

Background

At the April 3, 2017 Community Services Committee meeting, Council received a report titled Indoor Turf and Multi-Purpose Facilities which provided an overview of potential projects in the community. The report noted that the City of Greater Sudbury (City) had fielded inquiries and unsolicited proposals from various groups about collaborating to realize multi-purpose facilities in the community. The report indicated that the City did not have an established framework for receiving and evaluating initiatives that would involve City support. The report recommended that a review of demand for these types of facilities be conducted and to develop a framework to receive and evaluate proposals for the development of recreation facilities that require City support.

At the Community Services Committee meeting of June 19, 2017, Council was provided a preliminary demand analysis for indoor turf facilities as part of the report titled Framework for Partnership Opportunities for Indoor Turf and Multi-Purpose Facilities Interim Report. The report indicated that the City could support a permanent facility with two small fields which can be accommodated on a pitch measuring approximately 200 by 200 feet (excluding run-out space and a clubhouse building). The report noted that there were economies of scales realized with the construction of an air supported structure over a full sized (FIFA regulation) field.

A report titled Framework for Partnership Opportunities for Indoor Turf and Multi-Purpose Facilities - Final Report was presented at the Community Services Committee on October 23, 2017. The report included a framework and process to guide decisions related to collaborating with third parties for the delivery and provision of recreation services and facilities. The framework included the following tools:

- Decision tree for direct vs. indirect service delivery.
- Four stage partnership development model.
- Detailed steps of a three stage search and selection process.
- Standardized framework for evaluation of unsolicited proposals.

The Fabio Belli Foundation (Foundation) addressed the Community Services Committee at the May 14, 2018 meeting as a community delegation. Foundation representatives provided an update on the progress made regarding a multi-use indoor sports facility. As part of the presentation, the group noted that the Province of Ontario has committed \$4M towards the project and that they were working with the Rainbow District School Board for additional support.

Update

Subsequent to their presentation to the Community Services Committee, the Fabio Belli Foundation submitted a request for capital and ongoing support towards the multi-use facility project (Appendix A – Letter to City of Greater Sudbury, June 2018, attached).

The proposal outlined request for financial assistance as follows:

- Capital dollars in the estimated amount of \$2.2M towards necessary infrastructure for the project including roadwork and other associated work.
- Capital dollars in the amount of \$750,000 towards the construction of a new permanent 5,000 square foot field house that will house change rooms, washrooms, office space, meeting space, etc.
- An annual \$25,000 operational grant.

The unsolicited proposal submitted also included a business plan prepared by the Fabio Belli Foundation and nuAGE CPA (Appendix B – Fabio Belli Foundation Business Plan, April 2018, attached).

Analysis

The framework previously approved for the evaluation of proposals for the development of recreation facilities that require City support included a standardized framework for evaluation of unsolicited proposals. The framework indicates that unsolicited proposals at minimum should include the following:

- Comprehensive needs analysis.
- Comprehensive business plan.
- Proponent's financial capacity.
- Clear demonstration of the sustainability of the project.
- In the case of a not-for-profit group, the organization's succession plan.
- Detailed evidence of community benefit.
- Full risk analysis.

The Fabio Belli Foundation proposal included the following:

Comprehensive Needs Analysis

The Fabio Belli Foundation noted that since the closure of the Exhibition Centre, there is a lack of a suitable facility to support field sports requiring an indoor location for off season use. The proposal references the City's Framework for Partnership Opportunities for Indoor Turf and Multi-Purpose Facilities - Final Report which states that there is sufficient local demand for a permanent facility with two indoor turf fields (200 by 100 feet) and that there are economies of scale if an air supported structure is built over a full size regulation field. The Foundation's proposal also notes anticipated increase usage by adult groups and other field sports.

Comprehensive Business Plan

The Fabio Belli Foundation has included short term and long term pro forma statements as part of their proposal, outlining the expected revenues and costs over a ten year period. The projected statements also account for a capital fund replacement as well as a turf replacement. The assumed field rental rates and estimated rented hours are in line with the City's demand analysis previously conducted. Projections show a positive cash flow balance during each year of operation.

The Foundation is requesting that the City provides an annual grant in the amount of \$25,000 towards the operation of the proposed multi-use facility.

Financial Capacity

The proposal outlines the committed funding already in place for the \$5.6M construction of the multi-use facility:

Funding Partner	Committed Amount
Province of Ontario	\$4,000,000
Rainbow District School Board	\$1,100,000
Fabio Belli Foundation Fundraising	\$500,000

Additional funding is required for roadwork and associated infrastructure in the estimated amount of \$2.2M. The foundation is seeking City support with respect to these capital costs. The Foundation is also seeking a contribution of \$750,000 towards the construction of a new 5,000 square foot field house.

Project Sustainability

The Fabio Bell Foundation, as a not-for-profit organization, has committed to ensuring costs remain low to provide all socio-economic citizens with access to the facility. All profits will be reinvested into the Fabio Belli Foundation to ensure future sustainability and enhanced services for the benefit of all residents of the City of Greater Sudbury.

The Fabio Belli Foundation has also included its mission vision, mandate and values as follows:

Mission

The Fabio Belli Foundation acts as a voice for the promotion of health, wellness and sport for all citizens in the City of Greater Sudbury. Its mission is to increase well-being and enrich sporting experiences by creating and maintaining accessible facilities, encouraging healthy living, and celebrating sports excellence.

Vision

To be a local leader in facilitating a quality and inclusive environment that supports wellness and sport development, and where:

- Everyone is encouraged and valued for their contributions.
- Everyone sees participation in physical activity as an integral and vibrant part of their daily lives and the health of their community.
- Everyone has the opportunity to develop their skills, confidence, and to enhance their enjoyment of physical activity through participation.
- Athletes are provided with the opportunity to achieve world-class performance.

Mandate, Goals and Objectives

The Fabio Belli Foundation will contribute to the physical, mental and social well-being of the community by:

- Building and operating an indoor multi-sport facility.
- Creating programs that promote health and increase health literacy.
- Emphasizing the importance of sustainability of the Fabio Belli Foundation.
- Helping the public and private sectors work together.
- Ensuring that funding is used properly.
- Improving processes and performance.

Values

Given the countless ways that physical activity and sport enrich our lives, the foundation intends to be inclusive, ethical, innovative, and respectful. That means we will:

- Ensure everyone has the opportunity to get involved, regardless of their background and socio-economic status.
- Exercise transparency, and work with like-minded individuals and organizations.
- Deploy creative solutions to ensure long-lasting financial viability.
- Cooperate with and support our members and partners.

Succession Plan

The Fabio Belli Foundation's by-law charter includes the following to address succession planning for their not for profit organization:

- Gain the commitment of board and staff to manage transition intentionally.
- Identify current challenges and those that lie ahead, and the corresponding leadership qualities that are needed to navigate the challenges successfully.
- Consider whether placing an interim leader at the helm is the right path for our non-profit.
- Draft a timeline for leadership successions that are planned.
- Adopt an Emergency Leadership Transition Plan to address the timely delegation of duties and authority whenever there is an unexpected transition or interruption in key leadership.
- Identify leadership development opportunities for staff and board members to expand their leadership skills so that the organization will have a "deeper bench" of future leaders.
- Cross-train current staff to minimize the disruption from unexpected staffing changes.
- Make plans to adequately support newly-placed employees, such as with coaching, mentoring, and defining goals.

- Communicate: What will your organization say to stakeholders before, during, and after a transition of leadership? Thoughtful communications are needed in order to support the staff and organization during the transition process.
- On board deliberately: Help new board chairs and chief staff leaders feel confident and find their own voices.

Evidence of Community Benefit

The Foundation's proposal points to a number of community benefits for the improvement of quality of life and health and well being that a multi-use facility would provide the community. The proposal also notes the benefits a multi-use facility provides for the skill development and long term athlete development.

Specifically, during the Fabio Belli Foundation's presentation to Community Services on May 14, 2018, the following community benefits were identified:

- Reduces health care costs.
- Increases grassroots community excitement.
- Reduces crime.
- Increases happiness (full spectrum light and activity).
- Breaks down social, race, cultural and economic barriers through activity.
- Reduces screen time for kids.

During the presentation, Foundation representatives also made commitments to providing low cost and no cost activities for the community, including free indoor walking for older adults.

Risk Analysis

The Fabio Belli Foundation accounts for existing and potential threats including human, operational, financial, procedural and political threats. The Foundation's proposal has outlined established by-laws, controls and procedures to mitigate potential threats.

Summary

The proposal received from the Fabio Belli Foundation for support towards the development of a multi-use facility meets a demonstrated need for an indoor facility. Community benefit has been demonstrated and the Foundation's proposal supports the City's priorities to improve the quality of life and place for residents through the provision of programs and services designed to improve the health and well-being of youth, families and seniors.

The proposed project meets the minimum requirements of providing a business plan, risk assessment and succession plan.

Next Steps

Upon Council's approval, a business case for capital and ongoing support will be included for consideration as part of the 2019 budget process.

References

Fabio Belli Foundation Presentation, Community Services Committee (May 14, 2018)
<http://agendasonline.greatersudbury.ca/index.cfm?pg=feed&action=file&attachment=23513.pdf>

Framework for Partnership Opportunities for Indoor Turf and Multi-Purpose Facilities - Final Report, Community Services Committee (October 23, 2017)
<http://agendasonline.greatersudbury.ca/index.cfm?pg=feed&action=file&agenda=report&itemid=1&id=1154>

Framework for Partnership Opportunities for Indoor Turf and Multi-Purpose Facilities Interim Report, Community Services Committee (June 19, 2017)
<http://agendasonline.greatersudbury.ca/index.cfm?pg=feed&action=file&agenda=report&itemid=3&id=1152>

Indoor Turf and Multi-Purpose Facilities Report, Community Services Committee (April 3, 2017)
<http://agendasonline.greatersudbury.ca/index.cfm?pg=feed&action=file&agenda=report&itemid=9&id=1151>