



Ilderton Arena Renovations – Project Charter

Project: Ilderton Arena Renovations
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1.0 Project Mission & Charter

1.1 Project Mission

This project focuses on the renovation of the Ilderton Arena. The renovation will see a significant investment in the facility that will meet the needs of the residents, stakeholders, and community today and into the future. By renovating the existing arena space will allow the facility to remain in operation for additional 10-12 years and will meet today's building codes, accessibility standards, operational efficiencies, and sustainable initiatives.

1.2 Purpose of the Project Charter

To move this project forward in a timely manner, it is recommended that a project charter be used. The project charter outlines the scope, schedule, budget, milestones, delivery strategy and risks associated with the project. The adoption of a project charter will allow the project working group to finalize a detailed project schedule. A project charter establishes a full understanding of the expected objectives, outcomes and deliverables for this project and will guide the project working group in its management and completion.

Once approved by the CAO, the charter and any amendments will guide the management of the project.

2.0 Background

2.1 Project Background

Dating back to 2019, the Municipality has applied for three different provincial/federal grants. The first two grant requests were for a brand-new arena build with the second application focusing on energy efficiency with both submissions being unsuccessful.

In 2023, the Municipality applied for a third grant through the Green and Inclusive Community Buildings (GICB) program, however with a different approach. Instead of a brand-new arena – requesting funds in excess of \$30MIL, the most recent grant was for a renovation/reconstruction with a total of up to \$4MIL focusing on key areas such as new mechanical, accessibility renovations and new lobby/entrance. The objective with this approach was to invest for the purposes of extending the lifeline of the arena for an additional 12-15 years. Unfortunately, correspondence was recently received by Infrastructure Canada that the grant was not approved.

Over the past seven years, staff have undertaken the development of several plans and studies that support the replacement/upgrading of the Ilderton Arena. Developing each of these plans has included a community and stakeholder engagement component, such as public meetings, open houses, public surveys, focus groups and/or facilitated discussions. These plans include, but are not limited to:

- 2017 Ilderton Arena Feasibility Study
- Survey, public meetings and stakeholder meetings related to the Strategic Plan 2021-2026. This project was specifically referenced by many residents completing survey (~550) and was discussed in conversations with local service clubs and minor sports associations.
- Survey, public meetings and stakeholder meetings related to the Community Services Master Plan 2023-2027. Based on public input, this plan includes a recommendation to “Develop a long-term plan for the replacement of the Ilderton Arena.”
- Survey, public meetings and stakeholder meetings related to the Age-Friendly Community Action Plan 2022. This plan identifies access to parks, trails, community centres and arenas and access to recreation and social programs as important to the municipality’s seniors.
- Annual Budget Surveys – The need for a new arena is routinely noted by residents completing the municipality’s annual budget survey.
- Recommendations from the Middlesex Centre Community Services Advisory Committee.
- Direct engagement with Community Groups as to their needs. Groups include, but are not limited to:
 - o Ilderton Minor Hockey Association
 - o Ilderton Skating Club
 - o Ilderton Agricultural Society
 - o Ilderton Curling Club
 - o Middlesex County Library
- Middlesex County Joint Multi-Year Accessibility Plan 2022-2027. This plan is developed at the County level with the support of all lower tier municipalities, under the guidance of the public Middlesex Accessibility Advisory Committee. It calls for facility projects to meet relevant legislative requirements and look for opportunities to go above and beyond as it relates to barrier-free design. It references “Ilderton Arena – Accessible Lobby Renovations” as a specific goal for Middlesex Centre.

The Ilderton Arena opened 52 years ago for the single purpose of providing hockey and skating. The goal of this project is to extend the life of the facility for another 10-12

years, achieve a higher level of accessibility that will meet the needs identified in the Accessibility for Ontarians with Disabilities Act (AODA), improve energy efficiency, and provide a higher level of service for both participants and spectators.

Ilderton is a growing community and requires additional civic and public spaces now and into the future. As a region, the Middlesex Census Division, which includes the City of London, Ilderton is expected to see the following between 2019 and 2046:

- Over 30% population growth
- 70% to 100% growth in the number of seniors
- 25% growth in the number of children ages 0-14

(Source: Ontario Population Projections Update, 2019–2046)

As Council is aware, Middlesex Centre is one of the fastest growing communities in southwestern Ontario. Over the next ten to fifteen years, our population is expected to grow to upwards of 35,000 residents. As our municipality grows, so does the need to provide a greater array of amenities and programs. Renovating the existing space will allow us to offer more choice in programming to remain a community where people can live, work and play.

As referenced in our Strategic Plan, our objective is to create an Engaged Community. This priority is expanded on in our Community Services Master Plan, which sets out goals for active living and for inclusion and access. One of the ways we are achieving these goals is by supporting our community and minor sport organizations, and creating safe, accessible spaces for them to bring people together. As in many rural communities, the Ilderton Arena acts as the central hub for social and recreational programs delivered by both the municipality and our community partners. Currently these partners include local minor sports associations, local service clubs, the Ilderton Agricultural Society, the Ilderton Curling Club, the Boys and Girls Club, and the Middlesex County Library. For example, the Ilderton Agricultural Society, minor sports, and local service clubs frequently host meetings, tournaments, and events at the arena. The arena grounds are also home to the annual Ilderton Fall Fair which sees over 15,000 visitors. Renovating the arena facility will address the needs of these partners to grow as our community grows. It will offer a shared, accessible space that will enable these groups to expand and advance their own program offerings to serve our changing community demographics, providing local recreational opportunities to underserved groups including youth, seniors, and those living with disabilities. The renovated facility will highlight how the municipality can partner and enable other groups to achieve our shared goals of greater service offerings.

The current Ilderton Arena is aging and, at a minimum, needs updates to bring the facility up to today's building standards (e.g., sustainability, accessibility, fire, safety, etc.). The current 52-year-old facility is limited in scope and size and does not afford the opportunity to expand nor enable the municipality to provide for more services and programming. The 2017 Ilderton Indoor Recreational Needs Study indicates that the municipality will be in a position to support a twin pad facility by 2034 based on Census data and projections. Renovating the facility now allows the municipality to increase its service level while meeting current building code standards. Renovating will also allow the facility to continue operating for another 10-12 years, at which time the municipality will look to replace the facility with a twin pad facility.

The project is broken down into the following four categories.

Category 1 – Upgrades to the Refrigeration Plant & Electrical

The proposed retrofit calls for upgrades to the refrigeration plant to achieve significant utility reductions while also accounting for the recovery of waste heat to further provide free heating to both domestic hot water and public spaces. The heat recovery would lessen the load on the cooling tower while heating the dressing rooms and lobby area. Upgrading the refrigeration plant and its equipment will prolong the life of the facility and ensure ice operations can be maintained efficiently and effectively for the next 10-12 years while also remaining legislatively compliant with the Technical Standards & Safety Authority (TSSA). The construction of a vestibule outside of the refrigeration plant room will need to be constructed as part of the TSSA compliance. Many of the existing electrical services are original to the building and are recommended to be replaced.

Category 2 – Improved Player Safety

To improve safety within the Ilderton Arena, the proposed retrofit calls for replacing the existing dasher board and glass system with new. The new rink board/glass system will have taller rink glass that will enhance the environmental friendliness and safety of the ice surface for spectators and participants. Currently the rink boards are over 30 years old and are built with a steel frame and plywood covering, with no give or flexibility when participants run into the boards. The new rink boards will be an aluminum framed system with high density plastic covering. This type of rink board system will allow for some 'give' when participants hit the boards. Taller shielding (rink glass) will also be installed to provide additional safety to participants by keeping pucks within the playing area of the rink. In conjunction with spectator netting this will ensure that all spectators are safe from pucks that may leave the playing surface.

Category 3 – Upgrade Spectator Area

The proposed retrofit will also focus on improvements to the spectator area of the facility. Work to include the installation of radiant tube heaters along the entire bleacher length, upgraded spectator benches, beam painting, extension of the ‘Low Emissivity Ceiling,’ installation of bleacher railings and a full rink paint refresh.

Category 4 – Renovated Lobby, Dressing Rooms, and Improved Accessibility

The proposed retrofit calls for some significant upgrades to better accessibility for all users of the facility. The following enhancements are identified to be made:

- Renovations to the lobby and viewing area;
- New entrance/vestibule with sliding doors;
- New universal washroom;
- New men’s and ladies’ washrooms with accessible enhancements installed in each washroom; and
- Renovation to existing dressing rooms

As part of the Accessibility Audit performed by Sawchuk Accessible Solutions and Cornerstone Architects in 2023, the entrance and washroom improvements would meet the gold standard if being scored by the Rick Hansen Foundation certification for accessibility. All these changes will strive to remove barriers for people with disabilities, allowing all people to enjoy their time spent at the Ilderton Arena either as a spectator or participant. It is worth noting that not only will the improved accessible enhancements benefit the winter ice sport users of the facility but will also serve to improve the experience for all the summer and special events that the Ilderton Arena plays host to such as the Annual Fall Fair, numerous fund-raising events hosted by local service clubs, and the Boys and Girls club summer camp that runs in July and August.

3.0 Project Governance and Steering Committee

The following outlines project governance and the project steering committee along with their roles and responsibilities.

Project Role	Responsibilities
Project Approval: Michael Di Lullo, CAO	<ul style="list-style-type: none">• Approves project charter and project plan and approves any significant changes made to the scope of the project• Provides final approval of the budget and endorsement of identified recommendations/priorities/initiatives

Project Role	Responsibilities
Project Sponsor: Michael Di Lullo, CAO	<ul style="list-style-type: none"> • Provides oversight and strategic direction • Provides approval of project charter prior to going to Council • Approves and confirms project goals, objectives, and deliverables prior to going to Council • Assists in the resolution of any conflicts
Project Manager: Scott Mairs, Director, Community Services	<ul style="list-style-type: none"> • Controls the day-to-day aspects of the project • Develops and maintains the project charter, project plans and all documentation • Identifies project objectives and deliverables • Identifies and manages risks • Reports and forecasts project status • Resolves conflicts within the project • Oversees quality assurance of the project management process • Executes formal reviews and management reviews • Helps resolve issues and change requests • Tracks action items and any related budgets
Project Steering Committee: <ul style="list-style-type: none"> • Justin Fidler – Manager of Operations • Kent Ferguson – Operations Supervisor • Ryan Darling – Operations Supervisor • Arnie Marsman – Building Department 	<ul style="list-style-type: none"> • Provides ongoing review of the development of the project, process, and reports to ensure project scope is being adhered to • Provides guidance, feedback and recommendations for the project including goals and objectives • Organizes, supports, and participates in the review and other activities as they relate to the completion of the project • Attends project meetings as required to assist in achieving project objectives and deliverables and advancing the project

Project Role	Responsibilities
Prime Consultant: TBD	<ul style="list-style-type: none"> • Provides professional expertise on the project • Provides advice on what is critical to the performance of a project task • Is responsible for overseeing all architectural and engineering aspects of design development • Develops the pre-design/schematic design including functional layout • Completes design development including floor plans, elevations and establishes overall design ready for building permit • Creates construction documents, working drawings and specifications • Prepares contract documents including CCDC, bonds, insurance, etc. • Provides contract administration including site reviews, quality control, site meetings, change orders, payment certificates, holdbacks deficiency corrections, etc.

4.0 Management & Accountability Approach

4.1 Accountability Structure

The project steering committee will meet as required to provide strategic direction to the project manager and sponsor and when key decisions of Council are required.

4.2 Progress Reporting to Council and the Public

It is recognized that this project will have an elevated level of interest in the community. To ensure that Council and the public are kept informed on its progress, the Middlesex Centre website, and other media channels (social media, newsletters, media releases, etc.) will be used to share updates and the status of this project.

4.3 Change Management

Significant scope changes related to project scope or budget will be approved by Council (e.g., changes to the items listed under Objectives). Changes that

fundamentally alter the mandate of this charter will be presented to Council for final approval (e.g., changes to the deliverables listed).

5.0 Defining Success

5.1 Strategic Alignment

This project contributes and supports the municipality's strategic plan (2021-2026) by meeting the needs of both current and future residents of Middlesex Centre under the priority of 'Sustainable Infrastructure and Services'. The strategic plan along with other relevant plans and strategies will be consulted over the course of this project.

5.2 Objectives

This project looks to achieve the following objectives:

- Accessibility
- Sustainability
- Quality
- Health & Safety
- Reliability
- Cost reduction

5.3 Deliverables

The project looks to complete the following deliverables:

- Proposals
- Functional design
- Design drawings
- Design documents
- Project completion on time and on budget
- Deficiency reports
- Project sign off

6.0 Budget, Project Timeline & Planning Process

6.1 Budget

The total project budget has been identified at **\$4,000,000**

Category 1 – Upgrades to Refrigeration Plant & Electrical	\$1,300,000
Category 2 – Improved Player Safety	\$385,200
Category 3 – Upgrade Spectator Area	\$154,800
Category 4 – Renovated Lobby, Dressing Rooms & Accessibility	\$2,000,000
<u>Architectural (based at 8% of Category 4 project costs)</u>	<u>\$160,000</u>
Total Costs	\$4,000,000

In the 2024 approved capital budget, \$3,627,270 had been identified to complete the work as part of the GICB grant. Staff are requesting that these funds be utilized to complete the above noted work and that Council provides a pre-budget approval of \$372,730 to fulfill the budget requirement that is to be spent in 2025.

The project is to be funded from the Buildings and Facilities Reserve Fund.

6.2 Project Timeline & Planning Process

Preparation for this project will commence in April 2024. Staff will procure the various components of the project and will bring back any necessary reports to approve spending.

The Municipality will be leading this reconstruction project and will function as the General Contractor, overseeing all project categories identified above. The project timeline for completion is as followed:

- April 2024: Issue RFP for Architectural/Engineering.
- May-August 2024: Detailed design for lobby/dressing rooms along with work that can be completed this summer.
- August 2024 to March 2025: Procurement of labour/materials.
- April 2025: Construction Begins.
- August 2025: Substantial Completion.

7.0 Risks

7.1 Risk Management

Risks will be reviewed and updated on a regular basis to reflect the current understanding as actual events occur. The following lists the potential risks and mitigation strategies for this project:

Risk	Risk Factor
Construction	<ul style="list-style-type: none">• Availability of resources• Shortage of equipment• Shortage of Material• Late deliveries of materials• Inferior quality and workmanship• Site safety• Site security• Site access• Insolvency of subcontractors• Insolvency of suppliers• Inadequate planning• Weather• Change orders
Design	<ul style="list-style-type: none">• Owner involvement in design• Incomplete design• Errors in the completion of studies, i.e., geotechnical• Wrong selection of materials• Need for design exceptions
Political	<ul style="list-style-type: none">• Changes in law or regulations• Delay in project approval• Inconsistencies in municipal policies• Excessive contract variation• Bureaucracy• Public expectations

Risk	Risk Factor
Performance	<ul style="list-style-type: none"> • Productivity of labour • Productivity of equipment • Suitability of materials • Defective work • Conduct hindering performance of work • Labour disputes
Contractual/Legal	<ul style="list-style-type: none"> • Delayed dispute resolution • Delayed payment on contracts • Change order negotiation
COVID-19	<ul style="list-style-type: none"> • Health & safety risks • Project suspension • Labour shortages • Delay of construction materials • Quarantines and travel bans • Legal issues
Organizational Risks	<ul style="list-style-type: none"> • Insufficient time to plan • Unanticipated workload • Priorities change on existing program • Inconsistent cost, time, scope, and quality objectives
Project Management Risks	<ul style="list-style-type: none"> • Project purpose, needs, objectives, costs, and deliverables are poorly defined or understood • No control over staff priorities • Consultant or contractor delays • Estimating and/or scheduling errors • Communication breakdown with the project team • Lack of coordination

8.0 Project Approvals

	April 15, 2024
Michael Di Lullo, CAO	Date
	April 15, 2024
Scott Mairs, Director, Community Services	Date

Council Resolution 224-095