

# Fundy Region Ice Strategy

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Questions or comments about this draft may be sent to:

Nick Cameron

Fundy Regional Service Commission

[ncameron@frsc.ca](mailto:ncameron@frsc.ca)

506-343-7946



## The Fundy Region ICE Strategy



FundyRecycles.com

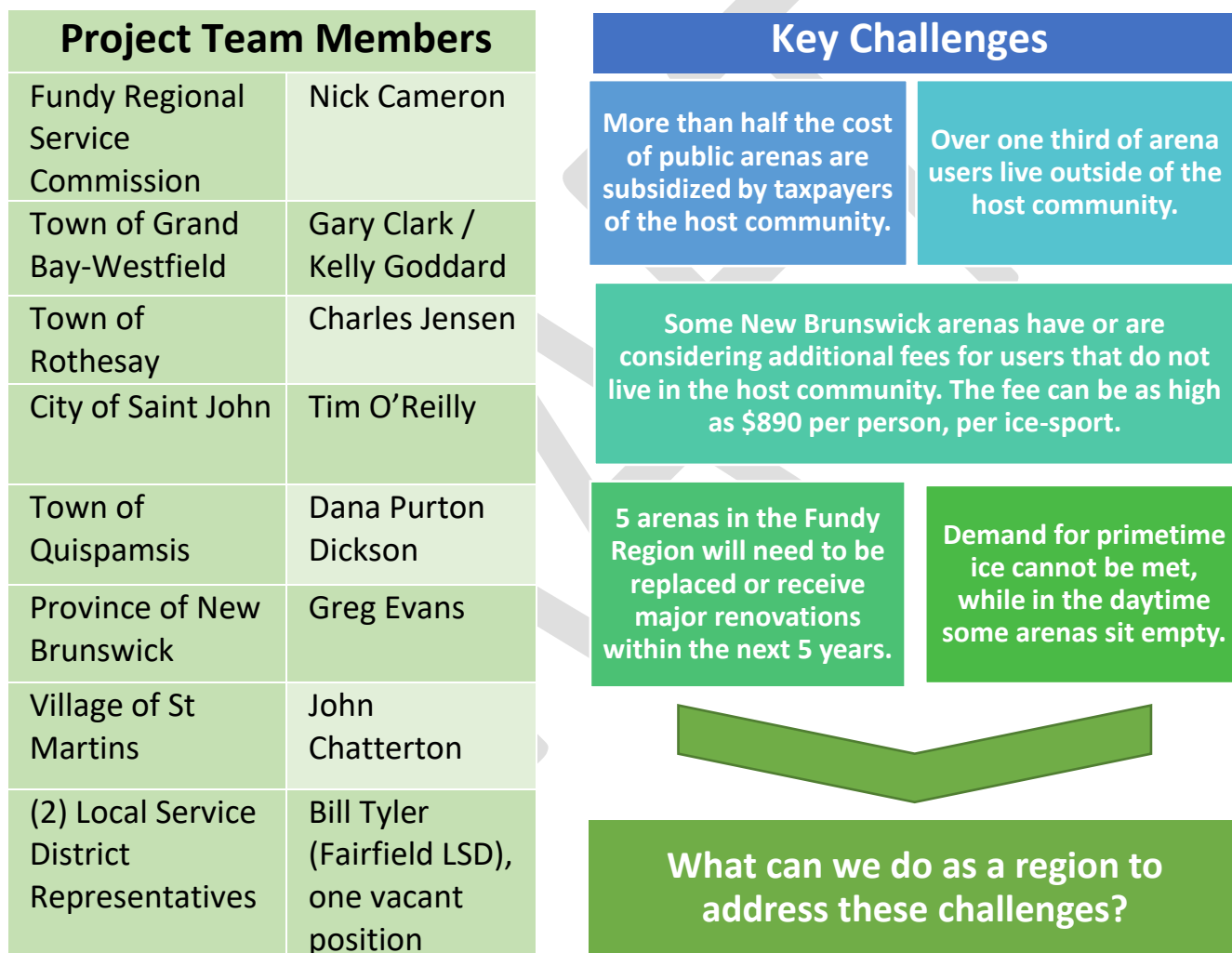
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## Introduction

The Fundy Region Ice Strategy is an assessment of arena facilities in the greater area. **It recommends 8 strategic goals for municipalities and facility operators** to improve efficiency, accessibility, and inclusiveness of arena facilities in the Fundy Region.



## Chapter One: Goals

The following 8 strategic goals are recommended for municipalities and facility operators in the Fundy Region. Each goal has recommended actions and a timeline for completion. The discussions and research which lead to these goals may be found in the following chapters and appendices.

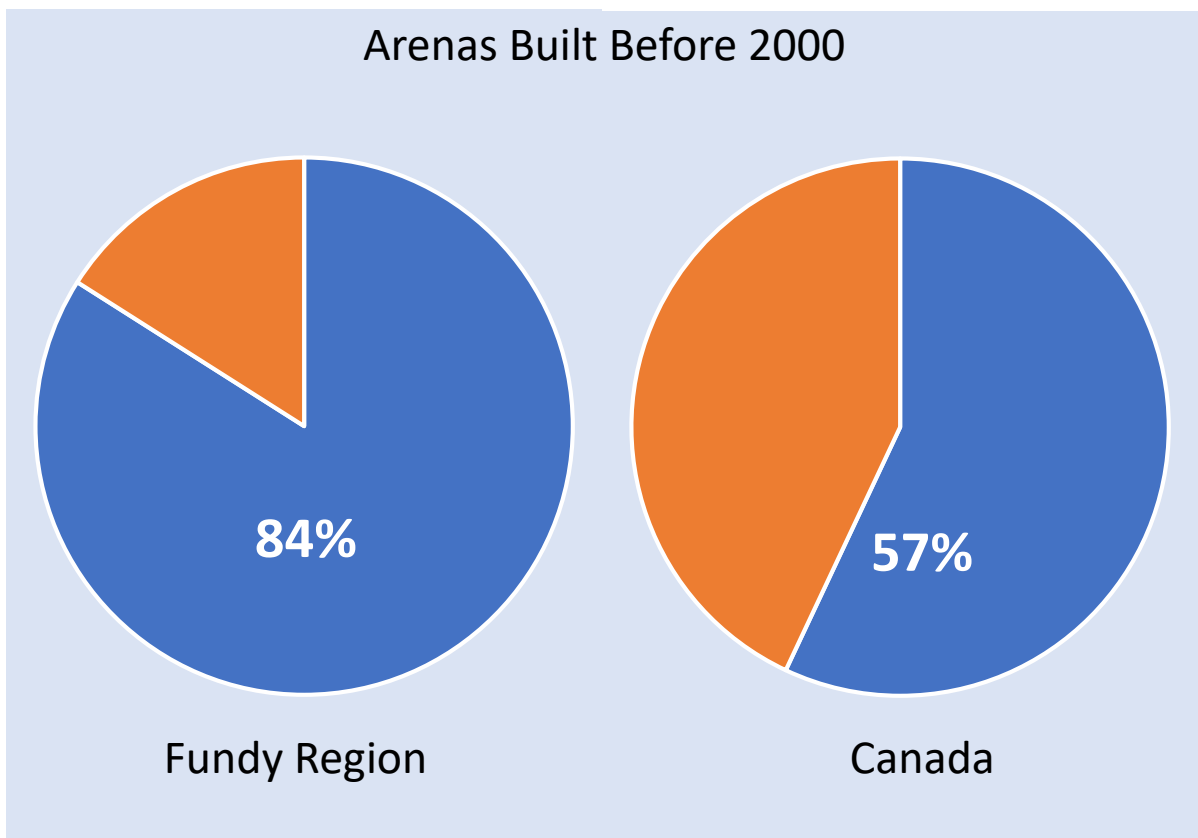
| Goals   | Actions   | Timeframe                 |
|---|---|---------------------------|
| <p><b>1. Collect, Share &amp; Protect Data for Evidence-Based Decision Making</b></p> | <ul style="list-style-type: none"> <li>• Arena operators shall collect usage data at their facility and registration information from all registered activities. The Commission and its members shall work together to support smaller facilities with this task.</li> <li>• Municipal and Commission staff shall develop a privacy agreement that clearly explains how this information will be used and how personal information will be protected in accordance with the Right to Information and Protection of Privacy Act. A draft may be found in Appendix D.</li> <li>• Using non-identifying information, the Commission shall provide summary reports that shall provide insights for the operation and planning of arena facilities.</li> </ul> | <p><b>Winter 2018</b></p> |
| <p><b>2. Explore a Regional Funding Formula that Benefits All Communities</b></p>     | <ul style="list-style-type: none"> <li>• With staff from the Commission, Municipalities, Department of Environment and Local Government, and thorough public consultation, cooperatively develop a regional service agreement and funding formula that is fair to all communities in the Fundy Region.</li> <li>• This agreement and formula shall be developed according the principles in Appendix A.</li> <li>• Details of the agreement and formula shall be presented to the public, councils and LSD advisory committees well in advance of any decision point to enter the agreement.</li> </ul>   | <p><b>Fall 2019</b></p>   |
| <p><b>3. Regional Endorsement Process</b></p>   | <ul style="list-style-type: none"> <li>• Develop a process to inform endorsement decisions by the Fundy Regional Service Commission Board for capital funding proposals. This tool could then be used to endorse projects such as the replacement or major renovation of arenas.</li> </ul>   | <p><b>Fall 2019</b></p>   |

|   |  |                         |
|---|--|-------------------------|
| <p><b>4. Continued Collaboration under a Clear Governance Structure</b></p> | <ul style="list-style-type: none"> <li>• Create a terms-of-reference for a standing committee that shall oversee the on-going outcomes of this strategy and continue to identify new collaboration opportunities. This may include oversight of a service agreement or providing advice on endorsement requests.</li> </ul>      | <p><b>Fall 2019</b></p> |
| <p><b>5. Improve Accessibility &amp; Inclusiveness</b></p>                  | <ul style="list-style-type: none"> <li>• Work together to improve accessibility of ice facilities, gender equity in ice-sports, and support the development of ice-parasports. More local data is needed to set specific targets and measure progress of this goal.</li> </ul>   | <p><b>Long-Term</b></p> |
| <p><b>6. Streamline Policies</b></p>  | <ul style="list-style-type: none"> <li>• Integrate facility policies when possible. This may include a code of conduct and mandatory skating safety equipment policies, as well as public awareness activities.</li> </ul>   | <p><b>Long-Term</b></p> |
| <p><b>7. Sponsorship</b></p>  | <ul style="list-style-type: none"> <li>• When considering sponsorship of arena facilities, work with Fundy Region members to investigate regional opportunities.</li> </ul>  | <p><b>Long-Term</b></p> |
| <p><b>8. Online Scheduling</b></p>  | <ul style="list-style-type: none"> <li>• When a facility is considering online booking or posting ice-time schedules online, work with Fundy Region members to investigate an integrated regional option. A small pilot project between two facility operators may provide the best starting point in the short term.</li> </ul> | <p><b>Long-Term</b></p> |

## Chapter Two: Arena Inventory

| Facility   | Year Opened | End-of-Life | Hourly Rate 2017-18* | Owner/Operator  |
|--|-------------|-------------|----------------------|---|
| River Valley Community Centre, Grand Bay-Westfield | 1996        | +20 years   | \$165.22             | Owned & operated by River Valley Community Centre Inc with additional funding from Town of Grand Bay-Westfield.   |
| Peter Murray, Saint John                           | 1967        | < 5 years   | \$175.57             | City of Saint John  |
| Hilton Belyea, Saint John                          | 1974        | < 5 years   | \$175.57             | City of Saint John  |
| Charles Gorman, Saint John                         | 1971        | < 5 years   | \$175.57             | City of Saint John  |
| Lord Beaverbrook Rink, Saint John                  | 1960        | +10 years   | \$191.30             | Owned by City of Saint John, operated by the LBR Board of Trustees with additional funding from the City of Saint John.                                 |
| Harbour Station, Saint John                        | 1993        | +20 years   | \$217.31             | Owned by the City of Saint John, operated by the Harbour Station Commission with funding from Saint John, Quispamsis, Rothesay and Grand Bay-Westfield. |
| Stewart Hurley, Saint John                         | 1974        | < 5 years   | \$175.57             | City of Saint John  |
| Rothesay Netherwood School, Rothesay               | 1955        |             |                      | Rothesay Netherwood School  |
| Rothesay Arena, Rothesay                           | 1972        | < 5 years   | \$175                | Town of Rothesay  |
| Quispamsis Memorial, Quispamsis                    | 1983        | +20 years   | \$162.31             | Town of Quispamsis  |
| plex, Quispamsis                                   | 2011        | +20 years   | \$180                | Town of Quispamsis  |
| St Martins 4 Season Complex, St Martins            | 2006        | +20 years   | \$110                | Owned & operated by the Village of St. Martins with additional funding from the LSD of Saint Martins.   |

\* Adult Primetime, not including HST



Compared nationally, the average age of Fundy Region arenas is beginning to lag behind. [Statistics Canada reports](#) that 57% of indoor arenas in the country were built before 2000. In the Fundy Region, it is 84%. This is especially an issue for people with mobility issues. Older facilities are typically not handicap accessible or difficult to retrofit. Statistics Canada reports that 70% of recreation facilities in Canada are handicap accessible.

End-of-Life in the table above is an estimation of when facilities will reach the end of their useful life or require significant investment to extend it. An asset management plan is recommended for all facilities to accurately plan needed capital investment and eventual decommissioning. Statistics Canada reports that 25% of sports, recreation and culture facilities in Canada have asset management plans. Fundy Region facilities do not currently have asset management plans, but most are in the process of developing one.

End-of-Life can be extended year-to-year with minor repairs, several years with more extensive repairs, or 10 to 20 years with a complete renovation. Five arenas were found to require significant investment or replacement within the next five year. Details about those facilities can be found below.

#### **Rothesay Arena**

In 2014, the Town of Rothesay announced a plan to replace the Rothesay Arena. The project has been contingent on additional funding from other levels of government. To-date, there has been no commitment from other government funding sources. In 2017, the Town conducted an engineering assessment to assist in consideration of all options for the Rothesay Arena, including minor repairs, an extensive renovation or replacement. The study can be found here:

<https://www.rothesay.ca/recreation/rothesay-arena-report-nov-2017/>

### **Peter Murray, Hilton Belyea, Charles Gorman, and Stewart Hurley Arenas (aka Sant John Civic Arenas)**

The City of Saint John is currently conducting an analysis of these facilities, as well as the Lord Beaverbrook Rink. Preliminary findings indicate that \$18 million in capital investment would be required over the next 10 years to keep all five facilities operational. Saint John's Parks and Recreation Strategic Plan ([PlaySJ, 2012](#)) recommends replacing the four Civic Arenas with a single four-pad complex. A secondary option in the plan is two twin-pad facilities. The plan also suggests that these options optimize the City's resources through regional collaboration and cooperation.

### **Opportunity**

The Rothesay Arena and Saint John Civic arenas will require significant capital funding from other sources of government over the next few years. The primary source of provincial funding for major recreation facilities is the Regional Development Corporation (RDC). Under the Regional Development Corporation Act, RDC is mandated to "coordinate and guide regional development." With this mandate, RDC has provided [guidelines for recreation infrastructure](#) projects. The guidelines also emphasize their role to encourage regional development and cooperation when evaluating project proposals.

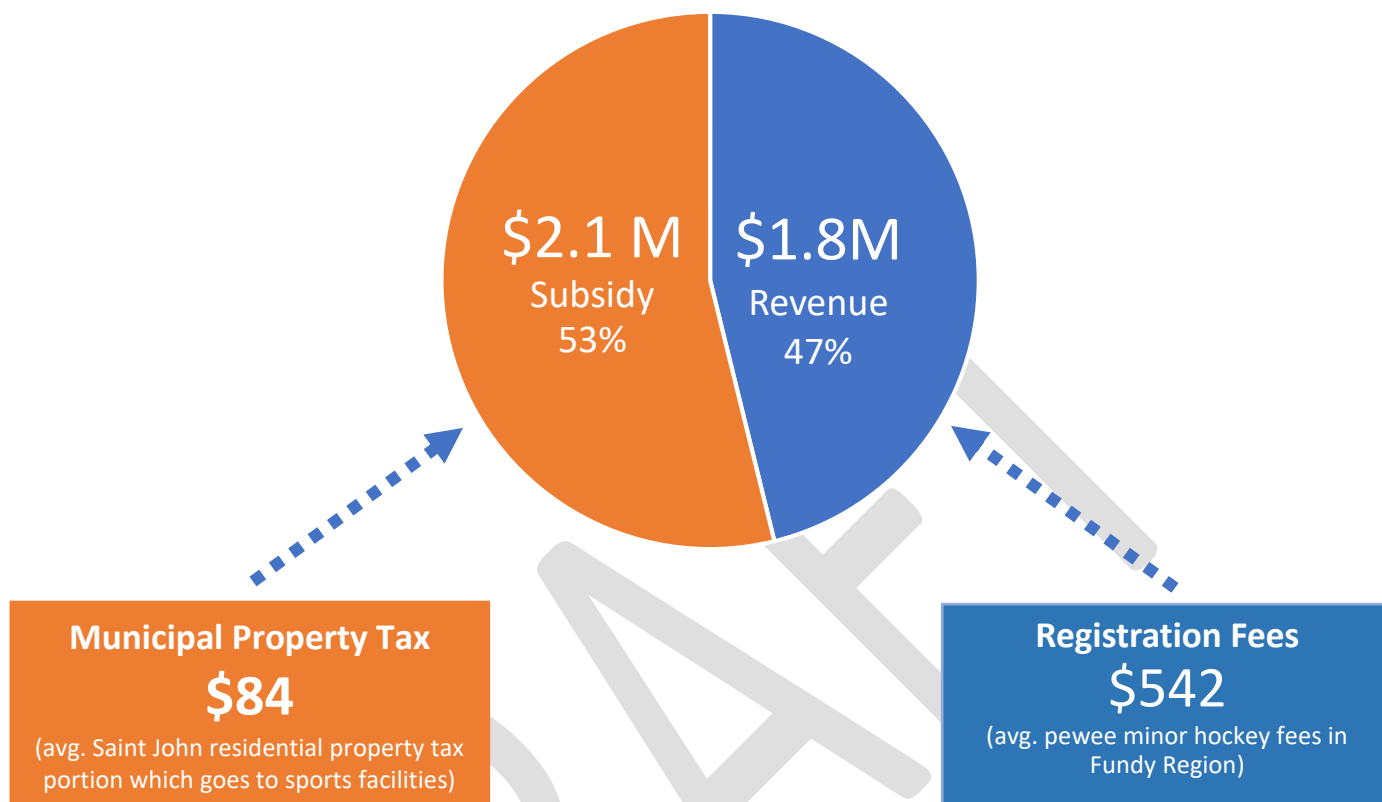
Furthermore, at the March 2018 meeting of the Fundy Regional Service Commission board of directors, retired public servant Michael McKendy presented a report titled [Improving the Regional Service Commissions in New Brunswick](#). One recommendation was to implement a process for planning regional facilities. The report was submitted to all Regional Service Commissions and the Department of Environment & Local Government.

Therefore, Goal #3 of the Regional Ice Strategy aligns with these government policies and provides a path to advocate as a strong regional voice for required capital for recreation infrastructure projects that benefit the region.



## Chapter Three: Data

### Cost Breakdown Fundy Region Arena Facilities



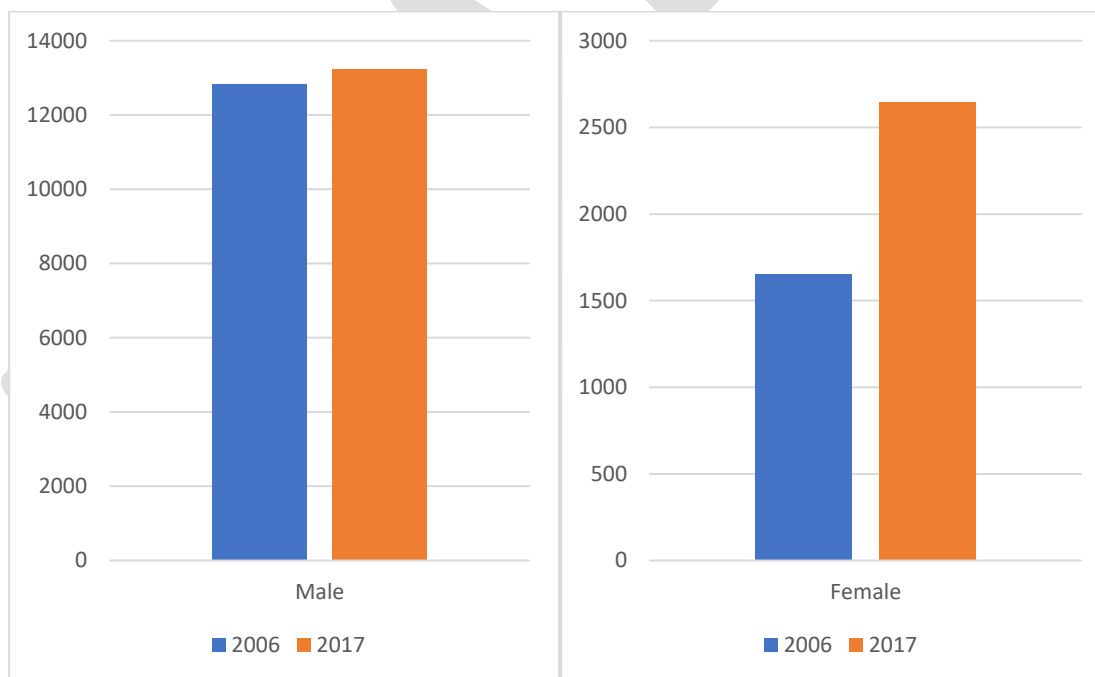
The figures above are based on publicly available financial statements from the municipalities of Grand Bay-Westfield, Quispamsis, Saint John, Rothesay and St Martins. It includes the total operating expenditures for all services provided at arena facilities, including community rooms and the qplex pool, as well as subsidies paid to the River Valley Community Centre Arena and Lord Beaverbrook Rink. It does not include capital expenditures. It also does not include the regional subsidy paid to Harbour Station, which was \$759,116 in 2018 from the municipalities of Grand Bay-Westfield, Quispamsis, Saint John and Rothesay.

The municipal property tax figure above was retrieved from a 2018 report to Saint John's finance committee. Similar data for other municipalities was not available at the time of this draft. Property owners in other municipalities would contribute a similar amount to subsidize their communities' arena facilities. The LSD of Saint Martins contributes to the cost of the St Martins 4 Season Complex through their property taxes. All other LSDs in the Fundy Region do not contribute to arena facilities through property taxes. However, the River Valley Community Centre charges an additional \$100 fee to adult arena users that reside in an LSD. Saint John is considering a similar fee system for the 2019-2020 ice season for any users living outside of the city.

## Arena Rental Rates Across Canada

| Location           | Arena   | Adult Prime Rental Rate (GST/HST not included) |
|--------------------|---|--|
| Fundy Region       | Avg. of all arenas (excluding St Martins & RNS) | \$179.34                                       |
| Hampton, NB        | Hampton Community Centre                        | \$155.65                                       |
| St Stephen, NB     | Garcelon Civic Centre                           | \$173.91                                       |
| Fredericton, NB    | All municipal rinks                             | \$188.00                                       |
| Moncton, NB        | Superior Propane Centre                         | \$244.35                                       |
| Charlottetown, PEI | MacLauchan Arena                                | \$185.22                                       |
| Dartmouth, NS      | Dartmouth 4 Pad                                 | \$240.00                                       |
| St John's, NL      | Bussey Arena                                    | \$225.00                                       |
| Sherbrooke, QC     | Aréna Eugène-Lalonde                            | \$181.00                                       |
| Kingston, ON       | All municipal rinks                             | \$293.65                                       |
| Brandon, MB        | Keystone Centre                                 | \$222.00                                       |
| Regina, SK         | All municipal rinks                             | \$250.91                                       |

## Registered Players in New Brunswick Minor Hockey

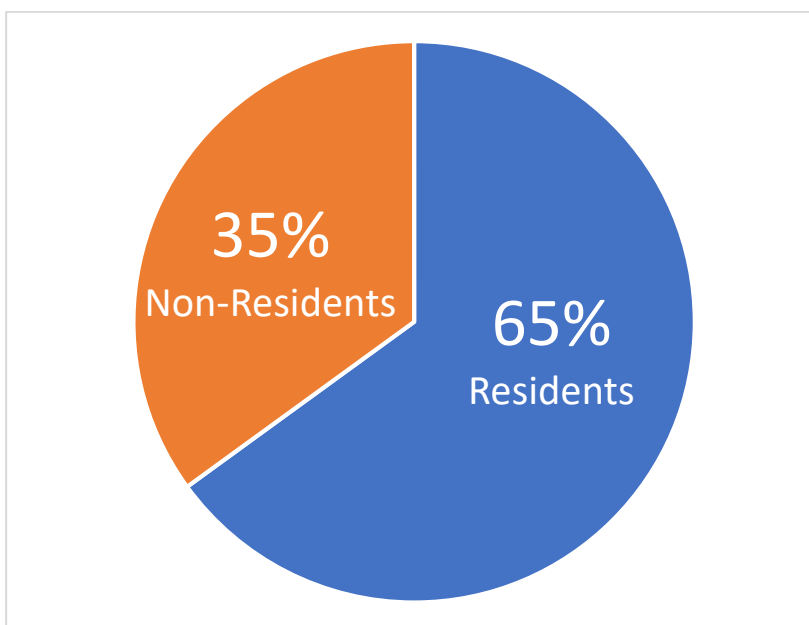


| Registered Minor Hockey Players in New Brunswick |              |              |                               |
|--|--------------|--------------|-------------------------------|
|  | 2006         | 2017         | Growth Rate from 2006 to 2017 |
| <b>Male</b>                                      | 89% (12,831) | 83% (13,224) | 3%                            |
| <b>Female</b>                                    | 11% (1,651)  | 17% (2,643)  | 60%                           |
| <b>TOTAL</b>                                     | 14,482       | 15,867       | 10%                           |

Source: [Hockey Canada 2016-2017 Annual Report](#)

Statistics from Hockey Canada show that female hockey is growing at a much faster rate than male hockey in New Brunswick. Their statistics also show that sledge hockey does not currently have a strong presence in the province with only 10 players registered. The demand for prime-time ice in the Fundy Region is very high. Therefore, to encourage continued growth among underrepresented groups like female and sledge hockey, it is recommended that these statistics be closely monitored and considered in allocation policies.

### Arena Usage Categorized by Residency



Using available data, we estimate that 35% of users at the Fundy Region arenas do not reside in the host community. Sources for this data were postal codes from registration information and surveys at sports registration expos. Some of the records provided were incomplete. Therefore, more data is required to provide a more detailed breakdown of arena usage by community. There was sufficient data to provide the following rough breakdown for Saint John and Quispamsis arenas.

| Community                                       | Users at Saint John Civic Arenas | Users at Quispamsis Arenas | Population    | Share of Regional Population |
|---|----------------------------------|----------------------------|---------------|------------------------------|
| Saint John                                      | 67.7%                            | 3.4%                       | 67,575        | 58%                          |
| Quispamsis                                      | 9.7%                             | 63.6%                      | 18,245        | 16%                          |
| Rochesay  | 4.3%                             | 26.3%                      | 11,659        | 10%                          |
| Grand Bay-Westfield                             | 8.1%                             | 0.3%                       | 4,964         | 4%                           |
| Local Service Districts & Village of St Martins | 6.1%                             | 1.2%                       | 13,383        | 12%                          |
| Unknown   | 1.4%                             | 4.0%                       | N/A           | N/A                          |
| Outside Fundy Region                            | 2.8%                             | 1.3%                       | N/A           | N/A                          |
| <b>TOTAL</b>                                    | <b>100.0%</b>                    | <b>100.0%</b>              | <b>115826</b> | <b>100%</b>                  |

## Privacy

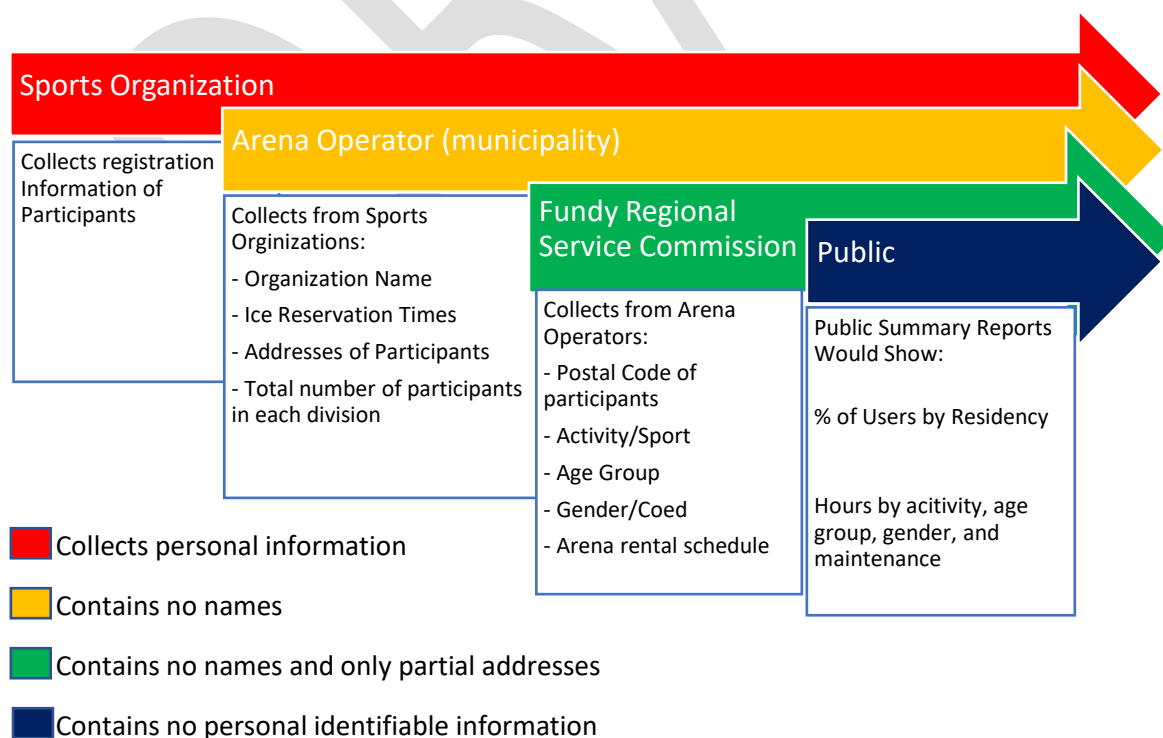
A major challenge in collecting local data was privacy concerns. To further explore collaboration opportunities, accurately measure the success of our goals and ensure outcomes are fair to all communities, we need more local data. Registration information from sports organizations could be used to measure how effectively we are supporting growth for new groups such as parasports and female hockey. The data could also be used to bring transparency to who uses arenas compared to which residents subsidize the facilities.

The majority of arena user groups currently provide or are willing to provide registration information to public arena operators. In a survey sent to ice-sports organizers in the Fundy Region, 24% responded they are not willing to provide arena operators with registration information due to privacy concerns. More survey results can be found under Appendix B.

## Opportunity

Privacy concerns must be addressed before we can begin sharing data to get more accurate information, greater insight on the usage of our facilities, and measure the success of the goals in this strategy. Under the Right to Information and Privacy Protection Act, public bodies must only collect personal information that “relates directly to and is necessary for an existing program or activity of the public body.” The act also provides strict [guidelines](#) for storing personal information and protecting privacy.

Using these guidelines, municipalities and other arena service providers could provide sports organizations with a privacy agreement that explains exactly why the information is needed, how it will be used and how privacy is protected. A draft may be found in Appendix D. The diagrams below demonstrate what data is needed from sports organizations and how it would be used.



| <b>Sample report for demonstration purposes only, contains fictional data</b> |               |               |              |
|---|---------------|---------------|--------------|
|   | <b>Year 1</b> | <b>Year 2</b> | <b>Year3</b> |
| <b>Total Hours of Availability at Fundy Region Arenas</b>                     | 24,000        | 24,000        |              |
| <b>Total Hours Used</b>   | 17,000        | 18,000        |              |
| <b>Total Revenue Hours</b>  | 12,000        | 12,600        |              |
| <b>Compensatory Hours</b>   | 3,000         | 3,200         |              |
| <b>Maintenance Hours</b>  | 2,000         | 2,200         |              |
| <b>Total Utilization</b>  | 71%           | 75%           |              |
| <b>Male Sports</b>  |               |               |              |
| <b>Female Sports</b>  |               |               |              |
| <b>Parasports</b>   |               |               |              |
| <b>Youth Sports</b>   |               |               |              |
| <b>Adult Sports</b>   |               |               |              |
| <b>Hockey</b>   |               |               |              |
| <b>Figure Skating</b>   |               |               |              |
| <b>Speed Skating</b>  |               |               |              |
| <b>Free Skate</b>   |               |               |              |
| <b>Event Rentals</b>  |               |               |              |
| <b>Tournaments</b>  |               |               |              |

## Chapter Four: Case Studies

The following case studies demonstrate a variety of ways local and regional governments subsidize their sports facilities.

### Case Study #1: Sussex Recreation Rebate

Under this model, ice rental fees are raised to cover all expenditures and local governments may choose to offer a partial rebate to their residents. The Town of Sussex has used a rebate model at the 8th Hussars Arena since 2013. In the first year, youth minor hockey registration fees rose by 36% and the number of players fell by 20%. In the following years, the number of players has almost fully recovered. The Town of Sussex, Village of Sussex Corner and Village of Norton offer a partial rebate for the higher sports registration fees paid by their residents. In Sussex, the rebate is 35% for youth and 30% for adults. Surrounding LSDs chose not to offer a rebate to their residents.

#### Example:

| A family of three has one child that plays on a Pee wee minor hockey team.   |   |
|--|---|
| Town of Sussex   | Waterford LSD   |
| The Town of Sussex offers a 35% rebate for youth hockey participants that reside in the town.  | The LSD of Waterford chose not to offer a rebate through a property tax levy. |
| This family would pay \$575 to the King's County Minor Hockey League. They would be eligible for a rebate of \$201.25 from the Town of Sussex. | This family would pay \$575 to the King's County Minor Hockey League.         |

### Case Study #2: Fredericton Recreation Service Agreement

In 2006, the City of Fredericton did an assessment of their recreation facilities. It found that the City needed to replace or refurbish \$60 million in recreation assets over the next few years. Further investigation also found that 40% of their users are from outside the city. Working with the surrounding communities and provincial staff, the City created a service agreement which offered recreation services to non-residents either through property taxes (\$0.03 per \$100 assessed value) or through a flat fee per person, per sport (\$890 for ice-sports).

#### Example:

| A family of four has two children. One child plays minor hockey and the other is in a figure skating club. The family owns in a home valued at \$100,000.                   |  |
|---|--|
| Maugerville LSD   | Lincoln LSD  |
| The LSD of Maugerville chose to participate in the agreement. A cost sharing formula determined that property owners would pay \$0.03 per \$100 of assessed property value. | The LSD of Lincoln chose not to participate in the agreement. The family would pay a fee on-top of regular sports registration fees. |
| This family would pay \$30 per year to the City of Fredericton through their property taxes.  | This family would pay the City of Fredericton \$1,780 per year (\$890 per child) on top of registration fees.                        |

### Case Study #3: Regional District of Nanaimo Recreation Service Agreement

British Columbia has had a regional district system since 1965 as a means to better enable municipalities and rural areas to work together at a regional level. The Regional District of Nanaimo has a service and cost-sharing agreement for sports fields that is largely based on two factors: the community's usage rate of sports fields (%), and the cost of maintenance and operations.

Total amount contributed by Electoral Areas \$xxx,xxx

*(Percentage Share x Cost of Operation & Maintenance)*

**Less:** Revenue required to meet the Cost of Operation and Maintenance of Sports Fields within the Electoral Areas (\$xx,xxx)

Net payment due to / from the Regional District \$xxx,xxx

**Example:**

| PARTICIPANT        | 'STATUS QUO' COST | NEW DISTRIBUTION | %    |
|--------------------|-------------------|------------------|------|
| City of Nanaimo    | \$882,950         | \$764,958        | 85.0 |
| Electoral Area 'A' | --                | \$69,295         | 7.7  |
| Electoral Area 'B' | \$8,000           | \$3,600          | 0.4  |
| Electoral Area 'C' | \$9,000           | \$7,200          | 0.8  |
| Electoral Area 'D' | --                | \$54,897         | 6.1  |

Total amount contributed by Electoral Areas \$134,992

**Less:** Revenue required to meet the Cost of Operation and Maintenance of Sports Fields in the Electoral Areas (\$17,000)

Net payment due to the City of Nanaimo \$117,993

## Case Study #4: Hampton Regional Multipurpose Facility

In 2010, the Town of Hampton conducted an audit to determine future demand for ice time and required capital investment at the Hampton Arena. The audit found that the arena required close to \$5 million dollars in capital investment to keep it operational. In 2009, the town had completed their Recreation Master plan which encouraged exploring regional partnerships for the replacement of major recreation facilities. Therefore, rather than investing \$5 million in the current arena, the town reached out to the public, including nearby Local Service Districts (LSDs), to investigate a new multipurpose facility that could serve a greater area and other purposes. A committee was formed with representatives from surrounding communities to oversee the design of this facility. Once the project proposal was fully developed and the public was consulted, neighbouring LSDs held a vote to decide whether they would contribute financially to help realize this project. Four LSDs voted in favour of a tax levy of \$0.03 per \$100 of assessed property value to contribute to the construction and ongoing operation cost of a regional multipurpose facility.



## Case Study #5: Sussex Potash Civic Centre

In 2017, the board of directors at the Potash Civic Centre in Sussex announced their plans to close the facility's pool due to a significant loss in revenue. The previous year, Potash Corporation of Saskatchewan announced the closure of their nearby mine operations. The Potash Civic Centre said the job losses lead to a 25% decrease in membership revenue and \$30,000 decrease in annual property tax revenue provided by municipalities and local service districts in the greater area. In order to reopen the pool, the board of directors requested an increase in property tax revenue provided to the facility. The town of Sussex and villages of Norton and Sussex Corner approved the increase. Without a plebiscite, the Minister of Environment and Local Government imposed the increase in four surrounding local service districts. The Civic Centre was required to broaden the expertise on their board such as accounting, law and business administration. The Centre was also required to change their fiscal year so that it aligns with local governments, submit quarterly financial reports to the Minister and annual audited financial statements to local governments which fund the facility.



## **Take-Aways**

There are multiple options for a regional funding formula, such as a rebate model or tax levy. However, unlike Sussex and Fredericton, the Fundy Region has multiple service providers. Therefore, a solution for the Fundy Region will require a combination of factors similar to the model found in the Regional District of Nanaimo. The Hampton case study demonstrates the importance of including input from all regional partners for facility design as early in the process as possible. Such an approach helps create a sense of community ownership, beyond municipal boundaries, and ensures the facility meets public needs.

Through lessons learned from all of these case studies and further public consultation, the Fundy Region now has the opportunity to be proactive and develop a solution that is fair to all communities. If we do not take advantage of this time as a region, legislation does allow for the Minister to impose a funding agreement in Local Service Districts, as seen in the Sussex area. Through continued cooperation and consultation, that kind of situation can be avoided.

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## References & Further Reading

[Fundy Regional Service Commission Recreation Plan \(2016\)](#)

[Grand Bay-Westfield Master Recreation Plan 2012-2022 \(2012\)](#)

[Rothesay Master Recreation Plan \(2009\)](#)

[Saint John Strategic Plan for Parks and Recreation \(PlaySJ, 2012\)](#)

[The Framework for Recreation in Canada \(2015\)](#)

[New Brunswick's Recreation and Sport Policy Framework \(2017\)](#)

[Improving the Regional Service Commissions in New Brunswick \(McKendy Repot, 2018\)](#)

[Regional Service Delivery Act](#)

[Local Governance Act](#)

[Regional Development Corporations Act](#)

[Right to Information and Protection of Privacy Act](#)

[Sussex Recreation Rebate FAQ](#)

[Fredericton Recreation Service Agreement](#)

[Services Agreement for the Regional District of Nanaimo](#)

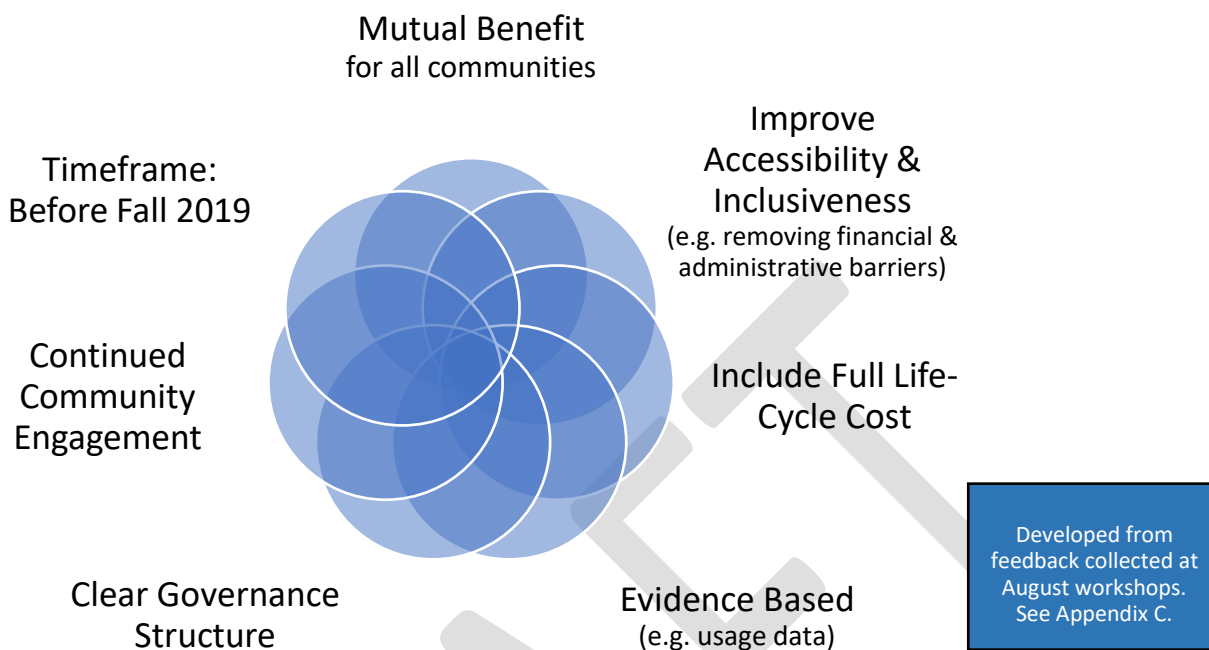
[Hampton Multipurpose Facility](#)

[PotashCorp Civic Centre gets money to keep doors open \(CBC Report, 2017\)](#)

[Guiding Principles for Recreation Infrastructure Investments \(RDC\)](#)

[Hockey by the numbers \(CBC Report, 2013\)](#)

## Appendix A: Principles for a Regional Funding Formula



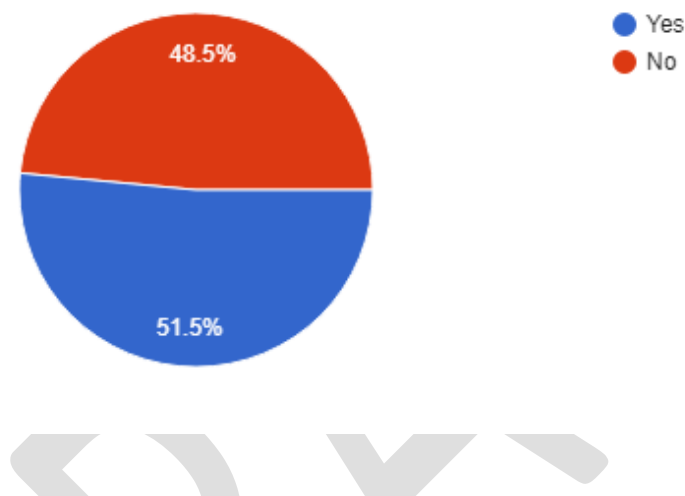
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| <p><b>Mutual Benefit for all Communities</b><br/>There must be mutual value for all communities in the Fundy Region, as well as shared risk. This was the most repeated theme at consultation sessions.</p>   |
| <p><b>Accessibility</b><br/>As per the Canada Framework for Recreation, the agreement shall improve public accessibility of facilities for all Fundy Region residents by removing administrative and financial barriers as much as possible and supporting the development of under-represented groups.</p>   |
| <p><b>Full Life-Cycle Cost</b><br/>The formula must consider full life cycle cost of facilities including operating, maintenance, capital, and replacement or decommissioning of facilities.</p>  |
| <p><b>Governance Structure</b><br/>An on-going governance structure is required to monitor the implementation of an agreement and comprise of representatives from communities that are part of the agreement.</p>  |
| <p><b>Evidence Based</b><br/>The formula must be developed with a wide variety of data and expertise including recreation professionals, financial experts and key stakeholders. The formula must be data-driven from verifiable sources in a comparable format. This data may include usage-by-residency and service level indicators such as hours of ice time served by each facility.</p> |
| <p><b>Continued Community Engagement</b><br/>Continued community engagement and communication are required while developing the formula to ensure the process is fair, transparent and beneficial for all communities. This shall also bring awareness to the costs associated with these complex public assets and the benefits they provide.</p>  |
| <p><b>Timeframe: Before Fall 2019</b><br/>The goal is to collaboratively develop a service and regional funding agreement in time for the 2019-2020 ice season. Therefore, details of the proposed agreement shall be available well in advance of any major decision points, such as setting 2019-2020 ice rental rates.</p>   |

## Appendix B: User Groups Survey Results

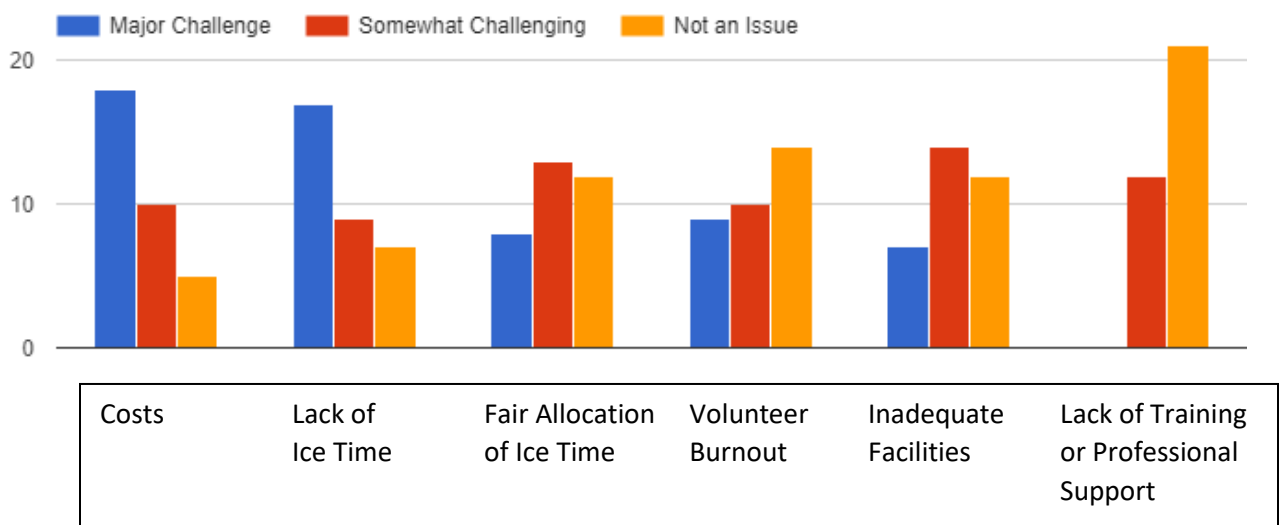
The following survey was emailed to over 100 volunteers from ice-sports organizations. We received responses from 33 individuals representing 20 organizations.

Would your organization travel 20-minutes further than normal for a facility that offered a more affordable rental rate?

33 responses



What are the greatest challenges facing your organization?



## Are there any other challenges you would like to include?

We need more ice available all months of the year.

Half the teams we play are from outside Saint John. We also play on their ice times.

Due to lack in ice-time we have many kids that have practises as early as 6am. This is hard on both kids and parents. Leaving the house at 5:15AM on a Tuesday morning and then getting kids ready for school and work is tough.

We are challenged with offering tournament experiences. I wish we had facilities that were doubled up to be more efficient with games and volunteers.

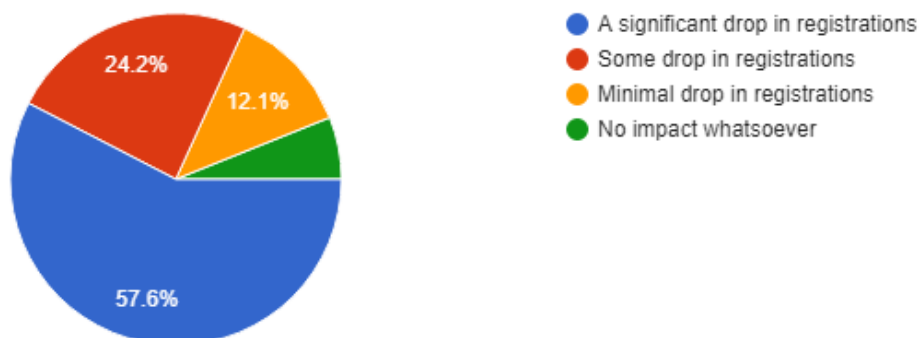
Need NEW RINKS, BADLY. Saint John so behind. 4-plex please

Let the kids register where ever they want.

Getting bumped out of our times for tournaments. Hard to explain to parents

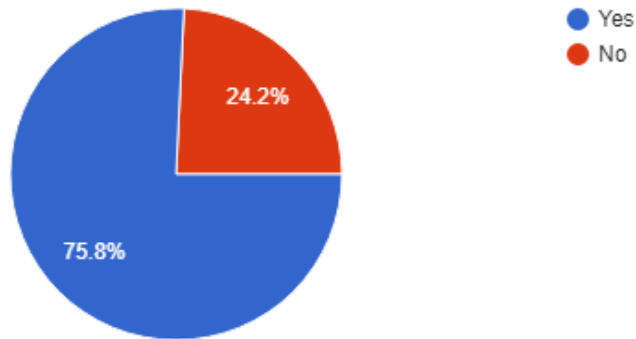
On average, more than half the cost of public arenas are subsidized by taxpayers of the host community. Therefore, some New Brunswick arenas have or are considering additional fees for arena users that do not live in the host community. Depending on the community, the fee can range between \$200 to \$890 per person, per ice-sport. If arenas in this region adopted such fees, would it prevent some people from participating in your sport? What would be the impact on your total registration numbers?

33 responses



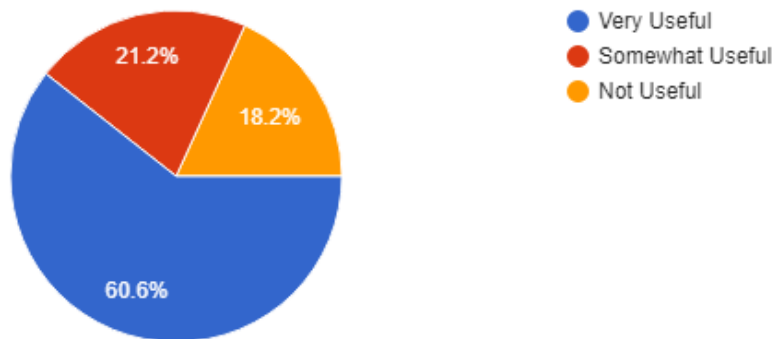
### Do you support a mandatory helmet policy at all arenas in the Fundy Region?

33 responses



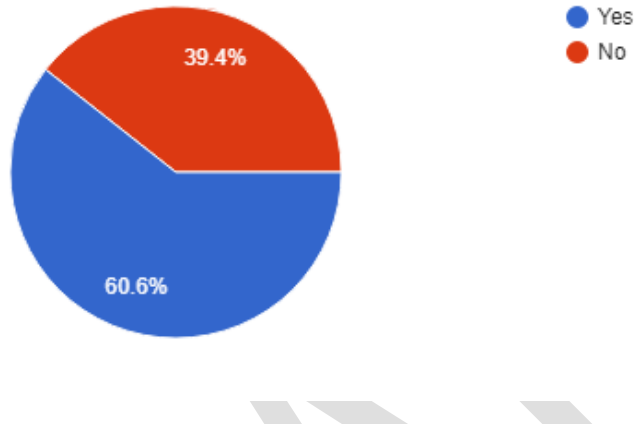
### Would it be useful to your organization if all arenas posted their ice-time schedules online?

33 responses



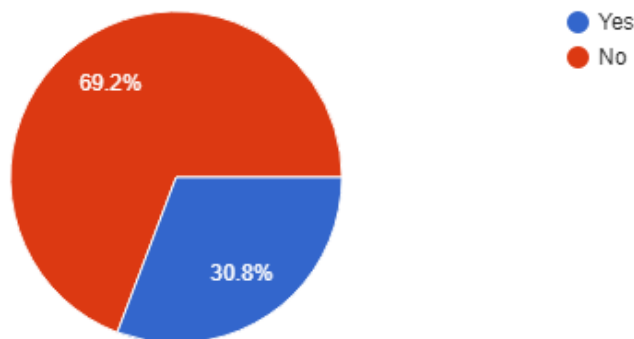
One goal of this project is to provide arenas and municipalities with more data so they can make more informed decisions. Does your organization currently provide registration information to arenas or municipalities? (e.g. number of registrants and their addresses)

33 responses



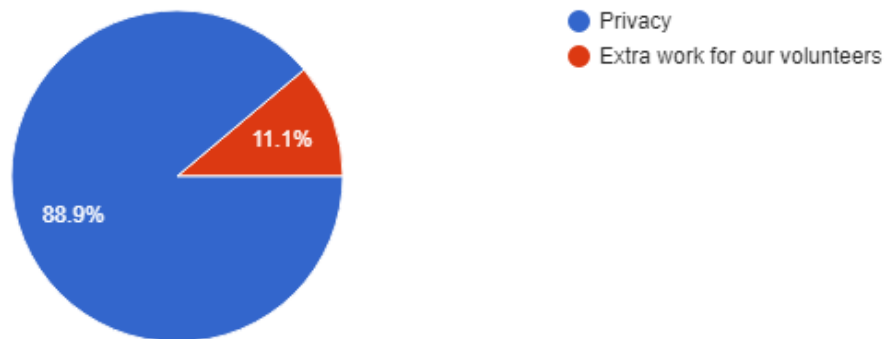
Would your organization be willing to begin sharing registration information with arenas and municipalities in the greater area?

13 responses



## What concerns you most about sharing registration information with arenas or municipalities?

9 responses



## Do you have any other comments or concerns regarding arena services in the Fundy Region? 15 responses

While collaboration and efficient use of resources is always a main goal of partially public funded programs, the reality of convenience individuals/families lives as well as comradery, relationships in sports will always strip the efficiency of equalizing supply/demand and economics in a large region. i.e. people play in rinks they do now not because of geographic location but almost 100% because that is the "place" they have built bonds, relationships, etc. both on and off the ice. No different than in gymnastics, cheerleading, soccer, etc. Rinks are no different.

The female game has struggled for a number of years to obtain ice times that allow us to run manageable programs. In terms of ice allocation, we are finally to the point where we are in receipt of ice times that attract participants. Our program would not do well to have a reduction or change in time slots. In terms of user fee increases, I would submit that many people find hockey an expensive sport to the extent that many cannot currently afford to play. Our goal is to increase participation and membership. Any increase/application of user fees will deter new growth and significantly impact our ability to retain our current membership. Our programs use ice in both the city of Saint John and RVCC. Our users often travel more than 40 minutes to get to a facility depending on where they live. I would also suggest that in addition to looking at subsidies for ice arenas in their areas, municipalities need to consider the dollar impact of players/parents coming to their communities for ice sports; many of which stop and purchase gas, groceries and do general shopping while in the municipality.

I would agree that a regional ice strategy is needed. our rinks are ageing and really are not up to standards for todays kids. Dressing rooms are small and, in some cases, unsafe. Due to the lack of ice sometimes there are as many as 40 kids on the ice at a time and with the small dressing rooms with 20+ kids crammed in it really is a safety issue. Sport is needed in the community and has many benefits. If we take away access to sport it is going to have effects on healthcare and other areas. Kids need good safe recreation access not less. Please feel free to reach out to me if you need anything further.



Buildings need repairs and updates.

Our group is all city employees. As long as we play pick up hockey as an organization, we will play within the City of Saint John. Thank you for the time and effort that goes into running sports arenas for our community.

A minimal increase in the tax base of LSD residents would greatly subsidize sports facilities. These residents receive adequate emergency services yet the larger towns and cities pay the majority of this expense in their taxes. Our facilities are inadequate in comparison to Moncton and Fredericton which makes it difficult to host tournaments which could bring a great revenue stream to our region

The City of Saint John arenas are showing their age.

The cost of ice time increases yearly but upgrades to rink equipment does not seem to happen. If families had to pay extra, a lot of kids would not get to play. RVCC does not charge this to SJ families. As an association we try to keep our registration fees as low as possible as it is a struggle for families to pay. Some have multiple children playing hockey and are in other activities as well. We as volunteers put all this time in for the children to stay active and keep them off the streets and out of trouble and I think this needs to be the focus of the City as well.

Build new ARENAS. A 4 rink would be cheaper to run. Don't keep fixing old out-dated rinks. They are so bad and small ice. Saint John needs to get with the times. Thank you.

We need to see more regional cooperation. Quispamsis and Rothesay for example should partner on a duplex to cut costs while still providing good services to residents

I live outside the area of Saint John but work in Saint John. We shop in Saint John for the most part and my tax dollars go there. These extra fees are unfair

Water ice quality and consistency. Equipment storage for our safety board pads could be more adequate.

## Appendix C: Regional Funding Formula Workshop Results

On August 23<sup>rd</sup> and 27<sup>th</sup>, workshops were held with municipal and local service district leaders to discuss three scenarios for a regional funding formula. The workshop was facilitated by the Fundy Regional Service Commission and Chapman Group, a third-party consultant.

After presenting three scenarios, participants were asked to consider the risks and benefits of each scenario. At the end of the workshop, participants were asked to provide their deal breakers as we move forward in the project and topics which they want to know more about. Their answers are provided below.

### Scenario #1: Status Quo

The River Valley Community Centre Arena currently has an additional fee of \$100 for adults that live in a local service district. The City of Saint John is considering options for a similar fee for the 2019-2020 ice season. In other communities across New Brunswick, the fee can range from \$200 to \$890 per person, per ice-sport. These fees are charged on-top of regular sports registration fees.

### Risks

#### Session A: KV Library, August 23<sup>rd</sup>

- Increased demand at arenas outside SJ
- May skew demand
- Cause a domino effect of fees
- Increased admin costs
- Potential decrease in participation
- Decrease in moral
- Parents may not be able to afford it
- Divide the community
- Bigger impact for low income households
- Segregates the community
- Additional strain on social support systems such as ProKids, KidSport and JumpStart
- Could redistribute sports participation to other sports (e.g. now playing basketball instead of hockey) this could be risk to arena facilities and benefit to other sports.

#### Session B: Carleton Community Centre, August 27<sup>th</sup>

- Punitive Fees for some
- Needs not addressed
- Lacked fairness, not equitable
- Winners and losers
- Shut out some
- Doesn't benefit or support all
- Pits communities against each other

- More expensive for children
- Some rural residents choose to live rural to cut their expenses. This would add expenses
- Less active, less healthy community
- Restricts access

## Benefits

### Session A: KV Library, August 23<sup>rd</sup>

- Increased Revenue to host community & lower tax burden
- Short term cash
- A sense of satisfaction that everyone who uses the facility is paying in one manner or the other
- Feels equitable

### Session B: Carleton Community Centre, August 27<sup>th</sup>

- Fairness
- Provides some financial assistance
- Appeals to proponents of user-pay
- First step to cooperation / tangible solution
- It's what we know
- Low admin cost
- Travel cost would benefit host community
- Paid by host community
- The example cost of \$100 to \$150 for adults is fair (noted that the true cost in GBW is \$300/pp)

## Scenario #2: Rebate Model

Under a rebate model, arenas would no longer receive a subsidy from their host municipality, which is typically over half of their operating budget. Rental fees would therefore have to rise, which would cause sports registration fees to rise between 45%-60% (as much as \$350, depending on the sport). Through property taxes, municipalities and Local Service Districts could choose to offer a rebate to their residents to assist with the rise in sports registration fees.

### CASE STUDY: 8<sup>th</sup> Hussars Arena, Sussex

The Town of Sussex has used a rebate model at the 8th Hussars Arena since 2013. In the first year, youth minor hockey registration fees rose by 36% and the number of players fell by 20%. In the following years, the number of players has almost fully recovered. The Town of Sussex, Village of Sussex Corner and Village of Norton offer their residents a partial rebate for the higher sports registration fees. In Sussex, the rebate is 35% for youth and 30% for adults. Surrounding LSDs chose not to offer a rebate.

**Example:**

|  |   |
|--|---|
| A family of three has one child that plays on a Pee-wee minor hockey team.   |   |
| <b>Town of Sussex</b>  | <b>Waterford LSD</b>  |
| The Town of Sussex offers a 35% rebate for youth hockey participants that reside in the town.  | The LSD of Waterford chose not to offer a rebate through a property tax levy. |
| This family would pay \$575 to the King's County Minor Hockey League. They would be eligible for a rebate of \$201.25 from the Town of Sussex. | This family would pay \$575 to the King's County Minor Hockey League.         |

**Risks**

**Session A: KV Library, August 23<sup>rd</sup>**

- Fewer Users
- What can arenas afford to lose every year?
- Host community still responsible for the asset
- Non-ice use of arenas not addressed in this model
- Rebate might not be enough for some families
- Unpredictable revenue stream
- Does not address capital replacement
- Unpredictable for families if rebate changes year to year
- Challenging to administer fairly and clearly
- Complex for this region: KV Minor Hockey includes Rothesay and Quispamsis players. Lancaster Minor Hockey includes Grand Bay-Westfield and Saint John players.
- Similar to scenario 1, in that it segregates communities
- Unequitable by region
- Could have a negative impact on sport association
- Large upfront financial outlay for families

**Session B: Carleton Community Centre, August 27<sup>th</sup>**

- Added work for volunteers at sports organizations
- Admin cost for municipality
- Verifying residency
- No capital
- Must have baseline data & costs
- Risk that it would spread to other sports

## Benefits

### Session A: KV Library, August 23<sup>rd</sup>

- Users pay
- Decreased financial risk for host municipality
- Direct relationship between taxpayer and the benefit (rebate only available to residents).
- Arenas receive cash upfront
- Provides flexibility to communities
- Decreased demand for ice or redistribution of demand

### Session B: Carleton Community Centre, August 27<sup>th</sup>

- Transparency regarding costs
- User pay is fair
- Control and autonomy for the communities
- Shines a light on the true cost, residents become educated on the true cost, residents don't currently understand the true cost and subsidy from the municipality
- Sustainability
- Creates an incentive to enrol as you can receive a rebate.

## Scenario #3: Regional Cost-Sharing Formula

Under this model, several communities may enter an agreement to share the cost of arenas. A formula would fairly determine the share for each community. The formula could be based on a number of factors including population of the community, their usage of the arenas and the level of service provided by the arenas. Communities may choose not to enter the agreement, in which case, non-resident fees may apply to their residents. In Local Service Districts, decision-making authority to enter such an agreement is through the Minister of Environment & Local Government. LSD Advisory Committees may advise the Minister on their decision, which could include calling a plebiscite. In municipalities, the choice could be determined by their Common Council.

### CASE STUDY: Fredericton Recreation Service Agreement

In 2006, the City of Fredericton did an assessment of their recreation facilities. It found that the City needed to replace or refurbish \$60 million in recreation assets in just a few years. Further investigation also found that 40% of their users are from outside the city. Working with the surrounding communities and provincial staff, the City created a service agreement which offered recreation services to non-residents either through property taxes (\$0.03 per \$100 assessed value) or through a flat fee per person, per sport (\$890 for ice-sports).

### Example:

A family of four has two children. One child plays on a minor hockey team and the other is in a figure skating club. The family owns a home valued at \$100,000.

| <b>Maugerville LSD</b>  | <b>Lincoln LSD</b>   |
|---|--|
| The LSD of Maugerville chose to participate in the agreement. The cost sharing formula determined they would pay \$0.03 per \$100 of assessed property value. | The LSD of Lincoln chose not to participate in the agreement. The family would pay a fee on-top of regular sports registration fees. |
| This family would pay \$30 per year through their property taxes.   | This family would pay the City of Fredericton \$1780 per year (\$890 per child).   |

## Risks

### Session A: KV Library, August 23rd

- Some communities may not participate
- Opt-out clause
- A wedge issue in the community regarding taxes
- Inflation, rising costs could eat into the funding if a strict cap is set in the terms.
- Determining service level and other factors of the formula could be subjective, challenging.
- Challenging to address everyone's needs in one formula
- In the outlying areas (LSDs) it could create animosity amongst neighbours

### Session B: Carleton Community Centre, August 27<sup>th</sup>

- Added cost for lower income families
- Communities may not agree on the share; and may not be able to fund the costs
- Divides communities
- Getting the governance structure right
- Capital & operating must be included in formula

## Benefits

### Session A: KV Library, August 23rd

- More communities in the agreement reduces the cost-share for everyone
- Administration cost is the least of all scenarios if all communities join the agreement

### Session B: Carleton Community Centre, August 27<sup>th</sup>

- Community makes the choice
- More participation makes it more affordable
- Fair & equitable to all taxpayers for recreation

- Provides fair recreation opportunity for youth
- Reflects regional nature of users
- Evidence based decision making
- Opportunity to respond well to the need
- With shared assets, more opportunity for groups to have equitable ice time

## Deal Breakers

### Session A: KV Library, August 23<sup>rd</sup>

- All communities deserve a fair shot at renewing their infrastructure. One municipality cannot be favoured for regional, provincial and federal funding.
- If the strategy only focuses on Saint John.
- Overbuilding: More funding should not lead to building more infrastructure than what is needed.
- No mutual benefit. There should be value for all communities in the region.
- Not considering the full life cycle cost of these assets (e.g. operating, maintenance and capital)

### Session B: Carleton Community Centre, August 27<sup>th</sup>

- All-In: not worth it unless all communities are committed to a solution
- Being forced into something the community doesn't want
- Equalization grants need to be considered or adjusted
- The model cannot be prohibitively expensive for families
- Must include capital costs
- Opting-out
- If a community only has a few ice sports participants, it's not worth it
- Need to have a conversation about the benefits of recreation first
- There cannot be just one-way flow of money and participation into Saint John; there must also be flow of money and participation out into the surrounding municipalities.

## Topics for Further Review & General Comments

### Session A: KV Library, August 23<sup>rd</sup>

- Ice Rates beyond our region (Moncton, Halifax, Ontario), benchmarks.
- A governance structure for decision making.
- Cost Sharing with our own rinks?
- Sussex: what are the costs and savings?
- Trends in ice usage
- Capital-costs in the formula
- Current maintenance and asset management plans as a consideration for the cost sharing formula, service level
- Renegotiation terms

- Opt-out clause
- Public-Private Partnership options or examples (P3)
- Highlight difficult decisions
- An example that includes multiple service providers, municipalities

**Session B: Carleton Community Centre, August 27<sup>th</sup>**

- Admin Costs
- How do you prove your residency?
- Understand full cost to athletes (travel, equipment)
- More details of facility costs
- Regional ownership: would it be beneficial for a single regional corporation to own all of the facilities?
- Clarify myths and assumptions vs facts
- Case for recreation related to community development, safer communities, prosperity, quality of life, and public health.
- What's included and what is not
- Clarity on the benefactor: youth, adults, both?
- How are schools affected? E.g. free-skate, community hockey
- Need a baseline of costs
- Need to include other sports, not just arenas.
- Not enough information in the Sussex example. How much did the rebate cost the Town of Sussex? How was it paid for? Did it save them money or did they have to increase taxes? What ages decreased in participation?



## APPENDIX D: Draft Privacy Agreement

The following draft privacy agreement could be used on sports registration forms to inform registrants how their personal information will be used and protected. A final draft should be reviewed by legal counsel to ensure it complies with the Right to Information and Protection of Privacy Act and other regulations.

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This organization may share your information with facility operators. Only information reasonably necessary for the use of their facility will be provided to facility operators. It is used to improve their service and planning of operations. This information may include the player's address, activity or sport, and division of play including the age group and gender.

Facility operators include the City of Saint John, Town of Quispamsis, Town of Rothesay, Village of St Martins, River Valley Community Centre Inc, Board of Trustees of the Lord Beaverbrook Rink at Saint John Inc, Harbour Station Commission and Fundy Regional Service Commission.

Any personal information shared with facility operators must be protected under strict guidelines according to the Right to Information and Protection of Privacy Act of New Brunswick. Under this act, personal information can only be collected as it relates directly to and is necessary for an existing program or activity of the public body.

If you have any questions about how this information is used, you may contact:

Fundy Regional Service Commission

Phone: 506-738-2014

Email: [info@frsc.ca](mailto:info@frsc.ca)

Mail: PO Box 3032

Grand Bay-Westfield, NB E5K 4V3

Office Location: 10 Crane Mountain Road, Saint John

Website: [www.FundyRecycles.com](http://www.FundyRecycles.com)

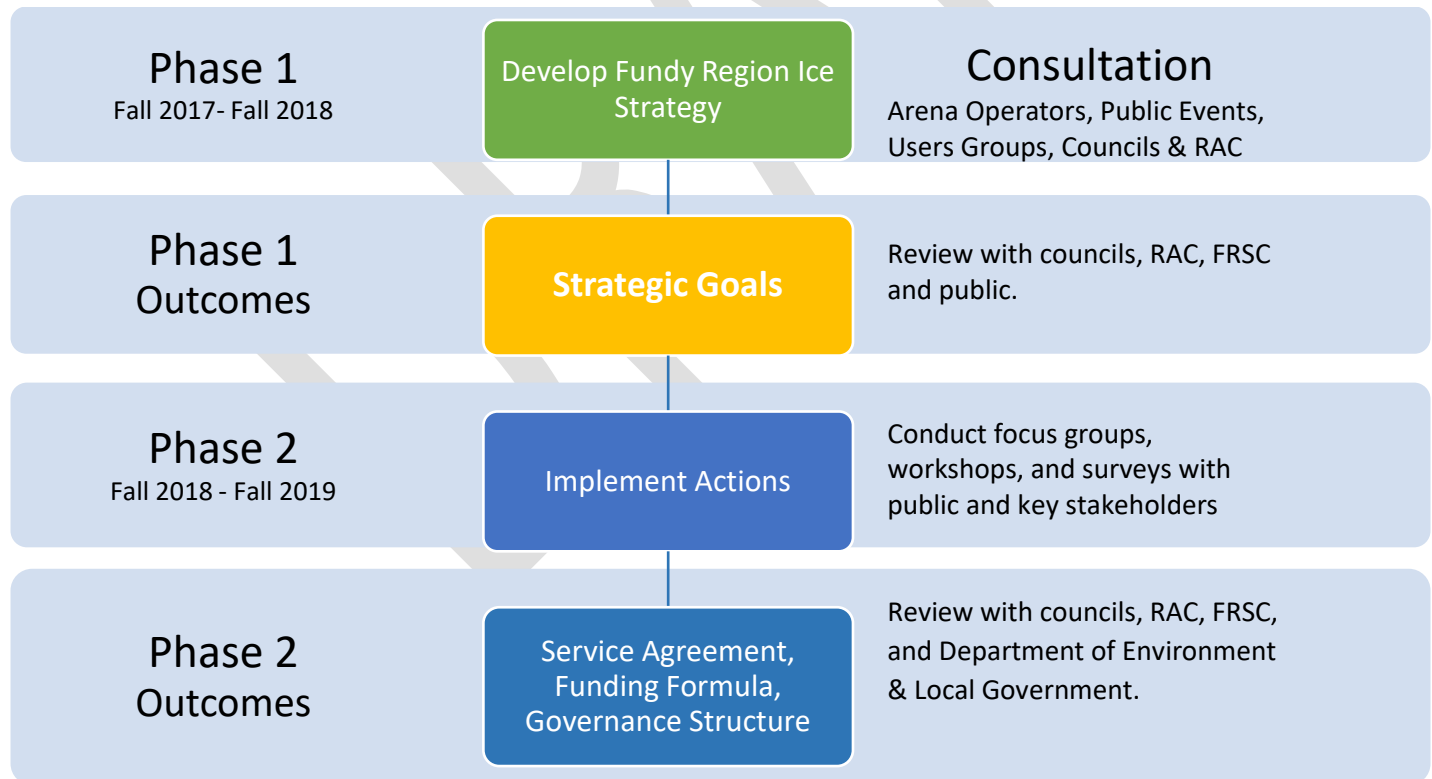
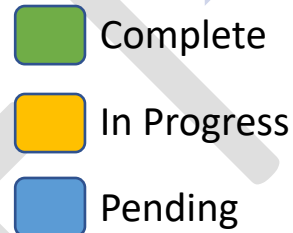
## APPENDIX E: Project Process & Timeline



**Presentation Dates Introducing the Fundy Regional Ice Strategy Project**

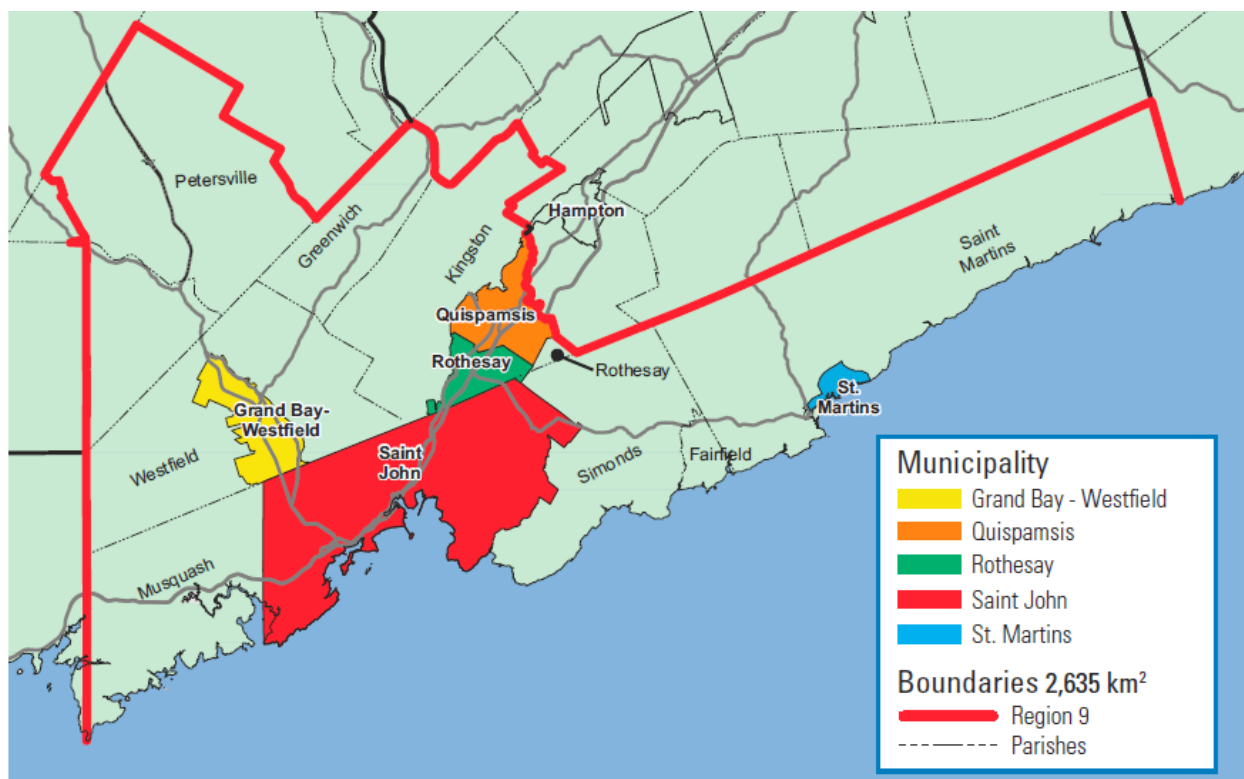
Commission: July 12<sup>th</sup> 2017  
 Quispamsis: July 18<sup>th</sup> 2017  
 St Martins: August 14<sup>th</sup> 2017  
 Saint John: September 6<sup>th</sup> 2017  
 Grand Bay-Westfield: September 11<sup>th</sup> 2017  
 Regional Advisory Committee (RAC): September 27<sup>th</sup> 2017. The RAC comprises of representatives from all nine Local Service Districts  
 Rothesay: October 10<sup>th</sup> 2017

**Abbreviations**  
 FRSC: Fundy Regional Service Commission Board of Directors, comprised of 5 mayors and 4 LSD Representatives  
 LSD: Local Service District  
 RAC: Regional Advisory Committee, comprised of representatives from 9 local service districts



## APPENDIX F: About the Fundy Regional Service Commission

The Fundy Regional Service Commission is a not-for-profit corporation which provides regional service delivery on a fee-for-service basis. There are five municipalities and nine local service districts in the Fundy Region. Today, the Fundy Regional Service Commission provides solid waste management, building inspection services and planning, including regional recreation planning. The board of directors is comprised of the mayors of Grand Bay-Westfield, Saint John, Rothesay, Quispamsis, and St Martins, as well as four Local Service District representatives.



| Municipality/LSD            | Population | Area (km <sup>2</sup> ) |
|-----------------------------|------------|-------------------------|
| Town of Grand Bay-Westfield | 4,964      | 63                      |
| Town of Quispamsis          | 18,245     | 60                      |
| Town of Rothesay            | 11,659     | 36                      |
| City of Saint John          | 67,575     | 362                     |
| Village of St Martins       | 276        | 2                       |
| LSD of Petersville          | 680        | 147                     |
| LSD of Westfield            | 1,962      | 349                     |
| LSD of Greenwich            | 1,058      | 138                     |
| LSD of Kingston             | 2,913      | 255                     |
| LSD of Musquash             | 1,194      | 260                     |
| LSD of Rothesay             | 325        | 7                       |
| LSD of Simonds              | 3,549      | 265                     |
| LSD of Fairfield            | 294        | 25                      |
| LSD of Saint Martins        | 1,132      | 628                     |