

INDOOR TURF & MULTI-PURPOSE FACILITY STUDY

Presentation to City of Greater Sudbury Community Services Committee
October 23, 2017



INTRODUCTION

Study objectives:

- Evaluate potential demand for indoor turf and multi-use recreation facility components
- Report on indoor turf facility models in other jurisdictions
- Establish a process to guide decisions and evaluate proposals for the delivery of recreation facilities



The report also contains information that was presented in preliminary form to the Community Services Committee on June 19, 2017.

CONTEXT

With the closing of the Exhibition Centre in 2016, there is no longer a proper venue for indoor soccer and turf activities in the city.

Aging arena infrastructure and changing arena usage profiles also influence how the City plans for the future.

The City is receiving unsolicited proposals for the development of turf and multi-use facilities.



A major renovation of Chelmsford Arena has been a key part of the City's Arena Renewal Strategy.

NEEDS

Indoor Turf

There is demand to support an indoor turf facility with **two (2) small fields** on a pitch measuring approximately 200 feet by 200 feet.

The fields could be enclosed under an air-supported dome or a permanent steel structure.

The facility would be used for soccer, sport training (e.g., baseball, football) and special events. Summer usage is likely to be minimal.

It is common for indoor turf facilities to be operated in partnership with soccer clubs. Most facilities are operated on a breakeven basis.



The number of outdoor youth soccer players in Greater Sudbury is not growing, but adults will comprise a larger piece of the indoor turf market.

NEEDS

Arenas

Most of the City's arenas are approaching or beyond their functional life cycle.

Usage is declining, especially in arenas within outlying areas.

There is a **surplus of nearly two (2) indoor ice pads** across the city and this is forecasted to persist into the future.

Any new arena construction should focus on multi-pad replacement facilities.



The number of Greater Sudbury youth ice registrants has decreased by 11% over the last five years.

NEEDS

Other

An **indoor track** should be considered within a new facility. Its design will be influenced by other facility components (e.g., turf field, arena, gymnasium).

A **gymnasium** may be considered based on project-specific demand. Gymnasiums offer flexible opportunities for a variety of activities for all ages and abilities.



Gymnasiums and indoor walking/jogging tracks are common amenities in new multi-use facilities.

EXPLORING THIRD-PARTY RELATIONSHIPS

Many municipalities are examining creative relationships as a means to expand levels of service delivery without absorbing all the normal liabilities related to a new facility or program.

There are several types of relationships and a host of potential candidates.

A Framework provides a lens through which a municipality can systematically assess the specifics of the opportunity. This information can then be used to make an informed, evidence-based decision around collaboration.



A successful relationship between the City and an external entity must create value for all parties.

FOUNDATIONAL PRINCIPLES

Key considerations:

- Desired level of compliance with municipal values.
- Desired levels of control and mechanisms to maintain quality and service standards.
- Minimum attributes of associated party.
- Municipal risk tolerance and when risk will be absorbed.
- Level of stakeholder input and involvement in the go-forward decisions.
- The City's financial expectations and conditions.



A well conceived framework begins with principles that pre-determine the municipal response to issues that will likely emerge during relationship discussions.

DEVELOPING THE RELATIONSHIP

Stage One Investigation

- Information about potential partner(s)
- General understanding of the proposed project and the potential outcomes
- Identification of potential risks and risk mitigation mechanisms
- Determine if potential partner(s) is aligned with municipal values and standards

Stage Two Viability

- Develop project principles, partnership structure and funding model
- Detailed feasibility analysis of the proposed project
- Determine if project can proceed on a sole source basis or if an RFP is required
- Receive internal approval to proceed to next stage of development

Stage Three Formation

- If an RFP, solicit and evaluate proposals
- Undertake necessary public consultation, staff or Council information updates
- Negotiate, document and formalize agreement
- Solicit formal approval

Stage Four Launch

- Update municipal and partner's personnel and create necessary committees
- Establish and implement systems necessary for the project
- Enact reporting structure and institute joint planning protocol
- Move to partnership management phase



Many jurisdictions have established Partnership or Technical Committees to oversee planning, formation and monitoring of relationships with outside entities.

UNSOLICITED PROPOSALS

Standardized Framework for Evaluating Unsolicited Proposals

Does the proposal comply with municipal values, public-service philosophies and community focus?	Yes ▼	No ►	Reject the proposal.
Does the proposed project meet a demonstrated need and provide community benefit consistent with municipal priorities?	Yes ▼	No ►	Reject the proposal.
Does the proposed project meet minimum requirements of providing a business plan, risk assessment plan, value assessment, municipal financial and risk obligations, proponent's qualifications, etc.?	Yes ▼	No ►	Reject the proposal.
Does the proposed project or concept meet the proprietary test?	Yes ▼	No ►	Initiate the City's typical RFP process or reject the project.
Does the additional detailed information requested by the Review Committee meet the test of reasonableness and does the project seem viable?	Yes ▼	No ►	Reject the proposal.
Recommend the project for further consideration and apply the partnership formulation model.			

UNSOLICITED PROPOSALS

At a minimum, the proponent should supply and the Committee should evaluate:

- a comprehensive needs analysis
- a comprehensive business plan
- the proponent's financial capacity
- a clear demonstration of the sustainability of the project
- the organization's succession plan (in the case of a not-for-profit group)
- detailed evidence of community benefit
- a full risk analysis



Simply because a relationship is proposed is not reason enough to pursue an arrangement with a proponent. The venture must first successfully proceed through a thorough assessment process.



THANK YOU

QUESTIONS?

