Update of the Management Plan for the Proposed Recreation and Wellness Centre

Municipality of Trent Hills

Prepared by the RETHINK GROUP
Leisure Services Planning and Management

in association with:
the Tourism Company

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Introduction

In December, 2012, the RETHINK GROUP was requested to update the management plan that was prepared for the Community Recreation and Wellness Centre that evolved from a feasibility study completed by the RETHINK GROUP in January, 2008. Since the completion of the feasibility study, a preferred site was identified and a facility-fit exercise was completed in June, 2010 to explore how the recreation centre could be sited on a redeveloped and enlarged fairground in Campbellford, such that the Campbellford-Seymour Agricultural Society, the owner of the land, could successfully host their annual fair. A location at the fairground would allow the aging Campbellford-Seymour Arena, which is located adjacent to the fairground on the western side, to be incorporated into the proposed recreation/wellness centre.

The scope of work defined for this update of the management plan is as follows:

- ❑ Not to include updated market research other than a review of recent and potential future changes to the community profile of Trent Hills and the changes to the size of the market area from information available from the Municipality and the 2011 Census.
- ❑ Account for the revised building program, with the major changes from the original facility concept being the inclusion of the arena and the exclusion of the strength and personal conditioning centre. Other modifications have been incorporated into the current facility concept as described below.
- ❑ Assume municipal ownership of the entire facility, with the aquatic facility being managed by an organization like a YMCA. That organization would also manage floor-based fitness programming. The remainder of the facility would be programmed and operated by the Municipality.

The Market Area

Primary and secondary market areas were defined in the 2008 feasibility study for the proposed facility. The primary market area was established as the Municipality of Trent Hills. Therefore, the principal market area includes the urban centres of Campbellford, Hastings and Warkworth, as well as the hamlets and rural communities within the Municipality.

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

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

Although the exact population of the secondary market area cannot easily be calculated, an estimate has been made, using the 2011 census data. The following communities and parts of communities comprise the primary and secondary market areas. Where parts of communities are involved, an estimate of the population within the market area has been made (see Figure 1).

Estimate of 2011 Population for the Primary and Secondary Market Areas **Figure 1**

Community	2006 Population (or estimate of Population)	Population Change 2006-2011
Trent Hills (Primary market area)	**12,604**	+2.9%
Stirling/Rawdon	4,978	+1.5%
City of Quinte West (northern rural half)	3,000	+0.9%
Municipality of Brighton	10,928	+6.6%
Township of Cramahe	6,073	+2.1%
Alnwick/Haldimand (east half)	3,310	+2.8%
Asphodel/Norwood (90%)	3,640	-4.9%
Havelock/Belmont/Methune (southern quarter)	1,130	-2.5%
Marmora and Lake (southern quarter)	1,020	+4.1%
Total	**46,683**	**+2.5%**

The approximate 2011 population of the primary and secondary market areas was almost 47,000. Given the existence of major leisure facilities in Cobourg, Bellville and Quinte West (Trenton), it could be argued that the demand for a similar scale facility in Trent Hills will be ‘soft’ from the communities of Cramahe, the northern half of Quinte West and the Municipality of Brighton. When these ‘soft’ market areas are taken into account, it appears that a realistic population from which a major facility in Trent Hills could draw would be in the order of **30,000–35,000**.

Of note is the fact that all of the communities except Asphodel/Norwood and Havelock/Methune to the northeast showed growth during the 2006 to 2011 period in the order 0.9% to 6.6%, with the primary and secondary market area showing a combined 2.5% growth. That is a significant improvement over the 2001-2006 period.

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

Community Profile – Trent Hills

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

For the 2008 feasibility study and this update of the management plan, the analysis of the community profile has focused on:

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

The analysis of the current population will primarily cover the 2006 and 2011 periods, with some analysis of 2001 and 1996. The data sources include the 1996, 2001, 2006 and 2011 Canada Census, as reported by Statistics Canada. At the time of this report, Statistics Canada had not released 2011 census information on income and education, and only language most often spoken at home is available to provide an indication of ethnicity.

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

Total Population

Since 1996, the population of Trent Hills has been relatively stable, with a slight dip reported in the 2006 census. However, the age profile has changed a great deal, with fewer children, youth and young to middle-age adults (age 20-44) – and more older adults (age 45 and over). Over the past twenty years, the big Baby Boom and Echo generations have aged. The big Echo generation initially inflated the ranks of children and youth, but recently the number and proportion of children and youth has declined as this generation has aged. At the same time, the number and proportion of adults in their later half of life has dramatically increased. This is characteristic of slow growing and stable communities as the population ages in place and there is little influx of young adults and their families. Since 1996, the percentage of children and youth has declined from 25.8% to 19%, and the number has declined from 3,205 to 2,385. During the same period, the percentage of age 55+ residents has increased from 30.9% to 43.5% and from 4,065 to 5,475.

Current Age Structure

The age profile of Trent Hills' residents is very different from Ontario as a whole. The local population is considerably older than the provincial average with a 2011 median age of 51.0 years compared to a much lower 47.5 years for Ontario. 43.5% percent of the local population was age 55+, compared to 27.3% for Ontario (59.3% larger than the Ontario population). Conversely, the 0-4 age group in Trent Hills was 28.8% smaller as a percentage of the total population than the average for Ontario, and the 20-44 age group was 33% smaller.

The larger than average older adult population in Trent Hills will place greater demand on health and social services, and usually results in lower median and disposable income. Figure 3, includes 2006 census data that reports on the lower than average income in Trent Hills and higher than average dependence on government transfer payments (pensions and other assistance).

Population Change, Municipality of Trent Hills, 1996-2011 **Figure 2**

Age Category (male & female)	1996		2001		2006		2011	
	#	%	#	%	#	%	#	%
0-4	680	5.5	515	4.1	480	3.9	485	3.9
5-14	1,695	13.6	1,590	12.7	1300	10.6	1,170	9.3
15-19	830	6.7	845	6.7	795	6.5	730	5.8
20-24	535	4.3	570	4.5	520	4.2	575	4.6
25-54	4,645	37.3	4,655	37.0	4,435	36.2	4,180	33.2
55-64	1,405	11.3	1,545	12.3	1,950	15.9	2,385	18.9
65-74	1,575	12.7	1,520	12.1	1,470	12.0	1,645	13.1
75 and over	1,085	6.9	1,330	10.6	1,310	10.7	1,445	11.5
Total	**12,437**	100.0	**12,569**	100.0	**12,247**	100.0	**12,605**	100.0
Median Age			**45.1**		**48.0**		**51.0**	

Source: Statistics Canada Census, 1996, 2001, 2006 and 2011

Socio-Demographic Characteristics

In Figure 3 below, key socio-demographic characteristics of the Municipality of Trent Hills, the County of Northumberland and the Province of Ontario are listed and compared, based on the 2006 and 2011 Census. The selected socio-demographic characteristics include household composition, annual income, education levels and labour force participation.

With respect to household composition, Trent Hills is very similar to the County and the Province. However, in 2006, Trent Hills had lower incomes across all categories than the Province and the County, lower education achievements, and lower employment rates. The percentage of the Trent Hills population receiving government transfers was well above the provincial level and above the County, which is influenced by the older age of the population and the percentage of retired residents.

Selected Socio-Demographic Characteristics, Municipality of Trent Hills, County of Northumberland and Province of Ontario, 2006 and 2011 **Figure 3**

Demographic Characteristics	Municipality of Trent Hills	Northumberland County	Province of Ontario
Household Characteristics (2011 Census)			
Married Couple Families	2,840 (72.6%)	73%	72.3%
Lone-parent Families	505 (12.9%)	13.4%	16.7%
Common-law Families	555 (14.2%)	13.7%	10.9%
Annual Earnings (2006 Census, 2005 figures)			
Median Earnings, Full Time, Male	$38,065	$47,562	$50,057
Median Earnings, Full Time, Female	$29,908	$34,986	$38,914
Median Earnings, Full Time, Male & Female	$33,652	$41,187	$44,748
Earnings as a % of total income (male & female)	62.5%	69%	77.4%
Government transfers as a % total of income	19.3%	13.3%	9.8%
Median Family Income – *all census families*	$50,292	$63,778	$69,156
Median Family Income – married *couple families*	$53,256	$68,326	$77,243
Median Family Income – *common law families*	$53,352	$64,728	$66,525
Median Family Income – *lone-parent families*	$27,239	$36,031	$38,448
Education (2006 Census)			
% of pop. age 15+ with no certificate, diploma or degree	31.6	26.1	22.2
% of pop. age 15+ with high school certificate or equiv.	27.4	28.1	26.8
% of pop. age 15+ with Apprenticeship or Trades Certificate or Diploma	10.9	10.6	8.0
% of pop., age 15+ with College Certificate or Diploma	19.3	21.2	18.4
% of pop., age 15+ with University Certificate, Diploma			

below bachelor level	3.2	3.0	4.1
% of pop. age 15+ with University certificate, diploma or degree	7.4	11.1	20.5
Labour Force Participation of Pop. Age 15+ (2006 Census)			
Employment Rate	51.8%	64%	62.8%
Male	57.7%	52.4%	68.1%
Female	46.4%	58.0%	57.8%

Source: Statistics Canada, 2006 and 2011 Census

Looking to the Future - Population and Age Characteristics

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

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

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

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

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

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

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

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

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

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

In discussions with Municipal staff, it was decided that the *alternate* projection would be utilized for the 2008 feasibility study. It was felt that recent and projected residential development, as well as recent increasing promotion of the community and increasing interest being shown by potential businesses, warranted increased optimism and supported the potential for a modest increase in in-migration over the next twenty years.

The alternate projection estimated that the population of Trent Hills would increase slowly (average of 0.4% per year) to 2026. However, of most significance will be the age of the population, with a declining young and middle-age population, and a rapidly increasing older adult (age 55+) population. Refer to Figure 4 for details by five year intervals for total population by age (number and percentage), total population, average age, estimated net in-migration and births. The average annual net in-migration for the 25 year period is 17.4 persons. Average annual percentage increase in births is 1.4. Average annual percentage increase in age is 0.4.

Projected Population Growth and Change by Age, 2001–2026
'Alternate' Projection for the Municipality of Trent Hills, 2007 **Figure 4**

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

Source: John Kettle, Demographer, April, 2007
Note: The 2001 population has been corrected to account for over- and under-counts.
The projections were based on the total population reported by the 2006 census and estimates for age groupings based on Statistics Canada estimates (which varied slightly from the actual 2006 census data for some age groupings as was noted above).

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

1. The aging of the big Baby Boom population which represents one third of the Ontario population (age 48-67 in 2013);
2. The aging of the Echo generation - the children of the Baby Boom (age 19-34 in 2013);
3. The exodus of many post secondary school age adults to pursue education and employment opportunities elsewhere (age 18-25); and
4. The above average in-migration of empty nesters and young seniors (age 55-75) desiring to retire in the area.

Key Observations:
Overview: *For the next ten to fifteen years, the younger age groups are expected to decline in number and percentage, while over the next thirty or more years, the older age groups are expected to increase in number and percentage. Currently, the older adult market (age 65+) exceeds the entire child and youth population by 700. By 2026, this older adult age group is expected to be almost double the child and youth population (age 0-18). The average age of the Trent Hills population is projected to increase from 43.2 years in 2001 to 47.3 years by 2026, with the peak being around 2021 (47.5).*

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

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

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

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

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

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

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

Target Sectors, Industries and Markets to Attract Specific Industries

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

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

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

- ❑ Development of the arts, culture, festivals and events;

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

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

Implications for Current Demand of Anticipated Changes in the Market Area and the Community Profile

A 2.5% increase in the population of the combined primary and secondary market areas between 2006 and 2011 (including a 2.9% increase for the primary market area of the Municipality of Trent Hills) represented growth in the potential market for a new community centre for Trent Hills and area. However, since 2006, two new major recreation centres have opened in Quinte West and Cobourg, providing additional arena, fitness, running/walking track, gymnasia and aquatic facilities along the lakeshore.

Most of the market area is small town/rural in character, and except for the Municipality of Brighton, is growing at a rate below the provincial average which was just over one percent per year between 2006 and 2011. Slow growing communities, where employment opportunities are usually limited, are generally are not attracting young populations. For these types of communities, most new residents are usually older and seeking a community that is attractive for retirement. Consequently, the market area population is continuing to age at a rate that is exceeding the provincial average, as noted in the above statistics and trends.

The types of facilities and programming for the proposed Trent Hills community centre will need to cater to a wide range of interests – from activities that are attractive to children and youth to those of interest to adults and older adults. Refer to Appendix A for a report on leisure and related trends that are applicable to adults and older adults.

There will have to be sufficient multipurpose space (including the gymnasium) to support a wide range of programming and events from pre-school, child and youth group activities to dance classes, floor-based fitness, court games, creative arts, social events, and art/craft/trade shows aimed mostly at adults.

Aquatic facilities should support lessons, lane swimming, leisure swimming, aquatic exercise programs, rehabilitation programs, and swimming competitions.

The arena should support all levels and types of hockey for all ages, figure skating, skating lessons, leisure skating, skating shows, ball hockey, box lacrosse, trade shows and exhibitions, and large social events and gatherings. Given the aging population, more time should be scheduled for adult skating, at appropriate times and with supporting music and social activities.

Refer to the section on uses and programs for more details.

The Proposed Facility Concept

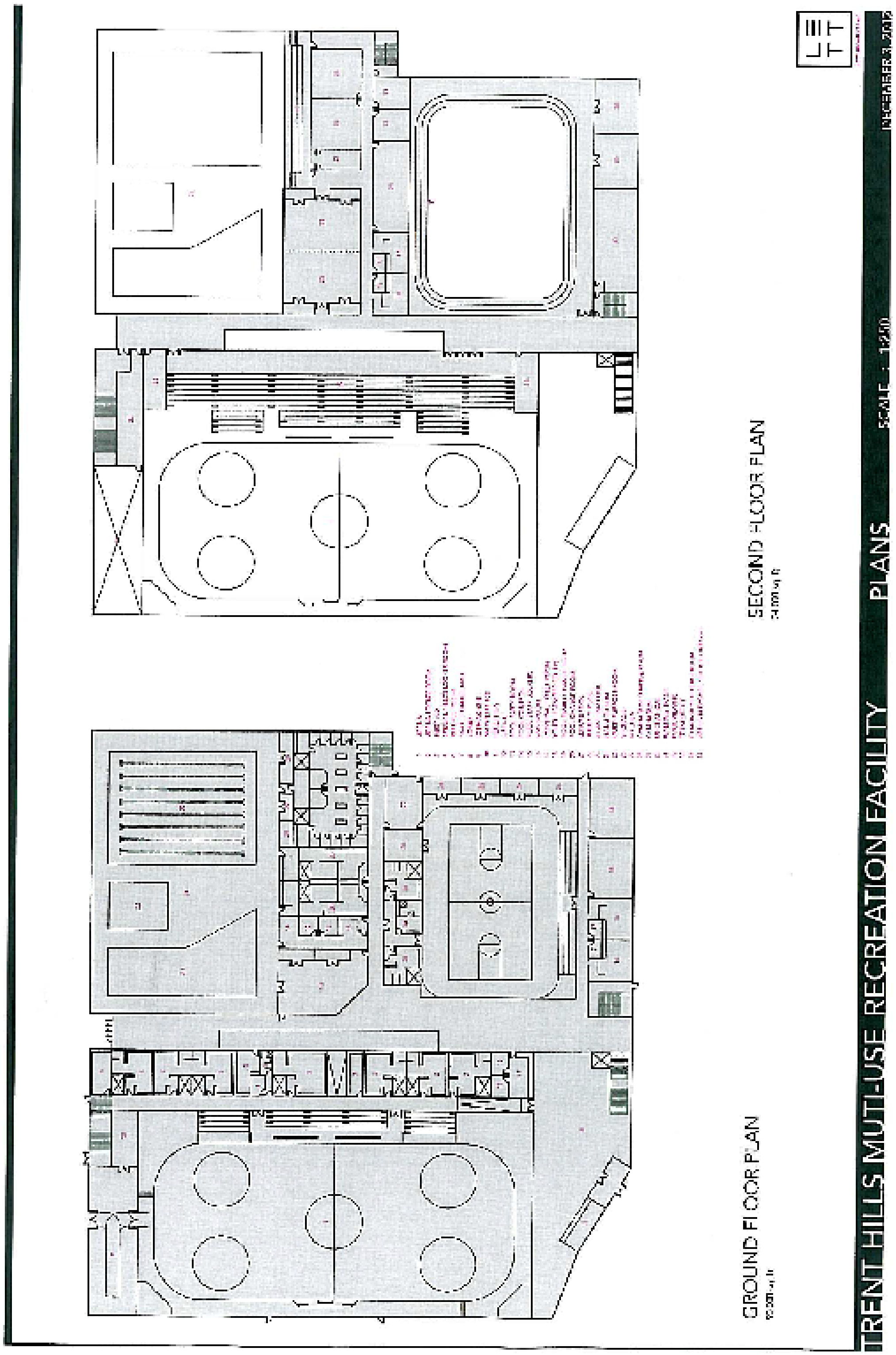
The facility that is currently being proposed for the fairground site in Campbellford has been notably modified from the facility conceived in the 2008 Community Recreation and Wellness Centre Feasibility Study, and the Facility-Fit Analysis conducted in 2010. Not included is the curling facility, the strength and conditioning facility, the aerobic exercise/dance studio, the adult/club change rooms, the sauna and steam room, the physiotherapy facility, the laundry room, the child minding room and the café/food court - although some of unassigned multi-purpose space could be identified to fulfill some of these functions in future – but at the expense of multi-purpose program space. A single pad arena has been added to the facility concept.

The list of main facility components in the current facility concept include:

- A main entrance and lobby, incorporating a small canteen, a reception area, two staff offices an elevator and viewing of the ice surface
- A single pad arena with fixed seating for 1000+/- , a skate change room, a special needs locker room, a referee room, and 7 dressing rooms
- An aquatic facility incorporating a six lane 25 metre pool, a leisure-style pool (possibly linked to the rectangular tank), a separate warm water therapeutic/teaching pool, two aquatic staff offices and locker and a party room
- A second floor viewing gallery overlooking the lane pool.
- A large single gymnasium with bleacher seating, gymnasium change rooms, and a gymnasium referee room – facility designed to also accommodate social events, exhibitions and performances – with a portable stage and ample storage for chairs and tables
- An adjacent kitchen to serve the gymnasium for social functions
- Change rooms (male/female and family)
- Multi-purpose rooms on both levels
- An elevated running/walking track around the gymnasium on the second floor
- Two team offices/meeting rooms within the arena
- Washrooms throughout
- Storage throughout
- offices

As currently conceived, the facility measures 124,000 square feet.

Refer to the proposed conceptual floor plan on the next page.


TRENT HILLS MUTI-USE RECREATION FACILITY
PLANS
GROUND FLOOR PLAN
SECOND FLOOR PLAN

Uses and Programs

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

For more detail on potential uses, see Figure 5 below. The list of uses and programs is not exhaustive. Although many programs and uses will be initiated and administered by the Municipality and the YMCA (proposed operator of the aquatic component and many of the group wellness courses and programs), some uses, programs and services will be provided by community-based and possibly commercial groups, who will lease space and/or rent time in various facility components.

Potential Uses, Activities and Programs for the Proposed Community Centre **Figure 5**

Room/Component	Uses/Activities/Programs
Aquatic Centre (eight lane x 25 metre leisure/lap pool, separate therapeutic tank with integrated hot tub/whirlpool, and possibly a co-ed sauna for general members and casual users) Facility managed and programming by the Northumberland YMCA	❑ use by YMCA members - membership entitles use of the aquatic facility, the running track, the gymnasium and multipurpose rooms for aquatic and group wellness courses/programs ❑ individual day passes for recreational swimming ❑ registration by non-members in aquatic programs (pay-as-you-go) ❑ swimming lessons (Red Cross, family, adult, certification courses, leadership programs) ❑ fitness/lane swimming ❑ swim club rental ❑ swim meets ❑ leisure swimming ❑ synchronized swimming ❑ parent and tot programs (post-natal, pre-school) ❑ scuba lessons ❑ aquatic fitness classes for youth, adults and seniors (e.g., aquafit, low impact aquafit, water yoga) ❑ in support of physiotherapy, sports injury and rehabilitation programs, and individual rehabilitation programs ❑ older adult swimming programs ❑ programs for persons with disabilities (adapted aquatics) ❑ school programs (lessons, recreation/fitness swim) ❑ special events (e.g., March Break and Christmas programs, swim-a-thon fund raiser) ❑ private rentals (lessons, parties)
Gymnatorium (dividable, full-size single gym with sprung wood or rubberized sport floor and good acoustics – to also serve as a banquet hall and social space)	❑ use by YMCA members (monthly/seasonal/annual memberships) - membership entitles use of the aquatic facility, the running track, the gymnasium and multipurpose rooms for aquatic and group wellness courses/programs ❑ individual day passes ❑ registration by non-members in group wellness programs (pay-as-you-go) ❑ sports programs and tournaments for children, youth, adults (e.g., basketball, volleyball, badminton, floor hockey) and older adults (e.g., Pickle Ball, shuffleboard, badminton, shuffleboard) ❑ summer, March Break and Christmas Break sports camps and other events for children and youth ❑ large aerobic exercise/dancersize programs ❑ March and Christmas Break camps

	❑ youth drop-in athletic programs ❑ adult and senior adult drop-in athletic programs ❑ rentals for community-based child, youth and adult programs (that require a gym) - evenings and weekends ❑ commercial rentals ❑ in support of physiotherapy, sports injury and rehabilitation programs, and individual rehabilitation programs ❑ exhibitions (antiques to craft and art) - in conjunction with multi-purpose rooms, lobby and arena floor ❑ trade shows - possibly in conjunction with multi-purpose rooms, lobby and arena floor ❑ large group social event spaces (associated with kitchen and possibly one or more of the smaller multipurpose rooms) ❑ performances, presentations and seminars
Running/Walking Track	❑ use by YMCA members - membership entitles use of the aquatic facility, the running track, the gymnasium and multipurpose rooms for aquatic and group wellness courses/programs ❑ individual day passes ❑ registration by non-members in individual wellness programs (pay-as-you-go) ❑ fitness running and walking ❑ in support of physiotherapy, sports injury and rehabilitation programs, and individual rehabilitation programs ❑ youth, adult and older adult walking programs and pay-as-you go opportunities
Smaller multi-purpose and meeting rooms	❑ use by YMCA members - membership entitles use of the aquatic facility, the running track, the gymnasium and multipurpose rooms for aquatic and group wellness courses/programs ❑ individual day passes ❑ registration by non-members in group wellness programs (pay-as-you-go) ❑ in support of physiotherapy, sports injury and rehabilitation programs, and individual rehabilitation programs ❑ dance classes/programs for all age groups (e.g., Acrodance, Hip Hop, Ballroom, Line, Scottish, Square) ❑ post-natal and pre-school programs (e.g., Kindermusic, Playball, beginner dance, storytelling, arts/crafts) ❑ child and youth ’ programs (where a smaller room is more suitable) ❑ tai chi, yoga, pilates, step interval, adapted gentle fit, stroller fit, Zumba and other fitness/wellness programs for youth, adults and older adults ❑ aerobic exercise programs ❑ martial arts ❑ carpet bowling, shuffleboard, bocce, indoor horseshoes and other floor-based games for older adults ❑ photography ❑ cooking classes ❑ computer and technology courses ❑ creative/visual arts/crafts ❑ courses/seminars/presentations for adults and older adults ❑ drop-in activities by all age groups (customers will vary depending on time of day and day of week) ❑ exhibits (antiques to craft and art) - possibly in conjunction with gymnasium and lobby ❑ trade shows (possibly in conjunction with the gymnasium and lobby) ❑ award nights ❑ festivals (possibly in conjunction with the gymnasium and foyer)

	❑ monthly/special event dinners – in association with the kitchen (e.g., older adults, mothers group, social service clubs, etc.) ❑ meetings (staff, community, commercial) ❑ health clinics and lectures ❑ medium-size community meetings/forums ❑ other adult day activities/programs ❑ other adult evening activities/programs ❑ other older adult activities/programs ❑ rentals (child and youth clubs, parties/social events, meetings, business seminars, etc.)
Arena	❑ minor hockey ❑ adult hockey ❑ hockey camps ❑ figure skating ❑ skating lessons (all ages) ❑ in support of physiotherapy, sports injury and rehabilitation programs, and individual rehabilitation programs ❑ birthday, company and family parties (with use of party room) ❑ recreational skating (children, youth, family, adults, senior) ❑ ice-out activities (ball hockey, box lacrosse, large social events, shows/exhibitions) – some in association with the lobby, the gymnasium and multi-purpose rooms
Front entrance/lobby, cafe/lounge/food services area, information centre	❑ community events ❑ permanent and occasional displays (from art to community events) ❑ information displays (Municipal, community, groups, commercial events) ❑ exhibits (antiques to art) - in conjunction with multi-purpose hall and gymnasium ❑ rental as part of an event in the multi-purpose hall and/or gymnasium ❑ permanent food services, cafe ❑ catered events ❑ lounging/relaxing/eating/small gatherings ❑ pool and possibly gymnasium viewing

Financial Projections

Figure 6A, 6B and 6C present pro forma operating budget projections for the proposed Recreation and Wellness Centre to be developed in Trent Hills. The period of the financial projections is January 1, 2016 through December 31, 2020. This is based on the assumption that the facility will begin operation on January 1, 2016. Figure 6A presents summary pro forma operating revenue and expense projections, while Figure 6B presents detailed pro forma operating revenue projections and Figure 6C presents detailed pro forma operating expense projections.

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

The pro forma projections provided in Figures 6A, 6B and 6C represent expected operating revenue and expenses based on achieving the level of use, and operating in the manner described hear-in. Facility use at levels lower than assumed in Figures 6A, 6B and 6C without any change in the assumed level of prices and fees, could be expected to generate higher net deficits than those projected since the majority of the projected operating expenses are 'fixed' and would not decline in proportion to a decline in use and/or revenue. Conversely, usage higher than that assumed in this report could be expected to decrease the projected net deficits, assuming prices and fees are at a level equal to or higher than assumed in Figures 6A, 6B and 6C.

In addition, at this time it is the intention of the Municipality of Trent Hills to enter into a management contract with an independent operator to staff the aquatic centre and provide a variety of fitness and wellness programs in exchange for the right to collect membership and casual use fees for use of the aquatic centre and participation in fitness and wellness programs offered. ***The projections do not reflect any lease payments from such an operator although it is conceivable that the management contract would provide for such payments to the Municipality of Trent Hills. Should that occur, the projected net operating deficits would be less than shown in 6A, assuming no other changes to use and operating procedures.***

Summary of Projected Financial Operating Results

As shown in Figure 6A, a net operating deficit of approximately $816,000 is projected for 2016, increasing to approximately $918,100 by 2020. As noted above, these figures will be lower if appropriate lease payments are negotiated with the operator of the aquatic and fitness programs to help off-set the operating expenses.

As illustrated in Figure 6B, total revenue is projected to grow 25% from approximately $186,500 in 2016 to approximately $232,900 in 2020. A combination of increased use of some facility components and annual general price increases as described in the assumptions below is expected to drive this growth. The actual 2011 total revenue of $145,800 generated by the Campbellford-Seymour Arena is provided for comparison purposes.

As illustrated in Figure 6C, total facility operating expenses are projected to increase approximately 13% from approximately $1,002,700 in 2016 to approximately $1,152,700 in 2020. Annual general price increases alone are expected to push up operating expenses. The actual 2011 total facility operating expense of $399,620 recorded by the Campbellford-Seymour Arena is provided for comparison purposes.

Trent Hills Recreation & Wellness Centre: Pro Forma Summary Operating Budgets 2016-2020 **Figure 6A**

	2011	2016	2017	2018	2019	2020
	Actual	**Projection**	**Projection**	**Projection**	**Projection**	**Projection**
Total Revenue	(145,488)	(186,500)	(203,300)	(219,700)	(226,200)	(232,900)
Total Expenses	$ 399,620	$ 1,002,700	$ 1,038,200	$ 1,075,000	$ 1,113,000	$ 1,152,700
Net Facility Operating Expenses/(Recoveries) Before Contributions to Reserve	$ 254,132	$ 816,200	$ 834,900	$ 855,300	$ 886,800	$ 919,800

Source: the Tourism Company, 2013

Trent Hills Recreation & Wellness Centre: Pro Forma Operating Revenue Budgets **Figure 6B**

	2011	2016	2017	2018	2019	2020
Revenue	**Actual**	**Projection**	**Projection**	**Projection**	**Projection**	**Projection**
Arena						
Admission Fees (Public Skating)	(10,831)	(14,300)	(16,200)	(17,500)	(18,000)	(18,500)
Arena Facility Rental (Non-ice)	(8,402)	(10,200)	(11,000)	(11,300)	(11,600)	(11,900)
Equipment Rentals	(100)	(100)	(100)	(100)	(100)	(100)
Ice Rentals	(108,246)	(125,000)	(128,800)	(132,700)	(136,700)	(140,800)
Capital User Fee (Reserve Fund)	(6,990)	(8,100)	(8,300)	(8,600)	(8,800)	(9,100)
Advertising Space Rental	(5,871)	(6,800)	(7,000)	(7,200)	(7,400)	(7,600)
Concession Booth Rental	(4,500)	(5,000)	(5,200)	(5,400)	(5,600)	(5,800)
Concession Sales	(461)	(700)	(700)	(700)	(700)	(700)
Miscellaneous Income	(88)	(100)	(100)	(100)	(100)	(100)
Sub Total Arena	**(145,488)**	**(170,300)**	**(177,400)**	**(183,600)**	**(189,000)**	**(194,600)**
Aquatic Centre	**n/a**	**0**	**0**	**0**	**0**	**0**
Gymnatorium						
Lease Revenue	n/a	-	-	-	-	-
Facility Rentals	n/a	(9,800)	(13,500)	(17,400)	(17,900)	(18,500)
Casual Use Fees	n/a	(1,000)	(3,100)	(5,300)	(5,500)	(5,600)
Sub Total Gymnatorium	**n/a**	**(10,800)**	**(16,600)**	**(22,700)**	**(23,400)**	**(24,100)**
Multi-Purpose & Meeting Rooms						
Lease Revenue	n/a	-	-	-	-	-
Programs	n/a	(3,400)	(4,600)	(6,000)	(6,100)	(6,300)
Room Rentals	n/a	(1,000)	(1,500)	(2,100)	(2,200)	(2,300)
Sub Total Multi-Purpose & Meeting Rooms	**n/a**	**(4,400)**	**(6,200)**	**(8,100)**	**(8,300)**	**(8,600)**
Running/Walking Track						
Lease Revenue	**n/a**	-	-	-	-	-
Casual Use Fees	n/a	(1,000)	(3,100)	(5,300)	(5,500)	(5,600)
Sub Total Running/Walking Track	**n/a**	**(1,000)**	**(3,100)**	**(5,300)**	**(5,500)**	**(5,600)**
Total Revenue	**(145,488)**	**(186,500)**	**(203,300)**	**(219,700)**	**(226,200)**	**(232,900)**
Source: the Tourism Company, 2013						

Trent Hills Recreation & Wellness Centre: Pro Forma Operating Expense Budgets 2016-2020 **Figure 6C**

	2011	2016	2017	2018	2019	2020
Expenses	**Actual**	**Projection**	**Projection**	**Projection**	**Projection**	**Projection**
Wages & Benefits	$ 195,189	$ 328,700	$ 338,500	$ 348,700	$ 359,100	$ 369,900
Health & Safety Training	$ 3,289	$ 7,200	$ 7,500	$ 7,700	$ 7,900	$ 8,100
Paint	$ 4,381	$ 3,600	$ 3,700	$ 3,800	$ 3,900	$ 4,100
Signs	$ 162	$ 500	$ 500	$ 600	$ 600	$ 600
Fuel	$ 4,649	$ 5,800	$ 6,100	$ 6,400	$ 6,700	$ 7,100
Mileage	$ 684	$ 800	$ 800	$ 800	$ 800	$ 900
Training & Courses	$ 390	$ 400	$ 400	$ 500	$ 500	$ 500
Office Equipment Purchases	$ 1,042	$ 1,100	$ 1,200	$ 1,200	$ 1,300	$ 1,300
Clothing Expense	$ 1,519	$ 3,300	$ 3,400	$ 3,500	$ 3,700	$ 3,800
Office Supplies	$ 863	$ 900	$ 1,000	$ 1,000	$ 1,000	$ 1,100
Caretaking Supplies	$ 4,984	$ 21,900	$ 22,600	$ 23,300	$ 24,000	$ 24,700
Health & Safety Supplies	$ 396	$ 400	$ 400	$ 500	$ 500	$ 500
General Materials	$ 686	$ 3,000	$ 3,100	$ 3,200	$ 3,300	$ 3,400
Dues & Subscriptions	$ -	$ 1,000	$ 1,000	$ 1,100	$ 1,100	$ 1,100
Licences	$ -	$ 1,000	$ 1,000	$ 1,100	$ 1,100	$ 1,100
Contracted Services	$ 9,704	$ 10,000	$ 10,300	$ 10,600	$ 10,900	$ 11,300
Hydro	$ 68,596	$ 257,200	$ 270,100	$ 283,600	$ 297,800	$ 312,700
Water	$ 8,206	$ 36,100	$ 37,200	$ 38,300	$ 39,500	$ 40,600
Sewer	$ 14,935	$ 65,700	$ 67,700	$ 69,700	$ 71,800	$ 74,000
Heat & Air Conditioning	$ 9,573	$ 79,000	$ 81,400	$ 83,800	$ 86,300	$ 88,900
Telephone	$ 1,704	$ 1,900	$ 1,900	$ 2,000	$ 2,000	$ 2,100
Maintenance Contracts	$ 580	$ 2,600	$ 2,600	$ 2,700	$ 2,800	$ 2,900
Insurance	$ 30,911	$ 51,000	$ 52,500	$ 54,100	$ 55,700	$ 57,400
Service Contracts	$ 120	$ 500	$ 500	$ 500	$ 500	$ 600
Facility Repair	$ 20,082	$ 44,200	$ 45,500	$ 46,900	$ 48,300	$ 49,700
Equipment Repair	$ 10,250	$ 22,500	$ 23,200	$ 23,900	$ 24,600	$ 25,400
Refrigeration Maintenance	$ 6,727	$ 7,400	$ 7,600	$ 7,800	$ 8,100	$ 8,300
Pool Water Sanitation	n/a	$ 35,000	$ 36,100	$ 37,100	$ 38,200	$ 39,400
Pool Water Filtration System Maintenance	n/a	$ 5,000	$ 5,200	$ 5,300	$ 5,500	$ 5,600
Grounds Maintenance	n/a	$ 5,000	$ 5,200	$ 5,300	$ 5,500	$ 5,600
Total Facility Operating Expenses	**$ 399,620**	**$ 1,002,700**	**$ 1,038,200**	**$ 1,075,000**	**$ 1,113,000**	**$ 1,152,700**
Source: the Tourism Company, 2013						

Key Assumptions: Community Recreation and Wellness Centre

Revenue Assumptions

Underlying the revenue projections in Figure 6B are key assumptions regarding operating revenues at the proposed new Recreation and Wellness Centre, including the following:

- The recreation and wellness facility will be open 16 hours/day, 7 days/weeks, 360 days/year.
- With the exception of the 'Capital Use Fee' and 'Concession Sales', all current fees and prices are assumed to increase 3%/year from 2011 levels at the Campbellford-Seymour Arena. Fees and prices for new facility components and services are expected to increase 3%/year from 2016 through 2020.

- **Arena** revenue comprises revenue from the following sources:
  - **Admission Fees (Public Skating)** in 2016 - projected to increase 20% above the 2011 level at the Campbellford-Seymour Arena as a result of an increase in the number of users attracted to a new facility. A further 10% increase is projected for 2017, and 5%

for 2018. The amount of time available for public skating is projected to be unchanged from the current amount of time available at the Campbellford-Seymour Arena.

- **Arena Facility Rental (non-ice)** expected to increase 10% above the 2011 level at the Campbellford-Seymour Arena as a result of an increase in the number of renters attracted to a new facility. A further 5% increase is projected for 2017.
- **Equipment Rentals** revenue generated by the rental of miscellaneous small equipment to arena facility users. It is projected to increase only as a result of annual general price increases.
- **Ice Rentals** revenue generated by the rental of the ice surface and related facilities to groups during prime and non-prime time. The amount of prime and non prime time available for rental during the ice rental season is expected to be unchanged from the current levels at the Campbellford-Seymour Arena. In 2016, the amount of prime time rented is expected to increase 5% above the current level at the Campbellford-Seymour Arena. No change is projected in the amount of non prime time rentals.
- **Capital User Fee** surcharge levied on ice rentals to build a reserve fund for capital improvements. No change is projected to the rate of 6.5% currently charged at the Campbellford Arena.
- **Advertising Space Rental** revenue collected from third parties for the right to place advertising on the boards around the ice surface. In 2016, a 5% increase in rentals above the current level at the Campbellford-Seymour Arena is projected. No increase is projected for subsequent years.
- **Concession Booth Rental** lease revenue collected from a third party operator of the food concession. The lease rate (plus a 3% annual price increase) currently charged at the Campbellford-Seymour Arena is expected to be applied at the new facility.
- **Concession Sales** revenue generated from snack vending machines. In 2016, the expected increased number of users in the new facility is expected to generate an increase of 50% in sales volume above the current level at the Campbellford-Seymour Arena.
- **Miscellaneous Income** projected to remain unchanged from the 2011 level in the Campbellford-Seymour Arena.

❑ **Aquatic Centre -** revenue from programs and recreational use will be collected and retained by a contracted third party manager. The terms of the management contract may allow for a lease payment to the Municipality of Trent Hills, although no lease revenue is projected at this time.

❑ **Gymnatorium -** revenue is expected from three potential sources: i) lease revenue, ii) fees paid by groups and individuals to rent the facility, and iii) fees paid by individuals for casual use of the facility.

- **Lease Revenue** may be generated by a lease payment from a contracted third party manager (whom would manage the aquatic facility as well) if such a payment is included in the terms of the management contract. No lease revenue is projected at this time.
- **Facility Rentals** of 100 hours/year at $400/hour are projected for 2016, increasing to 200 hours/year by 2018.
- **Casual Fees** are based on an average of two persons/day, 100 days/year paying a fee of $5/person in 2016. By 2018, the level of use is projected to increase to and average of five persons/day for 200 days/year.

- **Multi-Purpose and Meeting Rooms** - revenue is expected from three potential sources: i) lease revenue, ii) program fees paid by individuals to participate in programs offered by the Municipality of Trent Hills, and iii) fees paid by groups and individuals to rent the rooms.
  - **Lease Revenue** may be generated by a lease payment from a contracted third party manager (who would also manage the aquatic facility and the gymnatorium) if such a payment is included in the terms of the management contract. No lease revenue is projected at this time.
  - **Program** revenue in 2016 is based on an average of 15 participants/program for three programs/session over three sessions/year at a program fee/participant of $25.00. By 2018, the number of programs/session is projected to increase to five.
  - **Room Rentals** of two hours/week for 50 weeks/year at an average room rental rate of $10/hour are projected for 2016, increasing to four hours/week by 2018.

- **Running/Walking Track** - revenue is expected from two potential sources: i) lease revenue, and ii) fees paid by individuals for casual use of the facility.
  - **Lease Revenue** may be generated by a lease payment from a contracted third party manager (who would also manage the aquatic facility, the gymnatorium and multi-purpose and meeting rooms) if such a payment is included in the terms of the management contract. No lease revenue is projected at this time.
  - **Casual Fees** are based on an average of two persons/day, 100 days/year paying a fee of $5/person in 2016. By 2018, the level of use is projected to increase to and average of five persons/day for 200 days/year.

Expense Assumptions

Underlying the expense projections in Figure 6C are key assumptions regarding operating expenses at the proposed new Recreation and Wellness Centre, including the following:

- The recreation and wellness facility will be open 16 hours/day, 7 days/weeks, 360 days/year.
- Unless otherwise noted, all expenses are assumed to increase 3%/year from 2011 levels at the Campbellford-Seymour Arena. Expenses related to new facility components and services are expected to increase 3%/year from 2016 through 2020.
- The new facility is approximately 3.5 to 4 times larger than the existing Campbellford-Seymour Arena.
- **Wages and Benefits** for full time facility staff comprise the following:
  - **Operators –** 2 staff @ eight hour shifts/day, 360 days/year at an hourly rate of $24.33 in 2016. No attendants are scheduled.
  - **Programmers –** 1 staff @ four hour shifts/day, 240 days/year at an hourly rate of $24.33 in 2016.
  - **Receptionists –** 2 staff @ seven hour shifts/day, 360 days/year at an hourly rate of $15.86 in 2016.
  - **Benefits** at 35% of wages for all staff.
- **Health and Safety Training** for staff increases by a factor of two from the 2011 level at the Campbellford-Seymour Arena.
- **Paint** supplies at 75% of the 2011 level at the Campbellford-Seymour Arena.
- **Signs** supplies increasing by a factor of three from the 2011 level at the Campbellford Arena.
- The quantity of **fuel** for the ice re-surfacer unchanged from the 2011 level at the Campbellford-Seymour Arena.
- **Mileage** expense for staff travel unchanged from the 2011 level at the Campbellford-Seymour Arena, except for the effect of annual price increases.

- ❑ **Training and Courses** for staff unchanged from the 2011 level at the Campbellford-Seymour Arena, except for the effect of annual price increases.
- ❑ **Office Equipment Purchases** unchanged from the 2011 level at the Campbellford-Seymour Arena, except for the effect of annual price increases.
- ❑ **Clothing Expense** increasing by a factor of two from the 2011 level at the Campbellford-Seymour Arena.
- ❑ **Office Supplies** unchanged from the 2011 level at the Campbellford-Seymour Arena, except for the effect of annual price increases.
- ❑ **Caretaking Supplies** increasing by a factor of four from the 2011 level at the Campbellford-Seymour Arena.
- ❑ **Health & Safety Supplies** unchanged from the 2011 level at the Campbellford Arena, except for the effect of annual price increases.
- ❑ **General Materials** used for non-capital repairs and maintenance increasing by a factor of four from the 2011 level at the Campbellford-Seymour Arena.
- ❑ **Dues and Subscriptions** allowance of $1,000/year, beginning in 2016.
- ❑ **Licenses** allowance of $1,000/year, beginning in 2016.
- ❑ **Contracted Services** allowance for non-capital repairs of $10,000/year beginning in 2016.
- ❑ **Hydro** expense increasing by a factor of four from the 2011 level at the Campbellford-Seymour Arena. A reduction of 25% to reflect more energy efficient systems has been applied.
- ❑ **Water** expense increasing by a factor of four from the 2011 level at the Campbellford-Seymour Arena.
- ❑ **Sewer** expense increasing by a factor of four from the 2011 level at the Campbellford-Seymour Arena.
- ❑ **Heat and Air Conditioning** expense increasing by a factor of ten from the 2011 level at the Campbellford-Seymour Arena. A reduction of 25% to reflect recapture of heat from the refrigeration system (arena) has been applied.
- ❑ **Telephone** unchanged from the 2011 level at the Campbellford-Seymour Arena, except for the effect of annual price increases.
- ❑ **Maintenance Contracts** for air filtration system increasing by a factor of four from the 2011 level at the Campbellford-Seymour Arena.
- ❑ **Insurance** expense increasing by a factor of 1.5 from the 2011 level at the Campbellford-Seymour Arena.
- ❑ **Service Contracts** allowance of $500/year, beginning in 2016.
- ❑ **Facility Repair** expense increasing by a factor of four from the 2011 level at the Campbellford-Seymour Arena. A new facility factor reduction of 50% has been applied.
- ❑ **Equipment Repair** expense increasing by a factor of four from the 2011 level at the Campbellford-Seymour Arena. A new facility factor reduction of 50% has been applied.
- ❑ **Refrigeration Maintenance** expense unchanged from the 2011 level at the Campbellford-Seymour Arena, except for the effect of annual price increases.
- ❑ **Pool Water Chemicals** expense allowance of $35,000/year, beginning in 2016.
- ❑ **Pool Water Filtration System Maintenance** expense allowance of $5,000/year, beginning in 2016.
- ❑ **Grounds Maintenance** expense allowance for snow clearing and grass cutting of $5,000/year, beginning in 2016.

Appendix A: Leisure and Related Trends Applicable to Adults and Older Adults

Since the older adult market is very large in terms of size and range of age, it is comprised of a number of submarkets, each with their own range of most popular leisure interests, based on the generation that each represents. Other sub-markets are influenced by gender; culture; income; ability; and social, leisure and wellness interests. The big Baby Boom generation (age 48-67 in 2013) will increasingly influence the senior adult population with their characteristics; values; perspectives; and social, leisure and wellness interests.

In future, the Baby Boom generation will become more ethnically diverse, and the population that comprises it will bring a wider range of leisure interests and a higher level of involvement in and commitment to their most favourite activities. This generation is more demanding and has higher expectations for services and facilities than any previous senior adult market. They are more physically active and healthier, and will seek wellness and other opportunities to help extend life. Some will have a greater ability to pay for their favourite leisure and wellness interests and activities (although some sectors of the older adult market will not be financially secure).

This emerging market of older adults is generally better educated and more globally aware, and has a greater interest in life-long learning, a stronger ecological and environmental ethic, is self-motivated, and more likely to be looking for personal and spiritual fulfillment. They are more likely to continue working, even if part time, and may be less likely to offer much of their spare time for volunteering than previous generations of older adults. They will be more independent, technologically savvy and mobile. All of this is in comparison to the 'traditional' seniors who are the parents of the Baby Boomers and have been the principle customers of our seniors' centres and programs for many years. Marketing professionals have branded the new, younger aging adult as 'Boomers with zip' or 'Zoomers'.

The last of the Baby Boom generation will age out of the older adult market in 40-50 years, depending on longevity. The percentage of older adults will continue to increase after 2031, but more slowly.

A third principle sub-market will be the increasing number of frail elderly people as life expectancy increases and the Baby Boom generation reaches that phase of the life cycle. The age 85+ population is projected by Statistics Canada to triple in size by 2056.

A Transition is Underway

What is expected to happen is that most of the current range of leisure interests of traditional older adults will be retained for a decade or more as the current market of older seniors age out of significant involvement in activities. Increasingly, these traditional interests will be augmented by a new set of interests and level of participation – influenced by the Baby Boom generation. The youngest of the age 55+ adults will be more interested in fitness and wellness, health promotion, active recreation pursuits, the out-of-doors and the natural environment, life-long learning, all aspects of the arts, the digital world, and trips and travel.

So, for this new generation of older adults, there should be *increasing* interest in the following types of leisure activities:

- ❑ Activities and programs that support metal wellbeing and life-long learning (formal and informal)
- ❑ Programs focused on spirituality (meditation, mindfulness), wellness, holistic health and mind-body integration (e.g., Yoga, Pilates, Tai Chi)
- ❑ Fitness and wellness activities and programs – all types and tailored to age-specific requirements – from floor-based to full-service strength and conditioning – Zoomers tend to lead toward more individualized activities (e.g., workout areas, indoor running/walking tracks) rather than group fitness programs
- ❑ Linear recreation activities for fitness and pleasure (walking, jogging, running, cross-country skiing, walking with poles, and cycling)
- ❑ Lower intensity gym sports (e.g., pickle ball, basketball, volleyball, badminton, shuffleboard, carpet bowling – with an increasing preference for activities like Pickle Ball and badminton to replace tennis, squash and racquetball for most people as they age)
- ❑ Aquatic activities, especially fitness-oriented and therapeutic – including the full range of water aerobic programs
- ❑ Intergenerational programs, as well as programs that are not segregated by age, but rather by ability and interest
- ❑ Socializing with friends
- ❑ Reading
- ❑ Visiting libraries
- ❑ Internet research and learning
- ❑ Computer use (e.g., games, Internet, wide range of programs)
- ❑ Visiting art galleries and shows
- ❑ Visiting museums and historical re-enactments
- ❑ Attending and participating in festivals
- ❑ Learning about other cultures and participating in related programs, activities and events
- ❑ Programs that involve and engage immigrant older adult populations and bring different cultures together to learn and share
- ❑ Visiting markets (e.g., food fairs, crafts, art)
- ❑ Attending dramatic arts, dance and music events for entertainment
- ❑ The creative arts – trend away from traditional arts and crafts and increasing interest in higher levels of endeavour, including digital photography, drawing and painting (all mediums), sculpture and wood carving
- ❑ Billiards, pool, snooker
- ❑ Orienteering and geo-cashing
- ❑ Nature study/appreciation, including bird watching, hiking, and cross-country skiing and biking, often in gentler environments
- ❑ Gardening (individual and community)
- ❑ Lawn bowling
- ❑ Adapted team sports (e.g., low intensity baseball/softball, soccer and hockey on smaller, high quality playing surfaces)
- ❑ Curling
- ❑ Boating
- ❑ Fishing
- ❑ Camping
- ❑ Dining out

General Patterns

- ❑ It is anticipated that tomorrow's older adult will more likely want to mix with younger adults and participate in activities based on their ability rather than age.

- ❑ Most will not want to be labelled as a 'senior'. Zoomers will avoid programs, groups and facilities that are labelled 'seniors', 'older adults' or 'mature adults'. Activities such as bingo, shuffleboard, carpet bowling, and card and board games may be avoided by many because they are often associated with an older generation of senior adults.

- ❑ At least initially, Baby Boomers want to think young and will pursue activities that help them maintain or improve their health and wellbeing. Health and wellness will be very important to this generation, and programs and facilities to support physical health and mental wellbeing will be popular - and this generation will be willing to pay for these opportunities, because of their importance to them.

- ❑ Safety and security will become increasingly important to this new brand of aging adults.

- ❑ Most of this new generation will be more willing to pay for a program, course or organized activity than to volunteer to organize and offer it. Programs that blend the role of the programmer and the skills and abilities of the participants will create opportunities that are more empowering to the participant, and provide more opportunities to learn, enhance leadership skills, broaden horizons and develop other skills.

- ❑ This new generation of older adults will also expect quality services and facilities that will evolve with their interests, needs and abilities.

- ❑ Because of busy schedules and time constraints, they will be increasingly interested in short duration program cycles and drop-in opportunities. Membership commitments will become increasingly less popular with this group.

- ❑ The nature of volunteering is changing with more people volunteering, but for fewer hours per year per person. And expectations for volunteering are changing, driven by the values, perspectives and experiences of the Baby Boom generation. Recent patterns have seen a lower level of involvement by new seniors compared traditional seniors. However, if volunteer opportunities are designed to be shorter term, and are well matched to the skills, interests, expectations and schedules of Zoomers, more are likely to participate.

- ❑ With their full day time schedules and increased mobility, Zoomers will increasingly demand prime time at municipal facilities, rather than the traditional daytime periods.

- ❑ The new generation older adults tend to enjoy activities that are more individualized rather than group events. This will have implications for fitness programming, and many other group and team activities.

- ❑ Many municipalities have begun to make adjustment to provide the types and quality of facilities that are of increasing interest to adults of all ages. Examples include more trails (especially hard-surfaced), full-service fitness centres with programming tailored to the older adult, easy access swimming therapeutic pools, more facilities to support the creative arts, more performance facilities and special event spaces (indoor and outdoor), accessible washrooms, higher quality food service facilities (including healthier food and beverages as well as adjacent, comfortable sitting/socializing areas/cafes), higher quality turf for playing fields and ball diamonds (safety issue), more adult-size outdoor sports facilities, amenity-rich arenas, and more shaded areas adjacent to outdoor facilities.

- There is an increasing trend away from stand-alone facilities such as arenas and seniors centres, and toward the clustering of facilities into medium to large, one-stop complexes that often include a variety of complementary leisure components, and increasingly, facilities such as a library, a health centre and specialized clinics, one or more secondary schools, and a smaller older adult wing or component of the larger facility (primarily for some middle-aged and older seniors who gravitate toward a less busy and more secure environment).

From the 2010 Older Adult Centre's Association of Ontario study entitled "Building Bridges to Tomorrow", the following is the profile of the current members of older adult centres:

- All age categories of older adults age 55+
- Primary market is age 65-75 (41%) and 76-85 (35%). 8% are over the age of 85.
- Boomer members have increased from 8% to 15% over the past ten years
- Compared to the general population, older adult centres cater to a larger proportion of the 85+ population.
- In general, older adult centres cater to individuals from lower to middle income brackets, including a very high proportion of single, low income women. Almost one quarter are considered low income and at or near the poverty line.
- Older adult centres do not attract very many members from the population of new Canadians. Only 15% are from ethnic backgrounds and 4% are visible minorities. 91% have English as their first language.
- Typically, three quarters of members are women. The proportion of males ranges between 16% and 34%.
- Education levels vary with age, with the younger members tending to have achieved a higher level of education.
- Almost 50% of members are single, divorced or widowed.
- Over 40% of members live alone.
- Members are generally very independent in terms of lifestyle and daily living. Less than 10% of members receive any type of community support services and less than 5% receive any type of in-home services.
- Members tend to retain membership for a long time, with at least one quarter being members for more than 10 years, and more than half being members for more than five years.
- For two thirds of members, the typical length of stay is two to four hours, and more than half of members attend two to four times per week.
- One third of members live within two kilometres of their centre and 85% live within ten kilometres of the centre.
- More than two thirds of members drive to the centre, with rural communities being even more dependent on the automobile. Less than 5% of members use special needs transportation. Almost one quarter stated that they might use the centre more if transportation was more available.
- Less than one third of members are active at other leisure facilities.

Province-wide Program Participation and Interest in Programs by members of Older Adult Centres (from *Building Bridges for Tomorrow*)

- ❑ Special event, trips and travel are the most popular activities at centres.
- ❑ More than one third of members are interested in fitness programs/activities.
- ❑ Educational programs are twice are popular as cards, dispelling the myth that older adult centre are primarily 'card clubs'.
- ❑ Boomers are more active in fitness, visual arts and health-related activities. Interest in cards is far below the average with this age group.
- ❑ For *new* programs, the demand was greatest for health and wellness-related activities, as well as physical activities. Demand was lower for traditional arts and crafts programs. Weight loss programs and health promotion services are two of the most requested *new* programs.
- ❑ Members rated programs in the centres 9 out of 10.
- ❑ Almost one quarter of members participate in health-related programs, with weight loss, health promotion, hearing clinics, and eyesight clinics being the most popular across the age groups. Interest in foot care and hearing clinics increases with age. Interest in health promotion is highest among baby boomers.
- ❑ Foot care is the most utilized health service.
- ❑ Slightly more than 15% of centres offer a full basket of community support services.
- ❑ More than one third of centres offer an adult day program, congregated dinning and transportation services.

Location and Facility Parameters

Since most of the population of Whitchurch-Stouffville will be located within urban Stouffville, a suitable older adult-serving facility should be located within the urban area, and it will need to be able to accommodate an increasing number of customers. Therefore, a suitable facility is currently required in urban Stouffville to support older adult recreational, social and related activities. Such a facility would have the potential to at least double and likely triple the Silver Jubilee Club membership in the near future. Ideally, this facility should be located within the same building as other leisure facilities that would support a significantly expanded program for older adults (fitness, aquatics, gym-based programs and events, a cafe and possible a noon-hour meal program, socializing, other learning and active and passive programming).

With the recently opened community programming facility at the expanded museum in Vandorf, an older adult club could be encouraged to form in that community. Hopefully, a stronger and larger seniors group can become established in Ballantrae and utilize the Ballantrae Community Centre for a wider range of activities.