

**Municipality of Chatham-Kent**  
**Infrastructure and Engineering Services**  
**Parks and Open Spaces/Recreation Facilities**

**To:** Mayor and Members of Council  
**From:** Jeff Bray  
Manager, Parks and Open Spaces/Recreation Facilities  
**Date:** July 30, 2019  
**Subject:** 2019 Arena Business Plan

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**Recommendations**

It is recommended that:

1. For a two-year trial period beginning September, 2019, Chatham-Kent arenas hourly prime ice rental rate be reduced to \$173.00 plus HST and the non-prime and minor hourly ice rental rates be \$152.00 plus HST.
2. For the duration of the two-year trial period, a maximum of \$242,711 be sourced annually from the Council Strategic Reserve to supplement ice rental deficits.
3. Prime ice hours be changed to Monday – Friday: 5:00-11:00 pm and all day on Saturday and Sunday until 11 pm.
4. For a two-year trial period beginning November 2019, ice time that has not been previously booked but has regularly scheduled staff available be sold at a rate of \$100 per hour plus HST.

**Background**

Information Report to Council received January 21, 2019 provided information on declining arena usage due to:

- Aging demographics
- Merged user groups
- Financial restraints of residents
- Less interest in participating in sports due to time commitment, safety concerns
- Leisure preferences and increasing resident diversity away from ice-based sports

On March 25, 2019, the following motion was approved:

“Whereas the Municipality of Chatham-Kent is in the process of developing an Arena Business Plan, may this plan include: a) Strategic ways to lower the ice rates where the

resultant impact is possibly a reduction tax base; and b) A review the existing arena canteen operations to determine if operational and financial efficiencies can be achieved through municipality-wide purchasing agreements, coordinated menu development, and potential rebates systems. c) A review of existing marketing strategies and suggested options to encourage revenues and efficiencies.”

Each arena currently receives \$89,816 annually for lifecycle needs. Each arena is underfunded and requires \$100,417 (2019 dollars) annually to meet lifecycle requirements. It is anticipated that \$19,870,000 will be required over the next decade to address arena facility requirements. (Attachment A - Arena Lifecycle Ten-Year Expense Plan)

### **Comment**

A comparison of neighbouring municipalities' ice rates revealed that Chatham-Kent currently has higher ice rates than all communities that border Chatham-Kent (Attachment B).

Through the Mayor's meetings, it was the opinion of arena user groups that reducing ice rates in line with neighbouring municipalities would make Chatham-Kent's arenas more viable.

Staff met with user groups in each community during the ice allocation process in May and June 2019 to get their feedback with respect to the proposed reduction in rates and to hear their comments on other challenges they face when booking arenas. Attached is a summary of comments received from ice user groups. (Attachment C – Ice User Group Comments)

Common concerns expressed by the ice user groups included:

- Ice rates are too high
- Consider offering unused ice at a less expensive rate than non-prime
- The policy for returning ice is challenging when teams are finished in playoffs
- Reconsider the current definition of prime and non-prime hours

#### 1. Ice Rates

Finance and Recreation Facilities staff evaluated the number of arena hours utilized in 2018-2019 and determined rates based on competitiveness with neighbouring communities for the prime, non-prime and minor ice rates for the 2019-2020 ice season.

The following are the existing and proposed rates (before HST):

<b>Existing Prime Rate</b>	<b>Proposed Prime Rate</b>	<b>Existing Minor and Non-prime Rate</b>	<b>Proposed Minor and Non-prime Rate</b>
\$204.28	\$173.00	\$163.28	\$152.00

User groups believe that reducing ice rates to a level competitive with neighbouring municipalities will increase registration. Some hockey associations advised that the reduction in ice cost would not result in a reduction to registration fees paid by the users, but will enable them to meet expenses, such as referee fees, mileage expenses, governing body fees and a reduction in monies raised through fundraising. One minor hockey association, two figure skating groups and four adult groups indicated reduced ice rates may enable them to reduce their registration fees. In total, user groups representing 25% of the ice hours booked would pass on the savings to their members although at this time staff are not aware of the proposed amounts.

During the annual school breaks in December and March available ice is offered at a discounted rate of \$100/hour (plus HST).

Feedback received from the user groups indicates they may book additional ice if it was offered at a discounted rate throughout the season.

It is recommended that the \$100/hour plus HST discounted ice rate be expanded for specified time periods. Availability of discounted ice will be monitored and may differ among the arenas and may be subject to change due to staff availability.

## 2. Returning Ice and Cancellation Policy

The current policy allows that if an organization does not require its entire allocation, it may identify the number of surplus hours to the Municipality. The Municipality will then re-distribute the ice time among other users at its discretion.

In addition to cancelling any statutory holidays, organizations entering into seasonal ice contracts may cancel up to two dates during each season, provided the dates are removed from their contract prior to signing.

Ice users commented that they would like to be able to return ice during the season as needed. Further discussions will take place to determine if a change in policy is warranted.

### Definition of Prime and Non-prime Hours

Currently, prime and non-prime ice is defined as:

<b>Time Frame</b>	<b>Applicable Days</b>	<b>Applicable Times</b>
Prime	Monday to Friday	4 pm - midnight
	Saturday	6 am - midnight
	Sunday	7 am - midnight
Non-prime	Monday to Friday	6 am - 4 pm

To meet neighbouring facilities prime and non-prime hours, staff are recommending the following prime and non-prime hours:

<b>Time Frame</b>	<b>Applicable Days</b>	<b>Applicable Times</b>
Prime	Monday to Friday	5 pm – 11 pm
	Saturday	6 am – 11 pm
	Sunday	7 am – 11 pm
Non-prime	Monday to Friday	6 am – 5 pm

### Programming in Arenas

Facility Supervisors in each arena schedule ice programming for activities such as tiny tot, membership, adult and public skating as well as shinny hockey, stick and puck skills sessions.

Recreation Services provides Ice Babes programming at Thames Campus Arena in Chatham only.

As noted in the Parks and Recreation Master Plan (2010) “our goal is to offer programs and services that respond to the existing and future recreation interests and needs of Chatham-Kent residents.” Recreation Services will assist in facilitating a program needs assessment in collaboration with the Recreation Facility Supervisors within the 10 existing arenas, understanding that each arena may have specific program needs and opportunities that are unique to their own communities.

As part of the community development model, Recreation Services will engage and enhance the capacity of community organizations as sustainable and vibrant contributors to recreation activities and venues within each arena/community such as Bothwell Area Recreation Advisory Committee (BARAC), Rec Advisory Committees, Community Neighborhoods, etc.) This will be achieved through the

three-tiered approach of our current service delivery model comprising “Facilitation, Partnership, Direct Delivery”. Depending on the scope of the project and desired outcomes, additional resources may be required.

### 3. Review of Canteen Operations

In 2015, an arena and canteen service review identified a decline in canteen traffic and sales. To compensate for declining traffic in canteens and associated revenue, opening and closing times were modified to those hours when the arenas have highest demand (typically weekends).

A Request for Interest (RFI) for canteen operations was issued in 2015. The RFI was subsequently cancelled because of impacts to the CUPE 12.1 Collective Agreement. These articles remain in place within the Collective Agreement.

An exclusivity beverage agreement currently exists for the ten Chatham-Kent Arenas. This agreement allows for competitive product pricing as well as other incentives.

Currently nine of ten arenas have canteen operations. In 2017, the canteens ran at an accumulated operating loss of \$21,188. These losses are the result of low usage, combined with staffing and food costs. In 2018, due to competition from a neighbouring Tim Horton’s restaurant, the East Kent Memorial Arena moved to a vending machine-based operation, except for special occasions as required. This approach has proven to be successful for this facility and an additional two to three machines will be in place for the 2019-2020 season.

Presently the nine operating canteens offer proven, specific menu items that cater to their patrons. Recreation Facilities staff have reviewed the various menu offerings to find commonalities that provide opportunities for bulk buying and associated cost savings. These common menu items were reviewed by bulk food suppliers to determine cost efficiencies and it has been determined that annual savings of \$1,200 will be realized. A centralized food delivery site was also investigated. Due to the restrictions vendors have placed on receipt of deliveries and the need for refrigerated facilities and vehicles, additional savings were not achievable.

#### Arena Marketing Strategies

Facility Allocation Assistants currently promote activities and ice availability on skating brochures, Leisure Guide, Facebook, email groups and the Municipal web site. More discussion with Recreation programs to determine a cooperative approach to marketing will be undertaken. A new booking software package will be available in 2020, which will also assist with on-line booking of open ice times.

### **Areas of Strategic Focus and Critical Success Factors**

The recommendations in this report support the following areas of strategic focus:

Economic Prosperity:

Chatham-Kent is an innovative and thriving community with a diversified economy

A Healthy and Safe Community:

Chatham-Kent is a healthy and safe community with sustainable population growth

People and Culture:

Chatham-Kent is recognized as a culturally vibrant, dynamic, and creative community

Environmental Sustainability:

Chatham-Kent is a community that is environmentally sustainable and promotes stewardship of our natural resources

The recommendations in this report support the following critical success factors:

Financial Sustainability:

The Corporation of the Municipality of Chatham-Kent is financially sustainable

Open, Transparent and Effective Governance:

The Corporation of the Municipality of Chatham-Kent is open, transparent and effectively governed with efficient and bold, visionary leadership

Has the potential to support all areas of strategic focus & critical success factors

Neutral issues (does not support negatively or positively)

### **Financial Implications**

Based on user group feedback, it is anticipated that reduced ice rental rates will increase the number of hours booked. The Public Health Unit is anticipating that annual provincial funding for active communities will be discontinued. This will represent a \$22,750 (2018 donation) annual decrease in ice rentals across the municipality. It is not possible to forecast if the increased rentals from other sources will result in a zero financial impact. If the trial to increase arena usage by lowering ice rates is unsuccessful, the potential maximum impact to ice revenue budgets will be a maximum of \$242,711 annually. Any funding shortfalls will be noted as a variance to the base budgets with funding received from the Council Strategic Reserve.

Prepared by:

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Jeff Bray  
Manager, Parks and Open Spaces/Recreation Facilities

Reviewed by:

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Thomas Kelly, P.Eng., MBA  
General Manager  
Infrastructure and Engineering Services

Attachments: Attachment A – Arena Lifecycle Ten-Year Expense Plan  
Attachment B – Neighbouring Arena Ice Rates  
Attachment C – Ice User Group Comments

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**Attachment A**  
**10-Year Lifecycle Forecast**

<b>Arena Location</b>	<b>Yr. Built</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>2024</b>	<b>2025</b>	<b>2026</b>	<b>2027</b>	<b>2028</b>	<b>10 Year Subtotal</b>
Chatham Memorial	1949	\$375,000	\$ -	\$80,000	\$1,090,000	\$200,000	\$ -	\$ -	\$160,000	\$ -	\$ -	<b>\$1,905,000</b>
WK Erickson	1972	\$ -	\$640,000	\$50,000	\$35,000	\$ -	\$ -	\$ -	\$ -	\$200,000	\$ -	<b>\$925,000</b>
Blenheim	1978	\$115,000	\$1,100,000	\$235,000	\$50,000	\$1,000,000	\$40,000	\$ -	\$ -	\$ -	\$175,000	<b>\$2,715,000</b>
Bothwell	1972	\$ -	\$50,000	\$ -	\$1,125,000	\$ -	\$ -	\$115,000	\$ -	\$ -	\$40,000	<b>\$1,330,000</b>
Thames Campus	1991	\$ -	\$125,000	\$200,000	\$1,225,000	\$35,000	\$ -	\$ -	\$ -	\$ -	\$ -	<b>\$1,585,000</b>
Dresden	1982	\$200,000	\$100,000	\$200,000	\$ -	\$ -	\$1,175,000	\$35,000	\$ -	\$40,000	\$125,000	<b>\$1,875,000</b>
Ridgetown	1954	\$ -	\$ -	\$1,000,000	\$480,000	\$120,000	\$ -	\$175,000	\$ -	\$200,000	\$ -	<b>\$1,975,000</b>
Tilbury	1992	\$200,000	\$500,000	\$520,000	\$315,000	\$110,000	\$ -	\$50,000	\$ -	\$1,550,000	\$ -	<b>\$3,245,000</b>
Wallaceburg	1948	\$215,000	\$25,000	\$320,000	\$50,000	\$210,000	\$50,000	\$ -	\$ -	\$755,000	\$ -	<b>\$1,625,000</b>
Wheatley	1974	\$ -	\$625,000	\$1,410,000	\$ -	\$60,000	\$50,000	\$200,000	\$145,000	\$200,000	\$ -	<b>\$2,690,000</b>
<b>Grand Total</b>		<b>\$1,105,000</b>	<b>\$3,165,000</b>	<b>\$4,015,000</b>	<b>\$4,370,000</b>	<b>\$1,735,000</b>	<b>\$1,315,000</b>	<b>\$575,000</b>	<b>\$305,000</b>	<b>\$2,945,000</b>	<b>\$340,000</b>	<b>\$19,870,000</b>

**Attachment B  
Neighbouring Arena Ice and Floor Rates**

<b>Location</b>	<b>Ice Prime Rate</b>	<b>Ice Prime Hrs</b>	<b>Ice Non-Prime Rate</b>	<b>Ice Non-Prime Hrs</b>	<b>Ice Minor</b>	<b>Discounted Ice</b>	<b>Floor Hourly Adult</b>	<b>Floor Hourly Minor</b>	<b>Not-for-Profit Hourly</b>
*Chatham-Kent	\$204.28	4pm-12am Mon-Fri 6am-12am Sat/Sun	\$163.28	6am-4pm Mon-Fri	\$163.28	\$100.00	\$69.29	\$59.17	\$41.57
Glencoe	\$148.67	4pm-11pm Mon-Fri 9am-3pm Sat/Sun	\$66.37	7am-4pm Mon-Fri	\$139.82	before 4pm \$17.70pp/hr within 24 hrs	\$187.61 per day		
Lakeshore	\$188	5pm-10pm Mon-Fri 6am-11pm Sat/Sun	\$108 \$151	7am-12pm Mon-Fri 12pm-5pm Mon-Fri		\$132	\$54 \$523/day		
*Leamington	\$173	3pm-11pm Mon-Fri 6:30am-11pm Sat/Sun	\$124	6am-3pm Mon-Fri	\$152		\$97 \$489/day		\$67 \$312/day
Mooretown	\$159.29	5pm-12am Mon-Fri 7am-12am Sat/Sun	\$97.35	7:30am-5pm Mon-Fri	\$115.04 Prime \$66.37 Non-Prime	\$53.10 School rate	\$66.37	\$48.67	
Walpole Island	\$180.00	3pm-11pm Mon-Fri Sat/Sun	\$100.00	9am-3pm	\$160.00		\$80.00	\$70.00	
West Lorne	\$147.79	5pm-11:30pm Mon-Fri 8am-11pm Sat/Sun	\$59.29	7am-5pm Mon-Fri	\$126.55		\$425/day		

Note: \*Lifecycle component included in ice rate.

**Attachment C**  
**Ice User Group Comments**

Category	Number of Responses	Comments
Rates Based on Arena Location	5	<p><b>Minor Groups:</b></p> <ul style="list-style-type: none"> <li>• Communities on the border of Chatham-Kent should have rates that match the surrounding communities in order to keep the ice usage in Chatham-Kent.</li> </ul> <p><b>Figure Skating Groups:</b></p> <ul style="list-style-type: none"> <li>• Have a specific rate per community to match rate in neighbouring community outside of Chatham-Kent.</li> </ul> <p><b>AAA:</b></p> <ul style="list-style-type: none"> <li>• Ice rates should be on a tiered system. If certain groups move to rural arenas for a cheaper rate, it will open up more time in Chatham to purchase at a premium.</li> </ul> <p><b>Jr. C:</b></p> <ul style="list-style-type: none"> <li>• Rural arenas should only be concerned about surrounding community rates by their area and should adjust their rates accordingly.</li> </ul> <p><b>Adult Groups:</b></p> <ul style="list-style-type: none"> <li>• Rural arenas should match rates of surrounding community. Groups have to travel no matter which arena they use so this shouldn't be an issue.</li> </ul>
Last Minute Ice	2	<p><b>Minor Groups:</b></p> <ul style="list-style-type: none"> <li>• Other municipalities offer cheaper last minute ice. Would like to do more development programs but participation is low. Lower ice rates would allow groups to book more hours for these activities.</li> </ul> <p><b>Adult Groups:</b></p> <ul style="list-style-type: none"> <li>• Other municipalities offer last minute ice at a discounted rate.</li> </ul>
Returning Ice	8	<p><b>Minor Groups:</b></p> <ul style="list-style-type: none"> <li>• The inability to return ice is a challenge. Once minor teams are out of the playoffs they would like to sell ice to other groups at a reduced rate.</li> <li>• There needs to be more flexibility for returning ice. Maybe base it on a percentage of total ice booked.</li> <li>• Could returned ice be sold at a discounted rate and the original group pay the balance?</li> <li>• Would like to have more flexibility in the ice policy for returning ice so that groups aren't boxed in.</li> <li>• Would like to get email notifications when ice is cancelled.</li> <li>• It doesn't seem right to be paying for ice that is not being used due to cancelled practices, etc.</li> </ul>

Category	Number of Responses	Comments
Returning Ice		<p><b>Figure Skating Groups:</b></p> <ul style="list-style-type: none"> <li>• Ice policies for returning ice are a challenge. Neighbouring communities allow for adjustments throughout the season.</li> </ul> <p><b>Jr. C:</b></p> <ul style="list-style-type: none"> <li>• Would like to book in 15 min increments instead of ½ hour. Currently booking 3 hours of ice on Sunday but games don't normally go that long so paying for ½ hour unused ice.</li> <li>• Would like to cancel unused ice. It is difficult to sell this ice especially at the end of the season.</li> </ul> <p><b>Adult Groups:</b></p> <ul style="list-style-type: none"> <li>• Returning ice policy has not been a problem.</li> <li>• The policy for returning ice should be reviewed.</li> <li>• Groups wait too late to return ice which makes it difficult for other groups to book.</li> </ul>
Booking Options	2	<p><b>Minor Groups:</b></p> <ul style="list-style-type: none"> <li>• Online booking should be an option to decrease lag time.</li> </ul> <p><b>Jr. C:</b></p> <ul style="list-style-type: none"> <li>• Would like to be able to book ice at local Municipal Centre instead of going through the Chatham office.</li> </ul>
Ice Allocation Policy	3	<p><b>Minor Groups:</b></p> <ul style="list-style-type: none"> <li>• The ice allocation policy doesn't accommodate players outside of Chatham-Kent.</li> </ul> <p><b>AAA:</b></p> <ul style="list-style-type: none"> <li>• The ice allocation formula is outdated.</li> </ul> <p><b>Jr. C:</b></p> <ul style="list-style-type: none"> <li>• Timelines for submitting ice requests are too far in advance. Jr. hockey schedules don't come out until mid-July.</li> </ul>
Reduced Rates	8	<p><b>Minor Groups:</b></p> <ul style="list-style-type: none"> <li>• Reduced rates would keep Chatham-Kent minor teams playing in Chatham-Kent.</li> </ul> <p><b>Figure Skating Groups:</b></p> <ul style="list-style-type: none"> <li>• Reduced rates would need to be quite low in order to make a difference.</li> <li>• Currently club is dwindling with membership. Reduced rates will help the club continue for a bit longer beyond this upcoming season.</li> </ul> <p><b>AAA:</b></p> <ul style="list-style-type: none"> <li>• Lowering ice rates will help for a couple of years but eventually participation will drop off due to the length of the season and hours of commitment for hockey.</li> </ul>

Category	Number of Responses	Comments
Reduced Rates		<p><b>Jr. C:</b></p> <ul style="list-style-type: none"> <li>• Chatham-Kent has the highest rates and teams have to fundraise for ice costs. Teams pay the adult rate even though players aren't old enough to vote. Have considered reducing practice time to reduce costs.</li> </ul> <p><b>Adult Groups:</b></p> <ul style="list-style-type: none"> <li>• Leagues have been shortening their season to mid-March. If rates were lowered would be possible to book to the end of March or to book more ice.</li> <li>• If leagues committed to a full season, reduce rate as an incentive.</li> </ul>
No Change in Registration Fees if Rates are Reduced	6	<p><b>Minor Groups:</b></p> <ul style="list-style-type: none"> <li>• Reducing ice costs would help maintain registration fees.</li> <li>• Reduced rates may not result in more registrations and may not reduce registration fees but it would allow the organization to book more ice. This would reduce costs to players as teams book ice and pay for it themselves.</li> <li>• Reduced rates would probably not change registration fees for Ringette.</li> <li>• Reduced rates would not make a difference in the registration fee but it would for the adult leagues.</li> </ul> <p><b>Community Member:</b></p> <ul style="list-style-type: none"> <li>• The current registration cost is pretty reasonable for the organizations in comparison with other sports.</li> </ul>
Reduction of Registration Fees if Rates are Reduced	6	<p><b>Minor Groups:</b></p> <ul style="list-style-type: none"> <li>• If there was a significant reduction in ice rates it may reduce the rates for registration.</li> </ul> <p><b>Figure Skating Groups:</b></p> <ul style="list-style-type: none"> <li>• Lower ice rates would increase registrations. Receive many registrations from outside Chatham-Kent.</li> <li>• Parents look at registration costs when signing up their kids.</li> <li>• Reducing fees will make it financially easier for more people to join.</li> </ul> <p><b>Adult Groups:</b></p> <ul style="list-style-type: none"> <li>• A good reduction in rates would help reduce fees to players, making it cheaper to play in the league.</li> <li>• Registration fees would decrease if ice rates were reduced.</li> </ul>
Travel Logistics with Arena Locations	2	<p><b>Figure Skating Groups:</b></p> <ul style="list-style-type: none"> <li>• This is such a rural area so users are driving regardless which community they go to.</li> </ul> <p><b>AAA:</b></p> <ul style="list-style-type: none"> <li>• It may not be just the cost but logistics of getting to arena. Parents are busy and have difficulty getting to facilities. There are no more early practices and it's common for rinks to start @ 5 pm. Minor groups aren't interested in Sunday ice. Teams aren't interested in weekend ice. The challenge is opening ice time through the week when users want the time between 5-10 pm. Minor hockey groups could utilize early weekend time for young players.</li> </ul>

Category	Number of Responses	Comments
Changing time frame of Prime Hours	3	<p><b>Adult Groups:</b></p> <ul style="list-style-type: none"> <li>• Looking for clarification on why prime and non-prime hours are set now. Can they be reviewed?</li> <li>• Ice booked after 11pm should be considered non-prime hours.</li> <li>• Prime ice should not go beyond 10pm.</li> </ul>
Prime and Non-Prime Hours	2	<p><b>Minor Groups:</b></p> <ul style="list-style-type: none"> <li>• Discounted ice should be offered in the arenas that aren't being filled for \$100/hr during prime time which would open up more prime ice in arenas which have high demand.</li> <li>• It would be a good idea to offer discounted ice prime time for \$100/hr and to send emails out to coaches to book this ice.</li> </ul> <p><b>Adult Groups:</b></p> <ul style="list-style-type: none"> <li>• Gaps in prime time rentals could be adjusted and savings found.</li> </ul>
Arena Programming and other Activities	6	<p><b>Minor Groups:</b></p> <ul style="list-style-type: none"> <li>• Additional arena programming would have to be community based similar to the BARAC group in Bothwell due to lack of volunteers.</li> <li>• Finding program information on the website is difficult both for the current programs as well as when it is cancelled.</li> </ul> <p><b>Adult Groups:</b></p> <ul style="list-style-type: none"> <li>• Broomball would be a good idea.</li> <li>• There is a ball hockey group in Chatham. They could be approached to see if they are interested in using an arena.</li> <li>• Stag and Does might be an idea when ice is out. Do liquor licenses exist at Chatham arenas?</li> <li>• Floor use for minor ball hockey has been doing very well.</li> </ul> <p><b>Community Member:</b></p> <ul style="list-style-type: none"> <li>• The Tiny Tots program that runs in the afternoon conflicts with when little ones take a nap. The public skate starts when the kids are still in school. These programs aren't advertised well.</li> <li>• Scheduled Shiny would be beneficial for Dresden.</li> </ul>
Miscellaneous	10	<p><b>Minor Groups:</b></p> <ul style="list-style-type: none"> <li>• If Council doesn't make a decision until August, groups will already have notified Chatham-Kent the ice hours they needed. It may be beneficial for groups to not commit until after the report goes to Council.</li> <li>• KMHA is the largest ice customer. Ice rates increased in 2018 due to a minimum wage impact.</li> </ul> <p><b>Figure Skating Groups:</b></p> <ul style="list-style-type: none"> <li>• Frustrations with staffing availability in Bothwell. Can't book ice because staff are not scheduled. Could floating staff be utilized to move from one arena to another as needed?</li> <li>• Will the canteen stay open? Is there options for meals?</li> </ul>

Category	Number of Responses	Comments
Miscellaneous		<ul style="list-style-type: none"> <li>• There's a very conscientious attendant working in the Bothwell canteen.</li> </ul> <p><b>Jr. C:</b></p> <ul style="list-style-type: none"> <li>• Looking back over the years, more people were in the arenas throughout the day because more people were in shift work but now people are in 9-5 type jobs. Also, the kids are in school so people are not coming to the arenas during that time.</li> <li>• 4pm is difficult for people who are working to get to the arena on time both for the kids and for the coaches.</li> <li>• There are not enough kids playing hockey so the usage will not go up.</li> <li>• There are things below standard with the dressing rooms that need to be fixed by the Municipality.</li> <li>• Many kids have recently participated in skating programs and minor hockey registrations are anticipated to increase in Wheatley.</li> <li>• There are outdated board signs in arenas that need to be removed. User groups could help with getting businesses to put in signage and maybe groups could get a kick-back. Jersey sponsors may want to do a sign if jerseys aren't available.</li> </ul> <p><b>Adult Groups:</b></p> <ul style="list-style-type: none"> <li>• Ice rates have been revenue neutral. Will rates go up with the new arena?</li> <li>• Other arenas outside of Chatham-Kent are in better shape as they've been maintained.</li> <li>• Arena staff for my Saturday night group at the Campus are great.</li> <li>• Fix Campus shower heads. Some need CLR. Some spray out onto the floor.</li> <li>• Will WiFi be available in all arenas?</li> <li>• Healthy food should be offered at the canteens.</li> </ul>