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THE CITY OF RED DEER

Ice Facilities Plan

Research Report

FINAL
August 15th, 2016





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Project Background and Process

The City of Red Deer initiated the development of an Ice Facilities Plan in order to better understand current and future needs for indoor and outdoor ice facilities in Red Deer. The City will use the study in its capital and operational planning as it makes decisions about service levels and resource allocation. Indoor and outdoor facilities are included within the scope of the study.

The collection and analysis of data, research, and engagement with users and stakeholders were identified as critical elements to the completion of the study. This Research Report encapsulates this data and information, and was used to identify the strategic directions of the Ice Facilities Plan.

The information contained herein also provides valuable data and identifies broader best practices which can be used beyond the scope of the study to assist with other planning and decision making that may be undertaken by The City.

Primary Research Process

The following primary research techniques were used to gather input from stakeholders throughout the Red Deer region.

Mechanism	Description	Number of Responses	Timeline
Stakeholder Discussions	Discussion sessions with external participants (e.g. user groups) and internal participants (e.g. City staff). In-person discussions.	35 sessions <i>~51 External Participants</i> <i>21 Internal Participants</i>	February 2016
User Group Survey	Ice facility user groups such as local sport and recreation organizations, schools, dry-floor users, etc. Questionnaire available online and hard-copy	39	February to March 2016
Outdoor Ice Intercept Survey	Outdoor ice users; on-site. Questionnaire facilitated in person by City staff recording responses on tablets.	119	February to March 2016
Outdoor Ice Public Survey	Outdoor ice users; online. Questionnaire available online.	312	February to March 2016
Indoor Ice Intercept Survey	Spontaneous indoor ice users (e.g. public skate, drop-in hockey); on-site. Questionnaire facilitated in person by City staff recording responses on tablets.	86	February to March 2016

Secondary Research Process

The following secondary research techniques were used to gather additional information for analysis in order to help the project team further assess the current situation and market conditions related to ice facility provision.

Mechanism	Description
Background Review (Local)	Summary of The City of Red Deer strategic plans and previously completed tactical plans related to ice facilities.
Background Review (Provincial/National)	Summary of overarching provincial and national documents that encompass recreation, sport, and active living.
Trends and Leading Practices	Trends and leading practices on a provincial and national level. Topics include ice activity participation, ice infrastructure, aligning ice allocation with the Long Term Athlete Development model, and other observations from the sector.
Inventory and Mapping	A master list of indoor and outdoor ice facilities in Red Deer. Regional ice facilities within a 50 kilometre radius of Red Deer is shown. A variety of maps are presented.
Current Provision Analysis (Utilization)	Utilization data from indoor ice facilities is presented. On-site user counts were provided for some outdoor rink sites courtesy of local community associations. Operation financials are presented for indoor and outdoor ice facilities.
Current Provision Analysis (Facility Condition)	Future capital and maintenance investment as outlined by The City's previous planning efforts.
Benchmarking	A comparison of Red Deer's provision ratios (number of ice facilities per capita) for indoor and outdoor ice facilities. User fee comparisons are presented as well.

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Background Review

Key Findings

- Recreation amenities create vibrant communities and neighbourhoods
- Recreation, active living and sport are vitally important to Albertans
- Recreation is the experience that results from freely chosen participation in physical, social, intellectual, creative and spiritual pursuits that enhance individual and community wellbeing
- Sustaining existing ice facilities is a priority
- Additional indoor ice arenas have been identified as a short and medium term need in past City planning efforts

Local Context

Key themes and findings from a number of previous City of Red Deer planning documents are summarized and presented as follows as they pertain to ice facility provision and the development of the Ice Facilities Plan.

The City of Red Deer Strategic Plan 2015 – 2018

The City's 2015 – 2018 Strategic Plan contains a number of themes which speak to the importance of recreation opportunities and ensuring that adequate public engagement takes place in the determination of City priorities. The following themes guide the Strategic Plan:

- Dialogue: Engaging our community and enhancing our relationships.
- Community Amenities: Planning great spaces and places for community living.
- Creating a sustainable financial foundation.
- Community Amenities Charter:
 - » Action—Creating great amenities that provide opportunities for Red Deerians to be active, learn, connect, and grow.
 - » Commitment—By building exceptional community amenities we will create vibrant communities and neighbourhoods where Red Deerians can enjoy their city and connect with each other.
 - » Outcome—When we have vibrant places for **community life** we have:
 - A balance of places and spaces that reflect the diversity of the community and our geography;
 - Citizens who have pride in our facilities and features because they anchor our region and reflect the community's authenticity, priorities and interests; and,
 - Been recognized provincially and nationally for our world class community features.

Ten-Year Capital Planning and Infrastructure Maintenance Plan (Community Services Division) 2016 – 2025

Outlines capital and maintenance requirements for Leisure Facilities (including indoor arenas) and Open Space Facilities (parks). The Plan identifies the following estimates for future reinvestment in ice facilities in Red Deer.

- Not including the Red Deer Arena replacement, an estimated \$4.2M in capital investment is required for arena facilities until 2025.
- An estimated \$2.1M in maintenance investment is required in the next 10 years (not including Red Deer Arena).

The following chart provides a further a breakdown of expected future re-investment requirements. Kinex will undergo a building assessment in 2019 to determine future needs.

Ice Facility	Future Capital to 2025	Future Maintenance to 2025
Kinex Arena	\$528,000	\$146,600
Kinsmen Community Arenas	\$3,040,000	\$896,000
G.H. Dawe Arena	\$379,000	\$834,500
Collicutt Centre Arena	\$252,000	\$191,000
Red Deer Arena	N/A	N/A
Total	\$4,199,000	\$2,068,100

Covered Ice Feasibility Study (2015)

The City's recent Covered Ice Feasibility Study explores a number of options for providing a covered, refrigerated outdoor ice surface in Red Deer. The following bullets highlight key findings from the Study:

- A refrigerated rink could help address needs for ice at a reasonable cost.
- Covering the surface would ensure better ice quality, lower operational costs, and higher utilization (additional 800 hours).
- Best locations: Collicutt Centre (#1) and Bower Kin Community Centre (#2).
- Estimated Cost: \$4,000,000 at the Collicutt Centre; \$3,100,000 at the Bower Kin Community Centre.
- Projected net operations: (\$14,000 – \$52,000).

Summary Report for Community Amenities Consultation (2014)

The Community Amenities Study undertook consultation to measure public priorities for a number of different types of infrastructure. Identified as follows are findings related to arenas.

- Ice arena projects were mid-high level priorities for residents.
- Ranked in the top half of potential projects: Red Deer College ice surface; Collicutt Centre 2nd ice surface; G.H. Dawe 2nd surface; ice arena development in general.

Green Space and Facility Action Plan (2011 – 2015; 2013 Update)

The Green Space and Facility Action Plan, updated in 2013, identifies the following priorities related to outdoor space and amenities.

- Relocate speed skating oval.
- Incorporate environmentally sustainable building systems in new and retrofitted facilities.
- Explore partnerships in development and operations.
- Ongoing maintenance of arenas.
- Improve accessibility in arenas.
- Explore alternative uses in off season (dry land).
- Plan for major multi-use regional recreation facility on the north side of the river.

Great Chief Park Enhancement Concept Plan (2012)

The Great Chief Park Enhancement Concept Plan provides a recreational concept plan for sports field related activities in Great Chief Park. Other themes and requirements noted in the Plan are outlined below.

- Site assessments are needed to determine an appropriate new location within the city for the existing speed skating oval that is currently in Rotary Recreation Park.
- The concept plan provides a clear recommendation as to the re-development of the speed skating oval as an important facility within the overall enhancement of Great Chief Park.

Red Deer Rotary Recreation Park and South Site Study Report (2010)

A planning exercise was conducted to help identify future needs and opportunities for Rotary Recreation Park, one of the City's largest and most valued public spaces. The report recommended that the skating oval be relocated to another location such as Great Chief Park. The study also speaks to the Ice Zone in the south end of the park. The benefits of relocating the oval as outlined in the report are noted as follows.

- Improved venue for competitive athletic events.
- Provide better lighting, seating, changing and support facilities.
- Provide access to gathering space and food services.

Recreation, Parks, and Culture Community Asset Needs Assessment (2008)

The following bullets highlight key findings related to ice arenas from this planning document.

- Replace the Kinex Arena and Red Deer Arena due to poor physical condition (medium term: 9 – 16 years).
- Twin the G.H. Dawe (short term: 3 – 8 years) and add two additional surfaces (medium term: 9 – 16 years).

Framework for the Use of Public Facilities and Land (2014)

The Framework assists the Recreation, Parks and Culture Department with decision making about proposed uses of City-owned public facilities and land by the community (non-profit, individuals, businesses, etc.).

- Four steps are provided in order to utilize the Framework:
 - » Screening to determine the eligibility of the organization.
 - » Classification of land.
 - » Alignment of proposed use with core concepts.
 - » Alignment of propose use with the values and principles.

Reciprocal Use of Facilities (2014)

Highlighted as follows are pertinent elements of the above noted document as they pertain to use of Red Deer recreation facilities by schools.

- Reciprocal Use Partners: Fees & Charges Guide
 - » Provides specific guidance to each of the reciprocal use partners on the joint and reciprocal use of partner facilities at no cost other than “out of pocket” expenses, as revised annually by the Joint Facility Use Committee.
- City of Red Deer Facilities
 - » There is no rental charge for daytime school use of Recreation, Parks & Culture facilities for instructional use.
 - » Outdoor rinks are accessible to schools and the public for drop-in use on a first-come, first-served basis.
 - » Indoor arenas are provided at a basic service level only with use of skate change area; additional staff charged at cost for use of change rooms, ice maintenance, and special requirements.

Indoor Ice Allocation Department Procedure Document

The above noted document was developed for the following purpose:

“To identify the procedures for the allocation of indoor ice to community groups and individuals in City owned and operated facilities.”

The process by which annual allocations occur are specified in the document along with specific time frames identified for allocation meetings, permits, and communications protocols. The document also identifies that ice will be allocated with due consideration given to the following criteria:

1. **Historical use** (Based on each groups previous two years’ allocation)
2. **Priorities by facility** (Based on each type of group and use)
3. **Priorities by residence** (Based on resident or non-resident users with priority given to residents)
4. **Priorities by group status** (Based on not for profit or commercial with priority given to not for profit groups)
5. **Registration levels** (Based on each group’s previous season’s final registration figures)

6. **New or emerging groups** (Based on written applications from groups who are members of both a provincially or nationally recognized governing body, and whose program does not duplicate an existing program)
7. **Growth** (Based on availability from reduced needs of other groups or users, use of non-prime time ice, or increased facility capacity)
8. **Balance** (Based on not more than 10% of total ice being allocated to special events/tournaments)
9. **Standards of play** (As per the following definition: Each sport or activity provides the basis for determining the “basic need to play” by program, number of hours, number of weeks and the number of participants)

Recreation, Parks, and Culture User Fees Guide 2015/2016

The City’s User Fees Guide helps direct the City in the setting of rates for groups and individuals to access facilities and spaces. Key elements related to ice provision are identified below.

- Arena rental fees are outlined in the chart below.
- Typically, rates have increased by 3 – 5% each year.
- 2016 fees were approved by Council.

Arenas	Category	Sept 2014	Sept 2015	Sept 2016
In Season Ice (Oct 1 – Mar 31)	Adult (Base)	\$155.00	\$162.75	\$170.90
	Youth	\$93.00	\$97.65	\$102.55
	Adult Sporting Event	\$201.25	\$211.60	\$222.15
	Youth Sporting Event	\$133.75	\$146.50	\$153.80
In-Season Ice: Non-Prime (Sept 1 – June 30)	Commercial/ Non-Residential Event	\$232.25	\$244.15	\$256.35
	Non-Prime (Base)	\$116.25	\$122.05	\$128.15
	Adult Sporting Event	\$151.15	\$158.70	\$166.60
Pre/Post Season Ice (Apr 1 - Sept 30)	Commercial/ Non-Residential Event	\$175.40	\$183.10	\$192.25
	Adult (Base)	\$201.50	\$211.60	\$222.15
	Youth	\$120.90	\$126.95	\$133.30
	Adult Sporting Event	\$261.95	\$275.05	\$288.80
	Youth Sporting Event	\$180.05	\$190.45	\$199.95
Arenas (Dry Space)	Commercial/ Non-Residential Event	\$302.25	\$317.40	\$333.25
	Adult (Base)	\$80.30	\$82.70	\$85.20
	Youth	\$48.20	\$49.65	\$51.10
	Adult Sporting Event	\$104.30	\$107.55	\$110.75
	Youth Sporting Event	\$70.65	\$74.15	\$76.65
	Commercial/ Non-Residential Event	\$120.45	\$124.05	\$127.80

Provincial and National Context

Provincial and national planning frameworks pertaining to recreation, sport, and active living are presented as follows.

Active Alberta 2011 – 2021

The Province of Alberta's Active Alberta Policy (2011 – 2021) is the overarching Policy document that is intended to guide the delivery of recreational, active living and sport opportunities in the province. The Policy identifies that:

“Recreation, active living and sport are vitally important to Albertans. The activities they choose for enjoyment, where they live and take vacations, what they teach their children, and who they select as their heroes all demonstrate how important the sector is to the lives of Albertans.”

Core to the Policy document is the identification of six core outcomes which reflect the intended objectives of the Policy:

Active Albertans: *More Albertans are more active, more often.*

Active Communities: *Alberta communities are more active, creative, safe and inclusive.*

Active Outdoors: *Albertans are connected to nature and able to explore the outdoors.*

Active Engagement: *Albertans are engaged in activity and in their communities.*

Active Coordinated System: *All partners involved in providing recreation, active living and sport opportunities to Albertans work together in a coordinated system.*

Active Pursuit of Excellence: *Albertans have opportunities to achieve athletic excellence.*



A Framework for Recreation in Canada 2015: Pathways to Wellbeing

The recently (2015) finalized Framework for Recreation in Canada provides a new vision and suggests clear goals, underlying values and principles for the provision and delivery of recreation in Canada. The Framework states that local government is the primary supplier of direct recreation services. While it is understood that recreation is a broad term and that local interests, priorities and needs differ from region to region and in each individual community; aligning the recreation sector can help build a stronger case for investment in recreation. The Framework outlines both a renewed definition and Vision for recreation in Canada:

Recreation is the experience that results from freely chosen participation in physical, social, intellectual, creative, and spiritual pursuits that enhance individual and community wellbeing.

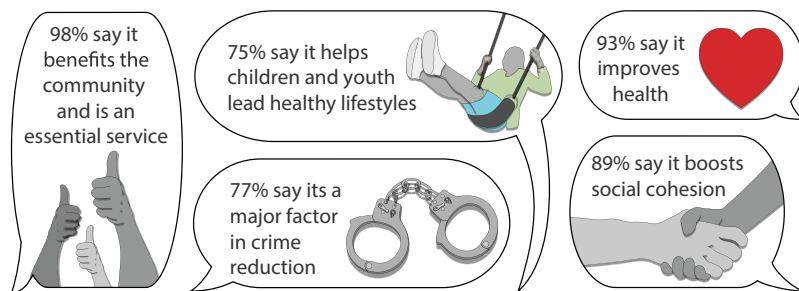
Vision: We envision a Canada in which everyone is engaged in meaningful, accessible recreation experiences that foster:

- Individual wellbeing
- Community wellbeing
- The wellbeing of our natural and built environments

The Framework was developed based on ongoing engagement with decision makers, academics, service providers, and citizens across the Country. Research was also important to the development of the Framework in order to help further justify and portray the benefits of recreation.

The Framework for Recreation in Canada was formally adopted by the Alberta Parks and Recreation Association in April 2015. The following graphic illustrates the Vision, Values, Principles, Goals and Priorities of the Framework.

What Canadians Say About Parks and Recreation⁵



Part II

A Framework for Recreation in Canada 2015

Vision

Everyone engaged in meaningful, accessible recreation experiences, that foster:

Individual Wellbeing | Wellbeing of Natural & Built Environments | Community Wellbeing

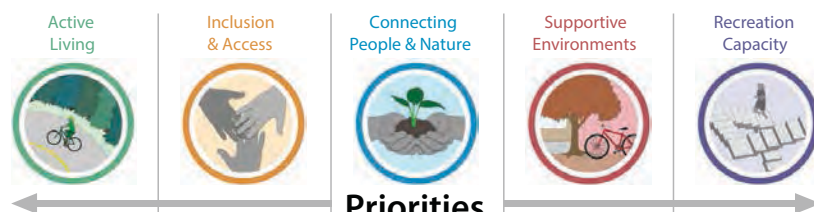
Values

Public Good | Inclusion & Equity | Sustainability

Principles of Operation

Lifelong Participation | Outcome-Driven | Quality & Relevance | Evidence-Based | Partnerships | Innovation

Goals



Priorities

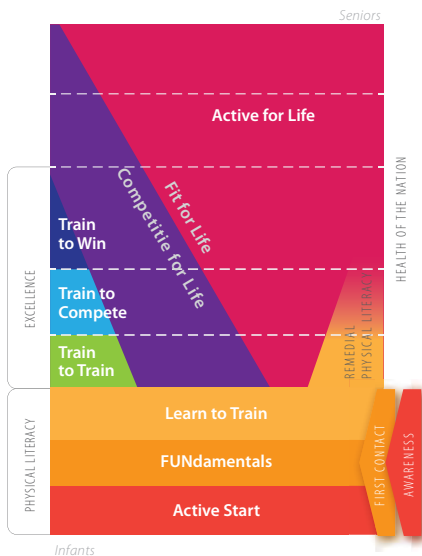
<ul style="list-style-type: none"> - Participation throughout the lifecourse - Physical literacy - Play - Reduce sedentary behaviours 	<p>Equitable participation for all, regardless of socioeconomic status, age, culture, race, Aboriginal status, gender, ability, sexual orientation or geographic location</p>	<ul style="list-style-type: none"> - Natural spaces and places - Comprehensive system of parks - Public awareness and education - Minimize negative impacts 	<ul style="list-style-type: none"> - Provide essential spaces and places - Use existing structures and spaces for multiple purposes - Renew infrastructure - Active transportation - Partnerships in social environment - Recreation education - Assessment tools - Align community initiatives 	<ul style="list-style-type: none"> - Collaborative system - Career development - Advanced education - Capacity development - Community leadership - Volunteers - Knowledge development
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Canadian Sport Policy (2012)

Identifies five broad objectives for sport participation in Canada:

- Introduction to sport: Canadians have the fundamental skills, knowledge, and attitudes to participate in organized and unorganized sport.
- Recreational sport: Canadians have the opportunity to participate in sport for fun, health, social interaction and relaxation.
- Competitive sport: Canadians have the opportunity to systematically improve and measure their performance against others in competition in a safe and ethical manner.
- High performance sport: Canadians are systematically achieving world-class results at the highest levels of international competition through fair and ethical means.
- Sport for development: Sport is used as a tool for social and economic development, and the promotion of positive values at home and abroad.

The Policy recognizes that each government will determine which of the goals and objectives in the plan to pursue, taking into account their relevance to jurisdictional mandate and priorities.



Canadian Sport for Life: Long-Term Athlete Development

Children, youth and adults need to do the right things at the right time to develop in their sport or activity—whether they want to be hockey players, dancers, figure skaters, or gymnasts. Long-Term Athlete Development (LTAD) describes the things athletes need to be doing at specific ages and stages.

There are seven stages within the basic LTAD model:

- Stage 1: Active Start (0 – 6 years)*
- Stage 2: FUNdamentals (girls 6 – 8, boys 6 – 9)*
- Stage 3: Learn to Train (girls 8 – 11, boys 9 – 12)*
- Stage 4: Train to Train (girls 11 – 15, boys 12 – 16)*
- Stage 5: Train to Compete (girls 15 – 21, boys 16 – 23)*
- Stage 6: Train to Win (girls 18+, boys 19+)*
- Stage 7: Active for Life (any age participant)*

Where municipalities can help:

- Physical Literacy Program Development
- Municipal Planning and Sport Strategy Development
- Sport Councils
- Facility Planning
- Access and Allocation



3

Trends and Leading Practices Analysis

Key Findings

Participation

- *Some available data sources suggests that organized, competitive sport participation is declining however these findings are highly dependent on specific sports and regions*
- *Hockey remains Alberta's second most participated in group activity*
- *Figure skating continues to remain popular; high participation in introductory programs (e.g. CanSkate)*
- *Spontaneous recreation opportunities are becoming more prevalent due to lower costs and flexible time commitments*

Infrastructure

- *Multiple ice sheet venues are being developed to capture economies of scale in operations and enable sport tourism*
- *More and more ice facilities are being built with leisure ice surfaces to enable community drop in use*
- *Ice facility users are expecting basic facility amenities that are included in newer, more modern facilities*
- *LEED designations (environmentally friendly operations and technological advances)*
- *Outdoor rink ice and amenity quality are important drivers that impact utilization*

Leading Practices from Municipalities

- *Demonstrating social good and aligning with desired outcomes*
- *Revisiting the classification of "Prime" and "Non-Prime" ice*
- *Identifying new "Dry-Floor" opportunities*
- *Aligning maintenance of outdoor rinks with utilization data*

The following section identifies trends and leading practices that are impacting the provision of ice facilities.

Participation Trends

A number of sources can be used to assess trends and participation levels for sports that take place in indoor ice arena facilities. The Alberta Recreation Survey, fielded every four to five years by Alberta Culture and Tourism, broadly measures participation rates for a variety of activities. The following chart identifies findings from the past three Alberta Recreation Surveys. The percentages reflect the proportion of Alberta households that had participated in each activity at least once in the previous year. While findings from the Alberta Recreation Survey reflect a gradual decrease in hockey participation, it is important to note that hockey remains the second most popular “group activity” among Albertans. Although the Alberta Recreation Survey reflects a gradual decline in all organized sport participation, it is important to note that Hockey Alberta registration data shows that hockey participation in the province has remained stable.

The following chart provides participation percentages for organized sports in Alberta.¹ A majority of the group activities, including hockey, have experienced slight participation decline since 2014. Hockey participation declined from 2004 to 2013 by 4.1% but has remained the second highest group activity behind bowling/lawn bowling (14.7%). In comparison to other group activities, hockey remains ahead of soccer (12.4%), curling (10.1%), and basketball (8.7%).

Ice Activity	2004	2008	2013
Ice Hockey	16.90%	14.20%	12.80%
Figure Skating	N/A	3.30%	3.80%
Ringette	1.00%	1.10%	1.10%
Lacrosse	N/A	N/A	0.40%
Floor Hockey	N/A	N/A	0.20%

“N/A” Data was not collected for these activities in the given year.

Skating continues to be popular among Albertans, especially at the recreational level and participation focused levels (e.g. Can Skate). As of 2014, Skate Canada: Alberta—NWT/Nunavut was the third largest Sectioning the country with 24,067 member participants, 1,216 clubs and skating schools and 5,202 coaches.²

Research continues to support that a number of factors influence sport participation for children, youth and adults. A research study, “Sport Participation 2010,” published by Canadian Heritage identified a number of these factors:

- Age is a significant factor in sport participation (participation declines significantly with age).
- Education and income relate directly to participation levels (households with high incomes and education levels tend to have higher participation rates).
- The sport participation gap between Canadian-born and immigrants still exists but is narrowing.
- Among adult age groups, students are most active in sport followed by full-time workers.

Opportunities to Expand Utilization

Municipalities and facility operators are continuing to look for new ways to increase overall usage and revenues. Identified as follows are a number of trends and best practices observed broadly in the provision of public indoor ice arena facilities. A number of the trends identified in this section are currently in place in Red Deer or are in the process of being implemented by local user groups.

Spontaneous/Unstructured Use

While many ice facilities are viewed as being primarily used by structured sports programs, it is important that opportunities for spontaneous use exist. Broad trends in recreation support that there is an increased demand for spontaneous and unstructured opportunities and that these needs should be balanced in facility scheduling and allocations. In some communities, public skating and drop-in shinny times are often afterthoughts and scheduled into less desirable time slots. Scheduling and allocating suitable ice time for public skating and drop-in use can help ensure that publically funded facilities are available for all residents to enjoy. These types of spontaneous opportunities can also benefit ice sport programs by providing supportive environment for individuals of all ages to learn or improve skating skills; leading to possible participation (or higher levels of participation) in organized sport and recreation programs.

1 Alberta Recreation Survey

2 Skate Canada, 2014 Annual Report.

Ice Facilities and Social Inclusion

In northern climates, indoor and outdoor ice facilities are key community “hubs” that foster both physical activity and social interaction. While recreational and sport interests are diversifying, activities that take place at arenas are still important to building healthy, connected, and strong communities. Increasingly, many urban communities are placing a focus on connecting with new Canadian populations through recreation and sport. Providing programs that can introduce new Canadians to skating and ice sports can help connect individuals to their community, foster integration, and develop an increased sense of belonging.

Many municipalities are achieving these outcomes by partnering with schools and sport clubs and through the development of communications and marketing campaigns that seek to promote programs. Equipment cost and comfort level (e.g. perceived risk of injury, knowledge of the rules) are often barriers that inhibit participation in both spontaneous and structured ice sports. Working with organizations that provide services to newcomers and identifying ways to mitigate barriers can help encourage participation in ice sports and activities at both indoor and outdoor facilities.

Sport Schools and Academies

Sport schools, or academies, continue to be a growing trend across a number of sports. Whereby previously these programs were identified primarily with private education providers, public school boards are increasingly developing sport school/academy programs in order to meet demand and retain students. As many of these sport schools/academies schedule a half day of academic classes and a half day of sport training, opportunities are often presented for arena facilities to fill daytime (nonprime) ice and increase the overall usage of dry-land training areas such as fitness centres and gymnasiums.

Adult Hockey

Many facilities are aggressively seeking to increase adult hockey participation and rentals at their facilities. Given that the adult user groups often have an increased capacity to pay for rental ice and programs, often during late evening hours, many facilities are trying to capitalize on this market segment in order to increase revenues and usage.

Traditionally, adult hockey leagues and programs have been organized and operated at a local level by volunteers, local recreation staff or the participating teams. However, a recent and growing trend observed across adult hockey is for leagues to be coordinated at a regional, provincial or national level. This approach offers a number of benefits which include fewer burdens on volunteers or players and the opportunity for teams to take part in regional or national tournaments. The Adult Safe Hockey League, primarily offered at CANLAN owned and operated facilities, is one such example of a national adult hockey league. Participants and teams are provided with opportunities to take part in tournaments across North America, which may ultimately increase local participation and interest.

Another strategy employed to increase adult hockey participation involves providing complementary social opportunities to participants. These could include end of year team parties, social events in conjunction with other adult sports or by partnering with on-site or off-site food and beverage providers. The Sport and Social Club franchises operate in numerous major cities across Canada, and combines coed sport leagues with numerous social opportunities such as trips, tournaments and pub nights. The majority of leagues offered by the Edmonton Sport and Social Club and Calgary Sport and Social Club, for example, use municipally operated facilities. While this organization does not offer ice hockey, their model may present a template that can be applied to adult hockey.

Youth Recreational Hockey

With the growing cost and structure of traditional minor hockey programs, many youth and their parents are looking for more recreational and low cost opportunities to participate in hockey. As such, many communities have seen an increase in youth recreational hockey programs (often referred to as “Pond Hockey”) that focus on fun, safety and ensuring that costs remain minimal. While these groups may not have the capacity to pay above youth or community (subsidized) rates, engaging and encouraging these groups to grow may provide opportunities to generate revenues from ice times that are currently being underutilized.

Revisiting the Classification of “Prime” and Non-Prime” Ice

Traditionally, ice arena schedules at most facilities have been dictated by historical context with preferences given to certain user groups. However the need to ensure maximum efficiency in public facilities and with public dollars is resulting in facility schedulers to explore alternative scheduling formats and structures. One such strategy is to redefine “prime” ice. Doing so can help fill previously underutilized ice slots while also creating more desirable ice inventory. This strategy can be executed by using a number of methods:

- Expanding the definition of prime time hours (e.g. evening “prime” ice expands from 5 p.m. – 9 p.m. to 4 p.m. – 11 p.m.).
- Requiring groups that hold significant “prime” ice inventory to additionally take selected non-prime ice slots. This can help improve cost recovery and utilization as well as increasing prime ice capacity as some of these major ice user groups will simply shift a portion of their utilization into non-prime hours.
- Implementing different usage rates within the “prime” and “non-prime” categories (e.g. “super prime” rates for high demand ice slots such as weekend afternoons and early evenings).

Identifying New “Dry-Floor” Opportunities to Expand Non-Ice Season Utilization

The significant cost associated with developing and operating ice arena facilities has resulted in many arena operators attempting to increase dry-floor utilization during the summer months in order to ensure that use of available facilities can be fully maximized. Fueling this practice and trend is also the emergence of new activity preferences and space needs in some communities. In some instances, municipal providers have taken a proactive and aggressive role in supporting groups and activities (e.g. roller derby, lacrosse, ball hockey) in order to help encourage their growth and ability to consume available arena time. Some municipalities have also investigated and installed amenities/components that can allow the facility to be used more frequently for new activities during the non-ice season months. Examples include netting for baseball/golf, portable nets for pickle ball/tennis/badminton, skateboard structures, and temporary flooring and surface installations (artificial turf, rubberized flooring, etc.) that can help better accommodate activities such as football, soccer, lacrosse, and court sports.



Trends in Ice Arena Infrastructure

Given the significant capital investment required to enhance existing, and to develop new, ice arena facilities private and public sector providers are increasingly concerned with best practices and trends in ice arena infrastructure. Identified as follows are a number of trends observed in indoor ice arena infrastructure:

- Developing multiple ice sheets in a single location (as opposed to the traditional approach of developing “stand alone” facilities).
- Developing in conjunction with other recreation and culture facilities (in order to create community “hub” facilities and capitalize on efficiencies).
- Including convenience and social amenities (e.g. attractive lobby areas, Wi-Fi).
- Shared office/administrative spaces that are available to user groups and for events.
- Lease spaces (e.g. food and beverage, medical services, retail).
- Development of adjacent leisure ice space or “mini arenas” to accommodate public skating and recreational programs.

“Leisure ice” spaces are typically non-boarded surfaces that are designed to provide fun and safe ice skating opportunities.

Tradition has often driven how outdoor rinks are provided in many urban communities. Focus on a “neighborhood market,” partnerships with community associations, and winter use have most often been the key aspects of outdoor rink provision. However some municipalities and outdoor rink providers have started to adjust practices based on a couple of factors which include evolving utilization trends and the need to meet broadening demands for parks and open spaces. Identified in the chart below are a handful of trends and creative practices observed in the provision of outdoor rinks.



Trend	Contributing Factor(s)
Multi-sheet “hub” sites.	<ul style="list-style-type: none"> • Efficiency of having multiple sheets at a single site. • Increased event hosting, rental and program opportunities. • Data in some communities reflects that users are driving to their site of choice; need to provide increased amenities (parking, change facilities, etc.) over what might be available at neighbourhood sites.
Exploration of refrigerated and covered rinks.	<ul style="list-style-type: none"> • Weather and climate limitations. • Demand for higher quality sites in some communities. • Ability to accommodate ice sport groups. • Increased programming and spontaneous use capacity.
Enhanced communication of ice conditions and maintenance expectations.	<ul style="list-style-type: none"> • Overall resident demand for information. • Complaint mitigation. • Ability to tactfully drive utilization.
Secondary ice surfaces (outdoor “leisure ice”).	<ul style="list-style-type: none"> • Safety. • Reduces user conflict.
On-site comfort amenities (e.g. skate shacks, water).	<ul style="list-style-type: none"> • Increasing user expectations. • Community partnership opportunities.

Demonstrating Social Good and Aligning with Desired Outcomes

The provision of ice arena facilities continues to be a significant financial investment for most municipalities. In addition to the capital costs associated with development, the majority of ice time utilized by groups is done so at a subsidized rate. Increasingly, many municipalities have to more clearly communicate and demonstrate why a significant ongoing investment in ice arena facilities is justified. The increasing diversity of sport and recreation in Canada, and demands for new types of infrastructure, is fueling this situation.

Based on these changing dynamics and community perspectives, many municipalities are working towards ensuring that the provision of ice arena facilities aligns desired outcomes and ultimately benefits the broader community. The social and community good that results from providing ice arenas aligns with many of these goals. A number of municipalities have placed a priority on ensuring that user groups are aware of goals and outcomes identified in Master Plans and other strategic planning, and in some cases have required that groups demonstrate alignment with these goals in order to continue receiving financial support (e.g. subsidized ice).

The Canadian Sport for Life Long Term Athlete Development model (LTAD) is also increasingly being considered by many municipalities in the provision of recreation and sport facilities. The LTAD recommends principles and best practices for allocation of facilities to sports groups:

- Allocation practices are based on “standards of play” principles in terms of the time and space required by each group.
- Allocation policies are transparent and reviewed with the groups.
- Allocation is not done by tradition, but rather on actual requirements of all groups, including the needs of emerging sports.
- Seasonal allocation meetings are held with common users groups to review their requests and try to achieve consensus on sharing available spaces and times.
- As seasons progress, groups are encouraged to be flexible in the reallocation of spaces with other groups when no longer needed, either temporarily or for longer periods.
- User fees and subsidies need to reflect community taxpayer support, and the rationale should be shared with sport organizations.



Sport organizations, such as Hockey Canada, have aligned their program's plans to LTAD guidelines. Programs, coaching, and ideal number of games and practices for each age level are some of the elements influenced by LTAD. Specialization before the age of ten is discouraged while participating in a variety of sports and activities is encouraged to develop basic physical literacy skills. The following chart displays the ideal season layout for hockey participation as per the Hockey Canada Long Term Development Plan (2013).

LTAD Level	Hockey evel (Age)	# of Practices	Start Date for Practices	Development Season	Start Date for Games	Development and Regular Season	Playoff Season	Tournaments	# of Games (Total)
FUNDamental	Initiation (5-6)	35 – 40	Sept. 15	12 Weeks 20 Practices (limited and modified games)	Dec. 15	10 Weeks 20 Practices 10 Games	N/A	2 Tournaments 8 Games	15 – 20
FUNDamental	Novice (7-8)	40 – 45	Sept. 15	10 Weeks 20 Practices 2 Ex Games	Dec. 1	14 Weeks 28 Practices 16 Games	N/A	3 Tournaments 12 Games	30 – 35
Learning to Play	Atom (Male 9 – 10; Female 8 – 9)	40 – 45	Sept. 15	6 Weeks 12 Practices 2 Ex Games	Nov. 1	16 Weeks 32 Practices 20 Games	Mar. 15 2 Weeks 6 Practices	4 Tournaments 16 Games	40 – 45
Learn to Train	Peewee (Male 11 – 12; Female 10 – 11)	50 – 55	Sept. 15	4 Weeks 12 Practices 4 Ex Games	Oct. 15	18 Weeks 36 Practices 24 Games	Mar. 15 2 Weeks 6 Practices	4 Tournaments 16 Games	45 – 50
Train to Train	Bantam (Male 12 – 16; Female 11 – 15)	55 – 60	Sept. 15	4 Weeks 12 Practices 2 Ex Games	Oct. 15	20 Weeks 40 Practices 28 Games	Mar. 15 2 Weeks 6 Practices	3 Tournaments 12 Games	50 – 55
Train to Compete	Midget (Male 16 – 17; Female 16 – 18)	55 – 60	Sept. 15	4 Weeks 12 Practices 4 Ex Games	Oct. 15	20 Weeks 40 Practices 32 Games	Mar. 15 2 Weeks 6 Practices	3 Tournaments 12 Games	55 – 60

Looking Forward

Youth Hockey

- Minor hockey participation has remained relatively stable, with some data indicating a gradual decrease.
- Governing bodies (e.g. Hockey Alberta, Hockey Canada) have taken measures to address issues such as cost of participation and the demand for recreational options (e.g. Pond Hockey programs).
- If modest growth occurs, it will likely be at recreational levels in programs such as pond hockey, leisure shinny, or “fun team” hockey.

Skating

- Indicators suggest that skating as a sport will continue to be popular.
- Demand for learn to skate programs (e.g. CanSkate) are likely to steadily increase.
- Speed skating popularity and demand remains highly regional (often tied to the success of a program) and should be continuously monitored.

Female Youth Participation

- The popularity of ringette and female hockey is influenced by the local context (popularity in specific communities) and is dependent on the capacity of organizations and volunteers.
- Ongoing tracking of these organizations by municipalities will be important to help assess ice needs.

Adult Hockey

- Current trends suggest that adult hockey users will continue to demand increasing social amenities and opportunities associated with their participation.

Dry-Floor

- While minimal historical data exists to track the growth of dry-floor activities, many communities are experiencing the growth in popularity of indoor box lacrosse, recreational ball hockey and roller derby.

Adjusting to Needs

- Municipalities are continually looking to find creative ways to increase capacity at existing facilities before exploring new development.
- This sometimes occurs at the expense of user convenience/preference (e.g. requiring users to utilize non-prime ice for practices).
- New ice arena development will continue to place a priority on developing multi-sheet facilities in conjunction with other recreational components and amenities.
- Municipalities will increasingly be required in the future to justify the provision and subsidization of ice arena facilities by communicating the social benefits and alignment with overarching strategic planning.



4

Population and Demographics Analysis

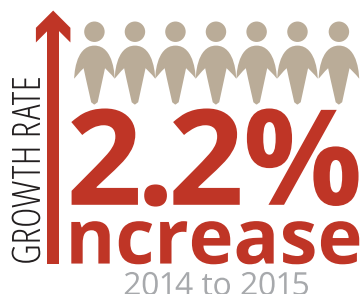
Key Findings

- Red Deer's 2015 population is 100,807
- The population is expected to range between 149,911 and 186,891 by 2041
- The ten most populated neighbourhoods have an indoor ice facility within at least 3 kilometres

The following data is from the 2015 Municipal Census Report unless noted otherwise.

Population

Red Deer recorded a 2015 population of 100,807 which is a 2.2% increase from the previous year. The population in 2005 was 79,082 signifying a 27.5% increase over the past 10 years. As seen in the adjacent chart, Red Deer's population has grown steadily over the past 10 years.



Year	Population	% Increase
2015	100,807	2.2
2014	98,585	1.5
2013	97,109	5.7
2011	91,877	2.0
2010	90,084	0.2
2009	89,891	2.4
2008	87,816	2.5
2007	85,705	3.3
2006	82,971	4.9
2005	79,082	4.2

Population Projections

Based on low and high growth scenarios derived from Red Deer's Statistics and Economic Profile¹, the overall population of Red Deer is expected to reach between 149,911 and 186,891 by 2041.

Growth Rate	2016	2021	2026	2031	2036	2041
Low (1.6%)	100,807	109,134	118,148	127,908	138,473	149,911
Medium (2.2%)	100,807	112,395	125,314	139,719	155,779	173,685
High (2.5%)	100,807	114,054	129,041	145,999	165,184	186,891

Indoor Ice Sheet Provision Projections

Currently The City of Red Deer provides six indoor ice sheets², resulting in one ice sheet for every 16,801 residents. If Red Deer's population continues to grow at 2.2% (medium growth scenario) and The City continues to provide the same amount of ice sheets (six), then the provision ratio in 25 years (2041) will be one ice sheet for every 28,948 residents. If The City were to provide eight ice sheets in 2041, then the provision ratio will be one ice sheet for every 21,711 residents (assuming the medium growth scenario).

Year	2016	2021	2026	2031	2036	2041
Projected Population (2.2% Growth)	100,807	112,395	125,314	139,719	155,779	173,685
Provision Ratio (6 ice sheets)	16,801	18,733	20,886	23,287	25,963	28,948
Provision Ratio (7 ice sheets)	14,401	16,056	17,902	19,960	22,254	24,812
Provision Ratio (8 ice sheets)	12,601	14,049	15,664	17,465	19,472	21,711

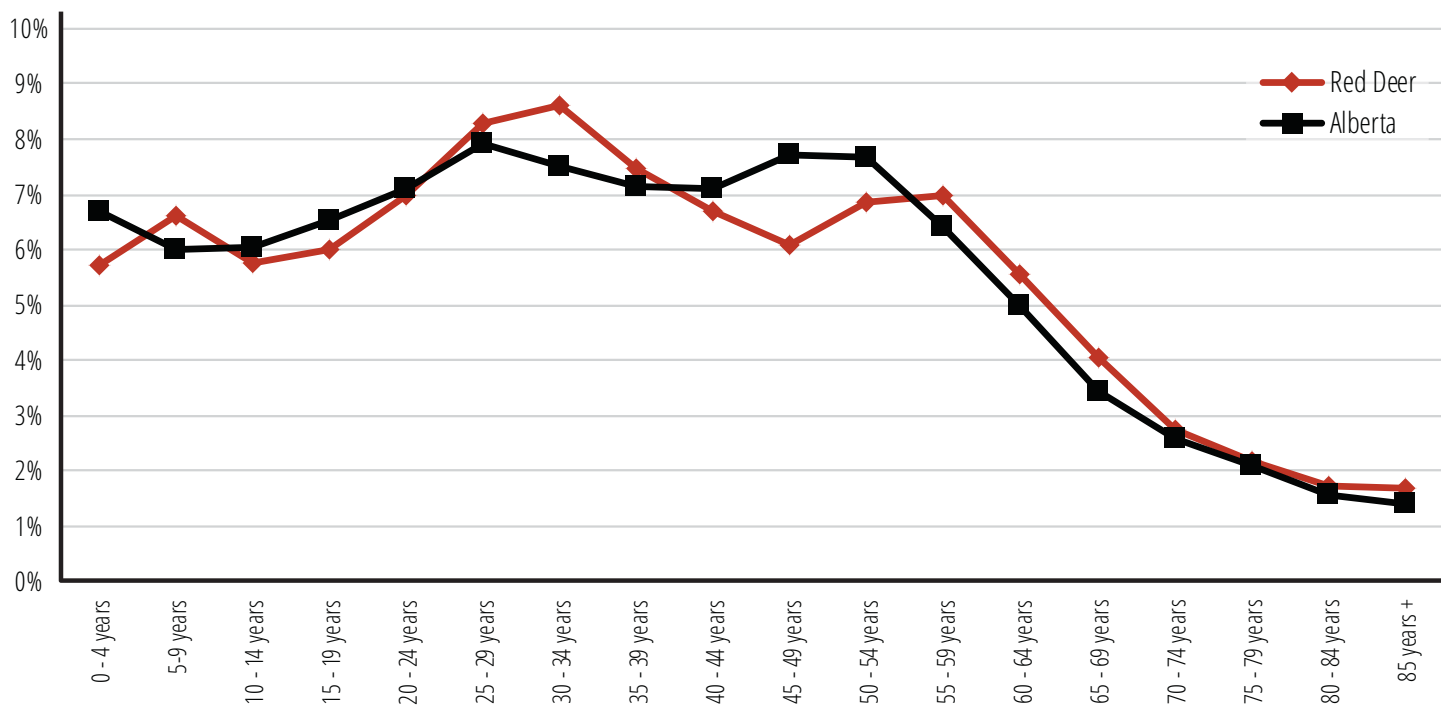
1 <http://www.reddeer.ca/business/economic-profile/statistics-and-economic-profile>

2 The City owns and operates six indoor ice sheets; additional sheets exist at Westerner Park and Red Deer College (under development).

Age Distribution

Red Deer's highest proportioned age group is the 30 – 34 year category at 8.6% while the same age group for the province registered at 7.5% in 2011; this age group is a potential demographic for adult ice programs. As seen in the graph below, Red Deer's age distribution is relatively similar to Alberta's.

Age Distribution
Red Deer vs. Alberta



Population Distribution

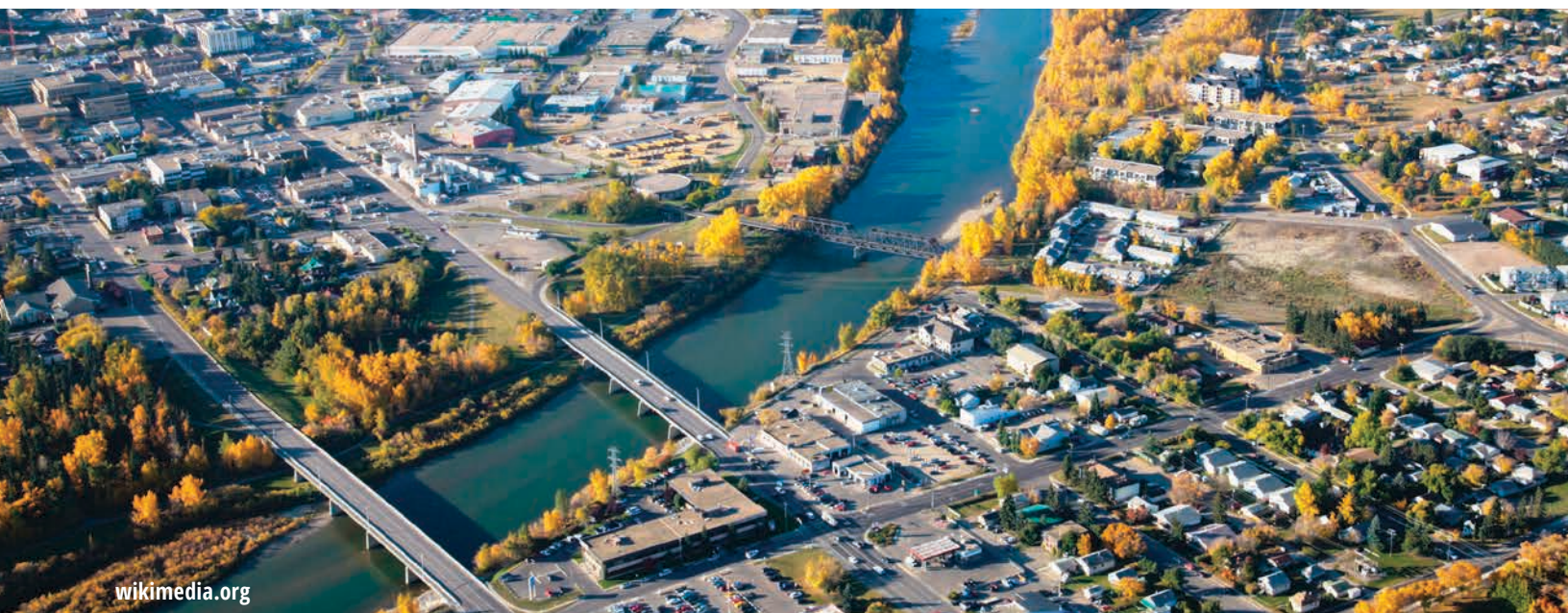
68% of Red Deer's population resides south of the river. The provision ratio for indoor ice sheets north of Red Deer River is one ice sheet for every 32,166 residents compared to one ice sheet for every 13,728 residents south of the river.

Location	Population (2015)	Indoor Provision (Residents per Ice Sheet)	Outdoor Provision (Residents per Ice Sheet)
North of the Red Deer River	32,166	32,166	2,681
South of the Red Deer River	68,641	13,728	2,367
Combined	100,807	16,801	2,459

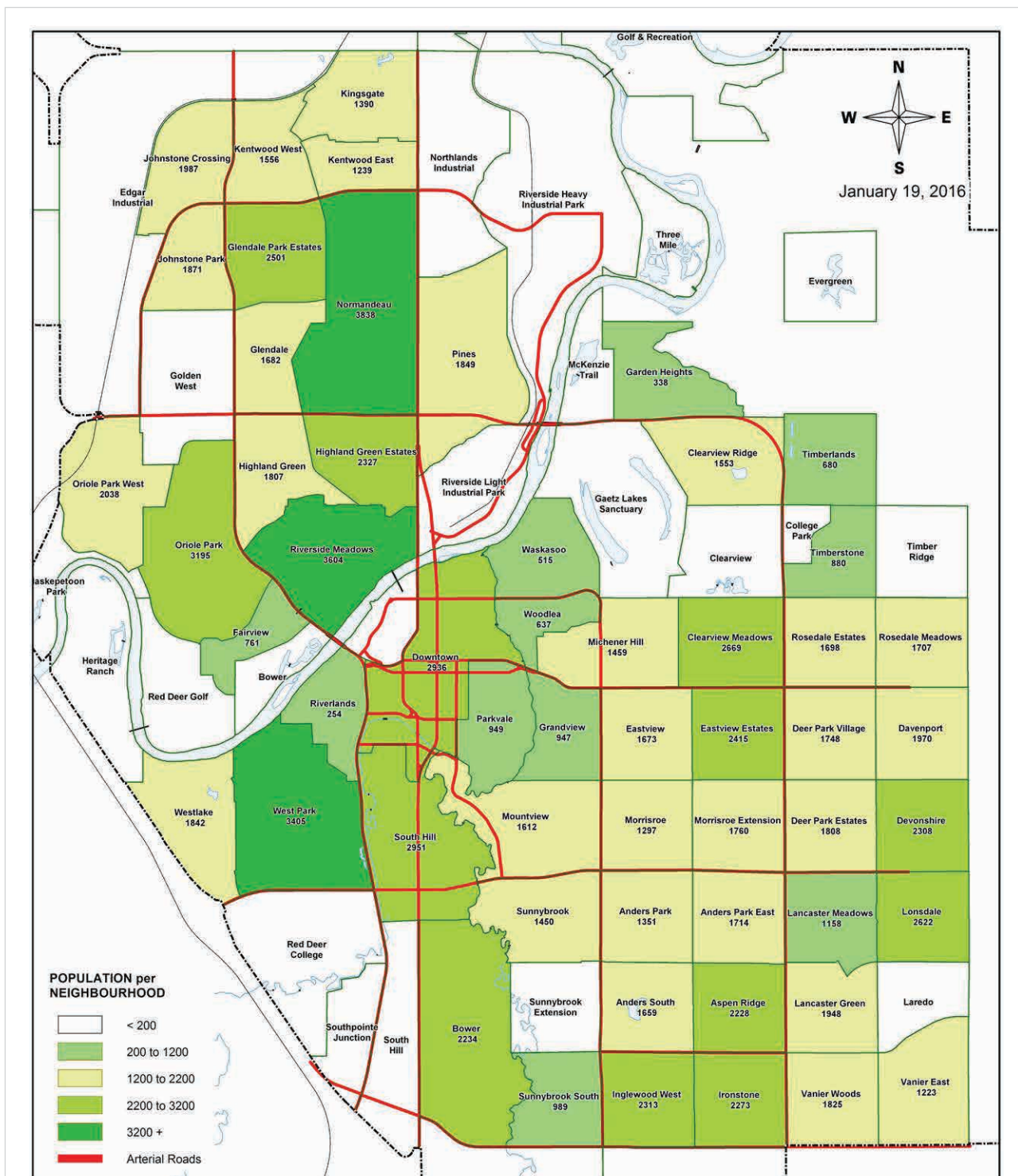
Top Ten Most Populated Neighbourhoods

Lancaster/Lonsdale is the most populated neighbourhood with 6,150 residents; the closest indoor ice facility is the Collicutt Centre which is located within Lancaster. All of the ten most populated neighbourhoods are within 3 kilometres of an indoor ice facility. Nine of the ten most populated neighbourhoods have outdoor rink sites. There is no outdoor rink site within the Glendale neighbourhood, however the sites at Aspen Heights School and Normandeau School are located adjacent to Glendale's boundaries.

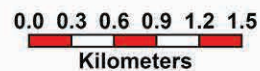
Neighbourhood	Population (2015)	Outdoor Rink Site	Distance to Nearest Indoor Ice Facility
Lancaster/Lonsdale	6,150	✓ ✓	0 km (Collicutt)
West Park	5,489	✓	2 km (Kinex/Red Deer Arena)
Oriole Park	5,300	✓	1 km (G.H. Dawe)
Inglewood	4,586	✓	3 km (Collicutt)
Glendale	4,430		1 km (G.H. Dawe)
Kentwood	4,299	✓	3 km (G.H. Dawe)
Deer Park/Devonshire	4,116	✓ ✓	1 km (Collicutt)
Highland Green	4,065	✓	0 km (G.H. Dawe)
Anders South/Aspen Ridge	3,887	✓ ✓	1 km (Collicutt)
Johnstone Park	3,886	✓	2 km (G.H. Dawe)



Population by Neighbourhood

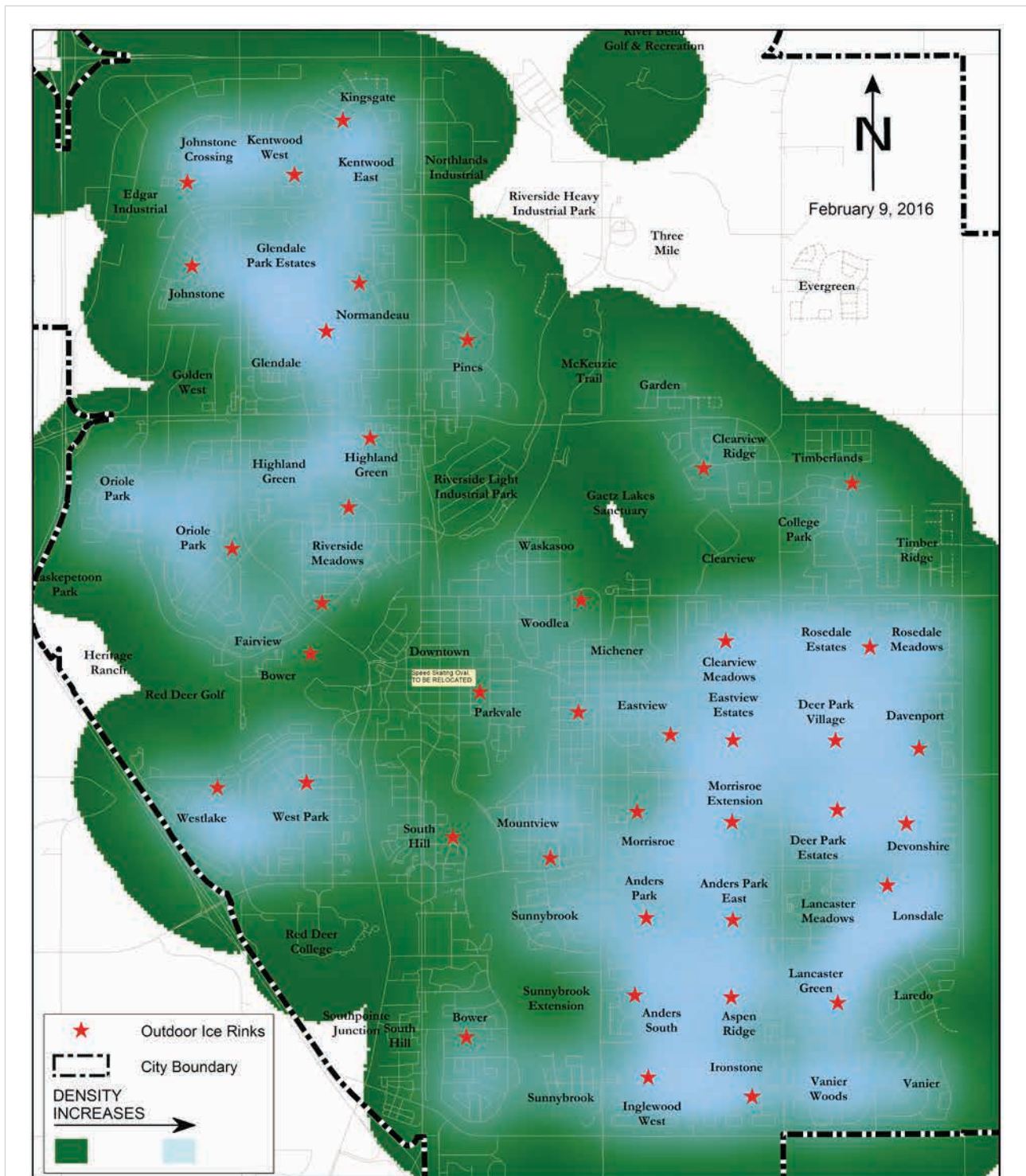


POPULATION BY NEIGHBOURHOOD 2015 Municipal Census



The City of Red Deer does not guarantee the accuracy of the information. Data to be used as information only.

Population Hot Spots throughout the City of Red Deer



**Population Hot Spots
throughout the City of Red Deer**



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5

Inventory and Mapping

Key Findings

Indoor Ice Facilities

- *There are six ice sheets at five indoor arena facilities (owned and operated by The City)*
- *Five of the six indoor ice sheets are concentrated south of the river*
- *Indoor ice is available (or will be) at Westerner Park and Red Deer College (under development)*
- *23 indoor ice sheets are available within a 50km radius of Red Deer*

Outdoor Ice Facilities

- *The City owns and maintains 36 boarded rinks*
- *The City owns and maintains 35 snowbank surfaces*
- *Outdoor oval and three pond skating areas*
- *Outdoor ice sites are well balanced throughout the city and are available for use during the winter months*

Local Inventory

Indoor Ice Inventory

Facility	Number of Sheets	Year Built
Red Deer Arena	1	1952
Kinex Arena	1	1967
Kinsmen Community Arenas	2	1975, 1988
G.H. Dawe Community Centre	1	1983
Collicutt Centre	1	2000

Note: Indoor ice sheets also exist at the ENMAX Centrium (Westerner Park) and Red Deer College (under development); these facilities are not owned or operated by The City of Red Deer.

THE CITY OF RED DEER PROVIDES:

6 Indoor Ice Sheets

75 Outdoor Ice Surfaces

Outdoor Ice Inventory

In total there are 36 boarded rinks, 35 snowbank rinks, three pond areas, and one oval. For the boarded and snowbank rink sites, 12 sites are located north of the river and 29 are south. 20 sites are serviced daily while 21 receive maintenance on a weekly basis.

Site	Boarded	Snowbank	Pond	Oval	Activity Centre On-Site	Adjacent to a School	Maintenance Schedule
Anders Park (St. Elizabeth Seton School)	1	1				✓	Weekly
Anders On The Lake			1				Weekly
Annie L. Gaetz	1	1				✓	Daily
Aspen Heights School	1	1				✓	Weekly
Aspen Ridge	1	1					Weekly
Bower Ponds			1		✓		Daily
Bower Place	2				✓		Daily
Clearview Meadows	1	1			✓		Daily
Clearview Ridge (Father Henry Voisin School)	1	1				✓	Weekly
Davenport	1	1					Weekly
Dawson Park	1	1					Weekly
Devonshire	1	1					Weekly
Douglas Park (Holy Family School)	1	1			✓	✓	Daily
Eastview Estates	1	1			✓		Daily
Fairview School		1				✓	Weekly
Grandview School	1	1			✓	✓	Daily
Highland Green	1	1			✓		Daily
Inglewood	1	1					Weekly

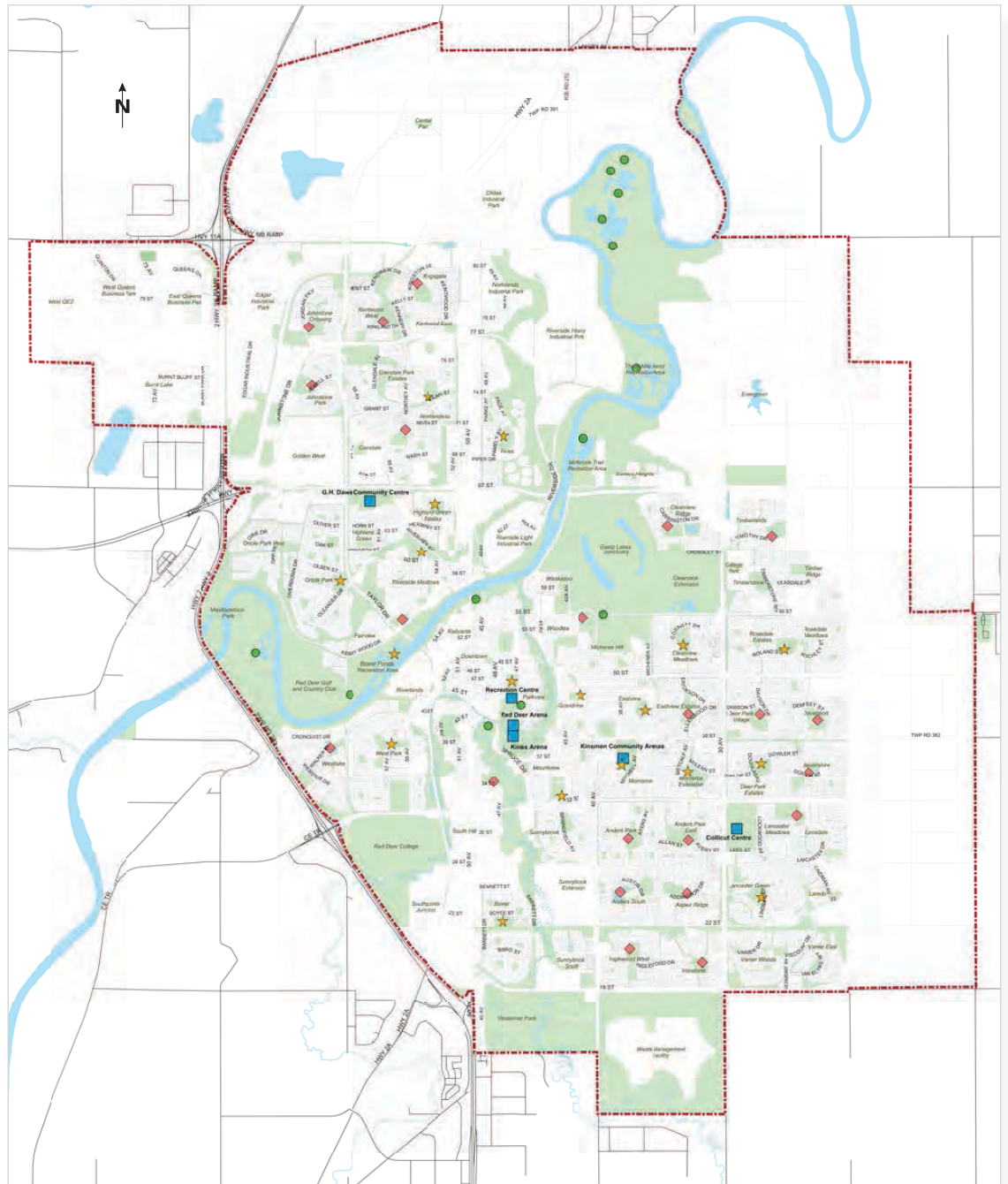
Site	Boarded	Snowbank	Pond	Oval	Activity Centre On-Site	Adjacent to a School	Maintenance Schedule
Ironstone	1	1					Weekly
Johnstone Crossing	1	1					Weekly
Johnstone Park	1	1					Weekly
Joseph Welsh School	1	1			✓	✓	Daily
Kentwood	1	1					Weekly
Kingsgate	1	1					Weekly
Lancaster (St. Francis of Assisi School)	1	1				✓	Daily
Lonsdale (Mattie McCullough School)	1	1				✓	Daily
McLean Park	1	1			✓		Daily
Mountview School	1	1			✓	✓	Daily
Normandeu School	1	1			✓	✓	Daily
Oriole Park School	1	1			✓	✓	Daily
Pines	1	1			✓	✓	Daily
Riverside Meadows	1	1			✓	✓	Daily
Rosedale	1	1			✓		Daily
South Hill (Ecole La Prairie School)	1	1				✓	Weekly
Timberlands (Barry Wilson Elementary School)	1	1				✓	Weekly
Victoria Park	1	1					Weekly
Waskasoo (Camille J. Lerouge School)	1					✓	Weekly
West Lake			1				Weekly
West Park Elementary School	1	1			✓	✓	Daily
Woodlea		1				✓	Weekly
Family Skating Oval (Golden Circle)				1	✓		Daily
Total	36	35	3	1	17	20	20 Daily 21 Weekly



Mapping

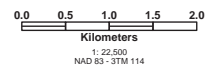
Previously existing City of Red Deer maps are presented in this section along with maps developed specifically for this Plan.

Community Facilities



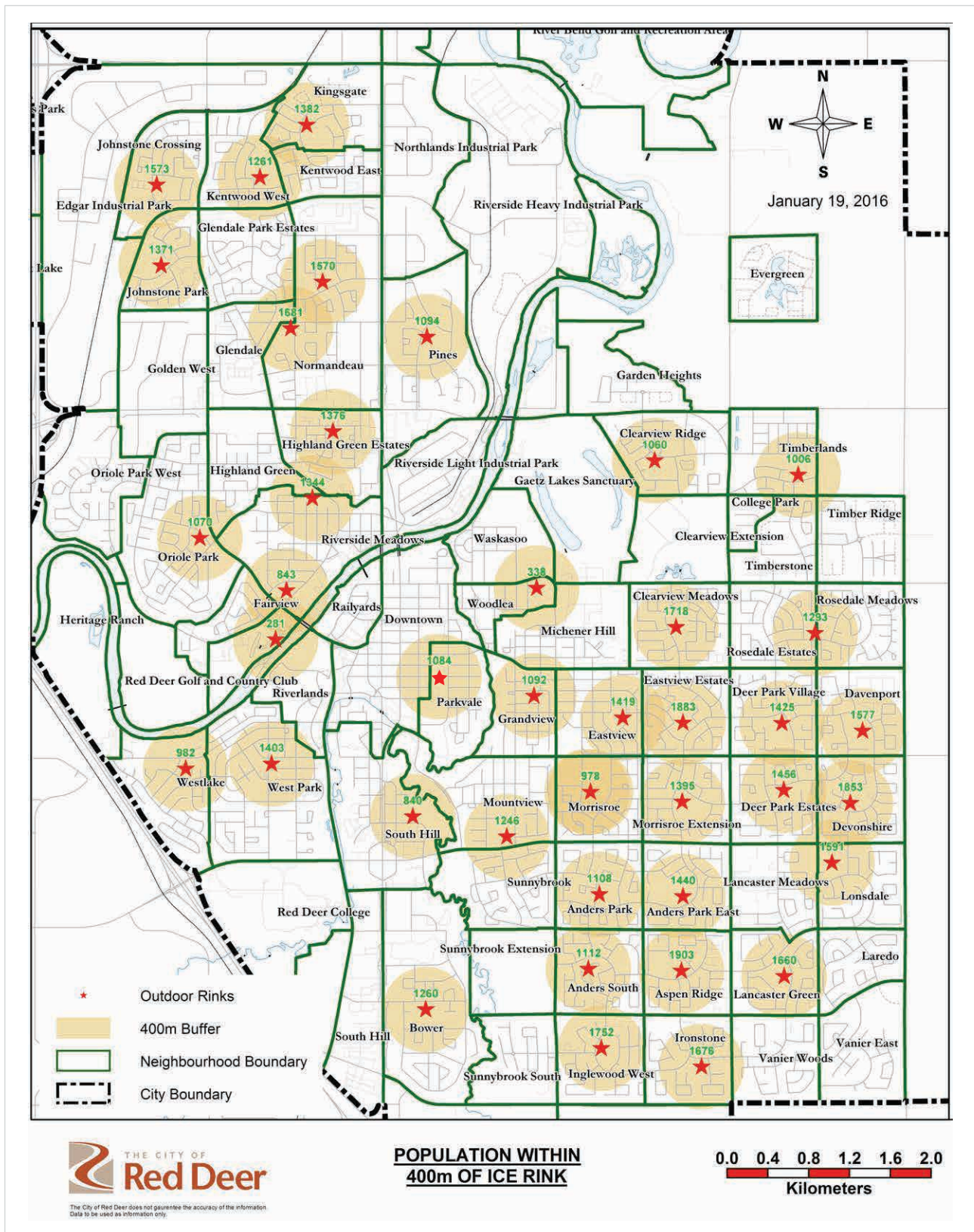
Community Facilities

- ◆ Rink Only
- Picnic Shelter Only
- ★ Rink with Activity Centre
- Recreation Facility / Arena

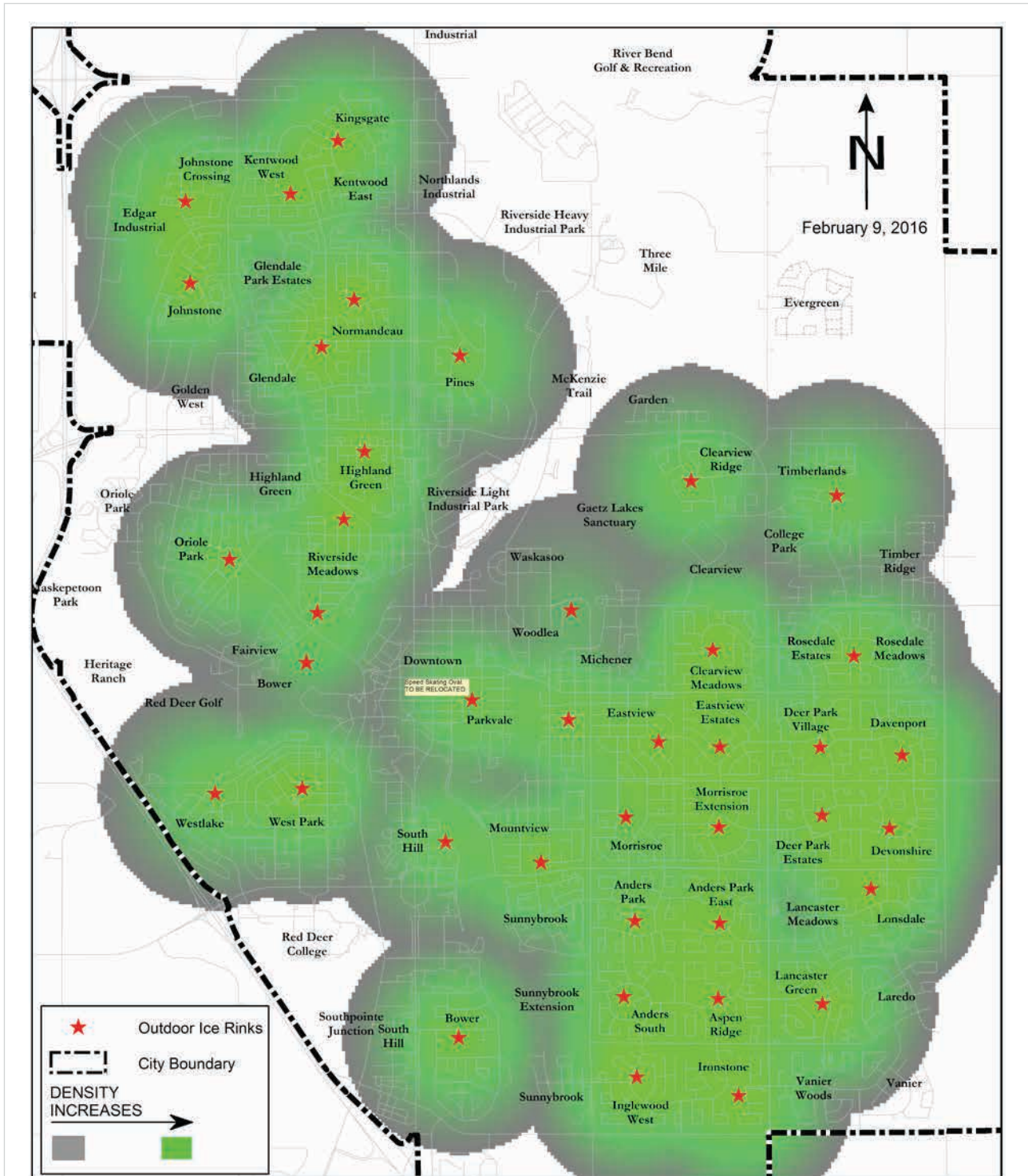


June 19, 2015

Population within 400 Metres of Outdoor Ice Rinks



Population Hot Spot Analysis within a 400m Distance to Outdoor Ice Rink

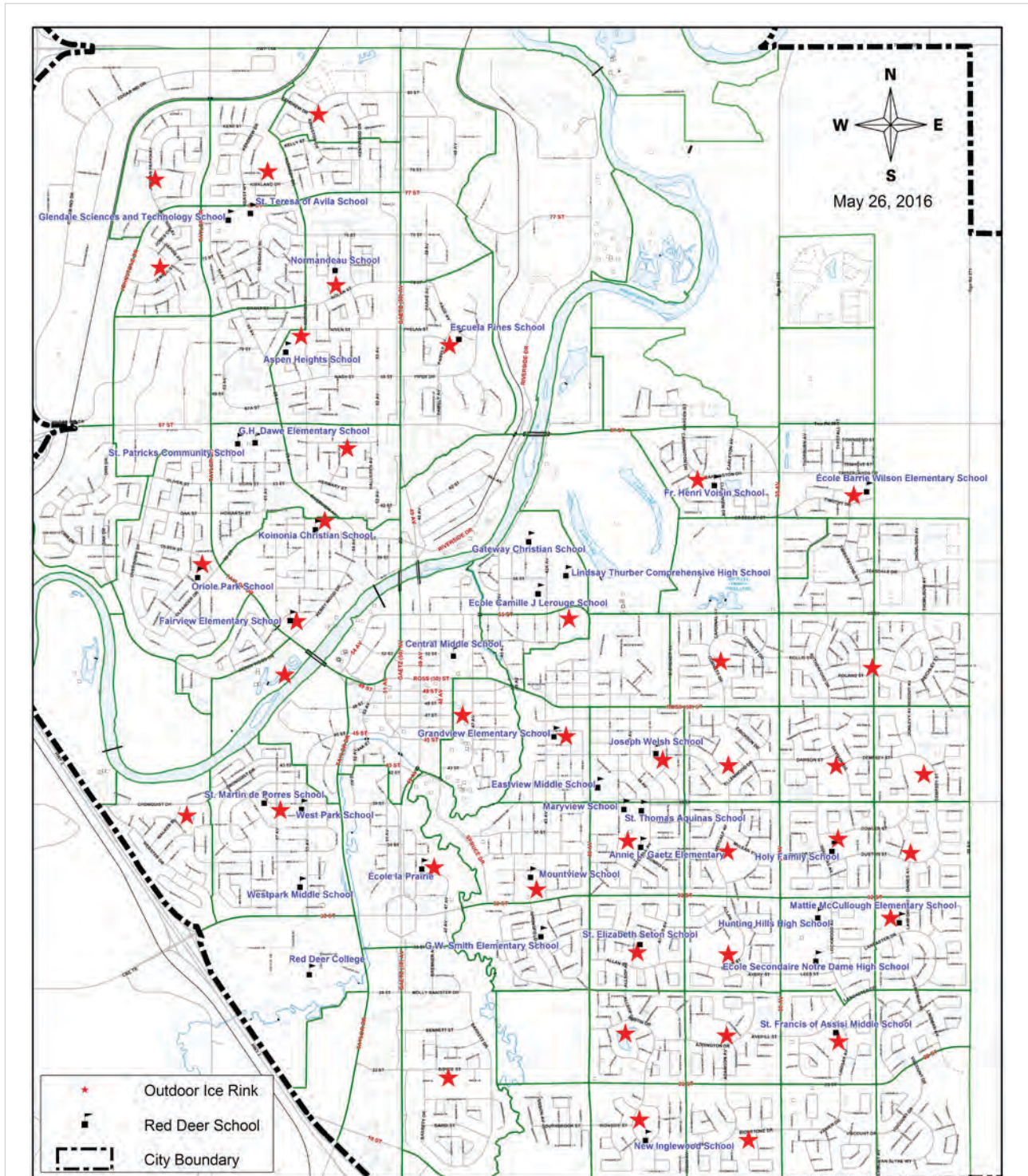


**Population Hot Spot Analysis
within a 400m Distance to Ice Rink**



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Outdoor Rinks in Proximity to Schools



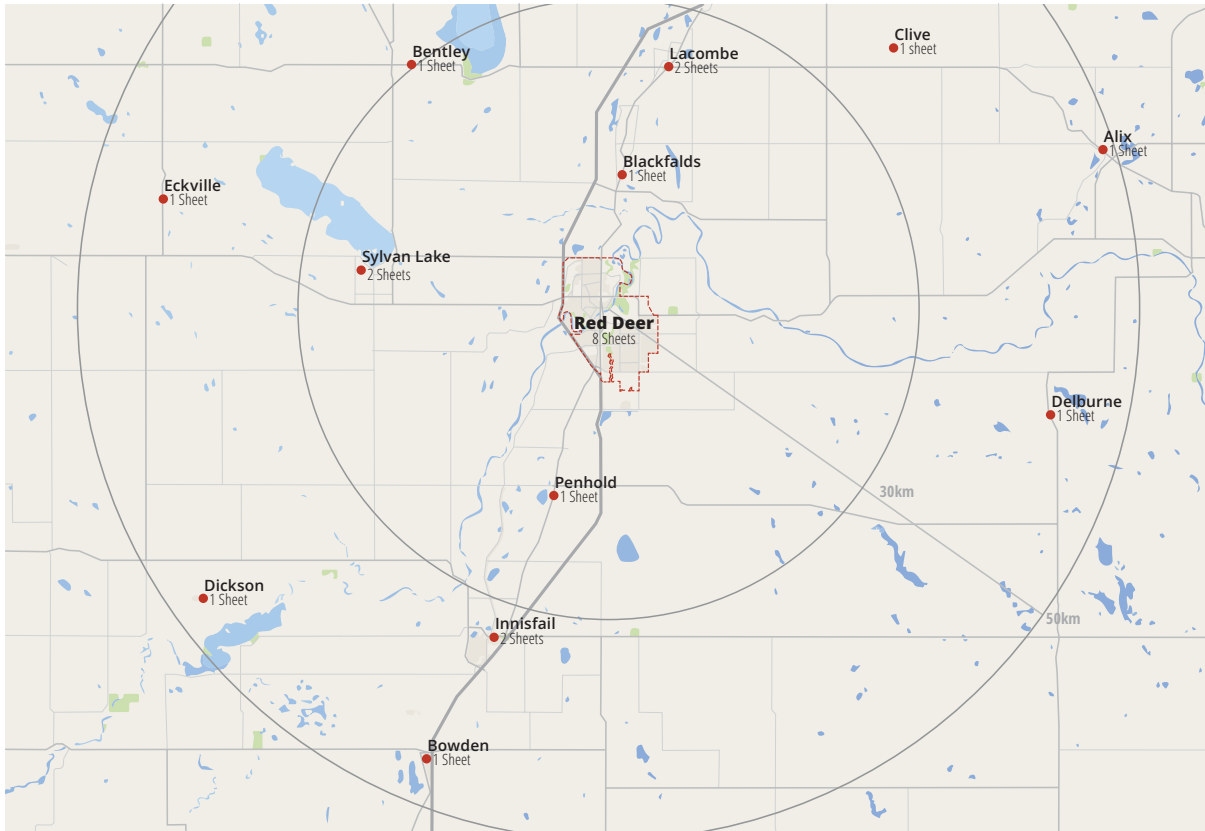
Outdoor Rinks in Proximity to Schools



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Regional Inventory

There are 23 indoor ice sheets within a 50 kilometre radius of Red Deer (including the ENMAX Centrium at Westerner Park and the development of an indoor ice facility at Red Deer College).¹



Community	Distance from Red Deer (km)	Number of Indoor Ice Sheets
Red Deer	—	8 ¹
Blackfalds	14	1
Penhold	16	1
Sylvan Lake	24	2
Lacombe	25	2
Innisfail	31	2
Bentley	40	1
Bowden	43	1
Delburne	45	1
Eckville	45	1
Clive	48	1
Alix	50	1
Dickson	52	1

¹ 6 City owned and operated ice sheets (8 including Westerner Park and Red Deer College).

6

Current Provision Analysis

Key Findings

Service Season

- All indoor ice sheets offer ice from September 28 to March 24 (2015/16)
- Typically one arena is operated in the summer from July through May

Indoor Utilization

(Weekends: 8am – 10pm and Weekdays: 4pm – 10pm)

- 9,145 hours were available from October through March (2014/15)
- 7,545 hours were booked
- 83% utilization

Operations

- Most efficient: Kinsmen Arenas' net loss was \$95,069 for both ice sheets in 2015
- Least efficient: Red Deer Arena had a net loss of \$303,313 in 2015.
- Outdoor: Daily Maintenance Sites require \$18,025 annually to operate

Required Investment

- The total replacement value of City owned ice sheets, once the Red Deer Arena is replaced, is between \$65 and \$70M
- In ensuring existing facilities remain in operational, The City has identified over \$6.2M in required capital and maintenance investment over the next 10 years (to 2025; based on facility assessment completed; not including lifecycle reserve budgeting)

Functional Assessment

- Collicutt Centre ice sheet offers significantly better functionality than the other venues

Utilization

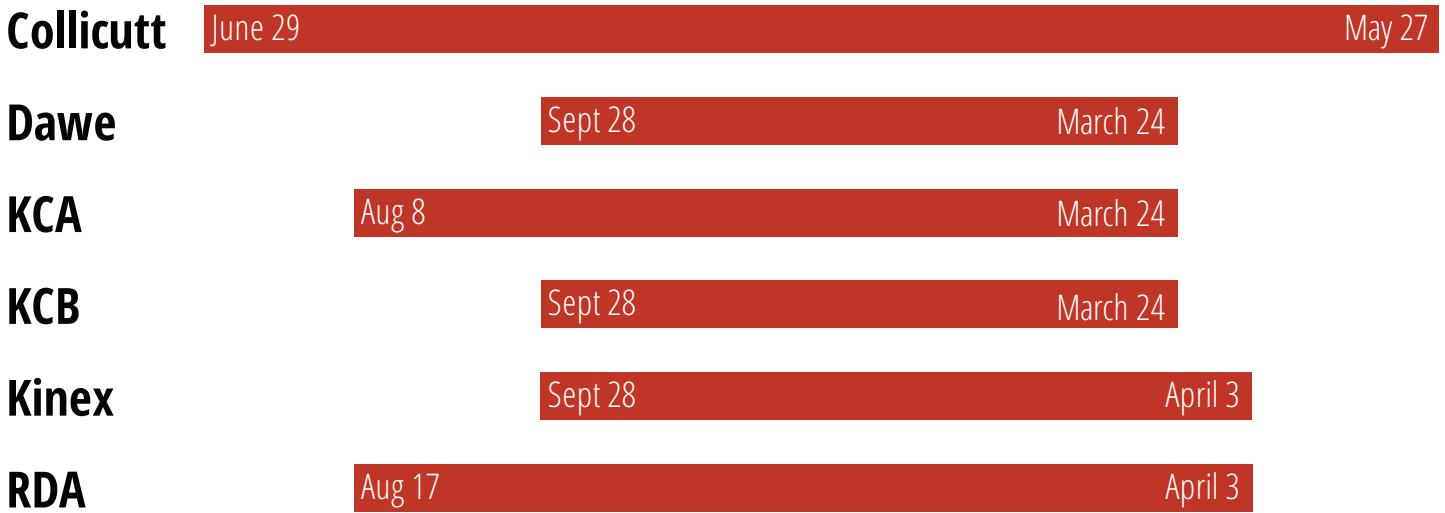
Indoor Ice Facilities

All six ice sheets have ice in for the majority of October through March. The Collicutt Centre opened the earliest in 2015 (June 29) and kept ice until the end of May. Although the graph below presents the 2015-2016 ice season, this was not a typical schedule as the Red Deer Arena has traditionally been utilized for the shoulder seasons (open until early June).

Ice Season

2015 – 2016

2015/16 June July August September October November December January February March April May



For the purpose of analyzing indoor ice utilization, two time categories are analyzed:

1. Weekends from 8am – 10pm combined with weekdays 4pm – 10pm; and
2. Weekends 7am – 8am, weekdays 6am – 4pm, and daily 10pm – 12am.

The first time category represents Prime Time while the second time category represents Non-Prime Time. The City's official definitions of Prime Time and Non-Prime Time are slightly different than the outlined time categories.

The booked and available hours presented in the following charts are from the 2014/2015 ice season from October through March as the timeframe correlates with all the arenas' ice dates and the majority of the city's user group leagues are scheduled then.

All Arenas Combined
(October through March)

Time Category	Booked Hours	Available Hours	Utilization Percentage
Weekends: 8am – 10pm Weekdays: 4pm – 10pm	7,545.00	9,145.00	83%
Weekends: 7am – 8am Weekdays: 6am – 4pm Daily: 10pm – 12am	5,068.20	9,873.50	51%

Collicutt Centre

Time Category	Booked Hours	Available Hours	Utilization Percentage
Weekends: 8am – 10pm Weekdays: 4pm – 10pm	1,245.50	1,508.00	83%
Weekends: 7am – 8am Weekdays: 6am – 4pm Daily: 10pm – 12am	967.28	1,708.00	57%

G.H. Dawe Community Centre

Time Category	Booked Hours	Available Hours	Utilization Percentage
Weekends: 8am – 10pm Weekdays: 4pm – 10pm	1,154.00	1,508.00	77%
Weekends: 7am – 8am Weekdays: 6am – 4pm Daily: 10pm – 12am	825.00	1,643.00	50%

Kinsmen Community A

Time Category	Booked Hours	Available Hours	Utilization Percentage
Weekends: 8am – 10pm Weekdays: 4pm – 10pm	1,300.00	1,514.00	86%
Weekends: 7am – 8am Weekdays: 6am – 4pm Daily: 10pm – 12am	790.75	1,587.50	50%

Kinsmen Community B

Time Category	Booked Hours	Available Hours	Utilization Percentage
Weekends: 8am – 10pm Weekdays: 4pm – 10pm	1,288.25	1,508.00	85%
Weekends: 7am – 8am Weekdays: 6am – 4pm Daily: 10pm – 12am	781.75	1,645.00	48%

Kinex Arena

Time Category	Booked Hours	Available Hours	Utilization Percentage
Weekends: 8am – 10pm Weekdays: 4pm – 10pm	1,253.00	1,599.00	78%
Weekends: 7am – 8am Weekdays: 6am – 4pm Daily: 10pm – 12am	811.00	1,645.00	49%

Red Deer Arena

Time Category	Booked Hours	Available Hours	Utilization Percentage
Weekends: 8am – 10pm Weekdays: 4pm – 10pm	1,304.25	1,508.00	86%
Weekends: 7am – 8am Weekdays: 6am – 4pm Daily: 10pm – 12am	892.42	1,645.00	54%

Utilization Summary

The overall peak utilization percentage from October 2014 through March 2015 was 83% while non-peak was 51%. Red Deer Arena and Kinsmen Community A had the highest peak utilization at 86% and the Collicutt had the highest non-peak percentage (57%).

83%

UTILIZATION

Weekends: 8am to 10pm Weekdays: 4pm to 10pm



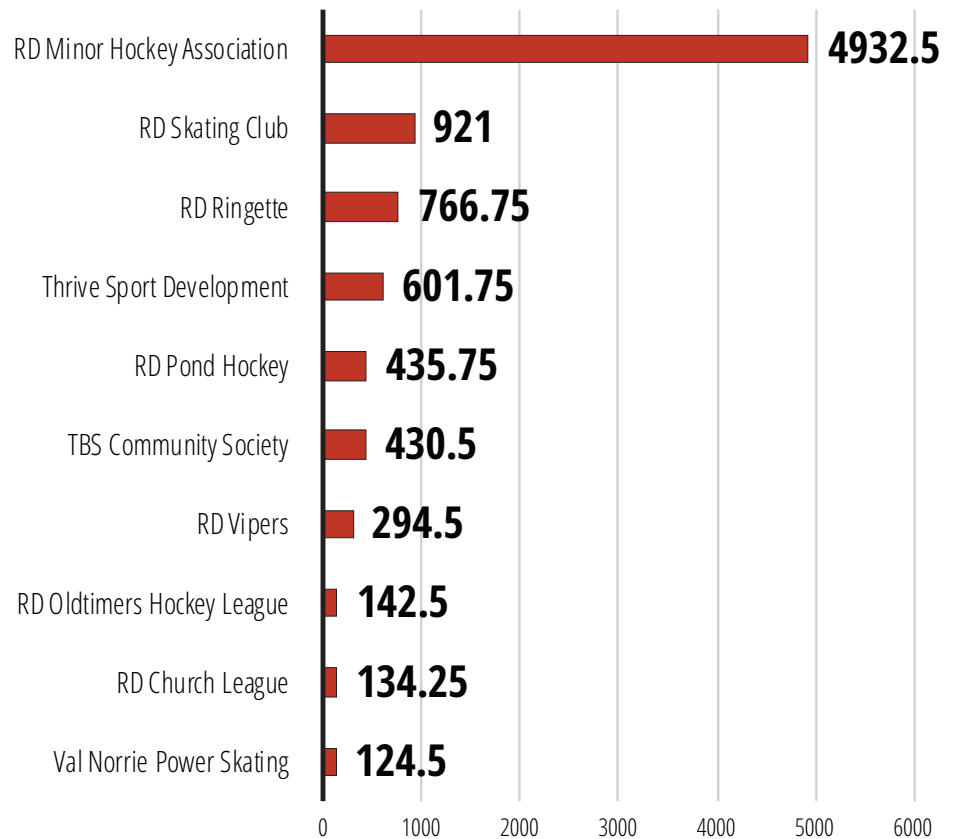
Arena	Weekends: 8am – 10pm Weekdays: 4pm – 10pm	Weekends: 7am – 8am Weekdays: 6am – 4pm Daily: 10pm – 12am
Collicutt Centre	83%	57%
G.H. Dawe Community Centre	77%	50%
Kinsmen Community A	86%	50%
Kinsmen Community B	85%	48%
Kinex Arena	78%	49%
Red Deer Arena	86%	54%
Total	83%	51%

User Group Breakdown

In the calendar year of 2015 (including Spring and Summer seasons), there were ten ice user groups that used at least 100 hours. Red Deer Minor Hockey Association was The City's largest user group with nearly 5,000 booked hours, while the Red Deer Skating Club used the next most with 921.

2015 Booked Hours

Ice User Groups with 100+ Hours



Public Skate Numbers

The City of Red Deer offers a number of public programs such as drop-in public skating, parent and tot skating/hockey, 55+ skating, and adult drop-in hockey. The following chart displays the amount of public program bookings from October 2014 through March 2015 at each rink along with the total attendance; an average attendance was also calculated. The G.H. Dawe Community Centre had the most public program bookings (295) while the Collicutt Centre amassed the most participants (3,926), and Kinsmen A had the highest average attendance (20.5).

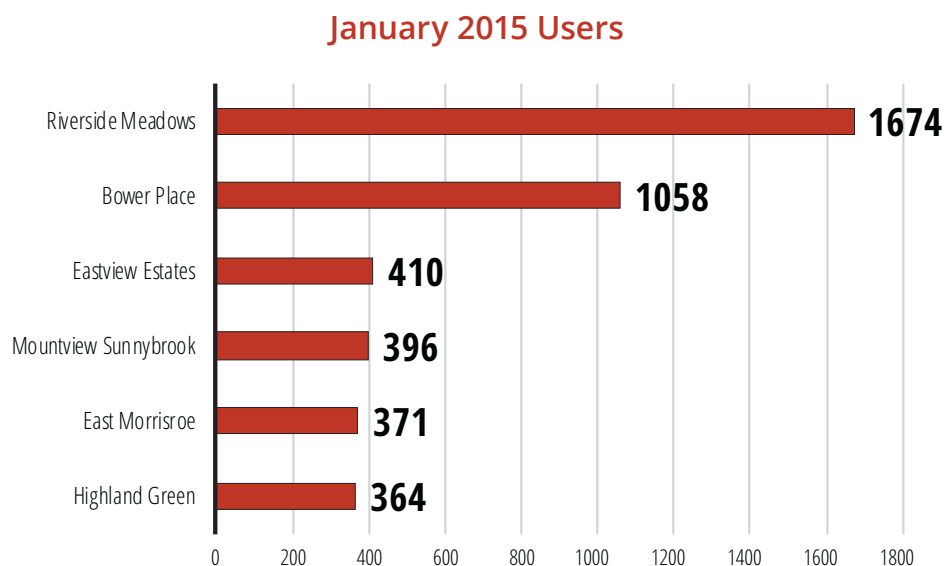
Arena	Bookings	Attendance	Average Attendance
G.H. Dawe Community Centre	295	1,322	4.5
Collicutt Centre	274	3,926	14.3
Red Deer Arena	138	2,482	18.0
Kinsmen Community A	22	451	20.5
Kinex Arena	21	179	8.5
Kinsmen Community B	7	28	4.0
Total	757	8,388	11.1

Outdoor Ice Facilities

Six of the outdoor rink sites with Activity Centres collected user data in 2015/2016 courtesy of the community associations. Attendants are not on location everyday therefore the number of days with counts varies from each site. A daily average was calculated based on the total recorded attendance and the number of days counted. Riverside Meadows recorded a daily average of 38 users while Eastview Estates had 26.

Location	Days Counted	Total Recorded Attendance	Daily Average
Eastview Estates	40	1,022	26
Grandview	21	40	2
Highland Green	58	813	14
Morrisroe	23	237	10
Pines	33	318	10
Riverside Meadows	73	2,749	38

The accompanying graph displays the number of users counted at the following six outdoor rinks in January 2015.



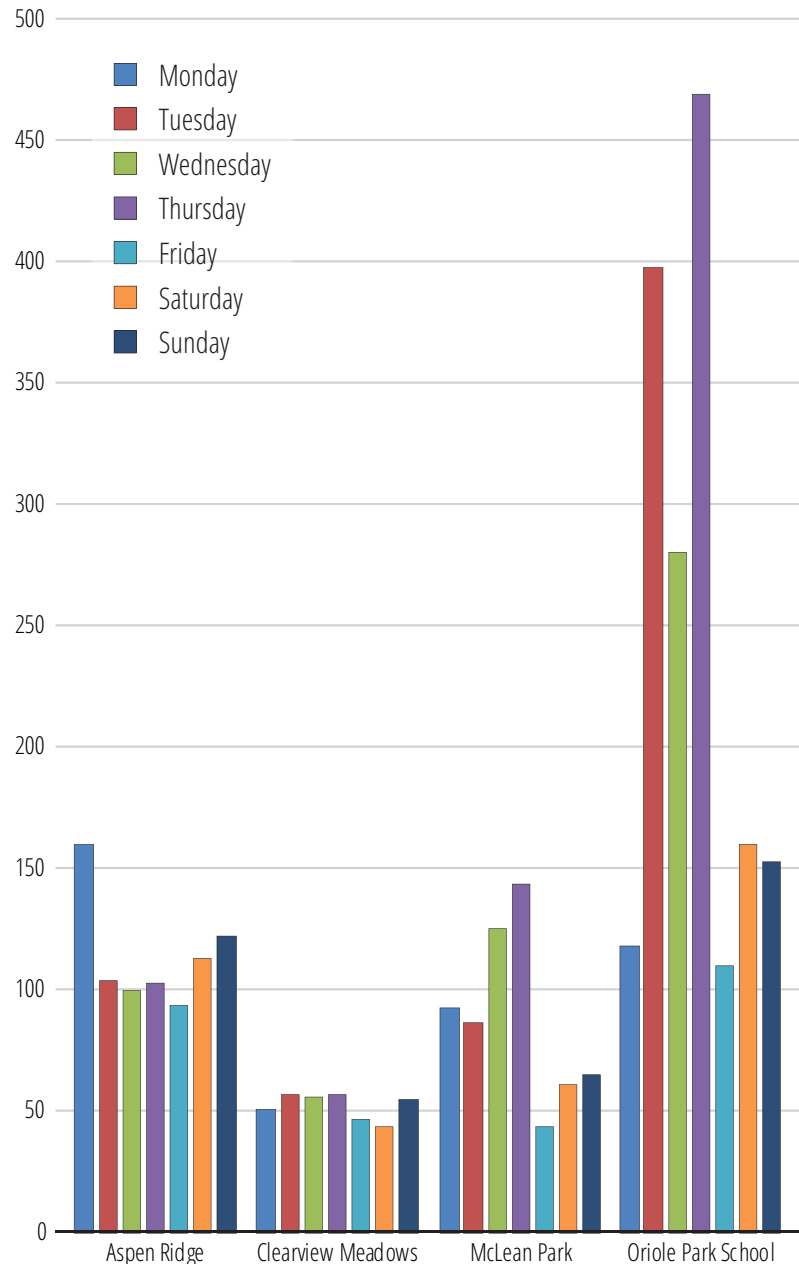
Trail Trackers

From December 12, 2015 to March 3, 2016, City staff situated trail trackers at four outdoor rinks to get an idea of utilization. The output data is intended to gather the number of users, however it may not be exact as the same participant may trigger the device multiple times, for example. Nonetheless, it is a great starting point for collecting outdoor ice statistics and some factors that were found to impact user data included weather and the skate shack being open or not.

In the 85 days of collecting data, the trail tracker at Oriole Park School was triggered 20,533 times for a daily average of 242. On January 21, 2016, Oriole Park School was triggered 1,003 times. Aspen Ridge had a higher weekend average than weekday average; Clearview Meadows, McLean Park, and Oriole Park School had a higher average on weekdays. Fridays experienced the least amount of usage at each site. Oriole Park School recorded high amounts of usage on Tuesdays and Thursdays.

Arena	Aspen Ridge	Clearview Meadows	McLean Park	Oriole Park School
Days Counted	85	85	85	85
Total Counts	9,765	4,475	7,522	20,533
Daily Average	115	53	88	242
Weekday Average	112	53	98	275
Weekend Average	122	51	65	162

Trail Trackers: Days of the Week



Operations

Indoor Ice Facilities

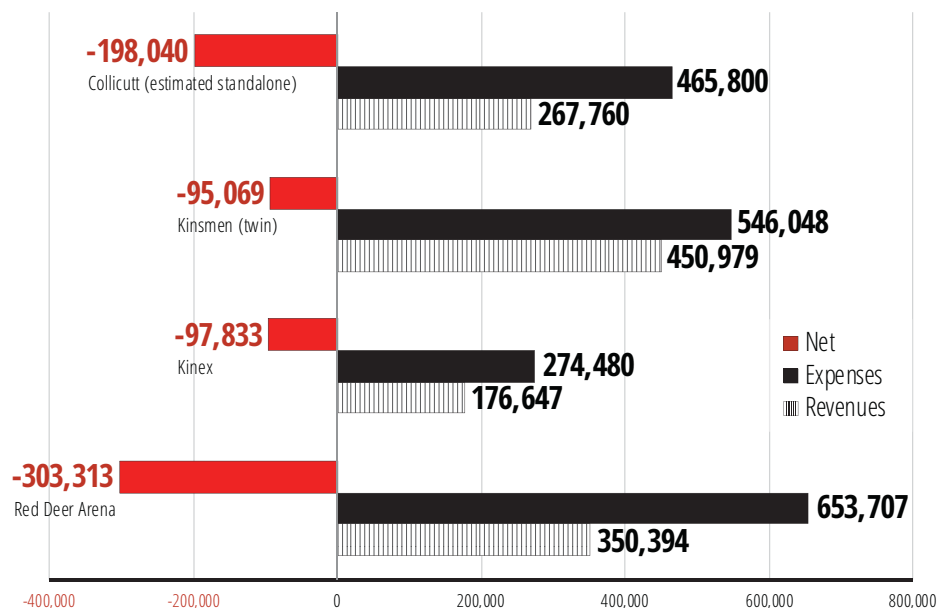
The Kinsmen Community Arenas have the best operating efficiencies as the net loss in 2015 was \$95,069 for both ice sheets. The Red Deer Arena required the most expenses (\$653,707) and the Kinex required the least (\$274,480).¹

Outdoor Ice Facilities

The City of Red Deer classifies their outdoor ice sites according to three service level categories. Two sites are **Performance Sites**, as the maintenance requires are quite extensive at these larger sites (Bower Ponds and Ice Oval). **Daily Maintenance Sites** are locations that are serviced daily; these 20 sites typically have a boarded and snowbank rink, lighting, and an Activity Centre. The remaining 21 locations are **Weekly Maintenance Sites** as these locations are serviced weekly and have less amenities (typically an ice surface without lighting and no on-site activity centre).

As displayed in the adjacent chart, Performance Sites cost \$49,000 to operate annually, Daily Maintenance Sites require \$18,025, and Weekly Maintenance Sites cost \$11,639. Total annual operating expenses for outdoor rinks equates to approximately \$700,000.

Arena Operations 2015



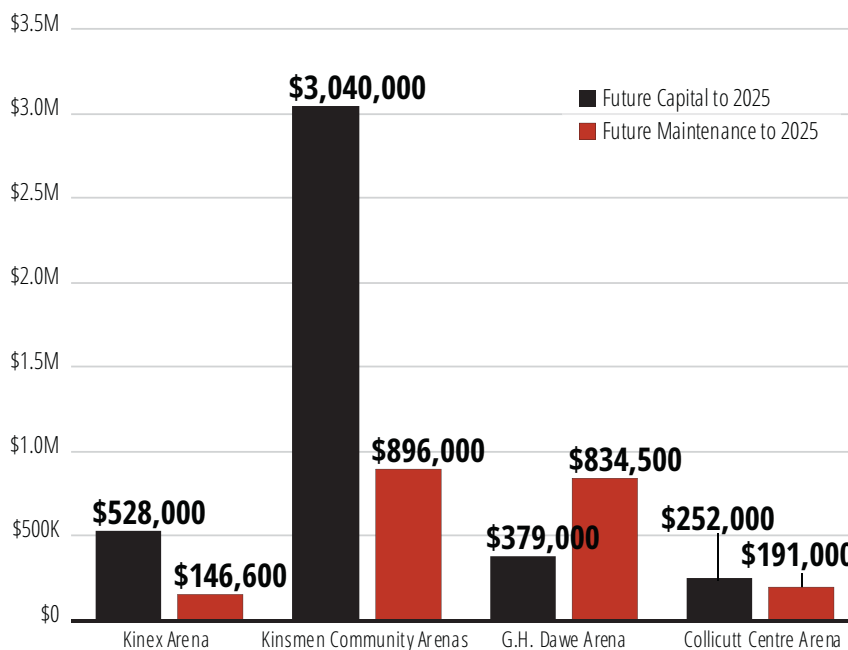
Level of Service	Description	# of Sites	Annual Expense (per site)	Annual Expense (per service level)
Performance Sites	Large ice surfaces; Bower Ponds and Ice Oval.	2	\$49,000	\$98,000
Daily Maintenance Sites	Typically sites with a boarded rink with lighting, an adjacent snowbank rink, and an Activity Centre.	20	\$18,025	\$360,500
Weekly Maintenance Sites	Typically an ice surface without lighting and no on-site Activity Centre.	21	\$11,639	\$244,419
Total Annual Expenses				\$702,919

¹ Note: Current budgeting practices do not allow identification of specific arena costs in multi-component facilities; an estimate was produced for the Collicutt Centre (an estimate for the G.H Dawe was not produced as historical data did not break out costs).

Facility Condition

Existing indoor ice facilities within city boundaries range in amenity, size, location and age. The oldest facility is the Kinex Arena which was built in 1967. The newest arena, aside from the two currently being constructed, is at the Collicutt (constructed in 2000). The total replacement value of City owned ice sheets, once the Red Deer Arena is replaced is between \$65 and \$70M. As noted in the operations section, The City's twin facility operates significantly more efficiently than stand-alone facilities or those included in multiplex settings (83% vs. 53% – 64% respectively). In ensuring existing facilities remain operational, The City has identified over \$6.2M in required capital and maintenance investment over the next 10 years (to 2025). Additionally, The City has already invested over \$3.6M in indoor ice facilities over the past 10 years.

Future Capital and Maintenance Investments to 2025



A functional assessment tool was developed to assess each City owned and operated arena facility based on user, spectator, and operator experience. The assessments were conducted by the consulting team for the development of the Ice Facilities Plan. The Collicutt Centre ice sheet offers significantly better functionality than the other venues (81% vs. 40% – 63% functional). A summary of assessment findings are as follows while each arena's full criteria results and scoring template can be found in the appendix.

Arena Amenities	Rating						Weighting (1 – 5)
	Kinex	Kin. A	Kin. B	Red Deer Arena	G.H. Dawe	Collicutt	
Ice Surface	1.75	2.375	1.75	2	1.75	2.75	5
Benches and Players Area	1	1.75	1.75	1.75	1.5	2.5	3
Penalty Box and Scorekeeper Area	1	2.5	2.5	2.25	2.5	3	3
Change Rooms	1	2	1.5	1.75	1.5	2.25	5
Spectator Area	1.75	1.75	1.75	2	2	2.25	3
Alternative Spectator Options	1	1.25	0.75	1.5	1.5	2.5	2
Common Space and Circulation	1.25	1.75	1.75	2	2	2.5	4
Food And Beverage	1.25	1.875	1.875	1.75	2	2.25	3
Maintenance and Operational Efficiency	1	2	1.75	1.5	1.625	1.75	3
Complementary Amenities (Ice Related)	0.875	0.875	0.875	1.5	1.375	2.25	2
Complementary Amenities and Facilities (Non-Ice Related)	0	1.5	1.5	0	2.5	3	1
Total Points	40.5	64.25	56.875	60.5	61.375	82.75	—
Total Possible Points (Ideal)	102	102	102	102	102	102	—
Percentage	39.7%	63.0%	55.8%	59.3%	60.2%	81.1%	—

The ideal state for each arena amenity is listed below. The full assessment report can be found in the appendix along with the detailed scoring criteria and weighting.

Arena Amenities	Ideal State
Ice Surface	Regulation size (for purpose; NHL or Olympic), concrete slab, appropriate dasher system, appropriate access to ice surface, appropriate lighting levels, physically accessible
Benches and Players Area	Appropriately sized (large enough for full adult team and coaches), located across from penalty/scorers box with adjacent access to change rooms, appropriate finish (skate tile, durable bench seating, padding), convenience amenities (water and sink), physically accessible
Penalty Box and Scorekeeper Area	Appropriately sized, located across from benches, comfortable for scorekeepers, modern sound system and scoreboard operations
Change Rooms	Appropriately sized, rectangle/oval layout (minimal corners), six changes rooms (including off gender and referee), full washroom and shower facilities, physically accessible, water fountains
Spectator Area	Appropriate capacity for purpose, comfortable seating (seats or bench), comfortable heating, full physical accessibility and safety features (railing, hearing loops, etc.), good sight lines from all viewing areas, proximity to other facility amenities
Alternative Spectator Options	Options for non-traditional spectating potentially to include: lean to areas, stools, standing areas, lounge areas, fitness amenities
Common Space and Circulation	Appropriately sized lobby areas with social gathering spaces, convenient spectator access/egress, appropriate wayfinding and signage, communication and public address capabilities, convenient user access/egress, appropriate corridor width, appropriately located and publicly accessible administrative areas, welcoming aesthetics, Wi-Fi, sponsorship activation opportunities, physically accessible
Food And Beverage	Quality food and beverage options, healthy food choices, appropriate proximity to spectator area, provides ability to section off licenced area, availability of water fountains, physically accessible
Maintenance and Operational Efficiency	Multiple sheets of ice (economies of scale), "Green" energy efficient systems, "Green" energy efficient equipment, workshop space in close proximity to ice surface(s) and change rooms, adequate storage (for 1/2 ice board systems, floor covering, user groups), appropriate exterior lighting, appropriate dehumidification, functional heating sub floor
Complementary Amenities (Ice Related)	VIP/special viewing/hosting areas, dry land warm up areas, skate sharpening services, athlete/therapy rooms, media/broadcast spaces, dry land training areas (multipurpose, walking/jogging tracks and fitness), existence of tournament support/multipurpose rooms, adjacent or nearby hotel facilities, parking (sufficient amount, charging stations)
Complementary Amenities and Facilities (Non-Ice Related)	Community recreation and social amenities such as swimming pools, gymnasiums, restaurant and lounge facilities



Benchmarking

Key Findings

- Red Deer’s level of provision of indoor ice facilities is comparable to municipalities of similar size
- Red Deer has significantly more outdoor ice amenities than comparable municipalities
- User fees are slightly lower in Red Deer than in municipalities of comparable size
- Prime user fees are approximately 12% higher in Red Deer compared to other arenas in central Alberta

Benchmarking research provides comparable data to show how Red Deer's provision relates to municipalities of similar size and within the central Alberta region.

Indoor Provision

Compared to smaller cities than Red Deer, Red Deer's amount of residents per municipally owned ice sheets¹ is higher by approximately 5,000.

When comparing Red Deer to similar sized municipalities, the provision ratios are fairly alike. Red Deer provides the same amount of ice sheets per capita as Kelowna and very similar to Lethbridge.

Compared to larger cities, Red Deer provides more ice sheets per capita.

Municipality	Population	# of Municipally Provided Indoor Sheets	Provision Ratio (Residents per Ice Sheet)
Spruce Grove	26,000	4	6,500
Okotoks	24,425	3	8,142
Leduc	29,304	4	7,326
Brandon	46,061	4	11,515
Spruce Grove/Stony Plain	48,163	5	9,633
Airdrie	58,690	5	11,738
Medicine Hat	63,018	6	10,503
St. Albert	63,255	4	15,814
Grande Prairie	68,556	4	17,139
Prince George	71,273	6	11,879
Fort McMurray	76,009	4	19,002
Kamloops	85,678	6	14,280
Lethbridge	94,804	6	15,801
Strathcona County (Sherwood Park Ice Sheets Only)	95,597	7	13,657
Red Deer	100,807	6	16,801
Kelowna	117,312	7	16,759
Windsor	210,891	8	26,361
Halifax	390,096	20	19,505
Regina	193,100	14	13,793
Richmond	190,473	10	19,047
Saskatoon	254,000	11	23,091
Vancouver	603,500	8	75,438
Winnipeg	718,400	13	55,262
Edmonton	877,926	31	28,320
Ottawa	883,391	44	20,077
Calgary	1,230,915	19	64,785
Toronto	2,615,060	59	44,323

Legend

Small Urban Municipality (<75,000 residents)
Mid-Sized Urban Municipality (75,000 – 150,000 residents)
Large Urban Municipality (>150,000 residents)

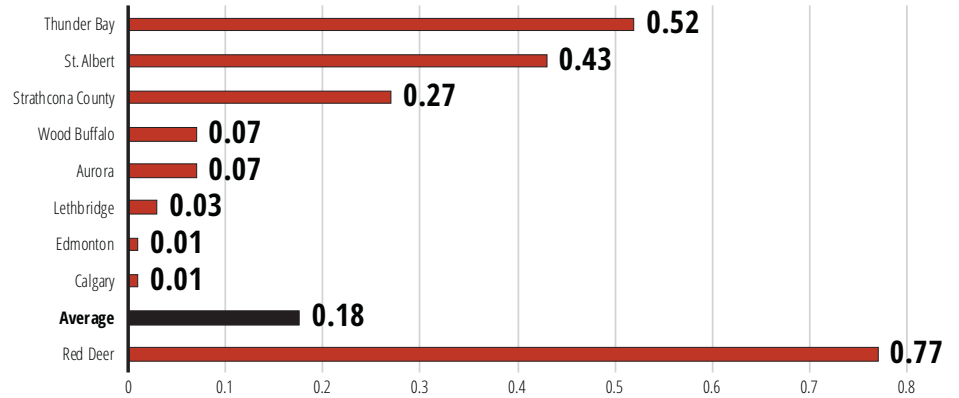
¹ The provision charts include arenas that are municipally owned and operated (including municipally owned and contracted); private and post-secondary arenas are not included.

Outdoor Provision

Based on data from Yardstick Benchmarks 2015 Reporting¹, Red Deer provides 0.77 outdoor ice sheets per every 1000 residents which is a much higher provision ratio than the other participating municipalities.

1 Yardstick Benchmarks is a service that The City of Red Deer subscribes to that compares the provision of parks and open spaces in the city to other cities throughout Canada.

Rinks per 1,000 Residents



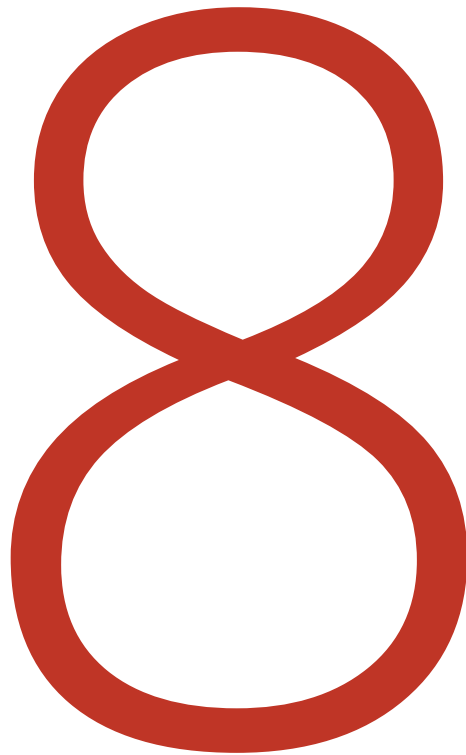
Indoor User Fees

Red Deer's fees are slightly lower in each category compared to similarly sized municipalities.

Municipality	Youth Prime	Youth Non-Prime	Adult Prime	Adult Non-Prime	Youth Dryland	Adult Dryland
Fort McMurray	\$100.00	\$100.00	\$170.00	\$170.00	\$80.00	\$104.00
Grande Prairie	\$116.00	\$116.00	\$116.00	\$116.00	N/A	N/A
Kelowna	\$179.62	\$119.74	\$239.00	\$180.00	\$42.15	\$84.00
Leduc	\$151.70	\$122.20	\$229.50	\$140.20	\$54.50	\$95.30
Medicine Hat	\$93.70	\$80.90	\$166.40	\$113.70	\$49.20	\$60.90
St. Albert	\$129.00	\$88.00	\$227.00	\$121.50	\$59.00	\$80.00
Average	\$128.34	\$104.47	\$191.32	\$140.23	\$56.97	\$84.84
Red Deer	\$122.05	\$97.65	\$162.75	\$122.05	\$49.65	\$82.70

Compared to the central Alberta municipalities listed below, Red Deer's prime rates are higher by approximately 11 - 12%. Non-prime rates are similar for youth and adults.

Municipality	Youth Prime	Youth Non-Prime	Adult Prime	Adult Non-Prime
Stettler	\$130.00	\$130.00	\$130.00	\$130.00
Innisfail	\$75.00	\$64.00	\$125.00	\$82.00
Penhold Multiplex	\$175.00	\$150.00	\$200.00	\$175.00
Lacombe	\$111.00	\$111.00	\$137.00	\$137.00
Blackfalds	\$102.00	\$90.00	\$150.00	\$126.00
Sylvan Lake	\$88.07	\$54.08	\$146.76	\$90.13
Bowden	\$80.85	\$75.08	\$115.50	\$98.18
Average	\$108.85	\$96.31	\$143.47	\$119.76
Red Deer	\$122.05	\$97.65	\$162.75	\$122.05



Consultation

Key Findings

User Group Survey

- 64% are satisfied to some extent with the overall provision of indoor ice facilities in Red Deer
- 74% want more than 6 ice sheets in Red Deer
- 55% of user groups are able to completely access sufficient indoor ice time to meet current needs (26% somewhat and 19% cannot access enough)

Stakeholder Discussions

- Despite aging facilities, current service levels provided at City ice arena facilities are high
- Current ice user rates are generally considered fair
- Lack of available prime time ice inhibits growth
- The current bookings/allocation process works better for some groups than others
- Multi-sheet venues are preferred should new development occur

Indoor Intercept Survey

- 98% drove to the arena
- 25% chose the specific arena based on the schedule of the program; 48% chose based on the arena's location

- 64% also utilize outdoor ice rinks in Red Deer
- 95% are satisfied to some degree with the drop-in skating opportunities in Red Deer

Outdoor Intercept Survey

- 67% drove to the rink; 31% walked
- 64% are "very satisfied" with overall service (27% "somewhat satisfied")
- Public skating (44%) and shinny (37%) are the primary activities
- 66% think The City should maintain the number of current ice rinks

Outdoor Ice Public Survey

- 53% primarily drive to rinks; 45% primarily walk
- 58% are "very satisfied" with overall service (36% "somewhat satisfied")
- Shinny (47%) and public skating (36%) are the primary activities
- 72% think The City should maintain the number of current ice rinks

A number of consultation mechanisms were used to gather information including a user group survey, two on-site intercept surveys (outdoor and indoor ice), an online public survey specific to outdoor ice, and in-person discussions with key stakeholders.

Mechanism	Description	Number of Responses	Timeline
Stakeholder Discussions	Discussion sessions with external participants (e.g. user groups) and internal participants (e.g. City staff). In-person discussions.	35 sessions <i>~51 External Participants</i> <i>21 Internal Participants</i>	February 2016
User Group Survey	Ice facility user groups such as local sport and recreation organizations, schools, dry-floor users, etc. Questionnaire available online and hard-copy.	39	February to March 2016
Outdoor Ice Intercept Survey	Outdoor ice users; on-site. Questionnaire facilitated in person by City staff recording responses on tablets.	119	February to March 2016
Outdoor Ice Public Survey	Outdoor ice users; online. Questionnaire available online.	312	February to March 2016
Indoor Ice Intercept Survey	Spontaneous indoor ice users (e.g. public skate, drop-in hockey); on-site. Questionnaire facilitated in person by City staff recording responses on tablets.	86	February to March 2016

User Group Survey

A user group survey was conducted to engage organizations that use indoor and outdoor ice locations in the city. 39 responses were gathered, including 19 schools and two dry-floor user groups. An email was sent to the user groups containing a link to the online questionnaire as well as a pdf hardcopy that could be filled out and scanned or faxed in; three groups opted to complete the hardcopy version. A complete list of respondents can be found in the appendix. A sub-segment analysis was conducted to separate the ice sport user groups from the overall results; the identification of the ice sport groups can be found in the appendix as well.

The **red** columns represent results from the **12 ice sport groups**. The 12 ice sport groups include the following group survey respondents: Bentley OldTimers “Red Deer Premiums” Hockey Team; Central AB Wiggers Ringette Association; Mourning Blues Hockey Club; Pylons hockey; Red Deer Central Lions Speed Skating Club; Red Deer Optimist Chiefs Midget AAA; Red Deer Pond Hockey; Red Deer Ringette Association; Red Deer Rookies; TBS Community Society; The Next Shift Sport Development; Red Deer Minor Hockey.

The **blue** columns indicate overall findings from **the 27 other arena users** comprised of schools, community associations, dryland users, and regional stakeholders.

Which of the following age groups does your organization serve?

27 of the 39 groups (69%) provide programming for children ages 0 – 12.

	Ice Sport Groups	Other Arena Users
Children (ages 0 – 12)	6	21
Youth (ages 13 – 17)	7	16
Adults (ages 18+)	6	6
Seniors (ages 65+)	1	3

Over the next couple of years, what are your expectations for participant numbers?

Approximately two-thirds of the groups expect to grow; none expect to decline.

	Ice Sport Groups	Other Arena Users
Grow	8	15
Remain Stable	4	10
Decline	0	0

Generally speaking, should the amount of ice your organization currently accesses stay the same or change?

When asked to provide a written response to explain their answer, all of the groups who indicated “change” would like access to more ice.

	Ice Sport Groups	Other Arena Users
Stay the Same	6	15
Change	6	9

The City of Red Deer provides five indoor ice facilities (6 ice sheets) for user groups and residents. How satisfied is your organization with the overall provision of indoor ice facilities in Red Deer?

66% of groups are satisfied to some degree with the provision of indoor ice facilities.

	Ice Sport Groups	Other Arena Users
Very Satisfied	5	8
Somewhat Satisfied	3	5
Unsure	1	5
Somewhat Dissatisfied	0	1
Very Dissatisfied	3	1

Which ice rates does your organization currently pay for?

Five of the ice sport groups youth use prime ice; three use adult prime.

	Ice Sport Groups	Other Arena Users
Youth Prime Time	5	2
Youth Non-Prime Time	2	10
Youth Sporting Event	4	2
Adult Prime Time	3	1
Adult Non-Prime Time	3	0
Adult Sporting Event	0	0
Commercial/ Non-Residential/ Special Event	1	3

On behalf of your organization, do you think that the rates for ice are fair for the current level of service that your organization receives at the facilities that you use?

67% of groups believe the rates are fair; 9 of the 12 ice sport groups believe so as well.

	Ice Sport Groups	Other Arena Users
Yes	9	13
Unsure	2	8
No	1	0

For each indoor ice facility listed below, does your organization use this facility?

The Kinsmen Community Arenas receive the greatest diversity of user groups.

	Ice Sport Groups		Other Arena Users	
	Yes	No	Yes	No
Kinsmen Community Arena “A”	8	3	9	13
Kinsmen Community Arena “B”	6	4	8	13
Collicutt Centre Arena	7	4	7	16
Kinex Arena	7	4	5	18
G.H. Dawe Community Centre Arena	6	6	6	17
Red Deer Arena	4	8	4	19
Westerner Park ENMAX Centrium ¹	4	4	2	21

¹ Note: the ENMAX Centrium is not owned or operated by The City of Red Deer.

For each indoor ice facility listed below, does this facility meet the needs of your organization?¹

Reason why the arenas do not meet the groups' needs include location, ice surface size (too small), and dressing rooms being inadequate (e.g. size, number, quality).

	Ice Sport Groups			Other Arena Users		
	Yes, Completely	Yes, Somewhat	No	Yes, Completely	Yes, Somewhat	No
Kinsmen Community Arena "A"	5	1	2	7	1	2
Kinsmen Community Arena "B"	4	1	1	6	1	2
Collicutt Centre Arena	7	0	0	5	0	1
Kinex Arena	2	4	1	4	2	2
G.H. Dawe Community Centre Arena	2	2	2	3	1	1
Red Deer Arena	5	0	0	3	1	2
Westerner Park ENMAX Centrum ²	3	1	0	2	0	3

Is your organization able to access sufficient indoor ice time to meet your current needs?

The major of user groups' needs are able to access sufficient ice time to meet their needs.

	Ice Sport Groups	Other Arena Users
Yes, Completely	5	12
Yes, Somewhat	4	5
No	3	3

If your organization requires more ice time, please indicate when.

None of the ice sport users groups require more ice time on weekdays during non-prime hours.

	Ice Sport Groups	Other Arena Users
Weekday Prime	4	1
Weekends	3	2
Weekday Non-Prime	0	6

Answering on behalf of your organization, what should The City's provision be for indoor ice facilities in the future?

9 of the 12 ice sport groups would like to see more ice sheets provided by The City of Red Deer.

	Ice Sport Groups	Other Arena Users
Sustain the Existing Number of Indoor Ice Facilities (6 ice sheets)	3	5
Increase the Number of Indoor Ice Facilities (more than 6 sheets of ice)	9	11
Decrease the Number of Indoor Ice Facilities (less than 6 sheets of ice)	0	0

Would your organization like improved access to any of the following types of amenity spaces at indoor ice facilities?

Storage and warm-up space are valued amenities for user groups.

	Ice Sport Groups	Other Arena Users
Storage Space	6	3
Warm-up Space	6	3
Flexible Dressing Room Space	5	2
Meeting Space	1	2
Concession	1	2
Seating Capacity	0	1

1 Only the groups that use the facility provided a response to that facility.

2 Note: the ENMAX Centrum is not owned or operated by The City of Red Deer.

Does your organization use indoor ice facilities outside of the city of Red Deer for purposes other than away games?

3 of the ice sport groups schedule home games outside of Red Deer.

	Ice Sport Groups	Other Arena Users
No	7	18
Yes, for Home Games	3	1
Yes, for Organized Team Practices	2	4
Yes, for Extra Ice Time (e.g. skill development, shinny)	2	2
Yes, Other	1	0

If “yes,” please indicate the reason(s) why your organization uses ice outside of Red Deer.

All 5 “other” responses revolved around lack of available ice in Red Deer and the need to access additional ice.

	Ice Sport Groups	Other Arena Users
Better ice times are available elsewhere.	2	1
Better quality of indoor ice facilities.	1	1
The rental rates are less expensive.	1	0
The location is more convenient for our participants.	0	0
Other	3	2

Is it acceptable for local ice organizations to use indoor ice facilities outside of the city of Red Deer to meet their program goals?

Just over half of the groups think it is acceptable for local ice organizations to use facilities outside of Red Deer.

	Ice Sport Groups	Other Arena Users
Yes	7	6
No	5	7

Should regional municipalities work together in the planning and delivery of indoor ice facilities?

24 groups think that regional municipalities should work together while 2 do not.

	Ice Sport Groups	Other Arena Users
Yes	11	13
No	1	1

Does your organization use outdoor ice in the city of Red Deer?

2 of the ice sport groups use outdoor ice for extra ice time (e.g. skill development, shinny).

	Ice Sport Groups	Other Arena Users
No	9	8
Yes, for Home Games	0	0
Yes, for Organized Team Practices	2	0
Yes, for Extra Ice Time (e.g. skill development, shinny)	2	3
Yes, Other	1	12

Answering on behalf of your organization, what should The City’s provision be for outdoor ice facilities in the future?

The majority of groups would like to see The City sustain the number of outdoor rinks.

	Ice Sport Groups	Other Arena Users
Reduce the Number of Outdoor Ice Facilities (less than 36 boarded/ 35 snow bank sheets of ice)	2	1
Sustain the Existing Number of Outdoor Ice Facilities (36 boarded/ 35 snow bank sheets of ice)	6	14
Increase the Number of Outdoor Ice Facilities (more than 36 boarded/ 35 snow bank sheets of ice)	1	3

In order to meet the future needs of local ice organizations, do you think The City should allow groups to book outdoor ice surfaces for scheduled use?

23 groups (including 8 ice sport groups) would like to be allowed to book outdoor rinks.

	Ice Sport Groups	Other Arena Users
Yes	8	15
No	3	5

If The City allows organizations to book outdoor ice surfaces for scheduled use, would your organization be willing to pay an ice rental rate?

7 ice sport groups would be willing to pay an ice rental rate; 18 groups overall would not.

	Ice Sport Groups	Other Arena Users
Yes	7	4
No	3	15

Which components and amenities would be desired if your organization were to consider using outdoor ice facilities to meet your program goals?

A comment was also made that a boarded pad for summer use would help meet their group’s needs.

	Ice Sport Groups	Other Arena Users
Change Room Facilities	5	15
Cover and Wind Shelter	5	13
Washroom Facilities	5	9
Lighting	6	8
Improved Quality of Natural Ice	5	8
Adjacent to Indoor Ice Facility	4	4
Spectator Viewing	2	5
Activity Schedule Board	4	3
Refrigerated Ice	3	3
Improved Boards	2	2
Concession	2	2
Other	1	1
No Changes are Required	1	4

Considering the ice facilities (indoor and/or outdoor) that your organization has used in other communities, are there any trends or “best practices” that you would like to see implemented at ice facilities in Red Deer?

Open ended comments summarized as follows:

- Multi-component facilities.
- Multi-sheet facilities for tournament hosting.
- More accommodation for adaptive programs (e.g. sledge hockey).

Please use the space below to provide any additional comments on indoor and/or outdoor ice facilities in Red Deer.

Open ended comments summarized as follows:

- Appreciative that the outdoor rinks are available at no user cost.
- Use of outdoor rinks should be encouraged for user groups but community use must be maintained as well.
- The City’s population is growing yet the number of indoor arenas has not.
- The current indoor ice allocation process is unsatisfactory.



Stakeholder Discussions

Stakeholder interviews and discussion sessions were convened in order to gain further insight into the strengths, opportunities, and gaps related to indoor and outdoor ice provision in Red Deer. Participating stakeholders included a wide range of individuals; representing an array of groups and interests. In total, 35 sessions were held with approximately 51 external participants taking part.¹

While the perspectives and opinions of stakeholders that participated in the discussion sessions were wide ranging, themes did emerge. Presented as follows are key themes from the discussion sessions. A list of participating stakeholders and organizations can be found in the appendices.

Strengths

Despite aging facilities, current service levels provided at City ice arena facilities are high. Discussion session participants were generally satisfied with the cleanliness, staff and support their organizations receive at indoor ice facilities in Red Deer. Stakeholders generally expressed that the majority of interactions/relationships with City staff are positive.

There exists sentiment for existing venues. While some stakeholders expressed desire for new development, the fondness for existing facilities was often mentioned. The Red Deer Arena in particular was identified as being a preferred facility by many groups that will be missed once it is decommissioned in the spring of 2016.

Access to shoulder/off-season ice. A number of stakeholders expressed that their organizations have sufficient access to ice in the spring, summer, and fall months. While some would like to see additional capacity, the cost realities of The City undertaking this were often recognized as being prohibitive. However comments were also provided on the evolving nature of ice sports, which may require increased demand for summer ice in future years.

Outdoor skating opportunities are plentiful. A number of stakeholders expressed pride over the quantity and quality of outdoor ice in the city. Some individuals believe that the availability of outdoor ice is a significant cultural and quality of life contributor and helps build community pride.

Bookings and Allocations

Bookings and allocations were a prevalent theme of the discussion session. Common themes brought forward included:

- Historical bookings/allocations work well for some “embedded” user groups but are a challenge for emerging and growing user groups.
- A number of stakeholders indicated that they would like to see increased clarity around how ice is allocated.
- The opportunity to revisit how ice is allocated was identified as something that should be further explored (through the Ice Facilities Plan or follow-up initiatives).

Ice allocation needs to consider spontaneous use and evolving interests. A handful of stakeholders suggested that ice allocation should consider the needs of broader participants and those facing barriers to ice facility use. The importance of providing “learn to skate” opportunities through both structured programs and open skate times was identified.

There exists some perception that not all booked ice is being used. A handful of stakeholders expressed the viewpoint that actual utilization may not be aligned with hours booked. Opportunities to put in place better systems to recuperate unused ice and potential disciplinary actions were identified by some stakeholders.



¹ 21 internal participants (City staff) also participated in the discussion sessions.

Concerns

The impending loss of the Red Deer Arena is a concern in the ice user community. Stakeholders expressed concern over the decommissioning of the city's only community use spectator arena. Specific impacts to user groups, particular competitive level teams and programs, were commonly cited. Uncertainty and a lack of clarity also appear to exist over the Red Deer Arena's replacement timing and scale.

Lack of prime time ice inhibits growth. User group representatives commonly cited the lack of evening and weekend ice as a barrier to growth, both in terms of the overall participant capacity and ability to offer optimal programming. Early morning ice, while used to some degree, was expressed as not being ideal or viable for some program cohorts.

A lack of clarity exists over the status of aging facilities and future ice arena development. A number of stakeholders expressed concern over the future of the Kinex Arena, and the impact that decommissioning the facility may have for some users. A number of stakeholders were also unclear as to existing replacement plans and potential future options.

The indoor ice arena landscape is evolving and amenity provision is a growing consideration. Some stakeholders expressed the belief that Red Deer is "falling behind" other urban centres in some aspects of ice arena provision (e.g. multi-sheet venues, new rinks, amenity provision, support spaces). Inconsistent facility dimensions and amenities in existing facilities were also identified as being an issue for some user groups.

Future Considerations and Preferences

Multi-sheet venues are preferred. When asked about future preferences should new indoor ice arena development be pursued, the overwhelming sentiment was that priority should be given to multi-sheet facilities. Stakeholders indicated that multi-sheet venues can create enhanced and increased opportunities for programs and event hosting while also optimizing participant and spectator experiences.

Some groups would like increased opportunities for information sharing among organizations. Doing so, stakeholders expressed, could help break down silos and foster better overall collaboration. A number of stakeholders also expressed that opportunities to share ice or otherwise make more efficient use of available ice could be accrued through better information sharing and communications. It was suggested that The City should play a more active role in fostering these relationships and lines of communication.

Opportunities may exist to make better use of indoor ice. While stakeholders commonly cited the lack of prime time ice as an issue, it was acknowledged by some that current ice inventory could be more efficiently utilized in some instances. A review of the allocation process, more frequent half-ice practices and better collaboration between groups were identified as ways in which better efficiency could potentially occur.

A variety of perspectives on the potential to develop covered, outdoor refrigerated ice surfaces. While some groups believe that this type of facility could help alleviate current prime time ice pressures, others expressed that user group and participant buy-in may be challenging. However, it was commonly expressed that covered, outdoor refrigerated ice surfaces could help enhance the experience for spontaneous ice users.



Regional Relationships

Arena representatives (facility operators and/or municipal staff) from Lacombe, Blackfalds, Penhold, Sylvan Lake, Delburne, and Spruce View were engaged through stakeholder discussions.

Although limited ice time is available in regional facilities, there is willingness to accommodate Red Deer user groups. The indoor ice facilities in the region experience steady utilization especially on weekends and weekday evenings. However, there is some ice time available and facilities are willing to accommodate Red Deer user groups as best they can.

Regional facilities are not overly concerned about the situation in Red Deer. The news regarding the two-year closure of the Red Deer Arena did not stir a reaction among the regional facilities; no major concerns were portrayed regarding any hypothetical plans for new arena development in Red Deer either. The facilities are well focused on the needs of their own community and none of the regional facilities claimed to set their user fees based on Red Deer's rates (historical rates and the perceived ability of local user groups to pay are the primary drivers to setting fees).

Flexibility in local vs. non-local rates may be considered to host Red Deer user groups. When discussing the potential accommodation of Red Deer user groups during the two-year closure of the Red Deer Arena, some of the regional facilities are willing to be flexible with their non-local rates as long as operations can remain financially viable. Although it would be the user groups directly booking ice from regional facilities, a suggestion was made that The City of Red Deer should play a role in facilitating relationships between the groups and the facilities.

"No-shows" will not be tolerated. A major concern expressed by regional facilities in regard to hosting Red Deer user groups is "no-shows." If Red Deer user groups book ice at regional facilities, advanced payment may be a condition. More importantly, it was expressed that "no-show" ice time by Red Deer user groups shows disrespect to the local user groups. For some regional facilities this exact situation has been an issue in the past.

Indoor Intercept Survey

An indoor intercept survey was conducted at The City's indoor ice facilities during public programming (e.g. public skate). In total, 86 responses were gathered primarily at the Collicutt Centre, Red Deer Arena, and the G.H. Dawe Community Centre. The surveys were facilitated in-person by City staff on tablet devices during March 2016.

Respondent Overview

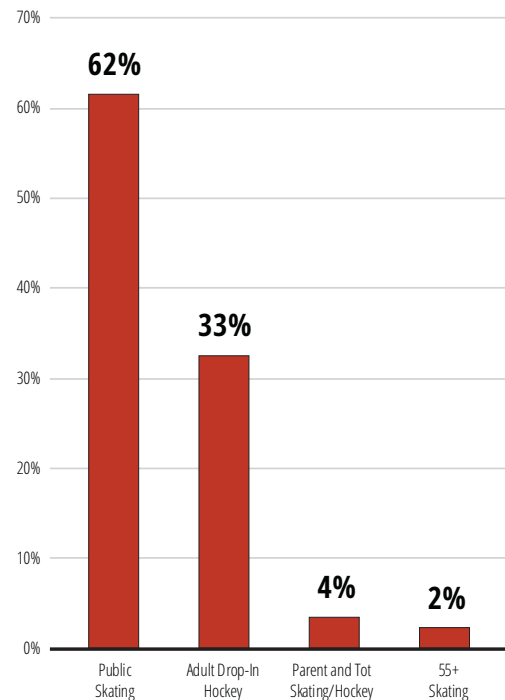
The survey was facilitated at each of The City's arenas; 42% of the responses were gathered at the Collicutt Centre.

Arena	Responses
Collicutt Centre	42%
G.H. Dawe Community Centre	28%
Red Deer Arena	25%
Kinsmen Community Arenas	2%
Kinex Arena	2%

Respondent Overview

The City of Red Deer provides four public programs. 62% of the responses gathered were from Public Skating participants.

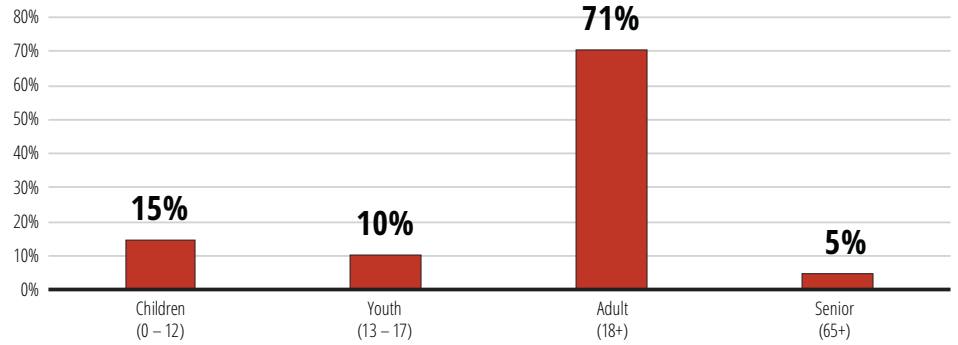
Public Program



Respondent Overview

71% of respondents were adults while 25% were children or youth.

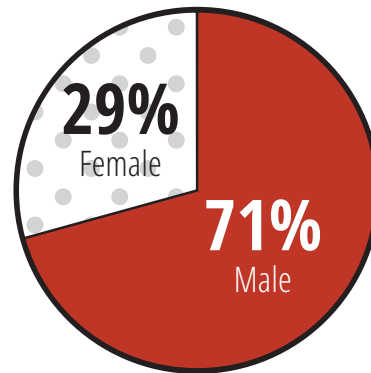
Age of Respondent



Respondent Overview

71% of the responses were provided by males; 29% were provided by females.

Sex of Respondent

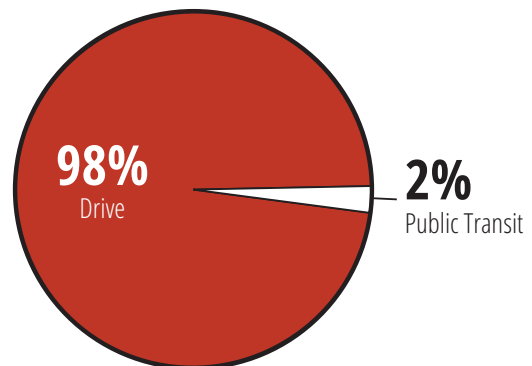


Transportation

98% of respondents drove to the arena while the remaining 2% used public transit. None of the respondents walked.

The average drive time was 4 minutes.

Method of Transportation

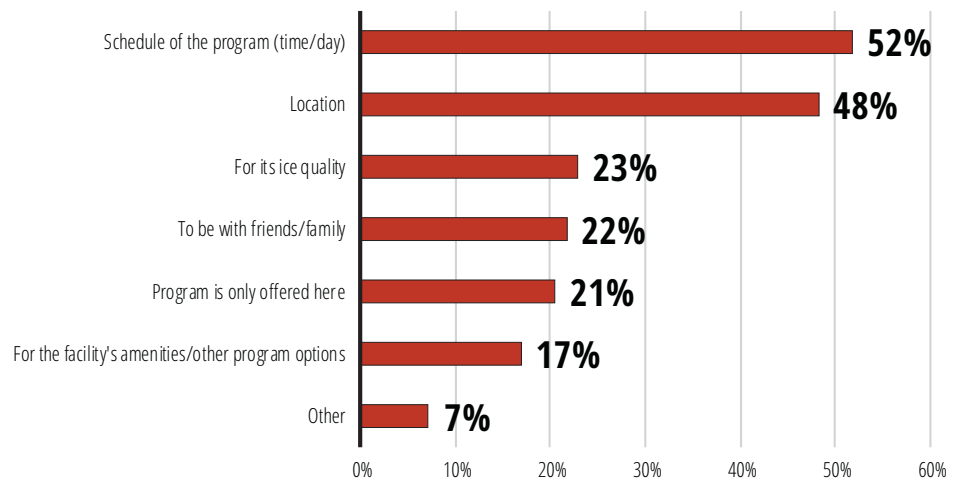


Method	Count	Max.	Min.	Average
Drive	n=82	45	2	14.1
Public Transit	n=2	45	30	37.5

Arena Selection

Just over half (52%) of respondents choose the arena based on the schedule of the program. 48% choose the arena due to its location.

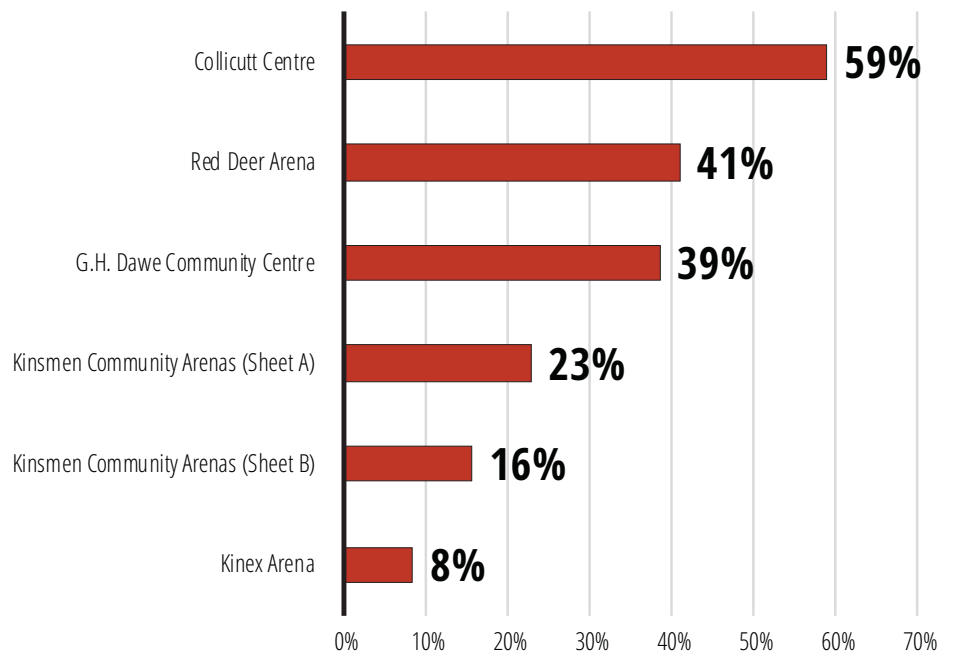
Why did you attend this arena for the drop-in skating program today?



Arena Selection

The Collicutt Centre, Red Deer Arena, and the G.H.Dawe are utilized for public skating the most as indicated by respondents (95% of respondents were surveyed at those 3 arenas).

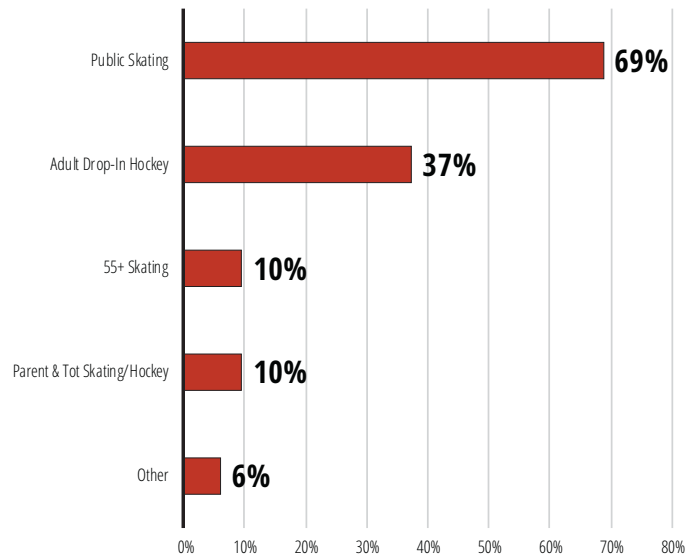
Which arenas in Red Deer do you visit to participate in drop-in skating?



Programming

When asked to indicate all the drop-in programs they participate in, 69% participate in Public Skating and 37% participate in Adult Drop-In Hockey.

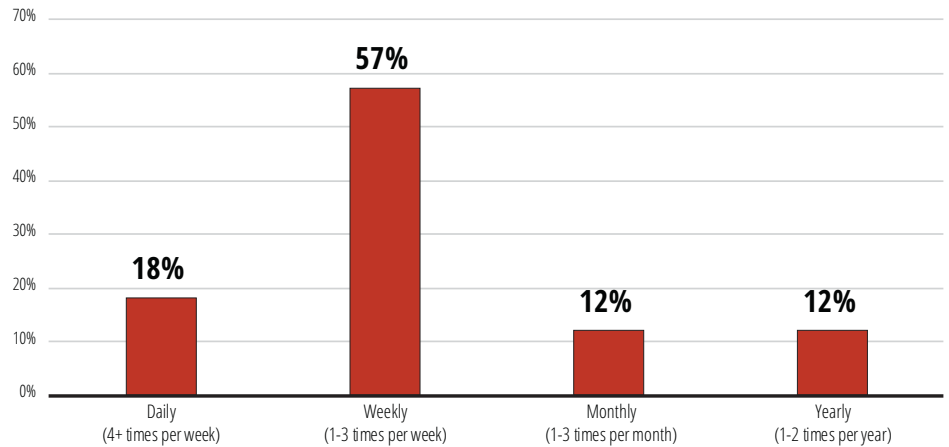
What drop-in skating programs do you participate in at the indoor arenas?



Frequency of Attendance

During the ice season, 57% of respondents attend drop-in skating programs on a weekly basis.

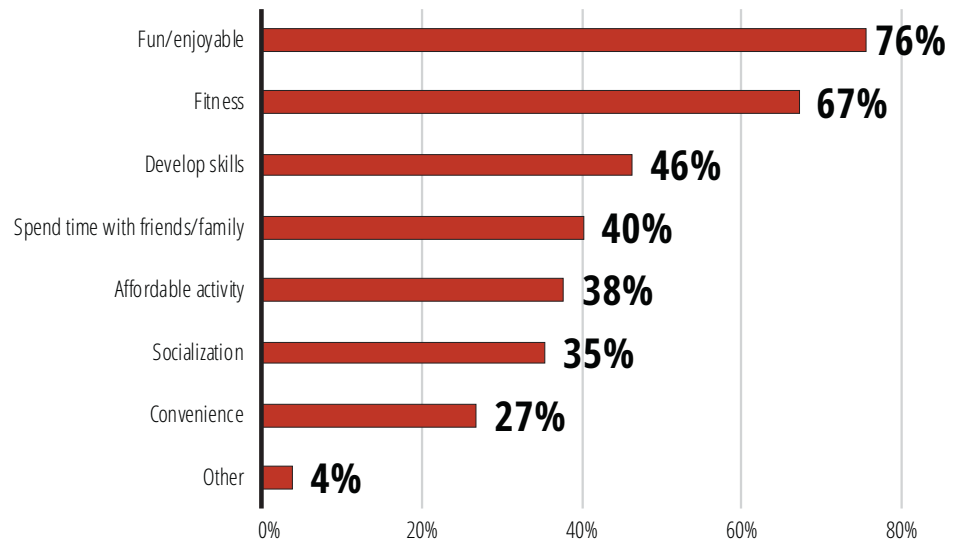
How often do you attend drop-in skating programs at the indoor ice arenas in Red Deer (during the Season)?



Reasons for Participating

76% of respondents participate in drop-in programs because they are fun/enjoyable. Two-thirds (67%) participate for the fitness aspects.

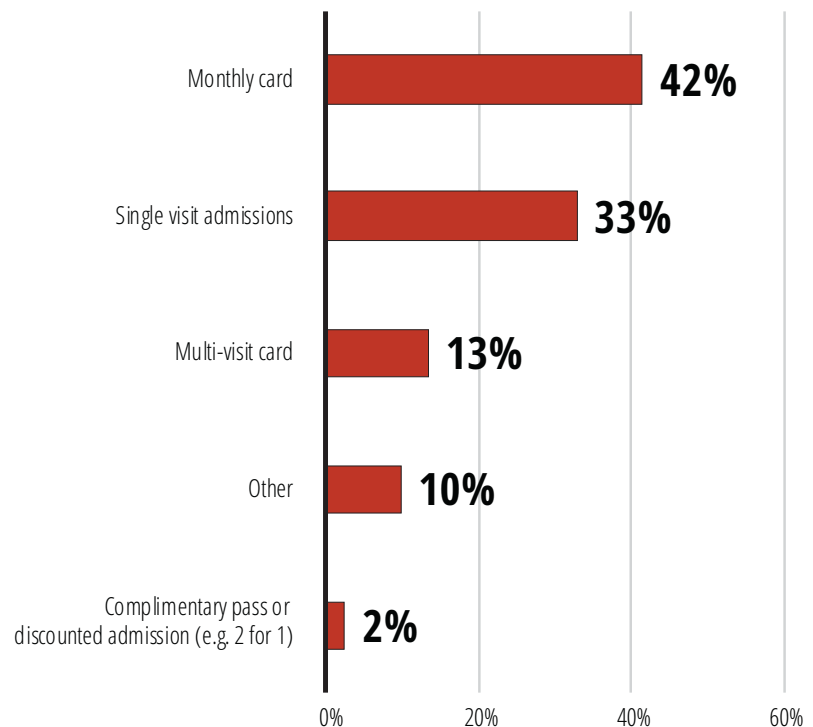
Why do you participate in drop-in skating at the indoor arenas?



Method of Payment

42% of respondents paid for the drop-in program by way of their monthly card. One-third (33%) paid a single visit admission. Others included "cash" (could assume single admission) and one responded used fee assistance.

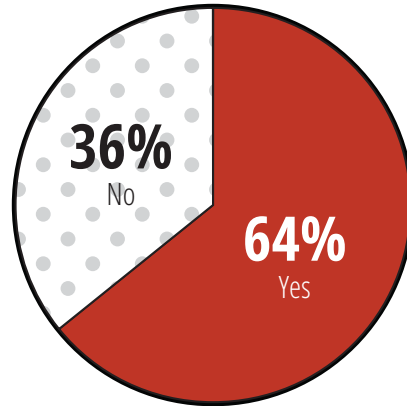
How do you pay for your admission at drop-in skating opportunities?



Outdoor Rinks

64% of respondents use the outdoor rinks in Red Deer.

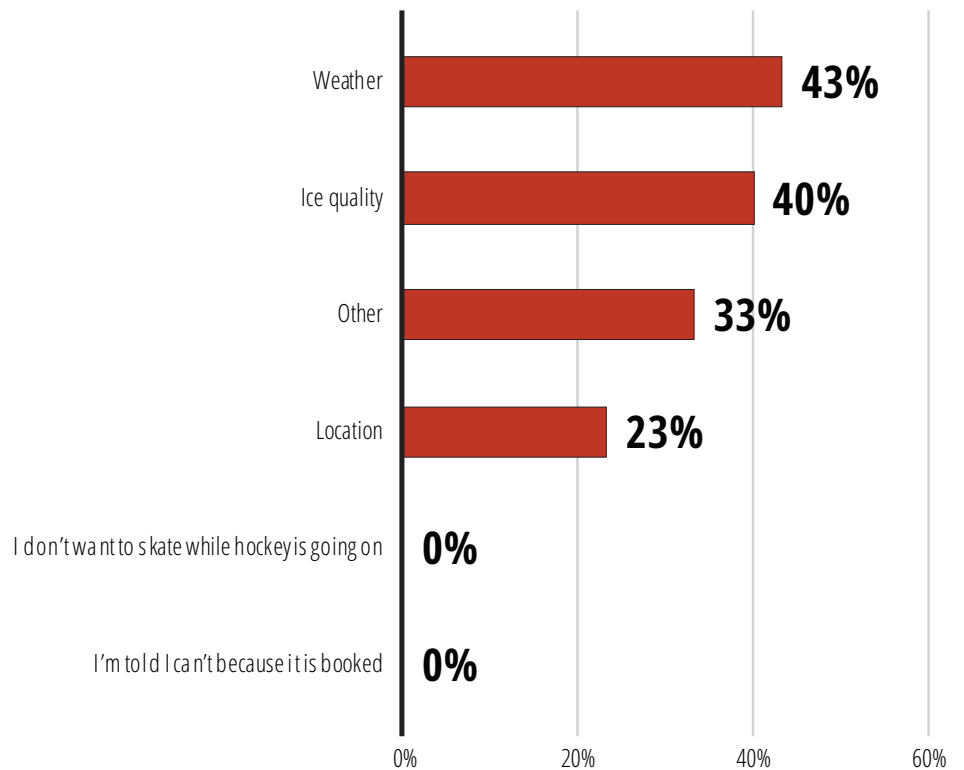
Do you use the outdoor ice rinks in Red Deer?



Outdoor Rinks

43% do not use the outdoor rinks due to weather. "Other" responses included supervision concerns, preference, and that indoor facilities are more convenient with young children.

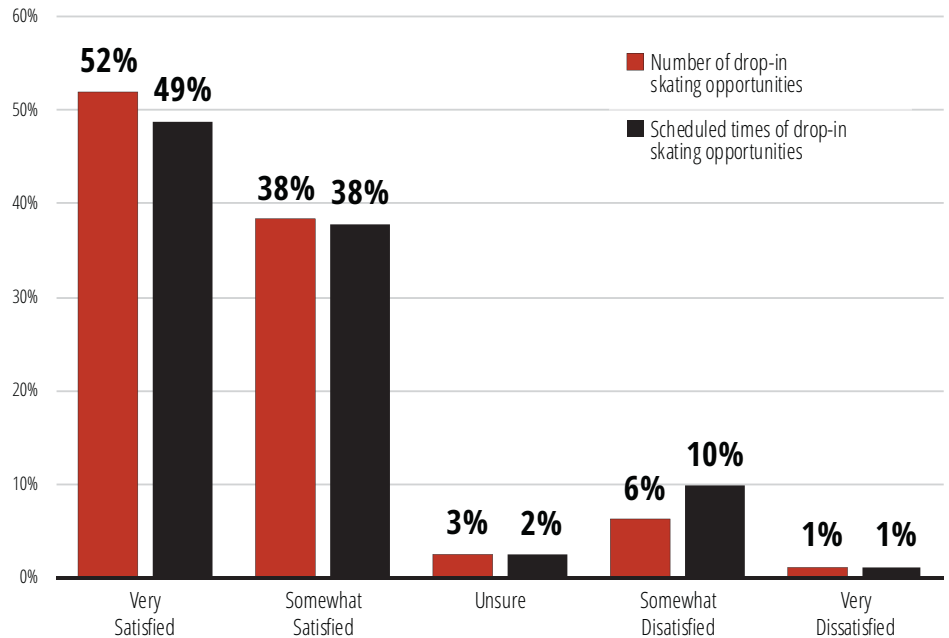
If you do not use the outdoor rinks, why not?



Satisfaction with Skating Opportunities

90% of respondents are satisfied (52% very; 38% somewhat) with the number of drop-in skating opportunities. 87% are satisfied (49% very; 38% somewhat) with the scheduled times of drop-in skating opportunities.

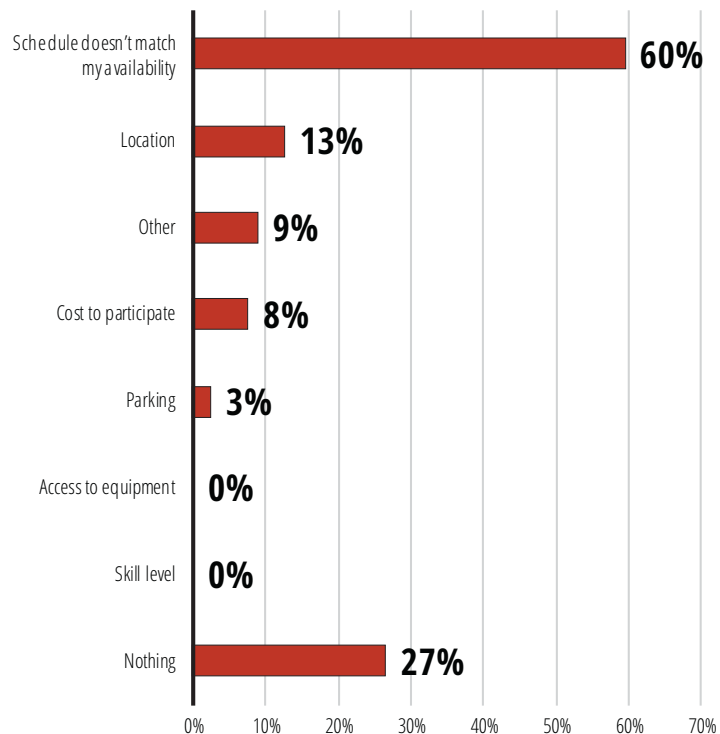
How satisfied are you with: A) The number of drop-in skating opportunities; and B) The scheduled times of drop-in skating opportunities at indoor arenas in Red Deer?



Participation Barriers

60% of respondents indicated scheduling as a reason why they do not participate more in skating opportunities.

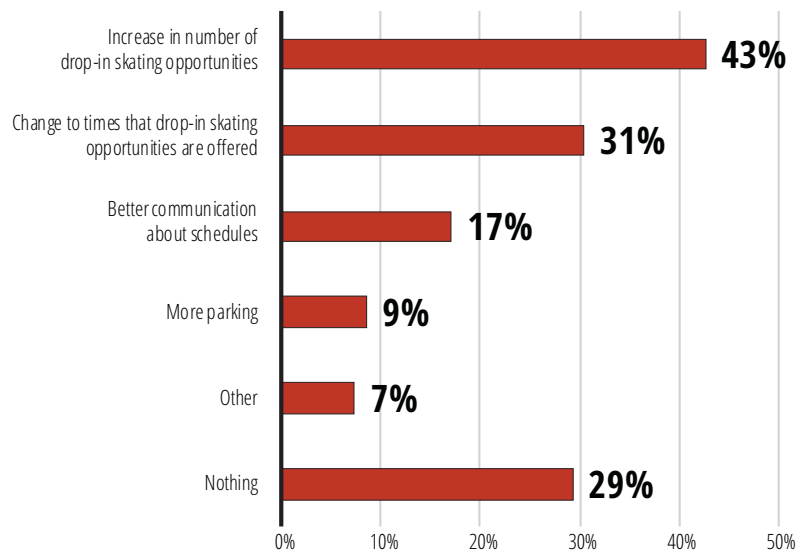
What prevents you from participating in drop-in skating opportunities more often at the indoor arenas in Red Deer?



Improved Experience

When asked what could improve their experience at drop-in skating, 43% mentioned to increase the number of drop-in opportunities.

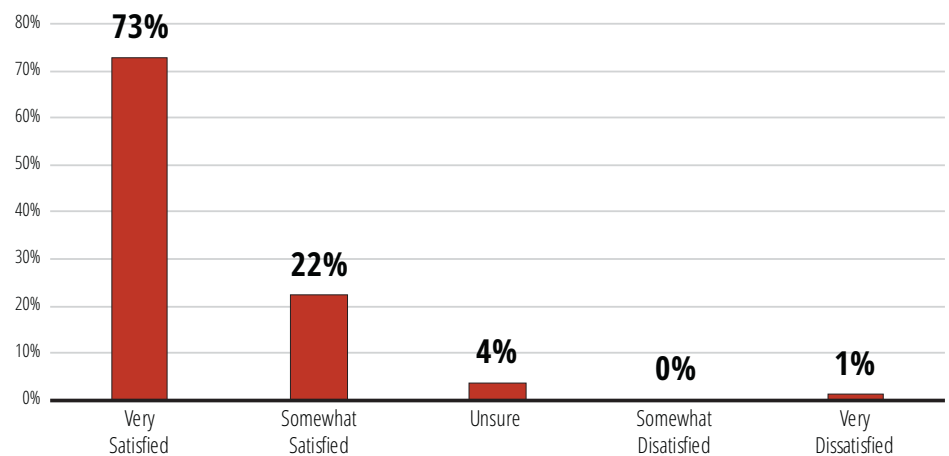
What would improve your experience at drop-in skating at the indoor arenas?



Overall Satisfaction

When asked to indicate their overall level of satisfaction with drop-in skating opportunities at the Red Deer arenas, 73% of respondents are very satisfied and 22% are somewhat satisfied.

Please indicate your overall level of satisfaction with drop-in skating opportunities at the Red Deer arenas.



General Comments

Respondents were also provided with the opportunity to comment generally on their experiences and wishes for ice opportunities. A variety of comments were provided and are summarized as follows:

- More skating opportunities in the summer.
- More safety equipment available.
- Limit the number of skaters at a given time.
- More availability in the morning for toddlers.
- More availability in the evenings.
- Drop-in stick and puck program would be nice.

Outdoor Ice Surveys

Two outdoor ice surveys were conducted:

1. An intercept survey facilitated by City staff on-site and in-person; and
2. A public online survey with access via a link on The City's website.

119 intercept questionnaires were completed and 312 online responses were gathered. Presented as follows are the findings of the two surveys. While the nature of how the surveys were fielded differed (intercept vs online), where possible the results are presented jointly in order to provide a comparison between both sets of respondents.

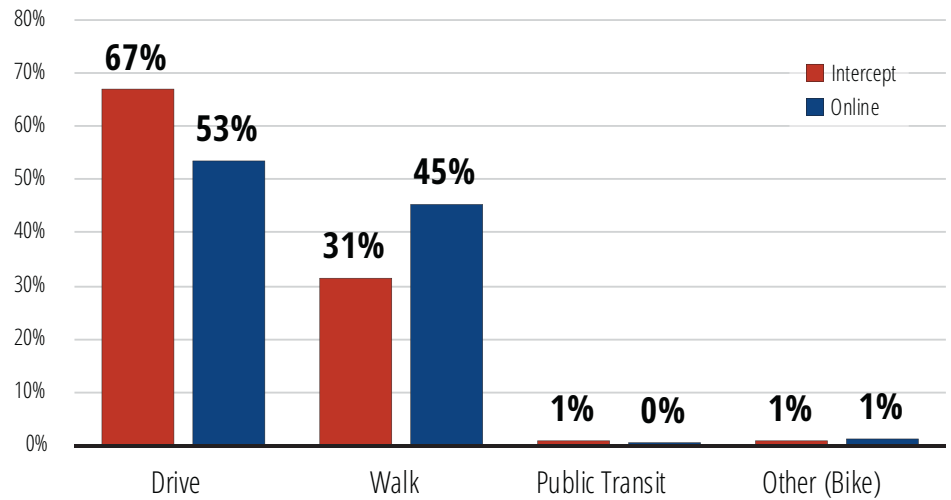
In the following charts and graphs, the **red** items indicate findings from the **intercept survey**.

The **blue** items represent results from the **online questionnaire**.



Travel Method and Time
A majority of outdoor ice participants drive to outdoor rinks.

Travel Method and Time



Intercept Survey

Method	Count	Max.	Min.	Average	Median
Drive	n=78	60	0.5	8.6	5.5
Walk	n=37	30	1	5.7	5

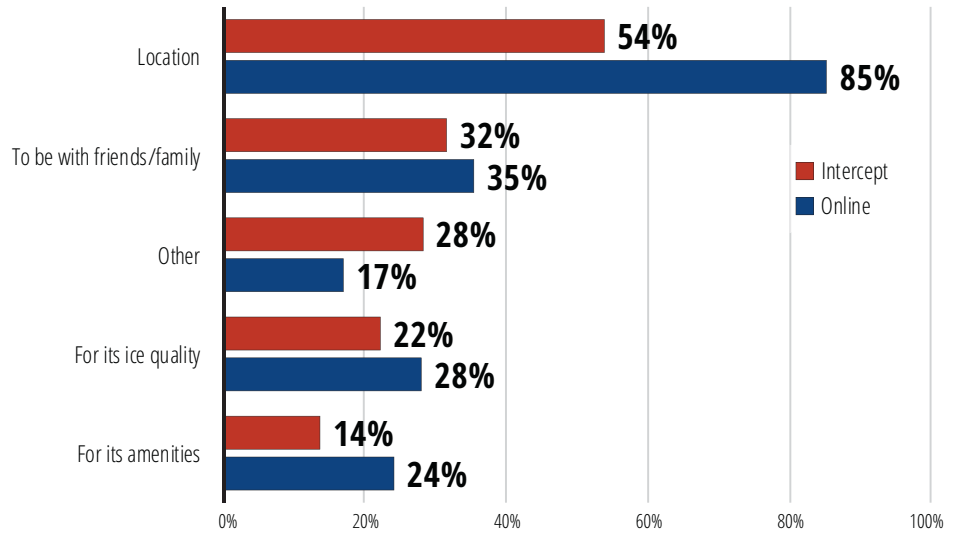
Online Survey

Method	Count	Max.	Min.	Average	Median
Drive	n=143	30	0.5	6.5	5
Walk	n=125	20	0.75	4.7	5

Reason for Rink Choice

The location of the rink is the most important reason for choosing which rink to travel to.

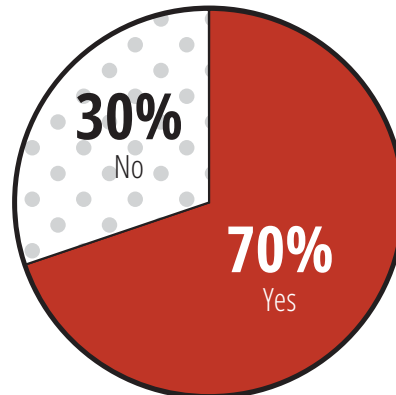
Reasons for Rink Preference



Reason for Rink Choice

70% of intercept survey participants have used a different rink other than the one they were surveyed at.

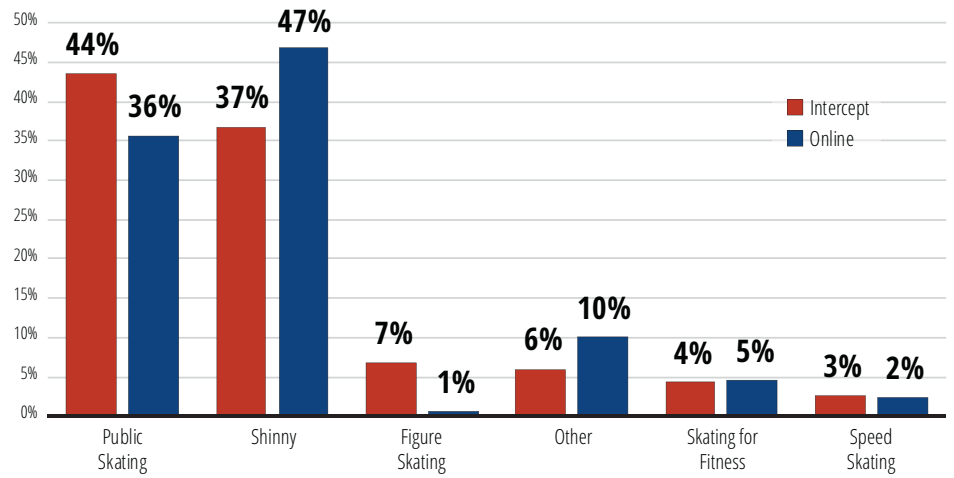
Have you used other outdoor ice rinks in Red Deer in the last two years?



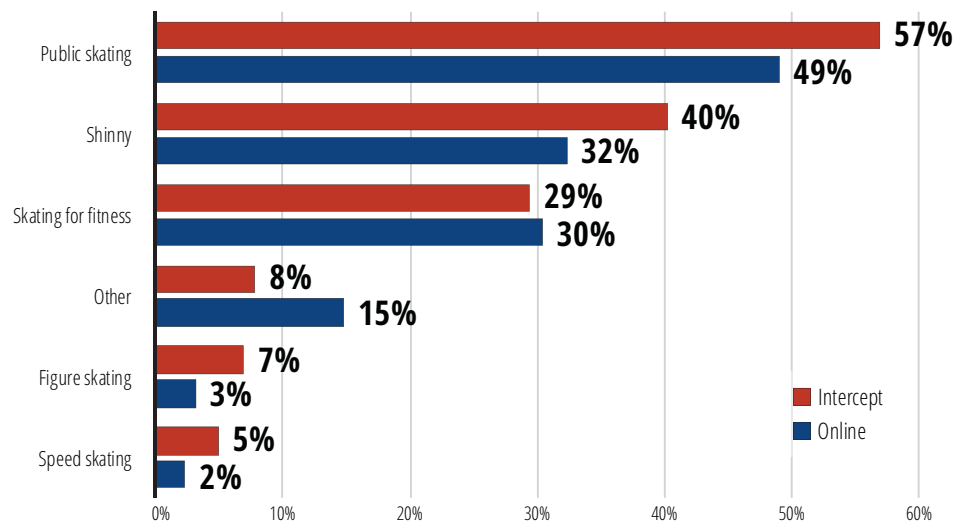
Activities

Public skating and shinny are the two most participated in activities.

Primary Activity



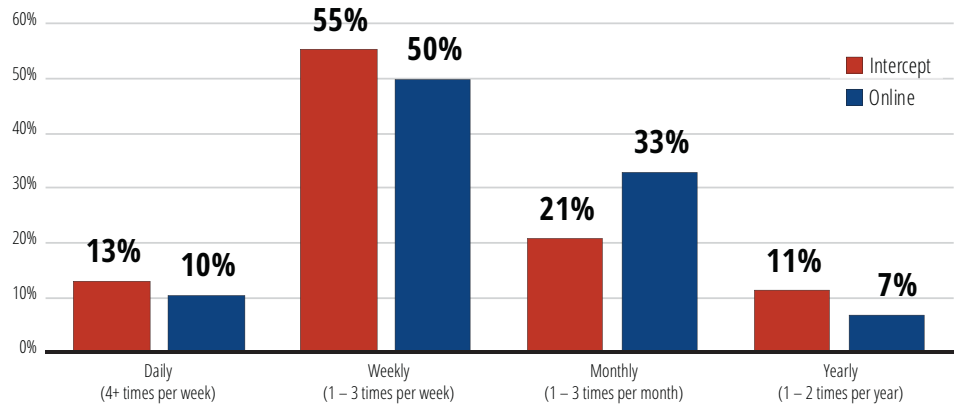
Other Activities



Frequency

Most respondents are weekly users of outdoor rinks.

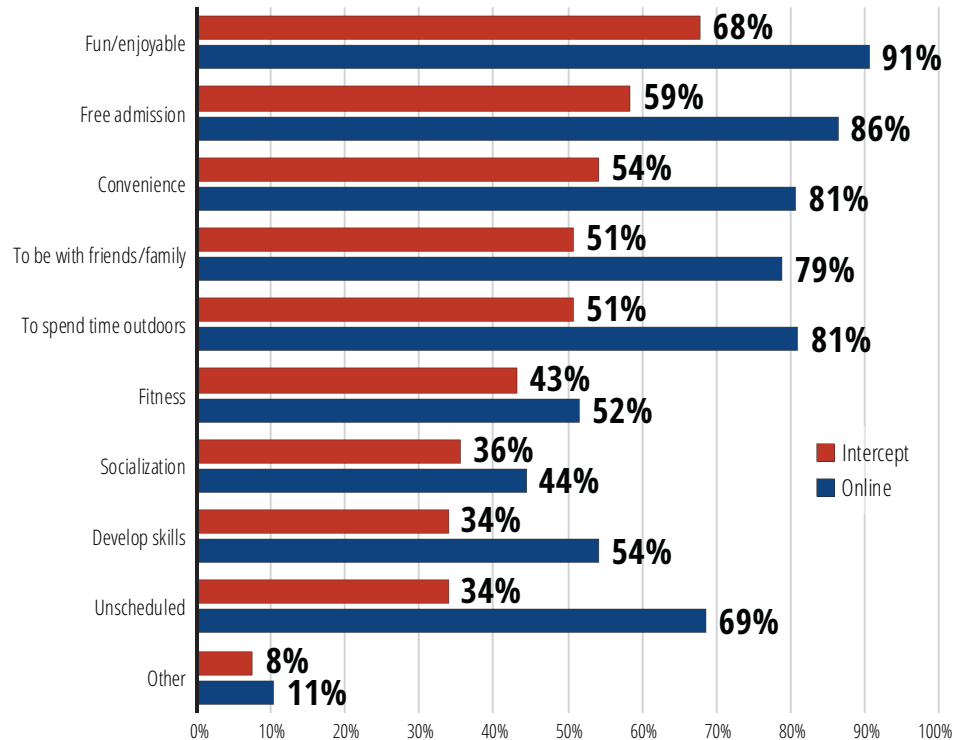
Frequency of Use



Frequency

"Fun/enjoyable" and "free admission" are the top two motivations to use outdoor rinks.

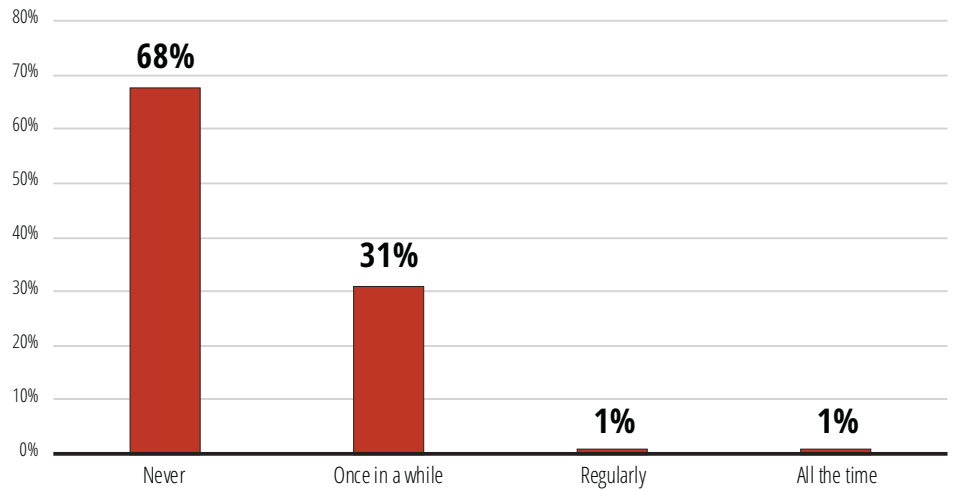
Why do you use the outdoor rinks in Red Deer?



Intercept Survey Results

68% of respondents have never been turned away from a rink due to it being booked.

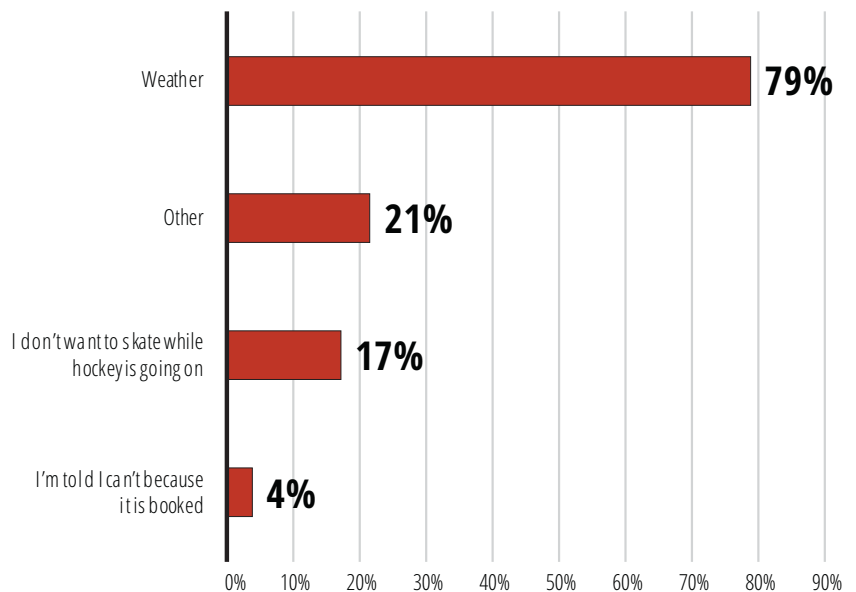
How often is an outdoor rink not available for you because it is in use by a group?



Intercept Survey Result

Weather is the most common barrier to outdoor rink participation.

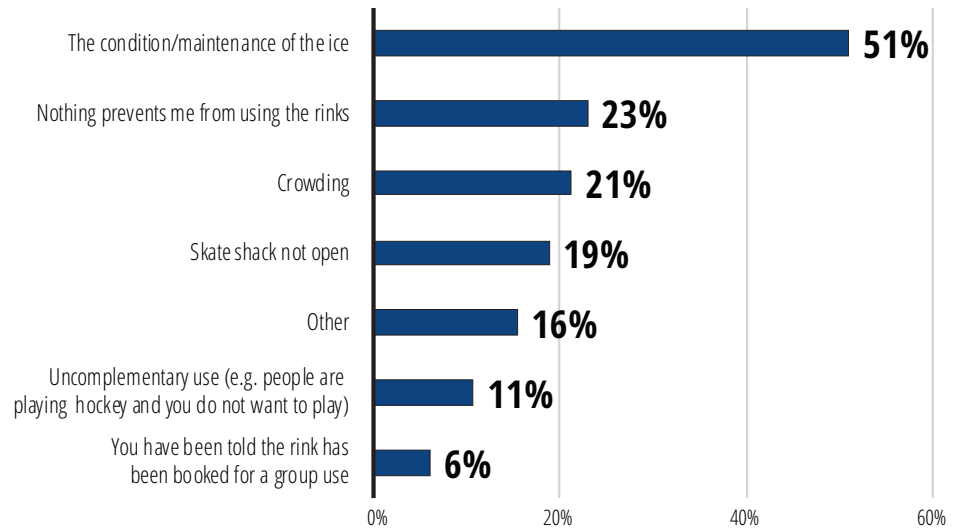
What "stops" you from using outdoor rinks?



Online Survey Result

Besides weather, ice condition is the biggest barrier to participation.

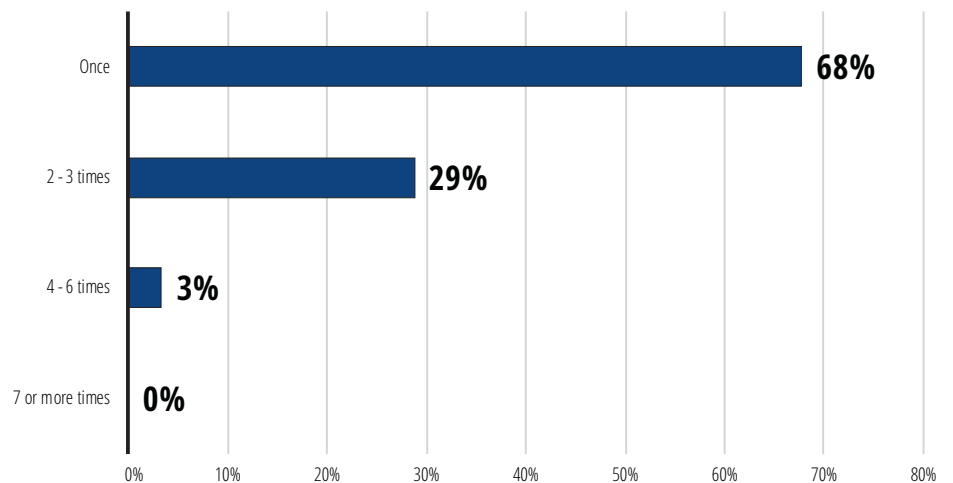
What, if anything, prevents you from using the outdoor rinks in Red Deer (besides weather)?



Online Survey Result

Of the 6% of respondents who have been told the rink is booked, 68% indicated it happened once in the previous year.

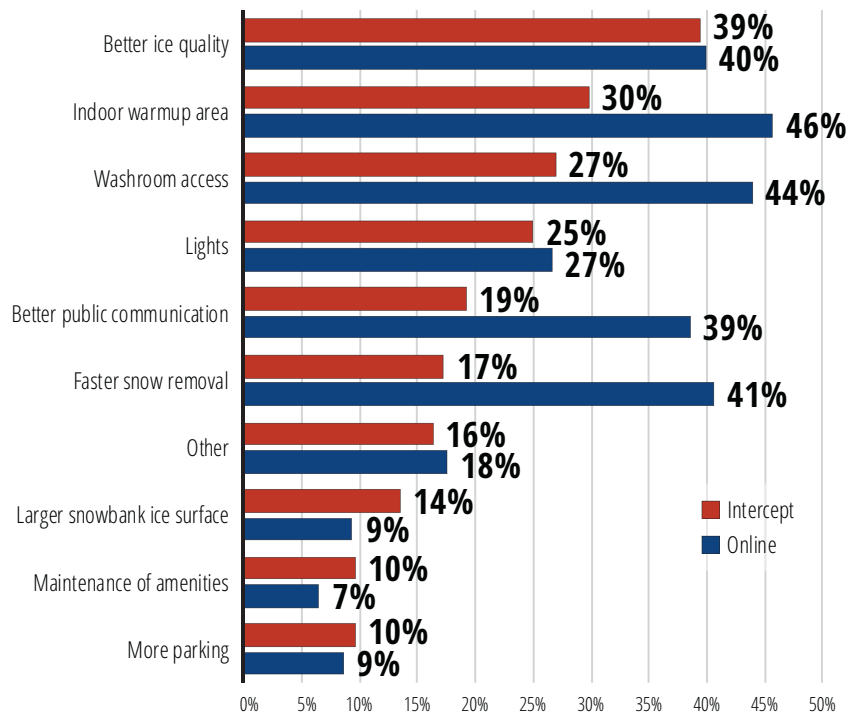
If you have been told an outdoor rink has been booked, approximately how many times in the previous year has this occurred?



Enhancement of Outdoor Rinks

Better ice quality, an indoor warm-up area, and washroom accesses ranked as the best ways to improve outdoor rink user experience.

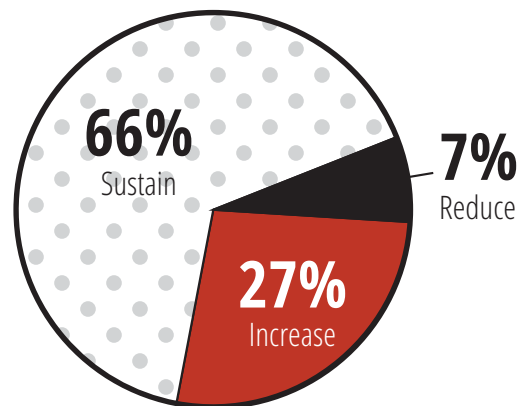
What would improve your experience at the outdoor ice rinks in Red Deer?



Intercept Survey Result

Two-thirds of respondents believe The City should sustain the amount of rinks.

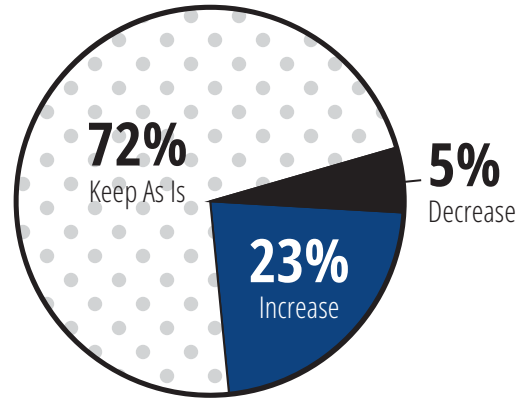
Should the City increase, sustain, or reduce the amount of outdoor rinks in Red Deer?



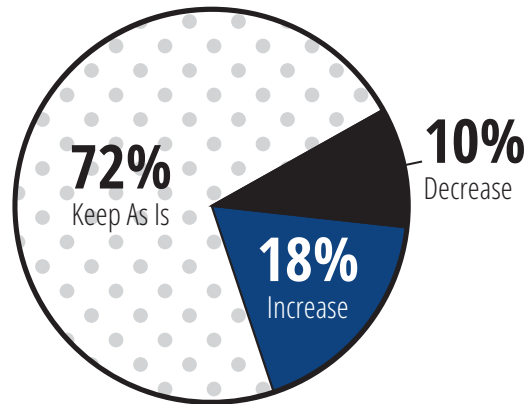
Online Survey Result

72% of respondents selected "keep as is" for both boarded and snowbank rinks when asked whether to increase, decrease, or sustain the existing number of rinks.

Boarded Rinks



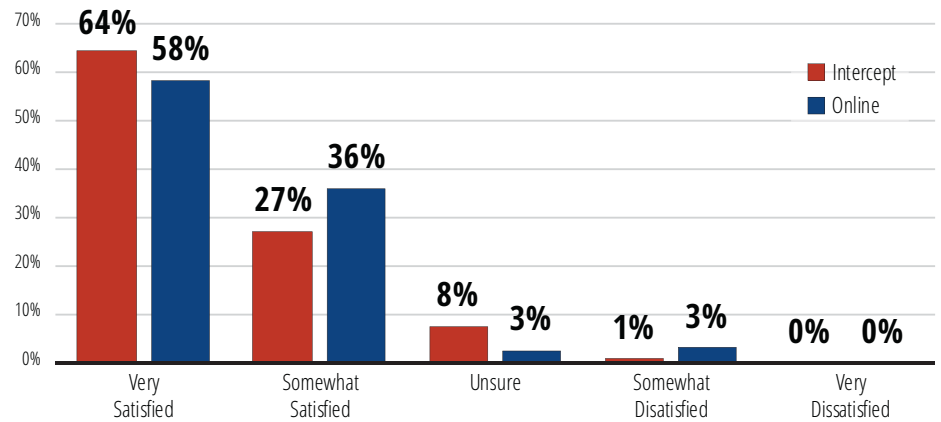
Snowbank Rinks



Satisfaction

Levels of satisfaction are high for outdoor ice users. 64% and 58% (intercept and online respectively) are "very satisfied."

Overall Satisfaction



9

Summary: Key Findings

Identified as follows are key findings from each of the content areas of this Research Summary Report.

Background Review Key Findings

- Recreation amenities create vibrant communities and neighbourhoods
- Recreation, active living and sport are vitally important to Albertans
- Recreation is the experience that results from freely chosen participation in physical, social, intellectual, creative, and spiritual pursuits that enhance individual and community wellbeing
- Sustaining existing ice facilities is a priority
- Additional indoor ice arenas have been identified as a short and medium term need in past City planning efforts



Trends and Leading Practices Analysis Key Findings

Participation

- *Some available data sources suggests that organized, competitive sport participation is declining however these findings are highly dependent on specific sports and regions*
- *While numbers have stagnated provincially, hockey remains one of Alberta's most popular group/team activities*
- *Figure skating continues to remain popular; high participation in introductory programs (e.g. CanSkate)*
- *Spontaneous recreation opportunities are becoming more prevalent due to lower costs and flexible time commitments*

Infrastructure

- *Multiple ice sheet venues are being developed to capture economies of scale in operations and enable sport tourism*
- *More and more ice facilities are being built with leisure ice surfaces to enable community drop-in use*
- *Ice facility users are expecting basic facility amenities that are included in newer, more modern facilities*
- *LEED designations (environmentally friendly operations and technological advances)*
- *Outdoor rink ice and amenity quality are important drivers that impact utilization*

Leading Practices from Municipalities

- *Demonstrating social good and aligning with desired outcomes*
- *Revisiting the classification of "Prime" and "Non-Prime" ice*
- *Identifying new "Dry-Floor" opportunities*
- *Aligning maintenance of outdoor rinks with utilization data*

Population and Demographic Analysis Key Findings

- Red Deer's 2015 population is 100,807
- The population is expected to range between 149,911 and 186,891 by 2041
- The ten most populated neighbourhoods have an indoor ice facility within at least 3 kilometres



Inventory and Mapping Key Findings

Indoor Ice Facilities

- *There are six ice sheets at five indoor arena facilities (owned and operated by The City)*
- *Five of the six indoor ice sheets are concentrated south of the river*
- *Indoor ice is available (or will be) at Westerner Park and Red Deer College (under development)*
- *23 indoor ice sheets are available within a 50km radius of Red Deer*

Outdoor Ice Facilities

- *The City owns and maintains 36 boarded rinks*
- *The City owns and maintains 35 snowbank surfaces*
- *Outdoor oval and three pond skating areas*
- *Outdoor ice sites are well balanced throughout the city and are available for use during the winter months*



Current Provision Analysis Key Findings

Service Season

- All indoor ice sheets offer ice from September 28 to March 24 (2015/16)
- Typically one arena is operated in the summer from July through May

Indoor Utilization (Weekends: 8am – 10pm and Weekdays: 4pm – 10pm)

- 9,145 hours were available from October through March (2014/15)
- 7,545 hours were booked
- 83% utilization

Operations

- Most efficient: Kinsmen Arenas' net loss was \$95,069 for both ice sheets in 2015
- Least efficient: Red Deer Arena had a net loss of \$303,313 in 2015.
- Outdoor: Daily Maintenance Sites require \$18,025 annually to operate

Required Investment

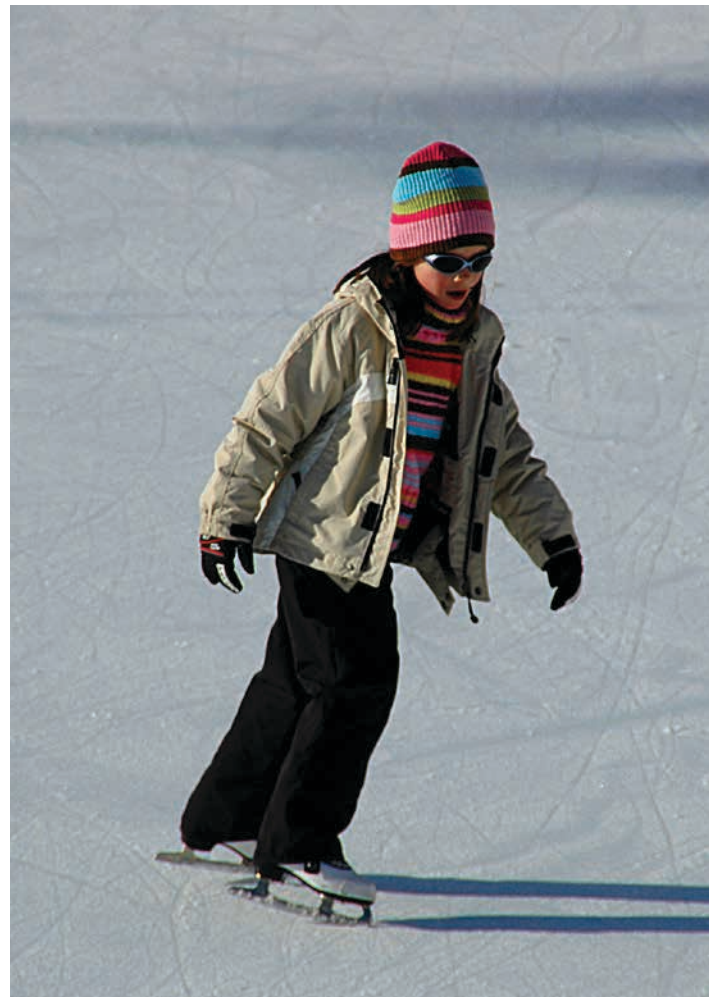
- The total replacement value of City owned ice sheets, once the Red Deer Arena is replaced, is between \$65 and \$70M
- In ensuring existing facilities remain in operational, The City has identified over \$6.2M in required capital and maintenance investment over the next 10 years (to 2025; based on facility assessment completed; not including lifecycle reserve budgeting)

Functional Assessment

- Collicutt Centre ice sheet offers significantly better functionality than the other venues

Benchmarking Key Findings

- Red Deer's level of provision of indoor ice facilities is comparable to municipalities of similar size
- Red Deer has significantly more outdoor ice amenities than comparable municipalities
- User fees are slightly lower in Red Deer than in municipalities of comparable size
- Prime user fees are approximately 12% higher in Red Deer compared to other arenas in central Alberta



Consultation Key Findings

User Group Survey

- 64% are satisfied to some extent with the overall provision of indoor ice facilities in Red Deer
- 74% want more than 6 ice sheets in Red Deer
- 55% of user groups are able to completely access sufficient indoor ice time to meet current needs (26% somewhat and 19% cannot access enough)

Stakeholder Discussions

- Despite aging facilities, current service levels provided at City ice arena facilities are high
- Current ice user rates are generally considered fair
- Lack of available prime time ice inhibits growth
- The current bookings/allocation process works better for some groups than others
- Multi-sheet venues are preferred should new development occur

Indoor Intercept Survey

- 98% drove to the arena
- 25% chose the specific arena based on the schedule of the program; 48% chose based on the arena's location
- 64% also utilize outdoor ice rinks in Red Deer
- 95% are satisfied to some degree with the drop-in skating opportunities in Red Deer

Outdoor Intercept Survey

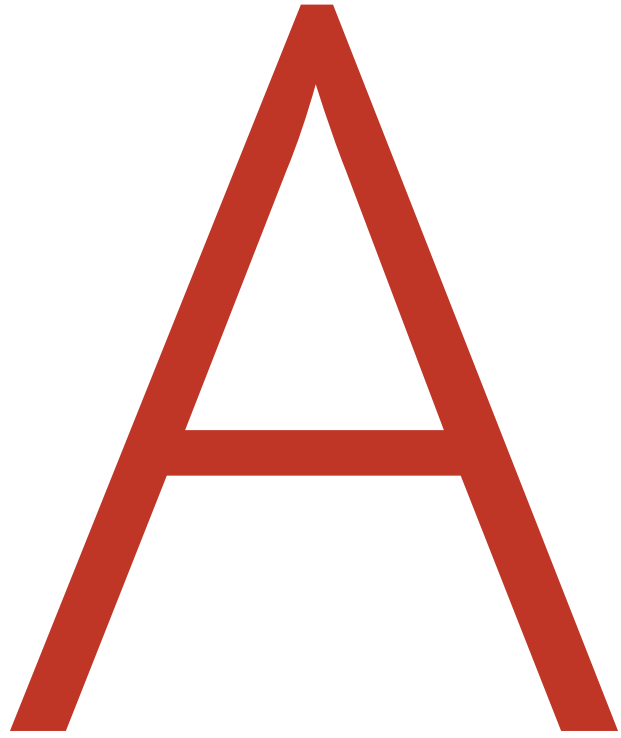
- 67% drove to the rink; 31% walked
- 64% are "very satisfied" with overall service (27% "somewhat satisfied")
- Public skating (44%) and shinny (37%) are the primary activities
- 66% think The City should maintain the number of current ice rinks

Outdoor Ice Public Survey

- 53% primarily drive to rinks; 45% primarily walk
- 58% are "very satisfied" with overall service (36% "somewhat satisfied")
- Shinny (47%) and public skating (36%) are the primary activities
- 72% think The City should maintain the number of current ice rinks



APPENDICES



Facility Assessment Template

Venue name: Venue #1		Rating				Weighting	Score
Arena Amenities	Ideal state	0 - not applicable	1	2	3 - ideal	(1-5)	
Ice surface	subtotal	0				5	0
	regulation size (for purpose; NHL or Olympic)						
	concrete slab						
	appropriate dasher system						
	appropriate access to ice surface						
	appropriate lighting levels						
	physically accessible						
Benches and players area	subtotal	0				3	0
	appropriately sized (large enough for full adult team and coaches)						
	located across from penalty/scorers box with adjacent access to change rooms						
	appropriate finish (skate tile, durable bench seating, padding)						
	convenience amenities (water and sink)						
	physically accessible						
Penalty box and scorekeeper area	subtotal	0				3	0
	appropriately sized						
	located across from benches						
	comfortable for scorekeepers						
	modern sound system and scoreboard operations						
Change rooms	subtotal	0				5	0
	appropriately sized						
	rectangle/oval layout (minimal corners)						
	six changes rooms (including off gender and referee)						
	full washroom and shower facilities						
	water fountains						
	physically accessible						
Spectator area	subtotal	0				3	0
	appropriate capacity for purpose				0		
	comfortable seating (seats or bench)						
	comfortable heating						
	full physical accessibility and safety features (railing, hearing loops, etc.)						
	good sight lines from all viewing areas						
	proximity to other facility amenities						
Alternative spectator options		0				2	0
Common space and circulation	subtotal	0				4	0
	appropriately sized lobby areas with social gathering spaces						
	convenient spectator access/egress						
	appropriate wayfinding and signage						
	communication and public address capabilities						
	convenient user access/egress						
	appropriate corridor width						
	appropriately located and publicly accessible administrative areas						
	welcoming aesthetics						
	Wi-Fi						
	sponsorship activation opportunities						
	physically accessible						
Food and beverage	subtotal	0				3	0
	quality food and beverage options						
	healthy food choices						
	appropriate proximity to spectator area						
	provides ability to section off licenced area						
	availability of water fountains						
	physically accessible						
Maintenance and operational efficiency	subtotal	0				3	0
	multiple sheets of ice (economies of scale)						
	Green energy efficient systems						
	Green energy efficient equipment						
	workshop space in close proximity to ice surface(s) and change rooms						
	adequate storage (for 1/2 ice board systems, user groups)						
	floor covering						
	appropriate exterior lighting						

		located across from benches						
		comfortable for scorekeepers						
		modern sound system and scoreboard operations						
Change rooms	subtotal		0			5		0
		appropriately sized						
		rectangle/oval layout (minimal corners)						
		six changes rooms (including off gender and referee)						
		full washroom and shower facilities						
		water fountains						
		physically accessible						
Spectator area	subtotal		0			3		0
		appropriate capacity for purpose				0		
		comfortable seating (seats or bench)						
		comfortable heating						
		full physical accessibility and safety features (railing, hearing loops, etc.)						
		good sight lines from all viewing areas						
		proximity to other facility amenities						
Alternative spectator options			0			2		0
Common space and circulation	subtotal		0			4		0
		appropriately sized lobby areas with social gathering spaces						
		convenient spectator access/egress						
		appropriate wayfinding and signage						
		communication and public address capabilities						
		convenient user access/egress						
		appropriate corridor width						
		appropriately located and publicly accessible administrative areas						
		welcoming aesthetics						
		Wi-Fi						
		sponsorship activation opportunities						
		physically accessible						
Food and beverage	subtotal		0			3		0
		quality food and beverage options						
		healthy food choices						
		appropriate proximity to spectator area						
		provides ability to section off licenced area						
		availability of water fountains						
		physically accessible						
Maintenance and operational efficiency	subtotal		0			3		0
		multiple sheets of ice (economies of scale)						
		Green energy efficient systems						
		Green energy efficient equipment						
		workshop space in close proximity to ice surface(s) and change rooms						
		adequate storage (for 1/2 ice board systems, user groups)						
		floor covering						
		appropriate exterior lighting						
		appropriate dehumidification						
		functional heating sub floor						
Complementary amenities (ice related)	subtotal		0			2		0
		VIP/special viewing/hosting areas						
		dry land warm up areas						
		skate sharpening services						
		athlete/therapy rooms						
		media/broadcast spaces						
		dry land training areas (multipurpose, walking/jogging tracks and fitness)						
		existence of tournament support/multipurpose rooms						
		adjacent or nearby hotel facilities						
		parking (sufficient amount, charging stations)						
Complementary amenities and facilities (non-ice related)		Community recreation and social amenities such as swimming pools, gymnasiums, restaurant and lounge facilities	0			1		0
Total points						0		0
Total possible points						102		102
Percentage						0.0%		0.0%

Venue name: Venue #1		Rating				Weighting	Score
Arena Amenities	Ideal state	0 - not applicable	1	2	3 - Ideal	(1-5)	
Ice surface	subtotal	0				5	0
	regulation size (for purpose; NHL or Olympic)						
	concrete slab						
	appropriate dasher system						
	appropriate access to ice surface						
	appropriate lighting levels						
	physically accessible						
Benches and players area	subtotal	0				3	0
	appropriately sized (large enough for full adult team and coaches)						
	located across from penalty/scorers box with adjacent access to change rooms						
	appropriate finish (skate tile, durable bench seating, padding)						
	convenience amenities (water and sink)						
	physically accessible						
Penalty box and scorekeeper area	subtotal	0				3	0
	appropriately sized						
	located across from benches						
	comfortable for scorekeepers						
	modern sound system and scoreboard operations						
Change rooms	subtotal	0				5	0
	appropriately sized						
	rectangle/oval layout (minimal corners)						
	six changes rooms (including off gender and referee)						
	full washroom and shower facilities						
	water fountains						
	physically accessible						
Spectator area	subtotal	0				3	0
	appropriate capacity for purpose				0		
	comfortable seating (seats or bench)						
	comfortable heating						
	full physical accessibility and safety features (railing, hearing loops, etc.)						
	good sight lines from all viewing areas						
	proximity to other facility amenities						
Alternative spectator options		0				2	0
Common space and circulation	subtotal	0				4	0
	appropriately sized lobby areas with social gathering spaces						
	convenient spectator access/egress						
	appropriate wayfinding and signage						
	communication and public address capabilities						
	convenient user access/egress						
	appropriate corridor width						
	appropriately located and publicly accessible administrative areas						
	welcoming aesthetics						
	Wi-Fi						
	sponsorship activation opportunities						
	physically accessible						
Food and beverage	subtotal	0				3	0
	quality food and beverage options						
	healthy food choices						
	appropriate proximity to spectator area						
	provides ability to section off licenced area						
	availability of water fountains						
	physically accessible						
Maintenance and operational efficiency	subtotal	0				3	0
	multiple sheets of ice (economies of scale)						
	Green energy efficient systems						
	Green energy efficient equipment						
	workshop space in close proximity to ice surface(s) and change rooms						
	adequate storage (for 1/2 ice board systems, user groups)						
	floor covering						
	appropriate exterior lighting						
	appropriate dehumidification						
	functional heating sub floor						
Complementary amenities (ice related)	subtotal	0				2	0
	VIP/special viewing/hosting areas						
	dry land warm up areas						
	skate sharpening services						
	athlete/therapy rooms						
	media/broadcast spaces						
	dry land training areas (multipurpose, walking/jogging tracks and fitness)						
	existence of tournament support/multipurpose rooms						
	adjacent or nearby hotel facilities						
	parking (sufficient amount, charging stations)						
Complementary amenities and facilities (non-ice related)	Community recreation and social amenities such as swimming pools, gymnasiums, restaurant and lounge facilities	0				1	0
Total points						0	
Total possible points						102	
Percentage						0.0%	

B

User Group Survey Tool

THE CITY OF RED DEER

Ice Facilities Plan

User Group Survey



An assessment of indoor and outdoor ice facilities in Red Deer is underway as The City works to better understand ice supply, demand and utilization in the city and throughout the region. But we need your help to make it happen. As a key stakeholder we want to understand your needs and hear from you as part of the process. This survey will apply to both ice and non-ice usage of arenas.

Please complete the questionnaire by **February 26th, 2016** on behalf of your organization and return it via email to slawuta@rcstrategies.ca or fax to (780) 426 – 2734. **Only one response per group is requested.**

If you have any questions about the project or questionnaire, please contact Shelley Gagnon, Recreation, Parks, and Culture Manager, at (403) 342 – 8165.

Section One: General Information

1. Please provide the following information about your organization.

Organization Name: _____
Contact Name and Position: _____
Contact Phone Number: _____
Contact Email: _____

2. Please use the space below to briefly explain the purpose/mandate of your organization and its main activities.

3. Which of the following age groups does your organization serve? Please select all that apply.

Children
(Ages 0 – 12)

Youth
(Ages 13 – 17)

Adults
(Ages 18+)

Seniors
(Ages 65+)

4. How many active participants (e.g. players, program participants) are registered in your organization?
If possible, please provide data from previous years.

2015/2016	2014/2015	2013/2014	2012/2013	2011/2012

5. Over the next couple of years, what are your expectations for participant numbers?

Grow

Remain Stable

Decline

6. Generally speaking, should the amount of ice your organization currently accesses stay the same or change?

Stay the Same

Change

6a. Please explain your response.

7. The City of Red Deer provides five indoor ice facilities (6 ice sheets) for user groups and residents. How satisfied is your organization with the overall provision of indoor ice facilities in Red Deer?

Very Satisfied

Somewhat Satisfied

Unsure

Somewhat Dissatisfied

Very Dissatisfied

7a. Please explain your response.

8. Which ice rates does your organization currently pay for? Please select all that apply.

Youth Prime Time

Youth Non-Prime Time

Youth Sporting Event

Adult Prime Time

Adult Non-Prime Time

Adult Sporting Event

Commercial/Non-Residential/Special Event

9. On behalf of your organization, do you think that the rates for ice are fair for the current level of service that your organization receives at the facilities that you use?

Yes

Unsure

No

9a. Please explain your response.

Section Two: Current Indoor Ice Facility Usage

10. For each indoor ice facility listed below:

- Does your organization use this facility?
- Does this facility meet the needs of your organization?
- If the facility does not completely meet your needs (if you answered “yes, somewhat”, or “no”) please explain why.

Facility	a) Does your organization use this facility?	b) Does this facility meet the needs of your organization?	c) If the facility does not completely meet your needs (if you answered “yes, somewhat” or “no”) please explain why.
Red Deer Arena	<input type="checkbox"/> Yes	<input type="checkbox"/> Yes, Completely	
	<input type="checkbox"/> No	<input type="checkbox"/> Yes, Somewhat	
		<input type="checkbox"/> No	
Kinex Arena	<input type="checkbox"/> Yes	<input type="checkbox"/> Yes, Completely	
	<input type="checkbox"/> No	<input type="checkbox"/> Yes, Somewhat	
		<input type="checkbox"/> No	
G.H. Dawe Community Centre Arena	<input type="checkbox"/> Yes	<input type="checkbox"/> Yes, Completely	
	<input type="checkbox"/> No	<input type="checkbox"/> Yes, Somewhat	
		<input type="checkbox"/> No	
Collicutt Centre Arena	<input type="checkbox"/> Yes	<input type="checkbox"/> Yes, Completely	
	<input type="checkbox"/> No	<input type="checkbox"/> Yes, Somewhat	
		<input type="checkbox"/> No	
Kinsmen Community Arena “A”	<input type="checkbox"/> Yes	<input type="checkbox"/> Yes, Completely	
	<input type="checkbox"/> No	<input type="checkbox"/> Yes, Somewhat	
		<input type="checkbox"/> No	
Kinsmen Community Arena “B”	<input type="checkbox"/> Yes	<input type="checkbox"/> Yes, Completely	
	<input type="checkbox"/> No	<input type="checkbox"/> Yes, Somewhat	
		<input type="checkbox"/> No	
Westerner Park ENMAX Centrium (not owned by The City)	<input type="checkbox"/> Yes	<input type="checkbox"/> Yes, Completely	
	<input type="checkbox"/> No	<input type="checkbox"/> Yes, Somewhat	
		<input type="checkbox"/> No	

11. Is your organization able to access sufficient indoor ice time to meet your current needs?

Yes, Completely

Yes, Somewhat

No

12. If your organization requires more ice time, please indicate the amount of additional hours per annual season of access to indoor ice facilities your organization needs in the following categories.

Weekends
(6:30 am – Midnight)

Weekdays Prime
(6:30 am – 8:30 am; 3:30 pm – Midnight)

Weekdays Non-Prime
(8:30 am – 3:30 pm)

13. Answering on behalf of your organization, what should The City's provision be for indoor ice facilities in the future?

Sustain the existing number of indoor ice facilities.

(6 Ice Sheets)

Increase the number of indoor ice facilities.

(More than 6 Sheets of Ice)

13a. Please explain your response.

14. Would your organization like improved access to any of the following types of amenity spaces at indoor ice facilities? Please select all that apply.

Storage space

Meeting space

Warm-up space

Flexible dressing room space

Concession

Seating capacity

Other (please specify): _____

15. Does your organization use indoor ice facilities outside of the city of Red Deer for purposes other than away games? Please select all that apply.

No

Yes, for home games

Yes, for organized team practices

Yes, for extra ice time (e.g. skill development, shinny)

Yes, other (please specify): _____

16. If "yes," please indicate the reason(s) why your organization uses ice outside of Red Deer.

Better ice times are available elsewhere

Better quality of indoor ice facilities

The rental rates are less expensive

The location is more convenient for our participants

Other (please specify): _____

17. Is it acceptable for local ice organizations to use indoor ice facilities outside of the city of Red Deer to meet their program goals? (For purposes other than away games.)

Yes

No

17a. Please explain your response.

18. Should regional municipalities work together in the planning and delivery of indoor ice facilities?

Yes

No

18a. Please explain your response.

Section Three: Outdoor Ice Facilities

The City of Red Deer is also considering outdoor ice facilities in the scope of the Ice Facilities Plan. The following section is specific to outdoor ice facilities.

19. Does your organization use outdoor ice in the city of Red Deer? Please select all that apply.

No

Yes, for home games

Yes, for organized team practices

Yes, for extra ice time (e.g. skill development, shinny)

Yes, other (please specify): _____

20. If your organization uses outdoor ice facilities, please specify the top three ice surfaces used.

1. _____

2. _____

3. _____

21. Answering on behalf of your organization, what should The City's provision be for outdoor ice facilities in the future?

- Reduce the number of outdoor ice facilities (less than 36 boarded/35 snow bank sheets of ice)
- Sustain the existing number of outdoor ice facilities (36 boarded/35 snow bank sheets of ice)
- Increase the number of outdoor ice facilities (more than 36 boarded/35 snow bank sheets of ice)

21a. Please explain your response.

22. In order to meet the future needs of local ice organizations, do you think The City should allow groups to book outdoor ice surfaces for scheduled use?

- | | |
|--------------------------|--------------------------|
| Yes | No |
| <input type="checkbox"/> | <input type="checkbox"/> |

23. If The City allows organizations to book outdoor ice surfaces for scheduled use, would your organization be willing to pay an ice rental rate?

- | | |
|--------------------------|--------------------------|
| Yes | No |
| <input type="checkbox"/> | <input type="checkbox"/> |

23a. Please explain your response.

24. Which components and amenities would be desired if your organization were to consider using outdoor ice facilities to meet your program goals? Please select all that apply.

- | | |
|--|--|
| <input type="checkbox"/> Refrigerated ice | <input type="checkbox"/> Concession |
| <input type="checkbox"/> Improved quality of natural ice | <input type="checkbox"/> Adjacent to indoor ice facility |
| <input type="checkbox"/> Cover and wind shelter | <input type="checkbox"/> Washroom facilities |
| <input type="checkbox"/> Change room facilities | <input type="checkbox"/> Lighting |
| <input type="checkbox"/> Improved boards | <input type="checkbox"/> Activity schedule board |
| <input type="checkbox"/> Spectator viewing | |
| <input type="checkbox"/> Other (please specify): _____ | |
| <input type="checkbox"/> No changes are required. | |

24a. Please explain why they would be desired.

Section Four: General Comments

25. Considering the ice facilities (indoor and/or outdoor) that your organization has used in other communities, are there any trends or “best practices” that you would like to see implemented at ice facilities in Red Deer?

26. Please use the space below to provide any additional comments on indoor and/or outdoor ice facilities in Red Deer.

Thank you for completing this survey!



Outdoor Online Survey Tool

THE CITY OF RED DEER
Ice Facilities Plan
Outdoor Ice Public Web Survey



The City of Red Deer is developing an Ice Facilities Plan to effectively plan for the future of ice facilities in the city, including outdoor rinks. Gathering feedback from public outdoor ice users is a critical aspect of the project. Please answer the following questions based on your experience using the outdoor ice rinks in Red Deer over the past year.

- Which outdoor ice rinks do you use?
Ice rink you use most often: _____
Other ice rinks you frequently use: _____
- How do you get to the outdoor rink you primarily use and how long does it take (minutes)?
 Walk (please specify time): _____
 Drive (please specify time): _____
 Public Transit (please specify time): _____
 Other (please specify mode of transportation and time): _____
- Why did you come to this rink? Please select all that apply.
 Location For its ice quality
 For its amenities To be with friends/family
 Other (please specify): _____
- Which activity do you participate in the most at the outdoor rinks?
 Public skating Figure skating
 Shinny Speed skating
 Skating for fitness Other (please specify): _____
- Which other activities do you participate in at the outdoor rinks? Please select all that apply.
 Public skating Figure skating
 Shinny Speed skating
 Skating for fitness Other (please specify): _____

6. How often do you use the outdoor ice rinks in Red Deer (during the season)?
- Daily (4+ times per week)
 - Weekly (1 – 3 times per week)
 - Monthly (1 – 3 times per month)
 - Yearly (1 – 2 times per year)
7. Why do you use the outdoor rinks in Red Deer? Please select all that apply.
- Free admission
 - Convenience
 - Unscheduled
 - Socialization
 - To spend time outdoors
 - Develop skills
 - Fitness
 - Fun/enjoyable
 - To be with friends/family
 - Other (please specify): _____
8. What, if anything, prevents you from using the outdoor rinks (besides weather)? Please select all that apply.
- Nothing prevents me from using the rinks
 - Crowding
 - Skate shack not open
 - Uncomplementary use (e.g. people are playing hockey and you do not want to play)
 - You have been told the rink has been booked for a group use.
 - Please specify which rinks: _____
 - The condition/maintenance of the ice
 - Other (please specify): _____
9. If you have been told the rink has been booked, approximately how many times in the previous year has this occurred? Only answer if you have been told the rink is booked.
- Once
 - 2 – 3 times
 - 4 – 6 times
 - 7 or more times
10. What would improve your experience at the outdoor ice rinks? Please select all that apply.
- Lights
 - Indoor warmup area
 - Washroom access
 - Better ice quality
 - Faster snow removal
 - More parking
 - Larger snowbank ice surface
 - Maintenance of amenities
 - Better public communication (identifying when ice surfaces that are cleared of snow, shaved, and flooded)
 - Other (please specify): _____

11. The City maintains 36 boarded and 35 snowbank outdoor rinks. Do you think the City should increase, keep as is, or decrease the amount of rinks?

A) Boarded Rinks:

- Increase
- Keep as is
- Decrease

B) Snowbank Rinks:

- Increase
- Keep as is
- Decrease

12. Please indicate your overall level of satisfaction with the outdoor ice rinks in Red Deer.

- Very satisfied
- Somewhat satisfied
- Unsure
- Somewhat dissatisfied
- Very dissatisfied

13. Do you have any other comments about outdoor ice rinks in Red Deer?

14. What is your postal code? _____

15. What is your age? _____

Thank you for taking the time to complete this survey!



Outdoor Intercept Survey Tool

THE CITY OF RED DEER
Ice Facilities Plan
Outdoor Ice Intercept Survey



The City of Red Deer is developing an Ice Facilities Plan to effectively plan for the future of ice facilities in the city, including outdoor rinks. Gathering feedback from outdoor ice users is a critical aspect of the project.

INTERVIEWER USE ONLY

Date: _____, 2016 Time: _____ AM PM Temperature: _____ °C

Location: _____

Rink Type: Boarded Snowbank Pond Oval

Age: Child (0 – 12) Youth (13 – 17) Adult (18+) Senior (65+)

Gender: Female Male

1. What is your address and postal code?

Address: _____

Postal Code: _____

2. How did you get here today and how long did it take (minutes)?

Walk: _____

Drive: _____

Public Transit: _____

Other (please specify mode of transportation): _____

3. Why did you come to this rink?

Location

For its amenities

For its ice quality

To be with friends/family

Other (please specify): _____

4. What is the primary activity you are participating in at the rink today?
- Public skating
 - Shinny
 - Figure skating
 - Speed skating
 - Skating for fitness
 - Other (please specify): _____
5. What other activities do you participate in at the outdoor rinks? *Select all that apply.*
- Public skating
 - Shinny
 - Figure skating
 - Speed skating
 - Skating for fitness
 - Other (please specify): _____
6. How often do you use the outdoor ice rinks in Red Deer?
- Daily (4+ times per week)
 - Weekly (1 – 3 times per week)
 - Monthly (1 – 3 times per month)
 - Yearly (1 – 2 times per year)
7. Have you used other outdoor ice rinks in Red Deer in the last two years?
- Yes (please specify which rinks): _____
 - No (please specify why not): _____
8. Why do you use the outdoor rinks in Red Deer? *Select all that apply.*
- Free admission
 - Convenience
 - Unscheduled
 - Develop skills
 - Spend time with friends/family
 - Fitness
 - Fun/enjoyable
 - Socialization
 - To spend time outdoors
 - Other (please specify): _____
9. Is the outdoor rink ever not available for you to use because it is in use by a group? If so, how often?
- Never
 - Once in a while
 - Regularly
 - All the time

10. What "stops" you from using outdoor rinks?
- Weather
 - I'm told I can't because it is booked
 - I don't want to skate while hockey is going on
 - Other (please specify): _____
11. What would improve your experience at the outdoor ice rinks? *Select all that apply.*
- Lights
 - Indoor warmup area
 - Washroom access
 - Better ice quality
 - Faster snow removal
 - More parking
 - Larger snowbank ice surface
 - Maintenance of amenities
 - Better public communication (identifying when ice surfaces that are cleared of snow, shaved, and flooded)
 - Other (please specify): _____
12. The City maintains 36 boarded and 35 snow bank outdoor rinks. Do you think The City should:
- Reduce the existing number of outdoor ice facilities (36 boarded/35 snow bank sheets of ice)
 - Sustain the existing number of outdoor ice facilities (36 boarded/35 snow bank sheets of ice)
 - Increase the number of outdoor ice facilities (more than 36 boarded/35 snow bank sheets of ice)
13. Please indicate your overall level of satisfaction with the outdoor ice rinks in Red Deer.
- Very satisfied
 - Somewhat satisfied
 - Unsure
 - Somewhat dissatisfied
 - Very dissatisfied
14. Do you have any other comments about outdoor ice rinks in Red Deer?
-
-
-
-
-
-
-

Thank you for taking the time to complete this survey!



Indoor Intercept Survey Tool

THE CITY OF RED DEER

Ice Facilities Plan

Indoor Ice Intercept Survey



The City of Red Deer is developing an Ice Facilities Plan to effectively plan for the future of ice facilities in the city. Gathering feedback from participants of drop-in skating activities in Red Deer's arenas is an important aspect of the project. Drop-In Skating includes the following spontaneous activities: Public Skating, Parent & Tot Skating/Hockey, 55+ Skating, Adult Drop-In Hockey.

INTERVIEWER USE ONLY

Date: _____, 2016 Time: _____ AM PM

Arena: G.H. Dawe Community Centre Collicutt Centre Kinex Arena Red Deer Arena
 Kinsmen Community Arenas (Sheet A) Kinsmen Community Arenas (Sheet B)

Program: Public Skating Parent and Tot Skating/Hockey 55+ Skating Adult Drop-in Hockey
 Other (please specify): _____

Age: If the participant is there with a group (e.g. family), please identify the number of people in the group by age.
 Child (0 - 12) _____ Youth (13 - 17) _____ Adult (18+) _____ Senior (65+) _____

Gender: Female Male

- What is your postal code? _____
- How did you get here today and how long did it take (minutes)?
 - Walk (please specify time): _____
 - Drive (please specify time): _____
 - Public Transit (please specify time): _____
 - Other (please specify mode of transportation and time): _____
- Why did you come to this rink? Please select all that apply.

<input type="checkbox"/> Location	<input type="checkbox"/> Schedule of the program (day/time)
<input type="checkbox"/> Program is only offered here	<input type="checkbox"/> For the facility's amenities/other program options
<input type="checkbox"/> For its ice quality	<input type="checkbox"/> To be with friends/family
<input type="checkbox"/> Other (please specify): _____	

4. Which arenas in Red Deer do you visit to participate in drop-in skating? Select all that apply. Please include this arena.
- G.H. Dawe Community Centre
 - Collicutt Centre
 - Kinex Arena
 - Red Deer Arena
 - Kinsmen Community Arenas (Sheet A)
 - Kinsmen Community Arenas (Sheet B)
5. What drop-in skating programs do you participate in at the indoor arenas? Select all that apply. Please include the program they participated in today.
- Public Skating
 - Parent & Tot Skating/Hockey
 - 55+ Skating
 - Adult Drop-In Hockey
 - Other (please specify): _____
6. How often do you attend drop-in skating programs at the indoor ice arenas in Red Deer (during the season)?
- Daily (4+ times per week)
 - Weekly (1 – 3 times per week)
 - Monthly (1 – 3 times per month)
 - Yearly (1 – 2 times per year)
7. Why do you participate in drop-in skating at the indoor arenas? Please select all that apply.
- Affordable activity
 - Fun/enjoyable
 - Convenience
 - Socialization
 - Develop skills
 - Spend time with friends/family
 - Fitness
 - Other (please specify): _____
8. How do you pay for your admission at drop-in skating opportunities?
- Single visit admissions
 - Multi-visit card
 - Monthly card
 - Complimentary pass or discounted admission (e.g. 2 for 1)
 - Other (please specify): _____
9. Do you use the outdoor ice rinks in Red Deer? Yes No
10. If you answered “No” to Question #9, why not? Please select all that apply.
- Location
 - I'm told I can't because it is booked
 - Weather
 - I don't want to skate while hockey is going on
 - Ice quality
 - Other (please specify): _____

11. How satisfied are you with:
- A) The **number** of drop-in skating opportunities; and
 - B) The **scheduled times** of drop-in skating opportunities at indoor arenas in Red Deer?

Question	Very Satisfied	Somewhat Satisfied	Unsure	Somewhat Dissatisfied	Very Dissatisfied
A) Number of drop-in skating opportunities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
B) Scheduled times of drop-in skating opportunities	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

12. What prevents you from participating in drop-in skating opportunities more often at the indoor arenas in Red Deer? Please select all that apply.

- Schedule doesn't match my availability
- Skill level
- Parking
- Access to equipment
- Cost to participate
- Location
- Other (please specify): _____
- Nothing

13. What would improve your experience at drop-in skating at the indoor arenas? Please select all that apply.

- Better communication about schedules
- Change to times that drop-in skating opportunities are offered
- More parking
- Increase in number of drop-in skating opportunities
- Other (please specify): _____
- Nothing

14. Please indicate your overall level of satisfaction with drop-in skating opportunities at the Red Deer arenas?

- Very satisfied
- Somewhat satisfied
- Unsure
- Somewhat dissatisfied
- Very dissatisfied

15. Do you have any other comments about outdoor ice rinks in Red Deer?

Thank you for taking the time to complete this survey!



Stakeholder Discussion Participants

Organization Name	Individual/Representative
City of Lacombe	Calvin Bennefield
Community Assocations	Eight participants
CoRD Financial Specialist	Kevin Good
CoRD Collicutt Centre	Sherry McInnis
CoRD Community Development	Pauline Mousseau & Jennifer Garnett
CoRD Facility Bookings	Shelley Broadbent
CoRD Facility Operations	Curtis Martinek, Cutis Bailey, & Stan Krawiec
CoRD Land and Economic Development	John Sennema & Michelle Zeggil
CoRD Parks	John Eastwood & Trevor Poth
CoRD Planning	Emily Damberger
CoRD Program Coordinator—Collicutt	Jodi Smith
CoRD Program Coordinator—Dawe	Monique Pages
CoRD Recreation, Parks & Culture	Sarah Cockrill, Shelley Gagnon, Barb McKee, Deb Comfort, Tammy, Denis
Delburne Agricultural Society	Lance Cochrane
East Morrisroe Community Association	Jim Todd
Hockey Camps	—
Jack Benny Recreational Hockey League	Darcy Warawa
Power Skating/Hockey Camps	Val Norrie
Pylon's Hockey Club	Mike
Red Deer College	Doug Sharp
Red Deer County	Joanne Symington
Red Deer Major Lacrosse	Jeanelle
Red Deer Minor Hockey Association	Joanne Mahura & Dallas Gaume
Red Deer Minor Lacrosse	Lorae Couchman
Red Deer No Hit League	Chad
Red Deer Oldtimers	Darin and Gary
Red Deer Pond Hockey	Bob Weinrauch
Red Deer Ringette	Mike Sullivan
Red Deer Rookies	Mike
Red Deer Skating	Patti Somer
Red Deer Speed Skating	Andrew Jenkins
Red Deer Vipers	Wade Krusky
Ringette - CA Sting AA	Tanya Doyle & Chris
Ringette - CA Wiggers	Marilyn Shand & Ersela
Roller Hockey	Nan Shybunka & Shelley
School Academies	Adam Silery & Wendy Parker
Sledge Hockey	Sheldon Fandrey
Spruceview Agricultural Society	Mitch Hetu
Town of Blackfalds	Sean Barnes
Town of Penhold	Michael Szievczuk
Town of Sylvan Lake	Jennifer Bickell
Westerner Park/ENMAX Centrum	Kelly Korpany



User Group Survey Respondents

#	Organization Name
1.	Alternative School Centre
2.	Annie L Gaetz School
3.	Bentley OldTimers "Red Deer Premiums" Hockey Team*
4.	Central AB Wiggers Ringette Association*
5.	Destiny Christian School
6.	Eastview Estates Community Association
7.	Eastview Middle School
8.	Ecole Barrie Wilson School
9.	G.W. Smith Elementary School
10.	Holy Family School
11.	Hunting Hills High School
12.	Joseph Welsh Elementary School
13.	Lacombe Minor Hockey
14.	Lindsay Thurber High School
15.	Maryview School
16.	Mountview School
17.	Mourning Blues Hockey Club*
18.	Normandeau School
19.	Notre Dame High School
20.	Pylons hockey*
21.	Red Deer Catholic St. Thomas Aquinas School
22.	Red Deer Central Lions Speed Skating Club*
23.	Red Deer College
24.	Red Deer Major Lacrosse
25.	Red Deer Minor Hockey*
26.	Red Deer Optimist Chiefs Midget AAA*
27.	Red Deer Pond Hockey*
28.	Red Deer Ringette Association*
29.	Red Deer Roller Hockey Association
30.	Red Deer Rookies*
31.	Red Deer Rosedale Community Association
32.	St Francis Middle School
33.	St. Elizabeth Seton
34.	St. Martin de Porres School
35.	St. Patrick's Community School
36.	TBS Community Society*
37.	The Next Shift Sport Development*
38.	Town of Penhold
39.	Westerner Park

* Ice sport groups







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