation in U6 programs in any of the other communities within the NSL boundary. There are also soccer programs in Cobourg (Cobourg Soccer Club and Ladies Sunday Night recreational soccer program), Port Hope (Port Hope Minor Soccer Club), and the Lakeshore Senior (men's) Soccer League.

Within the boundaries of the NSL, there is undetermined unmet demand for outdoor soccer that cannot be accommodated due to an insufficient number of adequate fields. This deficiency also exists in Trent Hills. There is no adult program within the NSL, also due to an insufficient number of adequate fields.

Within the NSL boundary, there are about 9,000 children and youth age 5-19 (2006 Census). Approximately 11% participate in outdoor soccer. That is well below typical participation levels in communities with a well developed soccer program where participation levels are in the 20% range. When related to *total* population, the participation rate in outdoor soccer in the Trent Hills area is around 2%. That is half the participation rate in most communities with a well developed program.

At present, there is very little indoor soccer played in the Trent Hills area, with gymnasias being the only available facilities. The only indoor program is offered through the Northumberland Indoor Soccer Club. The closest adequate facilities are the Lions Spiplex Sports Dome which opened in 2006 near Fowlers Corners, west of Peterborough, and the facility in the Municipality of Clarington, east of Oshawa. A soccer dome is planned for Loyalist College and may be open for the 2008-09 season. It is expected to satisfy a good deal of the demand from Belleville only.

E.2 Potential Demand for Indoor Soccer in the Trent Hills Market Area

In Chapter Two, the 2006 population of the market area that has been defined for the proposed Community Recreation and Wellness Centre was estimated to be between 30,000 and 35,000. That took into account the expectation that demand for a facility of this nature in Trent Hills would be 'soft' from the communities of Cramahe, the northern half of Quinte West and the Municipality of Brighton, due to the existence of major leisure facilities in Cobourg and Belleville and the multi-use facility to be built in 2008 in Quinte West (Trenton). However, since there is no competition for an indoor soccer facility within this market area, there will be no 'soft' demand areas, and therefore, the population of the market area for such a facility will be at least 45,000. If all of Asphodel/Norwood, Alnwick/Haldimand, and half of Douro and

Otonabee South Monaghan are included, the population increases to 55,600. Port Hope and Cobourg have been excluded from the market area because it is expected that potential customers from those communities will be more likely to travel north to the Fowlers Corners facility than to a facility located in Trent Hills, unless available times and/or rates are better in Trent Hills. However, the Port Hope and Cobourg clubs have not yet launched any programs at the Fowlers Corners facility and nothing is currently scheduled for the 2007-08 season.

Between 2001 and 2006, growth in the communities within the market area ranged from -2.5% in Trent Hills to +10.1% in Alnwick/Haldimand. The only other community with negative growth was Marmora and Lake (-1.8%). Over the next ten years, a 5% overall growth in the market area would result in a population of 58,380, and 10% would mean a population of 61,050.

Interest in indoor soccer has been strong for the past decade in Ontario and demand is increasing each year. It is clear that the provision of each new quality facility generates increased demand. The participation rate increases with age. Interest among youth is strongest from those playing at the highest levels. Demand from adults is often stronger for indoor than outdoor soccer, and some adults only play indoor soccer. Growth in interest from women has also been notable. In communities with a well developed outdoor soccer program and adequate indoor soccer facilities, participation in indoor soccer typically comprises about one third of the number of outdoor participants or 1-2% of the total population. Adults rent 42% of the total hours regularly utilized for soccer at the Fowlers Corners facility, not including adult participation in the Fathers and Sons program.

Recent research into demand for indoor soccer facilities in the Whitchurch-Stouffville and Lanark County areas has produced several means of estimating demand. One estimate of demand for indoor soccer utilized a guideline of 1.25% of the total population, which is an average of the current participation rate in areas with a well developed soccer program. It is anticipated that the participation rate could increase to around 1.6% by around 2025. Another guideline suggested that around 750 regular participants are sufficient to utilize most of the available prime time in one indoor soccer pitch. This reflects current utilization patterns in mature markets. Another measure of potential demand for indoor soccer is to take 30-35% of the number of *outdoor* soccer participants as a number that would participate in an indoor facility in the same area. Through the two recent studies, it was projected that by around 2020, demand for indoor soccer could equate to somewhere in the order of 1 indoor pitch (100' x 200') per 50:000 population. However, since peak demand is unknown, that ratio could be conservative. In the Whitchurch-Stouffville market area, the current ratio of indoor soccer pitches to population is around 1:200,000 residents and a high degree of unmet demand exists.

Using those guidelines to help predict demand, the following calculations have been made for the Trent Hills market area that has been defined at around 55,000 population for a quality indoor soccer facility located somewhere in Trent Hills.

- Within a few years of opening an indoor facility, participation in indoor soccer within the defined market area could be in the range of 600 participants (based on 30% of potentially 2,000 participants in outdoor soccer – which would be *at least* the number if the summer program was able to be more fully developed in the area).

- 1.25% of the current population of the market area equates to approximately 700 indoor soccer participants, and that could increase to 875 participants by 2016 as the population increases along with the participation rate (1.5% of 58,380 population).
- Based on the above calculations, the approximately 750 regular users required to utilize most of the available prime time in a Trent Hills facility should be able to be reached in the near future.
- With the current population of the market area for an indoor soccer facility at around 55,500 and utilizing the provision standard of 1 pitch:50,000 population by 2020, the region should be able to easily grow into one indoor facility within a few years.

With anticipated unmet demand in the Cobourg, Port Hope, Clarington, Peterborough, Quinte West and Belleville areas, additional business could be attracted to a quality facility located in Trent Hills. That would help fill prime time in the facility as the indoor program in the local market area grows to its full potential.

E.3 Other Uses

It should be noted that this type of facility can also be used for the at least the following activities in prime and non-prime time:

- indoor running and walking,*
- exercise/fitness/rehab programs,*
- Ultimate Frisbee,*
- golf practice (driving range),*
- off-season training for any sport,*
- children's summer sports programs/camps/events/soccer clinics,*
- March Break soccer camp,*
- Professional Development days soccer program,*
- school daytime and after school board of education programs (soccer, track and field, other),*
- flag football,*
- field hockey,*
- box lacrosse,*
- rugby,*
- baseball, and*
- bocce.*

Appendix F: Multi-purpose Rooms, Trent Hills and Area, 2007

Facility	Room(s) – capacity and utilization				Kitchen	Bar	Stage	Charges	Notes
Royal Canadian Legion (Campbellford)	Upstairs hall (199 capacity) – 60% occupancy, except summer	Upstairs front room (cap. 53)	- Main floor small meeting rooms - downstairs front room with washroom (106)	Club Room with bar (167) and Patio (58) – members only, except on Saturdays	Assoc. with main hall	Assoc. with main hall	Assoc. with main hall	Upstairs Hall: \$200 Kitchen \$200 - no change for smaller rooms & downstairs front room - many free uses of main hall	Membership has been declining – currently at 500 (\$45/yr.) - barely keeping pace with costs
Royal Canadian Legion Branch 106 (Hastings)	Main floor (195 capacity) – used once/wk. on average	Downstairs bar (90) – used 1/mon.	Downstairs bar (90) – used 1/mon.		○ (main hall)	○ (main hall)	○ (main hall)	\$100 for main hall	Elevator
Warkworth Legion	Upstairs hall (160 capacity) – excess capacity – don't advertise – wide range of uses from spinners & weavers to sports groups and school use	Main floor club room for Legion members only			○	○		\$30/hr. or \$150 with kitchen No charge to non-profit groups	Self catering Elevator Buffet breakfast once/month
Masonic Temple (Campbellford)	Main room (179-260 capacity, theatre style to tables & chairs with dance floor) – average of two bookings/month, mostly for Saturday nights – mostly social events	Lower level room (50 with chairs & tables) – fireplace			○		○	Main floor \$200 Kitchen \$50 Lower level \$100 Client operates bar service Corporate rate \$300	Good acoustics in main room Also, court is held in this facility.
Campbellford Curling, Racquet and Fitness Club	Ice surface floor 350-400 (summer only)	Bennett Lounge 122 capacity			○	○		Lounge \$100-200 Ice surf floor \$600	
Pine Ridge Golf Course	145 capacity				○	○		\$30/person	No room rental fee
Library – Main Branch (Campbellford)	45 capacity (25% occupancy)							\$25	
Campbellford Community Resource Centre	80 capacity (60% occupancy Mon – Thurs evenings)							\$150 full day \$75 partial day	Education/training, Tai Chi
Hastings Civic Centre	Downstairs room (1,500-2,000 square ft.) 162 capacity				○	○			Also houses the library, Community Care, OPP, Lions Club meetings

Warkworth Seniors (in fire hall)	50-60 capacity (Seniors programs, Loyalist College art classes, girl guides, Bridge – not fully used)								Club has 32 members
Forest Dennis Seniors Centre (Campbellford)	50-80 capacity in main hall + a small lounge room – used mostly by senior club (130 membership + 20 over age 90) Used Monday – Friday, mostly in afternoons (except in July & August) A few rentals for parties				o	o		\$110	
St. John's United Church (Campbellford)	Main auditorium (cap. 150 at tables, 360 in chairs) – 3,000 sq. ft. – ground floor accessible – Westben Theatre rents in off-season for practices	Lower level smaller room (divisible) – uses 2x/wk	Lounge/meeting room (cap. 20) – can serve as 'green room' for stage performances		Large kitchen assoc. with Aud. + smaller kitchen		In main auditorium (with stage lighting and AV equipment)	\$50/day for auditorium	Thrift shop
Christ Anglican Church (Campbellford)	Street level accessible hall (cap. 100 at tables, 150 in chairs) – used at about 75% capacity, except in summer – site for school Breakfast Program							\$50 for hall/if kitchen used, a donation is asked for	Church ladies and men do dinners
Trinity United Church (Hastings)	Capacity 100 – used less than half the available time for childrens after school program, fitness classes, dinners, arts & crafts				o			\$25/occasion + catering fee	
St. Paul's United Church (Warkworth)	Hall (around 100 capacity at tables) – very busy – variety of uses, including exercise classes				o		o		Luncheons

Warkwork Centre for the Arts	150 capacity – well used – no fixed seating on floor, small balcony with fix seating for about 25				o		o	\$30 half day \$45 evening \$80 full day	Drama, musicals, musical performers
Percy Heritage Centre (Warkworth)	1 hall (cap. 50) – used 50% (mostly in evenings)							\$15 for half day \$30 for full day	Former library building
Heritage Centre (Campbellford)	30 capacity – a few regular meetings (Women’s Institute, Rotary meetings)								
Windswept Centre (Campbellford)	30-45 capacity (25% occupancy in prime time) educational programs, small social events, catered dinners relating to Westben Theatre				o			\$125	
Windswept on the Trent (13 th Line)	Meeting/conference room (30 capacity) – excess capacity	Meeting conference room (45 capacity) – excess capacity							Internet, AV, canoes, accommodation, steam rooms, hot tub
Island Park Retirement Suites (Campbellford)	Numerous rooms								
Campbellford Seymour Agricultural Community Centre	Upstairs hall 150 capacity (1 evening/wk for Bingo) (av. of 10 hrs/month)	Arena floor 1200 capacity			o	o		\$284/8 hr. rental + \$65 for set up (less \$50 for non-profit groups) \$40 hourly rate for meetings	Not accessible
Hastings Memorial Arena	Small upstairs room – 100 capacity (10-12 times/yr.)	Arena floor 1200 capacity			o	o	check	\$159/8 hr. rental + \$65 for set up (less \$50 for non-profit groups) \$40 hourly rate for meetings	- Not accessible - Birthday parties - View of ice
Percy Township Community Centre	Upstairs hall (cap 223) – utilized around 10% in prime time	Arena floor 1200 capacity						\$184/8 hr. rental + \$65 for set up (less \$50 for non-profit groups) \$40 hourly rate for meetings	Not accessible
The Red Barn in the fairground in Campbellford	Downstairs area (cap. 75-100) – occasional special event uses	Upstairs area (cap. 75-100) – fewer uses (art shows) – not accessible or finished as well						\$100 per use/day	- plans to add a covered stage on the side of the building facing the track

Campbellford District High School	Double gym (6,440 sq. ft.) cap. 840 in chairs/868 standing Mon – Fri. – booked 1005 during school year Used about 6 times/yr. on weekends	Cafeteria (with stage)	Classrooms used for Drivers Education (x4/yr.), Cadets (weekly), Minor Hockey (monthly in winter, Minor Softball (monthly in season), C/SC Foundation (monthly)				o (cafeteria)		Bleachers in gym Gym is divisible Portable stage for gym
Hastings Elementary School	Small gym – approx. 2,000 sq. ft. (almost no community use)						o		
Percy Centennial Elementary School, Warkworth	Small gym – 210 seating & 463 standing capacity (no regular evening community uses – some special events)						o		
St. Mary’s Elementary School, Campbellford	Small gym (very little community use – church use)						o		
Hillcrest Elementary School, Campbellford	Small gym (2 nights/wk community use)						o		
Kent Elementary School, Campbellford	Small gym (1 night/wk. community use)						o		
Campbellford Hospital	Board room (divisible into two rooms) – cap 50, used heavily by the hospital & community								