

Valley East Twin Pad Multipurpose Sports Complex Update

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Report Summary

This report provides an update regarding Council Resolution CES2024-04, providing additional information on the Valley East Twin Pad Multipurpose Sports Complex. The report includes information on other recent multi-pad projects constructed in other jurisdictions, alternative approaches to arena construction and information on public-private approaches to community sports venues.

Relationship to the Strategic Plan, Health Impact Assessment and Climate Action Plans

This report refers to the strategic goals 1.1 Optimize Asset Service Life through The Establishment of Maintenance Plans and 5.2 Investment in Infrastructure to Support Community Recreation with a Focus on Quality of Life as identified in the City of Greater Sudbury Strategic Plan. This report also supports the Climate Action Plan's goal of efficient buildings.

Financial Implications

There are no financial implications associated with this report.

Background

In June 2017, City Council directed staff to prepare a business case to replace various arenas and/or ice pads, with a new multi-pad/multi-purpose arena facility in Valley East. As part of the following budget deliberations, staff presented a business case to realize a new multi-purpose arena and twin pad facility for Council's consideration. Council directed Leisure Services to conduct community consultation and a site assessment.

The City completed community engagement and consultation on the project with respect to facility location and program elements in the spring of 2018. The recommended location identified was parkland at the Howard Armstrong Recreation Centre. The following functional program space was recommended for a new build:

- 76,000 square foot facility
- A twin pad arena (NHL-size rinks, each with 400-seat capacity)
- Potential for one fully accessible ice pad
- Eight changerooms and one referee change room per ice surface
- Inclusion of a gymnasium for multipurpose sports programming, such as indoor soccer training, pickleball, exercise classes, etc.
- Heated viewing area
- Considerations for café/restaurant/concessions
- Public concourse/lobby space
- Other support spaces for community use
- Accessibility upgrades to the nearby trail network and the creation of a new ice-skating trail in the winter

During the 2020 Budget Process, \$227,000 in one time capital funding was approved towards the project to complete additional studies and reports. The following studies have been completed:

- Geotechnical & Soils Report to determine soil bearing capacity and water table height of proposed building locations
- Source Protection Plan Section 59 Application
- Stormwater Management Study and Report
- Wellhead Protection Area
- Review of By-law considerations, property/parking run off, etc.
- Detailed Topographic Survey
- Traffic Study to review flow to and from property and its effect on the existing Library, HARC, daycare and residential neighbourhood
- Analysis of trail conditions and uses in green space to determine amount of disturbance

In November 2020, Council directed staff to present an updated business case for the construction of the Valley East Twin Pad Multipurpose project, including the potential for reducing the number of existing ice pads. The business case, presented as part of 2021 budget deliberations, was deferred to the 2022 budget process.

During the 2022 budget process, Council approved the business case relating to the construction of the Valley East Twin Pad by way of the following resolution:

THAT the 2022 Budget be amended to include the business case to “Construct the Valley East Twin Pad Multipurpose Sports Complex”, as outlined on pages 285 to 288 of the 2022 Budget document. Subject to the following conditions:

- *The approval of funding from senior levels of government totaling \$20 million, reducing the municipal capital share to \$9.2 million*
- *That 4 ice pads be closed after construction is complete, including Raymond Plourde, Centennial, Capreol (Pad 1) and one additional pad recommended by staff*

AND THAT the operational savings from pad closures offset the debt repayment required, resulting in a net zero impact on the tax levy.

AND THAT staff report back to the Community Services Committee in 2022 with a status update.

In February 2023, the City made application to the Government of Canada's Green and Inclusive Community Buildings program for funding consideration for the Valley East Twin Pad Multipurpose Sports Complex project.

The Green and Inclusive Community Buildings program supports green and accessible retrofits, repairs or upgrades of existing public community buildings and the construction of new publicly accessible community buildings that serve high-needs, underserved communities across Canada.

The City's application requested \$21.2 million in federal funding of the revised estimated total project cost of \$40.2 million. The revised project cost has been adjusted from the 2022 business case to reflect current construction costs, escalation rates and contingencies. The project application represented a Net-Zero ready project design, meeting the Zero Carbon Building Design Certification V3 requirements through the Canada Green Building Council certification process.

In July 2023, Infrastructure Canada notified the City earlier that it was not successful with the grant application citing the project did not sufficiently demonstrate that the project is designed to meet the Zero Carbon Building Design Standard Version 3.

At the February 20, 2024, Community and Emergency Services Committee meeting, the following resolution was passed:

WHEREAS as part of 2022 budget deliberations, City Council approved a business case relating to the construction of the Valley East Twin Pad Multipurpose Sports Complex, and committed \$9.2 million of funding for the project, conditional on securing funding in the amount of \$20 million from senior levels of government;

AND WHEREAS the City of Greater Sudbury made application to the Green and Inclusive Community Buildings program for \$21.2 million in federal funding which was not successful;

AND WHEREAS the updated estimated total project cost of the Valley East Twin Pad Multipurpose Sports Complex has increased to \$40.2 million as of January 2023;

THEREFORE, BE IT RESOLVED that the City of Greater Sudbury directs staff to present a report by June 2024 to the Community and Emergency Services Committee providing information on the following, with the intent of reducing the City's financial obligations to realize the project:

- *recent multi-pad arena projects from other jurisdictions in Ontario and Canada;*
- *alternate approaches to arena construction;*
- *public-private approaches to community sports venues.*

Recent Multi-Pad Arena Projects

City of Guelph South End Community Centre

The South End Community Centre (SECC) is a 160,000 square foot facility with twin ice pads, aquatic center with a lap and teaching pool, double gymnasium, walking track and multi-purpose rooms, all connected by a central lobby. The estimated project cost is \$115M and is expected to be opened in the second half of 2026.

City of Peterborough Arena and Aquatics Complex

The City of Peterborough is planning to build a Community Arena and Aquatics Complex which will include a new twin-pad arena and indoor walking track with a future phase for an aquatic centre. Construction has begun on the estimated \$65M facility which will include:

- A twin pad arena with 500 seats on each pad;
- An elevated walking/running track;
- 12 team changerooms and 2 official rooms;
- A team training area;
- Office/Administration/Customer Service space for City staff;
- Office leased space;
- A concession area;
- Two multipurpose rooms;
- Public washrooms, elevator and storage;
- Landscaping and parking;
- Library branch space (added to the program in January 2022);
- Competitive 25 meter 8-lane pool, warm up therapy pool and changerooms (Planned Phase 2)

City of North Bay Community & Recreation Centre

The City of North Bay has issued a Progressive Design Build Request for Proposals (RFP) for the construction of a new Community and Recreation Centre. Key features of the facility include:

- two standard hockey size rinks
- walking-running track
- fully accessible building
- warm spectator viewing areas
- transit pick-up and drop-off location at main entrance
- community room/meeting space
- total of 14 barrier-free team changerooms, including eight capable of converting into four enlarged changerooms

The progressive design-build has a project target price of \$60M. The project has secured approval for \$25.78 million under the Government of Canada's Green and Inclusive Community Buildings program and will meet the Canada Green Building Council's Zero Carbon Building Design Standard.

City of Sault Ste. Marie Northern Community Centre Twin-Pad Arena

Opened in March 2023, the Northern Community Centre Twin-Pad Arena has the following facility features:

- Rubberized walking track
- Two NHL sized ice pads
- Spectator seating on both sides of the ice surfaces (750 and 250)
- 10 changerooms (two fully accessible)
- Community space for public/user group meetings and gatherings
- Pro shop

The facility was built for \$32.4M with the province contributing \$18.3M towards the project.

City of Timmins Multi-Use Facility

The City of Timmins is exploring the development of a new multi-use recreation facility which would include two arena pads (including a 2,500 seat future rink and a 500 seat community rink), a 25 meter 8-lane pool, recreational swim area including slides, spray features and lazy river and a double gymnasium. Initial project estimate is \$248M.

Town of Renfrew Expansion Project

The Town of Renfrew undertook an expansion project to an existing arena facility to add an additional 79,000 square feet to realize a included a second ice pad, fitness centre, indoor walking track, gymnasium, and multicultural hub. Originally estimated at \$18M, the project budget has escalated to \$38.7M.

Town of Wasaga Beach Twin-pad Arena and Library

With a construction project budget of \$59.9M, the Town of Wasaga Beach recently constructed a twin pad arena and library. The 117,669 square foot facility includes two NHL-size ice surfaces, an indoor walking track, a modern library with proper program space, and meeting rooms.

Town of Whitby New Sports Complex

Currently under construction, the Whitby Sports Complex is a 159,000 square foot facility featuring the following:

- Twin-pad arena with 85' by 190' ice pads
- Aquatics centre with a 10-lane, 25 meter pool, separate leisure pool
- Double gymnasium
- Suspended three lane indoor walking track
- Flexible community spaces
- Full sized outdoor artificial turf sports field
- Outdoor pump track and skateboard park
- Three outdoor basketball courts
- Three outdoor tennis courts
- Fourteen outdoor pickleball courts
- A playground
- Fieldhouse with washrooms and storage space to support the park
- Passive park spaces
- Plaza space capable of hosting community events

Total project estimate is \$154.8M and the facility is anticipated to open in late 2025.

Alternate Approaches to Arena Construction

Tensioned Fabric Structures

Tensioned fabric structures consist of an architectural membrane and a corrosion-resistant substructure. City representatives had the opportunity to visit the Central Park Arena in Collingwood and The Edge School in Calgary which have built hockey arenas with a tensioned fabric structure.

The Central Park Arena in Collingwood is a single pad arena, with an NHL sized ice surface with seating for 200. The building also includes two multipurpose rooms on the second level and has been operational since 2015. The Edge School in Calgary owns and operates a twin-pad arena on campus. The facility also includes a gymnasium.

The following findings are from an online review of the application of tensioned fabric structures for arenas supported by facility tours:

- Tensioned fabric structures can be built at a lower cost than a conventional building.
- The build timelines for a fabric tensioned structure are significantly less than traditional construction (9 months for a single pad arena and 12 months for a twin pad arena).
- There are limitations on the width a tensioned fabric structure can be built (200 feet). There are no limitations on the length of the building.
- Tensioned fabric structures can be built to provide six dressing rooms per ice pad, mezzanine viewing areas and additional concession areas, office spaces, etc.
- Insulation packages can be installed to improve building energy performance. Further analysis would need to be completed to see these structures meet the City's Climate Action Plan goals.
- Both facilities toured had ice installed during the off-season and operate year round.
- Membrane structures have an expected lifespan of 20 to 30 years.
- While there are colour options for the exterior membrane surface, the facility exterior does not meet the aesthetics of an architecturally designed conventional building.
- Modifications were required at one facility at entrances and along building exterior due to snow and ice run off during the spring season.



The Edge School - Calgary



Central Park Arena - Collingwood

Pre-Engineered Metal Buildings

Another alternative to the conventional arena construction is the use of a pre-engineered metal building. Pre-engineered steel buildings are commercial structures that are designed and manufactured in a factory. The frame and components are then shipped to the building site where the metal building systems can be assembled quickly and efficiently. Manufacturers of these facilities promote that 100% of interior space is usable, unlike traditional steel, brick or wooden buildings. Pre-engineered metal buildings can also be achieved at a reduced cost and faster construction timeline. The addition of insulation products is required to improve the air tightness of the building shell and energy performance. Acoustics are often challenges with large metal buildings. Buildings can be designed to use stucco, brick, stone, and insulated metal panel facades to upscale the appearance of an arena or recreational centre.

The City of Surrey, British Columbia has recently approved the construction of a multi-use recreation complex using pre-engineered metal buildings. The design originally included two new ice sheets (200 spectators per sheet) multi-purpose and community rooms, changerooms and other amenities. In 2023 the addition of a third NHL sized sheet of ice, officials' rooms and changerooms was approved.

City of North Bay Progressive Design Build Approach

As noted earlier in this report, the City of North Bay has undertaken a progressive design build approach for their new community & recreation centre. This came after a traditional project tendering process which resulted in bids coming in well over the established project budget. The City of North Bay then conducted a market sounding exercise through a third party to gather information, knowledge, and perspectives from interested parties to assist in determining the optimum project procurement method, inform the design and construction schedule for project delivery, and confirm with the market if the project's target budget for the project was sufficient for the expected functional program and spatial design of the project.

As a result of the market sounding exercise, a progressive design build approach was recommended, as market sounding participants identified the preferred project delivery method as it increases probability of meeting desired construction schedules, allows to have a fixed price after design and creates a collaborative environment.

The City of North Bay has issued and awarded a progressive design build contract with a target project budget of \$60M. As the project progresses, North Bay city council will be briefed at key milestones to ensure that the project's target budget, schedule and functional program meet objectives. Council will also be updated on the approval process for the city to execute a change order for commencement of final design and construction work. The contract also includes clauses that allow council to stop and discontinue the project should the city's objectives not be met, and the city and proponent are not able to adjust to achieve the target budget, schedule and functional program objectives.

Public-Private Approaches to Community Sports Venues

Arena Renewal Strategy Guidance for Municipal Partnerships for Arena Facilities

The City of Greater Sudbury Arena Renewal Strategy (2013) provided advice and guidance about public-private partnerships or joint ventures options that could be pursued by the municipality for the development and operation of community arenas.

Staff reached out to the JF Group who assisted with the City's Arena Renewal Strategy to provide an update on the current environment of public-private partnerships (P3) as it relates to arena development as well as to provide examples of more recent P3 community sports venues.

The JF Group advises that for a variety of reasons (including, but not limited to the pandemic), capital costs to construct modern recreational facilities have dramatically escalated over the past half decade. Private recreation facility developers suggest that these costs are making it difficult for traditional P3 models to be financially viable. Consequently, there seems to be increasing enthusiasm for partnering with municipalities for facilities with a lower cost of entry such as indoor turf fields under air supported domes.

Despite the foregoing, there are several recent examples where municipalities and private interests have entered into development and operating agreements for facilities involving ice. While the specific details of many of these ventures are proprietary, common themes include:

- a capital cost sharing agreement between the P3 partner and government entities (often including provincial and federal contributions);
- a certain portion of capital may be financed;
- the agreement term corresponds with the financial structure of the partnership;
- the municipality commits to a specified number of ice hours per year (at a predetermined rate with annual escalations);
- user groups have access to and can purchase the municipality's ice hours over the course of the agreement; and
- any financed amount of the agreement is often guaranteed by the municipality.

The JF Group provided several recent arena collaborations:

- Scotiabank Pond (2015) – Toronto, ON - Downsview Park quad pad arena on Canada Lands property.
- Slush Puppie Centre (2021) – Gatineau, Quebec – 4,000 seat arena, plus 3 community pads.
- Sherwood Park Multi Pad (2023) - Sherwood Park, Alberta – twin pad development.
- Nisku Arena (2023) – Leduc County, Alberta - twin pad development.

In addition to the examples provided above, through research, staff found additional examples of public-private community arenas and sports venues:

Bell Sensplex West – City of Ottawa

This facility features three NHL-sized ice surfaces each with seating for 250, and an international-sized surface with seating for 750. The facility also includes one indoor soccer/sports field, restaurant and food service areas, training space, 17 changerooms and a tournament command centre.

The Bell Sensplex was completed under a Public-Private Partnership (P3) between the City of Ottawa and Ottawa Community Ice Partners (OCIP). OCIP includes the Ottawa Senators Hockey Club, the Ottawa Senators Alumni, and Morley Hoppner Group. The terms of the partnership are:

- The new facility was built through private-sector financing and the debt was guaranteed by the City under a Municipal Capital Facilities Agreement.
- Project costs were projected at \$25.6 million, which includes design, building and financing.
- City of Ottawa waived property taxes and development charges.

- City of Ottawa purchases 2,400 hours of prime ice time annually (rate for City's time to be \$143 per hour compared to the City's public-sector comparator of \$250 per hour).
- The City resells the 2,400 hours to users at the existing City rate.
- The City of Ottawa set up an Operating Reserve funded through an \$850K contribution from the OCIP and annual contributions of \$250K from the City, until the reserve reaches the value of a one-year lease repayment.
- A Lifecycle Renewal Reserve (1% of construction value contributed annually) was also set up by OCIP to ensure timely capital maintenance of the facility.
- At the end of this 30-year agreement, the City will purchase the facility and land for the sum of one dollar.
- OCIP is responsible for all programming and marketing of activities within the complex.
- OCIP sets its own fees for programs and services offered.
- Funds in addition to operational requirements will be generated from this operation and will be used as per the not-for-profit charter of OCIP to support community recreation.

Cambridge Sports Park Improvement and Expansion – City of Cambridge

The City of Cambridge has entered into an agreement with Buckingham Sports Properties Company to allow for the expansion of the Cambridge Sports Park to build two new ice pads at an existing twin pad facility. The following were key terms of the agreement:

- All costs for improvements to the existing twin pad and expansion with an additional twin pad will be financed by Buckingham. Buckingham is responsible for the operation of the facility and is to maintain the facility in a good state of repair at all times.
- The City of Cambridge purchases 2400 hours of prime time, 200 hours non-prime time and 200 hours summer ice hours each year at established rental rates on two new ice pads.
- The City of Cambridge incurs an annual cost of \$1,245,000 to purchase ice time (subject to annual inflationary adjustments).
- The City of Cambridge pays an annual base lease amount of \$150,000 (subject to annual inflationary adjustments).

Mohawk 4 Ice Centre – City of Hamilton

The Mohawk 4 Ice Centre is owned by the City of Hamilton and contains four ice pads, a restaurant space, several meeting rooms and office space. The construction of the Mohawk 4Ice Centre was funded by an internal long-term loan amortized over a period of 20 years at an interest rate of 5.245%. Since March 2004, the City of Hamilton has contracted with Hamilton Arena Partners Inc. to operate and maintain the Mohawk 4Ice Centre.

The original agreement called for deficits to be shared 50/50 between the City of Hamilton and Hamilton Arena Partners. In the event of an operating surplus, the first \$30K is applied to an operating stabilization account until that account reaches a threshold of \$250K. Each year, the City of Hamilton receives 3,620 hours of prime ice time at the facility, to be allocated by Hamilton Arena Partners over all four ice surfaces, for users qualifying for subsidized ice rates. The City of Hamilton is responsible for scheduling, invoicing and collecting the revenue for this ice time. The City of Hamilton holds a capital fund reserve in relation to the facility, to which Hamilton Arena Partners contributes \$75K annually.

The City of Hamilton is entering into a new operating and maintenance agreement for another 10 year period, with options to renew.

West Carleton Community Complex – City of Ottawa

The West Carleton Community Complex will ultimately house two indoor rinks, beginning with the first ice pad being operational in 2007. It has an outdoor soccer/sports field, paramedic post, a daycare and other facilities that complement the existing municipal services offered at the West Carleton Client Service Centre.

Capital Sports Management Inc. (CSMI) will operate and manage the complex, providing day to day, maintenance, landscaping and snow plowing services. Other terms include:

- The property and all buildings will continue to be owned by the City.

- The term of the agreement with the private sector partners is for 20 years.
- The City will purchase 800 hours of prime ice time between September 1 and April 15 annually. The initial rate will be \$195/hour.
- The City will resell the 800 hours to users at current City rates.
- CSMI will maximize revenue opportunities through programming and selling the remaining ice hours, leasing the surplus office space in the complex, and selling advertising and sponsorship at the arena and the complex.
- CSMI will set its own fees for programs, leases and services offered.
- CSMI will receive an annual base management fee of \$75,000 with an escalation clause.
- The City will pay \$164,000 annually towards operating costs for the space it uses in the complex.
- An additional management success fee will be provided to the private-sector partner if they successfully reduce the facility's projected annual operating shortfall.

Other Related Developments

Community Sport and Recreation Infrastructure Fund

The Province of Ontario announced that applications are being accepted for the Community Sport and Recreation Infrastructure Fund (CSRIF).

This new \$200-million, three-year infrastructure support new and revitalized local sport and recreation facilities across the province. The CSRIF is a two-stream, application-based funding program:

- Stream 1: Repair and Rehabilitation – Funding between \$150,000 and \$1 million to extend the lifespan of existing community sport and recreation facilities/spaces and improve local programming and accessibility features to meet community need.
- Stream 2: New Builds/Signature New Builds – Funding up to \$10 million to invest in new, transformative community sport and recreation infrastructure, including assets that do not currently exist in a community or the replacement of existing assets that have reached the end of their lifespan.

Green and Inclusive Buildings Fund

The Department of Housing, Infrastructure and Communities Canada, formerly Infrastructure Canada, has launched a third application intake for the Green and Inclusive Community Buildings (GICB) program. The GICB program aims to build new community buildings in areas with populations experiencing higher needs, and improve the quality and resilience of existing buildings, making them more energy efficient and more open and accessible.

In 2020, the Government of Canada announced up to \$1.5 billion in federal funding to establish the GICB program. On April 16, 2024, Budget 2024 provided a \$500 million top-up to the existing Program and extended it to 2029.

On August 1, 2024, the program started accepting applications for small and medium retrofit projects, with total eligible costs ranging from \$100,000 to \$2,999,999. On September 4, 2024, the program started accepting applications for large retrofit and new build projects, with total eligible costs ranging from \$3 million to \$25 million. The deadline to apply under each stream of the program is October 16, 2024.

Staff are reviewing program guidelines for both grant opportunities and meeting with related government staff to determine project eligibility related to the Valley East Twin Pad Multipurpose Sports Complex.

Summary

The information contained in this report responds to Council's request for additional information about twin pad construction in other jurisdictions. Information has been collected through a review of media reports and desktop research, facility tours and input from recreation consultants. The intent of the report is to provide a landscape of multi-pad arena development in other jurisdictions and various approaches to sports complex construction and operation. The report is not intended to make any recommendation or provide a preference on an alternate approach to the Valley East Twin-Pad Multi-Purpose Sports Complex.

The report demonstrates that there are various approaches towards community sports venues which other jurisdictions have used to mitigate project costs. The approaches other communities have chosen are dependent on the circumstances and challenges in that community. Further analysis would be required to determine the best approach and style of construction for the City of Greater Sudbury, or for this project.

Looking at alternate construction requires items such as a thorough review of building functionality, an analysis of net present value (capital versus operating and life cycle costs) and a review of the availability of internal resources and skills of in-house staff to manage the various styles and complexities of construction. If a public-private partnership is to be further considered, further financial analysis is needed. It may be prudent to conduct a market sounding exercise as well.

Resources Cited

Valley East Twin Pad Multipurpose Sports Complex Over To You Project Page

<https://overtoyou.greatersudbury.ca/valley-east-twin-pad-multipurpose-sports-complex>

City of Guelph South End Community Centre

<https://guelph.ca/living/construction-projects/south-end-community-centre/>

City of Peterborough Arena and Aquatics Complex

<https://www.connectptbo.ca/arenaandaquaticscomplex>

City of North Bay Community & Recreation Centre

<https://northbay.ca/our-community/sports-facilities/arenas/north-bay-community-recreation-centre/>

City of Sault Ste. Marie Twin-Pad Arena

<https://saultstemarie.ca/Government/City-Departments/Community-Development-Enterprise-Services/Community-Services/Community-Centres/Northern-Community-Centre/W-J-McMeeken-Centre.aspx>

Twin Pad Arena Under Budget, The Sault Star (August 19, 2024)

<https://www.saultstar.com/news/twin-pad-arena-under-budget>

City of Timmins Multi-Use Facility Presentation to Council (May 28, 2024)

https://timmins.civicweb.net/document/163609/CLK-2024-05-28-Sierra%20Planning%20and%20Management%20re_%20.pdf?handle=B3807DE8E9FC4F2D96C57951126651FC&utm_source=timminstoday.com&utm_campaign=timminstoday.com%3A%20outbound&utm_medium=referral

Town of Renfrew Third-Party Report on the Ma-te-Way Expansion Project

<https://www.renfrew.ca/news/final-third-party-report-on-the-ma-te-way-expansion-project>

Town of Wasaga Beach Twin-Pad and Library Project

<https://engagewasaga.ca/twin-pad-arena-and-library>

Town of Whitby New Sports Complex Design

<https://connectwhitby.ca/SPORTSCOMPLEX>

City of Surrey Cloverdale Sport & Ice Complex

<https://www.surrey.ca/about-surrey/capital-projects/cloverdale-sport-ice-complex>

City of North Bay Report to Council, Community and Recreation Centre Update (December 18, 2023)

https://pub-northbay.escribemeetings.com/filestream.ashx?DocumentId=30856&utm_source=baytoday.ca&utm_campaign=baytoday.ca%3A%20outbound&utm_medium=referral

City of Greater Sudbury Arena Renewal Strategy

https://pub-greatersudbury.escribemeetings.com/FileStream.ashx?DocumentId=19325&utm_source=sudbury.com&utm_campaign=sudbury.com%3A%20outbound&utm_medium=referral

Bell Sensplex – City of Ottawa

<https://ottawa.ca/en/business/partners-and-partnerships/public-private-partnerships-p3s/bell-sensplex-west#section-83486611-0f3a-48e7-b34e-d928d6466878>

City of Cambridge Report to Council, Cambridge Sports Park Improvement and Expansion – Lease Agreement (January 6, 2022)

<https://pub-cambridge.escribemeetings.com/filestream.ashx?DocumentId=1451>

City of Hamilton Report to Council - Mohawk 4Ice Centre Operating Agreement (March 21, 2024)

<https://pub-hamilton.escribemeetings.com/filestream.ashx?DocumentId=400451>

West Carleton Community Complex – City of Ottawa

<https://ottawa.ca/en/business/partners-and-partnerships/public-private-partnerships-p3s/west-carleton-community-complex#section-e55ce795-dc0c-48a0-8456-0c4192a8107b>