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Recommended by the C.A.O.

Mark Mieto  
Chief Administrative Officer

Report Prepared By	Division Review
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### **Background - Performing Arts Centre Advisory Panel**

The Performing Arts Advisory Panel was formed on February 28, 2007, with a mandate to develop a concept and operational plan for a proposed Performing Arts Centre (PAC) in the City of Greater Sudbury. Essentially this group has been asked to report to Council on how to best proceed to move forward with a PAC in Greater Sudbury.

Since that time the Panel has undertaken a number of actions designed to generate clarity and consensus on the development of a PAC. To that end, the Panel has undertaken a number of broad actions, which have included but are not limited to;

- \* research on performing arts centres in Canada
- \* site visits
- \* consultations, with both key stakeholders and the broader community
- \* development of consensus within the Panel on the state of local arts and culture and consideration of options for moving this project forward
- \* engagement of outside resources to provide a focus and context to our actions
- \* consultations with public funding sources

The Panel was able to contract the services of Novita, Canada's leading firm in the field of performing arts centre development, to get a preliminary assessment of the possibilities for Greater Sudbury. Novita has built over 100 performing arts centres and consulted on more than 625 projects in the past 35 years. A description of what Novita is, a sample list of projects it has worked on, and a summary of the work prepared for Greater Sudbury is appended to this report as Schedule "A".

### **What Have We Learned?**

The Panel can report to Council on some very specific recommendations based on its activities to date, they are as follows;

### **What Should We Build?**

The Panel has determined that Greater Sudbury should build a Performing Arts and Entertainment Centre consisting of a multi-faceted theatre arts complex that reflects our unique community needs and our northern Ontario character. Approximately 1,800 seats is the recommended seating capacity. The theatre should be supported by a multi-faceted array of space to ensure its economic viability and the vitality of the downtown core. The Novita report addresses the specifics of an 1,800 seat theatre only. A detailed business plan will address this entire concept including seating capacity.

Our City has proudly honoured mining.  
 Our City has proudly honoured health care.  
 Our City has proudly honoured education.  
 Our City has proudly honoured science and technology.  
 The time has come to honour arts and culture and entertainment.

**The Panel submits the following concept:**

- That the city recognize the broad concept of "arts and culture districts" for the entire City of Greater Sudbury.
- That the city further investigate the concept of a performing arts and entertainment centre that includes both an 1,800 seat theatre component and community based spaces, thereby creating a project that is unique and authentic to our community and northern Ontario - and not a "stand alone" facility.
- That the performing arts and entertainment centre complex be developed as part of, and integral to, an arts and culture district in the downtown core.

**Where Should We Build It?**

The issue of where this facility should be located was considered by the Panel early on in the process. A consensus of stakeholders and Panel research supports a downtown Greater Sudbury location.

There is an opportunity to further invest in the quality of downtown Greater Sudbury through the development of this concept. The downtown location is supported by the City's own planning documents, and specifically the new Official Plan, which states,

*" Council will develop the Downtown as a creative district by promoting arts & culture, encouraging public art initiatives, and partnering with the non-profit sector and other levels of government. The development of a performing arts facility in the downtown core will be a key priority."*

**The Panel believes:**

- That the performing arts and entertainment centre and an arts and culture district be located in the downtown area.

**What is the Broader Community Impact of the Vision?**

The Panel feels that there will be both tangible and intangible community benefits derived from the development of a performing arts and entertainment centre and related arts and culture district with private sector spaces. It is important to note that these benefits will accrue to both Greater Sudbury and northeastern Ontario, further

reinforcing Greater Sudbury's place as the service centre for northeastern Ontario by solidifying the City as the regional arts and cultural destination of choice.

The performing arts and entertainment centre will provide the community with a modern facility within which we can celebrate and enjoy live performances. In the view of the Panel, the development of a supporting arts and culture district is a necessary feature of the complex. From a practical standpoint, this district as contemplated, will manifest itself as a physical and tangible area within our city. Within the district, the Panel envisions social and event space, boutiques, cafes, artists' teaching studios, productions space, public art, commercial space, and residential lofts among other things, developing in concert with the complex.

**The Panel believes:**

- **That the city has come of age, and that the arts and culture district concept can apply to all communities in the City of Greater Sudbury, and the performing arts and entertainment centre, and associated district proposed for the downtown, will help Greater Sudbury become an icon and symbol for the continued transformation of the city.**
- **That now is the time to continue to explore the next major defining dimension of our city - the performing arts and entertainment centre and the arts and culture district.**

**What Will It Cost?**

The report appended hereto as "Schedule A" provides a broad brush estimate on the anticipated cost of the development of a new complex of approximately 100,000 sq. ft. The total estimated cost of the project, in today's dollars, from land acquisition to opening night, is \$75 million. This is due to the complex nature of performing arts buildings and the requirements for superb acoustics, technical features and comfort attributes. The City's portion is expected to be significantly less than this amount.

The annual cost of running a large performing arts and entertainment centre is estimated at \$3 million. The panel knows from its research that there will be a net operating cost to the municipality. The amount of any operating shortfall will be determined by the business plan. It is anticipated that an operating shortfall can be reduced by endowment revenue, and other revenues including private sector opportunities and support to be identified in the detailed business plan and the arts and culture district plan.

**The performing arts and entertainment centre is estimated to have a development cost of \$75 million (+/-), and a gross annual operating budget of \$3 million (+/-).**

### **What the Community Said**

The Panel has recognized early on that engaging the community in this process was a vital component to arriving at the right decision for Greater Sudbury. With this in mind, the Panel has held public meetings demonstrating tremendous community support, interviews with key stakeholders, and informal interactions with community members, all of which reinforced the direction.

The panel has also attracted interest from citizens, groups and interested parties outside of Greater Sudbury. This has provided the panel a broader perspective on this concept and developed a more informed perspective on its value.

### **Next Steps**

#### **The Panel recommends:**

- **That Council authorize development of both a business plan for the performing arts and entertainment centre and an arts and culture district plan in order to demonstrate proof of the concept proposed - and, specifically revenue generating opportunities of both the theatre and community based components of the project.**

The Panel understands that it is necessary to fully engage the local arts and culture community, the private sector, and the broader community in the next phase. Issues regarding local access, governance, funding opportunities and relationships to the concept, among other matters, will be considered.

In this regard, the Panel feels that it is necessary for strong community engagement to occur over the next few months.

#### **The Panel believes and undertakes to ensure:**

- **That the community will be engaged in the detailed business planning described herein for both the performing arts and entertainment centre and the arts and culture district.**

Attachment is the NOVITA report as Schedule "A"

# Request for Recommendation Priorities Committee



## Type of Decision

Meeting Date	November 7, 2007				Report Date	November 1, 2007			
Decision Requested	<input checked="" type="checkbox"/>	Yes		No	Priority	<input checked="" type="checkbox"/>	High		Low
	Direction Only				Type of Meeting	<input checked="" type="checkbox"/>	Open		Closed

## Report Title

**Recreational Complex Advisory Panel's  
Vision for a Multi-Use Recreational Complex in the City of Greater Sudbury**

### Policy Implication + Budget Impact

This report and recommendation(s) have been reviewed by the Finance Division and the funding source has been identified.

### Recommendation

☒ Background Attached

Recommendation Continued

### Recommended by the Department Head


*C. Matheson*

Catherine Matheson  
General Manager - Community Development

### Recommended by the C.A.O.

*Mark Mieto*

Mark Mieto  
Chief Administrative Officer

Report Prepared By	Division Review
	
Réal Carré Director of Leisure Services	

**“If this project is ever going to happen, now is the time”**

The common message from nearly all participants who took part in the public consultation process —  
*Monteith Brown.*

**Background:**

The construction of a Multi-Use Recreational Complex was identified by current members of City Council as one of their strategic priorities. As such a Recreational Complex Advisory Panel was appointed by Council on February 28, 2007, with the mandate to develop a business and operational plan for a proposed multi-use recreational complex within the City of Greater Sudbury. The eleven members of the Panel are as follows:

Cory McPhee - Chair  
Councillor Jacques Barbeau - Vice-Chair  
Councillor Ron Dupuis - Vice-Chair  
John Arnold  
Lionel Courtemanche  
Anne Cryderman  
Peter Hellstrom  
Pam Hull  
Lisa Kivinen  
Carla Lacelle  
Dr. Darren Stinson

In an effort to fulfill their mandate, Panel members to date have:

- held regular meetings;
- undertaken site visits to other complexes in southern Ontario;
- held preliminary discussions with firms who have undertaken or facilitated public private partnerships;
- identified potential locations for the proposed facility;
- held a public input session (June 7, 2007);
- hired a firm to undertake a Feasibility Study;
- reviewed the findings of the Feasibility Study;
- agreed upon a vision for a Multi-Use Recreational Complex within the City of Greater Sudbury for the consideration and approval of Council.

## Feasibility Study

Through a Request for Proposal (RFP) process, the firm of Monteith Brown Planning Consultants was chosen to undertake a Feasibility Study on behalf of the Recreational Complex Advisory Panel and City Council. The terms of reference for the Feasibility Study specified that:

“The program elements of the multi-use recreational complex will be determined based on community and stakeholder consultation. The Feasibility Study will include options for program elements of the recreational facility, including a cost estimate for the construction of the facility, exploration of sources for grant funding, operating costs, and recommendation of potential partners from the private sector to invest in and/operate the facility.”

The entire Feasibility Study dated, November 1, 2007 is provided as an attachment to this report. It is important to note that the study was undertaken with extensive community consultation, which included the following:

1. Open public meetings
2. Community workshops for stakeholders
3. Interviews with the Mayor and Councillors
4. Interviews with key City staff
5. Input from Recreational Complex Advisory Panel

## Panel Vision

After careful review of the Feasibility Study, the Panel recommends that a Multi-Use Recreational Complex should be constructed within the City of Greater Sudbury with the following components:

- ❖ 3 NHL size ice pads & 1 Olympic size ice pad (signature rink to have seating for 1,200 spectators)
- ❖ Indoor leisure pool
- ❖ Multi-purpose space
- ❖ Restaurant
- ❖ Office/tenant space
- ❖ Change rooms for outdoor fields
- ❖ 2 lit grass multi-use fields
- ❖ 2 lit artificial turf fields (including an air supported dome for one of the fields)
- ❖ Multi-use trail
- ❖ Skate park
- ❖ Basketball court
- ❖ Playground
- ❖ Maintenance building

The Panel recommends that further consideration should also be given to the inclusion of a Gymnastics Centre if an appropriate partnership agreement can be developed.

Some of the rationale for the major components of the proposed facility is as follows:

### **Ice Pads**

The consultant's recommendation, based strictly on current and future needs, is for the development of a two ice pad facility. The Panel has recommended a four ice pad facility in recognition of the City's aging infrastructure (average age of arenas is 36 years). The Panel also felt that the other benefits of a four ice pad facility are the enhanced ability to attract and host both new and existing tournament play.

### **Indoor Leisure Pool**

An indoor leisure pool will serve and benefit residents of the entire City of Greater Sudbury. The exact elements of the pool will be determined at the design stage, but it will likely combine leisure pool amenities (slides, beach entry, etc.) with three 25 metre swim lanes and a small whirlpool / therapy tank.

### **Multi-Use Fields**

The needs assessment portion of the Feasibility Study indicates that the City of Greater Sudbury requires an additional twenty multi-use outdoor fields based on current use/demand. Given likely site constraints, the consultant recommended that the new facility provide for three grass multi-use fields and one artificial turf field.

The Panel has decided that given the shortage of fields and the condition of existing fields that their recommendation for the proposed facility is two grass multi-use outdoor fields and two artificial turf fields. The inclusion of an additional artificial turf field will accommodate almost 50% more usage than a similar grass field.

### **Capital Costs**

The total capital costs associated with the above noted Panel recommendations are 55.9 million dollars. A break down of costs associated with each individual facility component is provided in the Feasibility Study. Please note that the 55.9 million dollars does not include costs of site acquisition (if required), preparation or servicing.

### **Operating Costs**

The estimated net annual operating cost for the entire Panel recommended facility is 584,607 dollars in year one, rising to 655,840 in year five. Details of estimated financial performance by each individual facility component is provided in the Feasibility Study. Please note that this amount does not include provisions for a capital reserve.

### **Site Selection**

Panel considerations for the possible location of a Multi-Use Recreational Complex have been guided by the City of Greater Sudbury's Parks, Open Spaces and Leisure Master Plan (2004). Therefore, the options considered to date have primarily been along the LaSalle or Notre Dame corridors (considered the geographical centre of the City) and the existing Countryside Arena site.

Preliminary analysis of multiple sites in these two areas has generated estimates for site preparation, development and servicing costs that range from four to sixteen million dollars. Further technical analysis is necessary to provide a greater level of certainty in these preliminary estimates.

### **Next Steps**

The Panel recommends that the next steps in development of a Multi-Use Recreational Complex include:

1. More detailed technical analysis and investigation of potential sites;
2. Further investigation of opportunities for public/private partnerships;
3. Visits to and discussions with staff of recently built Multi-Use Recreational Facilities to identify best practices;
4. Preparation of a capital financing plan; and
5. Development of an operational plan that takes into consideration the impact of a new Multi-Use Recreational Complex on existing recreational facilities.