

Staff Report

Presented By: Kristan Shrider, Director, Community Services

Meeting Date: June 24, 2024

Subject: Three-Year 12-Month Ice Pilot Program

Attachment(s): None

Recommendation

That Council approve the three-year 12-month ice pilot program commencing in 2025; and

That Council direct staff to include the anticipated cumulative new revenue of \$248,678 for the 2025-2027 12-Month Ice Pilot program in the 2025 Business Plan.

Report Summary

This report has been prepared to provide Council sufficient information to consider the service level increase of 12-month ice for a pilot program for a three-year term, beginning in 2025. Annual summary reports will be provided for the duration of the pilot program and a recommendation regarding the program beyond 2027 will be presented for Council consideration through the 2028 Business Plan. The estimated revenue of the three-year 12-month ice pilot program is \$248,678.

Background/Analysis

Attached as Appendix 'A' is the background leading up to the presentation of this report which has been prepared to provide Council sufficient information to consider the service level increase of a three-year 12-month ice pilot program. The information, cost estimates and recommendations provided in this report are derived from research, industry standards, best practices, data collection, service provider recommendations, and Town staff experience, education, skills and knowledge of recreation, facility operations and project management.

1. Municipal 12-Month Ice Programs

In 2020, a 12-Month Ice Business Plan was presented to Council. Data on the Southwestern Ontario communities providing 12-month ice at that time were included. The eight municipalities identified within the report as providing 12-month ice at that time were Owen Sound, Ayton, Goderich, Sarnia, Middlesex, Stratford, Wilmot, and Pelham.

In preparation of this report, the above-mentioned eight municipalities and all municipalities within Grey and Bruce Counties were contacted to inquire about 12-month ice operations. The chart in Appendix 'B' outlines the findings of the surveyed municipalities. Based on the responses received, there are nine municipalities within the broad area surveyed that currently provide 12-month ice. Of those, the summer ice booking average varies between 40 to 122 hours per week, with the majority charging the prime-time rate.

2. Public Input

As outlined in the February 26, 2024, Response to Year-Round Ice Delegation Report, results from a citizen satisfaction survey on their opinion regarding 12-month ice would be undertaken and included in this follow-up report. Two survey methods were used – scientific panel survey through the FlashVote platform and an unscientific open survey out to the public at large.

The survey for 12-month ice in Saugeen Shores was popular with a total of 1,331 participants (233 panel participants and 1,098 public participants). The two survey method results provide interesting statistics and allow for a comparison of the data on where the community sits on the topic of 12-month ice in Saugeen Shores. The scientific panel method (cross section of residents) ensures survey results are accurate and representative of the entire community. The panel is a sample of a few hundred residents to whom questions are posted about different issues or topics.

The open survey was available to anyone interested in taking the survey on the topic, not limited to residents of Saugeen Shores, and did not limit the number of times people could participate. Generally, those who participate in a public survey strongly feel one way or another on the particular issue or topic.

The complete survey results and comments can be found [here](#).

The data highlights that the majority of the open survey participants are ice users and would utilize year-round ice in Saugeen Shores if offered. While the majority of the panel survey participants (community-wide representation) are not regular ice users and would not plan to utilize year-round ice if offered, however, they do support the program.

3. Refrigeration System

The current service provider for the Complex refrigeration system (Kube system) has provided comments on the existing system, its capabilities, and capital recommendations. Based on their experience with the Complex, it is believed that the existing Kube system does have the capacity to operate in the summer months.

There are capital upgrades for the Kube system that are recommended to ensure the system is functioning efficiently and provides quality ice. Currently within the Complex 10-year capital program are refrigeration equipment upgrades in 2028, 2029, and 2030. Following the first year of the pilot program, if required, adjustments to the completion year of these upgrades may occur through the annual Business Plan.

4. Aquatic and Wellness Centre (AWC) Construction Consideration

Since the February report, further conversations with the AWC Construction Manager and project team regarding the potential extension of the 2025 ice season at the Complex have

occurred. Over the few past months, finalization of project components occurred to allow the project team to have a better understanding if there would be an impact to the project if the ice season was extended in 2025 while the construction was still occurring.

A critical component of the construction project is the hydro and transformer connection. There are considerations and arrangements still to be finalized closer to the date. The Construction Manager supports the plan to facilitate the extension of the ice season in 2025 and are committed to ensuring that all exterior work will be assessed on a day-to-day basis with proper signage and fencing to make sure safety and access is still available. At this time, there is no concern that the 12-month ice pilot program beginning in 2025 will impact the AWC construction project or schedule.

5. Offseason Floor Rentals Accommodation

As outlined in the February 26, 2024, report, the three-year 12-month ice pilot program can be accommodated between both arena facilities if the majority of the Complex floor rentals are relocated to the Coliseum.

In preparation for this report, existing Complex off-season annual event organizers were contacted to inform them of the potential three-year 12-month ice pilot program and ask their opinion of relocation to the Coliseum and impact to their event. A summary of their feedback is included as Appendix 'C' and there are some considerations highlighted around capacity limitations and cost implications.

6. Ice Cover System

The cost estimate provided in Appendix 'D' of this report for an ice cover system is based on a quote received by a reputable vendor for arena products and systems. If the purchase of an ice cover system is approved through the 2028 Business Plan, the purchase would follow the Procurement and Purchasing Policy which would include a Request for Proposal (RFP) or Request for Tender (RFT) process. It is recommended that the ice cover system considerations be advanced at the end of the three-year pilot program.

7. Utility Consumption

Appendix 'E' contains the details of the current utility consumption of the Complex and Coliseum and breaks down the review of the anticipated increased utility costs associated with 12-month ice. It is anticipated that the utility cost increase for the three-year pilot program at the Complex will range between \$103,871.00 - \$173,118.00. It is noted that the costs outlined are estimates only and there are factors that may impact the fluctuation of consumption and costs.

8. Staffing Requirements

Appendix 'F' contains the details of the current staffing model and breaks down the review of the recommended staffing model to support the 12-month ice pilot program. To provide a reasonable estimate relating to the anticipated popularity of the pilot program, the first and second years indicate the need for 2 seasonal positions, and the third-year projects the need for a third seasonal position. If the third year of the pilot program does not warrant the additional seasonal position, the staffing model would be adjusted accordingly. It is anticipated that the seasonal positions will be classified as an Operator 4 within the Collective Agreement, with an annual contract duration of 5 months.

It is anticipated that administrative responsibilities to facilitate the 12-month ice pilot program will be able to be managed within the existing operating budget and staff complement. Following the first year, an analysis of impact and service level delivery will be reviewed and if additional support is required, it will be requested through the 2026 Business Plan for Council consideration.

The estimated staffing costs for the three-year pilot program are \$48,552 (2025), \$50,281 (2026) and \$78,107 (2027). The hourly increase is estimated at 3.56% annually, as per the existing Collective Agreement. The 12-month ice pilot program staffing cost is estimated to be a total of \$176,941 for the three-year duration of the pilot.

9. Fees and Charges

The link to the approved 2024 Fees and Charges By-law is provided [here](#) for reference. Appendix 'G' provides a summary of the ice rental section of the By-law for the Complex and Coliseum and options for fees and charges for offseason ice rentals during the three-year pilot program.

Outlined at the January 8, 2024, Committee of Whole meeting, the delegation included the request for the pilot program to occur at the regular season rate and for the Town to assume the risk of operational costs for the 2025 to 2027 period.

The prime-time rate has been utilized for summer ice rentals during the three-year pilot program. Establishing a higher fee for ice rentals will assist to offset the cost to operate the pilot program. The anticipated prime-time rates for the duration of the pilot program are \$193.24 (2025), \$200.01 (2026), and \$207.01 (2027). An estimated 3.5% annual increase has been applied to the prime-time rate. It is noted that rates are approved by Council annually through the Fees and Charges By-law, therefore the rates provided above are estimates only and adjustments may occur.

10. Revenue

At the time of writing this report, ice booking utilization for the pilot program is unknown. It is anticipated that the three-year 12-month ice pilot program will be popular, and revenue will increase each year.

According to municipalities that responded, summer ice booking average varies between 40 to 122 hours per week. Appendix 'H' outlines the scenarios of potential utilization and revenue projections that were considered for the pilot program. The projections identify a range of potential hours, increasing as the pilot program grows, and the fees and charges options for consideration. The pilot program is not limited to these estimates; it is anticipated that the pilot program will be successful and may exceed the numbers estimated as the pilot program evolves.

Applying the prime-time rate and the medium popularity utilization projection, the anticipated revenue for the duration of the pilot program is \$578,452.

11. Financial Summary

The chart in Appendix 'I' outlines the previous 4-year actuals and 2024 estimated operating deficit for the Complex and the Coliseum, excluding transfers, allocations, and amortization. The table below outlines the financial assumptions that went into the recommendation.

	2025	2026	2027	Total
Utilities	\$45,479	\$46,161	\$46,854	\$138,494
Staffing	\$48,552	\$50,281	\$78,107	\$176,941
Maintenance	\$4,708	\$4,779	\$4,851	\$14,339
Expenditures	\$98,739	\$101,221	\$129,812	\$329,773
Revenue	(\$154,592)	(\$192,009)	(\$231,851)	(\$578,452)
+/-	(\$55,852)	(\$90,787)	(\$102,038)	(\$248,678)

The 12-month ice pilot is estimated to be net positive at \$248,678 for the duration of the three-year pilot program.

Summary

It is anticipated that 12-month ice will be successful and increase in popularity for the duration of the three-year pilot program in Saugeen Shores. In addition to residents that will utilize offseason ice, it is anticipated that the program will bring visitors to Saugeen Shores which will increase ice utilization and have a positive impact on local businesses.

Saugeen Shores is fortunate to have two facilities to host offseason events. The existing offseason events can be accommodated at the Coliseum for the duration of the pilot program. A decision on the purchase and service level increase of an ice cover system is not required for the pilot program to advance. This decision can be made when Council is considering the option to offer full-time year-round ice following the pilot program.

In consultation with the project team, there is no concern that the 12-month ice pilot program beginning in 2025 will impact the AWC construction project or schedule. Lastly, the estimated positive net impact for the pilot program is \$248,678. This improvement could assist in lowering the operating deficit of the Complex, which the current five-year annual average is \$397,281.

Next Steps

If the three-year 12-month ice pilot program is approved, the following is a proposed outline of next steps:

Estimated Date	Action Item
July 8, 2024	Council approval of the pilot program
July/August, 2024	Communication with community partners and potential users of the pilot program
July/August, 2024	Communication with event organizers and collaboration on events that are required to be relocated from the Plex
August 2024	Program development, advertising, and scheduling
January 2025	Staff recruitment to support pilot program
April 2025	Pilot program begins
2025	Recreation Master Plan Update (will be presented as a 2025 Division Highlight for Council consideration)

Estimated Date	Action Item
Q2 2026	Year 1 summary report to Council
Q2 2027	Year 2 summary report to Council
Q3 2027	2028 Business Plan Presentation
Q2 2028	Year 3 summary report to Council

Linkages

- Strategic Plan Alignment: Strategic Pillar 4: Fostering a Vibrant Place to Live and Visit
- Business Plan Alignment: Community Services Division Highlight

Financial Impacts/Source of Funding

If approved, the estimated expenses, revenues and anticipated cumulative new revenue of \$248,678 will be added to the 2025 Business Plan.

Prepared By: Kristan Shrider, Director, Community Services

Approved By: Kara Van Myall, Chief Administrative Officer

APPENDIX 'A' - Background

At the February 10, 2020, Committee of Whole meeting, a 12-Month Ice Business Plan beginning in January 2021 was presented for Council consideration. Links are provided to the [staff report](#) and [Business Plan](#) that were presented at that meeting. At the February 24, 2020, Council meeting, Resolution 20-2020 was passed, as follows:

“That Council of the Town of Saugeen Shores adopts the Community Services Report dated February 10, 2020, recommending that Council approve 12-month ice to commence January 1, 2021, at the Community Complex for a three-year trial, subject to 2021 budget approval.”

The three-year trial was not implemented in 2021 due to the COVID-19 pandemic.

At the January 8, 2024, Committee of Whole meeting, a Year-Round Ice Proposal delegation was delivered by Janet Dawson, Steve Currie, Gord Lamont, Ryan Brown, and Mike McNabb. The delegation can be found [here](#).

There were two specific requests outlined in the delegation in which staff were directed to prepare a report responding to the requests for Council consideration. The two requests were:

- Extend the 2024 Ice Season, and
- A Three-Year 12-Month Ice Pilot Program Beginning in 2025

At the February 26, 2024, Committee of Whole meeting, a [staff report](#) in response to the year-round ice delegation was presented for Council consideration. At the March 11, 2024, Council meeting, Resolution 56-2024 was passed, as follows:

“That Council support the 2024 schedule as outlined due to the existing commitments and construction schedule in place at the Plex and Coliseum; and that Council direct staff to return with a report in Quarter 2 of 2024, with a recommendation regarding the three-year 12-month ice pilot program beginning in 2025.”

APPENDIX 'B' – Municipal Comparators

Municipality	Weekly Average Hours Booked	Summer Ice Rate	Rate Grade (PT – Prime Time) (NPT – Non-Prime Time)
Ayton	40-60	\$173.00	PT + \$39
Goderich	50	\$160 & \$175	Youth & Adult
Middlesex	224 (2 surfaces)	\$204	PT
Owen Sound	59	\$208.74	PT
Pelham	84	\$159 & \$122	PT & NPT
Sarina	98.5 (2 surfaces)	\$167	Between PT & NPT
Stratford	71.75	\$204	NPT
Strathroy-Caradoc	122.5	\$122.5	Between PT & NPT
Wilmot	65	\$237.84	PT
Arran Elderslie	Does not currently offer 12-month ice		
Blue Mountains	Does not currently offer 12-month ice		
Brockton	Does not currently offer 12-month ice		
Chatsworth	Does not currently offer 12-month ice		
Grey Highlands	No response		
Hanover	Only extends ice season to accommodate Junior Team		
Kincardine	Does not currently offer 12-month ice		
Meaford	Does not currently offer 12-month ice		
Northern Bruce Pen.	Does not currently offer 12-month ice		
South Bruce Pen.	Does not currently offer 12-month ice		
Southgate	Does not currently offer 12-month ice		
West Grey	Does not currently offer 12-month ice		

APPENDIX 'C' – Annual Event Organizers Comments

Three out of the six contacted event organizers provided comments on the impact of their event potentially being relocated to the Coliseum. A summary of responses is provided below:

- Air Cadets Annual Review
 - No concerns relocating the event to the Coliseum.
 - The review exercise can occur at either the Complex or the Coliseum.
 - Experience with ice cover system in another municipality, found it cold and labour intensive, and would prefer to have their exercise on the arena floor.
- Hello Summer Music Fest
 - Relocation to the Coliseum would lower capacity and may not make the event profitable.
 - Concern that the Coliseum is not suited for this type of event, reduced parking capacity, reduced seating, sound quality and general guest experience.
 - If an ice cover system was available and was well insulated, the preference would be to keep the event at Complex, depending on additional cost to the event.
 - The concept of 12-month ice is great but is interested if the cost to provide the program measured against the community economic impact of the 4000 person concert is comparable.
- Antique Show
 - Relocating the show to the Coliseum in 2024 has increased costs to operate the event (advertising, disposal dishes, fridge rentals, etc.).
 - Concern with lack of parking at the Coliseum.
 - The kitchen facilities at the Coliseum have accessibility limitations.

APPENDIX 'D' – Ice Cover System

Capital Considerations

The estimated cost to purchase an ice cover system for the Complex surface (195' long x 85' wide x 28' radius) would range between \$225,000 to \$270,000 + HST. This would include the purchase of stackable carts, but not include a storage facility.

The estimated storage space required for the ice cover system is 193ft² to 384ft², depending on stacking options. Currently, there is not adequate onsite storage for the ice cover system. Offsite storage, mobile bins or construction of a storage facility would be a consideration along with the capital purchase of the ice cover system.

Operational Considerations

The installation of an ice cover system is not an amenity or service level that is currently provided at the Complex. The RFP/RFT specification would include the requirement for installation training for staff and a standard operating procedure (SOP) would be developed prior to the first installation of the ice cover system.

Staff resources and time required to install the ice cover system are unknown at this time. Prior to the capital purchase, a recommendation to add associated costs to the Fees and Charges By-law may occur for Council consideration. Additional fees and charges for consideration may include but are not limited to installation costs, removal costs, equipment costs, floor rental costs and lost ice rental revenue.

The three-year 12-month ice pilot program can proceed without the ice cover system as the existing Complex floor bookings can be accommodated at the Coliseum. It is recommended that the purchase of an ice cover system, operational logistics and associated costs be considered after the pilot program is complete and be added to a future year Business Plan for Council consideration, if the decision to provide 12-month ice on a permanent basis is made.

APPENDIX 'E' – Utility Impacts / Cost Estimates

Current Utility Consumption of Complex and Coliseum

Utility costs are included in the expenses portion of the facility's operating budget. Due to the refrigeration plant and demand on mechanical and electrical systems, arenas are generally known to be high utility consumption facilities.

Energy audits and operational strategies assist municipalities to identify and implement initiatives to reduce energy consumption, lower utility costs and achieve indirect benefits relating to equipment operation and performance, routine maintenance, and life cycle extension.

Outlined in the 2024 Business Plan are forecasted energy audit studies and resources to implement initiatives at the Complex and Coliseum between 2026-2029. It is also noted that tracking and reporting energy consumption of facilities is one of the KPI's for the Department of Community Services.

Generally, arena utility costs are responsible for 55-70% of the annual operating expenses, not including salaries and benefits. The chart below outlines the previous 4-year actuals and 2024 estimated utility costs of the Complex and Coliseum:

	2020	2021	2022	2023	2024
Complex (\$188,800 5-Year Average)					
Utility Costs	\$168,782	\$145,880	\$187,792	\$217,511	\$224,037
Coliseum (\$125,566 5-Year Average)					
Utility Costs	\$119,893	\$107,932	\$126,720	\$134,625	\$138,663

Arena utility consumption is not consistent for 12 months of the year, nor is it consistent during the months of the ice season. Factors that impact inconsistencies with utility consumption during the ice season include but are not limited to number of days within billing cycle, outside weather, demand on refrigeration plant, ability and distribution of waste heat, amount and type of ice rentals, number of spectators, and ice temperature setpoint.

Estimated Utility Consumption of Pilot Program

For simplicity, estimates provided assume the pilot program will occur at the Complex and data calculations are provided using the Complex utility costs only. If the pilot program begins at the Coliseum, minimal discrepancy in the estimates is anticipated.

Currently, the ice season for the Complex generally operates from the third week of August to the third week of April. The refrigeration plant is typically started in late July to ensure the ice making process is complete and ready for the first rental of the season. There is an increased demand on the system when ice is installed and removed annually. Keeping the ice in 12-months of the year will minimize the plant start up and removal stress that currently occurs annually.

If the pilot program was approved and ice was kept in at the Complex, a reasonable comparison to estimate the utility consumption increase for the months of May, June and July are the shoulder months of April and August. Using this approach and consulting with other municipalities, it is estimated that the utility consumption and cost increase would range

between 15% to 25% annually if the ice remained at the Complex for 12 months. The chart below outlines the estimated utility cost increase for the three-year pilot program:

	2025		2026		2027		Increase Estimate
Base	\$227,397		\$230,808		\$234,270		
+ 15%	\$34,109	\$261,506	\$34,621	\$265,429	\$35,140	\$269,410	\$103,871
+ 20%	\$45,479	\$272,876	\$46,161	\$276,969	\$46,854	\$281,124	\$138,495
+ 25%	\$56,849	\$284,246	\$57,702	\$288,510	\$58,567	\$292,837	\$173,118

The utility cost increase for the three-year pilot program at the Complex is estimated to range between \$103,871 - \$173,118. It is noted that the costs outlined above are estimates only and there are factors that may impact the fluctuation of consumption and costs.

APPENDIX 'F' – Staff Requirements

Current Staffing Model of Complex and Coliseum

The International Union of Operating Engineers, Local 793 is the sole and exclusive bargaining agent of all employees of the Corporation of the Town of Saugeen Shores save and except supervisors, harbour staff, tourist camp staff, landfill weigh station staff, crossing guards, management, office, clerical, office cleaning staff and pool staff. Department of Community Services current positions included within the Job Classification of the Collective Agreement are:

- Lead Hand (Facilities Lead Hand, Parks Lead Hand)
- Operator 1 (Parks and Facilities Operator)
- Operator 4 (Temporary Parks and Facilities Attendant 1)
- Operator 5 (Temporary Parks and Facilities Attendant 2)

Between October 1 to March 31 (regular ice season), 7 Operator 1's within the Community Services Department is included in the staffing model to operate the Complex and Coliseum. The 2 Lead Hands are qualified and cover shifts when required. The daily hours of operation at each arena vary, but staff are available to accommodate rentals from 6a to 12 midnight, 7 days a week during the ice season.

In April, August, and September (shoulder season), the staffing requirement at the Complex is reduced to 2.5 to 3 staff, depending on the ice rental schedule. The 7 Operator 1's generally will rotate through the Complex schedule to ensure responsibilities are met for the ice rentals, facility rentals, and time outdoors to prepare their shoulder season and summer season responsibilities. Not only are the Operator 1's responsible for arena operations, but they also have specific parks and other facility responsibilities starting in April, through to October.

The chart below outlines the previous 4-year actuals and 2024 approved wages and associated overhead costs for the Complex and Coliseum:

	2020	2021	2022	2023	
Complex (\$501,824 5-Year Average)					
Wages & Overhead	\$229,227	\$294,222	\$338,196	\$490,270	\$289,302
Coliseum (\$402,052 5-Year Average)					
Wages & Overhead	\$188,151	\$161,454	\$184,434	\$291,259	\$296,241
Combined (\$552,551 5-Year Average)					
Combined	\$417,378	\$455,676	\$522,630	\$781,529	\$585,543

Estimated Staffing Model of Pilot Program

It is believed that if the 12-month three-year pilot is approved, the program will be popular among existing and potential new ice user groups and there will be demand for ice time at the Complex between April and August.

Staffing needs will depend on ice rental demand during the pilot program. A sufficient staffing model should allow for ice rentals to occur on a regular basis and not be limited to staff availability. It is important to note that the recommended staffing model of the pilot program has been designed to accommodate ice rentals to promote a higher utilization during the pilot program and not compromise the existing service level of staff's responsibilities outside of arena operations.

It is anticipated that 2 to 3 additional seasonal positions are required to support the three-year 12-month ice pilot program. To provide a reasonable estimate relating to the anticipated popularity of the pilot program, the first and second years indicate the need for 2 seasonal positions and the third year projects the need for a third seasonal position. If the third year of the pilot program does not warrant the additional seasonal position, the staffing model would be adjusted accordingly. It is anticipated that the seasonal positions will be classified as an Operator 4 within the Collective Agreement, with an annual contract duration of 5 months.

The 5-month duration of the contract positions are recommended to assist existing Operator 1's with outside operations when backfill is required at the Complex and to fulfill training and orientation requirements.

It is anticipated that administrative responsibilities to facilitate the 12-month ice pilot program will be able to be managed within the existing operating budget and staff complement. Following the first year, an analysis of impact and service level will be reviewed and if additional support is required, it will be requested through the 2026 Business Plan for Council consideration.

The chart below outlines the estimated staffing cost for the three-year pilot program:

	Job Rate	Hours/Week	Weeks	Subtotal	OH	OH Subtotal	Total
2025 (\$48,552 total)							
Op 4 #1	\$26.16	40	20	\$20,928	16%	\$3,348	\$24,276
Op 4 #2	\$26.16	40	20	\$20,928	16%	\$3,348	\$24,276
2026 (\$50,281 total)							
Op 4 #1	\$27.09	40	20	\$21,673	16%	\$3,467	\$25,140
Op 4 #2	\$27.09	40	20	\$21,673	16%	\$3,467	\$25,140
2027 (\$78,107 total)							
Op 4 #1	\$28.06	40	20	\$22,444	16%	\$3,591	\$26,035
Op 4 #2	\$28.06	40	20	\$22,444	16%	\$3,591	\$26,035
Op 4 #3	\$28.06	40	20	\$22,444	16%	\$3,591	\$26,035

The hourly increase is estimated at 3.56% annually, as per the existing Collective Agreement. The 12-month ice pilot program staffing cost is estimated to be \$176,941 for the three-year duration of the pilot.

APPENDIX 'G' – Fees and Charges

The chart below provides summary of the ice rental section of the By-law for the Complex and Coliseum and options for fees and charges for offseason ice rentals during the three-year pilot program.

Description	2024 Fee (excluding taxes)
Prime Time	\$186.71
Minor Sports Prime Time	\$137.30
Non-Prime Time	\$132.88
Minor Sports Non-Prime Time	\$89.77
Ticket Ice Youth	\$16.66
Ticket Ice Adult	\$20.50
Highschool Hockey Day Use	No Charge
SDSS School	\$48.06
Elementary School Before/After School	No Charge
Holiday Ice Prime Time	\$169.92
Holiday Ice Non-Prime Time	\$113.95
Small Group	\$64.28
Last Minute Ice	\$80.68
Adult Shinny	\$8.85
Open Figure Skating	\$8.85
30 Minute	\$65.99

APPENDIX 'H' – Utilization Scenarios and Estimated Revenue

The chart below outlines scenarios of potential utilization and revenue projections for the pilot program:

Pilot Program Revenue Projections					
Prime Time Rate (Recommended)					
2025		2026		2027	
40hrs/wk.	\$123,673	50hrs/wk.	\$160,008	60hrs/wk.	\$198,729
50hrs/wk.	\$154,592	60hrs/wk.	\$192,009	70hrs/wk.	\$231,851
60hrs/wk.	\$185,510	70hrs/wk.	\$224,011	80hrs/wk.	\$264,972
Prime Time Rate Reduces by 25%					
2025		2026		2027	
40hrs/wk.	\$92,755	50hrs/wk.	\$120,008	60hrs/wk.	\$149,049
50hrs/wk.	\$115,944	60hrs/wk.	\$144,009	70hrs/wk.	\$173,891
60hrs/wk.	\$139,132	70hrs/wk.	\$168,011	80hrs/wk.	\$198,732
Prime Time Rate Reduced by 15%					
2025		2026		2027	
40hrs/wk.	\$105,120	50hrs/wk.	\$136,008	60hrs/wk.	\$168,921
50hrs/wk.	\$131,400	60hrs/wk.	\$163,209	70hrs/wk.	\$197,075
60hrs/wk.	\$157,680	70hrs/wk.	\$190,411	80hrs/wk.	\$225,228
Prime Time Rate Increased by 15%					
2025		2026		2027	
40hrs/wk.	\$142,227	50hrs/wk.	\$184,008	60hrs/wk.	\$228,537
50hrs/wk.	\$177,784	60hrs/wk.	\$220,809	70hrs/wk.	\$266,627
60hrs/wk.	\$213,340	70hrs/wk.	\$257,611	80hrs/wk.	\$304,716
Prime Time Rate Increased by 25%					
2025		2026		2027	
40hrs/wk.	\$166,956	50hrs/wk.	\$216,008	60hrs/wk.	\$268,281
50hrs/wk.	\$208,696	60hrs/wk.	\$259,209	70hrs/wk.	\$312,995
60hrs/wk.	\$250,435	70hrs/wk.	\$302,411	80hrs/wk.	\$357,708

APPENDIX 'I' – Operating Impact Analysis

Current Operating Deficit of Complex and Coliseum

The Complex and Coliseum typically operate 12 months per year, offering an ice season and an off-season (ice not installed) venue for special events. The ice season for the Complex generally operates from the third week of August to the third week of April. The ice season for the Coliseum generally operates from the first week in October to the last week in March.

Facility revenues are generated from ice rentals, main floor rentals, meeting room rentals, public skating, board advertising, sponsorships, and lease agreements.

Facility salaries and benefits include associated costs relating to full time and part time employees, shift cover, overtime, shift recognition and benefits.

Facility expenses include operating costs related to equipment, repairs, maintenance, cleaning supplies, elevator requirements, training, uniforms, memberships, sponsorship expenses, telephone, utilities, and insurance.

The chart below outlines the previous 4-year actuals and 2024 estimated operating deficit of the Complex and Coliseum, excluding transfers, allocations, and amortization:

	2020	2021	2022	2023	2024
Complex (\$397,281 5-Year Average)					
Net Deficit	\$364,356	\$403,491	\$403,887	\$502,340	\$312,332
Coliseum (\$244,275 5-Year Average)					
Net Deficit	\$226,804	\$218,097	\$222,274	\$258,861	\$295,338

Estimated Operating Costs of Pilot Program

To provide a reasonable estimate for operating costs of the pilot program, the following factors have been applied to the calculation:

- 20% annual increase for utility costs
- staffing requirements as outlined within this report
- 10% annual increase for equipment and facility maintenance
- one rental fee at prime-time rate
- medium popularity utilization (50hrs/60hrs/70hrs)

The chart below outlines the estimated operating cost and revenue for the duration of the pilot program:

	2025	2026	2027	Total
Utilities	\$45,479	\$46,161	\$46,854	\$138,494
Staffing	\$48,552	\$50,281	\$78,107	\$176,941
Maintenance	\$4,708	\$4,779	\$4,851	\$14,339
Expenditures	\$98,739	\$101,221	\$129,812	\$329,773
Revenue	(\$154,592)	(\$192,009)	(\$231,851)	(\$578,452)
+/-	(\$55,852)	(\$90,787)	(\$102,038)	(\$248,678)

Applying the factors outlined above, it is determined that there is an estimated positive net impact of \$248,678 for the duration of the three-year pilot program.

These calculations are considered estimates and should be noted that there are factors that may contribute to the increase or decrease of the operating cost projection of the pilot program. Factors include but are not limited to popularity of the pilot program, fees and charges, uncontrollable utility costs and charges, union negotiations relating to wages, and unexpected mechanical repairs or replacement.