



Lucan Biddulph Community Memorial Centre

Feasibility Study

DRAFT | September 2026



Township of Lucan Biddulph

Lucan Biddulph Community Memorial Centre Feasibility Study

DRAFT

September 4, 2026

Prepared by:



Table of Contents

1.0	Introduction	1
1.1	Purpose of the Feasibility Study	1
1.2	Project Context	2
1.3	Site Characteristics	4
1.4	Regional Arena Inventories	7
1.5	Arena Participation and Use	8
2.0	What We've Heard	9
2.1	Overview of Engagements	9
2.2	Community Feedback Form	9
2.3	Workshops	14
2.4	Community Open House	16
3.0	Project Vision & Guiding Principles.....	17
3.1	Building Lucan Biddulph's Arena Capacity.....	17
3.2	Guiding Principles	18
4.0	Conceptual Plans.....	19
4.1	Test Fits	19
4.2	Conceptual Site & Floor Plans	24
5.0	Financial Considerations	28
5.1	Capital & Operating Cost Estimates	28
5.2	Potential Funding Sources	31
5.3	Implementation Plan	32

Appendix A: Community Feedback Form Results

1.0

Introduction

1.1 Purpose of the Feasibility Study

The Lucan Biddulph Community Memorial Centre (LBCMC) has been at the heart of the community since 1971, bringing people together and serving as the backdrop for countless memories, milestones, and stories. Ice sports have been a defining part of Lucan Biddulph's culture for decades, contributing to the Township's identity and sense of community. Today, the LBCMC continues to serve residents of all ages, providing year-round opportunities for recreation, connection, and celebration.

The Township has invested in the LBCMC over the years. Lucan Biddulph was named Kraft Hockeyville in 2018 which resulted in a \$250,000 prize that funded new rink boards and the arena scoreboard. A \$9 million expansion and renovation project in 2023 added a new community hall, kitchen, fitness centre, and upgraded barrier-free accessibility throughout the building. These investments have enhanced the user experience and functionality, which will help this longstanding community hub to continue to serving Lucan Biddulph residents for years to come.

Recognizing the importance of the LBCMC and building on the Township's investments in the facility, the 2024 Lucan Biddulph Parks and Recreation Master Plan (PRMP) recommended exploring the feasibility of twinning the arena in the event that a second ice pad is required, and for improvements to the gymnasium and other areas to be considered. The PRMP advised that a Feasibility Study should also investigate opportunities to enhance the size and quality of arena dressing rooms, other support areas and common areas for recreational users and the junior hockey club, which were not eligible for the federal and provincial government funding received to support the most recent expansion.

The purpose of this Feasibility Study is to implement Recommendation R1 of the PRMP, namely to carry out conceptual test fits that investigate whether the LBCMC site is capable of accommodating an expansion to the arena along with the costs associated with doing so. Please note that this Feasibility Study relies on needs assessments completed through the PRMP and therefore, it is not the intent to revisit whether the need for additional ice exists in Lucan Biddulph. Should the Township wish to update arena-related needs assessments to inform decision-making in conjunction with this Feasibility Study, arena market conditions and ice capacity analyses may be undertaken in the future through a specific study or an update to the PRMP.

"Prepare an architectural Feasibility Study to determine if the Lucan Biddulph Community Memorial Centre arena can be twinned in a cost-effective manner along with modernizing the existing ice pad's dressing rooms and entrance corridor. Improvements to the gymnasium and other areas deemed appropriate should also be explored."

~ Lucan Biddulph Parks & Recreation
Master Plan, Recommendation R1

1.2 Project Context

The PRMP found that Lucan Biddulph is at a tipping point in terms of needs for a second ice pad. The Township's provision rate of one ice pad per 615 registered minor/youth ice sport participants falls below the PRMP's target of one ice pad per 400 youth participants. Half of Lucan Biddulph's growing base of children and youth were thought to be involved in ice sports, underscoring the community's strong engagement in arena activities. Assuming Lucan Biddulph maintains strong youth participation rates in ice sports into the future and the population growth forecasts are realized – particularly among younger households – the PRMP projected that ice sport registrations could reach 750 participants by the year 2034 if Lucan Biddulph population grows to the 7,000 residents forecasted by the Township's Development Charges Background Study.¹

In addition, ice sport organizations are facing constraints to grow their programs locally due to limited ability to secure additional prime time ice which the PRMP confirmed through an analysis of arena capacity. Through those consultations, ice sport users expressed a desire for a second ice pad, and suggested that selected arena dressing rooms could be modernized along with adding more storage. As will be discussed in the pages that follow, many of these themes were restated by ice sport users through this Feasibility Study process.

Given that twinning the LBCMC would be a multi-million dollar endeavour to construct and operate over its lifecycle, the PRMP advanced a cautious approach whereby the Township:

1. Undertakes an architectural analysis that examines the feasibility and associated costs of twinning the LBCMC arena;
2. Monitors ice sport registrations and participation rates to determine if Lucan Biddulph continues to withstand prevailing provincial declines;
3. Prepares an Ice Allocation Policy that reflects modern practices including principles of gender-equity and other forms of inclusion, player/skater registrations of clubs, residency status, turnback provisions, etc. so that ice times are allocated equitably and efficiently (also see Section 5 of this Master Plan); and
4. Evaluates whether the capital and operating costs of a second ice pad are warranted in relation to market conditions, ice allocation requirements and other municipal priorities.

The PRMP did not support a second, separate single pad arena in Lucan Biddulph based on projected 10-year registrations and the resulting operational inefficiencies from having to staff and maintain separate arena facilities.



¹ Township of Lucan Biddulph. 2023. Development Charges Background Study. Prepared by BM Ross.

Investigate Selected Improvements to the Gymnasium, Senior's Room and YMCA Space

In addition to the arena, the PRMP suggested that the Township could contemplate potential gymnasium improvements (e.g. new flooring) that could enable for a greater range of municipal and community-based programming, day camps, potentially support dry-land training for arena users, and offer an added level of amenity to complement the fitness centre. The exploration of improvements to the seniors' room and /or YMCA space were also suggested.

Other LBCMC Facilities

The Township's recently developed community hall and fitness centre have added quality indoor spaces to the LBCMC and are thus not a focus of this Feasibility Study. Outdoor facilities that are not in scope but may need to be considered when determining the configuration of a twinned arena include the existing outdoor pool, two ball diamonds, two soccer fields, off-leash dog park, playground and walking track. The PRMP also recommended the addition of a third ball diamond by replacing an existing rectangular sports field.



1.3 Site Characteristics

The LBCMC is located at 263 Main Street in the Lucan settlement area. Opened in 1971 and significantly expanded in 2023, the community centre contains a single pad arena, multi-purpose community hall with catering kitchen, gymnasium, fitness centre, the Lions Active Living Centre (formerly a library), and a childcare centre. Outdoor amenities include an outdoor pool, four sports fields, a playground, walking track, off-leash area, support structures, approximately 220 vehicular parking spaces, and a mature tree stand located at the rear of the property. In 2024, the Township acquired the adjacent property at 269 Main Street that contains a commercial building and small parking lot that is currently being leased to a private yoga studio.

263 and 269 Main Street (collectively referred to herein as the “subject lands” or “site”) occupy a total land area of 10.47 hectares. Surrounding land uses include agricultural and commercial lands to the west, and residential properties to the south and east. To the north, on the other side of Main Street, is the Township of Lucan Biddulph Municipal Office and the Lucan Branch of Middlesex County Public Library, a medical centre, as well as low and medium density residential units.

Site Servicing

The subject lands provide approximately 190 metres of frontage along Main Street. The site is serviced by watermain from Main Street while there are above-ground hydro poles running through the east parking lot from the street connecting to an above-ground electrical corridor running east to west to the rear of the community centre. Architectural plans² prepared for the 2023 building addition also note the top of bank and future pipes of the Hardy South Drain in between the community centre and the outdoor walking track. A telecommunications tower is located towards the rear of the building, adjacent to the west parking lot.

Site surveys and servicing plans were not available for review through this Feasibility Study. The location of existing servicing on the subject lands should be confirmed through future study as servicing infrastructure can have an impact on design feasibility and project costs.

Address: 263 Main Street, Lucan

Land Area: 10.24 Hectares

- Arena
- Community hall
- Fitness centre
- Gymnasium
- Active senior room
- YMCA of Lucan Child Care
- Outdoor Pool
- Lit ball diamonds (2)
- Soccer fields (2)
- Playground
- Outdoor walking track
- Community garden
- Stormwater LID (Low Impact Development)
- Off-leash dog park
- Lion’s Club storage building
- Outdoor walking track
- Parking (206 spots)

Address: 269 Main Street

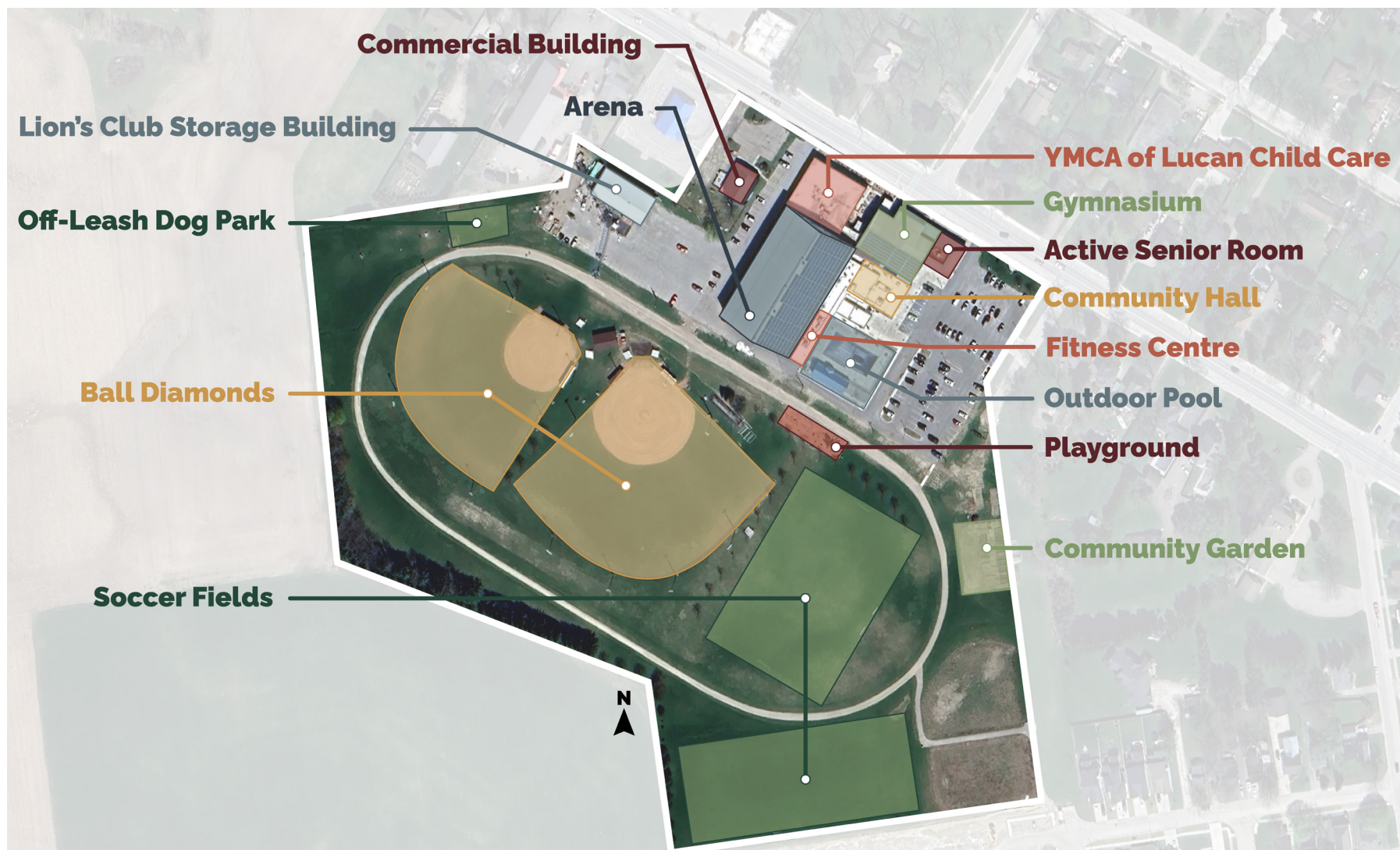
Land Area: 0.23 Hectares

- Commercial building
- Parking (14 spots)

² Spriet Associates. Lucan Biddulph Community Memorial Centre, Phase 2 – Lucan Arena Reno’s & Arena Addition. Site Servicing & Grading Plan. Dated November 26, 2021.

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Figure 1: Site Characteristics, 263 & 269 Main Street



Land Use Planning & Zoning

The Township's Official Plan designates the subject lands as Parks and Open Space, of which recreation facilities are identified as a permitted use. The property at 263 Main Street is zoned as Open Space in the Township's Zoning By-Law.³ Although a "community centre" is only specified as a permitted use in the Institutional zone, the community centre was permissible as a legal non-conforming use and/or may be tied to the site's origins as a former public fairgrounds which is a permitted use in the OS zone.

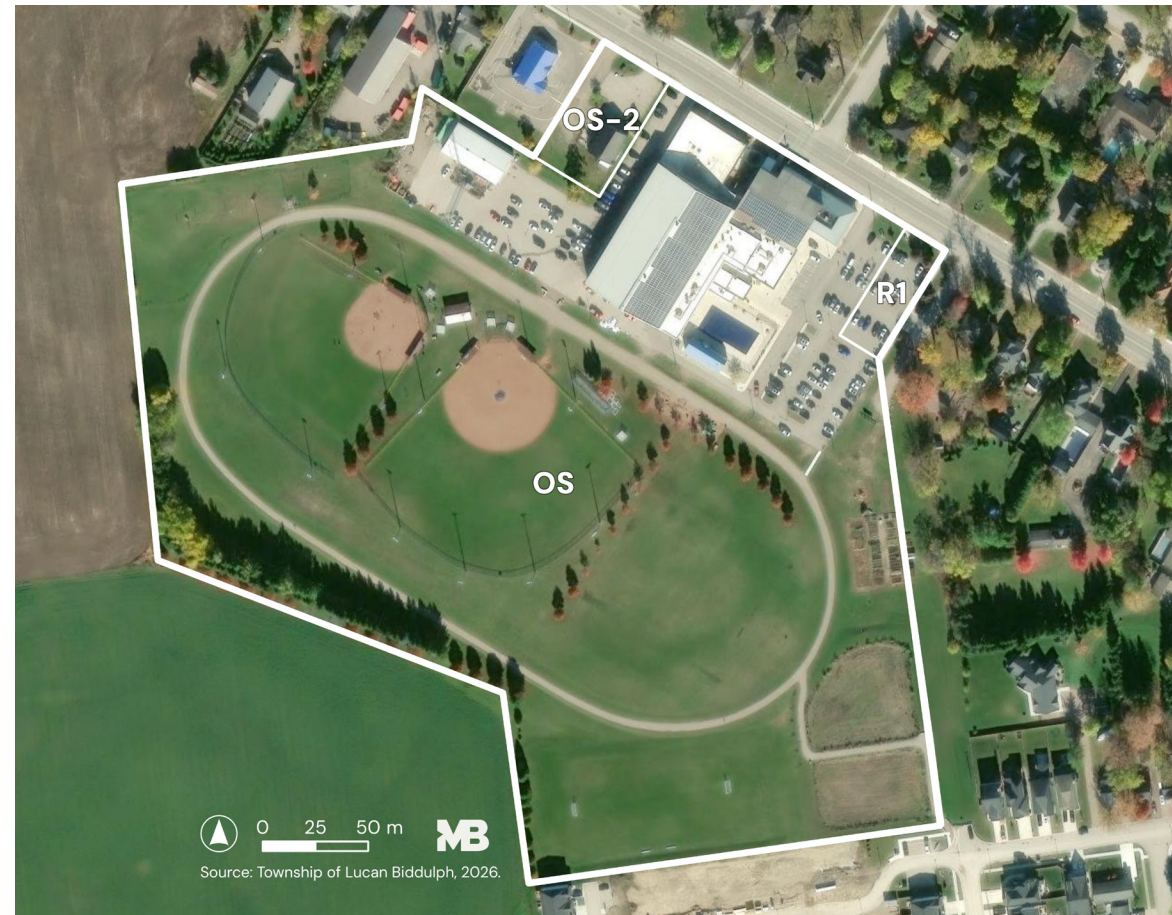
The property known as 269 Main Street is zoned as a site-specific OS-2,⁴ of which a place of recreation is a permitted use as well as a retail store in order to support the existing commercial use currently being leased out. A portion of the existing parking lot, abutting Community Drive, is zoned Residential First Density (R1).

General regulations for the OS and OS-2 zones include the following:

- Maximum Lot Coverage of 35%
- Front, Side and Rear Yard Depths of 15 metres
- Maximum Height of 10 metres

The Zoning By-law does not specify a parking requirement for the OS zone, nor is there a stated parking requirement for a community centre use in the Institutional zone.

Figure 2: LBCMC Site Zoning



Source: Middlesex County Maps

³ Township of Lucan Biddulph Zoning By-law, Consolidated Version. October 2023. Schedule "B", Map 6.

⁴ Township of Lucan Biddulph By-law No. 205-2025.

1.4 Regional Arena Inventories

There are 14 arenas located within 30 kilometres of the LBCMC that collectively provide 19 ice pads. Two of these arenas are located within a 15-minute drive of the LBCMC, both of which are single pad facilities:

- Ilderton Arena (Middlesex Centre)
- Stephen Arena (South Huron)

Arenas situated within a 15 to 35-minute drive of the LBCMC include:

Single Pad Arenas

- South Huron Recreation Centre (Exeter)
- HMS Insurance Centre (Parkhill, North Middlesex)
- Medway Community Centre (London)
- Thompson Arena (Western University, London)
- Hensall Arena (Bluewater)
- Zurich Community Centre (Bluewater)
- Mitchell & District Arena (West Perth)

Twin-Pad Arenas

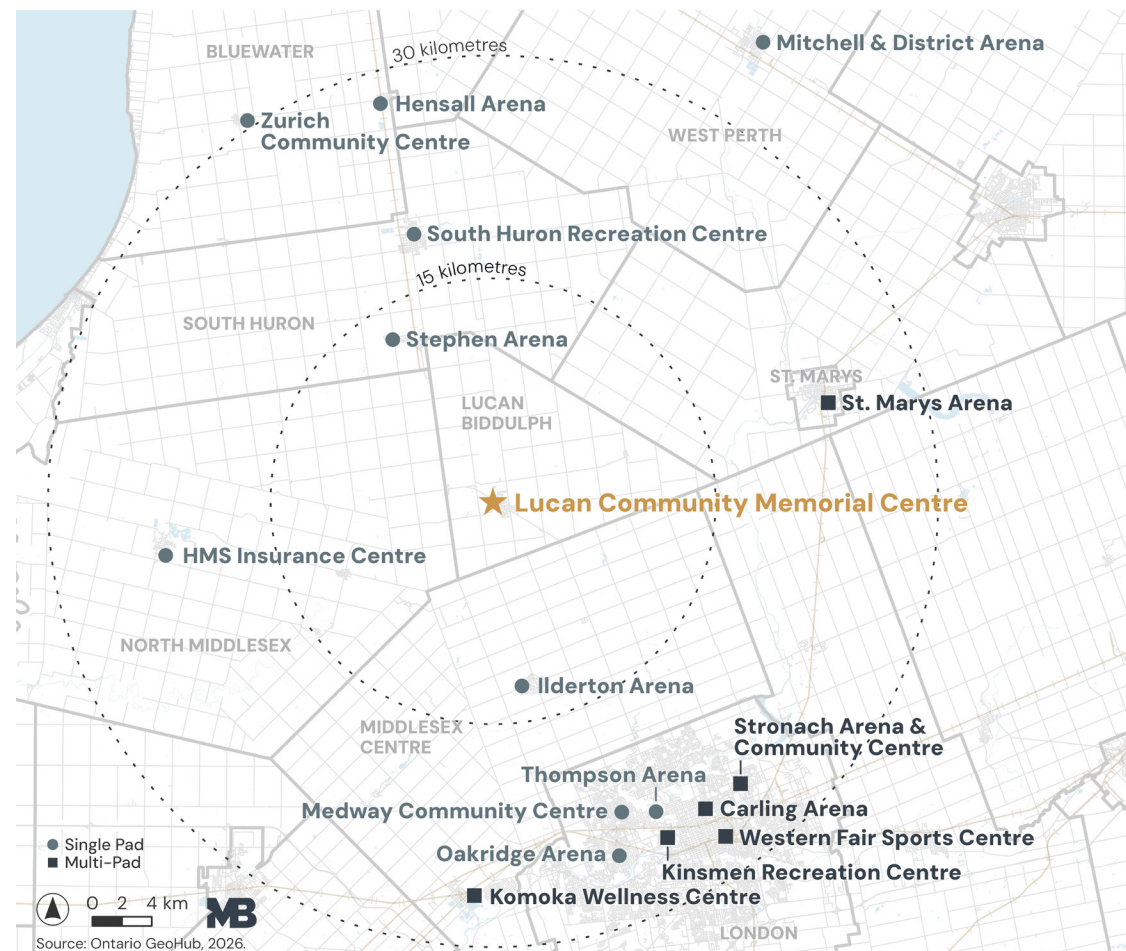
- St. Marys Arena
- Carling Arena (London)
- Stronach Arena & Community Centre (London)
- Komoka Wellness Centre (Middlesex Centre)

Four-Pad Arenas

- Western Fair Sports Centre

Prime time ice at arenas found outside of Lucan Biddulph is generally prioritized to user groups based in their respective municipalities. Lucan Biddulph residents that play for an "A" level rep team affiliated with the Ausable Valley Hockey Association (AVHA) use the Ilderton Arena, Stephen Arena, HMS Insurance Centre, and Komoka Wellness Centre for games and practices. Conversely, residents from other communities who play for the AVHA are also LBCMC arena users.

Figure 3: Local & Regional Arena Inventories



1.5 Arena Participation and Use

The Township of Lucan Biddulph delivers public skating and shinny programs over the course of the season, while allocating and renting ice time to community-based providers of arena sports. The majority of ice time at the LBCMC is used by the three locally-based organizations:

- Lucan Minor Hockey Association - 406 players on 29 teams;
- Lucan Skating Club - 142 skaters; and
- Lucan Irish Six Junior Hockey - 25 players.

Collectively, these groups reported registrations of 573 participants for the past 2025/2026 ice season. In addition, the Ausable Valley Minor Hockey Association is a regional organization that rents ice in multiple municipalities and relies on the LBCMC for 30% of its ice time; of its 305 registered players, the AVMHA estimates slightly more than half are residents of Lucan Biddulph. Other notable ice sport organizations renting time at the LBCMC include Ice-Force Power and Performance (60 skaters) and Adult Rec Hockey (180 players on 6 teams).



2.0

What We've Heard

2.1 Overview of Engagements

In order to inform the Feasibility Study, selected opportunities for engagement were held with the public and ice sport representatives through a:

1. Community Feedback Form
2. Ice Sport User Workshop
3. Parks & Recreation Advisory Committee Workshop
4. Township Staff Workshop
5. Community Open House (to be completed in Fall 2026)

Relevant feedback gathered through the PRMP consultation process was also considered. This Section summarizes key themes and findings from feedback provided for this Feasibility Study.

2.2 Community Feedback Form

A Feedback Form was made available to the community in June and July 2026, with 856 responses received. The majority of responses were submitted by Lucan Biddulph residents, predominantly those living in the Lucan settlement, as well as from households that have children under 18 years of age. As the Feedback Form was self-directed and made available to any person wishing to complete it, results cannot be assigned a level of statistical significance or margin of error. The pages that follow summarize results of the Feedback Form while full results are found in **Appendix A**.

How Respondents Use the LBCMC

93% of respondents reported that either themselves and/or members of their household used the LBCMC in the past two years. Of respondents that used the LBCMC:

- 76% report participating in minor hockey and 32% participate in adult hockey;
- 32% watch junior hockey games;
- 64% attend recreational or public skates and 27% participate in learn to skate programs;

Of those that use the LBCMC, 86% reported visiting the facility once a week or more (Figure 5). Among those that specifically use the arena, 70% are satisfied with the quality of the facility, 62% are satisfied with spectator viewing areas, and 51% reported being satisfied with dressing rooms (Figure 6).

Figure 4: Participation in LBCMC Programs & Activities

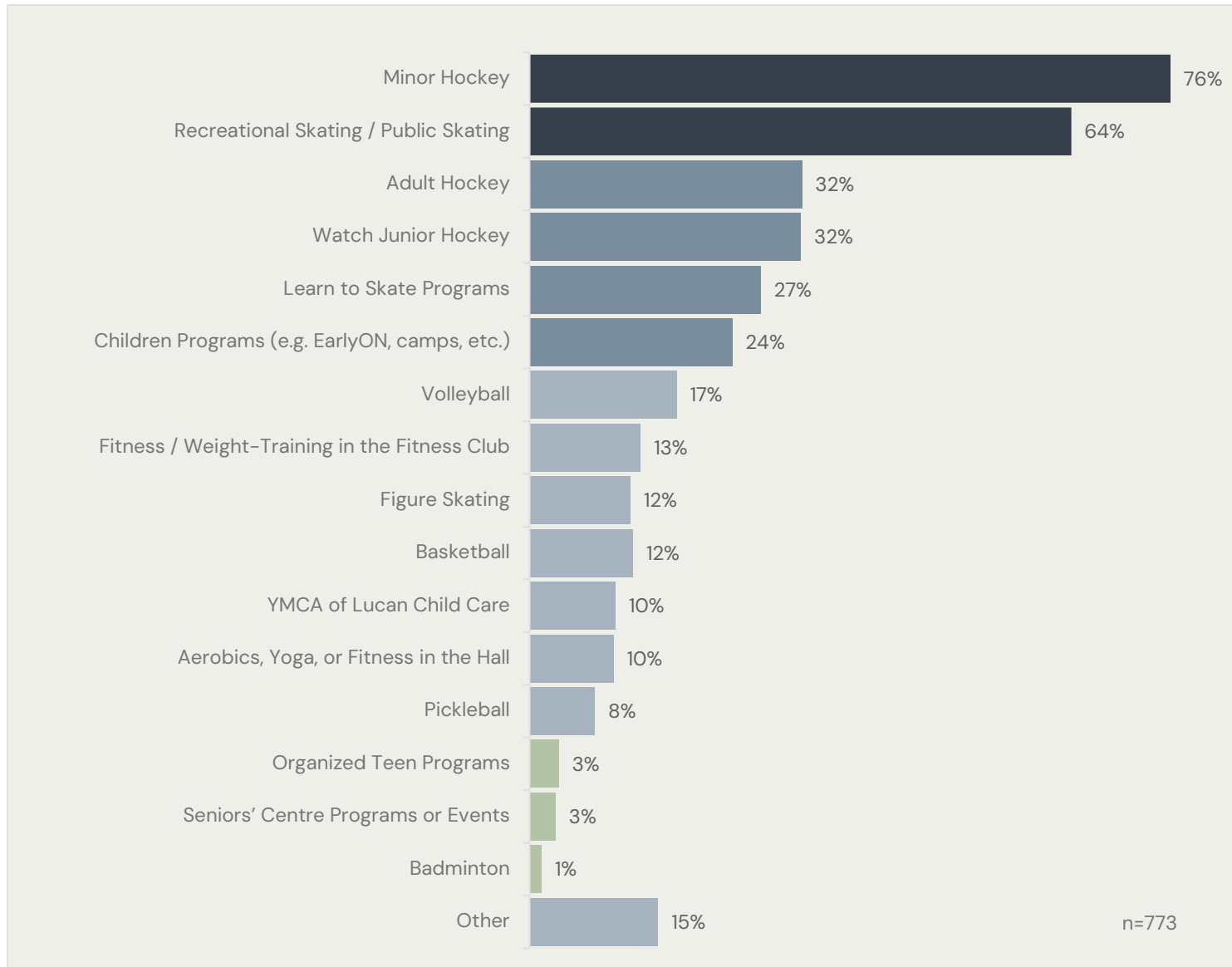


Figure 5: Frequency of Use

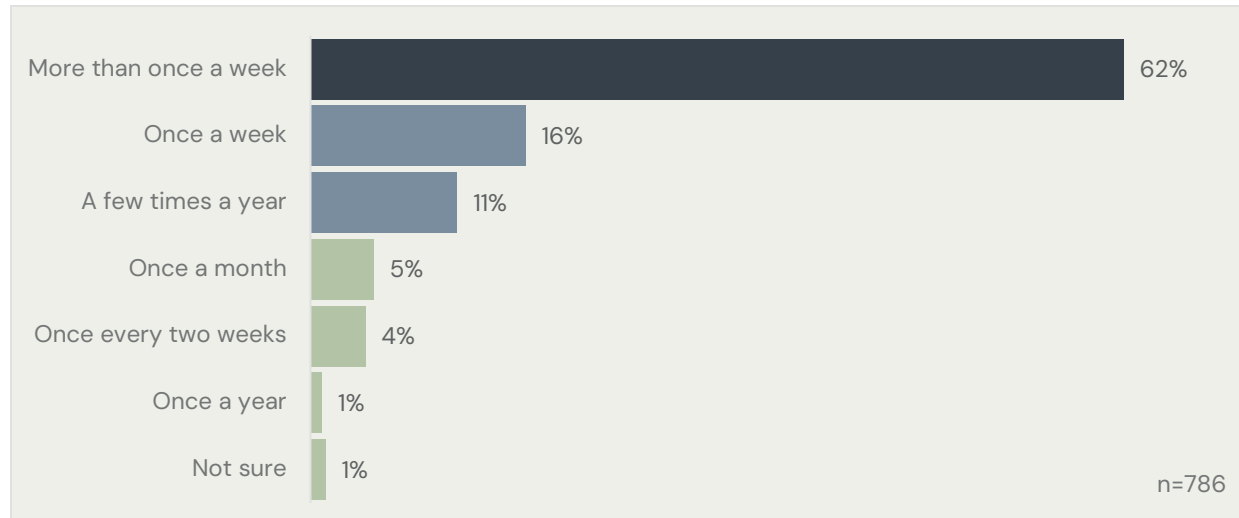
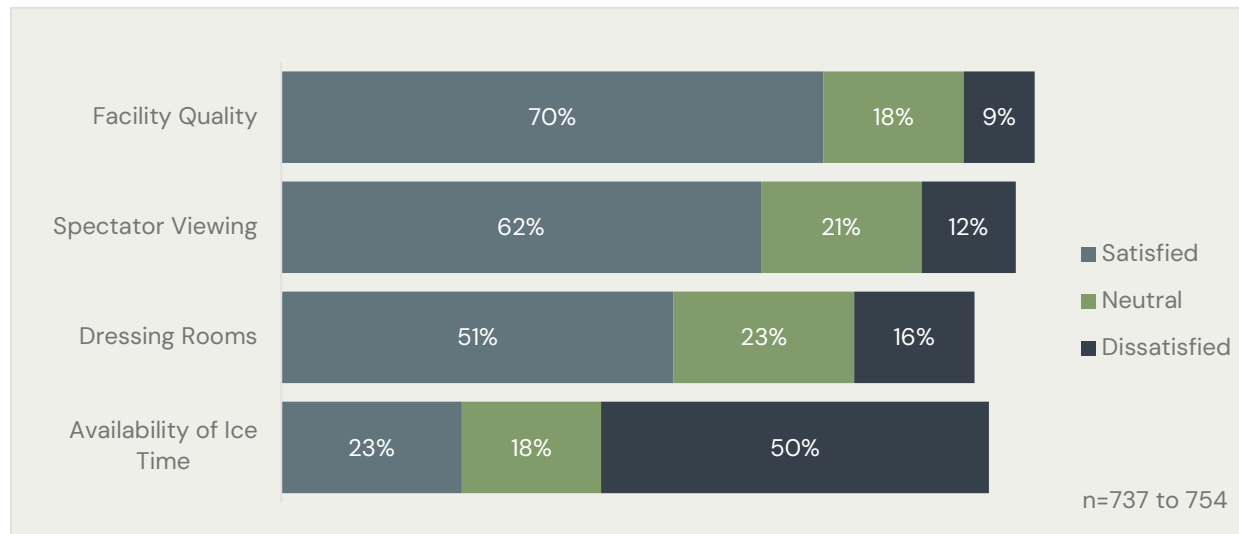


Figure 6: Satisfaction with Arena Amenities



Support for a Second Ice Rink

Respondents provided the following input when asked about the desirability of a second ice rink in Lucan Biddulph:

- Four out of five respondents (81%) indicated that they would use the LBCMC more if a second ice rink was added.
- 73% believe that a second ice rink should be a high priority for the Township, while 13% said that a second rink should be considered but not as a top priority.
- Reducing travel to other municipalities is an important benefit that 90% of respondents believe would come out of having a second ice pad in Lucan. The importance of other benefits to them included the ability to add more ice sport opportunities (88%) and adding more public or recreational skating programs (88%). 86% believe that adding another ice pad would be important to increasing the Township's ability to host tournaments (Figure 7).
- Figure 8 shows that 73% would use a second ice rink for minor hockey which reflects how respondents already use the LBCMC, while 50% would seek it out for public skating.
- A second ice pad and an indoor walking track were the highest priorities for additions to the LBCMC, both garnering 87% support for the Township to invest public funds (Figure 9). Other high priorities included adding space for youth/teens (85%) and improving the gymnasium (84%).
- 76% are willing in some way to pay increased user fees for recreation and sport programs to help financially support an expansion and associated enhancements to the LBCMC. 67% are willing to donating towards a capital fundraising campaign (67%) and just over half (57%) are willing to consider paying higher property taxes (Figure 10).

Figure 7: Level of importance for second ice rink potential benefits

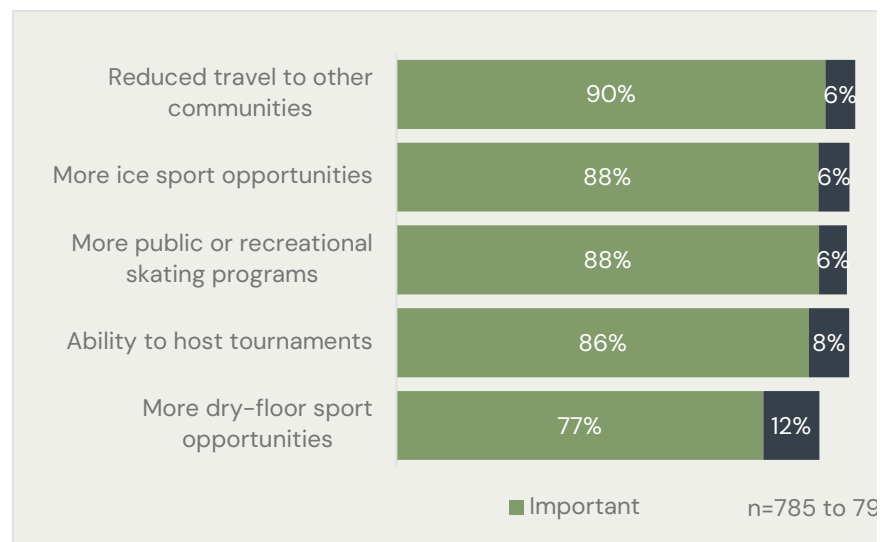


Figure 9: Priorities for Investments in LBCMC Facilities

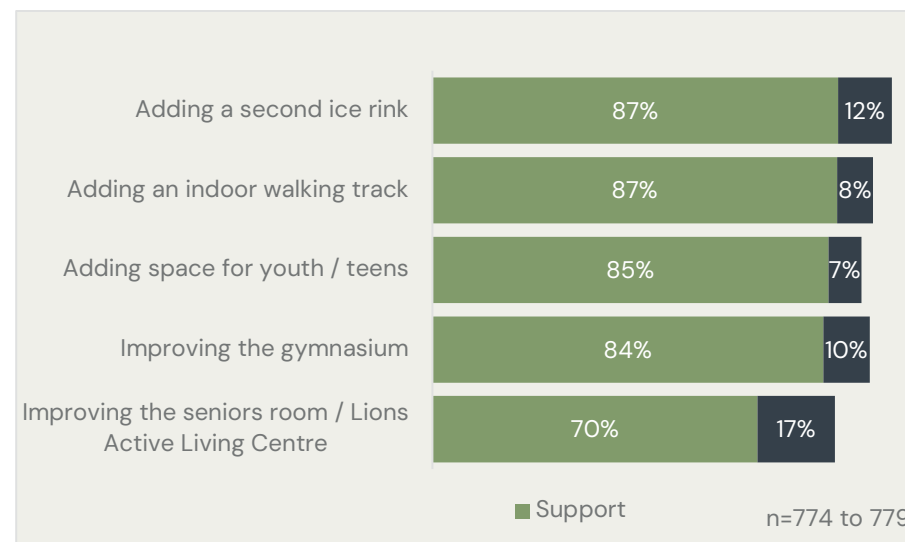


Figure 8: Activities that a Second Ice Rink would be used for

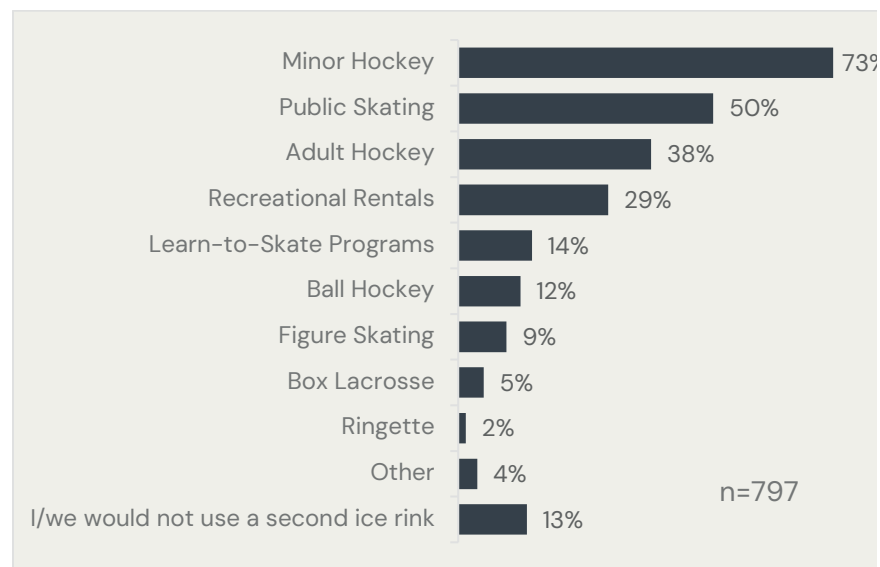
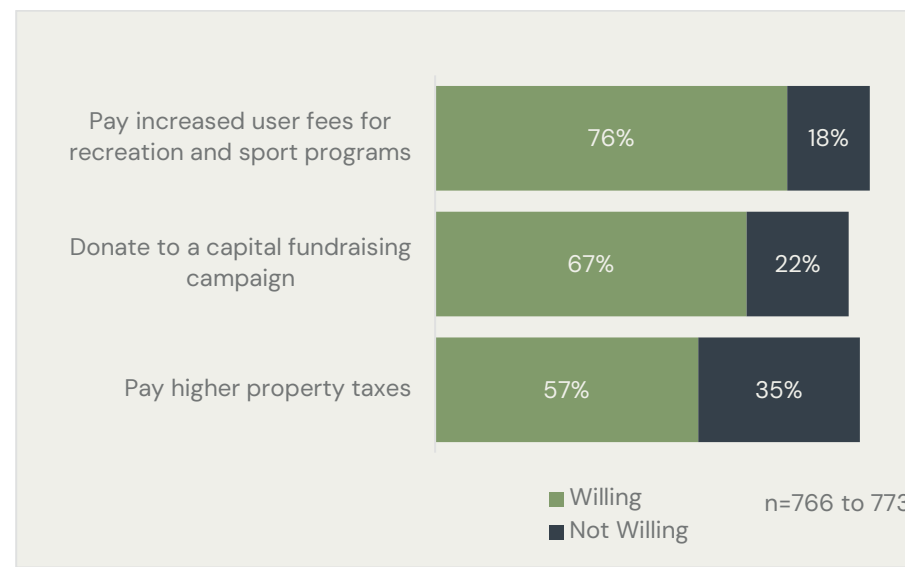


Figure 10: Willingness to Financially Contribute to Facility Enhancements



2.3 Workshops

Workshops informing the Feasibility Study were held with the Parks and Recreation Advisory Committee (PRAC), representatives of ice sport user groups, and Township staff responsible for arena management and operations. Discussions built on past conversations from the PRMP regarding opportunities and priorities for arena facility design.

Common themes from the three workshops included a desire for:

- a second ice surface to be at least the same size as the existing arena;
- spectator seating that can be less than the existing rink;
- sufficient number and size of dressing rooms;
- LBCMC spaces to reflect functional and barrier-free designs; and
- additional storage space.

PRAC Workshop

PRAC was engaged in a discussion at their June 2026 meeting. Members of PRAC understand that the LBCMC arena is under pressure and know that the Township is receiving requests for more ice time from the public as the population has grown and attracted younger households. If the Township were to develop a second ice pad, PRAC's opinion was for a design that is scaled to community-level programming that prioritizes functionality and accessibility. For example, a regulation-size rink with basic spectator seating capacity would support the needs of local-level practices and games.

Arena features that were discussed included the exploration of accessible sledge hockey components as well as a design that reinforces LBCMC's role as a family-oriented place in the Township. PRAC indicated that most people in the community are talking about the need for a second ice rink and less is being heard about the gymnasium and active living centre; however, there was discussion about how inclusion of an indoor walking track would be a positive addition to the facility.

PRAC was mindful of the cost associated with building and operating a second ice pad in relation to the Township's population base, which they recognized could have impacts on local taxes. Members of PRAC were hopeful that funding from other levels of government could offset some of the financial impacts but understood that there is strong competition among municipalities for federal and provincial infrastructure grant programs, and that the Township has recently benefited from major grants to expand the community centre and water treatment capacity.

Parks & Recreation Department Workshop

Parks and Recreation staff responsible for arena management, operations, scheduling and recreation programming participated in a charrette-style workshop to provide insights about how a second ice rink could be added to the LBCMC. Staff indicated that a second ice rink could be added parallel to the existing arena, with new dressing rooms situated back-to-back with the current dressing rooms. New storage space should have a roll up door and a bigger janitor room is needed. Staff indicated that incorporating an indoor walking/running track around the ice rink could provide a valuable amenity for parents during their children's ice times, while also serving as a dedicated warm-up and conditioning space for teams and athletes. Minor improvements were deemed necessary to the gymnasium as staff reported it functioning well, but could benefit from new basketball courts placed across the width on both sides of the existing centre, as well as replacing the floor in future years when it reaches its end-of-life cycle.

Ice Sport Workshop

Representatives of Lucan Minor Hockey, Lucan Skating Club, Lucan Irish Six Junior Hockey Club, Lucan Adult Rec Hockey, Ausable Valley Hockey, and Ice-Force Power & Performance participated in a workshop on July 6, 2026. The discussion began with these organizations reinforcing the fact that a second ice pad is needed in Lucan Biddulph as demand for their programs cannot be met due to limitations on prime time ice availability at the LBCMC. Ice sport user groups indicated that their ability to grow their membership/program participants is being constrained due to a lack of ice time and their inability to secure more ice time has led certain groups to cap registrations, turn away participants, and/or deviate away from the types of programs that they have historically offered.

Lucan Minor Hockey Association reported that it currently has the largest team roster sizes in its history; demand has been so strong that some teams must turn away late registrants. The Lucan Skating Club removed one of its CanSkate programs in 2025/26 in order to fit in an hour for its competitive group; however, CanSkate is an important first step along the long-term athlete development pathway and provides financial stability to the organization making the decision to cancel one of these sessions very difficult. The Ausable Valley Minor Hockey Association shared that their participation has already grown by two teams since the 2025/26 season.

Participants emphasized that a new ice rink needs to represent the pride that the community takes in its ice sports and recognize the past achievements and history of Lucan Biddulph organizations. Participants cited arenas in Aylmer, Exeter and Paris as examples of buildings with good functionality and accessibility. Design features to contemplate if building a new ice rink included sufficiently sized dressing rooms and washrooms, incorporation of a sound system, space to display banners, consideration of barrier-free elements and ice sports such as sledge hockey, and storage space. Separate rooms for coaches and placing benches in hallways for parents to tie their children's skates were also suggested.

Participants identified several opportunities for improvement within the existing arena, including the addition of more skate tile flooring, accessible seating in the home-side bleachers, enhancements to the warming area, and enlarging and modernizing the Junior Hockey Club's dressing room. The gymnasium could also benefit from the installation of a sound system. Participants also discussed challenges associated with limited parking capacity during weekends when tournaments and competitions are held.

To help fund a second ice rink, participants representing hockey organizations shared that their members would generally be supportive of increasing user fees if it meant that they would get more ice time. Other organizations shared that their members would be more supportive of actively participating in external fundraising initiatives, rather than paying higher users fees.

2.4 Community Open House

A public review and comment period accompanied by a community open house will be scheduled in September 2026 to receive feedback pertaining to the Draft Feasibility Study.

3.0

Project Vision & Guiding Principles

3.1 Building Lucan Biddulph's Arena Capacity

Past consultations through the PRMP and again through this Feasibility Study re-affirm that there is interest within the community to add a second ice pad in Lucan Biddulph. Engagement with the public, local ice sport representatives, PRAC, and arena staff indicate a vision to strengthen the LBCMC as the premier destination for ice sports and other activities in the Township. The addition of a second ice rink will aim to address growing demands for ice time by expanding local capacity and strengthening Lucan Biddulph's long-established tradition of ice sports.

Reflecting the Township's commitment to responding to evolving community needs, an expanded facility will provide a welcoming and inclusive space where residents can connect, participate in recreation, foster relationships, and celebrate local traditions. A second ice rink would support current and future generations of arena users while reinforcing the role of ice sports in community life. This vision is guided by principles of People, Legacy, and Function.



3.2 Guiding Principles

Principles of people, legacy, and function will guide a second ice rink to build upon the LBCMC's longstanding role as a community gathering place.

People	Legacy	Function
A second ice rink will support the ice needs of Lucan Biddulph residents by: • Providing more opportunities for youth play and participation in recreation through individual and team sports; • Promoting lifelong physical activity and social connections for residents of all ages and stages; and • Facilitating spaces for play and viewing that are universal, accessible and inclusive.	A second ice rink will celebrate the history and tradition of ice sports in Lucan Biddulph by: • Recognizing past achievements in sport and competition with dedicated places for banners and awards; and • Integrating the longstanding "Lucan Irish" identity throughout the design of arena spaces.	A second ice rink will be modern and practical in its design by: • Being located next to the current arena to optimize existing LBCMC amenities; and • Reflecting a configuration thoughtful of the flow and movement of participants, spectators, and staff.



4.0

Conceptual Plans

This Section articulates how the third ice pad could be situated on the LBCMC site along with the capital and operating implications that the Township may expect to incur as a result.

4.1 Test Fits

Two test fits were created to investigate orientation of a new ice pad. Both test fits place the new ice pad adjacent to the existing ice pad in order to maximize efficiencies with respect to functional operation of the arena, primarily to ensure operational flow and economies of scale through the mechanical plant, ice resurfacer room, and arena staff workshop. Adjacency also creates benefits to the arena user through proximity to dressing rooms and spectator viewing.

Based on the information gathered at the design charrette with Township staff, two test fits were created to investigate options for accommodating a new ice pad and associated spaces, based on a program that include the following components:

- Regulation size ice pad with a walking track around the perimeter
- Dressing Rooms, including accessible dressing rooms
- Warm Viewing Area
- Washrooms
- Administration Space
- Spectator Seating above the Dressing Rooms
- Connection to Ice Resurfacer Room in existing building

Test Fit #1: Parallel to Existing Ice Pad (Preferred)

This option locates the new ice pad parallel to the existing ice pad with new dressing rooms adjacent to the existing dressing rooms, served by a common corridor. An addition at the rear of the facility provides a connection from the existing ice resurfacer room to the new ice pad.

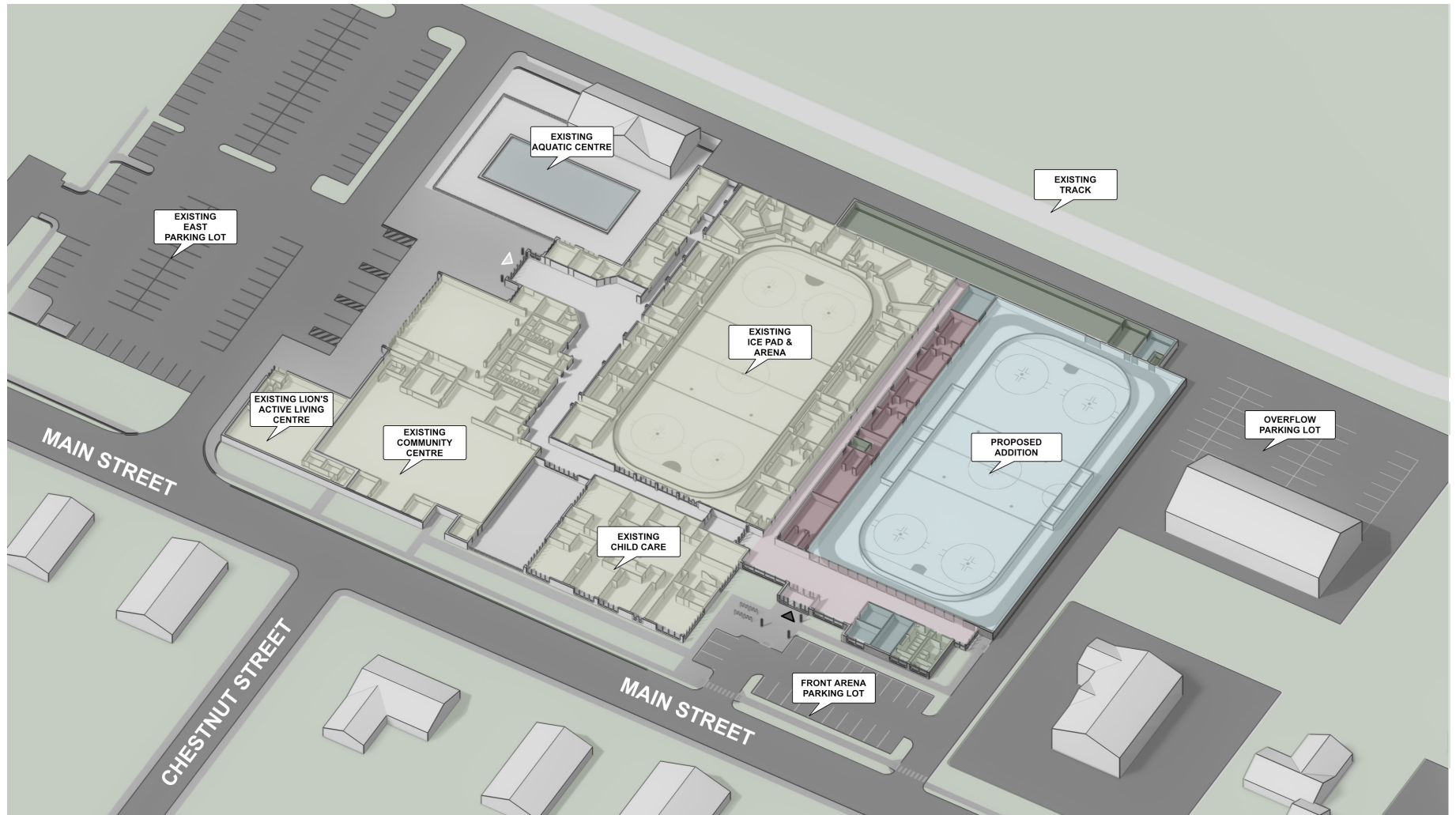
The benefits of this option include:

- A new entrance on the North side of the building, easily identifiable from Main Street, including a drop-off area and parking area
- A clear connection from the existing building to the addition, including an improvement to the safety for the entrance to the child care centre
- Dressing rooms for both ice pads are served from a common corridor
- Compact design allows for a warm viewing area on the East side of the ice pad, as well as washrooms and administrative areas
- Viewing for this ice pad is accommodated over the new dressing rooms
- The proposed addition on the West side of the building allows the service spaces for the existing building to remain intact.
- The existing Lions Club shed can remain in place

Constraints are noted as follows:

- The number of parking spaces decreases from 206 parking spaces to approximately 150 spaces.

Figure 11: Test Fit – Parallel Ice Pads



Test Fit #2: Perpendicular to Existing Ice Pad

This option locates the new ice pad perpendicular to the existing ice pad with new dressing rooms located on the East side of the new ice pad. served by a common corridor. An addition at the rear of the facility provides a connection from the existing ice resurfacer room to the new ice pad.

The benefits of this option include:

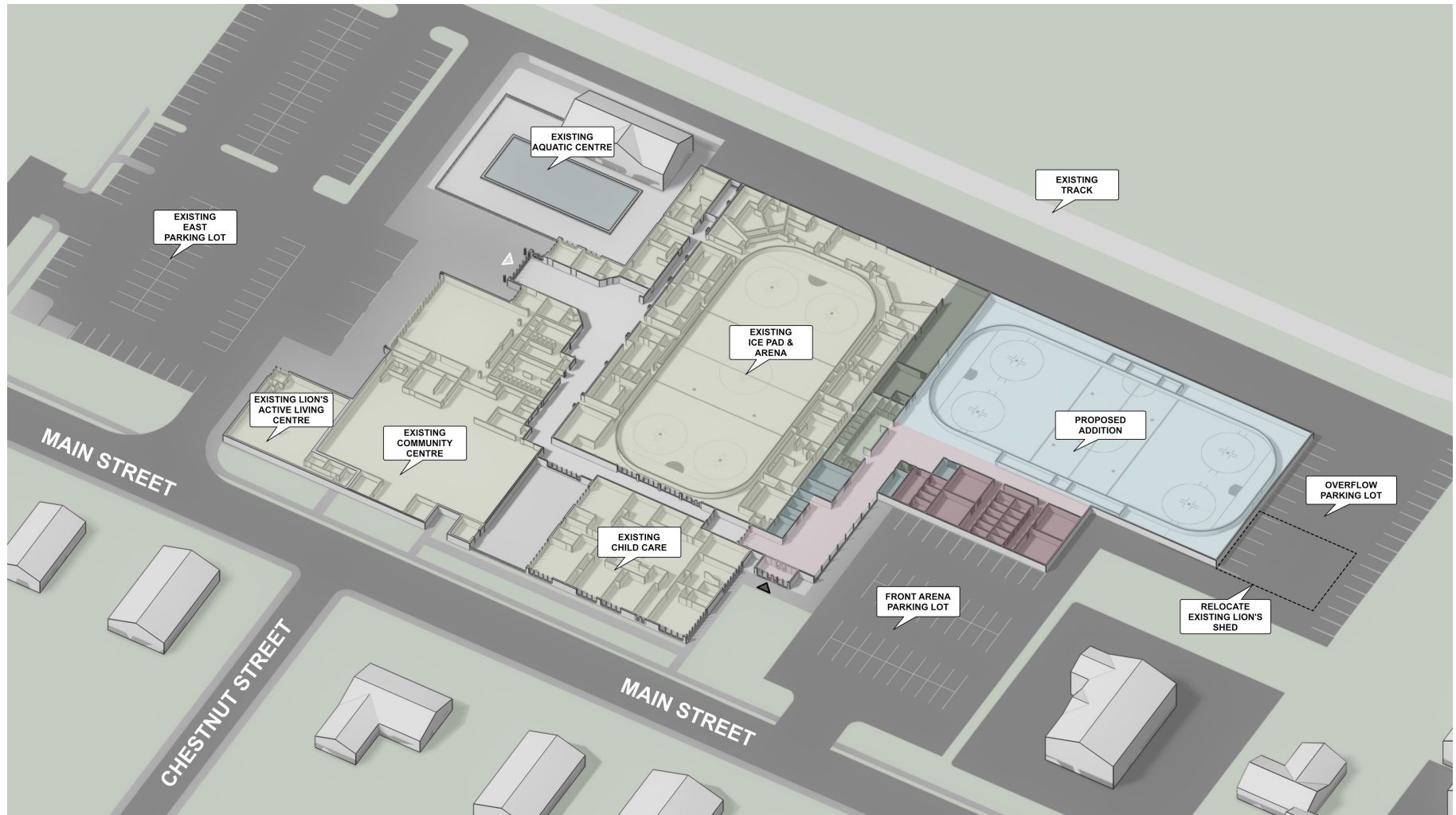
- An increased number of parking spaces on the East side of the building, adjacent to the new main entrance
- A clear connection from the existing building to the addition, including an improvement to the safety for the entrance to the childcare centre

Constraints are noted as follows:

- The orientation of the ice pad would require the relocation of the existing Lion's Club shed
- More space is required for circulation
- Warm viewing area is not separated from dressing rooms
- Interior service spaces in the existing building would require renovation to provide a connection between the existing ice resurfacer room to the new ice pad.

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Figure 12: Test Fit – Perpendicular Pads



4.2 Conceptual Site & Floor Plans

Site Plan

Test Fit #1, illustrating a parallel orientation that stacks the ice pads side-by-side, is deemed to be the preferred configuration due internal operational, functional and programmatic efficiencies which are deemed to outweigh having fewer parkig spaces. A new access drive is indicated at the northeast corner of the site, providing access to the west side of the site, and the parking to the northwest of the addition. This drive also provides access to a new parking area adjacent to the main entrance to the addition, which provides drop-off spaces for the childcare centre, accessible parking spaces as well as an exit back on to Main Street, creating a drop-off at the entrance to the building.

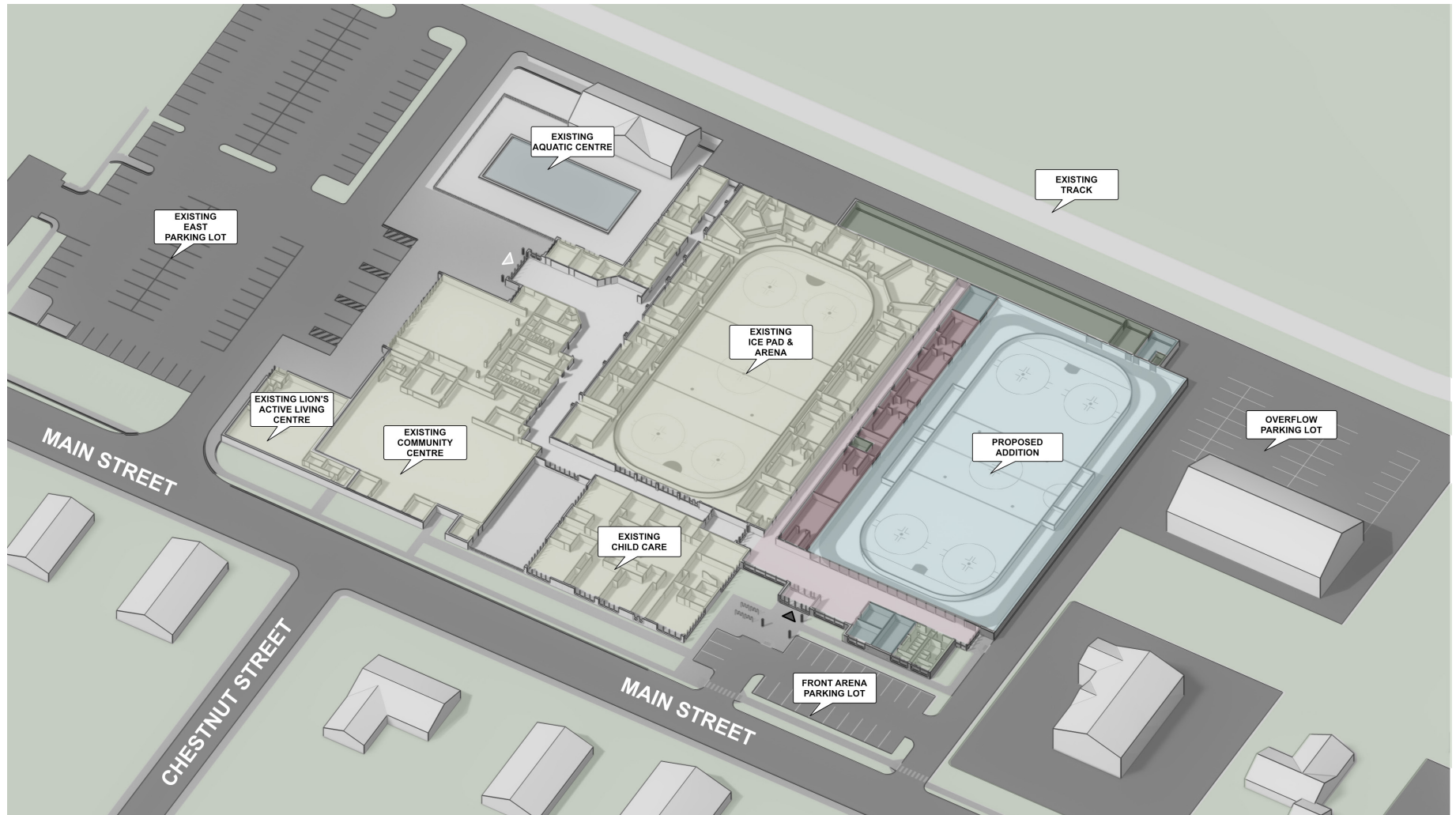
The addition extends along the west side of the existing building to connect the existing ice resurfacer room to the new ice pad, while maintaining the service road on the west side, as well as the existing hydro service. The main entrance is located to be easily identifiable from the street, and provides a consolidated entrance to the community centre and the childcare centre on the North side of the complex.

Floor Plan

Figure 11 illustrates the floor plan associated with the preferred concept. The addition is organized with the new regulation size ice pad running parallel to the existing ice pad, with new dressing rooms access from a common corridor running between the existing dressing rooms and the new dressing rooms. Other notable features include:

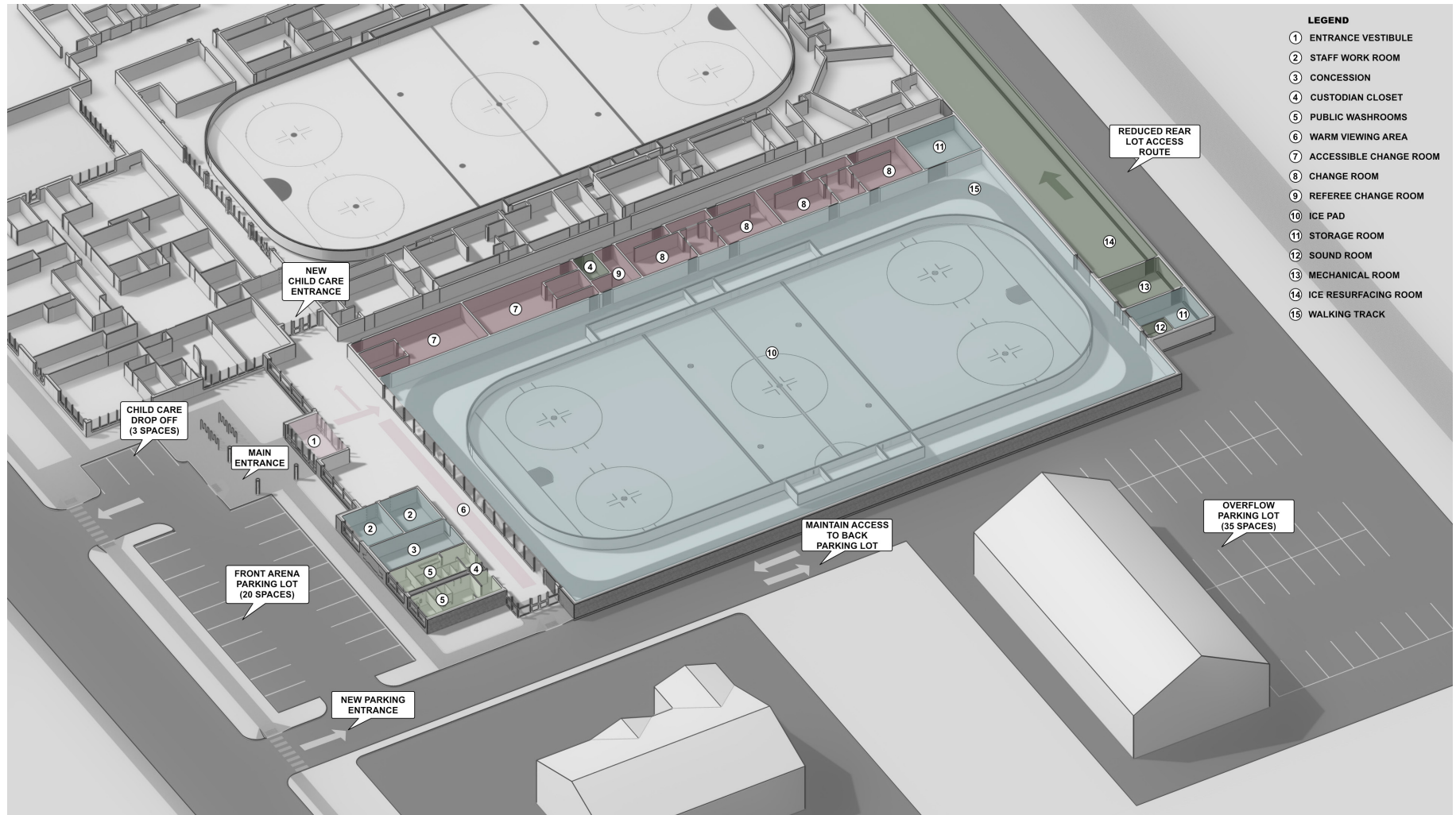
- The ice pad footprint includes space for a 3 metre wide walking track, as well as team benches (adjacent to the dressing rooms), and penalty boxes and a timekeepers box on the opposite side of the ice pad.
- The new entrance provides a clear connection to the existing building, the new and existing dressing rooms, as well as access to the existing childcare centre and a new warm viewing area adjacent to the new ice pad. Washrooms and administrative space are located adjacent to the warm viewing area.
- To the west of the ice pad, the addition provides access to the existing ice resurfacer room, mechanical spaces and staff workshop areas, as well as new mechanical spaces and storage rooms.
- Above the new dressing rooms, additional viewing space is provided.

Figure 13: Preferred Site Configuration



DRAFT

Figure 14: Proposed Floor Plan



Parking & Vehicular Circulation

There are currently 206 parking spaces located on the LBCMC site through the east and west parking lots while another 14 parking spaces are available at the municipally-owned property next door at 269 Main Street. Township staff note that parking demand at the LBCMC frequently exceeds supply, particularly during tournaments and community events as well as during the spring and fall when arena sports and outdoor field sports are concurrently operating in their core seasons. The fact that ice operations run twelve-months creates above-average demands on parking relative to arenas that remove ice during the summer. Township staff and user groups alike note that parking spills onto adjacent streets when the LBCMC lot is full.

A second ice rink would occupy most of the LBCMC's east parking lot, resulting in the loss of more than 50 existing parking spaces; however, the adjacent property at 269 Main Street provides an opportunity to partially offset this impact. Depending on the final site configuration, the proposed concept could accommodate up to 23 relocated parking spaces with a new parking area fronting Main Street. As a result, **an arena addition is anticipated to result in a net loss of parking spaces available on the assumption that the Township wishes to work the expansion around existing infrastructure** already found on site, namely the storage building, communications tower, and outdoor track.

An additional 15 to 25 parking spaces could be added onsite if the Township were to consider relocating the existing storage shed building. Similarly, parking capacity could be expanded by enlarging the east lot towards the ball diamonds, noting that this would likely require shortening and/or re-routing the outdoor track. These actions could replace most, if not all, existing parking spaces that would be lost through the expansion and may even result in a net addition of parking spaces depending on the degree to which the existing parking lot could be enlarged to the south (without encroaching into the ball diamond). Future design work would provide a better sense of how to increase parking capacity in a manner that offsets net loss of space resulting from adding a second ice pad into the existing east parking lot.

The proposed concept retains two vehicular access/egress points along Main Street. While the entrance ways to the west lot via Main Street and Community Drive remain unchanged, the entrance to the new lot would be shifted east. A laneway would run adjacent to the arena addition leading to the portion of the existing east lot being retained. The rear access route will continue to function but its width would be reduced in order to accommodate a building addition required to connect to the existing resurfacer room and ice plant.

5.0

Financial Considerations

5.1 Capital & Operating Cost Estimates

Capital Estimates

The capital cost of implementing the arena expansion and associated site works is estimated at \$23.3 million. Note that this is an order of magnitude estimate based on a high-level Class D costing and thus subject to variability (+/- 25%) that will need to be refined through detailed design. The cost estimate is predicated upon a 41,200 square foot expansion to the LBCMC along with new parking areas and associated site works, fees and an allowance for NET-ZERO elements. The cost is stated in 2026 dollars and excludes escalation, the latter of which is presently subject to unprecedented levels of volatility due to the impact of ongoing tariff uncertainty. Additionally, detailed survey and servicing information were not available at the time of this study and may impact the estimate provided.

Renovations/ repairs to the existing building have not been included in the cost estimate.

Operating Estimates

Township staff compiled an operating budget projection for the addition of a second ice rink at the LBCMC. The Key assumptions used to estimate annual revenues and operating costs are summarized in Table 2. Based on these assumptions, the second ice rink is expected to achieve a positive operating result at utilization rates above approximately 62%, equivalent to approximately 1,403 annual ice rental hours. Positive operating results should not be interpreted as a return on the capital investment, as capital financing, depreciation, insurance impacts, lifecycle replacement costs, and reserve contributions have not been included in this analysis.

Following these operating budget assumptions, Table 2 compares estimated annual revenues at various ice rink utilization rates with the preliminary estimate of \$285,000 in incremental annual operating costs. A 75% utilization scenario represents a reasonable preliminary planning assumption, generating approximately \$346,000 in annual ice rental revenue and producing an estimated annual operating surplus of approximately \$61,000. All figures are expressed in 2026 dollars and do not include assumptions for future revenue growth, inflation, or operating cost escalations.

Table 1: Capital Construction Estimate

DESCRIPTION	GFA	COST / SF	AMOUNT
1.0 NEW CONSTRUCTION	41,200	506.12	\$20,852,000
ARENA EXPANSION Single Ice Pad (with Walking Track) Dressing Rooms Lobby/ Washrooms/ Administration/ Warm Viewing Area Viewing Area (above Dressing Rooms) Refrigeration Room/ Service Space	41,200	500	\$20,600,000
SITE WORK New parking, curbs, sidewalks and landscaping	21,000	12	\$252,000
2.0 OTHER ASSOCIATED COSTS			\$779,820
Temporary site measures			excluded
NET-ZERO Elements		3.50%	\$729,820
Signage		allow	\$50,000
Dewatering and special foundations			excluded
3.0 FEES AND PERMITS			1,692,752
Professional fees		7.50%	\$1,563,900
Site Plan Approval		allow	\$2,500
Building Permit	41,200	2.46	\$101,352
Other		allow	\$25,000
**assume that Development Charges are not applicable			
4.0 ESCALATION			
Anticipated Escalation (5%/yr)			excluded
TOTAL	41,200	566.13	\$23,324,572

Notes: Figures are order of magnitude, Class D costs stated in 2026 dollars. Professional fees include architectural, structural, mechanical, electrical, civil, landscaping and refrigeration. Figures exclude land acquisition, demolition of existing structures, and contingencies, land surveys and resulting implications, and external project management if required. NET-ZERO allowance may be expanded or reduced depending on the type of systems chosen. Costing estimates presented above should be refined through detailed design.

Table 2: Operating Budget Assumptions & Potential Performance

Category	Key Assumption	Details
Estimated Revenue	Primary Ice Season	32.5 weeks (September to April)
	Prime Time Ice Allocation	10 hours per week at \$223 per hour
	Minor Prime Time Ice Allocation	60 hours per week at \$200 per hour
	Blended Hourly Rental Rate	\$203.29 per hour
	Total Available Ice Hours	2,275 hours (During Primary Ice Season)
	Maximum Annual Revenue Potential (100% Utilization)	\$462,000
Estimated Operating Cost	Annual Operating Costs	Hydro, natural gas, water/sewer, cleaning supplies, building maintenance, waste collection, refrigeration maintenance, ice resurfacer, equipment, propane, additional staffing, miscellaneous/contingency
	Preliminary Operating Cost Estimate	\$285,000 annually
	Reasonable Planning Range	\$250,000 to \$325,000 annually
Operating Result	Approximate Break-Even Utilization	62% utilization
	Approximate Break-Even Hours	1,403 annual ice rental hours

Ice Rink Utilization	Estimated Revenue	Estimated Operating Cost	Operating Result
50%	\$231,000	\$285,000	(\$54,000)
55%	\$254,000	\$285,000	(\$31,000)
60%	\$277,000	\$285,000	(\$8,000)
65%	\$300,000	\$285,000	\$15,000
70%	\$324,000	\$285,000	\$39,000
75%	\$346,000	\$285,000	\$61,000
80%	\$370,000	\$285,000	\$85,000
85%	\$393,000	\$285,000	\$108,000
90%	\$416,000	\$285,000	\$131,000
95%	\$439,000	\$285,000	\$154,000
100%	\$462,000	\$285,000	\$177,000

Note: Positive operating results should not be interpreted as a return on the capital investment, as capital financing, depreciation, insurance impacts, lifecycle replacement costs, and reserve contributions have not been included in this analysis.

Source: Township of Lucan Biddulph

5.2 Potential Funding Sources

To identify funding programs that the Township of Lucan Biddulph may qualify for, several potential sources should be explored. These programs are typically offered by the Federal and Provincial government, non-profit organizations, and infrastructure funding organizations. Examples of programs that could potentially support the capital costs of a second ice rink include:

- **The Ontario Community Sport and Recreation Infrastructure Fund (CSRIF)** specifically funds the construction of new sport and recreation facilities. The fund's \$500 million investment from the Provinces is intended to support local community projects, promoting active, healthy living and giving the next generation of Ontario athletes a place to train and grow their skills.⁵
- **The Ontario Trillium Foundation (OTF)** offers a capital grant to improve community facilities and physical spaces. The previously offered capital grant awarded between \$10,000 and \$200,000 to those who qualified.⁶
- **The Build Communities Strong Fund Community Stream** aims to deliver \$3 billion every year to over 3,700 communities across Canada, to support projects such as expanding recreation spaces.⁷ The Fund provides \$51 billion over 10 years, starting in 2026/2027.
- **The Federation of Canadian Municipalities (FCM)**, through its Green Municipal Fund (GMF), offers combined grant and loan funding for up to 80% of eligible project costs, to a maximum of \$10 million, for the construction of new sustainable municipal buildings.⁸ Eligible projects include indoor ice rinks and sports arenas.
- In July 2026, the Federal Government announced that it will be committing \$1 billion to improve access to sport, upgrade stadiums, fields, and community recreation facilities to help athletes succeed from the playground to the podium. At time of writing, the Federal Government has not identified programs that this investment will be allocated towards.

Recent Federal and Provincial funding programs have been highly competitive as most municipalities are experiencing pressures from growth and aging infrastructure. Lucan Biddulph has benefited from senior government programs in recent years including the Investing in Canada Infrastructure Program (ICIP) that provided \$5.5 million toward the

⁵ Province of Ontario. Ontario Investing \$300 Million to Build and Upgrade Local Sport and Recreation Facilities. <https://news.ontario.ca>

⁶ Ontario Trillium Foundation. Capital Grant. Retrieved from <https://otf.ca>

⁷ Government of Canada. Build Communities Strong Fund Community stream. <https://housing-infrastructure.canada.ca>

⁸ Green Municipal Fund. Capital project: Construction of new sustainable municipal buildings. <https://greenmunicipalfund.ca>

LBCMC expansion and renovation, as well as the Housing-Enabling Water Systems Fund (HEWSF) that contributed \$18.5 million to expand and upgrade the Lucan Wastewater Treatment Plant.

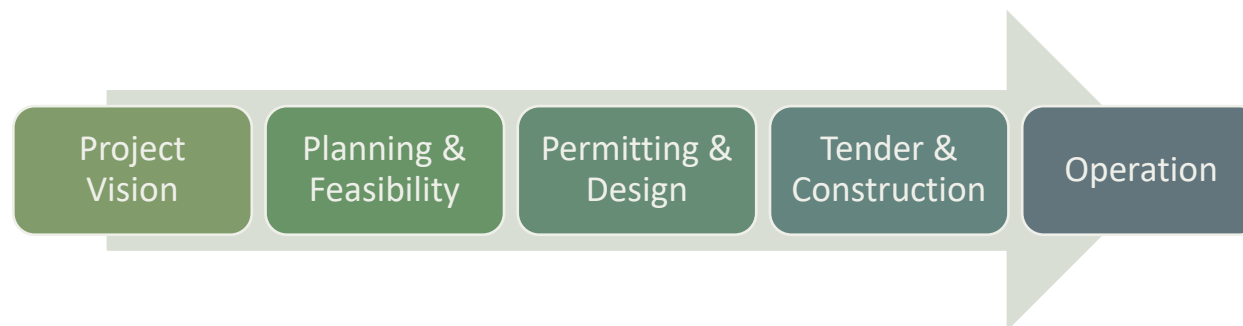
In addition to senior government funding programs, other financing opportunities have been pursued by municipalities including (but not limited to) naming rights and corporate sponsorship agreements. Many municipalities have also successfully leveraged community fundraising campaigns, using local events and targeted outreach to engage residents, businesses, foundations, and legacy donors in supporting community recreation infrastructure projects.

5.3 Implementation Plan

Facility development is a complex process that can be broken down into phases from vision to opening and operation. Progressing from one phase to another may only be possible if previous phases have concluded with positive results, and commitment on behalf of all stakeholders has been made to move forward. Depending on the complexity of the project and the financial and political context that surrounds it, the entire development process can span several years.

The ordered tasks below are intended to guide the Township in the development of the proposed second ice rink at the LBCMC using a conventional delivery methodology. Design-Bid-Build is the most common project delivery method, though other approaches may be considered by the Township such as design-build, integrated project delivery, etc. Due to the complexity of the project and broad range of technical skills required, the Township should engage specialists and experienced personnel throughout the project's phases to support its timely and successful implementation.

Figure 15: Key Phases Involved in the Facility Development Process



Phase 1: Project Vision

This Phase is substantially complete with the preparation of this Feasibility Study.

Phase 2: Planning & Feasibility

- 1) **Consider Establishing a Project Committee.** Consistent with some (but not all) municipal practices, the Township may establish a Committee to provide oversight, guidance, and facilitate community input throughout the planning, design, and construction phases. A Committee could be comprised of selected elected officials, senior municipal staff (recreation, finance, planning, etc.), and eventually the project manager. A Committee would act in an advisory capacity to Township Council and staff, ensuring that the project reflects community needs, aligns with municipal goals and standards, and is delivered in a fiscally responsible and timely manner. The Committee would be dissolved upon the successful completion of the facility's construction and commissioning, or at the discretion of Township Council.
- 2) **Preliminary Due Diligence.** Additional research should be completed to inform key decisions required to move the project forward, such as procurement method confirmation (Construction Management, Design Bid Build, Design Build, Integrated Project Delivery, etc.), 'right-sizing' the program and area to budget, reviewing site 'test fits' to determine general plan configurations (including parking and access configuration), servicing access review, and general site planning.
- 3) **Decision on Preferred Capital Project and Budget.** The Project Committee may conduct review of the proposed project, including community consultations, tours of similar facilities in other communities, and research as appropriate. On the recommendation of the Project Committee, Township Council will select a preferred option (building components, structure type, etc.), establish a project timeline, and include an order of magnitude cost estimate in its long-term capital forecast. This will reflect interim asset management and financial management decisions. Preliminary discussions with potential partners may also be initiated and advanced as appropriate; development of a shared Memorandum of Understanding is recommended should the partner have a significant interest in the project.
- 4) **Apply for Grants.** The Township will actively apply for senior government grants as part of an overall funding strategy. Class C cost estimates may be required for certain applications.

Phase 3: Permitting & Design

- 5) **Architectural Consultant / Contract Administrator.** An RFP may be issued for an Architectural Consultant / Contract Administrator to provide service through the life of the project. This firm / individual would develop a procurement strategy and lead the procurement of other consultants, including an architect for preliminary design (and possibly a fundraising consultant).

- 6) **Functional Program.** The general recommendations of this Feasibility Study will be further elaborated to define the specific requirements for the second ice rink. Typically, this is defined by an architect with input from the community and stakeholders. Consideration should also be given to the net zero/green building standards to be achieved through the development. There are also numerous technical studies that may need to be completed around this time, such as legal and topographical surveys, geotechnical study, environmental assessment, a transportation impact assessment, etc.
- 7) **Schematic Design.** Includes floor plans and elevations and shows the character and materials to be used in the building. Additional site evaluation should also be done at this phase, which may require the retention of engineers or technical consultants. Additional public engagement could offer a final opportunity for resident input.
- 8) **Land Use Planning, Servicing & Regulatory Approvals.** The facility will likely require planning approvals through the County's Planning Department to ensure proper designations, zoning, parking requirements, etc. Other approvals may be required specific to sanitary and stormwater servicing, and building code.
- 9) **Allocation of Funds.** The project budget is re-assessed to decide how and when to proceed. This is an appropriate stage to commence fundraising efforts should this form part of the Township's funding strategy.
- 10) **Construction Document Preparation.** Includes design development and the preparation of tender documents sufficient for preliminary site plan approval. On completion of the tender documents a pre-tender Class B estimate to within 10% of the contract cost can be developed.

Phase 4: Tender & Construction

- 11) **Tendering and award.** Tender documents are issued and interested general contractors (or pre-qualified bidders) will develop submission and pricing, which are formally evaluated by the Township and its project manager. The lowest-priced bid that meets the tender requirements may be awarded the contract.
- 12) **Construction and Contract Administration.** The successful bidder will construct the project in accordance with the construction documents, with significant oversight from the Township and its project manager.

Phase 5: Operation

- 13) **Commissioning.** This process ensures that the Township's requirements are incorporated into the design, are built, and are configured to produce the required result (often achieved with the assistance of a Commissioning Agent). Move-in follows, which can require considerable advance coordination. A warranty review period would then apply during which any deficiencies will be addressed.

Appendix A: Community Feedback Form Results

Q1. Have you and members of your household used the LBCMC in the past two years?

	#	%
Yes	795	93%
No	61	7%
Total Respondents	856	100%
Skipped question	0	

Q2. Please identify all of the activities that you and members of your household participate in at the LBCMC.

	#	%
Aerobics, Yoga, or Fitness in the Hall	79	10%
Fitness / Weight-Training in the Fitness Club	103	13%
Basketball	95	12%
Badminton	11	1%
Figure Skating	97	12%
Learn to Skate Programs	212	27%
Adult Hockey	252	32%
Minor Hockey	589	76%
Recreational Skating / Public Skating	498	64%
Children Programs (e.g. EarlyON, camps, etc.)	186	24%
Organized Teen Programs	27	3%
Seniors' Centre Programs or Events	27	3%
Pickleball	64	8%
Volleyball	135	17%
Watch Junior Hockey	251	32%
YMCA of Lucan Child Care	79	10%
Other (please specify)	118	15%
Total Respondents	780	
Skipped question	76	

Q3. Which of the following best describes how often you use or visit the LBCMC?

	#	%
More than once a week	489	62%
Once a week	129	16%
Once every two weeks	33	4%
Once a month	38	5%
A few times a year	88	11%
Once a year	7	1%
Not sure	9	1%
I do not use or visit the LBCMC	0	0%
Total Respondents	793	100%
Skipped question	63	

Q4. If you currently use the arena, how satisfied are you with:

	Very Dissatisfied		Dissatisfied		Neutral		Satisfied		Very Satisfied		Don't Use		Answered		Skipped
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#
Availability of Ice Time	126	17%	252	34%	136	18%	125	17%	51	7%	62	8%	752	100%	104
Facility Quality	17	2%	51	7%	134	18%	330	45%	188	26%	17	2%	737	100%	119
Dressing Rooms	30	4%	87	12%	176	23%	283	38%	99	13%	76	10%	751	100%	105
Spectator Viewing	25	3%	67	9%	157	21%	327	43%	142	19%	36	5%	754	100%	102

Q5. How often are you unable to participate in an arena activity because ice time was unavailable? (select one only)

	#	%
Never	135	18%
Rarely	92	12%
Occasionally	342	45%
Frequently	195	26%
Total Respondents	764	100%
Skipped question	92	

Q6. How important are the following potential benefits of a second ice rink?

	Not Important		Slightly Important		Important		Very Important		Don't Use		Answered		Skipped
	#	%	#	%	#	%	#	%	#	%	#	%	#
More ice sport opportunities	51	6%	36	5%	112	14%	549	69%	43	5%	791	100%	65
More public or recreational skating programs	46	6%	99	13%	217	27%	381	48%	47	6%	790	100%	66
More dry-floor sport opportunities	92	12%	167	21%	245	31%	191	24%	92	12%	787	100%	69
Ability to host tournaments	66	8%	56	7%	199	25%	421	54%	43	5%	785	100%	71
Reduced travel to other communities	49	6%	39	5%	140	18%	527	67%	33	4%	788	100%	68

Q7. Would your household use the LBCMC more if a second ice rink was added?

	#	%
Yes	645	81%
No	147	19%
Total Respondents	792	100%
Skipped question	64	

Q8. Please list up to three activities that you would be most likely to use a second ice rink for.

	#	%
I/we would not use a second ice rink	107	13%
Minor Hockey	585	73%
Adult Hockey	301	38%
Figure Skating	75	9%
Ringette	12	2%
Public Skating	398	50%
Learn-to-Skate Programs	115	14%
Recreational Rentals	234	29%
Ball Hockey	97	12%
Box Lacrosse	40	5%
Other (please specify)	30	4%
Total Respondents	797	
Skipped question	59	

Q9. To what extent do you support or oppose the Township investing additional public funds for the following potential enhancements to the LBCMC?

	Strongly Oppose		Somewhat Oppose		Somewhat Support		Strongly Support		Don't Know / Don't Use		Answered		Skipped
	#	%	#	%	#	%	#	%	#	%	#	%	#
Adding a second ice rink	69	9%	21	3%	68	9%	611	79%	9	1%	778	100%	78
Improving the gymnasium	31	4%	46	6%	350	45%	301	39%	46	6%	774	100%	82
Adding an indoor walking track	34	4%	26	3%	165	21%	513	66%	41	5%	779	100%	77
Adding space for youth / teens	18	2%	37	5%	273	35%	388	50%	60	8%	776	100%	80
Improving the seniors room / Lions Active Living Centre	40	5%	89	11%	286	37%	255	33%	104	13%	774	100%	82

Q10. Which of the following statements best reflects your view? (select one only)

	#	%
A second ice rink should be a high priority for the Township	569	73%
A second ice rink should be considered but is not a top priority for the Township	103	13%
Other recreation investments should take priority	88	11%
Unsure	23	3%
Total Respondents	783	100%
Skipped question	73	

Q11. How willing would your household be to consider the following options to help financially support an expansion and associated enhancements to the LBCMC?

	Not Willing At All		Somewhat Willing		Willing		Very Willing		Not Sure		Answered		Skipped
	#	%	#	%	#	%	#	%	#	%	#	%	#
Pay increased user fees for recreation and sport programs	139	18%	247	32%	239	31%	108	14%	46	6%	779	100%	77
Donate to a capital fundraising campaign	172	22%	230	30%	214	28%	80	10%	81	10%	777	100%	79
Pay higher property taxes	272	35%	231	30%	159	21%	48	6%	63	8%	773	100%	83

Q12. Please share any other thoughts you have regarding the LBCMC.

	#	%
Total Respondents	242	28%
Skipped question	614	

Note: open-ended responses not summarized due to length

Q13. Are you a resident of Lucan Biddulph? (select one only)

	#	%
Yes	644	84%
No	125	16%
Total Respondents	769	100%
Skipped question	87	

Q14. Which part of the Township do you live in? (select one only)

	#	%
Lucan Settlement Area	461	72%
Granton Settlement Area	34	5%
Rural Area in Lucan Biddulph	148	23%
Total Respondents	643	100%
Skipped question	213	

Q15. How long have you lived in Lucan Biddulph? (select one only)

	#	%
Less than 2 years	16	2%
2 to 5 years	63	10%
6 to 10 years	156	24%
More than 10 years	408	63%
Total Respondents	643	100%
Skipped question	213	

Q16. Which best describes your household? (select one only)

	#	%
Single person	15	2%
Couple without children	70	9%
Household with children under the age of 18	582	76%
Multi-generational household	63	8%
Other (please specify)	38	5%
Total Respondents	768	100%
Skipped question	88	