

Background

The Arena Renewal Strategy was requested by Council in the spring of 2010. The original report that introduced the initiative was presented to City Council on ***April 14, 2010***, and was included as part of the overall decision that provided approval for the construction of the second ice pad at the Gerry McCrory Countryside Sports Complex and the capital investment at the Cambrian Arena.

The deliverables were identified by Council on April 14, 2010 as:

- 1. A review of physical and functional condition of existing arenas*
- 2. A review of demand for ice time*
- 3. Community input/consultation*
- 4. Recommendations on the closure of existing arena(s) if appropriate*
- 5. Recommendations on if and where new arena(s) should be constructed*
- 6. Explore capital sources of revenue for 2012 budget deliberations*

On ***June 15th, 2011***, Council was presented with a report that provided an introduction to the Arena Renewal Strategy, including: the terms of reference, timelines, principles and deliverables that would be produced by the initiative.

In ***December 2011***, an information report was presented to Council to provide a summary of the results of community consultations that were held during the fall of 2011.

On ***January 21, 2013***, a report and electronic presentation were received by the Community Services Committee, regarding the Arena Renewal Strategy. Staff presented the findings of the analysis, which included a report from Monteith Brown Partners, regarding:

- A review of the physical and functional conditions of existing arenas, including building condition assessments, capital cost considerations and cost recovery data
- A review of demand for ice time
- A summary of the previous community consultations from the fall of 2011
- Key considerations and scenarios based on data from the analysis

The January 21, 2013 report (Appendix A) highlighted the capital costs associated with maintaining the current inventory of arenas, and presented demographic and ice usage trends which suggested that the City of Greater Sudbury has an over-supply of ice pads (approximately 0.9 ice pads, primarily for users outside the former City of Sudbury).

At that time, the Committee discussed the need to engage in further consultation with the user groups regarding the next steps in determining ice facility renewal or replacement. Staff were directed to:

- 1) Consult the community regarding increasing the usage of the I.J. Coady Arena in Levack
- 2) Conduct a survey regarding the community's opinion on renewing or replacing facilities.

Current Report

To address the feedback requested by the Community Services Committee, the following initiatives were undertaken to engage and consult with the community:

- Public input session with concerned citizens regarding the I.J. Coady Arena.
- A Community Survey was completed

The current report will provide the results of the community consultations. The report will also provide a summary of the prioritization of capital costs, as previously identified in a life cycle analysis of arenas, and will seek direction on other emerging issues.

Public Input Session

At the suggestion of the Ward Councillor, a presentation of the Arena Renewal Strategy analysis and a public input session was held at the Onaping Falls Community Centre on March 20, 2013 to provide concerned residents with an opportunity to comment and provide feedback on the arena renewal strategy. The public input session was well attended, with approximately 170 citizens. The session was moderated by the Director of Leisure Services and attendees were able to ask questions and comment on the arena renewal strategy. Attendees asked several questions and commented on the usage of I. J. Coady Arena. Several concerns were raised regarding the availability of ice times, and there was strong support for ensuring that the facility remains open.

Community Survey Results

Methodology

The survey was designed to incorporate the specific details that Committee had requested from the January 21st, 2013 Community Services Committee meeting. The survey, besides gathering demographic information, asked about ways to increase usage at the I.J. Coady Arena in Levack, asked for opinions regarding replacing vs. renewing existing arenas, and sought opinion regarding the Sudbury Community Arena and the use of Public-Private-Partnerships (3 P's) in renewing ice facilities (see ***Appendix B*** for the full survey).

The survey was available for completion on-line via “SurveyMonkey”, and paper copies were also made available at some Sudbury Community Arena events, and at Citizen Service Centres throughout the City of Greater Sudbury. The survey has been marketed to user groups and promoted through Citizen Action Networks (CANs) and other stakeholders. The opportunity to complete the survey was also available to ice users that attended the Ice Allocation meeting in May, 2013.

A total of 1,239 surveys were completed (from March 11 to May 18, 2013).

Results

The statistical profile of survey respondents suggests that 33% resided in the former City of Sudbury, while 21.8% respondents indicated that they lived in the community of Onaping Falls

(Table 1). 36.5% of respondents indicated that they were between the ages of 31 – 45 years (Figure 1). The majority of respondents indicated that they were ice hockey users (50.7%), and patrons of the Sudbury Community Arena (50.6%) (Table 2).

Table 1: Responses for Q#1 re: residency

Question 1: Please indicate in which community you currently reside		
Answer Options	Response Percent	Response Count
Walden	6.8%	84
Former City of Sudbury	33.0%	409
Nickel Centre	5.1%	63
Rayside Balfour	7.8%	97
Onaping Falls	21.8%	270
Valley East	12.3%	152
Capreol	13.3%	165
Total Responses		1240

Figure 1: Age of respondents

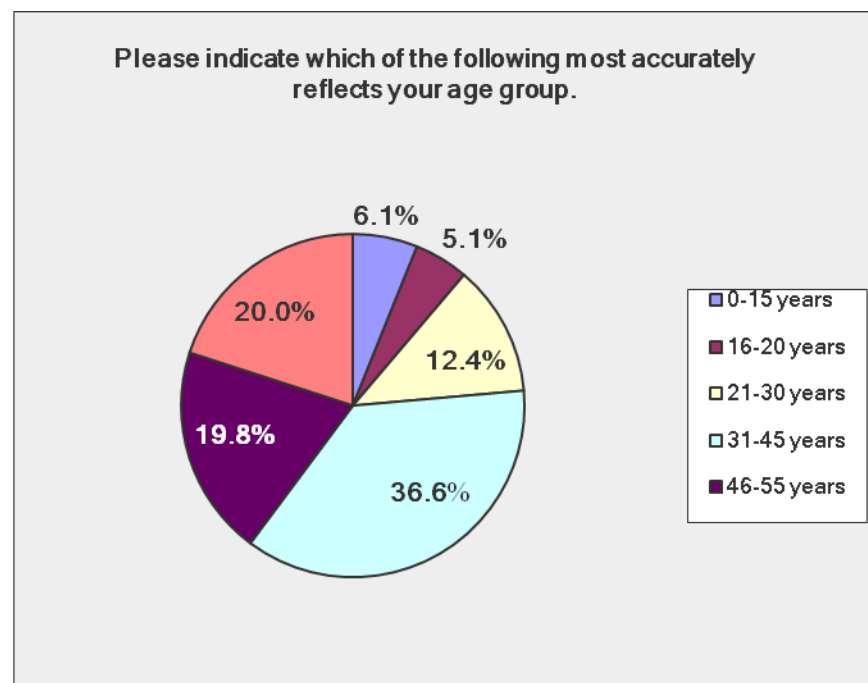


Table 2: Responses for Q#3 re: level of involvement with arenas

Question 3: Please indicate your level of involvement with arenas (you may choose more than one selection)		
Answer Options	Response Percent	Response Count
Association Executive	4.7%	58
Association Member	7.6%	94
Community Action Network Member	3.6%	44
Ice user (hockey, ringuette, figure skating, speed skating, public skating)	50.8%	626
Parent of an ice user (hockey, ringuette, figure skating, speed skating)	43.0%	530
Sudbury Community Arena patron (Sudbury Wolves, concerts, trade shows)	50.6%	624
answered question		1233

Respondents were asked to indicate which option/strategy they would support to increase ice usage at the I.J. Coady Arena (incentives for bookings, further discounts, marketing, other comments) as illustrated in Table 3. 29.1% of respondents indicated that they would support additional incentives for booking ice. A total of 357 respondents also provided anecdotal comments regarding other strategies or options. Table 4 provides a summary of the top themes of the anecdotal comments that were provided by respondents.

Table 3: Responses for Q#4 re: strategies for I.J Coady ice usage

Question # 4: Due to the low utilization of the I.J. Coady Arena, Council has directed staff to seek opinions/strategies to increase the ice usage and generate additional revenue for this facility. Would you support the following (may choose more than one selection)?		
Answer Options	Response Percent	Response Count
Incentives for bookings (i.e. 1 free hour for every 5 hours booked)	29.1%	334
Further discounting user fees to promote usage	23.1%	265
Marketing campaign to make users aware of available ice	24.9%	286
Other (please comment below)	22.8%	262

Table 4: Summary of top comments from Q #4

	#	%
Try all listed options	100	28%
Close the I.J. Coady Arena	38	11%
Administration of Ice time (how ice is booked)	32	9%

A series of questions were included in the survey (Questions 5 – 8) dealing specifically with respondent's opinions regarding maintaining and/or replacing community arenas based on the scenarios of potential actions with suggested geographical clusters of current ice facilities that were presented in the January 21, 2013 report. The respondent's overwhelmingly indicated that they would prefer maintaining existing facilities and not replacing aging facilities with new multi-pad facilities, as illustrated in Figures 2 – 5.

Figure 2: Responses for Q#5 - maintain or replace I.J. Coady, Chelmsford, Dr. Edgar Leclair

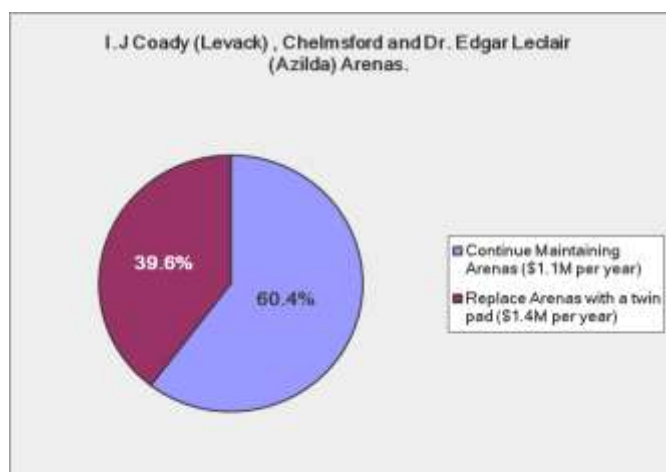


Figure 3: Responses for Q#6 – maintain or replace Capreol, Centennial, Raymond Plourde

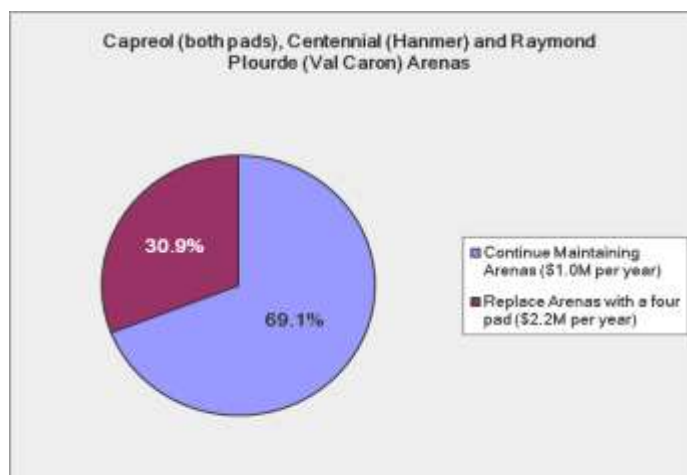


Figure 4: Responses to Q#7 - maintain or replace Garson, Toe Blake

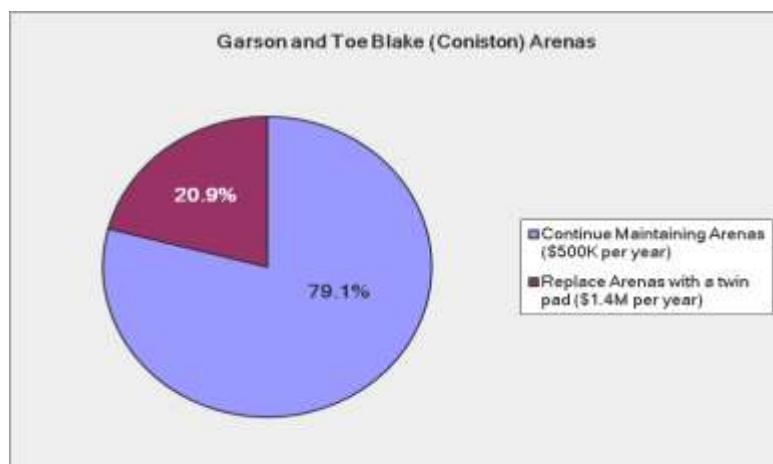


Figure 5: Responses for Q#8 - maintain or replace TM Davies, McClelland

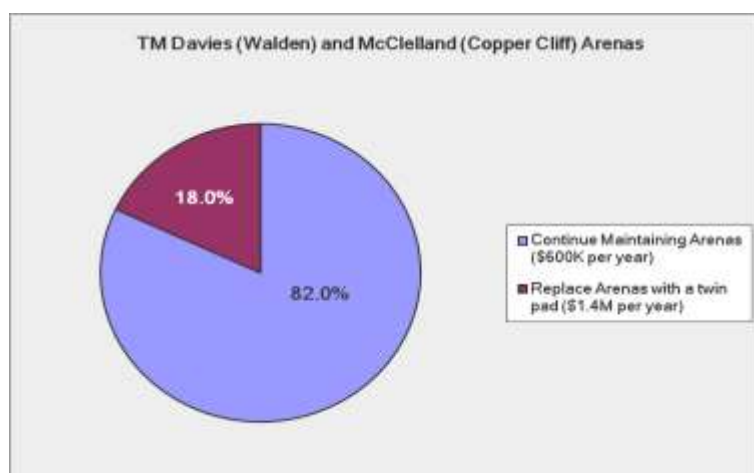


Table 5 summarizes the responses and illustrates that, for all scenarios, respondents indicated a preference for maintaining existing facilities.

Table 5: Summary of Results from Q#5 - Q#8

	<i>IJ Coady/ Chelmsford/ Dr. Edgar Leclair</i>	<i>Capreol/ Centennial/ Ray Plourde</i>	<i>Garson / Toe Blake</i>	<i>TM Davies / McClelland</i>
<i>Continue Maintaining Arenas</i>	60.4%	69.1%	79.1%	82.0%
<i>Replace Arenas with multi-pad facility</i>	39.6%	30.9%	20.9%	18.0%

Regarding the Sudbury Community Arena, **Questions 9 and 10** asked respondents for their opinions regarding replacing that facility with either a multi-pad (a twin pad including a new OHL facility), which would also replace the Carmichael Arena, or replacing the existing Sudbury Community Arena with a single ice surface, OHL facility. Table 3 provides the responses.

Table 6: Responses from Question # 9 and 10

<i>Question 9</i>	<i>Sudbury Community Arena / Carmichael Arena</i>
<i>Continue Maintaining Arenas</i>	46.2%
<i>Replace Arenas with multi-pad facility</i>	53.8%

<i>Question 10</i>	<i>Sudbury Community Arena</i>
<i>Continue Maintaining Arena</i>	33.1%
<i>Replace Arena with OHL facility</i>	66.9%

Respondents were also asked to comment on their support for Public-Private-Partnerships (3P) regarding the replacement of arenas. **Question 12** asked specifically about the Sudbury Community Arena, and 60.2% of respondents supported a 3P for the replacement of that facility, with 39.8% indicating that the City should continue to operate the arena (Figure 6). **Question 13** asked about support for “municipal arenas” and 58.3% of respondents indicated that they would prefer to have the City continue to operate the arenas, 41.7% indicated they would support a 3P (Figure 7).

Figure 6: Responses to Q#12: Opinions re: 3P's and the Sudbury Community Arena

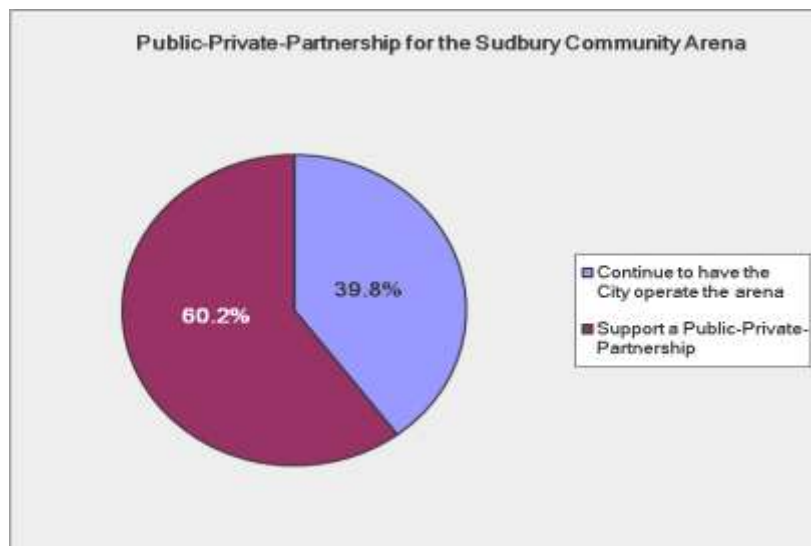
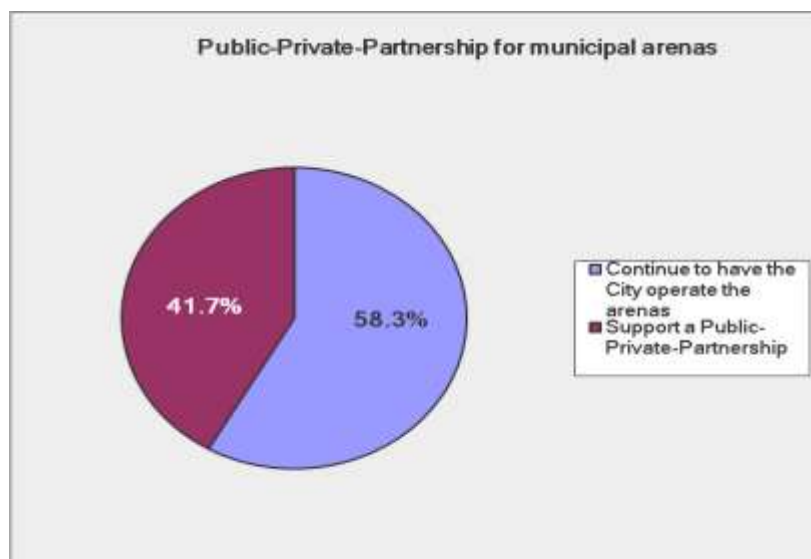


Figure 7: Responses to Q#13: Opinions regarding 3P's and municipal arenas



Capital Program

A detailed life cycle analysis was completed in 2012, with the full results presented with the January 21, 2013 report to Community Services Committee. The total estimate for long term (10 year plan) needs for the community arenas approximately was \$24M. A further analysis of the building condition reports has been completed in order to prioritize the capital needs of the City of Greater Sudbury's ice facilities until 2022. The prioritization could be used to inform the

development of a formal capital program to address the aging infrastructure issue in a strategic manner, and to assist in the planning of capital budgets moving forward.

Table 7 provides the cost estimates for the priority capital repairs that were identified in the building condition reports. The calculation includes repairs that were identified as “must”, “critical” or “urgent”. Additionally, specific areas concerning health and safety and accessibility have been assigned a high priority. Table 7 also provides a total for each arena net of accessibility estimates.

As illustrated in the table, Chelmsford Arena has a significantly higher cost estimate, as the replacement of the arena floor, bleachers and boards/glass has been identified as a high priority.

Table 7: Summary of prioritized capital costs by arena (2013 - 2022)

Arena	Estimated Cost of Repairs	Estimated Cost of Accessibility Upgrades	Total Cost (top three priority rankings - must, critical, urgent)
Chelmsford	\$1,105,000	\$125,000	\$1,230,000
Sudbury Community Arena	\$440,000	\$630,000	\$1,070,000
Capreol	\$420,000	\$175,000	\$595,000
Tom Davies	\$215,000	\$125,000	\$340,000
Toe Blake	\$210,000	\$150,000	\$360,000
Garson	\$180,000	\$100,000	\$280,000
McClelland	\$172,000	\$90,000	\$262,000
Centennial	\$170,000	\$85,000	\$255,000
I. J. Coady	\$165,000	\$100,000	\$265,000
Cambrian	\$154,000	\$155,000	\$309,000
Raymond Plourde	\$145,000	\$125,000	\$270,000
Carmichael	\$141,000	\$150,000	\$291,000
Dr. Edgar Leclair	\$140,000	\$25,000	\$165,000
Gerry McCrory Countryside	\$55,000	\$25,000	\$80,000
	\$3,712,000	\$2,060,000	\$5,772,000

Emerging Issues

Dressing Rooms

Additionally, there has been some concern from the community regarding dressing rooms in some of the community arenas, and the need for additional changing/shower facilities due to the increase in participation of girls in minor hockey. As part of the capital program, Council could consider providing direction regarding further review of options to address this concern.

Gerry McCrory Countryside Sports Complex

The Gerry McCrory Countryside Sports Complex was completed in 2011, under-budget, with a surplus of approximately \$661K. Some recent additional requirements to address the snow and ice guards (chevrons) in order to protect the public heating vents will require approximately \$40K to complete necessary modifications, resulting in an available \$621K in capital.

A report to Community Services Committee in June 2012 outlined potential uses for the surplus for Council's consideration:

1. Apply the surplus towards debt repayment (outstanding debt is approximately \$5.9M)
2. Transfer the surplus funds to be used towards additional arena renewal initiatives associated with the Arena Renewal Strategy
3. Allocate the surplus to develop 3 full size soccer fields and dressing rooms at the Countryside Complex (\$2.7M for natural turf/\$4.4M for 1 artificial turf and 2 natural turf)
4. Allocate the surplus to energy initiatives (lighting retrofits/solar panels) (approximately \$750K)
5. Allocate the surplus to the “future roof reserve” for the Grace Hartman Amphitheatre (estimated \$2.4M, \$200K already in reserves)

In light of the current report and the recommendation to develop a capital program, Council could consider applying the surplus to the Arena Renewal Capital Program to allow for a greater impact regarding repairs and addressing some of the major capital issues.

Conclusions/Next Steps

Respondents to the survey were clear in indicating that there is a strong preference for maintaining existing facilities. In order to address the aging infrastructure issue, a capital program, as suggested above would be required to properly identify the priority of repairs and ensure the sustainability of existing ice facilities. The review would be completed in time to be implemented for the 2013-2014 ice season, with an review of the effectiveness of any changes completed after the 2013-2014 ice season.

A meeting took place on June 20th, 2013 with CGS Arena staff and the “Save the I.J. Coady Memorial Arena” Committee in attendance. Various options for increasing ice usage at that facility were discussed:

- The committee plans on raising \$15,000 which will be used to purchase 6 (1 hour blocks) of minor prime season ice (20 weeks x \$121 = \$2,420 x 6 = \$14,520)

- The Committee is requesting that the Onaping Falls Minor Association consider booking additional ice time and increase the registration fee this fall
- The Committee will request that the Onaping Falls Minor Hockey Association move their weeknight bookings to the weekend this will allow user groups to potentially book between 6-8pm and increase the usage of the arena
- The Committee is requesting that the City add the IJ Coady Arena and Sudbury Arena Administration telephone numbers on the "ice availability website" as this will allow people to call the Arena directly to see if ice is available as online it says "Booked" instead of "Not Available" (ie. at 4pm)
- The Committee is requesting that a process be developed such that the "311" Citizen Service Centre staff contact the Sudbury Arena when someone is inquiring about IJ Coady Arena to confirm ice availability.
- The Committee is requesting that Leisure Services add a Public Skating Session on Sundays to increase the usage and make more hours available for booking
- The Committee is requesting that Leisure Services offer a special booking incentive (book 5, get one free) and advertise it on the City of Greater Sudbury website

In order to effectively review the replacement of the Sudbury Community Arena, further analysis and consultation will be required. Opportunities for multi-use facilities, which could include a new OHL facility, may exist. Further investigation of Public-Private-Partnership opportunities should also be undertaken.