



**Goderich  
Memorial Arena  
Comprehensive Plan:**

**FUTURE USE RECOMMENDATIONS  
AND FINANCIAL VIABILITY**

MAY 28, 2025

# Goderich Memorial Arena Comprehensive Plan: **FUTURE USE RECOMMENDATIONS AND FINANCIAL VIABILITY**

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MAY 28, 2025

DRAFT 3

Prepared for the **Town of Goderich**

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# TABLE OF CONTENTS

<b>Executive Summary</b>	<b>5</b>
Purpose of the Study.....	5
Overview of Process and Engagement .....	5
Summary of Options Explored .....	6
Preliminary Preferred Directions and Recommendations	7
<b>1.0 Introduction</b>	<b>9</b>
1.1 Purpose and Objectives .....	9
1.2 Project Timeline.....	9
1.3 Role of this Report .....	10
1.4 Background Reports .....	10
<b>2.0 Site and Context Analysis</b>	<b>11</b>
2.1 History and Legacy of the Goderich Memorial Arena	11
2.2 Site and Surrounding Context .....	12
2.3 Existing Facility Overview .....	15
2.4 Location and Adjacency to Community Assets .....	15
<b>3.0 Community Engagement Overview</b>	<b>16</b>
3.1 Community Engagement Approach.....	16
3.2 Youth Engagement .....	23
3.3 Summary of Community Survey Results.....	25
3.4 Key Themes for the Site.....	38
<b>4.0 Indoor Recreation Needs Assessment</b>	<b>40</b>
4.1 Evaluation of Second Ice Pad Requirements .....	40
4.2 Existing Gymnasium Facilities and Multi-Purpose / Gathering Spaces	43

<b>5.0 Guiding Principles</b>	<b>47</b>
5.1 Principles to Guide Future Use of the Site .....	47
5.2 Alignment with Community Needs and Vision .....	49
<b>6.0 Operating Budget Analysis</b>	<b>51</b>
6.1 Operational Financial Analysis (2019–2024) .....	51
6.2 Service Delivery Model Considerations .....	54
6.3 Capital Funding and Grant Opportunities .....	57
<b>7.0 Future Use Options and Cost Estimates</b>	<b>61</b>
7.1 Option A: Do Nothing / Sell the Property .....	62
7.2 Option B: Demolish and Prepare Site for New Use .....	63
7.3 Option C: Reuse / Repurpose / Rebuild .....	64
7.4 Arena Redevelopment Precedents .....	80
<b>8.0 Preliminary Preferred Direction and Recommendations</b>	<b>89</b>
8.1 Preferred Preliminary Option C .....	89
8.2 Operating Budget and Assumptions .....	91
<b>APPENDICES</b>	<b>97</b>



# Executive Summary

## Purpose of the Study

The purpose of this study is to develop a comprehensive plan that evaluates the future use of the former Goderich Memorial Arena site. With the arena no longer in operation, the Town of Goderich is seeking to determine the most appropriate and sustainable direction for the site that responds to current community needs, aligns with long-term policy objectives, and builds on the Town's vision for inclusive, accessible, and multi-use community spaces.

This study explores a range of redevelopment options for the site, informed by public and stakeholder engagement, strategic policy alignment, and technical feasibility analysis. The goal is to identify a preferred direction that balances community recreation, economic development, heritage value, and service delivery potential, while contributing to the vitality of the surrounding area and the broader Town.

## Overview of Process and Engagement

The planning process for the future of the Goderich Memorial Arena site was grounded in a collaborative and community-driven approach. The study was initiated in response to recommendations from the Town's 2022 Community Recreational Needs Analysis and was guided by a multi-phase process that included background review, site analysis, option development, and evaluation.

A central component of the process was a robust engagement strategy aimed at ensuring that community members, youth, stakeholders, and Town staff had meaningful opportunities to share their ideas, priorities, and concerns. Engagement activities included:

- **Community Survey:** A comprehensive online and paper-based survey received 443 responses, providing valuable input on recreation needs, facility gaps, site preferences, and perspectives on preservation versus new development.
- **Youth Engagement:** In-person workshops were held at Goderich District Collegiate Institute (GDCI) with over 450 students from Grades 7 to 12, complemented by classroom-based activities at Goderich Public School and St. Mary's Catholic School. Youth participants contributed imaginative and practical ideas for how the site could evolve to meet future needs.
- **Stakeholder Engagement:** The project team conducted targeted meetings and virtual sessions with a wide range of community groups, service clubs, local organizations, and education partners. These discussions explored

programmatic needs, operational considerations, and opportunities for future partnerships.

- **Public Workshops:** Over 160 participants attended two days of public engagement workshops in April 2025, which included stakeholder discussions, community drop-in sessions, and a closing presentation by the consulting team. These sessions provided a platform for collaborative dialogue and visioning around potential redevelopment scenarios.
- **Memorial Arena Task Force:** Ongoing input was provided by the Town-appointed Task Force, composed of community members and Council representatives. The Task Force contributed local knowledge, reviewed community feedback, and provided strategic guidance throughout the process.

Insights gathered through this multi-faceted engagement process directly informed the development of the report's guiding principles, evaluation criteria, and recommended direction. The process prioritized transparency, inclusivity, and alignment with the Town's long-term planning goals ensuring that the future of the Memorial Arena site is shaped by the community it serves.

## Summary of Options Explored

The Comprehensive Plan presents three primary options for the future of the Goderich Memorial Arena and surrounding site. Each option reflects a different level of municipal investment, redevelopment intensity, and potential for community benefit:

### **Option A: Do Nothing / Sell the Property**

- Minimal to no capital investment.
- Potential to turn operations over to a local service club or community group.
- The Town may choose to sell the property, subject to the Municipal Act and a required Official Plan Amendment.
- Limited opportunity to meet evolving community needs or facility standards.

### **Option B: Demolish and Prepare Site for New Use**

- Full demolition of the existing structure.
- Site prepared for future redevelopment aligned with long-term community priorities.
- Enables a clean-slate approach to land use, but eliminates heritage and reuse opportunities.
- Requires significant capital outlay and further planning approvals.

### **Option C: Reuse / Repurpose / Rebuild (Phased Approach)**

- Retains and upgrades the existing building through a phased reinvestment strategy:
  - Phase 1: Code compliance, essential repairs, and interim use.
  - Phase 2: Interior reconfiguration and program enhancements.
  - Phase 2+: New main entrance, façade improvements, and wayfinding upgrades.
  - Phase 3: Second-floor improvements and rooftop patio activation.
- Balances cost efficiency with increased usability, flexibility, and community value.
- Supports both short-term use and long-term redevelopment potential.

Each option is accompanied by preliminary cost estimates and implications for capital planning, operations, and community benefit. The Town may also consider hybrid or transitional approaches depending on future funding opportunities and stakeholder priorities.

## **Preliminary Preferred Directions and Recommendations**

The Comprehensive Plan recommends a phased revitalization of the Goderich Memorial Arena, grounded in public input, operational analysis, and strategic planning. The approach balances respect for the facility's legacy with a forward-looking vision for a multi-use, inclusive, and fiscally sustainable community space.

### **Recommended Direction:**

- Retain and repurpose the existing arena structure through a phased investment strategy (Option C).
- Begin with essential repairs and safety upgrades, followed by incremental reconfiguration of interior spaces and eventual façade and rooftop enhancements.

### **Key Reasons for Recommendation:**

- Strong community support for preserving the arena's structure and memorial significance.
- Demand for accessible, flexible indoor space that serves all ages and a wide range of uses.
- Opportunity to fill critical service gaps in recreation, youth programming, and event hosting.
- Cost-effective reuse of a municipally owned asset in a central, walkable location.

### **Implementation Considerations:**

- Adopt a hybrid service delivery model to enable collaboration with service clubs, the YMCA, and third-party providers.
- Develop a sustainable operating budget informed by 2024 actuals and future revenue projections.
- Leverage a combination of grants, growth-related revenue tools, and community partnerships to fund capital works. Maintain flexibility in implementation based on available funding and evolving community needs

This recommendation reflects the community's vision and supports the Town's long-term goals of sustainability, inclusion, and civic stewardship.

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# 1.0 Introduction

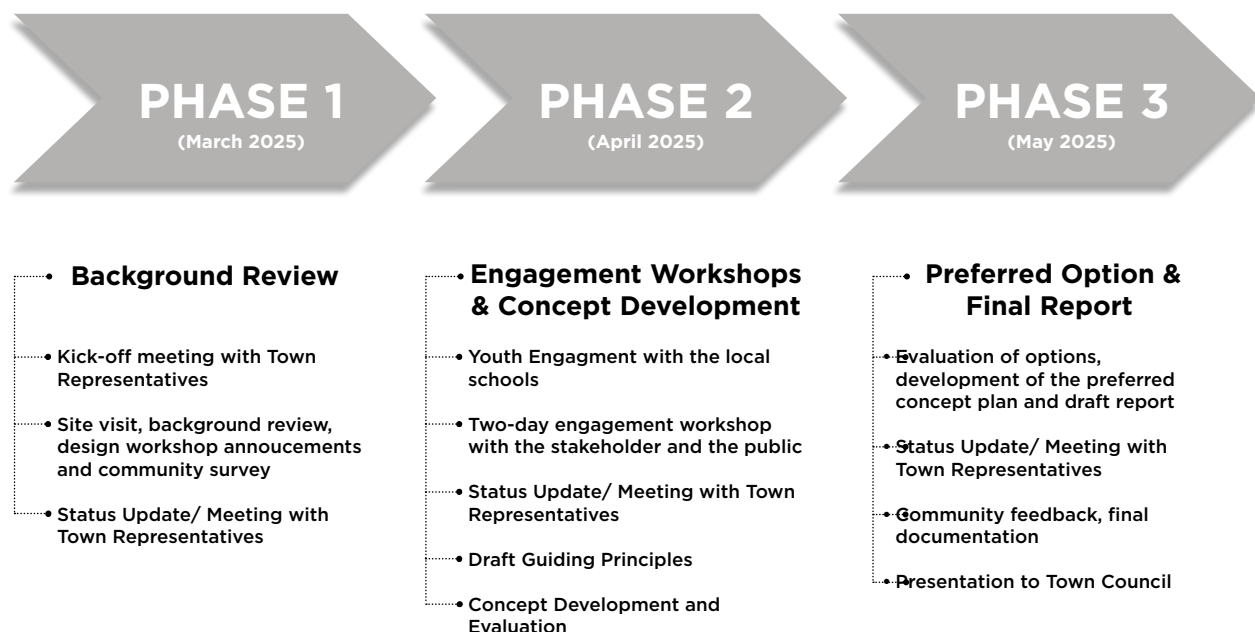
## 1.1 Purpose and Objectives

The Town of Goderich has initiated a comprehensive planning process to determine the future use of the Goderich Memorial Arena site, located at 180 McDonald Street. Originally constructed in 1949, the arena has served as a key recreational and civic space for decades. With the facility no longer in operation, the Town of Goderich is now exploring how the site can best serve current and future community needs.

The objective of this Comprehensive Plan is to assess the condition and potential of the site, evaluate reuse or redevelopment options, and recommend a direction that aligns with community priorities, operational feasibility, and long-term sustainability.

## 1.2 Project Timeline

This Comprehensive Plan was initiated in response to the 2022 Community Recreational Needs Assessment (CRNA), which identified the need for a focused review of the arena's role within the broader recreational landscape. This project has been completed in three phases:



## 1.3 Role of this Report

This report presents the findings and recommendations of the Goderich Memorial Arena Comprehensive Plan. It documents the engagement process, outlines the current condition and context of the site, assesses viable options for future use, and recommends a preferred direction. It is intended to serve as a resource for Town Council, staff, community stakeholders, and potential partners to support informed decision-making regarding the site's long-term future.

## 1.4 Background Reports

A number of foundational reports and technical studies informed this Comprehensive Plan. These documents provided insight into the facility's condition, community priorities, demographic trends, and financial implications:

- **Community Recreational Needs Assessment (CRNA), 2022:** Identified community service gaps and provided a 10-year framework for recreation investment, including recommendations related to the Memorial Arena site.
- **Ameresco Facility Condition Assessment Report, 2015:** Assessed the physical infrastructure of the arena, identifying major capital renewal requirements.
- **Designated Substance Survey (DSS), 2019:** Documented the presence of hazardous materials to be considered in any future renovation or demolition.
- **Structural Inspection Report:** Evaluated the arena's roof trusses, masonry, and load-bearing capacity to support reuse considerations.
- **Council Reports and Memos (2019–2020):** Summarized public input, usage trends, cost estimates for reuse and redevelopment, and outlined the arena's operational history.
- **Huron County Population and Housing Forecast, 2024:** Offered insights into long-term growth and demographic trends that may influence future recreation needs in Goderich.
- **Affordable Housing Community Improvement Plan (CIP), 2022:** Provided context on broader Town strategies related to inclusive, attainable development which may intersect with future use of the site.
- **Memorial Arena Survey Results conducted in 2019**
- **Additional Staff Reports, Cost Quotations, and Correspondence:** Internal communications, staff reports, and received quotations were also reviewed.



## 2.0 Site and Context Analysis

### 2.1 History and Legacy of the Goderich Memorial Arena

The Goderich Memorial Arena, originally constructed in 1949, has been a cornerstone of community life in Goderich, Ontario. Named to honour local veterans, the arena served as a hub for public gatherings, recreational activities, and civic functions. Over the decades, it hosted hockey games, figure skating, public skating, community dinners, fundraising events, and more, supporting various user groups, including service clubs and minor sports organizations.



Fig.1: Archival photograph of the Goderich Memorial Arena under construction, dated March 2, 1950.

The single pad arena was substantially reconstructed in the 1970s, including replacement of the original slab-on-grade with a new floating concrete floor slab, and replacement of the roof as well as the exterior side and rear walls, among other changes. With the renovations and changes over the years, only the front portion of the building remains original to the structure built in 1949. As such, much of the building is not as old as the original year of establishment would otherwise suggest.

In 2018, the arena's aging ammonia-based refrigeration system was decommissioned due to safety concerns, leading to the removal of the ice surface. The facility remained open and continued to be used for floor-based sports such as ball hockey, pickleball and shuffleboard, as well as YMCA day camps and community events, with its upstairs hall recognized as the largest municipal gathering space in town.

During the COVID-19 pandemic, the arena's role shifted to support public health initiatives. In late 2020, it was repurposed as a COVID-19 testing centre, providing a centralized location for residents to access testing services. In mid-2021, after upgrades were made to the arena's heating and air conditioning systems, the facility transitioned to serve as a mass vaccination clinic.

Ultimately, in January 2025, the arena was closed due to aging infrastructure, limited use, lack of a plan for long-term investment, and financial constraints including operating cost considerations.

## 2.2 Site and Surrounding Context

The Site is approximately 6,793.88 square meters (73,128.72 square feet)<sup>1</sup> in area, with the existing Goderich Memorial Arena occupying a building footprint of about 45,000 square feet. The Site includes an at-grade surface parking lot providing approximately 65 spaces. It is served by two general vehicular access points located on the north side of the building, along with a separate dedicated service vehicle access on the south side. Additional on-street parking is available along McDonald Street.

Adjacent to the arena is Bannister Park, formerly known as Agricultural Park, which underwent a significant \$3.9 million revitalization completed in 2019. The upgrades introduced new amenities such as three baseball diamonds, two soccer pitches, a skate park, and a playground, transforming it into a modern, multi-use recreational facility. The park was renamed in honour of Carl and Marilyn Bannister, local philanthropists who generously supported sports initiatives in the town.

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<sup>1</sup> Site area and building footprint measurements were obtained using Google Earth's measurement tools. These figures are approximate and may be subject to minor inaccuracies due to factors such as image resolution and georeferencing errors.



# The Goderich Signal-Star

GODERICH, ONTARIO, THURSDAY, MARCH 2nd, 1960

10th YEAR

NO. 9

## ARENA AND THEATRE PREPARE FOR OPENING

### Congratulations to Goderich on Its Imposing New Artificial Ice Arena Come from Many Sources

Belts Hopes Goderich Youth Will Make Quarters

Congratulations to the citizens of Goderich and district in general and to the men responsible for erecting the new Memorial Arena in particular have been received in the Signal-Star. Amongst the messages received are the following:

**Jack Adams, Manager of Brookfield House:** Congratulations upon the opening of this, your new artificial ice arena. It is a great asset to the town and will be a great help to the youth who will use it. It is a fine example of the progress of the town and will be a great help to the youth who will use it.

**L. W. "Chad" Appel, Sports Editor, Southern Bruce Herald:** The splendid citizens of Goderich are to be congratulated on their new artificial ice arena, which is a fine example of the progress of the town and will be a great help to the youth who will use it.

**E. Stanley Snyder, Mayor of Colborne:** Congratulations to the citizens of Goderich and district on the opening of their new artificial ice arena. It is a fine example of the progress of the town and will be a great help to the youth who will use it.

**Don Evans, Sports Columnist, Toronto Star:** Congratulations to the citizens of Goderich and district on the opening of their new artificial ice arena. It is a fine example of the progress of the town and will be a great help to the youth who will use it.

**Robert Fleming, Mayor of Watford:** Congratulations to the citizens of Goderich and district on the opening of their new artificial ice arena. It is a fine example of the progress of the town and will be a great help to the youth who will use it.

**Wesley:** Congratulations to the citizens of Goderich and district on the opening of their new artificial ice arena. It is a fine example of the progress of the town and will be a great help to the youth who will use it.

HERE ARE THE DETAILS OF YOUR NEW ARENA.

The forthcoming opening of Goderich's new artificial ice arena will mark a new era in the town's hockey history and at the same time open the way to increasing health of its sports entertainment in the past.

The arena is a fine example of the progress of the town and will be a great help to the youth who will use it. It is a fine example of the progress of the town and will be a great help to the youth who will use it.

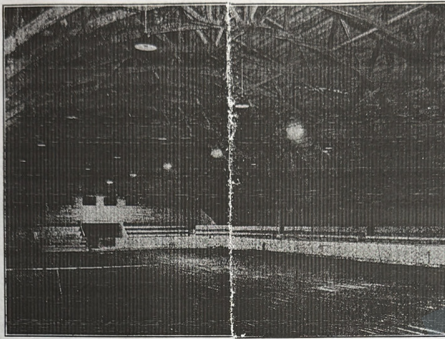
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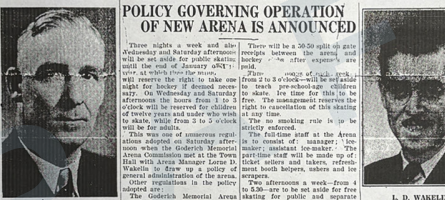
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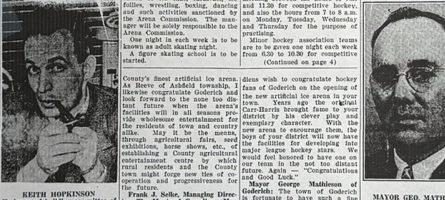
### Goderich Memorial Arena As Nearing Final Stage of Completion



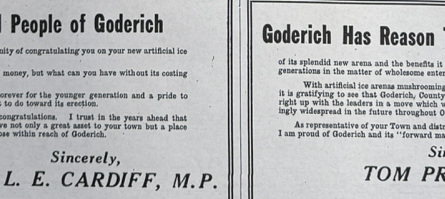
The interior picture of the new arena was taken during the latter part of last week. Since then considerable more finishing work has been done. The view is looking towards the south end and the community hall which has a hockey rink looking out on the ice surface.



The exterior picture of the new arena was taken during the latter part of last week. Since then considerable more finishing work has been done. The view is looking towards the south end and the community hall which has a hockey rink looking out on the ice surface.



D. D. MOONEY, Chairman of Goderich Memorial Arena Committee.



KEITH HOPKINSON, Chairman of building committee of New Arena.

### Ultra Modern Park Theatre on the Square to Have Premiere on Monday Night, March Sixth

First Screen of Its Kind in Canada to Be Used

With the opening of the ultra modern Park Theatre in Goderich there are some residents who will go down memory's lane to the time when Goderich had its first movie house. This, according to George Jones, was built in the spring of 1907. George was the second effects man in the town's movie theatre. There Jones was the ticket collector and the ticket seller was Mr. Jack Thompson who, with Mr. Thompson, was the proprietor.

Called "Theatrical", it was located on Kingston street, where the old "Theatrical" was located. The theatre was a small building, but it was a fine example of the progress of the town and will be a great help to the youth who will use it.

The ultra modern Park Theatre is a fine example of the progress of the town and will be a great help to the youth who will use it. It is a fine example of the progress of the town and will be a great help to the youth who will use it.

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The March 2, 1960 edition of the Goderich Signal-Star commemorated the final stages of arena construction and its forthcoming public reopening. The editorial emphasized the arena's significance to local youth, service groups, and future generations. The article reflects the deep civic pride tied to the facility and the optimism surrounding its opening.

"Congratulations to Goderich on its imposing new artificial ice arena come from many sources..." - Goderich Signal-Star, March 2, 1960

To The Good People of Goderich

I take this opportunity of congratulating you on your new artificial ice arena.

It is a joy forever for the younger generation and a pride to those who had the most to do toward its erection.

Please accept my congratulations. I trust in the years ahead that the new arena will prove not only a great asset to your town but a place of recreation for all those within reach of Goderich.

Sincerely,  
L. E. CARDIFF, M.P.

Goderich Has Reason To Be Proud...

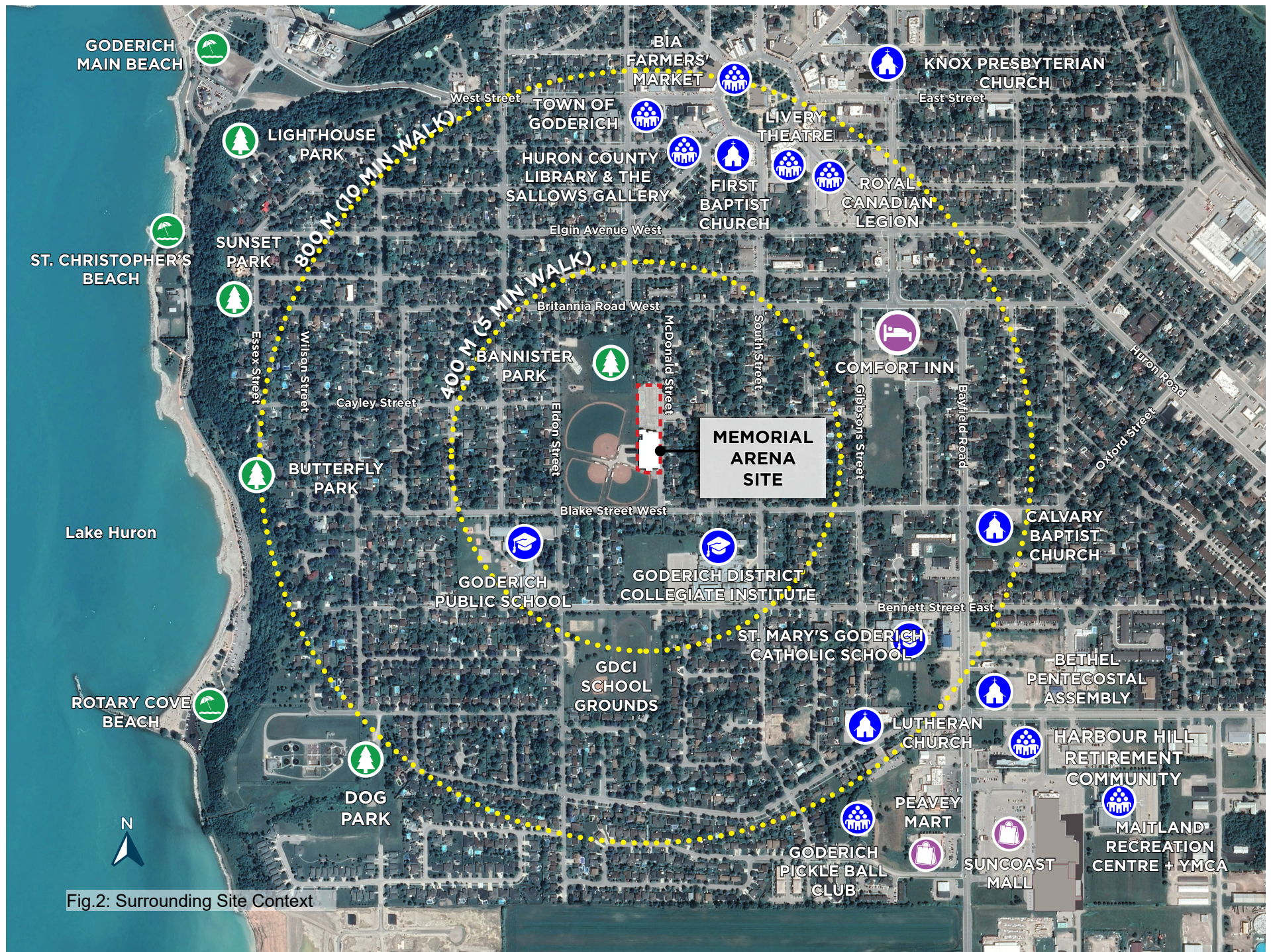
of its splendid new arena and the benefits it will bring to this and future generations in the matter of wholesome entertainment.

With artificial ice sports flourishing up in towns all over Ontario it is gratifying to see that Goderich, County Town of Bruce, is keeping right with the leaders in a move which will no doubt become increasingly widespread in the future throughout Ontario.

As representative of your Town and district at the Ontario Legislature I am proud of Goderich and its "forward march" step.

Sincerely yours,  
TOM PRYDE, M.P.P.







## 2.3 Existing Facility Overview

The arena was originally constructed with a single-pad ice surface, along with change rooms, spectator seating, and an upper-level hall that was used for community and private functions. As newer facilities like the Maitland Recreation Centre expanded, the Memorial Arena experienced a gradual decline in use. Following the decommissioning of the refrigeration system and removal of the ice in 2018, the arena operated as a seasonal facility, offering dry-floor programming during the off-season months and hosting community events, floor-based sports, and YMCA day camps.

Although some structural elements remain intact, technical assessments have identified significant capital renewal needs, including HVAC upgrades, roof replacement, electrical rewiring, and interior modernization. The facility was ultimately closed in January 2025 as noted earlier.

## 2.4 Location and Adjacency to Community Assets

The arena is centrally located within the Town of Goderich and forms part of a larger recreational precinct. It is adjacent to Bannister Park and close to Butterfly Park, Sunset Park, and the Lake Huron shoreline. The Site is within walking distance of several schools, including Goderich District Collegiate Institute (GDCI), Goderich Public School (GPS), and St. Mary's Catholic School.

Nearby community assets include the YMCA, Maitland Recreation Centre, Huron County Library, Livery Theatre, the Town Square, the Royal Canadian Legion, and several service clubs and places of worship. The location offers strong connectivity to surrounding residential neighbourhoods with both vehicular and pedestrian access.

Together, the arena and Bannister Park contribute to a broader recreational campus that integrates open green spaces into the residential fabric. Its central location and connections to civic, educational, and recreational amenities reinforce its role as a key community asset.

## 3.0 Community Engagement Overview

### 3.1 Community Engagement Approach

As part of this initiative, a multi-phase community engagement strategy was implemented to capture a wide range of perspectives, insights, and ideas from residents, youth, local organizations, and service clubs. The objective was to ensure that any future use of the site reflects the community's values, evolving needs, and shared vision for inclusive and accessible spaces in Goderich.

Engagement efforts have included both broad public outreach and targeted stakeholder discussions. These opportunities enabled participants to reflect on the arena's historical importance, current recreational and programming gaps, and their ideas and aspirations for the future of the site and building. Input received identified strong interests in a potential multi-use facility that serves youth, seniors, and service clubs, including a flexible range of recreational and social functions. Potential financial impacts (capital and operating) were identified as a key consideration.

The public engagement strategy involved online, in-person, one-on-one, youth engagement and working group meetings:

- **Public Engagement Workshops (April 4 - 5, 2025):** A two-day public engagement workshop and stakeholder discussions hosted by the consulting team welcomed over 160 participants at the Comfort Inn. The sessions were open to the public and included one-on-one meetings with key stakeholder representatives and groups, followed by a closing presentation by the consulting team. Following the in-person stakeholder sessions, additional virtual meetings were also held with stakeholder representatives who were unable to attend the in-person event.
- **Youth Engagement Workshops:** The consulting team facilitated in-person workshops with students at Goderich District Collegiate Institute (GDCI), with over 350 to 450 students from Grades 7 and 8, and Grades 9 to 12 participating in the sessions. For Goderich Public School and St. Mary's Catholic School, engagement materials were shared with teachers to collect student responses through classroom activities. At Goderich Public School (GPS), students in Grades 3 to 6 provided written responses, while at St. Mary's Catholic School, students from Grades 3 to 8 submitted their input.

- **Written Submissions:** A total of 10 letters, concept notes, and needs assessments were submitted by local clubs, associations, and community members, offering detailed perspectives on programmatic needs, space requirements, and ideas for reuse.
- **Community and Youth Surveys:** A comprehensive online survey (also made available in an alternative format as a paper-based survey) was completed by 443 respondents, aimed at gauging public preferences regarding preservation, redevelopment, or demolition of the arena, and understanding the broader community facility needs. Additionally, a separate online youth survey captured feedback from 160 students at Goderich District Collegiate Institute (GDCI).
- **Working Group - Memorial Task Force:** The Town's appointed Task Force comprised of six citizen representatives and three members of Council, provided oversight and input throughout the process, offering local knowledge, reviewing community feedback, and helping ensure alignment with civic goals and priorities. Two sessions were held with the Task Force during the Engagement Workshop to hear perspectives from each member about their interests and why they joined the Task Force and to recap input received from the community and stakeholders during the event.

## Engagement “By the Numbers”

160<sup>+</sup>

2-day Public  
Engagement  
Attendees

450<sup>+</sup>

Youth Engagement  
Attendees

9

Working Group  
- Memorial Task  
Force Attendees

443

Community Survey  
Responses

180<sup>+</sup>

Youth Survey  
Responses\*

10

Written Submissions

\* Youth responses include online survey submissions from Goderich District Collegiate Institute students and written responses from students at Goderich Public School and St. Mary's Catholic School.

## Stakeholders Participation

Stakeholders who participated through in-person charrettes, virtual meetings, or written submissions include:

- Goderich Kinsmen and Kinette Club
- Goderich Lions Club
- Goderich Rotary Club
- Goderich Shuffleboard Club
- Goderich Minor Hockey Association
- Goderich Ringette Association
- Minor Baseball and Minor Soccer Organizations
- Goderich Public School - Christmas Dinner organizers
- Goderich Columbus Centre
- Goderich Rotaract
- MacKay Centre for Seniors
- ONE Care Support
- YMCA of Southwestern Ontario
- Beta Sigma Phi – Five Chapters Level
- Huron Perth Catholic District School Board
- Avon Maitland District School Board
- Memorial Arena Task Force
- Local residents and youth

*Note: Additional groups were contacted by the consulting team as part of the outreach process, although not all responded or were available to participate.*



Fig.3: Stakeholder roundtable discussion with members of local service clubs during the Public Engagement Workshop, April 2025.

## Key Discussions from Stakeholders:

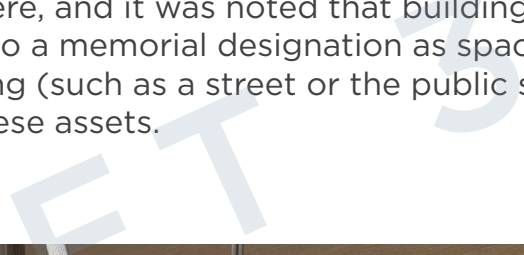
- Stakeholders emphasized the need for cost-effective seniors programming and transportation services, along with improved coordination and accessibility for recreation opportunities.
- The loss of arena ice time has created pressure on local programs, resulting in reliance on Clinton and Bayfield arenas. Stakeholders noted that additional ice time is needed to support competitions and advanced training.
- There is a clear need for a multi-use facility with a gymnasium floor to help address overcrowded schools and the lack of large indoor gathering spaces. Desired uses include indoor sports, after-school programs, day camps, practices, trade shows, and daycare.
- Fundraising events such as concerts and dances previously depended on bar revenue at the arena. An affordable, flexible event venue is needed to support similar activities. A written submission outlined these concerns.
- Youth-oriented events like roller-skating nights were popular in the past, pointing to the need for a divisible, mid-sized venue that can host similar programming.
- Increased sports participation has created demand for indoor spring training space, including turf areas, batting tunnels, awards halls, and spaces for coaching clinics.
- Stakeholders noted that existing community venues are not sufficient to meet current needs or to fully replace the arena's former role. Many expressed interest in exploring shared-use facility models that adapt to evolving community demands.
- School boards have also expressed interest in being willing partners. They highlighted needs and ideas for before- and after-school programs, indoor recreational pursuits, and the concept of a "community clubhouse." The location's proximity to schools and overall walkability were identified as important considerations. School board representatives also suggested that reciprocal use agreements could help increase student access to future facilities.

## Public Questions and Discussions:

- Concerns were raised about the building's condition, including the roof, presence of asbestos, and lack of accessibility.
- There is a strong desire for cost transparency when comparing retrofit options to a potential new build.



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to a memorial designation as spac  
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ese assets.



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## Facility Needs and Priorities identified:

- There is strong and consistent support for a multi-use community facility that offers flexible, accessible space for service club functions, sports, youth and senior programming, arts, and social services.
- Many emphasized the cultural, economic, and historic value of the Memorial Arena and advocated for its preservation through adaptive reuse rather than demolition.
- Key event-ready infrastructure needs include large halls, kitchen and bar facilities, accessible washrooms, and dedicated storage space.
- Gaps in recreation amenities include shuffleboard courts, gymnasium space, dry land training areas, and multipurpose rooms for youth and leadership development programs.
- A hybrid facility model that splits programming between the Maitland Recreation Centre and a repurposed arena site without duplicating services was supported by several organizations.
- Clarity was requested regarding operational matters such as booking procedures, rental policies, janitorial support, and maintenance responsibilities.

For a full summary of each stakeholder group's recommendations and detailed facility needs, please refer to Appendix.



Fig.5: Public Engagement Workshop session held in April 2025, where community members discussed ideas, concerns, and aspirations for the future of the Goderich Memorial Arena site.





Fig.6: Shuffleboard games in progress at the Goderich Memorial Arena during a community tournament.





Fig.7: Youth engagement session held at Goderich District Collegiate Institute (GDCI), where students participated in interactive workshops to share ideas for the future of the Goderich Memorial Arena site.

## 3.2 Youth Engagement

On April 1, 2025, the consulting team conducted an in-person engagement session at Goderich District Collegiate Institute (GDCI), where over 450 students from Grades 7 to 12 participated. Held over multiple sessions in the school cafeteria, the session included a brief visual presentation, interactive mapping boards, and a creative brainstorming activity using sticky notes. Students were invited to share their ideas on how the Memorial Arena site could be reimagined to serve their needs and interests.

At Goderich Public School and St. Mary's Catholic School, teachers facilitated classroom-based engagement activities using simplified materials and visual prompts. Through guided discussions, students expressed their ideas by writing or drawing on printed templates. These submissions were collected and analyzed alongside the GDCI responses.

In addition, a separate online youth survey was completed by 160 GDCI students, capturing further input on the future of the Memorial Arena site.

## Key Themes from Youth Input

The ideas generated by youth were vibrant, creative, and reflected a broad range of interests from sports and entertainment to social support services and the arts. The feedback captured both practical needs and imaginative aspirations. The most commonly cited ideas across responses were:

### Entertainment

- **Arcade**
- **Trampoline Park**
- **Rollerskating Park**
- **Go Kart Track**
- **Laser Tag**
- Mini Golf/Golf Simulator
- Escape Room/ Mazes
- Paintball/ Airsoft Arena
- Waterpark
- Batting Cage
- Aquarium
- Movie Theatre
- Lounge (above lower amenities)
- Indoor Petting Zoo
- Indoor Hourse Arena/ Barn

"Don't tear it down!"

### Sport

- **Indoor Pool**
- **Artificial Turf Field** (soccer, field hockey)
- Indoor Basketball Court
- Volleyball Courts

- Boxing Gym
- Baseball Stadium

### Ice/ Arena

- Ice Rink/ summer pad for events (i.e. fair)

### Community Space/ Culture

- **Community Event Space**
- **Youth Centre/hangout area**
- **Community/Greenhouse/Gardens**
- Arts/Hobbies, Spaces (i.e. pottery, kiln, glass-blowing)
- Music Centre
- Art Gallery
- Live Music Venue (family-friendly)
- Indoor Farmers Market
- Community Centre (safe space for marginalized i.e. LGBTQ2S+, furries etc)

### Housing/Institutional

- **Homeless Shelter**
- **Soup Kitchen**
- Youth Shelter
- Clothing Closet

- Childcare Centre
- Satellite College Campus

"Fix it and make it an arena again."

### Commercial

- **Food Court**
- **Mall**
- New Fast Food Restaurant
- Clothing/Fashion Stores
- Costco
- Nail/Beauty Salon



\***Bold** bullet items were most popular responses in each theme

### 3.3 Summary of Community Survey Results

The Town of Goderich conducted a community survey to gather input on the future of the Goderich Memorial Arena. The arena was closed to the public in January 2025. The survey's purpose was to understand how residents and stakeholders feel about the arena's closure, what they believe the community needs in terms of facilities, and their ideas and preferences for the site moving forward.

A total of 443 responses were received, including submissions completed in an alternative paper-based format for those who could not access the online version. While the findings presented in the charts that follow are based on responses from the online survey platform, they offer a representative snapshot of overall trends and preferences expressed by participants. Open-ended comments and written submissions were reviewed together with the paper-based responses to ensure a broad and inclusive understanding of community perspectives.

The following summary outlines the survey results, including quantitative results (counts and percentages of respondents) and common themes from open-ended comments.

## Engagement Results at a Glance

### 1. What is your connection to Goderich?

90% Residents

9% Work in Goderich

8% Business Owners

10% Local Org. Members

5% Visitors/Others

### 2. Did you use the Memorial Arena before it was closed?

90.7% Yes

7.6% No

1.7% Not Applicable

### 3. What activities did you participate in at the Memorial Arena before it was closed?

75% Community events

60% Ice Sports

31% Cultural or Arts events

24% Meetings and Private Functions

6% Shuffleboard

### 4. What types of community or recreational spaces are most needed in Goderich?

69% Community Event

63% Indoor Sports Facility

47% Ice Rink

36% Indoor Market Space

34% Youth Centre

17% Senior Centre

17% Performing Arts Venue

### 5. Which of the following options for the future of the Memorial Arena do you support?

82% Repurpose as a Mixed-Use Community Facility

16% Develop into a Cultural/Arts Hub

9% Repurpose as Business/Innovation Space

18% Demolish the Arena

11% Sell the Property

1% Restore/Reopen as an Ice Arena

### 6. If the building is repurposed, what activities or programs would you like to see?

77% Community event

74% Indoor sports leagues

49% Youth and senior programming

36% Food hall or marketplace

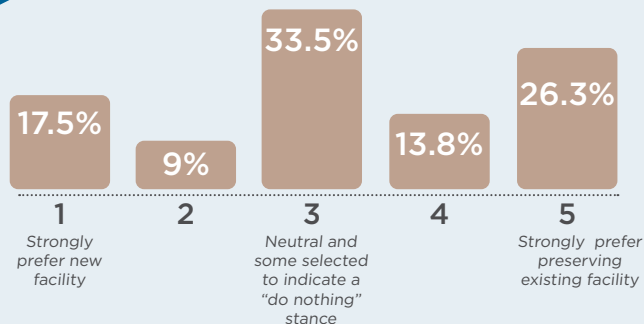
32% Arts and Cultural Programs

10% Business incubator or co-working space

### 7. If the building was demolished, what would you like to see the site used for?

- 1  New Recreation/Community Facility
- 2  Park or Green Space
- 3  Housing Development
- 4  Parking or Infrastructure

### 8. How much should the Town prioritize preserving the existing structure versus building a new facility? (Scale: 1 - Strongly prefer a new facility to 5 - Strongly prefer preserving the existing structure)



## 1. Connection to Goderich

Respondents were asked about their connection to the Town of Goderich (with multiple selections allowed). This helps contextualize the feedback by understanding who participated (e.g. residents vs. non-residents). The majority of respondents are local residents, with many others indicating additional ties to the community. Specifically:

- **Residents of Goderich:** Approximately 90% of respondents indicated they live in Goderich (either full-time residents or in the immediate area).
- **Work in Goderich (but live elsewhere):** About 9% work in Goderich while residing outside the town.
- **Business Owners:** Approximately 8% identified as owning a business in Goderich.
- **Members of Local Organizations:** Approximately 10% are members of local clubs, sports teams, or community organizations in Goderich.
- **Visitors / Others:** A smaller portion (about 5% or fewer) described themselves as regular visitors to Goderich or had other connections (e.g. former residents, residents of nearby municipalities who use Goderich facilities).

(Note: Many respondents indicated more than one connection, such as being both a resident and a local business owner, so percentages sum to over 100%.)

The survey reached a broad cross-section of the community, primarily Goderich residents. A number of participants also represent those who may live outside but engage with Goderich daily (through work, business, or recreation). This suggests the feedback largely reflects the views of people with strong personal or economic ties to Goderich.

## 2. Use of Memorial Arena Before Closure

Next, the survey asked whether respondents had used the Memorial Arena before it closed in January 2025. Use of the arena was very high among respondents: about 91% (approximately 401 individuals) said “Yes,” they had used the arena in the past. Only about 7% (32 respondents) said they had never used the facility, and a small remainder (approximately 2% or 8 people) indicated it was “Not applicable” (for example, they may have been new to the area after the arena closed). This indicates that the vast majority of respondents have first-hand experience with the arena, underscoring its role in the community prior to closure.



### 3. Types of Activities Participated In at Memorial Arena Before Closure

For those who did use the Memorial Arena, the survey asked what types of activities they participated in there. This was a “select all that apply” question, reflecting the arena’s multi-purpose use over the years. The most common uses of the arena (before it closed) were:

- **Community Events:** 330 respondents (approximately 75% of all survey participants) attended community events at the arena. These could include fairs, festivals, dances, fundraisers, banquets, and other large gatherings that were held at the arena. Community events were the single most cited use of the facility.
- **Ice Sports (Skating/Hockey/Roller Hockey):** 264 respondents (approximately 60% of participants) had used the arena for ice-related activities such as public skating, hockey (including minor hockey leagues), ringette, ball hockey, or roller skating. This indicates a strong history of the arena serving as an ice rink and sports venue.
- **Cultural or Arts Events:** 135 respondents (approximately 31%) participated in cultural or arts events at the arena, such as concerts, craft shows, trade shows, theatre productions, or art exhibitions.
- **Meetings and Private Functions:** 105 respondents (approximately 24%) used the arena for meetings, workshops, or private functions. The arena provided space for group meetings, service club events, weddings or “stag and doe” parties/fundraisers, and similar functions requiring a large hall.
- **Shuffleboard:** 28 respondents (approximately 6%) specifically mentioned playing shuffleboard at the arena. (The arena was known to host shuffleboard games/leagues, especially for seniors, utilizing the floor space in non-ice seasons.)

Aside from these main categories, a few people mentioned other uses in their comments, such as bingos, farmers’ markets, school events (e.g. school holiday dinners), covid vaccination clinics, and various fundraisers held at the arena. A handful of respondents simply noted they had decades of memories in the arena, attending “too many events to remember.” On the other hand, those who answered “No” to using the arena often skipped this question or wrote “N/A,” indicating they had no personal activities there.

These results show that the Memorial Arena was used for a wide range of activities, far beyond just ice sports. While hockey and skating were major uses (as expected for an arena), the facility also functioned as a community hall and event venue. Many community gatherings, from cultural events to meetings and recreational games like shuffleboard, took place there. This multi-functional history is important context for considering future uses – the community remembers the arena as a flexible space that served many purposes.



#### 4. Types of Community/Recreational Spaces Needed in Goderich

The survey asked participants to identify what types of community or recreational spaces are most needed in Goderich today (another multi-select question). This gauges current gaps or demands in local facilities, whether at the Memorial Arena site or elsewhere. Responses revealed a strong interest in several types of facilities:

- **Community Event Space:** The most frequently chosen need. 307 respondents (approximately 69% of those surveyed) feel Goderich needs more community event space. This implies a venue for gatherings such as banquets, receptions, conferences, indoor markets or large meetings – essentially replacing or augmenting the kind of event space the Memorial Arena provided.
- **Indoor Sports Facility:** 278 respondents (approximately 63%) see a need for an indoor sports facility (such as a field house or gymnasium for sports like soccer, basketball, volleyball, pickleball, etc.). This often came with examples – respondents envisioned an indoor space for sports that are not on ice, suggesting demand for facilities to play and practice year-round, regardless of weather.
- **Ice Rink:** 207 respondents (approximately 47%) indicated the need for an ice rink. Despite the presence of another arena in Goderich (the Maitland Recreation Centre), nearly half of respondents still feel an additional ice surface or improved ice facility is needed, possibly reflecting demand for more ice time or a dedicated space for skating sports that the Memorial Arena used to support.
- **Indoor Market Space:** 160 respondents (approximately 36%) identified an indoor market or marketplace as a need. This could mean a venue for farmers' markets, craft markets, or a food hall – a space supporting local vendors and year-round market activity, which currently might be lacking or only seasonal/outdoors in Goderich.
- **Youth Centre:** 152 respondents (approximately 34%) see a need for a youth centre – a dedicated place for teenagers and young people to gather, socialize, and participate in programs. This suggests concern for providing more activities and safe spaces for youth in the community.
- **Senior Centre:** 76 respondents (approximately 17%) selected a senior centre as a needed space. Some participants (often seniors themselves or those mindful of an aging population) want a facility focused on seniors' programming and social activities.
- **Performing Arts Venue:** 77 respondents (approximately 17%) indicated need for a performing arts venue (such as a theatre or concert hall). While

not as widely selected as other options, a notable subset of the community would like a space for concerts, plays, and cultural performances, pointing to a desire to bolster arts infrastructure in Goderich.

- In their “other” comments on this question, a few respondents also mentioned additional ideas, such as an indoor swimming pool or aquatic centre (though only a handful mentioned this specifically), and general gymnasium space for schools (noting that school gyms are often booked or small). However, the dominant priorities were clearly for multi-purpose community spaces and indoor sport facilities.

The community is expressing that Goderich has unmet needs for indoor, year-round activity spaces. The Memorial Arena’s closure likely contributed to gaps in both event space and sports facilities. Most respondents want to see facilities that support community gatherings (events, markets) and active recreation (sports, whether on ice or on courts/fields). Facilities for youth and seniors are also noted, reflecting an interest in spaces tailored to those age groups. This feedback provides a backdrop for decisions on the Memorial Arena: any future use of that site could potentially address some of these identified needs.

## 5. Preferences for the Future of the Memorial Arena

A key survey question asked: “Which of the following options for the future of the Memorial Arena do you support?” Respondents could select all options they felt they would support, meaning some chose more than one possible acceptable outcome. The options presented included repurposing the building in various ways or removing it. The results show a strong preference for repurposing/retaining the arena building in some form rather than demolishing it outright:

- **Repurpose as a Mixed-Use Community Facility:** 361 respondents (approximately 82%) indicated support for converting the arena into a multi-use community space (e.g. a community centre, event hall, indoor sports facility). This was by far the most popular option. In other words, four out of five respondents are open to (or actively in favor of) seeing the existing structure retained and re-developed for community uses. Many view the arena as an asset that can be transformed to meet current needs (such as those identified in the previous question).
- **Develop into a Cultural/Arts Hub:** 71 respondents (approximately 16%) would support repurposing the arena as a dedicated cultural and arts hub. This could involve using the building for art studios, galleries, a museum, performance space, etc. While this number is smaller, it overlaps with those who want multi-use community space; some respondents checked both “mixed-use community facility” and “arts hub,” indicating they support multiple reuse concepts.

- **Repurpose as Business/Innovation Space:** 39 respondents (approximately 9%) supported converting the arena for business uses, such as an innovation hub, business incubator, or co-working space. This was a less popular idea, suggesting that comparatively few see a primarily commercial or tech-startup use as the best future for the site – most lean toward public/community-oriented uses.
- **Demolish the Arena:** 80 respondents (approximately 18%) supported demolishing the building. These individuals prefer that the structure be torn down, presumably to make way for a new use of the land (to be specified in the next question). Notably, this means less than one in five respondents are in favour of demolition, which is a clear minority compared to those favouring some form of reuse. However, this is still a significant group that cites reasons like the arena’s age, condition, or cost of maintenance as justification for removal.
- **Sell the Property:** 47 respondents (approximately 11%) supported selling the property (presumably after demolition) to a private entity for redevelopment. This indicates a minority view that the Town should divest itself of the site entirely. Many who selected “sell” also selected “demolish,” reflecting a standpoint that the town should not invest further in the facility.
- **Restore/Reopen as an Ice Arena:** Only 4 respondents (approximately 1%) explicitly selected an “Ice rink” option – essentially, a very small number wish to see the building returned to use strictly as an ice arena (its original function). This option had almost no support in isolation, suggesting that while many want the building retained, they envision it serving new purposes, not simply resuming its old role. In fact, those four individuals all also supported a mixed-use community conversion, implying they want the arena to include ice facilities alongside other uses, rather than an exact restoration of the past.
- **Open-Ended Feedback (Future Preferences):** In the comments, respondents elaborated on their choices:
  - Those favouring repurposing often emphasized saving a beloved community asset. They cited the arena’s central location and solid structure as reasons to “give it new life” rather than waste it. Many mentioned the arena’s historical significance – “It’s a Memorial for our veterans and part of our town’s heritage; we should preserve it” was a common sentiment. There is an emotional attachment to the building: people shared personal memories (hockey games, community events, meeting friends there) and expressed that the arena holds symbolic value in Goderich. These respondents generally want the building to continue serving the community in a modernized form.

- Those supporting demolition typically pointed to practical and financial reasons. A number of comments mentioned the high cost of repairing or upgrading an old arena. Some feel the structure has served its time and that building a new facility from scratch might be more cost-effective in the long run (due to lower ongoing maintenance, better energy efficiency, etc.). Comments like “It’s beyond its useful life – tear it down and move on” or concerns that “tax dollars could be wasted on a money pit” encapsulate this view. These respondents often acknowledged the sentimental aspect but felt that the Town needs to be forward-looking and fiscally responsible, even if that means losing the old building.
- **Memorial significance:** A recurring theme, even among some who favour demolition, was the importance of the “Memorial” aspect of the arena. Several respondents stressed that if the building were to be demolished, the Town should preserve the memorial plaques or dedicate part of the site to honor the soldiers/veterans for whom the arena was originally named. This could mean relocating commemorative elements or ensuring the new development carries on the memorial name or function in some way.
- **Flexibility in options:** Because the question allowed multiple selections, a subset of respondents indicated conditional support for demolition or other options (e.g. “I support demolition if repurposing is proven unfeasible or too expensive”). Some explicitly wrote that their answer depends on a cost/benefit analysis of renovation versus new build – they are not ideologically tied to one outcome but want the best value solution for the town.

Overall, the community input clearly leans toward keeping the building and repurposing it for community use, but there is also a significant concern about making a wise investment. The emotional and historical value of the arena is weighed against the financial realities in many comments.

## 6. Preferred Repurposed Uses (If Building Retained)

For those who supported repurposing the Memorial Arena, the survey asked: “If the building is repurposed, what activities or programs would you like to see?” This was another multiple-choice (select-all) question, focusing on the specific uses a repurposed arena building should accommodate. The results align closely with the needs identified earlier, highlighting a multi-use community centre vision:

- **Community Event Space:** 342 respondents (approximately 77%) would like to see community event space in a repurposed arena. This means space for banquets, weddings, trade shows, exhibitions, community dinners, town

hall meetings, etc. Essentially, people want the building to continue to function as a large gathering place for the community.

- **Indoor Sports Leagues:** 328 respondents (approximately 74%) want indoor sports facilities/leagues to be hosted there. This could include courts or open floor space for sports such as indoor soccer, basketball, volleyball, pickleball, badminton, etc., and leagues or drop-in programs associated with those sports. Many envision the arena interior being converted into a gymnasium or multi-sport court space. (This high number reinforces the earlier finding that an indoor sports venue is a top need).
- **Youth and Senior Programming:** 219 respondents (approximately 49%) support dedicating space to youth and seniors programming. This indicates a desire for the repurposed facility to be multi-generational – for example, having a youth centre component (after-school space, teen activities) as well as seniors’ activities (social gatherings, seniors fitness or games like shuffleboard). The fact that this option was one of the top picks suggests the community values programming for these age groups and sees the arena as a potential location for it.
- **Food Hall or Marketplace:** 159 respondents (approximately 36%) want a food hall or indoor market element in the building. This could mean using part of the space for local food vendors, a year-round farmers market, artisanal market stalls, or a community café. It aligns with the idea of an indoor market being needed in Goderich and could draw people to the facility regularly.
- **Arts and Cultural Programs:** 141 respondents (approximately 32%) would like arts and cultural programming in the repurposed arena. This might include art classes, gallery exhibitions, workshops, music and drama programs, or small performances. People are interested in seeing the arts thrive in the space, perhaps converting part of the building into studios or a small theatre area for community arts groups.
- **Business Incubator or Co-Working Space:** approximately 43 respondents (approximately 10%) suggested a business incubator or co-working space as part of the mix. Although this was the least selected of the provided options, a small segment of the community does see value in allocating some of the building for economic development purposes – for example, affordable office or workshop space for start-ups, entrepreneurs, or remote workers. (This option corresponds to the “business/innovation space” idea from the prior question, but here we see only about one in ten wanting it in practice.)

**Other ideas for repurposing:** In comments, respondents provided creative suggestions beyond the main categories above. For instance, a few mentioned

using the arena for concerts and performing arts events (leveraging its capacity as an auditorium-style venue), establishing an indoor walking track for fitness, setting up a permanent indoor playground or child activity zone, or reserving space for town archives or a small museum. One respondent noted the building could offer “space for students to use during school hours” (perhaps as an overflow gym or activity space for local schools). While these individual suggestions weren’t as common, they reflect a general enthusiasm to make the arena a versatile, well-used community hub.

The community’s vision for a repurposed Memorial Arena is very much a multi-use community centre that combines sports, recreation, culture, and social space. There is a strong desire to see the building busy with a variety of activities from sports leagues and youth drop-ins to craft markets and community dinners. This suggests that if the building is saved, the town should plan for a mixed programming model to satisfy the diverse interests (rather than dedicating it to a single use). The relatively lower interest in business/coworking use implies the focus should be on public/community functions first and foremost, possibly with a smaller component for offices or startups if it fits.

## 7. Preferred Site Uses (If Building is Demolished)

The survey also asked an open-ended question: “If the building was demolished, what would you like to see the site used for?” This invited respondents to imagine the future of the property without the existing arena. Of the 443 respondents, about 312 (roughly 70%) provided an answer here, while the rest left it blank or explicitly stated they do not want demolition. Among those who answered, a variety of ideas emerged. The most common themes for post-demolition site use were:

- **New Recreation/Community Facility:** A significant number of respondents suggested that if the old arena is torn down, it should be replaced by a new facility that serves community and recreation needs. Many explicitly said they’d want “a new arena or multi-use recreation centre” built on that site. Some envisioned a modern sports complex (for example, an expanded arena with a second ice pad, an indoor pool, or a combined sports and community centre). Others mentioned an indoor walking track or a gymnasium as part of a new build. The underlying sentiment is that the site should continue to serve a recreational purpose, even if it’s via a completely new structure – essentially, “build something new and improved for sports and community use on that land.” This reflects that even those okay with demolition often still want to see the town’s recreational capacity enhanced, not lost.
- **Park or Green Space:** Another common suggestion was to convert the site into a public park, green space, or outdoor recreation area. Approximately



on par with the new facility idea, many respondents proposed creating something like a town square, gardens, a playground, or outdoor sports fields on the property. This could mean expanding Memorial Park or creating a new park space if the arena footprint were cleared. People in this camp feel that an open, green area would benefit the community more than another building providing a venue for outdoor events, casual recreation, or simply beautification of the neighborhood.

- **Housing Development:** A total of 57 respondents, representing approximately 12.9% of all survey participants, suggested using the site for housing if the arena were to be demolished. This indicates an awareness of community needs beyond recreation – some see this centrally located site as an opportunity to help address housing shortages in Goderich. They propose that the arena could be replaced with residential development (such as townhomes, apartments, or a mixed-use building with housing) which could both revitalize the area and serve social needs (like affordable units).
- **Parking or Infrastructure:** Several respondents noted practical uses such as additional parking. For instance, some suggested expanding parking for the adjacent skate park, sports fields, or community hall, to alleviate parking issues during events. A few combined ideas, e.g. “a parking lot and a small gathering hall or daycare on the site.” The inclusion of daycare in a couple of responses highlights that some see a need for childcare facilities in town that could potentially be met by constructing a new building there. However, pure parking alone was not a dominant suggestion – it was usually mentioned in tandem with another feature (like a smaller community building or green space).
- **Other Concepts:** A handful of unique ideas were offered. These included suggestions like building a skateboard/BMX park expansion, creating a new public library or museum on the site, developing a commercial space or shopping area, or even leaving the lot vacant temporarily until a suitable project is found. These were minority opinions, each voiced by only one or two individuals. One respondent wrote that if demolition occurs, the Town should “do nothing immediately (leave it cleared) until a good value-added idea is determined,” highlighting a cautious approach to not rush any development.
- **Opposition Responses:** It’s important to note that many of the respondents who skipped this question and even some who answered – did so because they do not support demolition at all. For example, a few answers were essentially statements like “Do not demolish – we need this indoor space” rather than suggestions for alternate use. These participants used the question to re-emphasize their desire to keep the building. Approximately 30% of the survey respondents (around 130 people) gave no alternative idea, implying that their stance is to avoid the demolition scenario entirely.

If the Memorial Arena were to be demolished, the community's input suggests two main directions: build something new for community/recreation on that site or convert it to public open space or other civic use. Very few want the site simply sold off or used purely for private development. Even the suggestions for housing or mixed-use development often frame it in terms of community benefit (affordable housing, etc.). This indicates that, in the eyes of residents, the Memorial Arena site is seen as a community asset that should remain in the public realm serving public needs, whether through a modern recreation centre, a park, or another community-focused development. Any decision to demolish should also take into account the significant portion of residents who are against losing the arena – their concerns would need to be mitigated by ensuring what comes next truly compensates for the loss (for example, by delivering equal or greater community benefit).

## **8. Priority: Preserving the Old Structure vs Building New (Scale 1-5)**

As a final quantitative measure, respondents were asked to rate on a scale of 1 to 5 how the Town should prioritize preserving the existing Memorial Arena structure versus building a new facility. A rating of 1 meant “Strongly prefer a new facility (over preservation)” and a rating of 5 meant “Strongly prefer preserving the existing structure.” A rating of 3 was a neutral or unsure position. This scale helps gauge the overall lean of public opinion when forced to choose between the two general approaches. The responses were as follows:

- **Rating 1 (Strongly prefer building new):** 77 respondents (about 17.5% of those who answered)
- **Rating 2 (Moderately prefer new):** 38 respondents (about 9%)
- **Rating 3 (Neutral or no strong preference):** 139 respondents (about 33.5%)
- **Rating 4 (Moderately prefer preserving existing):** 57 respondents (about 13.8%)
- **Rating 5 (Strongly prefer preserving existing):** 113 respondents (about 26.3%)

A small number of respondents did not select a number and instead commented that their answer would depend on factors like cost or structural feasibility. These were excluded from the percentages above.

It's also important to note that some respondents who selected Rating 3 did so to indicate a desire for no change at all essentially a “do nothing” stance. These individuals may prefer to leave the building as-is or are content with the current status of the site. This interpretation adds another layer to the neutral category, as it includes those who may not want either preservation or redevelopment to proceed.



The overall distribution shows a moderate lean toward preserving the structure: 40% of respondents chose ratings 4 or 5, while 26.5% leaned toward building new (ratings 1 or 2). The largest portion (33.5%) responded in the middle, with some genuinely unsure and others signaling a desire to maintain the status quo. This suggests a need for clear communication on costs, condition, and future use to help guide a consensus around the most viable path forward.

## 9. Additional Comments and Common Themes

The survey's final question invited any other thoughts or ideas about the arena's future. Many respondents used this space to elaborate on their earlier answers or to stress particular concerns. Several common themes emerged from these open-ended comments:

- **Cost and Fiscal Responsibility:** A large number of comments touched on the financial aspect of the decision. Respondents want the Town to be mindful of costs – both initial capital costs and ongoing maintenance or operating costs. Even some who love the arena acknowledged that an objective cost-benefit analysis is needed. Phrases like “don’t burden taxpayers unnecessarily” or suggestions to seek provincial/federal grants for any project were common. People want a solution that the community can afford in the long term, whether that’s refurbishing the old building or constructing something new. Transparency about the arena’s structural condition and the costs of each option was requested by a few respondents (e.g., “Depends on feasibility – what is the state of the building and the cost to preserve?”). This indicates the public would appreciate more information before final decisions are made.
- **Sentimental and Cultural Value:** Many respondents expressed sentimental attachment to the Memorial Arena. The building, having stood for decades, is woven into the fabric of community life. Respondents reminisced about learning to skate there, attending memorable events, or the years of minor sports that took place under its roof. There is also pride in the fact that it’s a “Memorial” – built to honor those who served in war. Some comments implored the Town to “honour the legacy” of the arena and the people it commemorates. This could mean preserving the building or at least preserving its name and memorial elements in any new development. One suggestion was to incorporate a memorial gallery or display inside a repurposed facility so that the history isn’t lost. Clearly, any future plans should take into account how to maintain this sense of heritage – for example, through plaques, naming, or design features – to respect community sentiment.
- **Desire for Action and Utilization:** A frequent refrain was that the arena site (building and land) has sat underutilized since 2018, and many in the

community are eager to see it put back into use. Whether they favored reuse or rebuilding, respondents expressed frustration at the building sitting empty (“an eyesore” as one person put it) and the lost opportunities for community events during that time. There is a prevailing hope that the Town will take decisive action soon. The survey itself was seen as a positive step, and people stressed that they want their input to lead to a concrete plan. The underlying tone was: let’s do something productive with this asset, one way or another, rather than leaving it idle.

- **Split in Opinions but a Shared Goal:** While opinions differ on how to address the arena (save it or replace it), almost every respondent shares a common goal: improving Goderich’s community infrastructure. Even those at opposite ends of the debate agree that they want Goderich to have adequate facilities for sports, recreation, and events. This came through in comments that, for example, even if someone advocated for demolition, it was usually followed by a vision for what should come next (a better arena, a community centre, etc.). Likewise, those advocating for preservation often acknowledged that the building would need upgrades and new programming to truly serve the community going forward. In essence, the community is united in wanting to enhance the quality of life in Goderich – the discussion is about the best means to that end. This point of consensus is valuable for decision-makers to note, as it suggests that with the right plan (one that clearly meets community needs), many people will get behind it, regardless of their initial stance on the old building.

### 3.4 Key Themes for the Site

The feedback gathered through the community survey, stakeholder sessions, youth engagement activities, and written submissions reveals several strong, recurring themes that reflect both the emotional and functional significance of the Memorial Arena site. These themes offer clear direction for decision-making and provide a foundation for developing guiding principles and evaluating future land use options. Below is a summary of the key themes for the future of the site:

#### 1. Strong Preference for Repurposing the Existing Building

Across all engagement channels, a significant majority of participants indicated a preference for adapting the existing arena into a mixed-use community facility rather than demolishing it. The building is seen as a community asset that holds historical, cultural, and emotional value. This sentiment was particularly evident among older residents and long-time users of the facility.

#### 2. Demand for a Multi-Use, Intergenerational Community Hub

Residents and stakeholders consistently emphasized the need for a flexible facility that serves a wide demographic including youth, seniors, families,

and local organizations. Desired uses included indoor recreation (non-ice sports), community events, youth and senior programming, cultural activities, and food or market space.

### **3. Youth-Centered Recreation and Entertainment**

Feedback from students highlighted a desire for recreational and entertainment spaces that are active, fun, and inclusive. Go-kart tracks, trampoline parks, arcades, indoor sports, creative studios, and social lounges were among the most commonly cited ideas. There was also interest in youth mental health support and leadership programming.

### **4. Accessibility, Inclusivity, and Affordability**

Stakeholders stressed the importance of ensuring that future facilities are accessible to people of all ages, incomes, and abilities. This includes physical accessibility (e.g., barrier-free design), affordable programming, and welcoming spaces for marginalized groups.

### **5. Operational Clarity and Partnerships**

Service providers and community organizations voiced a need for clear operational guidelines related to bookings, janitorial responsibilities, storage access, and shared programming. Many groups were open to co-location or partnership models that share resources between the arena and other local facilities, such as the Maitland Recreation Centre.

### **6. Acknowledgement of Financial Realities and Need for Transparency**

While many respondents favoured repurposing the arena, they also expressed the importance of conducting a thorough cost-benefit analysis. Several participants emphasized the need for transparency around structural assessments, renovation costs, and funding opportunities.

### **7. Memorial and Heritage Significance**

The arena's role as a memorial to veterans was frequently mentioned. Even among those open to demolition, many emphasized the importance of preserving the site's commemorative function either through retained plaques, interpretive elements, or naming continuity.

## 4.0 Indoor Recreation Needs Assessment

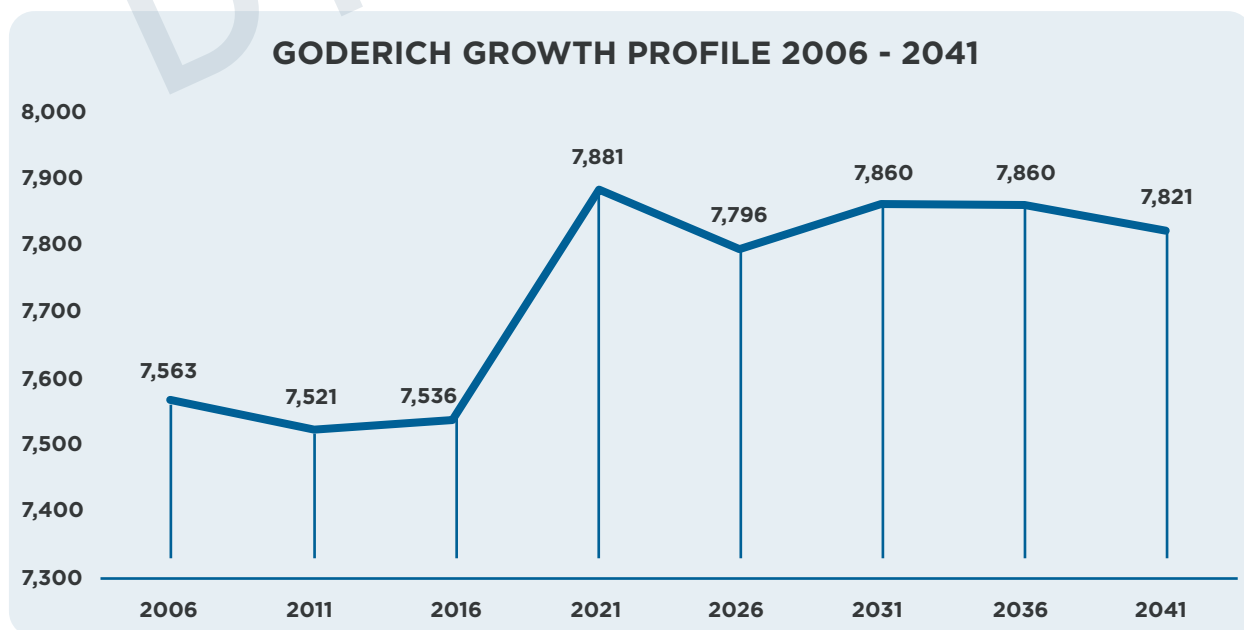
### 4.1 Evaluation of Second Ice Pad Requirements

One of the looming questions revolving around the future of the Goderich Memorial Arena is whether the Town will require a second ice pad in the future. Provision standards for ice pads were historically based on population. This population-based standard was 1 ice pad for every 10,000 residents.

As communities experienced aging and increased diversity in their demographic profile, a more reliable participant-based standard was developed for planning purposes. This more contemporary provision standard is one ice pad for every 450 registered minor ice sport participants. Embedded in this standard is the fact that minor ice users are the primary drivers of ice needs.

The following chart illustrates the Town of Goderich's population profile between 2006 through to 2041. The data source for years 2006 – 2021 is from Statistics Canada Census of Population, while the projected population counts from 2026 to 2041 were sourced from the Huron County Official Plan.

**Table 4.1-A – Goderich Growth Profile**



We note that the Town was/is likely at its most populated state at 7,881 people in 2021 as the County is projecting a relatively stable population base through to 2041. If the population-based standard was applied to this growth

scenario, we submit that the Town will remain under the 1 ice pad per 10,000 population. The population projections through to 2041 would suggest a second ice pad will not be required.

### **Town of Goderich Development Charges Background Study (2021)**

It should be noted however that there are 2 subsequent studies that have indicated that Goderich could see a higher than projected population count than what is included in the County's Official Plan.

In 2021, the Town conducted a Development Charges Background Study<sup>2</sup> whereby updated population counts and projections suggested that the Town's population is forecasted to grow to 9,083 residents by 2046. This DC Background Study forecasted population and dwelling counts to 2046 being 5 years beyond the County's Official Plan.

In comparing the 2041 forecast between the County and the DC Background Study there is an anticipated increase of 997 net new residents. Notwithstanding this projected updated increase, the population in 2046 remains below the 1 ice pad per 10,000 population standard.

### **Huron County 2023 Population and Housing Projections Study – Final Report – March 2024**

The second and most recent study was conducted by Watson & Associates Economists Ltd, being the Huron County 2023 Population and Housing Projections Study – Final Report – March 2024<sup>3</sup>.

This Study projects that the Town's population could reach 12,510 people by 2051. These findings reinforce that population projections are fluid and can be influenced by various factors. It concludes that the Town of Goderich needs to continuously monitor actual growth in regular intervals to better inform their recreational needs into the future.

A further consideration for future ice demand is the relative age of the community. The chart to the side illustrates how the Town's median age is shifting. Census data from 2011 to 2021 show an increased aging trend with the median age advancing to 52.8 in 2021 from 48.5 in 2011. As an additional point of reference, the 2021 median age for the Province of Ontario was 41.6 years of age.

The last point of reference we analyzed was how the Town's age cohorts were trending over time. Census data provide a breakdown of population in 5-year

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<sup>2</sup> [www.goderich.ca/en/doing-business/resources/Building-and-Planning/Development-Charges/21088-2021-08-03-Background-Rpt.pdf](https://www.goderich.ca/en/doing-business/resources/Building-and-Planning/Development-Charges/21088-2021-08-03-Background-Rpt.pdf), Table 3.1

<sup>3</sup> <https://www.huroncounty.ca/wp-content/uploads/2024/07/Huron-County-2023-Population-and-Housing-Projections-Study-Final-Report-March-6-2024.pdf>, Table 6-4

increments. The chart below illustrates how respective minor age cohorts are trending for the past three census counts.

In analysing future ice demands, our focus is on population with the ages of 0 to 19 years as minor ice users come from these age cohorts. We note the following in our analysis of the 0-to-19-year age cohorts.

The 0-to-4-year age cohort is trending downward which is an indicator of fewer children entering the entry level of ice sports and in turn lower use as they go through the minor sport system.

The 5-to-9-year age cohort is trending upward which is an indicator that current demand will remain somewhat stable as these age groups continue in the system.

The 10-to-14-year age cohort is trending downward which is an indicator of ice demand reduction for this age group.

The 15-to-19-year age cohort is also trending downward which is a further indicator of ice demand reduction for this age group.

The Town's Community Recreation Needs Analysis completed in January 2022, identified that there were an estimated 300 registered minor ice sport participants. The above analysis suggests that the demand for future ice is likely to decrease based on children and youth population trending. Even if the demand for future ice is maintained at 2021 levels, this demand would be at 66% capacity when applying the standard of one ice pad per 450 registered minor sport participants.

In our engagement sessions with ice users, it was noted that there are concerns among ice users surrounding the lack of ice time currently available. However, more effective scheduling should be reviewed for better ice allocation.

A second point of concern with the ice surface, is the challenge of access to a hall/meeting room space for proper hosting of tournament play. We submit that ice users meet with Town Recreational and YMCA representatives to arrive at a solution for tournament hosting.

Lastly, if in the future there was sufficient demand to require a second ice pad, it would be in the Town's best financial interest to twin the ice pad at the Maitland Recreation Centre as this would present opportunities for operating efficiencies and a two-pad configuration also typically benefits user groups and tournaments.



## 4.2 Existing Gymnasium Facilities and Multi-Purpose / Gathering Spaces

### Maitland Recreation Centre (MRC) / Goderich Huron YMCA

The Goderich Huron YMCA maintains responsibility for recreation memberships, aquatics, wellness and group fitness programming, day camps, gymnasium and squash courts bookings, childminding services, and the walking track at the Maitland Recreation Centre (MRC) located on Suncoast Drive East. On September 1, 2023, the overall responsibility of the facility management services of the Maitland Recreation Centre and adjacent outdoor facilities including two soccer fields and playground, Memorial Arena, Bannister Park, Columbus Park, and Victoria Park were transferred to the Town of Goderich. The changes came after the comprehensive Community Recreational Needs Assessment (CRNA) that was conducted in 2021 (report released January 18, 2022).

Access to the MRC gymnasium is available to YMCA members for a range of activities including children's programs and camps, basketball, dodgeball, family open gym time, open gym time, pickleball, and other activities. Based on the current gymnasium program schedule, there are no designated times for certain sports such as badminton, volleyball, or floor hockey, although there are open gym times scheduled each weekday morning from 6am to 8am and 2pm to 4:30pm as well as weekends from 12:30 to 5:30pm on Saturday and 12:30-3:30pm on Sunday. The current gymnasium schedule allocates 35 hours weekly to pickleball as the activity with the largest volume of available hours. There are some limited hours of availability of the MRC gymnasium for community/private rentals (not available for licensed events).

As the YMCA currently occupies and programs a significant portion of the space within the MRC for membership-based activities, and the weekly program schedule occupies the full daytime and evening hours, this places some limitations on availability for general public use and rentals of the facilities for non-YMCA programs and activities. It was noted during the consultation progress for this study that this presents some challenges in meeting demands for the full range of community programs that would typically be accommodated through a municipal gymnasium and multi-purpose facilities due to limited space and scheduling conflicts at the MRC.

YMCA representatives indicated that their membership has not returned to pre-COVID levels but, despite this, there remains an ongoing demand for space to deliver a diverse mix of community and recreational programs. The YMCA emphasized the need for community-based multipurpose rooms to help alleviate the current space constraints. Key considerations that were noted include:

- Multi-purpose rooms could accommodate a wider variety of programming needs, helping to generate new revenue opportunities.
- The YMCA is not seeking to duplicate programs already offered in the community but rather to complement existing offerings.
- Spaces should be flexible in use, adaptable for leadership courses, youth engagement workshops, and lifeguard training similar to successful models implemented at the London YMCA branch.
- There is a critical need for additional gymnasium space, which could also be configured for multi-use purposes such as after-school programming or youth recreation.

The YMCA shared that a recent job fair event required them to cancel some of their regular programs due to the lack of additional space. This highlighted the need for auxiliary or alternative sites to accommodate overflow programming.

The 2022 Community Recreational Needs Assessment for the Town of Goderich identified a youth centre. However, YMCA staff noted that the MRC space is neither sufficient or accessible for certain types of youth-focused programming.

The YMCA indicated support for exploring partnership opportunities that would leverage the Goderich Memorial Arena site as a complementary location for programming delivery. There is a clear interest in multi-functional, flexible spaces that support community use without duplicating existing services. Key design and operational considerations include size, adaptability, location, and alignment with peak program hours and family routines.

## School Gymnasiums

There are three existing schools within Goderich including St. Mary's, a Catholic elementary school operated by the Huron-Perth Catholic District School Board (HPCDSB), and Goderich Public School (GPS) (elementary) and Goderich District Collegiate Institute (GDCI) (secondary school) operated by the Avon Maitland District School Board (AMDSB). Each school building has a gymnasium, although the elementary school gyms are smaller and as such the vast majority of the community use of gymnasium space occurs at GDCI.

Through the community and stakeholder engagement process, several participants highlighted that there is significant community use of the GDCI gymnasium. This was confirmed through discussions with the AMDSB's facilities supervisor and booking data provided by the AMDSB. The GDCI facilitates most of the community use of schools with approximately 22,000 annual hours of indoor facility use. This includes gymnasium, cafeteria, and classroom use.

The booking data for community use of the GDCI gymnasium is an indicator of the strong demand for indoor recreational space reported by community user groups. This data is further considered in Section 8.2 of this report in assessing the potential community bookings and revenue generation if the Goderich Memorial Arena was re-purposed to accommodate some of the demands demonstrated through the consultation process for indoor recreational space.

Availability of the GDCI gymnasium space for community use is limited to times outside of school hours and only when the gymnasium is not scheduled for school purposes and is also governed by the AMDSB's related policies and procedures. These are key distinctions from a typical municipal gymnasium which would normally be open for community use during weekday daytime hours throughout the year as well as prime weekday evening and weekend hours.

### **Community Halls / Gathering Spaces**

The second floor hall at the Goderich Memorial Arena is the largest hall space for community social events and gatherings. Other hall spaces available in the Goderich include:

- Sky Harbour Room at the MRC, which is suitable for smaller events such as workshops, meetings or similar gatherings, and is eligible to be licensed if needed;
- The Columbus Centre, owned and operated by the Knights of Columbus, located on Parsons Court in south-east Goderich. The facility is licensed for up to 500 people (representatives of the Knights of Columbus indicated that 300-350 people is ideal).
- The Kinsmen Centre, owned and operated by the Kinsmen Club of Goderich, located on Keays Street one block east of the Goderich Memorial Arena. The facility has capacity for 150 people.
- The Royal Canadian Legion (Branch 109) located on Kingston Street. The Legion building includes Jubilee Hall which is available for rent and can accommodate 250 people.

As noted earlier, the MRC gymnasium also has some limited availability for rentals, although it is not eligible to be licensed. The Town explored the potential for installing temporary flooring over the ice at the MRC for additional event space, and the initial cost for the materials ranged from approximately \$295,000 to \$432,000, plus HST, and it was also noted that the process to cover and uncover the ice requires the resources of 12 staff members and approximately 3 hours of work as well as the assistance of a forklift.

Through the community and stakeholder engagement process, it was noted that the upper hall at the Memorial Arena accommodated a number of important community functions including the annual school holiday dinner and a variety of fundraising events run by service clubs as well as private events which rely upon the bar proceeds to cover costs and raise funds. The size and capacity of the upper hall as well as the central/walkable location and the opportunity to raise funds through bar proceeds were identified as important and unique aspects of the upper hall and it was noted that fundraising through bar proceeds is not an option at other local halls that can be licensed.

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## 5.0 Guiding Principles

### 5.1 Principles to Guide Future Use of the Site

The following guiding principles are grounded in the results of the extensive community engagement, and technical analysis completed for this study, as well as the considerations of best practices in recreation planning. They are intended to guide the formulation and evaluation of potential options and to help shape decisions about the future use of the Goderich Memorial Arena site to ensure that recommendations and steps taken on the path forward reflect the community's values, operational realities, and long-term sustainability.

#### **Inclusive and Accessible for All**

The future of the Memorial Arena site must reflect the Town's commitment to inclusivity and universal access.

- Create a place that welcomes everyone regardless of age, income, ability, or background and supports convenient access by walking, cycling, car and other available transportation.
- Maximize public benefit and use through barrier-free design, flexible programming, and diverse amenities.
- Ensure that the site supports equity and removes participation barriers for underrepresented or vulnerable groups.

#### **Financially Viable and Sustainable**

Any future direction must balance community aspirations with responsible financial planning.

- Minimize long-term tax impact by pursuing cost-effective solutions, diverse revenue streams, and opportunities for partnerships, alternative service delivery options, fundraising and external grants and contributions.
- Consider both capital and operating investments needs and revenue generating capacity to ensure long-term viability.
- Prioritize efficient design, flexible infrastructure, and adaptable spaces that reduce lifecycle costs and support sustainable operation.

## **Programmed, Animated, and Well-Used**

The site should be activated through a wide range of recreational, social, and cultural uses that meet current and evolving needs.

- Offer a mix of programmed and non-programmed spaces to accommodate daily, seasonal, and event-based use while avoiding duplication / competition with existing community recreational facilities and programs.
- Design for year-round activity and high utilization through indoor recreation, social functions, youth and senior programming, and community events, while also supporting, complementing and enhancing the use and programming of the co-located outdoor recreation facilities and amenities at Bannister Park.
- Encourage consistent animation of the space to support community health, well-being, and vibrancy.

## **Collaborative and Community-Integrated**

The success of the site will depend on partnerships, shared ownership, and alignment with broader community goals.

- Develop partnerships with service providers, community groups, school boards, and businesses to co-deliver programming and share operational responsibilities.
- Incorporate local expertise and ideas into both the design and programming/operations of the facility.
- Ensure the facility supports a broad range of user needs through multi-functional, integrated spaces that complement existing town amenities.

## **Heritage-Conscious and Place-Based**

Future development should respect the history of the Memorial Arena and its significance to the Town's identity.

- Recognize and preserve the arena's role as a commemorative space honouring veterans.
- Retain or reinterpret memorial elements within any new design.
- Design with sensitivity to the site's central location and its relationship to nearby civic, recreational, and educational amenities.



## 5.2 Alignment with Community Needs and Vision

The Town of Goderich completed a Community Recreational Needs Assessment (CRNA) in January 2022. In fact, this report is the outcome of one of the CRNA Recommendations.

The CRNA was based on relatively current needs, trends, demographics, and a robust community engagement program of residents and service providers. While the scope of the CRNA was much broader than this report, there is relevant information that needs to be integrated into the direction of the future use of the Memorial Arena. The purpose of this section is to extract relevant information to ensure that this report is strategically aligned with the Town's CRNA.

### **CRNA Recommendation:**

*In the absence of a recreational need for Goderich Memorial Arena, undertake a community consultation and architectural conceptual design process to determine a future vision for the Goderich Memorial Arena along with the cost implications of repurposing /redeveloping the building.*

The Community Recreational Needs Assessment supported a common vision whereby Goderich is a **“Place Where Everybody Plays Together”**.

### **Key Trends Influencing Future Use**

The CRNA identified several trends that are directly related to this report. A summary of these trends is highlighted below.

**Aging Infrastructure Can Require Renewal** – The Town of Goderich acknowledges this trend and is proactively addressing the renewal of the Goderich Memorial Arena through this effort.

**Quality Multi-Purpose Community Hubs** – The underlying objective of the conceptual design is to re-imagine the former Goderich Memorial Arena as a renewed “Community Hub”. **Demand for Non-Programmed Activities** – The proposed conceptual design anticipates a combination of structured and non-structured spaces considering this trend. Non-programmed spaces was also re-enforced through the community engagement process.

**Include Everyone in Recreation** – The conceptual plan will ensure that universal access is embedded in the design. Program considerations should be based on ensuring that participation for people with disabilities is assumed and accommodated.

**Increase Female Participation in Sport and Recreation** – As a re-imagined play surface, the Town's allocation policy must ensure that there is gender equity for female based sports, as well as promotion of mixed sports and recreation activities.

**Benefits from Sport Tourism** – The indoor turf play surface will attract use by residents of surrounding communities which will facilitate increase spending in Goderich.

## **CRNA-Related Recommendations for the Memorial Arena**

The following Community Recreation Needs Assessment (CRNA) recommendations are highlighted for inclusion in the recommendation of this report. In some cases the recommendations are directly related to the revitalized Memorial Arena, and in other cases the recommendations have implications to the Memorial Arena as part of a broader community recreation interest or outcome.

*“An improved hall capable of accommodating larger community events and/or meeting rooms; and Dedicated youth centre or room (alternatively may be considered at the Maitland Recreation Centre – also see ‘Encouraging Age-Friendly Recreation Opportunities’.”*

*“Encourage agencies and providers that deliver health and social services to make greater use of the Town’s recreational infrastructure to provide holistic, integrated set of services aimed at enhancing the physical, mental and social health of the community.”*

*“Explore opportunities to create a dedicated youth centre or room within the Maitland Recreation Centre or as part of a future use for the Goderich Memorial Arena, as well as possible service adjustments intended to increase non-member youth accessibility to Goderich-Huron YMCA programming.”*

*“Identify the cost of providing all recreation and sport services as a first step in identifying any further efficiencies, and appropriate cost recovery levels. This would be a first step in identifying transparency in setting fees.”*

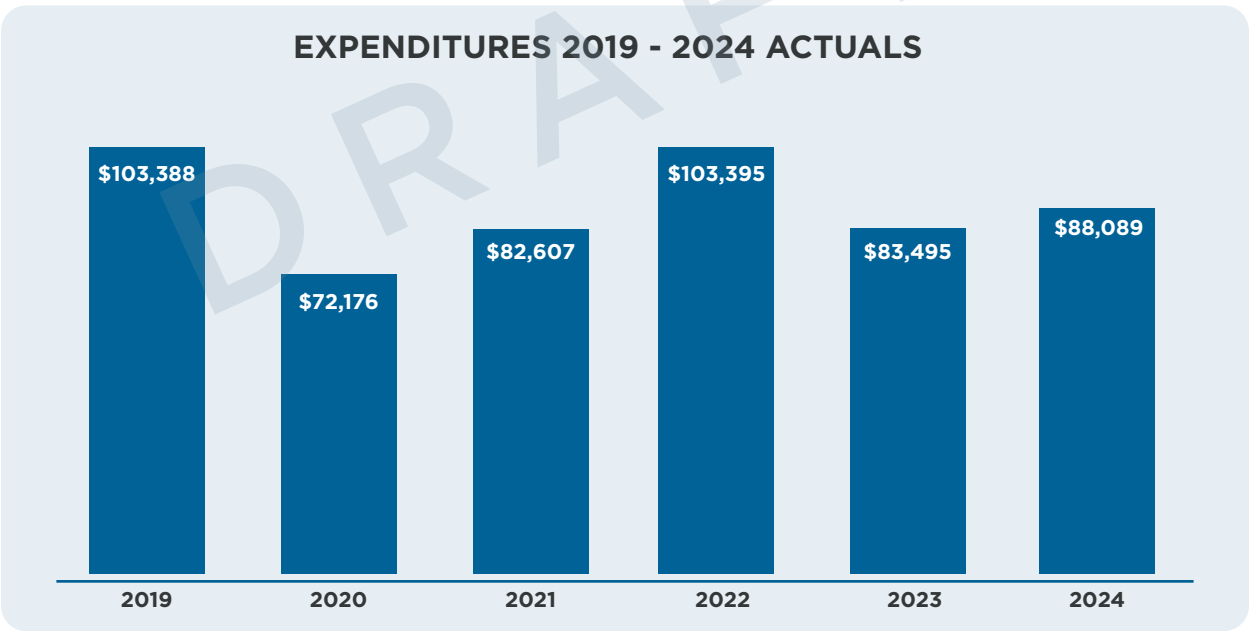
Lastly, the CRNA included a recommendation for the Town to revisit its current management agreement and governance model with the Goderich-Huron YMCA related to the Maitland Recreation Centre. Regardless of the outcome of those deliberations, the CRNA underscored the importance of ensuring community service provider participation in the overall delivery of community recreation services. The proposed operating models for the revitalized Goderich Memorial Arena will be outlined in the next section.

# 6.0 Operating Budget Analysis

## 6.1 Operational Financial Analysis (2019-2024)

The purpose of this section is to analyze financial performance of the Goderich Memorial Arena functioning as a “non-ice” facility between 2019 and 2024. The financial data being analyzed is based on annual revenues and expenditure actuals. Ultimately, the findings from this section will offer more accurate operating budget assumptions the Town should use should it decide to proceed with the recommended revitalized facility. Conversely, should the Town choose to demolish or sell the facility, it will offer a relative degree of tax savings from not funding the on-going operations of the facility.

**Table 6.1-A – Goderich Memorial Arena Actual Expenditures (2019 – 2024)**



The operating expenditures illustrated above are consistent with what most facilities experienced before, during, and after the COVID-19 Pandemic. The operating expenditures in 2019 is likely the most accurate expenditure benchmark to focus on. During 2020 and 2021, all facilities were affected by regulated closures associated with provincial direction. As a result, facilities tended to operate at a basic operating level with little to no expectations of use.

Apart from Q1 2022, the remainder of the year was unaffected by regulated closures from the province and is representative of a “return to normal” operations. The decrease in operating expenditures in 2023 and 2024 were largely influenced by reduction in utilities (electricity, gas, water).

Between 2020 and 2023 the operations of the Goderich Memorial Arena was under management of the YMCA. In their budget framework, the YMCA did not allocate any staff salaries and benefits to the Memorial Arena operating budget. In 2024, the Town assumed operations of the Memorial Arena. The Town allocated staff salaries and benefits for a total of \$66,000 (salary \$51,550, benefits \$15,450). The Town’s budget framework represents a more accurate account of expenditures associated with the Memorial Arena. For the purpose of the analysis in Table 6.1-A, the consultants backed out the cost of salaries and benefits in order to conduct the analysis on an apples-to-apples basis.

The more accurate 2024 operating budget actuals for the Goderich Memorial Arena, inclusive of salaries and benefits, was \$154,089.

**Table 6.1-B – Net Tax Levy Impact Analysis (2019 – 2024)**

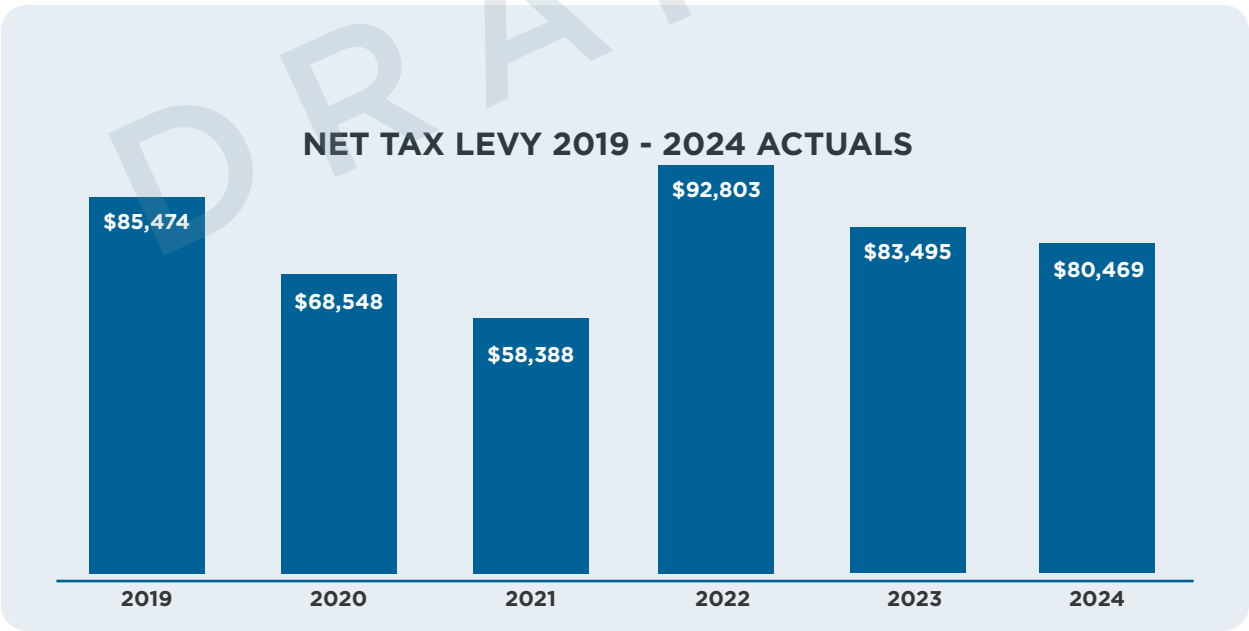


Table 6.1-B provides an illustration of the net tax levy impact of the operation of the Goderich Memorial Arena between 2019 and 2024. The annual net tax levy impacts are relatively consistent with the operating expenditure Table 6.1-A, as they would be largely impacted by the decreased use of the facility in 2020, 2021, and Q1 2022 because of pandemic closure regulations.

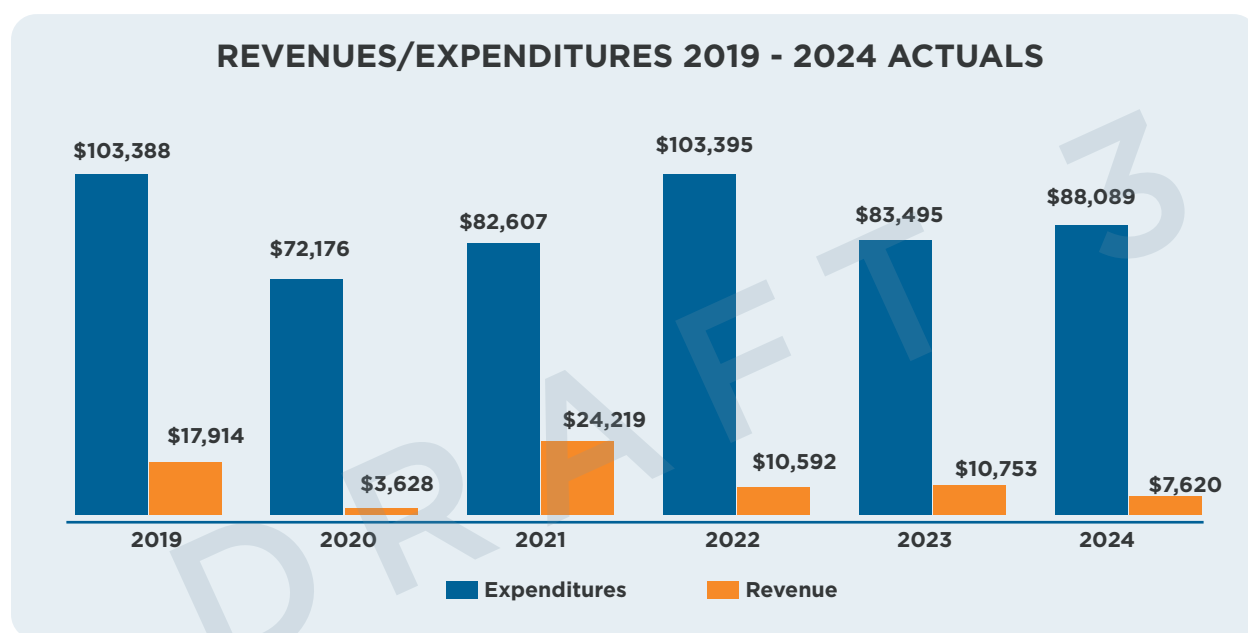
These numbers represent the net tax levy impact once annual rental revenues are deducted from the annual operating expenditures. The amounts above



would represent the degree of tax related savings would be associated with the demolition or sale of the facility.

In support of Table 6.1-B, we offer a further illustration of annual revenues as compared to annual expenditures.

**Table 6.1-C – Revenues/Expenditures Analysis (2019 – 2024)**



In its current state, the Goderich Memorial Arena recovers anywhere from a low of 5% in 2020 to a high of 29.3% in 2021 which is an anomaly resulting from low operating expenditures due to pandemic closures and comparatively high revenues from rental revenue associated with the hosting of a COVID-19 vaccination site, which should be regarded as atypical.

Depending on which “Option” Town Council chooses, any options that results in the continued operations of the arena should use the 2024 actuals as a benchmark for projecting operating costs inclusive of inflationary factors.

## 6.2 Service Delivery Model Considerations

The consulting is aware that there is an expressed interest from three service clubs to assume the full operation of the Goderich Memorial Arena. Notwithstanding this, the Town of Goderich has several viable options for delivering recreation services to the community. These include Direct Delivery, Partnerships, and the Service Provider Model. Each model offers unique benefits and plays a strategic role in delivering high-quality, inclusive, and sustainable programming. Increasingly, municipalities across Ontario are adopting hybrid models that blend these approaches to maximize impact, efficiency, and community reach.

### Direct Delivery Model

In this model, the municipality, typically through its recreation department, directly operates and staffs programs and manages facilities.

#### Benefits:

- **Full Control:** The Town can ensure alignment with local goals and values, maintain quality assurance through standards like HIGH FIVE, and uphold strong safety and customer service protocols.
- **Consistency:** All staff receive standardized training and follow common policies and procedures, resulting in a consistent participant experience.
- **Accessibility:** Municipal-run programs can prioritize inclusion and equity, offering low-cost or subsidized options for underserved or vulnerable residents.
- **Data Collection:** Participation rates, satisfaction feedback, and trends can be easily tracked and used to inform future planning and resource allocation.
- **Responsiveness:** Programs can be adjusted or improved quickly based on community feedback and emerging needs.
- **Example:** Town-run senior programs, community-wide events, or municipally operated summer camps.

### Partnerships

This model involves co-delivery of programs and services between the Town and external groups such as the YMCA, local schools, community organizations, and non-profits.

#### Benefits:

- **Shared Resources:** Staff, facilities, and funding are pooled to reduce operational costs and expand capacity.

- **Community Engagement:** Local partners bring grassroots insight and community trust, increasing program relevance and participation.
- **Diverse Expertise:** Partners may offer specialized knowledge in areas such as youth mental health, cultural programming, or sport development.
- **Expanded Reach:** Programs can be delivered in more locations, reducing travel barriers for participants and enhancing accessibility.
- **Volunteer Involvement:** Many partners bring access to a dedicated volunteer base, which helps sustain programs and build local ownership.
- **Example:** The YMCA operating youth programs or aquatic services in Town facilities; local clubs using school gyms for recreation programs.

### **Service Provider Model**

Under this approach, external providers—such as local instructors, private businesses, or contractors—deliver programs using municipal spaces under rental or licensing agreements.

#### **Benefits:**

- **Cost-Effective:** The Town avoids the cost of hiring staff or developing the program itself.
- **Program Variety:** Providers introduce niche, trending, or specialized offerings that appeal to specific interests (e.g., Zumba, coding, yoga).
- **Reduced Risk:** Service providers manage their own operations, including marketing, insurance, and liability coverage.
- **Revenue Opportunities:** The Town can generate income through rental fees, program commissions, or licensing agreements.
- **Scalability:** Programs can be easily added, modified, or removed based on demand and provider availability.
- **Example:** A yoga instructor running classes in a community hall, or The Livery providing theatre arts programs.

### **Hybrid Model**

Most municipalities, including Goderich, benefit from adopting a hybrid model that blends elements of direct delivery, partnerships, and service provider approaches. This model allows the Town to maintain control over key assets and programs while leveraging the expertise, resources, and energy of external partners and providers.

## How could this work at Goderich Memorial Arena

A hybrid service delivery model is recommended for the future use of the Memorial Arena. This model would allow the Town of Goderich to:

- Maintain asset management and limited staffing of the facility
- Oversee booking, scheduling, and administrative operations
- Market the facility and its programs to the community
- Allocate space according to the Town's facility allocation policy
- Coordinate with partners to deliver programs that complement and do not duplicate services available at existing surrounding facilities.

## Potential Facility Users Include (but are not limited to):

- Goderich Minor Baseball
- Goderich Minor Soccer
- Dryland Training for sports groups
- Ultimate frisbee
- Fitness and Bootcamps
- Local Schools
- Walking Groups
- Shuffleboard and other seniors' activities
- Town-run events and festivals, indoor movie nights, youth and older adult hang out spaces
- Drop-in and unstructured recreation programs
- New program providers or independent instructors and businesses
- YMCA-satellite program and camp space

## Service Delivery Recommended Approach - Hybrid Model

- Adopt a hybrid service delivery approach, and the Town of Goderich can ensure sustainable use of its recreation facilities, foster strong community partnerships, support a broad spectrum of programming, and meet the diverse needs of residents across all ages and abilities. The reimagined Goderich Memorial Arena can become a vibrant, multi-use hub that exemplifies this balanced and forward-thinking approach to recreation service delivery.
- The Town will need to consider hiring part-time staff to support daily operations, programming coordination, and community outreach. The cost of part time staff should be offset by revenue rentals.
- Develop a robust and continuous promotional strategy to ensure that residents are aware of the various opportunities available at the Goderich Memorial Arena.



## 6.3 Capital Funding and Grant Opportunities

The Goderich Memorial Arena serves as a key recreational and community facility. This section outlines a range of funding options the Town can pursue to support necessary upgrades, including growth-related funding tools, senior government grants, partnerships, and local funding strategies.

### 6.3.1 Growth-Related Revenue Tools

To recover costs associated with growth and increased demand for services, the Town can utilize tools enabled under provincial legislation. These mechanisms are designed to ensure that new development contributes fairly to the infrastructure it requires.

#### Development Charges (DCs)

Development Charges, authorized by the Development Charges Act, 1997, are a primary method for funding growth-related infrastructure. DCs can be used for:

- Upgrades or expansions to recreation facilities (e.g., the arena);
- Acquisition of recreation-related equipment and furnishings;
- Site works such as signage, fencing, and landscaping.

Although DCs cannot be used to acquire parkland, they remain important for infrastructure like arenas. The Town should assess the eligibility of the arena project in its next DC background study.

#### Parkland Dedication

Permitted under the Planning Act, 1990, Parkland Dedication allows municipalities to acquire land or receive cash-in-lieu contributions from developers. These funds may be used for:

- Purchasing or improving parkland and shared facilities;
- Rehabilitating parks and adjacent recreation infrastructure;
- Funding equipment used for park and facility maintenance.

The Town should aim to maximize this tool where possible to reduce pressure on the tax base.

#### Community Benefit Charges (CBCs)

Community Benefit Charges are a relatively new funding tool intended for high-density developments (10+ units and 5+ storeys). While currently limited in scope, CBCs can help fund capital costs not recoverable through DCs or Parkland Dedication. With anticipated residential intensification in Goderich, the Town may benefit from conducting a feasibility study to assess whether a CBC by-law is appropriate.

### 6.3.2 Non-Growth-Related Funding Sources

Many capital improvements involve replacement, rehabilitation, or service upgrades that are not linked to growth. These elements must be funded through other means.

#### **Tax-Supported Reserves**

The Town should continue to contribute to capital reserves through the annual tax levy. Building up these reserves will help finance arena upgrades without relying on short-term borrowing or tax spikes.

#### **Grant Opportunities**

Various senior government programs provide financial support for recreation-related capital projects. The Town is encouraged to actively pursue these opportunities.

#### **Dedicated Tax Levy (Debenture)**

While effectively this strategy simply adds to the annual tax levy, but it specifically identifies a distinct levy amount that is dedicated to funding a debenture for the capital improvements to the Goderich Memorial Arena for taxpayers. This strategy allows for the Town to phase in a dedicated levy amount for a specified number of years (ex., 1%/year for 5 years). Once the debenture is paid for the dedicated levy is removed from the annual levy.

#### **Provincial Grant Programs**

- **Ontario Trillium Foundation (Capital Grants):** Supports recreation upgrades, accessibility improvements, and facility enhancements. Up to \$200,000 per project.
- **Community Building Fund:** Offers capital and operational support for sport and recreation; previous rounds have responded to pandemic-related needs.
- **Ontario Municipal Commuter Cycling (OMCC) Program:** Supports trail and cycling-related infrastructure.
- **Ontario Sport and Recreation Communities Fund:** Historically funded inclusive and active-living programs (may be reintroduced in future years).

#### **Federal Grant Programs**

- **Canada Community-Building Fund (formerly Gas Tax Fund):** Annual allocations via AMO, supporting infrastructure including recreation facilities.
- **Investing in Canada Infrastructure Program (ICIP) – Community,**

**Culture and Recreation Stream:** Supports arenas, community centres, parks, and trails. Requires municipal cost-sharing.

- **Healthy Communities Initiative (via FedDev Ontario):** Past funding focused on outdoor and inclusive public spaces; may return in future rounds.

### 6.3.3 Other Funding Sources and Partnerships

Beyond government grants, the Town can pursue support from the private and non-profit sectors.

#### Community and Corporate Grants

- **Hydro One – Energizing Life Community Fund:** Provides small grants for community-based improvements.
- **Canadian Tire Jumpstart:** Supports inclusive recreation infrastructure and accessible play.
- **TD Friends of the Environment Foundation:** Funds naturalization and green space enhancements.
- **Tree Canada:** Offers funding for urban forestry and tree planting projects.

#### Public-Private Partnerships (P3s)

The Town may collaborate with community organizations, service clubs, or local businesses to co-fund elements of the arena upgrade. These partnerships can reduce public costs and encourage community ownership.

#### Fundraising and Donations

Engaging residents and user groups in fundraising efforts can generate both financial and community support. Examples include:

- Naming rights for rooms or components of the arena.
- Donor recognition through commemorative benches or plaques.
- Crowdsourced campaigns led by minor sports groups or community committees.

### 6.3.4 Recommendations

The Goderich Memorial Arena is a valued community asset that requires investment to remain functional and responsive to community needs. A multi-faceted funding strategy is essential to balance financial sustainability with service delivery.

To achieve this, the Town should:

- Maximize the use of growth-related tools such as Development Charges, Parkland Dedication, and Community Benefit Charges;
- Maintain and grow tax-supported capital reserves;
- Proactively pursue provincial and federal grants;
- Consider a dedicated tax levy for improvement costs;
- Explore private partnerships, sponsorships, and community-led fundraising initiatives.

This combined approach will position the Town to modernize and repurpose the Goderich Memorial Arena in a fiscally responsible and community-supported manner.

DRAFT 3



## 7.0 Future Use Options and Cost Estimates

### Disclaimer – Construction Cost Estimates

The construction cost information presented in this section is a preliminary, high-level estimate prepared by the project architects. It is based on early-stage design assumptions, parametric cost comparisons, and per-square-foot pricing derived from industry-standard resources, including the Hanscomb Yardsticks for Costing, 2024. These estimates are intended for conceptual planning purposes only and do not represent fixed or guaranteed construction costs.

Actual costs may vary significantly due to a range of factors beyond the architect's control, including but not limited to:

- Market fluctuations in labour and material pricing  
Tariffs or import duties
- Contractor pricing strategies and availability
- Site-specific conditions
- Permitting and regulatory requirements
- Scope changes during design development or construction

As such, architects should **not be considered a reliable or accountable source for precise construction costing.**

The Town of Goderich is strongly advised to obtain independent, detailed cost estimates from qualified general contractors or certified quantity surveyors to inform future decisions and budgeting.

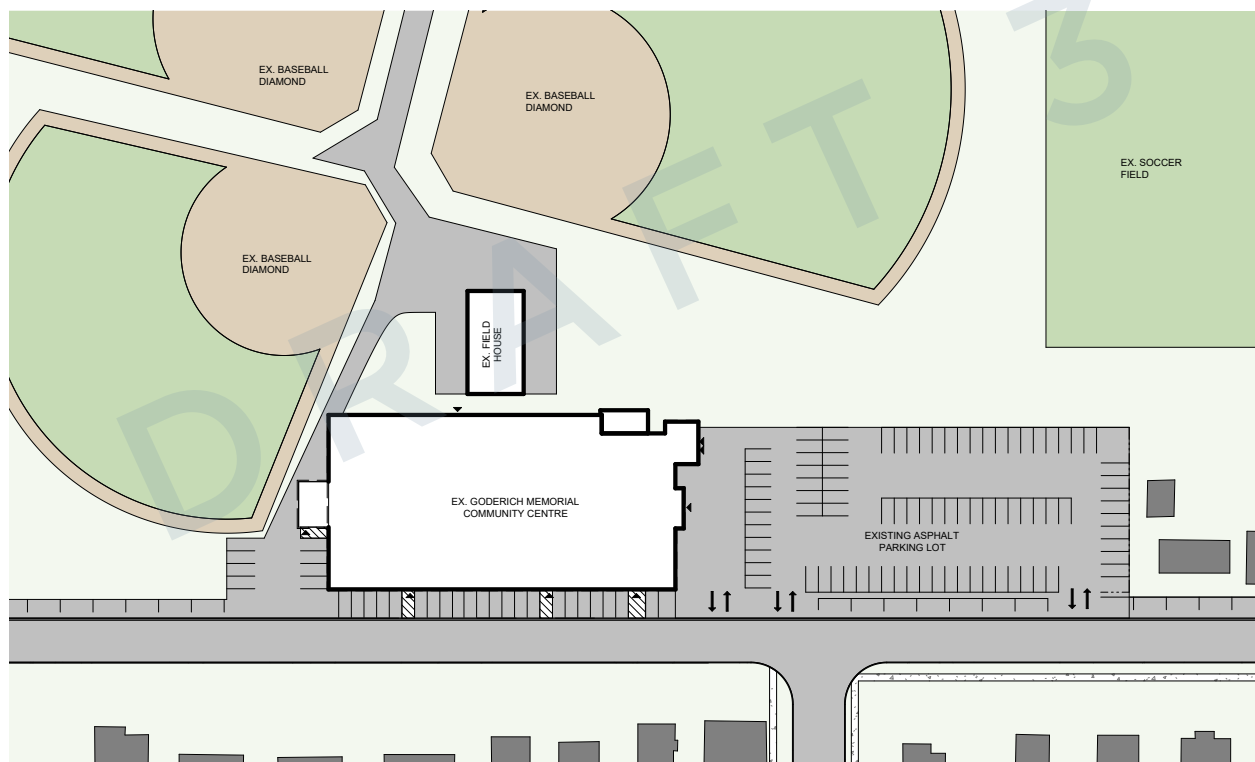
Furthermore, these figures reflect construction costs only and do not constitute a comprehensive project budget. They do not include soft costs, consultant fees, contingencies, or other expenses associated with the full delivery of the project under a typical design-bid-build contract (e.g., CCDC 2 – Stipulated Price Contract).

**All figures are presented in 2024 dollars and exclude HST.**

## 7.1 Option A: Do Nothing / Sell the Property

This option involves minimal to no municipal investment in the building. The Town may consider selling the property or transferring operations to a community organization or service club while retaining ownership. It should be noted that transitioning operations to a third party is a potential scenario under any of the options presented in this report.

If the Town wishes to sell the property, it must follow the procedures outlined in the Municipal Act, which includes formally declaring the property surplus to the municipality's needs.



## 7.2 Option B: Demolish and Prepare Site for New Use

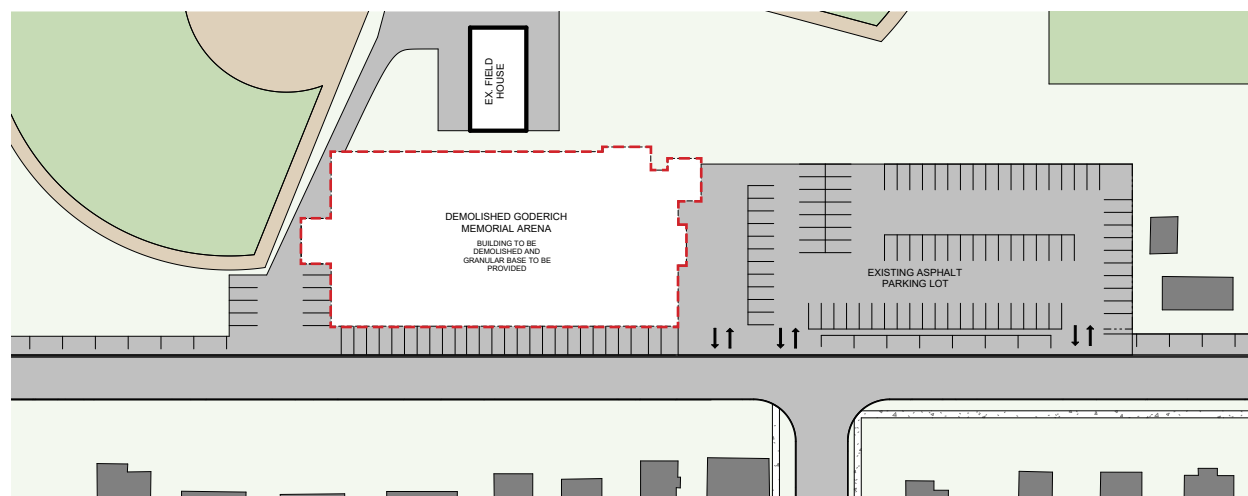
Under this option, the existing Goderich Memorial Arena would be demolished, and the site would be cleared and serviced to accommodate a future use. This would enable a complete redevelopment of the site in alignment with long-term community priorities and policy goals.

The site is currently designated as “Community Facility” in the Town of Goderich Official Plan (as consolidated January 2023). This designation applies to major community assets such as the Goderich Memorial Arena and is intended to:

- Enhance quality of life for residents and visitors by offering a diverse range of community facilities;
- Encourage partnerships and co-operative ventures to improve public access to community spaces;
- Ensure community facilities are located in areas that maximize their effectiveness and accessibility.

In addition, the site is zoned CF2 – Non-Site Specific Major Community Facility in the Town of Goderich Zoning By-law No. 124-2013 (as consolidated October 2024). This zone permits a wide range of community-related uses including arenas, libraries, day care centres, service clubs, places of worship, and other public institutions and facilities.

Should the Town wish to pursue a redevelopment that does not align with the intent or permitted uses under the “Community Facility” designation and CF2 zoning such as private housing, commercial development, or uses not classified as major community facilities a Zoning By-law Amendment (ZBA) and Official Plan Amendment (OPA) would be required. These processes would necessitate public consultation and formal approval by Town Council.



## 7.3 Option C: Reuse / Repurpose / Rebuild

This option explores a phased approach to reinvest in and repurpose the existing building to extend its life, enhance usability, and better serve community needs.

### Phase 1: Immediate Repairs and Code Upgrades

This phase focuses on basic rehabilitation to allow the facility to reopen safely for short-term use:

#### Code Compliance & Accessibility Upgrades:

- Upgrades to washrooms, exits, and circulation areas to comply with the Ontario Building Code (OBC) and accessibility standards.
- Increase occupant load from ~300 to approximately 800 persons by enhancing egress and washroom capacity.

#### Minimum Repair Scope:

- Secure and reconfigure select entry doors.
- Install new exit signage.
- Utilize existing change rooms and restrooms by assigning them strategically (staff/gender neutral/female).

#### Initial Space Activation:

- **Main floor configured to accommodate:**
  - 1 high school basketball court
  - 1 volleyball court
  - 3 pickleball courts
  - Indoor shuffleboard courts
  - Open floor multipurpose space (approx. 1,293 m<sup>2</sup>)

**Purpose:** Reopen the arena quickly with minimal investment to support short-term rentals, programming, or interim use.

#### Cost Estimate: \$69,000

If existing commercial kitchen operation is still desired (not required) **add \$20,000** for exhaust hood replacement



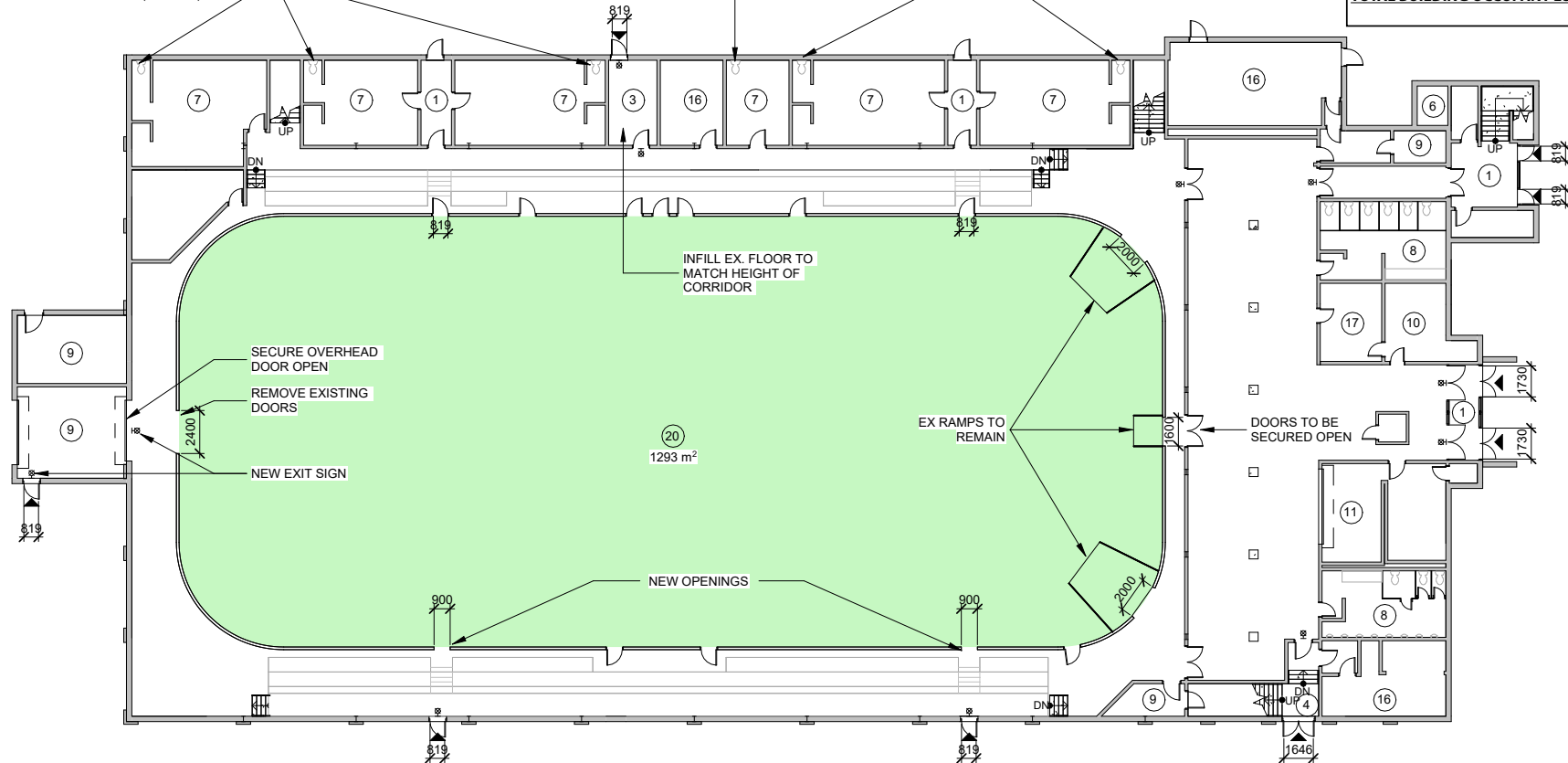
EX. FIXTURES TO BE UTILIZED SIGNED  
FEMALE WASHROOMS AND PASSAGE  
LOCKS PROVIDED ON DOORS (3 TOTAL)

EX. FIXTURE TO BE UTILIZED AS GENDER  
NEUTRAL WASHROOMS AND PASSAGE  
LOCKS PROVIDED

EX. FIXTURES TO BE UTILIZED  
SIGNED STAFF WASHROOMS  
AND PASSAGE LOCK PROVIDED  
ON DOORS (2 TOTAL)

**BUILDING OCCUPANT LOAD:**  
**MULTIPURPOSE FLOOR SPACE & MEZZANINE = 500 PERSONS**  
**SECOND FLOOR HALL = 300 PERSONS**

**TOTAL BUILDING OCCUPANT LOAD = 800 PERSONS**



**1. ALLOWABLE OCCUPANT LOAD BY EXIT WIDTH:**

7 SINGLE DOORS @ 819 mm	= 4,914 mm
1 DOUBLE DOOR@ 1,646 mm	= 1,646 mm
<u>2 DOUBLE DOORS @ 1,730 mm</u>	<u>= 3,460 mm</u>
TOTAL EXIT WIDTH	= 10,020 mm
12,992 mm/6.1 mmPP	= 1,642 PERSONS
RINK EXIT WIDTH	= 11,438 mm
11,862 mm/ 8 mmPP	= 1,429 PERSONS

**2. ALLOWABLE OCCUPANT LOAD BY AREA:**  
OBC TABLE 3.1.17.1.

MULTIPURPOSE FLOOR SPACE (AREA = 1,293 m <sup>2</sup> )	
STANDING (0.4/ m <sup>2</sup> )	= 3,232 OCC.
SPACE W/ NON-FIXED SEATS (0.75/ m <sup>2</sup> )	= 1,724 OCC.
SPACE W/ NON-FIXED SEATS & TABLES (0.95/ m <sup>2</sup> )	= 1,361 OCC.
EXHIBITION HALLS (2.80/ m <sup>2</sup> )	= 461 OCC.

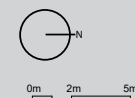
**3. ALLOWABLE OCCUPANT LOAD BY WASHROOM FIXTURE CAPACITY:**  
OBC TABLE 3.7.4.3.A. FOR ASSEMBLY OCCUPANCY

MEN'S FIXTURES: 3 WCs, 8 URINALS  
WOMEN'S FIXTURES: 6 WCs  
**300 OCCUPANTS** BASED ON 6 FEMALE FIXTURES  
EX. CHAGEROOM WCs: 3 WCs ASSIGNED FEMALE  
2 WCs ASSIGNED STAFF  
1 WC ASSIGNED GENDER NEUTRAL  
TOTAL FIXTURES = 9 FEMALE, 11 MALE, 2 STAFF  
**500 OCCUPANTS** BASED ON 9 FEMALE FIXTURES

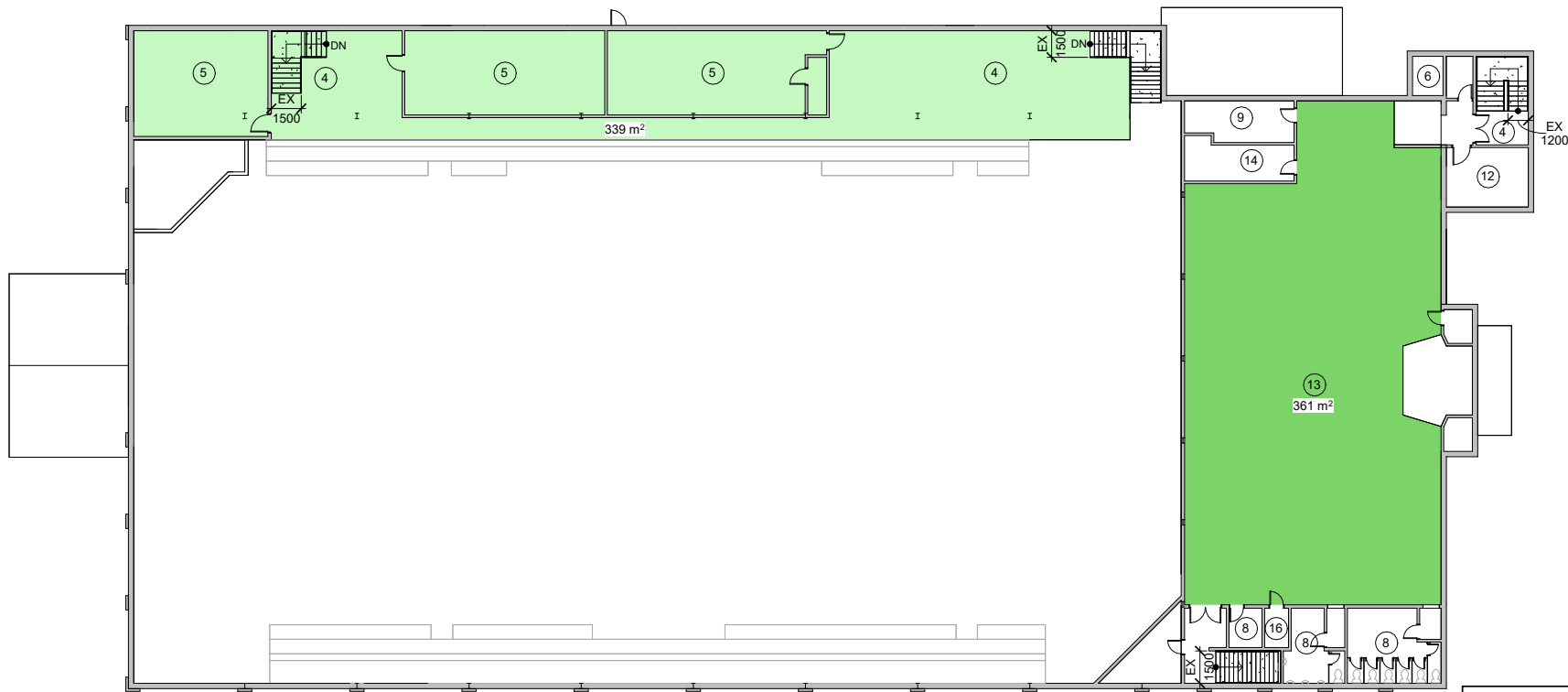
**GROUND FLOOR POSTED OCCUPANT LOAD:**  
**MULTIPURPOSE FLOOR SPACE & MEZZANINE COMBINED = 500 PERSONS**

\* ALLOWABLE OCCUPANT LOAD DETERMINED BY MOST RESTRICTIVE OF 1, 2, AND 3

1	VESTIBULE	8	WASHROOM	15	JANITOR CLOSET
2	LOBBY	9	STORAGE	16	SERVICE ROOM
3	CIRCULATION	10	OFFICE	17	SPECTATOR SEATING
4	STAIR	11	CONCESSION	18	ROOFTOP PATIO
5	MULTI-PURPOSE ROOM	12	KITCHEN	19	UNIVERSAL WR
6	ELEVATOR	13	HALL	20	MULTI-PURPOSE FLOOR SPACE
7	CHANGEROOM	14	BAR		



# A1



**MEZZANINE POSTED OCCUPANT LOAD:**  
**MEZZANINE = 375 PERSONS**

#### 1. ALLOWABLE OCCUPANT LOAD BY EXIT WIDTH:

<b>MEZZANINE</b>	
2 STAIRS @ 1,500	= 3,000 mm
3,000 mm/8 mmPP	= <b>375 PERSONS</b>
<b>HALL</b>	
STAIRS @ 1,500	
STAIRS @ 1,200	
TOTAL	= 2,700 mm
2,700 mm/ 8 mmPP	= <b>337 PERSONS</b>

#### 2. ALLOWABLE OCCUPANT LOAD BY AREA: OBC TABLE 3.1.17.1.

<b>MEZZANINE (AREA = 339 m²)</b>	
STANDING (0.4/ m²)	= <b>847 OCC.</b>
<b>HALL (AREA = 361 m²)</b>	
SPACE W/ NON-FIXED SEATS (0.75/ m²)	= <b>481 OCC.</b>
SPACE W/ NON-FIXED SEATS & TABLES (0.95/ m²)	= <b>380 OCC.</b>
STAGES FOR THEATRICAL PERFORMANCE (0.75/ m²)	= <b>481 OCC.</b>
DINING, BEVERAGE AND CAFETERIA (1.20/ m²)	= <b>300 OCC.</b>

#### 3. ALLOWABLE OCCUPANT LOAD BY WASHROOM FIXTURE CAPACITY: OBC TABLE 3.7.4.3.A. FOR A2 OCCUPANCY OBC TABLE 3.7.4.3.E. FOR ALCOHOL CONSUMPTIONS

MEN'S FIXTURES:	1 WCs, 4 URINALS
WOMEN'S FIXTURES:	6 WCs
GENDER NEUTRAL FIXTURES:	1 WCs
6 FIXTURES EACH SEX (GENDER NEUTRAL ASSIGNED MALE)	

TABLE 3.7.4.3.A = **300 OCC.**  
 TABLE 3.7.4.3.E = **280 OCC.**

#### HALL POSTED OCCUPANT LOAD: **300 OCC. WITHOUT ALCOHOL** **280 OCC. WITH ALCOHOL CONSUMPTION**

2 STAFF WASHROOMS PROVIDED ON GROUND FLOOR ( 18 STAFF MAXIMUM)

\* ALLOWABLE OCCUPANT LOAD DETERMINED BY MOST RESTRICTIVE OF 1, 2, AND 3

1 VESTIBULE	8 WASHROOM	15 JANITOR CLOSET
2 LOBBY	9 STORAGE	16 SERVICE ROOM
3 CIRCULATION	10 OFFICE	17 SPECTATOR SEATING
4 STAIR	11 CONCESSION	18 ROOFTOP PATIO
5 MULTI-PURPOSE ROOM	12 KITCHEN	19 UNIVERSAL WR
6 ELEVATOR	13 HALL	20 MULTI-PURPOSE FLOOR SPACE
7 CHANGEROOM	14 BAR	

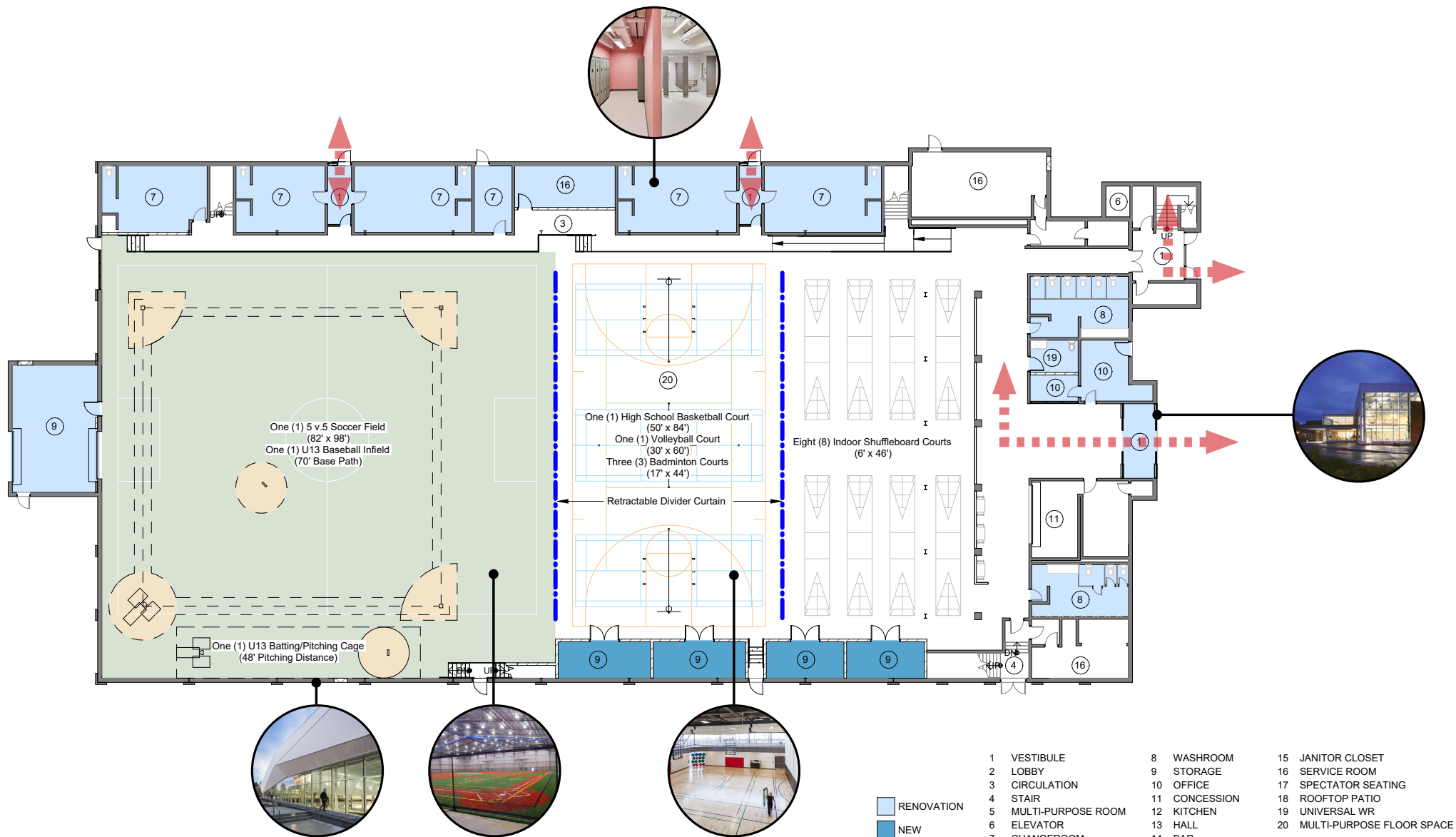
## Phase 2: Renovation (Excluding Upper-Level Hall)

This phase introduces interior renovations that significantly expand functionality:

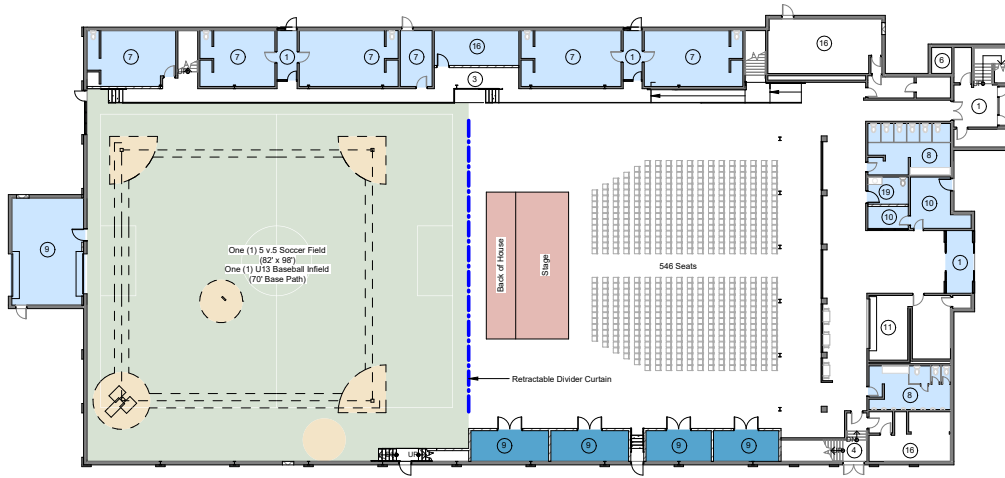
- **Main Floor Reconfiguration:**
  - Removal of select interior partitions to create a large, flexible open-plan space.
  - Installation of a retractable divider curtain for space flexibility and concurrent programming.
  - Expanded sport capacity including:
    - 1 high school basketball court
    - 1 volleyball court
    - 3 badminton courts
    - 1 indoor 5v5 soccer field
    - U13 baseball infield and pitching/batting cage
    - 8 indoor shuffleboard courts
- **Expanded Uses:**
  - Drawings also indicate configurations for alternate programming:
    - Trade shows (45+ small booths, 8 large booths, 1 keystone exhibit)
    - Seated performance layout (546 seats)
    - Multipurpose community use (youth activities, leadership programs, fitness, arts)

### Cost Estimate:

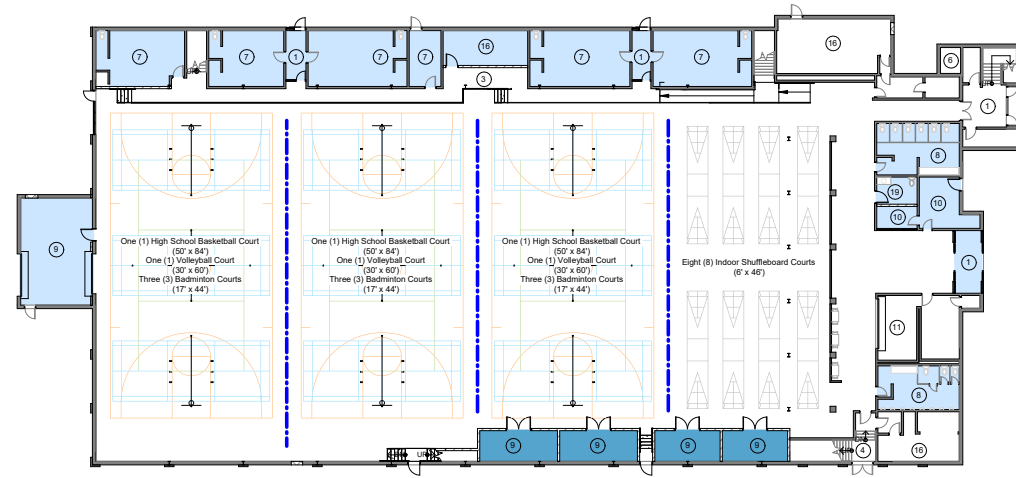
- **Renovation (Excluding Upper-Level Hall): \$10,800,000 (Includes \$300,000 for Site Work)**



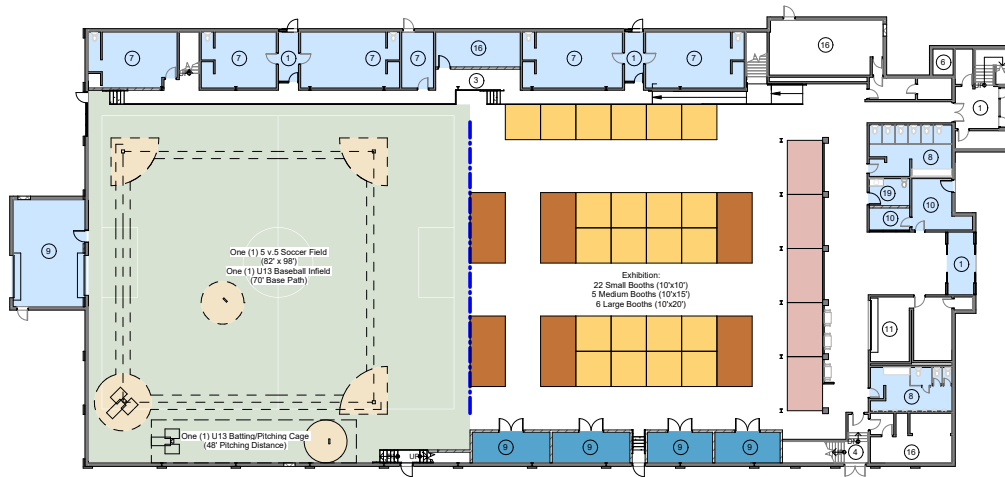




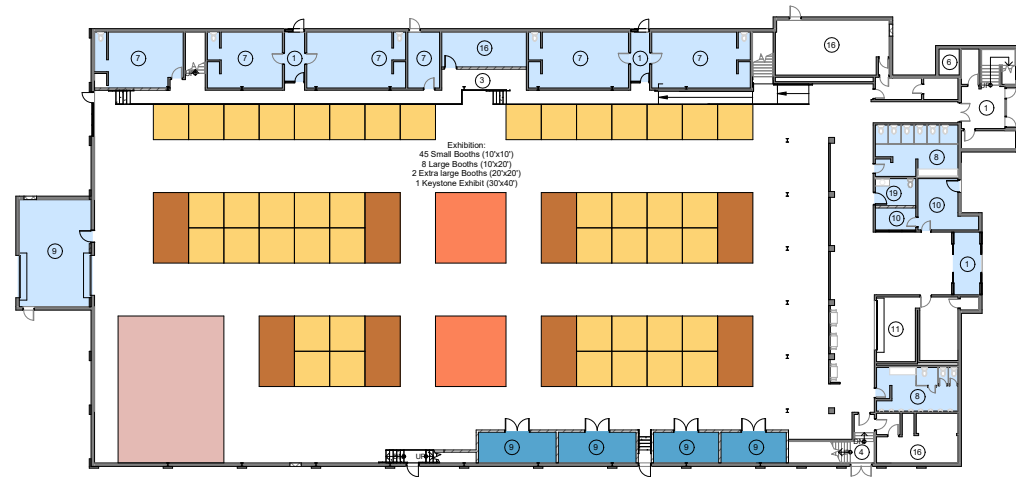
Multi-Use Field & Concert/Performance



Multi-Use Sport Courts

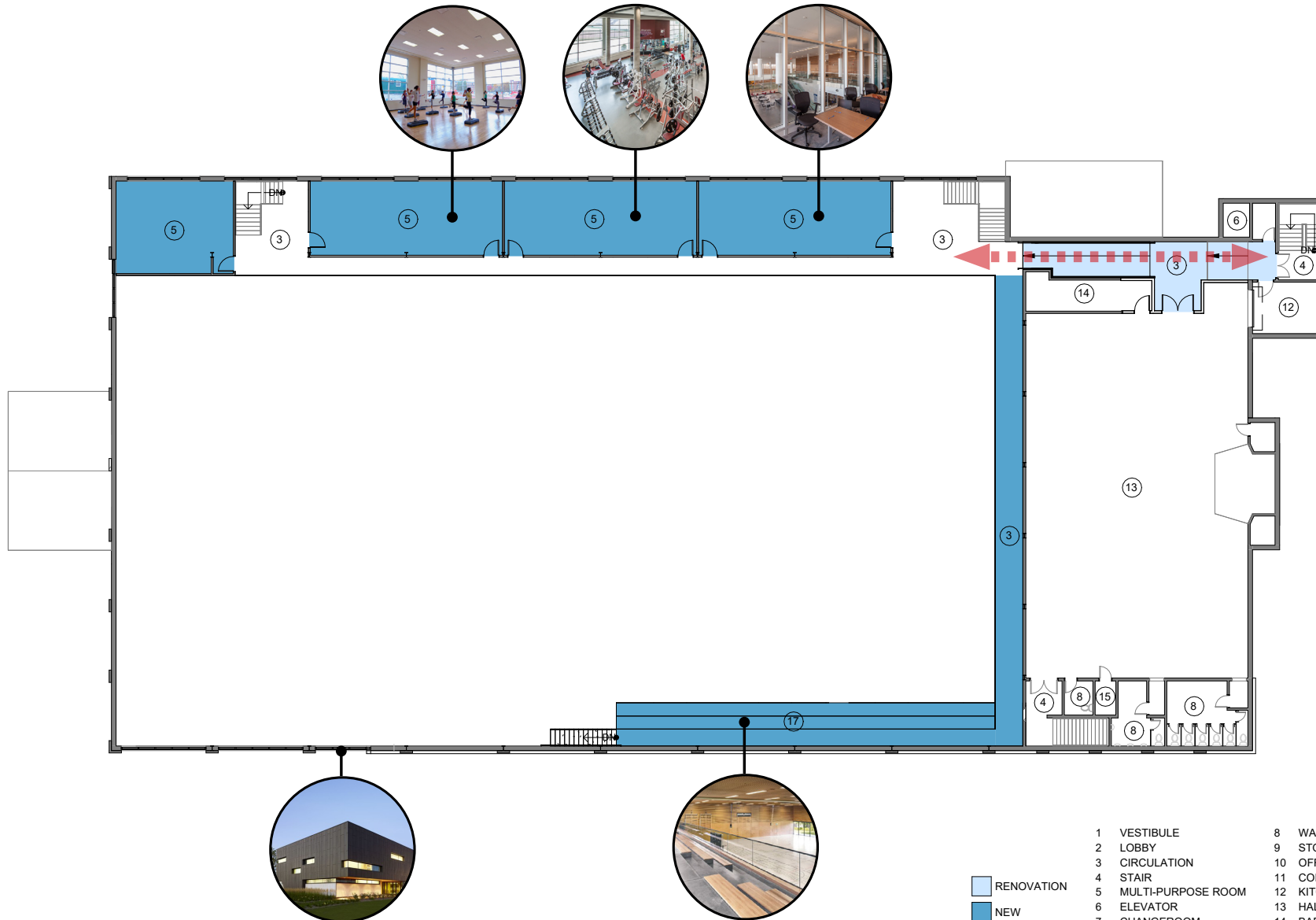


Multi-Use Field & Exhibition





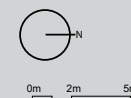
Exhibition

- |                      |               |                              |
|----------------------|---------------|------------------------------|
| 1 VESTIBULE          | 8 WASHROOM    | 15 JANITOR CLOSET            |
| 2 LOBBY              | 9 STORAGE     | 16 SERVICE ROOM              |
| 3 CIRCULATION        | 10 OFFICE     | 17 SPECTATOR SEATING         |
| 4 STAIR              | 11 CONCESSION | 18 ROOFTOP PATIO             |
| 5 MULTI-PURPOSE ROOM | 12 KITCHEN    | 19 UNIVERSAL WR              |
| 6 ELEVATOR           | 13 HALL       | 20 MULTI-PURPOSE FLOOR SPACE |
| 7 CHANGEROOM         | 14 BAR        |                              |
- RENOVATION  
 NEW



- |                      |               |                              |
|----------------------|---------------|------------------------------|
| 1 VESTIBULE          | 8 WASHROOM    | 15 JANITOR CLOSET            |
| 2 LOBBY              | 9 STORAGE     | 16 SERVICE ROOM              |
| 3 CIRCULATION        | 10 OFFICE     | 17 SPECTATOR SEATING         |
| 4 STAIR              | 11 CONCESSION | 18 ROOFTOP PATIO             |
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| 6 ELEVATOR           | 13 HALL       | 20 MULTI-PURPOSE FLOOR SPACE |
| 7 CHANGEROOM         | 14 BAR        |                              |

 RENOVATION  
 NEW

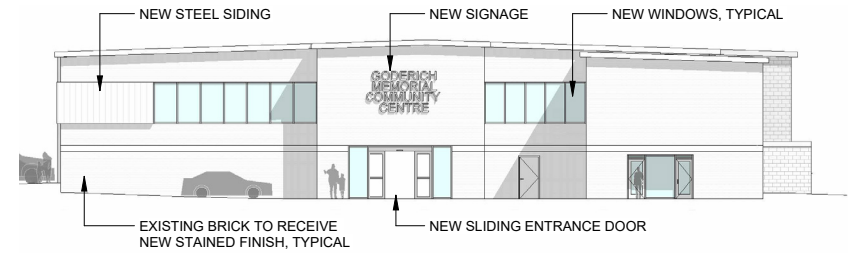


Goderich Memorial Arena Renewal  
 Phase 2  
 Second Floor

A5  
 May 8, 2025



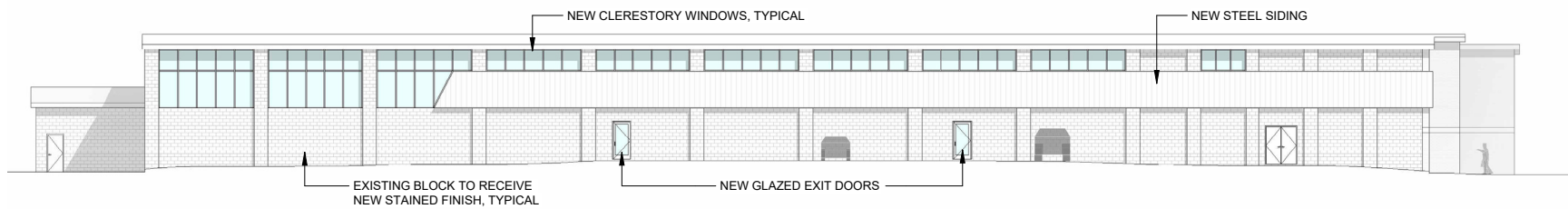
SOUTH ELEVATION



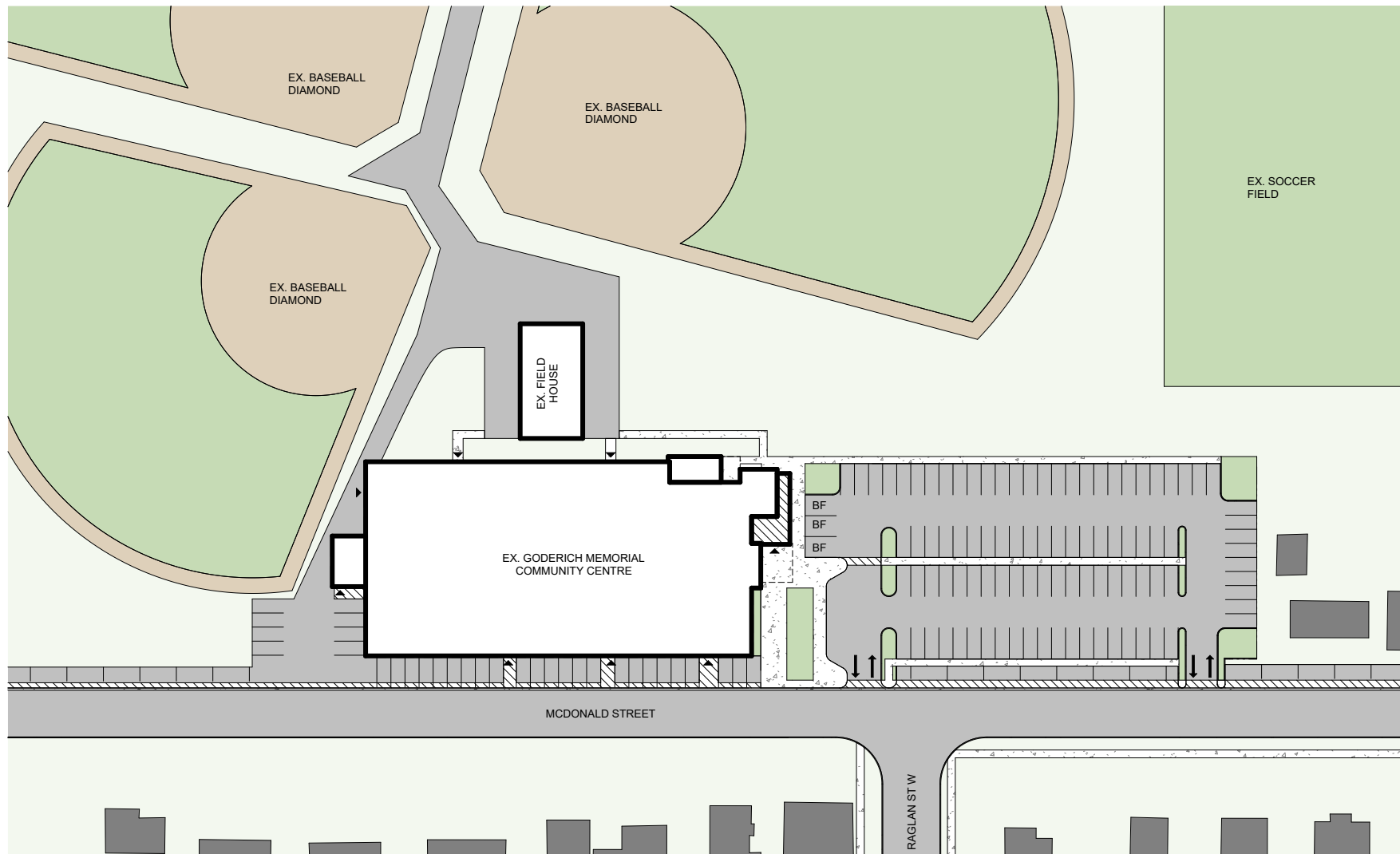
NORTH ELEVATION



WEST ELEVATION



EAST ELEVATION



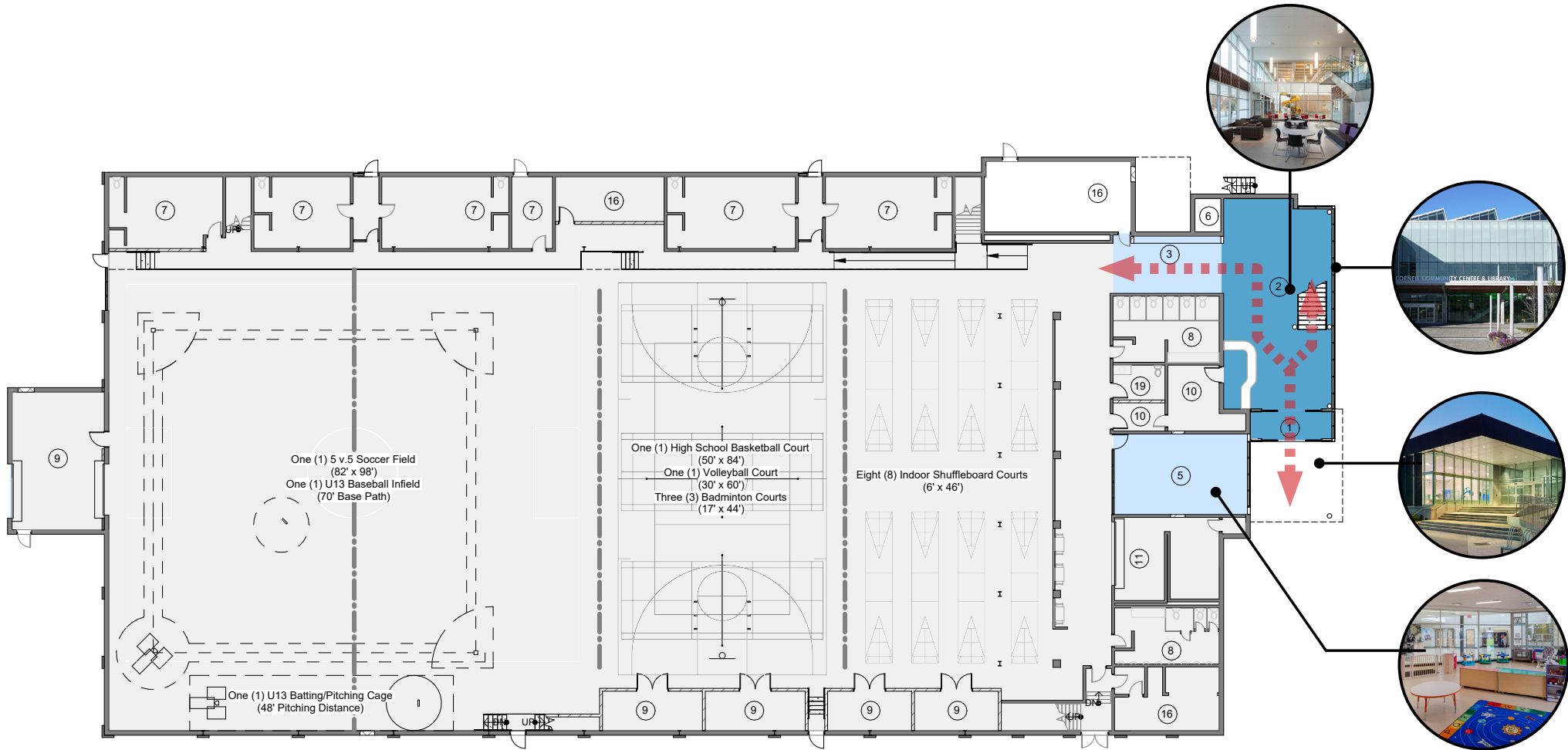
## **Phase 2+: New Entrance and Façade Enhancement - Renovation (Excluding Upper-Level Hall)**

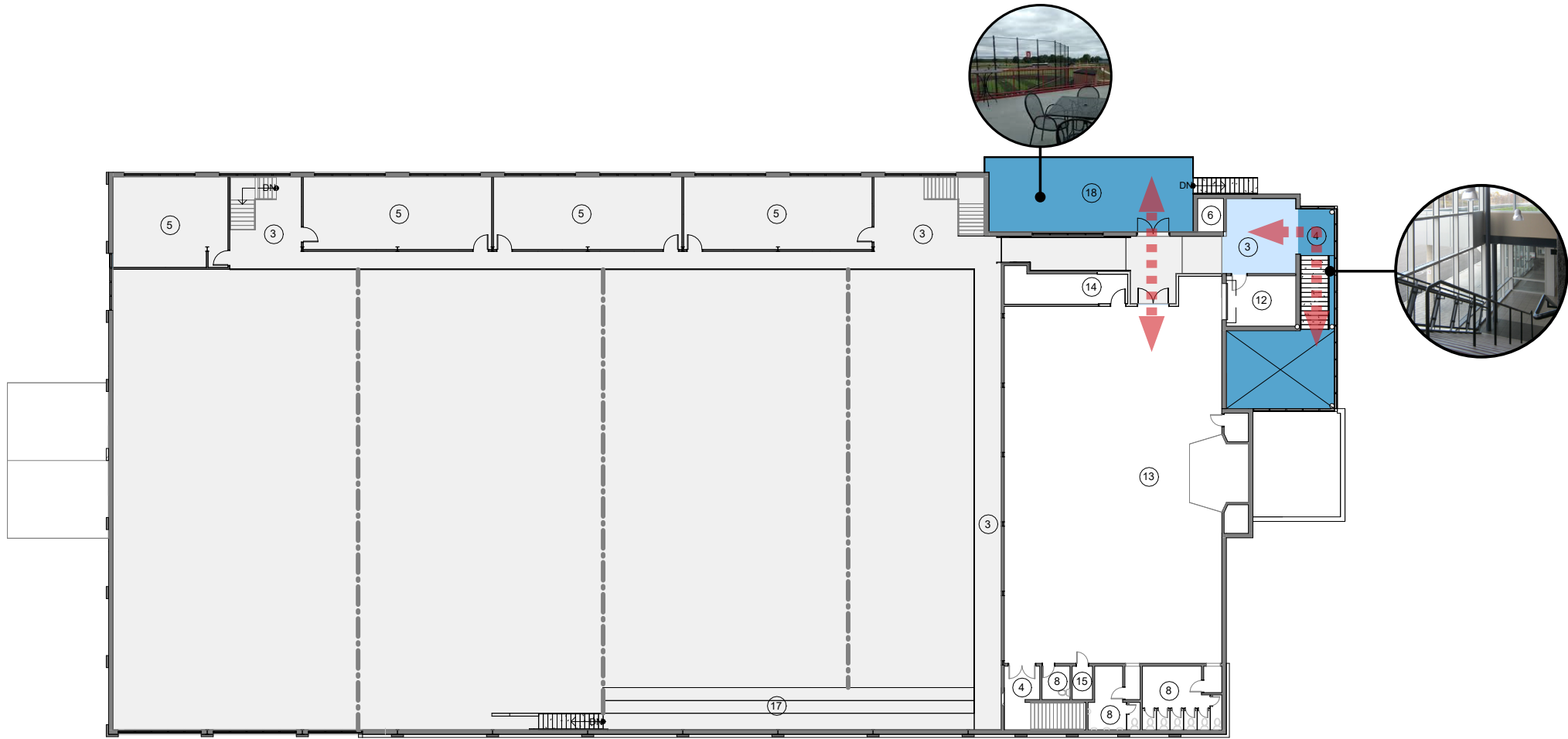
This final enhancement improves the building's visibility, street presence, and public interface:

- **Main Entrance Transformation:**
  - Consolidation of the existing two entrances into a single, prominent glazed entryway.
  - Addition of a new vestibule, canopy, and signage facing McDonald Street.
- **Façade and Exterior Upgrades:**
  - New clerestory windows added for natural daylighting.
  - New stained finish applied to existing exterior brick and block.
  - Installation of glazed curtainwall panels and modern steel siding for architectural enhancement.
- **Rooftop Amenity Space:**
  - Addition of a rooftop patio with seating and programming potential on the second floor above the community hall.

**Cost Estimate: Renovation (Excluding Upper-Level Hall): Add \$1,750,000 00  
= \$12,550,000**

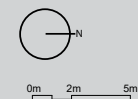






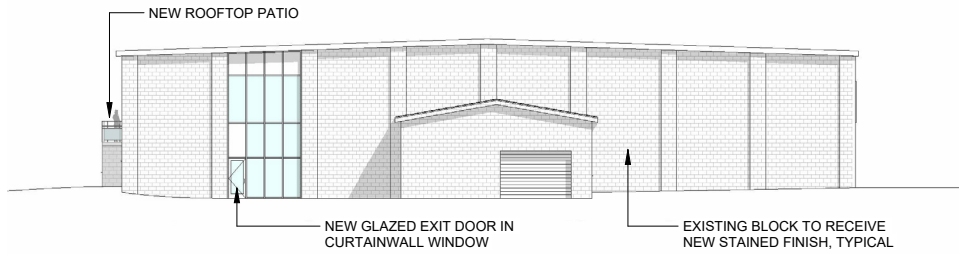
- |                      |               |                              |
|----------------------|---------------|------------------------------|
| 1 VESTIBULE          | 8 WASHROOM    | 15 JANITOR CLOSET            |
| 2 LOBBY              | 9 STORAGE     | 16 SERVICE ROOM              |
| 3 CIRCULATION        | 10 OFFICE     | 17 SPECTATOR SEATING         |
| 4 STAIR              | 11 CONCESSION | 18 ROOFTOP PATIO             |
| 5 MULTI-PURPOSE ROOM | 12 KITCHEN    | 19 UNIVERSAL WR              |
| 6 ELEVATOR           | 13 HALL       | 20 MULTI-PURPOSE FLOOR SPACE |
| 7 CHANGEROOM         | 14 BAR        |                              |

RENOVATION  
 NEW

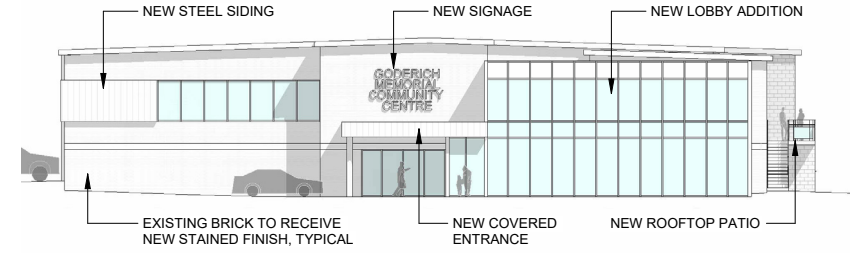


Goderich Memorial Arena Renewal  
 Phase 2+  
 Second Floor

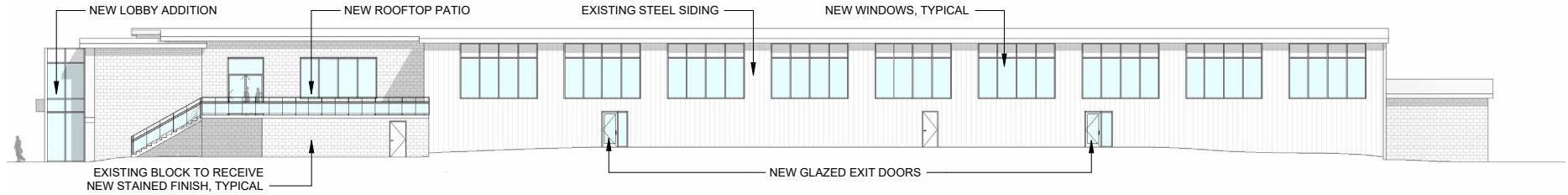
**A9**  
 May 8, 2025



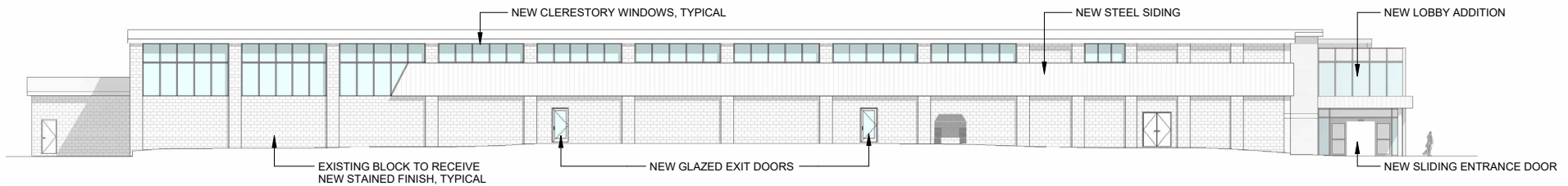
SOUTH ELEVATION



NORTH ELEVATION



WEST ELEVATION



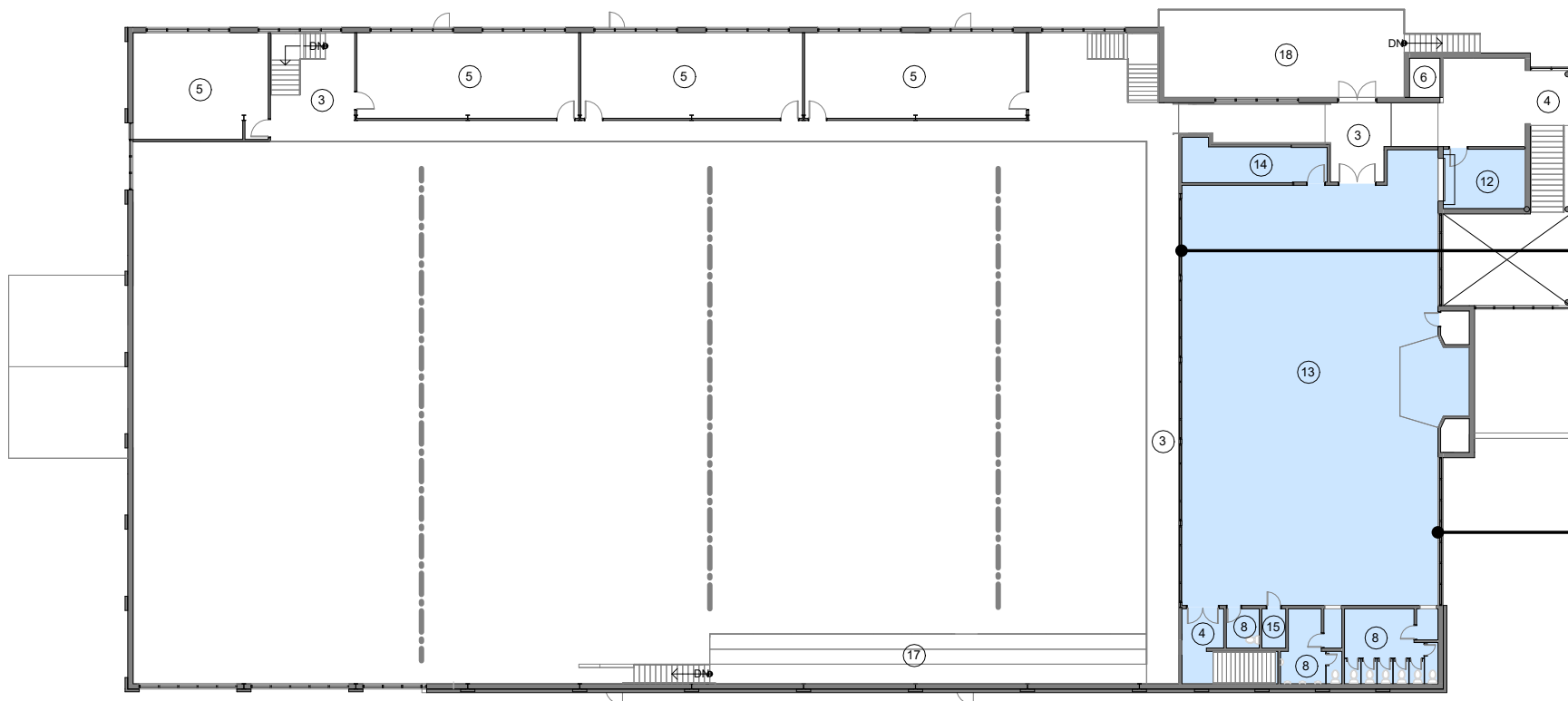
EAST ELEVATION

### **Phase 3: Renovation; Upper-Level Hall**

This phase aims to further enhance the building's interior character and add meaningful new community amenities, particularly focused on improving the second floor and maximizing the structure's footprint and visibility.

- **Renovation of Upper- Level/Second Floor Hall:**
  - The hall is upgraded for more formal programming and events, including community rentals, performances, workshops, and seasonal activities.
  - A bar and adjacent kitchen are retained and refurbished to support event hosting
  - Upgraded interior finishes and fixtures (lighting, flooring, circulation areas) to elevate user experience.
- **Rooftop Patio Implementation:**
  - A rooftop patio is introduced on top of the second floor, accessed via the stair/elevator core.
  - Designed as a multi-season gathering space, the patio supports outdoor seating, programmed events, or casual leisure use.
  - Enhanced railings, access control, and safety measures would be integrated per OBC requirements.
- **Expanded Event & Performance Capacity:**
  - The renovated hall and rooftop amenities position the building as a viable small-scale event venue.
  - Drawings show a continuation of sports and recreation on the main floor, indicating dual functionality (recreation + civic events).

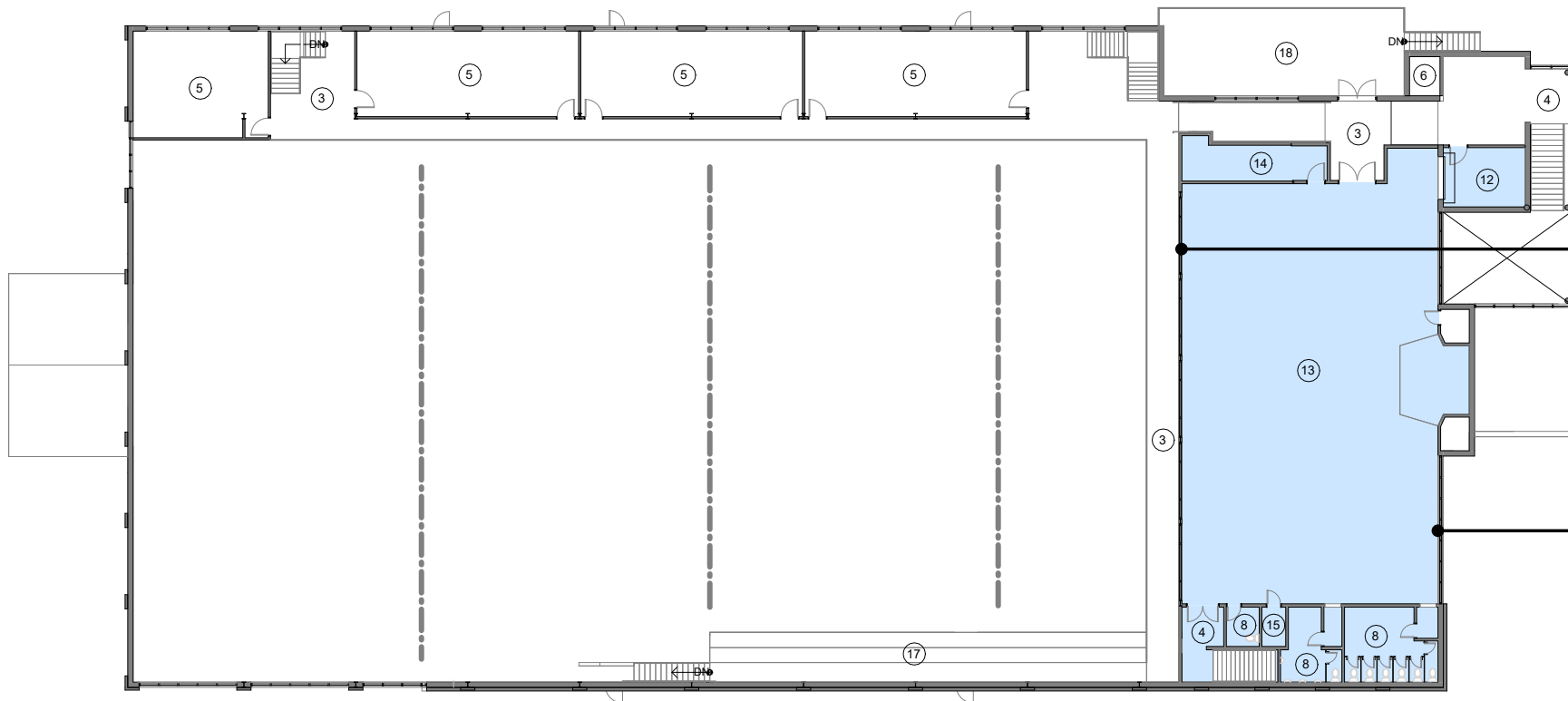
**Cost Estimate: Renovation; Upper-Level Hall: \$1,500,000**





RENOVATION  
 NEW

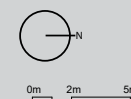
- |                      |               |                              |
|----------------------|---------------|------------------------------|
| 1 VESTIBULE          | 8 WASHROOM    | 15 JANITOR CLOSET            |
| 2 LOBBY              | 9 STORAGE     | 16 SERVICE ROOM              |
| 3 CIRCULATION        | 10 OFFICE     | 17 SPECTATOR SEATING         |
| 4 STAIR              | 11 CONCESSION | 18 ROOFTOP PATIO             |
| 5 MULTI-PURPOSE ROOM | 12 KITCHEN    | 19 UNIVERSAL WR              |
| 6 ELEVATOR           | 13 HALL       | 20 MULTI-PURPOSE FLOOR SPACE |
| 7 CHANGEROOM         | 14 BAR        |                              |





- |                      |               |                              |
|----------------------|---------------|------------------------------|
| 1 VESTIBULE          | 8 WASHROOM    | 15 JANITOR CLOSET            |
| 2 LOBBY              | 9 STORAGE     | 16 SERVICE ROOM              |
| 3 CIRCULATION        | 10 OFFICE     | 17 SPECTATOR SEATING         |
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| 5 MULTI-PURPOSE ROOM | 12 KITCHEN    | 19 UNIVERSAL WR              |
| 6 ELEVATOR           | 13 HALL       | 20 MULTI-PURPOSE FLOOR SPACE |
| 7 CHANGEROOM         | 14 BAR        |                              |

 RENOVATION  
 NEW



Goderich Memorial Arena Renewal  
 Phase 3+  
 Second Floor

**A12**  
 May 8, 2025

## 7.4 Arena Redevelopment Precedents

### Repurposing (Change of Use Without Major Expansion):

#### 1. Queensmount Arena, Kitchener



**Type of Intervention:** Repurposing of Facility

**Original Construction:** 1960s

#### **Facilities:**

- **Ice Rink:** The ice surface has been removed to create multi-use space which can accommodate up to 220 people.
- **Community Hall:** No dedicated community hall; however, the facility offers 15,000 square feet of playing space available for rentals.

**Current Use:** The facility now hosts activities such as roller skating and pickleball.

**Background:** Originally constructed in the 1960s, Queensmount Arena served as an ice rink facility. Over time, due to changing community needs and recreational trends, the City of Kitchener repurposed the arena to accommodate a broader range of indoor activities, enhancing its utility and accessibility for residents.

**Relevance to Goderich:** By repurposing the ice rinks into multi-use facilities, cities can maximize the utility of existing spaces, offer diverse programming, and respond to shifts in recreational preferences without the need for entirely new constructions.

## 2. Syl Apps Community Centre, County of Brant



**Type of Intervention:** Repurposing of Facility

**Original Construction:** 1970s

**Facilities:**

- Ice Rink: Converted from the former ice surface; measures 177 feet by 77 feet (spectator capacity not specified).
- Community Hall: The facility includes a banquet hall with full kitchen and bar facilities and accommodates up to 265 people.

**Current Use:**

- The indoor turf field supports activities such as soccer, lacrosse, and other field sports.
- The Commemorative Hall is utilized for fitness classes, community events, and private rentals.

**Background:** In 2011, following the opening of the Brant Sports Complex, ice activities were relocated, and the Syl Apps Community Centre was repurposed into a multi-functional facility featuring an indoor turf field.

**Relevance to Goderich:** The transformation of the Syl Apps Community Centre illustrates how municipalities can adapt existing recreational facilities to meet evolving community needs, optimizing space utilization and expanding program offerings without the necessity of constructing new buildings.



## Renovation / Redevelopment (Improvement Within Original Use):

### 3. Elora Community Centre (Centre Wellington, Ontario)



**Type of Intervention:** Renovation and Partial Redevelopment

**Original Construction:** Mid-1970s

**Facilities:**

- Ice Rink: The arena underwent significant upgrades, including a new concrete ice pad, boards, glass, and refrigeration equipment
- Community Hall: Includes a commercial kitchen, air conditioning, wireless microphone, screen, podium, and AV projector, and accommodates up to 300 people.

**Renovation Timeline:** Funding approved in 2021; phased construction planned from 2023 onward

**Investment:** Estimated \$6.6 million (originally \$5 million; adjusted due to COVID-related cost escalation)

**Funding:**

- Federal: \$1,998,958.72 (ICIP – Community, Culture and Recreation stream)
- Provincial: \$1,665,632.35
- Municipal: \$1,332,805.73
- Additional municipal funding allocated in response to increased costs

**Trigger for Renovation:** Aging infrastructure, need for code compliance, and improved accessibility

**Scope of Work:**

- Replacement of the refrigeration system and arena floor
- Lobby and vestibule expansion to improve circulation
- Addition of AODA-compliant washrooms and change rooms
- Consolidation of mechanical spaces and service corridors within the existing footprint
- Structural upgrades and improved mechanical ventilation

**Background:** The Township of Centre Wellington pursued phased upgrades to modernize the Elora Community Centre while controlling costs and limiting operational disruption. Renovation priorities included barrier-free access, building code upgrades, and readiness for emergency shelter use. Scope adjustments were made in response to COVID-related construction delays and cost increases.

**Relevance to Goderich:** Demonstrates how municipalities can adapt renovation plans in response to funding and construction challenges, while still delivering meaningful accessibility and recreation improvements. Offers a realistic model for leveraging external grants alongside municipal contributions.



#### 4. J.L. Grightmire Arena (Dundas, Ontario)



**Type of Intervention:** Full Renovation and Modernization

**Original Construction:** 1950

**Facilities:**

- Ice Rink: Full-sized rink actively used for hockey and public skating
- Community Hall: A new second-floor multi-use community space, approximately 7,300 square feet.
- Overall capacity of 1,500 people.

**Renovation Timeline:** Initiated in 2016 and completed in 2019

**Investment:** \$8.4 million (20% over original budget)

**Funding:**

- \$2 million from the City of Hamilton's 2015 capital budget
- \$5 million added in 2016 (including \$1 million from development charges and \$4 million from debt financing)
- \$1.67 million approved in 2019 to complete work after partial contract termination

**Trigger for Renovation:** Identified as one of Hamilton's most utilized but critically aging arenas, with significant accessibility, structural, and community space deficiencies

### Scope of Work:

- 3-storey addition (3,600 sq ft) and renovation of over 10,000 sq ft
- 1,200 sq ft of new change room space and 2,400 sq ft of new community space
- Renovations to washrooms, change rooms, concession, and circulation areas
- Enhanced accessibility with new exterior ramp, stairs, and power-assisted doors
- Flood-proofing upgrades due to location within a regulated floodplain

**Background:** The J.L. Grightmire Arena is a high-use municipal facility located in downtown Dundas. It had not undergone major renovations since the early 1980s, despite serving as a key venue for community and national-level hockey events, including hosting the Allan Cup. The renovation addressed deferred capital maintenance, modernized accessibility and mechanical systems, and improved community amenities. It was shaped by significant input from local stakeholders, including the Dundas Hockeyville Legacy Project Committee.

**Relevance to Goderich:** Demonstrates how municipalities can transform aging yet valued recreational facilities through phased investment, leveraging development charges, capital budgeting, and local partnerships. This approach enhances accessibility, programming, and community benefit while preserving historic use.

### Demolition and Replacement (New Facility on Same or Alternate Site):

#### 5. Niagara Falls Memorial Arena (Niagara Falls, Ontario)



Photo of the new arena - Gale Centre Arena

**Type of Intervention:** Demolition and Replacement (New Facility is Gale Centre Arena)

**Original Construction:** 1950

**Facilities:**

- Ice Rink: Originally located in the former arena (capacity of 3,633 people) and now included in the Gale Centre Arena (capacity of 2,170 people).
- Community Hall: The Gale Centre includes a community room with a capacity of 250 people

**Demolition Timeline:** Initiated in July 2024 (after closure in 2010)

**Investment:** Demolition cost approximately \$350,000; Construction cost of new facility is approximately \$38 million

**Funding:** Funded through City capital programs as part of broader Gale Centre development

**Trigger for Renovation:** Structural deterioration and prolonged abandonment

**Scope of Work:**

- Demolition of existing structure
- Replacement with Gale Centre, a modern multi-pad complex

**Background:** The Niagara Falls Memorial Arena, constructed in 1950, served as a central hub for ice hockey and community events for six decades. It was home to several junior ice hockey teams, including the Niagara Falls Flyers, Niagara Falls Thunder, and Niagara Falls Canucks. The arena notably hosted four of the five games in the 1968 Memorial Cup, which the Flyers won on home ice.

In 2010, the arena was closed following the opening of the Gale Centre, a modern multi-pad facility. In 2012, it was purchased by Russian company V2 Niagara and converted into the Sand Sculpture Exhibition, featuring large-scale sand sculptures. However, the museum faced financial difficulties and was put up for sale in 2014. The building subsequently fell into disrepair and was abandoned, leading to safety concerns and unauthorized occupancy.

Demolition of the arena began in July 2024, with the mayor expressing intentions to redevelop the site in accordance with neighborhood zoning regulations.

**Relevance to Goderich:** This case illustrates the challenges of maintaining aging recreational infrastructure and the potential consequences of prolonged

neglect. It underscores the importance of proactive maintenance, adaptive reuse, and community engagement in preserving such facilities.

## **Targeted Structural Repair (Limited to Safety/Structural Issues):**

### **6. Beeton Memorial Arena (New Tecumseth, Ontario)**



**Type of Intervention:** Targeted Structural repairs

**Original Construction:** 1947 (addition in 1977; roof replaced in 1983)

#### **Facilities:**

- Ice Rink: Full sized ice rink included with an arena floor capacity of approximately 1000 people
- Community Hall: There is a community hall space within the facility that accommodates approximately 185 people.

**Renovation Timeline:** Repairs initiated in July 2023 and reopened in April 2024

**Investment:** Estimated between \$150,000 and \$300,000 for truss reinforcement; up to \$1,055,000 for comprehensive structural repairs

#### **Funding:**

- Beeton Facility Reserve Fund
- Potential contributions from Flato Developments Inc.

**Trigger for Renovation:** Structural concerns identified in the truss system



### Scope of Work:

- Minor truss reinforcements
- Installation of a new X-bracing system
- Top chord and minor web reinforcements
- Tightening of all bolt connections

**Background:** A building condition assessment by Accent Building Sciences Inc. revealed significant deficiencies in the arena's structure, including the mechanical and electrical systems, refrigeration, substructure, and shell. A subsequent Truss Condition Assessment by Tacoma Engineers in May 2023 identified significant buckling in the truss bottoms near the exterior walls, indicating structural failure. Although there was no immediate danger, the risk of catastrophic failure increased with snow accumulation during winter.

The Town Council approved immediate repairs, including the installation of a new X-bracing system and reinforcement of the trusses. The Beeton Facility Reserve Fund was allocated for these repairs, and staff were directed to seek additional funding or donations from Flato Developments Inc.

**Relevance to Goderich:** This case exemplifies how municipalities can address urgent structural issues in aging recreational facilities through targeted repairs and strategic funding, ensuring continued community use while planning for long-term solutions.



## 8.0 Preliminary Preferred Direction and Recommendations

### 8.1 Preferred Preliminary Option C

The preferred direction for the future of the Goderich Memorial Arena site is Option C: Phased Reuse and Repurposing. This approach balances financial prudence, heritage conservation, and community need by extending the life and functionality of the existing building through a series of strategic upgrades and adaptive reuse interventions.

Rather than pursuing full-scale redevelopment or demolition, Option C proposes a phased investment model that enables the Town to reintroduce public use of the facility while addressing key safety, accessibility, and programmatic requirements. This option was selected as the preliminary preferred direction based on strong public support for retaining the arena, widespread community interest in a multi-use facility, and a desire to respect the historical and commemorative significance of the site.

**Key features of the recommended approach include:**

**Phase 1 – Immediate Repair and Reopening:** This phase focuses on essential improvements to address code compliance and re-establish occupancy. Key upgrades include accessible washrooms, improved exit doors, circulation adjustments, and minor enhancements that support the safe return of community programming. These changes would increase the building's capacity to accommodate approximately 700–1,000 occupants, depending on the activity.

**Phase 2 – Interior Reconfiguration and Programmatic Flexibility:** Building on Phase 1, this phase proposes selective removal of interior walls to create a more open and adaptable floor plate. This would allow for a flexible gymnasium-style area on the main floor, alongside upgrades to the community hall on the upper level. Improvements would also support multipurpose room use, accommodating a variety of recreational, social, and cultural activities.

**Phase 2+ – Entrance Redesign and Visual Identity:** This phase introduces a prominent, consolidated main entrance with an upgraded façade, canopy, and enhanced wayfinding features. The architectural intervention is intended to create a more welcoming and visible civic presence. Renovations to the main floor would continue during this phase; however, the existing upper-level community hall would remain unchanged at this stage.

**Phase 3 – Renovation – Upper-Level Hall:** The final phase involves the renovation of the upper-level community hall to expand programming capabilities and address user needs. This may include updates to finishes, lighting, accessibility, and functional layout to allow for multipurpose use (e.g., events, meetings, youth or senior activities). Completing this phase would fully reactivate the building as a flexible, intergenerational community hub.

This phased strategy allows the Town to manage capital investment over time, adapt to funding opportunities, and test programming models incrementally. It also preserves flexibility to adjust or expand the facility’s functions in response to evolving community needs, partnership potential, and operational insights.

Option C represents a practical, scalable solution rooted in community priorities, while allowing for innovation in design, programming, and governance.

DRAFT 3

## 8.2 Operating Budget and Assumptions

### 8.2.1 Current Operation

Town staff and the consulting team took the opportunity between meetings of the Arena Task Force, to further review preliminary budget projections for the Goderich Memorial Arena (GMA), with associated assumptions.

The following budget table is a projection of the annual expenditures that the Town of Goderich would continue to be expended should Council decide to maintain the status quo. This will also offer a similar net deficit projection if Council decides to go with the minimum amount to re-open the GMA. There would be additional rental revenues, which would likely be offset by additional operating expenditures to service the rentals.

The budget includes an annual inflationary increase for the various line items over 10 years. The purpose in illustrating this over a 10-year period is to offer cost estimates for a) annual outlays for “doing nothing” into the future, b) comparing net levy costs of “doing nothing” vs “adopting the preferred option”.

**Table 8.2-A – Current Operation**

ANNUAL OPERATING BUDGET - GODERICH MEMORIAL ARENA - PRO-FORMA (2024-2034)												
	Inflationary Rate	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
<b>EXPENDITURES</b>												
Salaries	3%	\$ 51,550	\$ 53,097	\$ 54,689	\$ 56,330	\$ 58,020	\$ 59,761	\$ 61,553	\$ 63,400	\$ 65,302	\$ 67,261	\$ 69,279
Benefits	3%	\$ 15,450	\$ 15,914	\$ 16,391	\$ 16,883	\$ 17,389	\$ 17,911	\$ 18,448	\$ 19,002	\$ 19,572	\$ 20,159	\$ 20,764
Building RM	5%	\$ 16,851	\$ 17,694	\$ 18,578	\$ 19,507	\$ 20,482	\$ 21,507	\$ 22,582	\$ 23,711	\$ 24,897	\$ 26,141	\$ 27,449
Hydro	4%	\$ 22,864	\$ 23,779	\$ 24,730	\$ 25,719	\$ 26,748	\$ 27,818	\$ 28,930	\$ 30,087	\$ 31,291	\$ 32,543	\$ 33,844
Gas	4%	\$ 5,521	\$ 5,742	\$ 5,972	\$ 6,210	\$ 6,459	\$ 6,717	\$ 6,986	\$ 7,265	\$ 7,556	\$ 7,858	\$ 8,172
Water	4%	\$ 11,115	\$ 11,560	\$ 12,022	\$ 12,503	\$ 13,003	\$ 13,523	\$ 14,064	\$ 14,627	\$ 15,212	\$ 15,820	\$ 16,453
Sewage	4%	\$ 6,857	\$ 7,131	\$ 7,417	\$ 7,713	\$ 8,022	\$ 8,343	\$ 8,676	\$ 9,023	\$ 9,384	\$ 9,760	\$ 10,150
Machine and Equipment	5%	\$ 2,500	\$ 2,625	\$ 2,756	\$ 2,894	\$ 3,039	\$ 3,191	\$ 3,350	\$ 3,518	\$ 3,694	\$ 3,878	\$ 4,072
Grounds	5%	\$ 2,500	\$ 2,625	\$ 2,756	\$ 2,894	\$ 3,039	\$ 3,191	\$ 3,350	\$ 3,518	\$ 3,694	\$ 3,878	\$ 4,072
Telephone/Internet	3%	\$ 1,242	\$ 1,279	\$ 1,318	\$ 1,357	\$ 1,398	\$ 1,440	\$ 1,483	\$ 1,528	\$ 1,573	\$ 1,621	\$ 1,669
Advertising & Promotion	3%	\$ 127	\$ 131	\$ 135	\$ 139	\$ 143	\$ 147	\$ 152	\$ 156	\$ 161	\$ 166	\$ 171
Engineering	5%	\$ 1,054	\$ 1,107	\$ 1,162	\$ 1,220	\$ 1,281	\$ 1,345	\$ 1,412	\$ 1,483	\$ 1,557	\$ 1,635	\$ 1,717
Contract Services	5%	\$ 1,181	\$ 1,240	\$ 1,302	\$ 1,367	\$ 1,436	\$ 1,507	\$ 1,583	\$ 1,662	\$ 1,745	\$ 1,832	\$ 1,924
Insurance	3%	\$ 20,273	\$ 20,881	\$ 21,508	\$ 22,153	\$ 22,817	\$ 23,502	\$ 24,207	\$ 24,933	\$ 25,681	\$ 26,452	\$ 27,245
<b>TOTAL EXPENDITURES</b>		<b>\$ 159,085</b>	<b>\$ 164,803</b>	<b>\$ 170,735</b>	<b>\$ 176,889</b>	<b>\$ 183,275</b>	<b>\$ 189,901</b>	<b>\$ 196,777</b>	<b>\$ 203,913</b>	<b>\$ 211,318</b>	<b>\$ 219,003</b>	<b>\$ 226,981</b>
<b>REVENUES</b>												
Hall / Floor	0.03	\$ 7,621	\$ 7,849	\$ 8,085	\$ 8,327	\$ 8,577	\$ 8,834	\$ 9,099	\$ 9,372	\$ 9,654	\$ 9,943	\$ 10,242
<b>NET DEFICIT (TAX LEVY)</b>		<b>\$ 151,464</b>	<b>\$ 156,954</b>	<b>\$ 162,650</b>	<b>\$ 168,562</b>	<b>\$ 174,698</b>	<b>\$ 181,067</b>	<b>\$ 187,678</b>	<b>\$ 194,540</b>	<b>\$ 201,664</b>	<b>\$ 209,060</b>	<b>\$ 216,739</b>

### 8.2.2 Projected Expenditures – Preferred Preliminary Option C

The following budget offers projected expenditures should the Town adopt the “Preferred Preliminary Option C” outlined in this report. The methodology that was used to calculate the new operating budget for the revitalized Goderich Memorial Arena GMA, included;

- Sourcing 2024 budget actuals from a facility that operates a large indoor arena with multi-purpose spaces.

- Calculating the square foot cost for each line item in the GMA budget.
- Applying the square foot cost to the square footage of the Goderich Memorial Arena.
- Adjusting and discounting costs for “programming staff and associated benefits” that would not be part of the GMA.
- Applying an inflationary factor from 2024 actuals to future years to allow for time necessary for revitalization.
- The staff salary and benefit allocation is based on demand driven opening hours described below.

### Initial Facility Opening Hours

Weekday Hours	1:00 pm – 10:00 pm	Monday/Wednesday/Friday (3 days per week)
Saturday Hours	8:00 am – 4:00 pm	Subject to change based on rental demand
Sunday Hours	Closed	Opening subject to demand for regular or event rental

### Table 8.2-B – Projected Expenditure (2024–2034)

The highlighted column is the 2024 Actuals of the Goderich Memorial Arena and has been included for the Task Force’s benefit to illustrate the projected increases from the current operation to a new operation with a revitalized memorial community centre.

ANNUAL OPERATING BUDGET - GODERICH MEMORIAL ARENA - PRO-FORMA (2024-2034)												
EXPENDITURES	Inflationary Rate	2024 ACTUALS	PROPOSED EXPENDITURE BUDGET PROJECTIONS FROM 2025 - 2034 FOR PREFERRED OPTION									
			2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Salaries	3%	\$ 51,550	\$ 149,229	\$ 153,706	\$ 158,317	\$ 163,067	\$ 167,959	\$ 172,997	\$ 178,187	\$ 183,533	\$ 189,039	\$ 194,710
Benefits	3%	\$ 15,450	\$ 41,207	\$ 42,443	\$ 43,716	\$ 45,028	\$ 46,378	\$ 47,770	\$ 49,203	\$ 50,679	\$ 52,199	\$ 53,765
Building RM	5%	\$ 16,851	\$ 15,320	\$ 16,086	\$ 16,890	\$ 17,735	\$ 18,622	\$ 19,553	\$ 20,530	\$ 21,557	\$ 22,635	\$ 23,766
Hydro	4%	\$ 22,864	\$ 27,642	\$ 28,748	\$ 29,898	\$ 31,094	\$ 32,337	\$ 33,631	\$ 34,976	\$ 36,375	\$ 37,830	\$ 39,343
Gas	4%	\$ 5,521	\$ 8,998	\$ 9,357	\$ 9,732	\$ 10,121	\$ 10,526	\$ 10,947	\$ 11,385	\$ 11,840	\$ 12,314	\$ 12,806
Water	4%	\$ 11,115	\$ 15,000	\$ 15,600	\$ 16,224	\$ 16,873	\$ 17,548	\$ 18,250	\$ 18,980	\$ 19,739	\$ 20,529	\$ 21,350
Sewage	4%	\$ 6,857	\$ 10,000	\$ 10,400	\$ 10,816	\$ 11,249	\$ 11,699	\$ 12,167	\$ 12,653	\$ 13,159	\$ 13,686	\$ 14,233
Machine and Equipment	5%	\$ 2,500	\$ 2,500	\$ 2,625	\$ 2,756	\$ 2,894	\$ 3,039	\$ 3,191	\$ 3,350	\$ 3,518	\$ 3,694	\$ 3,878
Grounds	5%	\$ 2,500	\$ 2,750	\$ 2,888	\$ 3,032	\$ 3,183	\$ 3,343	\$ 3,510	\$ 3,685	\$ 3,870	\$ 4,063	\$ 4,266
Telephone/Internet	3%	\$ 1,242	\$ 2,790	\$ 2,874	\$ 2,960	\$ 3,049	\$ 3,140	\$ 3,234	\$ 3,331	\$ 3,431	\$ 3,534	\$ 3,640
Advertising & Promotion	3%	\$ 127	\$ 1,366	\$ 1,407	\$ 1,449	\$ 1,493	\$ 1,538	\$ 1,584	\$ 1,631	\$ 1,680	\$ 1,730	\$ 1,782
Engineering	5%	\$ 1,054	\$ 1,200	\$ 1,260	\$ 1,323	\$ 1,389	\$ 1,459	\$ 1,532	\$ 1,608	\$ 1,689	\$ 1,773	\$ 1,862
Contract Services	5%	\$ 1,181	\$ 10,000	\$ 10,500	\$ 11,025	\$ 11,576	\$ 12,155	\$ 12,763	\$ 13,401	\$ 14,071	\$ 14,775	\$ 15,513
Insurance	3%	\$ 20,273	\$ 24,000	\$ 24,720	\$ 25,462	\$ 26,225	\$ 27,012	\$ 27,823	\$ 28,657	\$ 29,517	\$ 30,402	\$ 31,315
<b>TOTAL EXPENDITURES</b>		<b>\$ 159,085</b>	<b>\$ 312,001</b>	<b>\$ 322,613</b>	<b>\$ 333,600</b>	<b>\$ 344,975</b>	<b>\$ 356,753</b>	<b>\$ 368,949</b>	<b>\$ 381,579</b>	<b>\$ 394,657</b>	<b>\$ 408,202</b>	<b>\$ 422,231</b>

#### Notes:

- The facility that was sourced for these projections (Royal Distributing Athletic Performance Centre) was operating at full capacity representing higher comparative expenditures than what the GMA is anticipated to operate at.
- The preferred revitalization option includes all new mechanical and electrical upgrades which would likely result in more efficient use of utilities.

### 8.2.3 Operating Revenues

This section is based on the recommended “Preferred Preliminary Option C” for the redevelopment of the Goderich Memorial Arena. The largest indoor facility space provider for sport, recreation, and cultural purposes is the Goderich District Collegiate Institute. Prior to making any future indoor facility revenues, the consultants completed a cursory analysis of the community use of schools.

The Town of Goderich benefits from a strong Community Use of Schools Policy, which enables over 28,000 hours of annual community access to both indoor and outdoor facilities at Goderich Public School (GPS) and Goderich District Collegiate Institute (GDCI).

This section will focus on indoor facility use of schools as this use is particularly important to the potential use of a revitalized Goderich Memorial Arena.

#### **Goderich District Collegiate Institute**

The GDCI facilitates most of the community use of schools with approximately 22,000 annual hours of indoor facility use. This includes gymnasium, cafeteria, and classroom use. Of this total, approximately 9,000 (41%) are groups who are exempt from user fees based on the Community Use of Schools Policy. The largest users are youth basketball, volleyball, baseball, music, air cadets, and fundraisers.

There was approximately 13,000 hours of use of indoor facilities by “paying groups” which include adult sports groups, or profit-making groups and businesses. These include camps, soccer, badminton, volleyball, dodgeball, pickleball, music classes, dance, dance recitals, driver training, and socials. It should be noted that there are some groups who appear to have use of certain school amenities that account for substantive annual hours that serve to otherwise inflate “hourly rentals”.

The following table illustrates the 2024 schedule of fees for school use. Group B represents such groups as adult sport use, community organizations, political use and otherwise those groups that recover costs but don’t make a profit. Group C are businesses and for-profit organizations. Group E is for individual music teachers using classrooms. This rate schedule applies to the use of the school during the regular operating hours of the school custodian(s).



**Table 8.2-C – Schedule of School Fees**

The following table of fees represents the additional fees assessed when a rental is outside of the regular working hours of the school custodian.

**SCHEDULE OF FEES**

\*Revised August 2024

FACILITY	GROUP A & D (no charge)	GROUP B (subsidized rates)	GROUP C (unsubsidized rates)	GROUP E (subsidized rates)
	Hourly Rate	Hourly Rate	Hourly Rate	Hourly Rate
Classroom/Seminar Room		\$7.25	\$17.25	\$5.00
Gymnasium – Elementary & Secondary Single		\$10.00	\$40.25	
Gymnasium - Secondary Double		\$16.00	\$60.00	
Cafeteria		\$ 10.00	\$40.25	
Library		\$10.00	\$40.25	
Track/Soccer Field/Parking Lot Use	A permit must be issued for use of school grounds after school hours. There will be no charge for this use.			

**Table 8.2-D – Weekend Use Premium Fees****SCHEDULE OF FEES  
(OVERTIME-CUSTODIAL COSTS)**

FACILITY	GROUP A & D (No Charge)	GROUP B (subsidized rates)*	GROUP C (unsubsidized rates)*
	Hourly Rate	Hourly Rate	Hourly Rate
Straight Time		\$21.00	\$28.00
Weekdays after 11:00 p.m. & Saturdays		\$31.50	\$42.00
Sundays & Statutory Holidays		\$42.00	\$56.00
	A two-hour charge will be levied if a custodian is required to open the school after school hours OR to close and secure the school after the event.		

HST will be applied to the fees identified above.

**Goderich Public School**

The Goderich Public School is used to a lesser extent with approximately 600 hours annually by paying groups. Most of this use is for music lessons resulting approximately 60 hours of use for other purposes.

**Implications for the Town of Goderich**

It is important to the future operation of the revitalized Goderich Memorial Arena to understand the current utilization of the indoor facilities of the schools. We note the following considerations.

The Town should establish a fee structure for the use of each component of

the revitalized space, that considers the respective rates of the school board, as benchmarks for rental fees.

The Town should not expect to attract a great deal of recreational youth sports to the Memorial Arena as gym use is offered free of charge in schools. The exception to this is that the use of the indoor turf field could attract youth field sport users due to its unique training surface.

The Town may experience preference from current school users who are subject to cancellations by the school for school-based priorities.

The primary weeknight market for the floor space would be paid rentals from specialized training for youth, and adult sport groups (gymnasium, and indoor field).

The primary weekday use for the floor would be pickleball, adult fitness, and other gym or indoor field users who currently don't have access to a school gymnasium during the weekday.

The weekend use of the floor space (gymnasium and indoor field) could include both youth and adults sport groups if the hourly fees are competitive of the over-time premium that is associated with the use of schools on weekends and holidays. This would also apply to special events and trade shows.

#### **8.2.4 Operating Revenue Projections**

The revitalized facility will offer a great variety of spaces for the Town of Goderich. Projecting revenues at this early stage is not an exact science by any means. For example, the new premium multi-purpose space on the second level could be rented for hourly programs or could also be leased out to a complimentary business such as physiotherapy, chiropractic, or dance studio just to name a few. This would be a policy decision of Town Council at a future date. The benefit of a lease space arrangement is that it ensures consistent and dependable annual revenues. The disadvantage is that it limits use of this space to other community interest.

In developing the revenue assumptions, the consulting team has taken a conservative approach to projected utilization. It assumes that all use is subject to a rental fee and any discounted use would be budgeted as a separate subsidy. We note the following variables have been used in our projections:

- Hourly Rates.
- Prime Time Hours are based on 50-54 hours per week (weeknights and weekends).
- The number of weeks that would be considered for regular programming.

- The number of annual memberships (weekday shuffleboard/pickleball)
- The % of Prime Time Use.
- Annual Hours Calculated.

**Table 8.2-E – Estimated Annual Revenue Based on Hourly Rentals and Prime Time Utilization**

Amenity	Hourly Rate	Prime Time Hours/week	Number of Weeks	% Prime Time Use	Annual Hours	Annual Revenues
Turf Revenues	\$80	54	26	50%	702	\$ 56,160
Gymnasium Revenues	\$50	54	26	50%	702	\$ 35,100
Floor	\$120	54	2	100%	108	\$ 12,960
Hall	\$75	54	3	100%	162	\$ 12,150
Multi-Purpose #1	\$30	50	26	30%	390	\$ 11,700
Multi-Purpose #2	\$30	50	26	30%	390	\$ 11,700
Multi-Purpose #3	\$30	50	26	30%	390	\$ 11,700
Multi-Purpose #4	\$30	50	26	30%	390	\$ 11,700
Drop-In	2,513	\$5				\$ 12,565
						<b>\$ 175,735</b>

In developing the projections for annual revenues, it should be noted that the revitalized facility would offer eight different spaces for rental revenues as opposed to the current two spaces (floor and hall, highlighted below). The rate structure has been based on fees charged by other municipalities and include an annual inflationary adjustment of 3%. The revenues are based on a reduced facility opening schedule described previously.

**Table 8.2.F – Operating Revenue Projections (2024–2034)**

			PROPOSED REVENUE BUDGET PROJECTIONS FROM 2025 - 2034 FOR PREFERRED OPTION									
REVENUES	INFLATIONARY RATE	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Turf Field	3%		\$ 56,160	\$ 57,845	\$ 59,580	\$ 61,368	\$ 63,209	\$ 65,105	\$ 67,058	\$ 69,070	\$ 71,142	\$ 73,276
Gymnasium	3%		\$ 35,100	\$ 36,153	\$ 37,238	\$ 38,355	\$ 39,505	\$ 40,691	\$ 41,911	\$ 43,169	\$ 44,464	\$ 45,798
Floor	3%	\$ 7,621	\$ 12,960	\$ 13,349	\$ 13,749	\$ 14,162	\$ 14,587	\$ 15,024	\$ 15,475	\$ 15,939	\$ 16,417	\$ 16,910
Hall	3%		\$ 12,150	\$ 12,515	\$ 12,890	\$ 13,277	\$ 13,675	\$ 14,085	\$ 14,508	\$ 14,943	\$ 15,391	\$ 15,853
Multi-Purpose #1	3%		\$ 11,700	\$ 12,051	\$ 12,413	\$ 12,785	\$ 13,168	\$ 13,564	\$ 13,970	\$ 14,390	\$ 14,821	\$ 15,266
Multi-Purpose #2	3%		\$ 11,700	\$ 12,051	\$ 12,413	\$ 12,785	\$ 13,168	\$ 13,564	\$ 13,970	\$ 14,390	\$ 14,821	\$ 15,266
Multi-Purpose #3	3%		\$ 11,700	\$ 12,051	\$ 12,413	\$ 12,785	\$ 13,168	\$ 13,564	\$ 13,970	\$ 14,390	\$ 14,821	\$ 15,266
Multi-Purpose #4	3%		\$ 11,700	\$ 12,051	\$ 12,413	\$ 12,785	\$ 13,168	\$ 13,564	\$ 13,970	\$ 14,390	\$ 14,821	\$ 15,266
Track - Drop-In	3%		\$ 12,565	\$ 12,942	\$ 13,330	\$ 13,730	\$ 14,142	\$ 14,566	\$ 15,003	\$ 15,453	\$ 15,917	\$ 16,394
<b>TOTAL REVENUES</b>		<b>\$ 7,621</b>	<b>\$ 175,735</b>	<b>\$ 181,007</b>	<b>\$ 186,437</b>	<b>\$ 192,030</b>	<b>\$ 197,791</b>	<b>\$ 203,725</b>	<b>\$ 209,837</b>	<b>\$ 216,132</b>	<b>\$ 222,616</b>	<b>\$ 229,294</b>

The chart below identifies the 2024 net levy from the current GMA operations. The net levy amounts from 2025 to 2034 are the respective net levy impacts for a full year of adjusted operating expenditures and revenues for the preferred option. We note that the 2025 amount is otherwise redundant currently. However, it represents the baseline budget for future years.

	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
<b>NET ANNUAL OPERATING DEFICIT</b>	<b>\$151,464</b>	<b>\$136,266</b>	<b>\$141,606</b>	<b>\$147,163</b>	<b>\$152,945</b>	<b>\$158,962</b>	<b>\$165,224</b>	<b>\$171,742</b>	<b>\$178,526</b>	<b>\$185,587</b>	<b>\$192,937</b>

# APPENDICES

