



Fabio Belli
Foundation

Unsolicited Proposal for the Creation of a Covered Multi-Use Facility in the City of Greater Sudbury

June 11, 2018



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To whom it may concern:

The Fabio Belli Foundation is a local not for profit organization looking at facilitating a quality and inclusive environment that supports wellness and sport development. The 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 wellbeing and enrich sporting experiences by building and maintaining accessible facilities, encourage healthy living and celebrating sports excellence.

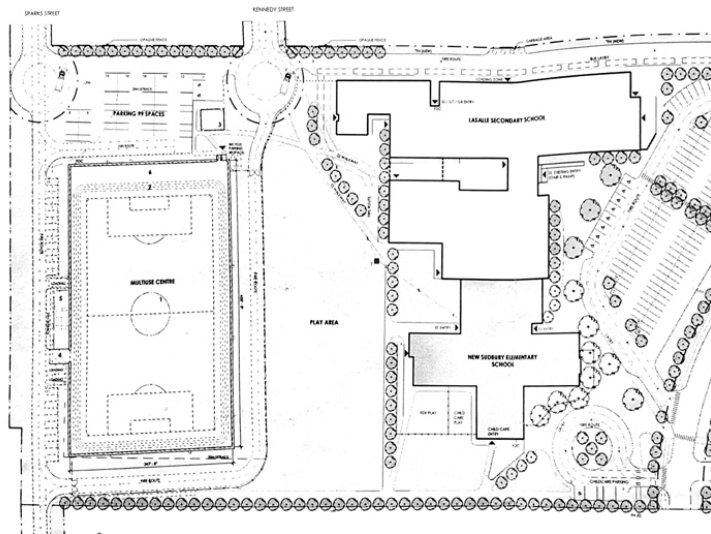
*Currently, the main focus of the Foundation is to build and operate an indoor multi sports facility in Greater Sudbury. As a Foundation, we are working to establish community partners to allow us to meet our goal of building this complex. As a non-profit entity, we are committed to ensure the facility is built and operated in such a manner that will be efficient and cost effective for **all citizens of the City of Greater Sudbury**.*

Please accept the attached proposal from the Fabio Belli Foundation ("the Foundation") as a request for financial assistance from the City of Greater Sudbury for the creation of an air supported multi-use facility and surrounding supporting infrastructure.

We propose that the facility be called the Fabio Belli Indoor Sports Centre in honour of the late Fabio Belli who worked tirelessly for the creation of just such a structure. This letter contains information previously discussed at the Community Services meeting on May 14, 2018 in addition to new information.



Although a final location has not been determined, we have discussed the proposal with Rainbow District School Board to consider partnering with the Fabio Belli Foundation ("Foundation") to build the fieldhouse on the Lasalle Secondary School property. They are currently in the process of finalizing the construction of a new elementary school and there would be significant synergies if the two projects were built together. This partnership would require the approval of the board.



We are respectfully requesting that the City of Greater Sudbury support this project by providing both capital funds and grant to keep user rates affordable.

We are requesting:

- 1) We are asking that the City of Greater Sudbury reinstate an annual \$25,000 grant that was given to the Sudbury Regional Soccer Association to assist in the administration of the previous Sudbury Multi-Use facility at 967 Falconbridge Road. By helping keep overhead costs low the city will allow the Foundation to offer programs at low cost/no cost to community groups that could not normally access such a facility. We will work closely with the City of Greater Sudbury to ensure fragile sectors of society have access to this facility including such groups as the elderly who have already voiced support for our proposed walking track and lower socio-economic groups that normally could not afford access to such a facility.
- 2) The Foundation is asking the City of Greater Sudbury to assist in completion of infrastructure including roads and other associated work. It is our understanding that road work in the area already has capital budget dollars allocated for road work improvement. The Foundation asks that these capital dollars be allocated to the project in 2018 or 2019. The commitment by the City of Greater Sudbury towards the roadwork has been earmarked at 2.2 million dollars.
- 3) In addition to the construction of the Fabio Belli Indoor Sports Centre, the centre will require a fieldhouse that will house change rooms, wash rooms, office space, storage space and a meeting place for organizations using the facility. A small existing field house currently exists near the facility and we hope to work with present occupants temporarily use for bathrooms for dome users. The fieldhouse is tiny, old and will need to be enlarged and attached to the dome. The Foundation will build a new enlarged and attached field house to ensure proper restroom

facilities, shared meeting areas and a safe and well-lit common entry to the dome. The size of the upgraded/new facility would be between 3,500 and 5,000 square feet. The Foundation is requesting that the City of Greater Sudbury contribute \$750,000 to build the field house.

One Time Support	
Field House	\$750,000
Infrastructure	
Roads, etc	\$2,200,000

Annual Support	
Assistive operation costs	\$25,000

The Foundation understands that the City of Greater Sudbury commissioned a report dated October 11, 2017 to establish a framework to evaluate unsolicited proposals for the construction of an indoor turf-multi use facility. We believe that our proposal meets the criteria. We believe there is a need for this facility and are pleased that the city shares our vision as identified through the various reports that will be quoted in the following submission.

We hope the City of Greater Sudbury will give our proposal favourable consideration. By having the City of Greater as a partner in this initiative, it will further solidify this as a community project where the citizens of the Greater City of Sudbury can gather.

Find supportive information which will further support our request attached to this letter.

We look forward to working with the City of Greater Sudbury to execute this vision and make Sudbury a truly healthier and happier place!

Sincerely,
Dino Moretta



Co-Chair -Fabio Belli Foundation

Important Distinctions

Our proposal can be distinguished from competing bids on many areas. We have highlighted two of these areas in this prologue.

1. Strong Governance

Unfortunately, Sudbury suffers from what many small to medium sized communities suffer from. There is a relatively small number of people to draw from to champion community organizations and community events. Left on their own, these organizations grow with dependencies on these individuals. While they are passionate and give tirelessly of their time, often there is no governing body to guide their growth—Without a solid foundation on which to build, the system collapses and this leaves a gap in that area until the next individual takes the mantle.

The Fabio Belli Foundation has a broad mission and a strong governance structure. No single individual or group of individuals are integral to its existence. The board will hire and oversee an executive to fulfill its mission, which is highlighted in this document. There will be Board oversight of the facility at all times.

2. Focus on the Citizens of Greater Sudbury and Not-for-Profit

The Belli Foundation will focus its energy on ensuring the facility is accessed by regular user groups. It will also partition times for user groups without a voice or without the financial ability to afford even the non-profit fees. We will ensure time is allocated for elderly walks and will explore partnership opportunities for the very young to share the facilities and enjoy activities under the supervision of medical professionals.

<https://www.theglobeandmail.com/news/national/kindergarten-in-a-retirement-home-proves-a-hit-with-young-and-old/article4103165/>

and <http://www.carp.ca/2012/01/13/kindergarten-in-a-retirement-home-proves-a-hit-with-young-and-old/>

The facility will be a hub of happiness and health for all, not only those with an ability to pay. Winter in Greater Sudbury is long. Spending time in a large, open, bright, green space will go a long way towards improving the health of citizens of our community, young and old alike. We intend to host “Walk the Dome” nights for elderly residents with limited mobility and drop in “Walking Soccer” for those with more mobility. These are two examples of many community events that will be possible with the covered turf fieldhouse.

The Fabio Belli Foundation will give children of lower socio-economic status access to events at the facility and will work with community partners to ensure the facility complements and augments existing programs.

Identified Requirements

A. Comprehensive needs analysis; Three main supporting documents.

The City of Greater Sudbury has already identified the need for fields, as highlighted in the following report:

1. From the **Open Space/Leisure Master Plan 2014**.
“Open Space/Leisure Master Plan 2014”

“According to a City of Sudbury recreational city plan from 2014, Greater Sudbury can support a double indoor field and its population does not have any indoor facility for indoor recreation.



5.9

Indoor Turf Facilities Inventory & Background

The City of Greater Sudbury does not currently provide any indoor facilities for turf sports (e.g., soccer, football, baseball, track and field training, etc.), but did recently develop its first outdoor artificial turf field at the James Jerome Sports Complex, which allows for extended outdoor season use. The private sector, in partnership with the Sudbury Regional Soccer Association (SRSA), operates an Indoor Soccer Centre (formerly the Exhibition Centre) in the former City of Sudbury. This past season, a new operator took over the Indoor Soccer Centre and installed fieldturf. Some indoor soccer activities also take place in local school and post-secondary gymnasiums.

Based on a broad target of one indoor turf field per 100,000 residents, a Feasibility Study prepared by the City of Greater Sudbury for a Multi-use Recreation Complex in 2007 identified demand for two indoor turf fields (200 by 100 feet) to meet the needs of a variety of field sports and indoor events. This Multi-use Recreation Complex was not realized and is not currently being pursued. Recently, the development of 80,000 square foot air supported dome for indoor sports on St. Charles College lands has been proposed by the SRSA, St. Charles College, and a private operator. The City does not have any direct

involvement in this initiative. The current proposal for the St. Charles College dome would include four small fields for soccer and two for baseball, as well as a batting cage and a running track along the dome's perimeter. Initial construction plans have been delayed but may proceed in 2014.

Analysis:

The popularity of soccer is expanding into all seasons, which requires artificial turf indoor facilities, the development of which is a widespread trend across Ontario. Indoor soccer appeals to a smaller market segment than the outdoor game, but has the potential to continue to grow in popularity, particularly with trends suggesting increased interest in adult soccer. The manner in which indoor sports field facilities are designed, funded, and operated varies widely across the province. Indoor sports fields can be: covered by domes or permanent structures (converted or purpose built); small (similar to an outdoor mini field) or large (similar to an outdoor major field); and funded/operated by the municipality, not-for-profit group, and/or private sector. The fields can be used for sports such as minor baseball, field hockey, football, lacrosse, rugby, and other events, although soccer is typically the predominant activity. The financial viability of an indoor soccer facility is heavily influenced by its size, type of construction, and operating model. Many municipalities that have chosen to forgo providing indoor field facilities, instead deciding to allow the private sector to fill this void.

The city found that the Exhibition Centre fulfilled the need but this has since closed leaving a gaping hole in the community.

2. From the Multi-Use Recreational Complex Feasibility Study



CITY OF GREATER SUDBURY

MULTI-USE RECREATIONAL COMPLEX FEASIBILITY STUDY

November 1, 2007
Final Draft Report

4.3 Indoor Turf

The Sudbury Indoor Soccer Centre is the only indoor turf venue in the City. The facility (also referred to as the Exhibition Centre) is located on Falconbridge Highway in the former City of Sudbury and is leased by the Sudbury Regional Soccer Association (SRSA) on a year-to-year basis from a private owner. The 24,000 square foot building contains a field that is approximately 200 by 100 feet. The building was not originally designed to be an indoor soccer centre and, according to the SRSA, the turf is in dire need of replacement. The City of Greater Sudbury currently provides an annual grant of \$25,000 to assist the SRSA in its operation of the facility. As the popularity of soccer has taken off over the past decade, so too has the demand for additional outdoor fields which, in turn, has spurred demand for year-round indoor facilities. The 2004 Master Plan recognized the need for one indoor turf field in the City, with the potential need for a second between 2009 and 2013. At the time, it was recommended that Barrydowne Arena be redeveloped as an indoor turf venue, as well as an additional surplus arena in the future. Further investigation has shown that former arenas cannot adequately accommodate indoor soccer and that purpose-built facilities are now the preferred design.

In Ontario, the development of indoor venues was historically initiated by non-profit soccer organizations and/or the private sector and focussed on industrial/warehouse locations where land and large buildings were prevalent (as is the case in Greater Sudbury). As the popularity of

soccer continued to grow in the mid-1990s, many community organizations approached municipalities to request assistance with the development of indoor facilities. In some of these cases, the operation of the facilities is entirely funded by a non-profit third party (and is, therefore, self-sufficient), while the capital and land was a mixture of municipal and community funding. More and more, however, larger urban municipalities are directly funding and operating indoor soccer facilities with or without some level of financial or management assistance from local soccer organizations. From our experience, we have found that nearly every urban community in Central and Southwestern Ontario with a population over 100,000 has at least one such facility and some smaller communities are providing or considering indoor soccer facilities.

We estimate that – excluding the City of Toronto – there is approximately 1 indoor soccer field per 100,000 people in the Greater Toronto Area. In Vaughan alone, there are 6 indoor facilities that service a population of 250,000, but users come from a population base of over 2 million. These ratios are likely to change, however, in the coming years as many communities have indoor fields in the development stages (e.g., Brampton, Mississauga, etc.). Calculating demand for indoor soccer venues is not as precise as it is for outdoor soccer due to a variety of reasons, most notably that there are no hard and fast provision standards that can be applied – municipalities provide them at dramatically different rates. Nevertheless, the 2004 Master Plan utilized a provision standard of one indoor turf field (200 x 100 feet) per 100,000 population; although it is noted that this is a highly generic standard that requires a more in-depth assessment to ensure that it is reflective of local circumstances. A more appropriate method of determining indoor field demand is to look at the usage potential from local sports organizations. For the 2006/07 indoor season, the Sudbury Indoor Soccer Centre had 943 registrants (including 420 youth and 523 adults). According to the Sudbury Regional Soccer Association, this is the maximum capacity of the facility and only allows each player to play one game per week. Based on what we have seen in other communities, it is reasonable to assume that one-quarter of all outdoor players would be interested in playing indoor soccer. A slightly lower percentage – 20% – is more reasonable for Greater Sudbury as the distance some players would have to travel to access the facility would limit participation.

Although the Ontario Soccer Association asserts that one-half of outdoor players would play indoor if adequate facilities exist, we feel this is overly optimistic for Greater Sudbury due to other competing sports such as hockey, which is clearly a popular activity in Greater Sudbury. Furthermore, an average youth soccer team would contain 10 players and require 1 hour per week, which allows for a game and shared practice (something that the current Sudbury facility cannot accommodate). Applying this ratio to the 420 youth players utilizing the indoor facility at present, the demand for youth soccer would be approximately 42 hours per week; this does not account for latent demand. With 4,783 youth playing outdoor soccer in Greater Sudbury (including the SRSA, Valley East, Rayside-Balfour, and Walden minor programs, as well as several club teams), it can be estimated that the total demand for indoor youth soccer is presently 96 hours ($4,783 \times 20\% = 957$ players / 10 players per hour). Using the same definition for minor prime time that is used for arenas (53 hours per week), this equates to a demand for 1.8 indoor fields. In addition to minor prime time, there are approximately 21 shoulder hours (Monday to Friday 4 to 5 p.m. and 10 p.m. to 12 a.m., and Saturday to Sunday 7 a.m. to 8 a.m.

and 10 p.m. to 12 a.m.) available to an indoor turf facility. As such, it is reasonable to expect that an indoor facility could be comfortably used 74 hours per week, not including usage during the daytime (which would likely be more sporadic). Youth football and other field sports are other potential users of minor prime time, although none of these groups are major users of the existing facility. Adult soccer groups, casual rentals, schools, etc. would also create demand that would generally be able to be accommodated outside of minor prime time hours or during the off-season. Some usage would also likely come from outside the City's municipal boundaries; however, this more difficult to predict and does not represent the core market that the City is seeking to serve. With a youth population that is currently at its peak, the demand for an indoor soccer facility is also likely at or near its peak.

The above model accounts for latent demand, but does not address increased interest in soccer. We expect that youth soccer participation rates will begin to level off in Greater Sudbury once an adequate supply of fields is available, as is the case in many other communities. Based on an extrapolation of trends, adult soccer is a significant growth area that could add to demand for both indoor and outdoor fields in the future. In terms of facility design, there are two distinct models that the City could pursue: (1) The development of two individual fields, each sized 200 feet by 100 feet. These are appropriate for local recreational soccer needs and training for both youth and adults. (2) The development of one full-size field, sized 300 feet by 200 feet and divisible into three smaller individual fields. This type of field can to accommodate higher levels of competition for local athletes and provincial, national, or international events. Either option could be constructed as permanent steel structure or an air-supported dome placed over an artificial turf field. Applicability of these design alternatives should be explored through discussion with the SRSA. Members of the SRSA have put forward two facility development proposals that mirror both of the above options; they hope to be selecting one preferred option to put forward to the City in the near future. The first one is for an indoor soccer centre referred to as the Northern Ontario Soccer Academy (NOSA). This facility would be approximately 100,000 square feet and consist of one full size field (300 feet by 200 feet) that is divisible into three smaller fields as well as outdoor fields. At present, the proposal is for this facility to be developed on its own site and not be associated with the multi-use recreational complex; however, the group is open to discussing options for joint facility development. One of the primary reasons for this is to advance the construction of the soccer facility; the prefabricated building design the group is proposing can allow for the facility to be in place within a period of approximately one year. To build and operate the facility, the group may require land (including site preparation) and an increased annual grant from the City. The details of their capital estimates and operating pro forma are presented in their business plan, which is currently under review by the City. The other proposal, which was presented at one of the community workshops, was to develop two separate 200 by 100 foot fields (as well as associated outdoor fields), which is what our analysis has indicated there is demand for. Additional discussion will be required with the SRSA to identify their preferred facility development option.


Key Findings:

1) There is current and long-term demand for two indoor turf fields (200 by 100 feet) in the City to meet the needs of a variety of field sports and indoor events. It is our recommendation that these should be designed as individual fields and not be part of a full field complex as there is insufficient demand for a larger facility. Although interest in adult soccer and other field sports is on the rise, increases in these indoor activities are likely to be only sufficient to balance the decline in the City's youth population over the long-term.

2) Combined with the arena facilities, an indoor turf venue would potentially enhance the marketability of the multi-use facility, offer economies of scale, and create a new revenue stream that could be used to offset losses in other areas to finance the capital debt load.

3) Additional discussion will be required with the SRSA to identify their preferred facility development option and to examine more closely the operating profile and relationship that would best meet their needs (e.g., a facility operated by the City, the Association through a governance board, or the private sector).

3. From the **Indoor Turf and Multi-Purpose Facility Strategy - Draft - September 2017 (Appendix A)**

	
Request for Decision Framework for Partnership Opportunities for Indoor Turf and Multi-Purpose Facilities - Final Report	Presented To: Community Services Committee
	Presented: Monday, Oct 23, 2017
	Report Date Wednesday, Oct 11, 2017
	Type: Presentations

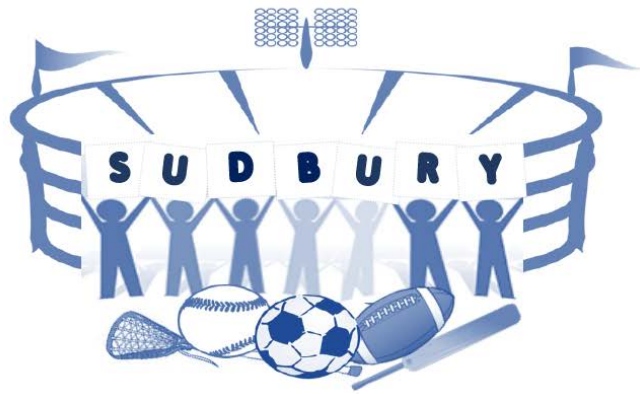
Key Findings – Indoor Turf

- The development of indoor turf facilities is a widespread trend across Ontario. These facilities support year-round training for competitive athletes of several sports (mainly soccer) and a variety of recreational activities.
- The City has not been directly involved in the provision or operation of an indoor turf facility and its 2014 Leisure, Parks and Open Space Master Plan Review recommended that other sectors continue to be the primary providers of these facilities. Across Canada, many facilities are operated in partnership with soccer clubs or the private sector.
- Using a participant-based methodology that considers common ratios and standards of play, the demand for indoor turf facilities (for all indoor field sport uses) in the City is currently estimated at 82 hours per week. Assuming an average weekly capacity of 60 hours per field, this translates into a current demand for 1.4 small fields (approximately 200 by 100 feet each). Fields cannot be designed as partial fields, thus this level of demand equates to two (2) small fields.
- If the facility is proposed as a permanent structure, a building that can house two small fields would be appropriate. If the facility is designed as an air-supported dome installed over an artificial turf field, a full field enclosure could be considered due to economies of scale; however, this should be explored further with the primary user groups.

B. Comprehensive Business Plan (Please see attached)

In March 2017, the Fabio Belli Foundation obtained the expertise of nuAGE CPA, who offered a comprehensive business plan for consideration by its Board of Directors. As can be seen in the attached Facility Proposal, it is projected that the proposed facility will generate positive cash flows each year, thereby meeting the Foundation's objective of ensuring a sustainable operation. Variable expenses directly related to the operation of the site are considered appropriate for the nature and size of the building, and are based on market rates that currently apply. Revenue is projected in 2019 based on a utilization rate of 60% during prime times, for both peak and non-peak seasons, and is anticipated to grow 19% in 2020 and 26% in 2021. To remain conservative, the revenue model for years 2022 through 2028 has remained relatively consistent to the revenue profile in 2021, adjusted for a slight growth projection of 1% applied in each year following 2021. A copy of the business plan was provided to the Community Services committee on May 14, 2018.

THE FABIO BELLI FOUNDATION: FACILITY PROPOSAL



C. Shown Financial Capacity

FINANCIAL PROJECTIONS

The attached financial projections have been developed by the assumptions enclosed, together with the Foundation's knowledge of the local market and current conditions. For the purposes of this forecast, the fiscal year end of the organization has been assumed to be June 30th. Furthermore, although development and construction activities have not started, for the purposes of this analysis, the assumption is that construction will be completed before the start of the Peak Season in fiscal 2019, being October 2019. However, the Foundation is currently anticipating having the construction completed by the end of 2018 and occupancy available for January 2019.

-See Business Plan

D. Demonstrated Project Sustainability

As stated in the attached business plan and this document, this project is not only sustainable, but it is also an absolute requirement for the City of Greater Sudbury.

The Fabio Belli Foundation, as a not-for-profit organization, will ensure 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.

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 wellbeing 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 wellbeing 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.

E. Organizational Succession Plan

Non-profits that are serious about their own sustainability are also serious about planning for smooth and thoughtful transitions of leadership as well as making sure their non-profit is prepared for unexpected departures.

The Fabio Belli Foundation will base its succession planning on these basic principles. As such, the Fabio Belli Foundation created a comprehensive bylaw charter in 2017.

The Fabio Belli Foundation has included within its bylaws the capacity to:

1. Gain the commitment of board and staff to manage transition intentionally.
2. Identify current challenges and those that lie ahead, and the corresponding leadership qualities that are needed to navigate the challenges successfully.
3. Consider whether placing an interim leader at the helm is the right path for our non-profit.
4. Draft a timeline for leadership successions that are planned.
5. 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.
6. 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.
7. Cross-train current staff to minimize the disruption from unexpected staffing changes.
8. Make plans to adequately support newly-placed employees, such as with coaching, mentoring, and defining goals.
9. 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.
10. On board deliberately: Help new board chairs and chief staff leaders feel confident and find their own voices.

F. Evidence of Community Benefit

Key Findings – Indoor Turf

1. The development of indoor turf facilities is a widespread trend across Ontario. These facilities support year-round training for competitive athletes of several sports (mainly soccer) and a variety of recreational activities.
2. The City of Greater Sudbury has not been directly involved in the provision or operation of an indoor turf facility and its 2014 Leisure, Parks and Open Space Master Plan Review recommended that other sectors continue to be the primary providers of these facilities. Across Canada, many facilities are operated in partnership with soccer clubs or the private sector.
3. A portion of the indoor market is generated by outdoor users. The number of outdoor soccer registrants in the Sudbury Regional Soccer Association has declined by 35% (nearly 2,400 players) since 2009. Most of these players are youth and Greater Sudbury's youth population is not growing.
4. In Ontario, the number of registered indoor soccer players has increased by 41% between 2006 and 2015 (compared to a 9% decline in outdoor registration in the same time period). There are nearly as many indoor adult players as indoor youth players. Adult soccer participation represents the largest potential market for indoor turf, now and into the future.
5. There is no longer an indoor turf facility in Greater Sudbury (the Indoor Soccer Centre offered one small field but closed in 2016). Area gymnasiums are being used for indoor soccer, which is not a sustainable model for those seeking year-round competitive soccer opportunities.
6. The Sudbury District Soccer Club indicates that the current usage by local groups exceeds 60 hours per week, which is approximately the same number of hours that were rented in the last year of the Indoor Soccer Centre's operation.
7. Using a participant-based methodology that considers common ratios and standards of play, the demand for indoor turf facilities (for all indoor field sport uses) in the City of Greater Sudbury is currently estimated at 82 hours per week. Assuming an average weekly capacity of 60 hours per field, this translates into a current demand for 1.4 small fields (approximately 200 by 100 feet each). Fields cannot be designed as partial fields, thus this level of demand equates to two (2) small fields.
8. If the facility is proposed as a permanent structure, a building that can house two small fields would be appropriate. If the facility is designed as an air-supported dome installed over an artificial turf field, a full field enclosure could be considered due to economies of scale; however, this should be explored further with the primary user groups.

Key Community Benefits

A lack of free time due to busy lifestyles is the primary barrier to recreation participation. Organized sports are also dealing with competition from sedentary activities, spontaneous play and other sports. Affordability, or the ability to pay to play, is a significant barrier to participation in recreation.

Impact of the Aging Population

The child and youth market are the most common users of municipal recreation facilities. As this market shrinks, it is likely to result in a reduced number of facility users. The aging population does present opportunities to make better use of facilities during non-prime hours.

Increased Focus on Skill Development and Competition

There is a greater focus and demand on athlete development and competitive experiences. This results in more time required on the field of play and considerations for training spaces and indoor turf when facility planning.

Key Trends in Facility Provision

Implications of Aging Infrastructure

Most of Ontario's recreational infrastructure was built in the 1960's and 1970's. Older facilities present challenges in terms of lack of modern amenities, AODA deficiencies and high energy costs.

Multi-Purpose Facilities

New construction in the form of multi-use facilities is the industry trend. Multi-purpose facilities provide one-stop shopping, opportunities for sport development and tourism and operational efficiencies.

Green Construction

Energy efficiency and environmental sustainability are key considerations when renovating or building new recreation facilities.

G. Full Risk Analysis

In an attempt to anticipate and neutralize potential risk of the project, we are providing the following analysis of the risk of the project.

1. Identify Threats

The first step in Risk Analysis is to identify the existing and possible threats that you might face.

These can come from many different sources. For instance, they could be:

- Human – Illness, death, injury, or other loss of a key individual.
 - We have taken into consideration through our by-laws an orderly transition should any board members leave. With our advisory committee, we will have an abundance of interested potential board members that can join the board having already gained a significant knowledge of the business and operation of the Foundation.
- Operational – Disruption to supplies and operations, loss of access to essential assets, or failures in distribution.
 - The facility will be rented to different associations. The dome will be the most essential asset and will be insurance against business interruption and against the facility.
- Reputational – Loss of customer or employee confidence, or damage to market reputation.
 - The Foundation's by-laws call for an advisory group that is comprised of significant users. This committee will meet on a regular basis to ensure the board of directors is making decisions aligned with the expectations of the users of the facility.
- Procedural – Failures of accountability, internal systems, or controls, or from fraud.
 - The Audit Committee, enshrined in the by-laws of the Foundation, will create, implement and maintain internal controls to ensure the integrity of the financial information of the Foundation.
- Project – Going over budget, taking too long on key tasks, or experiencing issues with product or service quality.
 - The Foundation will work in partnership with Rainbow District School Board, calling on their expertise as the facility is being built. The Foundation, will operate the facility and will rely on different sporting associations to run programs.
- Financial – Business failure, stock market fluctuations, interest rate changes, or non-availability of funding.
 - The goal of the Foundation is to fund the construction of the facility 100% through grants. This will eliminate debt repayment risk, interest risk and allow the facility to concentrate on offering users a low cost facility to maximize usage.

- Technical – Advances in technology, or from technical failure.
 - We will be consulting with the approved construction company to ensure that the facility uses technology to its advantage.
- Natural – Weather, natural disasters, or disease.
 - These types of risks are unforeseen
- Political – Changes in tax, public opinion, government policy, or foreign influence.
 - We believe that by following the mandate of the Foundation, the facility will meet the needs of users in the City of Greater Sudbury.

Risk analysis conclusion

By partnering with the City of Greater Sudbury and Rainbow District School Board, the Fabio Belli Foundation will minimize risks. We all have a stake in the well-being of Greater Sudbury and will create an environment where challenges are identified and managed in a timely manner.