



MULTI-USE SPORTSPLEX FEASIBILITY STUDY and BUSINESS PLAN

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ACKNOWLEDGEMENTS

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1.0 INTRODUCTION

1.1 OBJECTIVES

This report fulfills the engagement of Colliers Development Solutions Inc. (Colliers, formerly MHPM Development Solutions) for the Multi-Use Sportsplex Feasibility Study and Business Case. The objectives of this study were to:

- Determine the need for, and feasibility of, a multi-use Sportsplex
- Determine what recreation and wellness facility components should be included;
- Assess the potential partnerships with other organizations;
- Assess the business case for development of a Multi-use Sportsplex;
- Define an operating plan for the major components of the facility, including part time staffing for programming and maintenance in conjunction with operations of the existing arena.
- Provide a financial plan including revenue and operating cost estimates and proposed fees.
- Provide a marketing strategy and plan for entry of the facility, integration with marketing of other Town facilities, and marketing of other events.
- Provide an implementation plan suitable for securing public and private sector financing

1.2 METHODOLOGY

The methodology for this study included the following major components:

- Interviews with identified sport organizations and potential partners;
- A public open house including presentation of potential components and a survey of use and preferences for future facilities;
- A review of the local supply of similar facilities;
- An analysis of the space requirements for potential uses, options for the spaces to be included and the capabilities that would provide;
- Research and development of a strategic partnership plan;
- Development of conceptual design options to assess the capacity of the site;
- Development of order of magnitude cost and schedule estimates based on the preferred design option;
- Development of a business plan including:
 - An operating plan showing projected operating hours, and estimated staff requirements considering integrated operations with the existing arena;
 - A marketing plan to define the steps necessary to achieve the projected revenues;
 - A financial plan showing proposed fees, operating revenues, projected operating costs, one-time grant/sponsorship/fundraising opportunities, and funding required from the Town – whether supported by operations or funded from other Town sources;
 - An implementation plan identifying the required next steps for implementation.

1.3 OVERVIEW

There is strong demand for a Multi-use Sportsplex attached to the Tecumseh Arena. In particular, there are no available indoor playing surfaces in the region larger than 110' x 230', which limits the ability to

have indoor baseball infield practices or full sized soccer games. There are also insufficient turf facilities with several sports organizations indicating that they cannot rent all the time they seek to obtain.

This Multi-use Sportsplex appears to be viable in one of two options:

- Option 1: Town Funded Development – in which the Town funds \$15.9M of the development cost of which \$12.5M is from tax supported debt, \$3.5M from debt funded by operations and the balance of the project cost is from sale of naming rights and fundraising.
- Option 2: Grant Supported Development – in which the Town receives 50% of the project cost from senior governments, reducing the Town’s contribution to \$7.1M of which about half is funded from operations and half is tax supported.

The options are summarized in Table 1.2.1 below.

Table 1.2.1 – Summary of Funding Required for Options		
	Option 1	Option 2
Grant funding from other levels of government	-	\$8.82M
Debt funded from operations	\$3.48M	\$3.48M
Naming rights and fundraising	\$1.70M	\$1.70M
Contribution from other Town sources	\$12.45M	\$3.64M
Total Project Funding	\$17.63M	\$17.63M

This study included a sensitivity analysis to determine the potential risk of investment in a Multi-Use Sportsplex. There is significant uncertainty in the potential revenue and thus is it possible that the debt funded by operations could be as little as \$1M and as much as \$7.8M with a corresponding effect on the requirement for tax supported debt.

If the proposed Multi-use Sportsplex is acceptable in principle, the following next steps are recommended to progressively refine the business case and project definition.

Table 1.2.2 – Summary of Next Steps
Confirm the revenue potential
Conduct a geotechnical analysis
Prepare a survey of site and servicing conditions
Determine construction deliver approach (DBB vs DB)

CONFIRM REVENUE POTENTIAL

This study will include the next round of discussions with groups interviewed (including sports groups and L'Essor) for this report to establish the potential range of hours that would be used for the proposed fee structure. It should also extend the consultations to other potential user groups, some identified in this report, and others that may be identified, to determine interest. With this information, the Town should be able to develop a pro-forma rental schedule and determine the range of potential rental revenue with greater certainty. Further, the Town should explore its potential to launch new programs using the spaces available in the Multi-use Sportsplex.

GEOTECHNICAL ANALYSIS

The designer and contractor will require an understanding of the sub-surface soil conditions in order to develop a design for the facility. This investigation will drill boreholes to extract core samples of the soil in several sample locations in the area of the proposed building to determine potential soil conditions and bearing capacity.

SURVEYS

The designer and contractor will also require a survey to ensure that the design fits on the site and matches site grades in an appropriate way. The survey should identify lot boundaries, building footprints, grades and drainage patterns, as well as any overhead or underground utilities. This information will give greater certainty for site servicing costs.

CONSTRUCTION DELIVERY APPROACH

In the past the Town has constructed projects in a conventional approach, referred to as **Design-Bid-Build** where the Town hires an architect to **Design** the facility, tenders the design and receives **Bids**, and then hires a general contractor **Build** the facility. This approach is effective but may not result in the most economical construction, may take longer, does not define the price until after bids are received, at which point it is expensive to re-design the project if it is over-budget. An alternative approach, referred to as **Design-Build**, has been used with success on many recreation projects. It entails developing an Owner's Statement of Requirements and acquiring an architect/contractor team to design and construct the project. The Town should analyze the strengths and weaknesses of each approach to determine which delivery model will be most effective in this case.

2.0 FEASIBILITY STUDY

2.1 NEEDS ASSESSMENT – SPORT GROUPS

Colliers assessed the probable demand through a set of interviews with sports groups in the Tecumseh area. We found that there is a demand for indoor field space that is not met by current facilities in the area with respect to the kind of facilities, the availability of time in the facilities and the cost of facilities.

Group Name	# Members	Demand	Timing
McAuliffe Park Recreational Women's Softball League McAuliffe Park Sports	900	None	N/A
PowerTech	N/A	Moderate	Off-Peak
St. Mary's Park Recreation Committee	600	None	N/A
Tecumseh Minor Baseball Association	400	Moderate	Peak
Tecumseh Shoreline Minor Hockey Association	800	Low	Peak
Tecumseh Soccer Club	1,200	High	Peak
Tecumseh Thunder Baseball Club	102	Moderate	Peak / Shoulder
Windsor Ladies Expos Fastball	80	Low	Peak

The highest level of demand comes from the Tecumseh Soccer Club which identified that it cannot obtain the amount of indoor time necessary to meet its demands, and forecasts a demand for a turf field for most of the potentially available peak time (6 – 9pm on weeknights and all day Saturday, with possible adult leagues in the evening).

Demand from baseball clubs (Tecumseh Minor Baseball Association and Tecumseh Thunder Baseball Club) is for the type of space rather than the quantity. For baseball a field that is at least 120 ft. wide is required to run an indoor infield practices. There are no local facilities that provide this kind of space.

PowerTech is an existing partner organization at the Tecumseh arena and expressed interest in additional facilities to extend its elite training capabilities.

2.2 NEEDS ASSESSMENT – PUBLIC INPUT

A public open house session was held at the Tecumseh Arena on January 27, 2016 to present the concept of the Multi-Use Sportsplex and obtain feedback. The open house session was publicized in print and on the radio. Turnout was strong with a steady stream of visitors throughout the open house hours of 5:30 – 8 pm.

All people attending were invited to complete a short survey to capture demographic information, past use of similar facilities, priorities for this facility and preferred approach to funding the facility. The survey responses are summarized here:

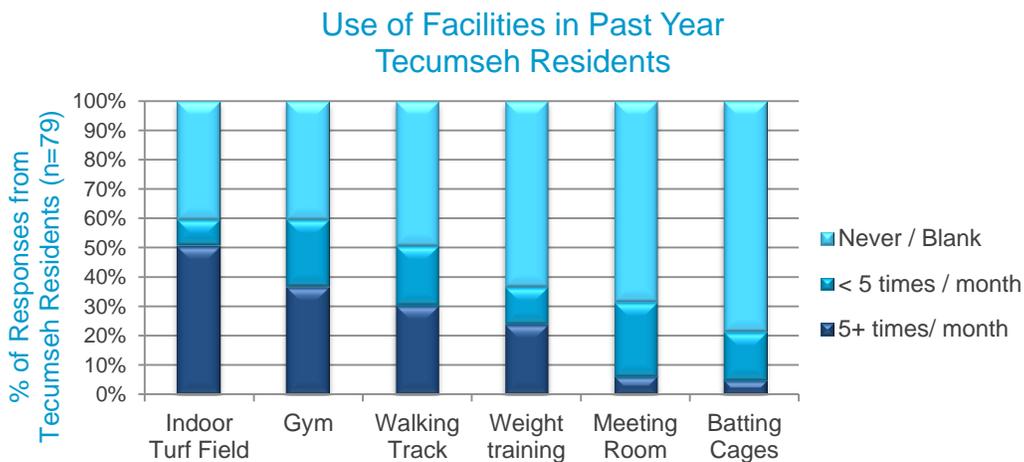
RESPONDENT DEMOGRAPHICS

The following demographic summary confirms that people that attended the open house were representative of the target population, although it would have been desirable to get a greater turnout from seniors.

Question	Option	% Response
Residence	Tecumseh	68%
	Lakeshore	22%
	Other	10%
Age of respondent	Under 25	13%
	25 – 40	14%
	40 – 64	66%
	65+	8%
Family size	1	12%
	2	16%
	3	25%
	4	24%
	5+	20%

RESPONDENT USE OF SIMILAR FACILITIES

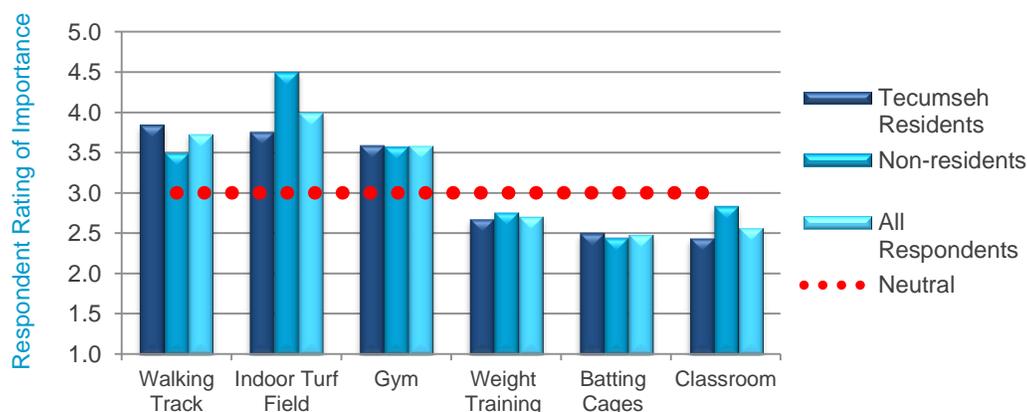
Of the respondents residing in Tecumseh, more than half have used an indoor turf field, a gymnasium or a walking track in the past year, with heavy use of indoor turf fields (50% 5 times a month or more) and a gymnasium (35% - 5 times a month or more).



PRIORITIES FOR ALLOCATION OF FUNDS

In response to our question about where they would put priorities for allocation of funds we were surprised by the differences between Tecumseh residents and other.

Priorities for Allocation of Funds - by Residence



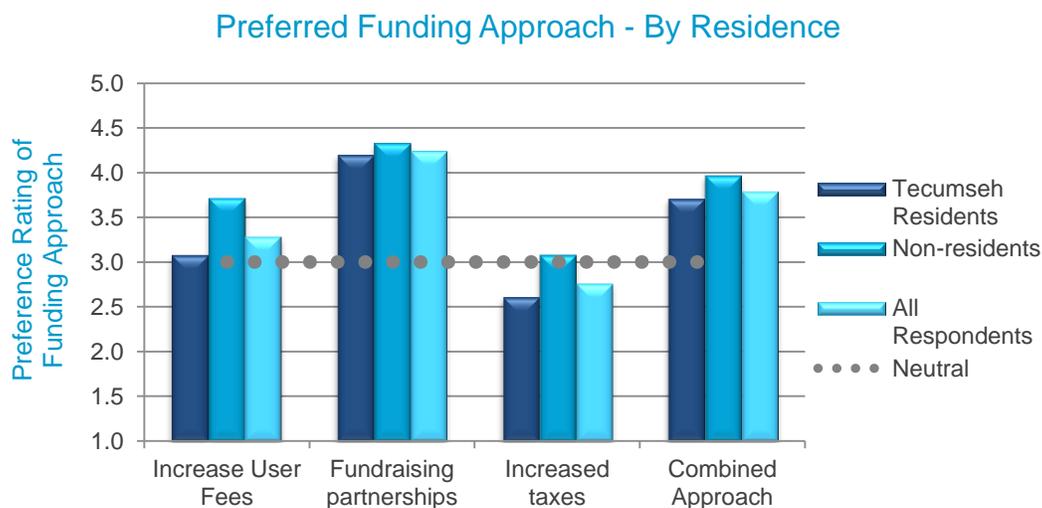
Key insights from this include:

- Tecumseh residents put a higher priority on a walking track than non-residents, and give this feature a marginally higher priority than any other feature. It is noteworthy that the importance of the walking track is much higher than the history of use in the past year. This identifies the potential for respondents to increase their activity level if the facility existed.
- Tecumseh residents identify a multi-sport artificial turf field as a high priority. Interestingly, non-residents give it a higher priority which indicates that there is likely to be significant demand for the facility by residents of surrounding municipalities.
- The provision of a gymnasium was rated as one of the more important features of a new multi-sport facility. This was supported by comments that sought the use of the gym for activities such as basketball, volleyball and pickleball.
- Residents and non-residents both put relatively low priority on batting cages, pitching lanes and a weight room. This appears to indicate that interest in the recreational sports opportunities is stronger than interest in facilities for specialized and elite sports.

PREFERRED FUNDING APPROACH

When asked to evaluate their preferred approach to funding a new facility there was an overwhelming desire to maximize the potential benefits of fundraising partnerships. A number of individuals commented that they wanted to see the facility actively used at all times of day and they saw partnerships as a way of achieving that. Tecumseh residents were less willing to accept increased user fees than non-residents which suggests that a differential user fee may be tolerated. Not surprisingly, residents were less willing to pay for the facility through property taxes than non-residents. However, the degree of opposition to increased taxes was weaker than has been seen in other municipalities for similar projects.

The reality is that partnerships are likely to fund only part of the cost of the facility and thus some combination of funding approaches will be required.



2.3 NEEDS ASSESSMENT – SUPPLY

The business case for a new facility depends on whether other operators in the private or non-profit sectors are able to provide similar facilities. The facilities listed in table 2.1.3 were identified as having the potential to meet demand because they are used to some degree by the sports organizations that were interviewed. The sports groups interviewed indicated that they were unable to access as much time as they would like at any of the facilities during the winter season. A sample call to the Dominion Golf Dome in February indicated that new bookings before 10pm on Mondays or before 11pm on other weeknights were not available.

Project Value	Size	Type	Amenities	Rental rate
L'Essor High School	6,000sf (tbc)	Gym	Batting cage, nets	
Riverside Minor Baseball Association		Gym	East – 2 batting cages West – gym	\$75/hour
Top Player Athletic Training Facility		Gym	1 batting cage (poor condition) 1 pitching lane (too short) Infield workout area	\$10/person drop-in
Dominion (Golf) Dome	110' x 230'	Turf	Golf dome	\$160/h
Libro Credit Union Complex, Amherstburg.	85' x 200'	Turf	Indoor soccer field (netting against track limits hitting)	\$127.84 after 6pm \$117.34/h before 6pm
Central Park Athletics	80' x 220'	Turf	6 batting cages	\$111.60/h
Novelletto Rosati Complex	100' x 205'	Turf	Soccer field, 50' x 100' gym	\$160/h

Based on this analysis, and the demands of local sports groups, there appears to be insufficient local supply of indoor field space to meet either the peak or shoulder demands. Perhaps equally important, the facilities available are not ideally suited to the needs of some local sports groups.

2.4 NEEDS ASSESSMENT – SPACE REQUIREMENTS

Based on the requirements of sports groups, preference of the public and competing facilities, the following represents a summary of the minimal and desired program of facilities, followed by detailed discussion of the requirements.

Table 2.1.4.1 – Space Requirements				
Space	Option 1 – Basic Requirement		Option 2 – Ideal Solution	
	Dimensions	Area SF	Dimensions	Area SF
Multi-Sport Turf field – playing surface	150' x 300'		210' x 330'	
Multi-Sport turf field – including play-out area	170' x 320'	54,400	230' x 360'	82,800
Gymnasium	58' x 86'	4,472	62' x 110'	6,820
Walking track over soccer area	+/- 275m		+/- 330m	
Walking track over soccer and gym area	+/- 330m		+/- 400m	
Weight area	20' x 30'	600	30'x30'	900
Pitching lanes	2@ 12 x 75	1,800	3@ 12 x 75	2,700
Batting cages	2@ 12 x 55	1,320	3@ 12 x 75	2,700
Divisible seminar/training room (divides into 3)	30 x 60	1,800		1,800
Large seminar/training rooms	4 @ 25x35	3,500		3,500
L'Essor Soccer Academy	2 @ 25 x 35	1,750		1,750
Partner offices		1,000		1,000
Change rooms	2 @ 20 x 30	1,200	4 @ 20 x 30	2,400
City storage (accessed from outdoors)	25 x 25	625		625
Washrooms accessible to skate park / Town square (assume	2 @ 8 x 8	130	3 @ 8 x 8	200

MULTI-SPORT TURF FIELD

Considered the core function of the proposed facility, the turf field can be used for a wide variety of outdoor field sports including: soccer, baseball, football, golf, ultimate, rugby, field-hockey, etc. Most of these sports are prepared to play indoors with modified rules to accommodate the space available. Modifications to the game may include dead-ball rules when a ball hits the structure and reduced numbers of players on the field to avoid over-crowding. Other adaptations include running a partial game – such as a baseball infield drill. The table below shows the key dimensions for the major field sports and identifies which can be accommodated in each of the Options. While Option 1 does not accommodate the full field of play for many sports, a modified version of almost all sports could be accommodated. Option 2 accommodates a greater range of activities and will accommodate more participants in each time slot.

Sport	Dimensions	Accommodated in		Comments
		Option 1	Option 2	
Soccer – FIFA minimum Standard	150' x 300'	✓	✓	1 – 11v11, 3 – 7v7, 4 – 4v4 (U6), 7 – 4v4 (U4-5)
Soccer – FIFA International standard	210' x 330'	✗	✓	
Baseball – infield practice – 90' base path	150' x 150'	✓	✓	Two concurrent
Softball – infield practice – 60' base path		✓	✓	Two concurrent
Football (CFL – not including end zones)	195' x 330'	✗	✓	Excludes end zones
Rugby	230' x 328'	✗	Modified	Excludes end zones
Lacrosse	180' x 330'	✗	✓	
Ultimate – USA Ultimate	160' x 360'	✗	✓	Includes end zones
Ultimate – American Ultimate Disk League	120' x 360'	✗	✓	Includes end zones

GYMNASIUM

There is a demand for a gymnasium from a number of interests that appears to justify a double gym. The sports groups saw value in having gym space to supplement their training programs for general fitness and for alternative sport variation. There was also interest among the seniors present at the open house for space for pickleball, and by others for space for badminton and volleyball. The L'Essor academy and private academies would make use of the gym as part of their training regime. While public school gyms could meet these needs and the rental cost is low, there is a significant custodial operating cost that is borne by users. Further, there is significant value in having the gym as a complement to the ice and turf uses. Finally, currently available school gyms are not well-suited to leagues like pickleball because they do not allow for sufficient spacing of courts.

Sport	Dimensions	Accommodated in		Comments
		Option 1 58' x 86'	Option 2 62' x 110'	
Junior Basketball	42' x 74'	✓	✓	
Professional Basketball	50' x 94'	✗	✓	
Volleyball (net is 36' long)	30' x 60'	✓	✓	If gym is increased to 74' wide, it could accommodate 2 courts – adds 1,320 sq. ft.
Badminton (net is 20' long)	20' x 44'	✓(3)	✓(4)	
Pickleball (net is 22' long)	20' x 44'	✓(3)	✓(4)	

WALKING TRACK

Because the walking track is integrated with the balance of the facility, the scope of the walking track will depend on the size of the rest of the facility. Ideally the track will have a length that is a multiple of 1,000m and thus care will be needed in the integration. Option 2 appears to have better potential in this regard, aiming for a 333m lap length or 3 laps per km. The corner radius that can be accommodated is another

key dimensional element of the track because this defines the potential running speed. The greater the radius, the greater the range of possible uses for the track.

PROGRAM SPACES

The Town has indicated an interest in providing additional recreational programming. Many other municipalities have constructed multi-purpose program rooms, similar to a classroom, that can be used for a wide variety of recreation programs. These spaces are also generally made available for rental to groups. A few sports groups indicated that they would make some use of programming spaces for blackboard strategy sessions and video review. This type of space would also suit the needs of L'Essor Academy programs and other potential private schools as a complement to the athletic offering.

SPECIALIZED SPORT TRAINING SPACES

Several sports organizations identified a requirement for sport-specific and general conditioning training. The baseball organizations seek pitching lanes and batting cages. These facilities can be incorporated into the open turf area. Batting cages are available as drop-down nets that can be deployed for specific practices. Pitching lanes are available as drop-down nets or as nets that can extend from a wall. In both cases, the sport-specific facilities can be deployed as needed and would not interfere with other uses of the facility.

For baseball and other sports, there is interest in a walking/running track to be used for cardiovascular training. It will be important to ensure that the corner radius is large enough to achieve sufficiently fast lap times. All sports organizations also indicated an interest in having basic weight training with a focus on free-weights and no interest in exercise machines.

2.5 STRATEGIC PARTNERSHIP PLAN

2.5.1 Partners

Based on interviews with stakeholders and potential partners and based on industry trends observed at similar facilities in the region, there appear to be a number of potential partners that could be engaged in several different ways. For the purpose of this analysis, we identify three categories of partners: capital partners that can contribute capital funding in return for access to space, partners that can commit to long-term use of the facility during non-peak times, and sponsorship/naming rights partners.

The identities of some potential partners cannot be included in this report to protect the privacy of business strategies. Similarly, the amounts of potential individual contributions are also not specifically identified, although we present a range of potential contributions. We note that at this early stage there is uncertainty in partner capital funding and thus, while the preliminary design has included elements that would be used by capital partners, these elements have been designed so that they could be removed if funding does not materialize. The finalization of the scope of the project will proceed in an incremental manner with negotiations with potential partners.

Table 2.2.1 – Potential Partners			
Potential Partner	Partner Type	Time of Use	Identified Scope
Tecumseh Soccer Club	Capital	Peak	Increased size of indoor field
PowerTech	Capital / Long-Term User	Peak/Off Peak	Increase size of weight room. Space for skating treadmill
Private sport school	Capital / Long-Term User	Off-Peak	Use of field and gym and additional meeting/seminar rooms, could be sole use based on capital contribution or lease.
L'Essor Academy	Long-Term User	Off-Peak	Use of field and gym and additional meeting/seminar rooms
Private Coaches	Long-Term User	Off-Peak	Use of specific facilities for one-on-one coaching, such as batting cages, pitching lanes, conditioning.
Corporations	Naming Rights	None	Signage typically by sponsor

TECUMSEH SOCCER CLUB

The Tecumseh Soccer Club has a strong and growing membership and appears to have the ability to make use of a significant amount of the indoor facility capacity during peak demand periods. In other municipalities, soccer organizations have sought to provide for their own facilities, sometimes with municipal support through the provision of land for the facility and sometimes through financial contributions.

For example, Guelph Soccer entered into an agreement with the City which provided land and contributed to the cost of grading the field. Guelph Soccer constructed the dome and installed the turf. The exact deal was complicated but it appears that Guelph Soccer may have contributed about \$1M in cash and a holding entity carried a loan of \$900k from the City. The deal has been problematic because expectations for summer rentals of an un-airconditioned facility were excessively optimistic. Considering that Guelph Soccer is about three times the size of the Tecumseh Soccer Club, a contribution of between \$250k and \$500k might be achievable.

POWERTECH

PowerTech currently leases space at the arena for advanced hockey training. They rent the rink for some sessions and have a sole-use space used for weight and strength training, skills development (a shooting cage) and technique/conditioning (a skating treadmill). Having this private sector operation in the Arena facility provides a valued complement to the sports development objectives of the City. It allows athletes access to additional development opportunities in the same location as their regular team practices. This facility also gives opportunities for local youth to meet, and be inspired by, the professional athletes attracted to PowerTech.

PowerTech has indicated that it seeks a facility to accommodate the skating treadmill in a purpose-built room. Such a room would need to be about 25' x 25' or 625 sq. ft. The contribution of capital or a lease that would allow the Town to cover capital costs would be expected.

PRIVATE SPORTS SCHOOL

In the area surrounding Tecumseh, there are several private schools that provide a small class experience coupled with a strong athletic development focus. Some operate only at a high school level but others operate at the elementary and middle-school levels.

Such private sports schools have great potential as partners for a Town-operated Multi-use Sportsplex. These schools would typically require access to an ice surface and indoor field to support the athletic component of their curriculum. It would be cost prohibitive for a small school to construct private facilities that would stand idle on evenings and weekends. The daytime demand for facilities is complementary to the Town's needs, which peak in early evening and on weekends. To make a Multi-use Sportsplex more effective for these potential partners, one or more program rooms could be provided that would serve as school classrooms during the day and for recreation programs or community meetings in the evening.

As with PowerTech, an arrangement for sole use of the space would require that the incremental capital cost and operating costs are covered through a combination of capital contribution and lease revenue. For shared-use spaces such as a program room that is used as a classroom during the day, a rental fee could be arranged. Similarly, a discounted rental rate for the field would add important revenue at a time when the field would be otherwise under-used.

For the purpose of this analysis, we have assumed a grade 1 – 12 private school with 10 students per grade for grades 1 – 8 (four split classes) and 20 students per grade for grades 9 – 12. We have assumed that half of the classes and a small office/staff lounge would be sole use and the other spaces would be available for programs after school hours. Such an arrangement would require about 3,500 sq. ft. sole use space and would require a contribution of \$600,000 - \$800,000 or an equivalent lease.

L'ESSOR ACADEMY

L'Essor currently operates a successful hockey academy that uses the one rink and a program room for classroom sessions on weekday mornings. L'Essor has expressed interest in running a similar program focused on soccer. From preliminary discussions, it appears that the expected demand could be double the demand for the hockey program, with two classes on the field at any time and two classes in a classroom. We understand that L'Essor would not be expected to contribute capital but could develop an mutually beneficial long-term program at the facility. The financial contribution of L'Essor is expected to be proportionate to the existing approach for hockey.

PRIVATE COACHES

In the course of several interviews, it was noted that there are a number of coaches that offer one-on-one sessions with athletes aspiring to improve or even to prepare for elite level of play. This type of coaching requires a facility in the same way that PowerTech operates. We understand there is significant demand for access to batting cages and pitching lanes with potential for use of other facilities for general conditioning and specific strength and agility training. These private coaches are not expected to contribute capital, but could represent a significant on-going demand for the facility.

NAMING RIGHTS

It is now common for municipalities to obtain additional revenue by selling the naming rights to recreational facilities. Depending on the scale of the facility, the strength of local sponsors and the time

period for naming rights, municipalities have achieved contributions in the range of \$250k to \$750k for naming rights to facilities of this scale. The Town could expect to raise \$400k - \$500k for naming rights.

DONORS / FUNDRAISING

Community fundraising programs are often used as a way to finance recreational facilities without affecting the tax base. The success of fundraising programs depends on the ability to get well-connected local supporters engaged as campaign chairs or directors. These supporters may come from the sports community. The most effective supporters often come from the private sector in the form of business leaders who may make sizeable donations and have the ability to use their own networks to raise additional funds. With a well-organized fundraising strategy and campaign, the Town of Tecumseh could expect to raise between \$500k and \$2M.

2.5.2 Partnership Planning

As noted above, the development of partnerships is an iterative process that continues beyond including the input received in this feasibility study and business case. On Town approval of the business case, this study can be used in different ways to advance negotiations with different types of partners.

Table 2.2.2 – Partner Strategies		
Type of Partner	Contribution (\$M)	Identified Scope
Capital Partners	0.5 – 1.0	Pre-approval commitment to capital contribution or present value of lease
Long Term Users		Present value of pre-approval expression of interest to pay rent
Naming Rights	0.4 - 0.5	Post-approval capital contribution
Donors/Fundraising	0.5 – 2	Post-approval contribution to additional scope
	\$1.4M - \$3.5M	

CAPITAL PARTNERS

For potential capital partners, the process to formalize the relationship would proceed in parallel with the facility design process which proceeds through Schematic Design, Design Development and Construction Document Preparation, and then construction. The agreements would typically proceed in the following stages:

- The facility concepts described in this study would be used in discussion with potential partners to allow them to visualize how their objectives can be achieved in the facility;
- The potential partners would develop their own business plans aligned with this vision;
- The potential partner would enter into a Memorandum of Understanding to document how the parties intend to work together to realize the facility, including preliminary terms such as the amount of space, whether it is sole-use space or shared-use space and either an order-of-magnitude identification of potential contribution or the parameters to define such a contribution;
- If the potential partner intends to debt-finance its capital contribution, its lenders may require some form of security over the assets. This could be in the form of a lease and would need to be negotiated between the Town, the potential partner, and the lender.
- Based on this documentation, Town Council would give approval to include the potential partner in the Schematic Design process.

- During the development of the schematic design the Town and its potential partners would negotiate the final terms of the agreement.
- At the time schematic design is completed, the potential partner and Town would execute a formal agreement, which would include provisions for the normal adjustments that occur during the development of the design.
- The partner would participate in Design Development review and sign-off.
- Involvement in the project is limited during the development of Construction Documents and construction leading up to move-in.

It is essential to have agreements in place before the design progresses beyond Schematic Design because it becomes progressively more expensive for the Town to adapt to changes or to remove the customizations for the partner after Schematic Design.

LONG TERM USERS

The arrangements with potential long term users are generally less formalized than for capital partners, but also occur in the earliest stages of the project. Using this report and the facility concepts presented here, the Town should negotiate with these users to define expectations for times of use and fees. This negotiation may take several iterations as each party applies the use and fees to formalize its business model. Each party will need to obtain formal internal approval of the parameters for the business cases prior to entering into a memorandum of understanding or commitment letter.

After approval by each party, the next stage is for the Town to develop a detailed project plan on the basis of which the long term user will start to develop and promote its program. For example, L'Essor needs to have a firm opening date before it can advertise to attract students and plan to hire teachers and coaches necessary to run a soccer academy. If the planned date is missed the soccer academy program would suffer significant harm that may hamper its ability to grow. On the other hand, a plan that has completion a long time before the start of term would leave the Town without revenue for a considerable part of the first year.

NAMING RIGHTS

The pursuit of a sponsor for naming rights cannot begin until after approval of the project by the Town, and will benefit significantly by having promotional images of the design that are typically only available after the completion of Schematic Design. It is not unusual for the pursuit to take several years and thus facilities are often not named until after they have been completed and opened. Where the pursuit can be advanced, the naming sponsor derives significant additional one-time exposure from being associated with the facility when it first opens. The Town should develop a structured fundraising program to maximize the value achieved.

COMMUNITY FUNDRAISING

There are several different strategies for developing community fundraising campaigns, each has its own advantages.

- Some communities expect grass-roots community fundraising to lead municipal commitment to a facility, with an expectation that the community will raise a portion of the cost before the facility is approved. If this approach has been used in the past and the value of the community contribution can be achieved in a year or two this can be effective. If the solution is farther in the future it is

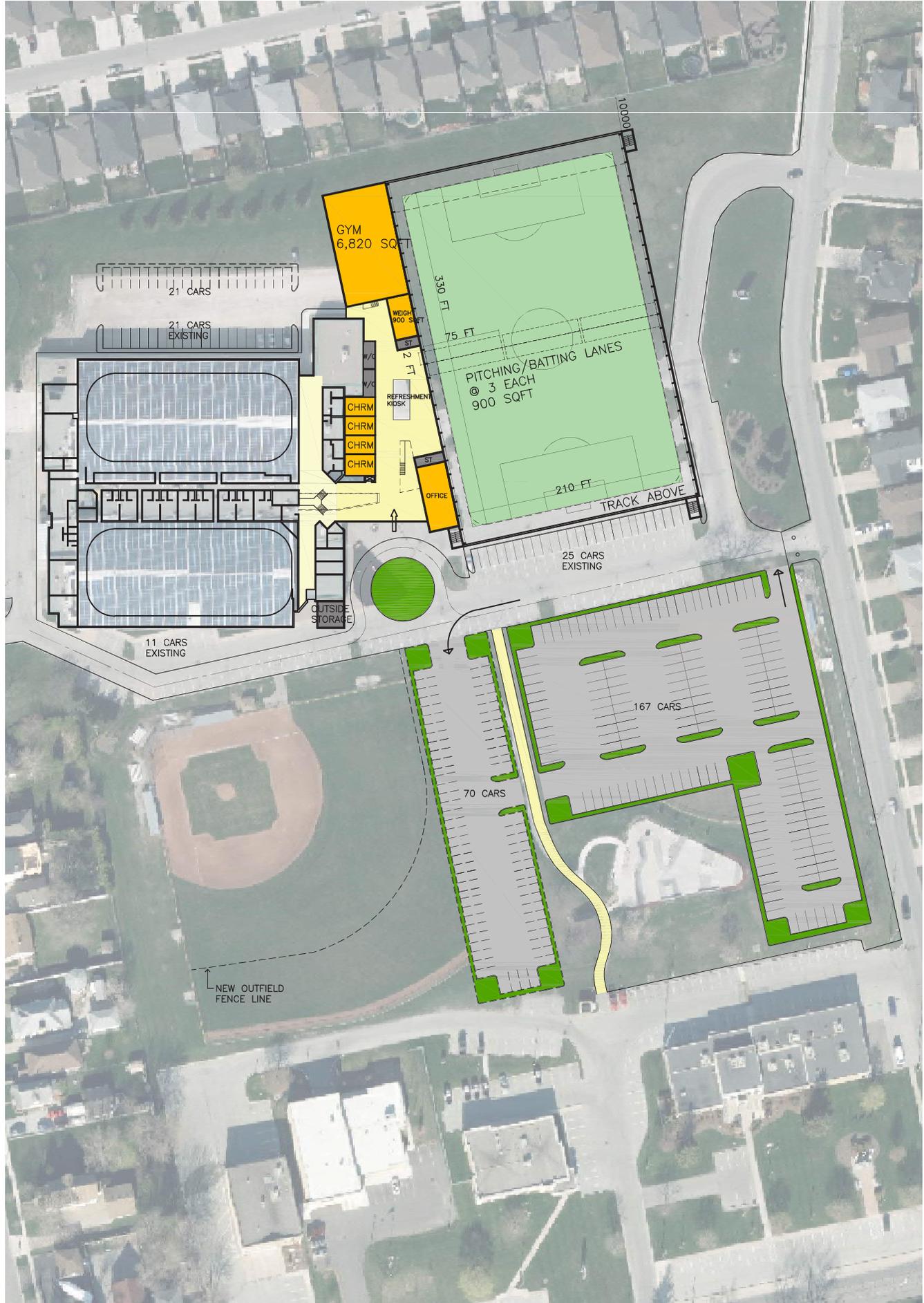
hard to maintain interest and people will question what happens to the funds raised if the facility does not proceed. This approach is therefore most effective when the amount to be raised is small, such as for creation of a single baseball diamond. This approach can be effective at raising \$200k - \$500k.

- Other communities take a municipal-led approach to fundraising, engaging fundraising expertise. The strategy of most professional fundraisers is to undertake a quiet campaign to attract a small number of lead donors, who will usually be targeted for about 80% of the total fundraising goal. When the quiet phase target has been reached, the approval is typically announced and the public phase begins, with announcement of the lead donors and a wide appeal for smaller donations to complete the fundraising. This approach is most commonly used because it is effective. This approach could be used to raise \$500k – \$2M, starting before approval
- Finally, other communities take an approach of seeking community fundraising after the project is approved. In some cases approval is contingent on an assumed fundraising goal with the City paying up front, borrowing from reserves, and seeking to recover a portion of the cost. This strategy is often less than effective because there is little motivation to contribute to a fundraising campaign for a facility that is already built. Where fundraising targets are not met, the municipality usually accepts some level of failure and covers the costs. This approach can be effective if the fundraising is tied to delivering added functionality that is not delivered in the approved program. In a facility like this, it might include fundraising for drop-down pitching lanes and batting cages, or for equipment for a free-weight area, or upgraded quality of turf. The ability to raise funds is related to the cost of additional scope elements and might be in the range of \$200k - \$500k.

If the Town has the time, a Town-led fundraising approach would be most effective. However, if the Town is interested in proceeding quickly, efforts should be directed to identifying additional scope that can be added based on fund-raising.

2.6 CONCEPTUAL DESIGN

See separate documents attached.



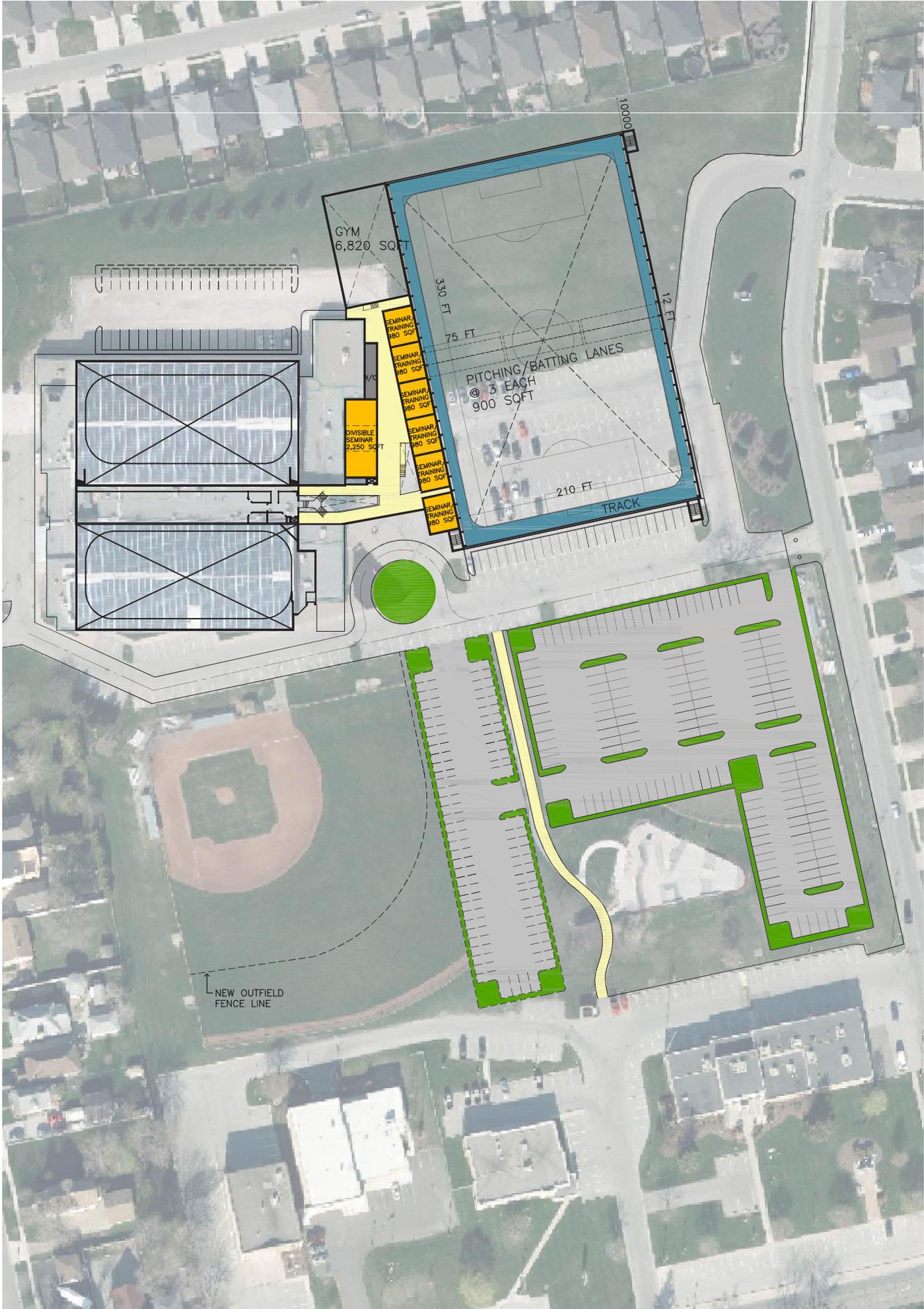
OPTION 1



THE CORPORATION OF THE TOWN OF TECUMSEH
 TECUMSEH SPORTSPLEX
 GROUND FLOOR PLAN

2016 - 04 - 14

CS&PArchitects



OPTION 1



THE CORPORATION OF THE TOWN OF TECUMSEH
 TECUMSEH SPORTSPLEX
 SECOND FLOOR PLAN

2016 - 04 - 14

CS&PArchitects



OPTION 2



THE CORPORATION OF THE TOWN OF TECUMSEH
 TECUMSEH SPORTSPLEX
 GROUND FLOOR PLAN

2016 - 04 - 14

CS&PArchitects

2.7 COST ESTIMATE AND SCHEDULE

2.7.1 Cost Estimate

The order of magnitude estimate of project costs includes the following:

Table 2.4.1 – Order of Magnitude Cost Estimate			
	Quantity	Unit cost	Extended cost
Pre-engineered building - all inclusive	84,240 sf	125	10,530,000
Concrete block building, priced as a school	20,500 sf	200	4,100,000
Parking and site works	40,000 sf	5	200,000
Ball field replacement			250,000
	104,740 sf	140	15,080,000
Furnishings, Fittings and Loose Equipment			250,000
Subtotal Project			15,330,000
Construction Contingency and Inflation Adjustment		5%	770,000
Subtotal expected construction and FF&E costs			16,100,000
Architect		9%	1,449,000
Permit			0
Legal			30,000
Survey			30,000
Geotechnical			25,000
Minimum Recommended Budget		\$168	\$17,634,000
Potential Costs and Sources of Funds			
Project management services			
Additional scope of work			
Grant funding from other levels of government			
Naming rights and fundraising			

This estimate is based on the following assumptions:

- Costs of construction are at the low end of the range of probable costs;
- The costs of the pre-engineered building includes foundations, slab, playing surface, walking track, lighting, air conditioning and sprinklers and is estimated at \$125 - \$135/sf;
- The costs of the concrete block building is estimated at \$200 - \$260/sf which is the typical range of costs for a school – considered to be equivalent to the level of construction required here;
- Servicing can be brought in from St. Jacques Street or from the existing arena;
- Subgrade conditions are conventional;
- The construction contract is awarded in late 2017 (additional escalation would apply if the execution of the construction contract is delayed).

This cost estimate is an order of magnitude estimate and should be considered to be within +/- 25% of the likely ultimate projects cost. The uncertainty of the cost estimate arises because the scope of the project is defined at only a conceptual level and there are many uncertainties including:

- Geotechnical considerations such as soil bearing capacities;
- Servicing, including requirements for storm water management and drainage, water, sanitary, gas and electric services;
- Construction timing;
- Desired level of finishes;
- Changes in the facility program;
- Market conditions (such as the price of steel).

2.7.2 Benchmark Projects

To validate this order of magnitude estimate, it is useful to examine similar recent projects. The table below shows several benchmark projects:

Project	Description	Cost	Cost/sf*
Lakeshore Multi-Use Recreational Facility (Phase 1)	3 pad arena, indoor walking track, gymnasium, library branch and community spaces - 170,000 sf - 2014	\$43.8M	\$267
Libro Credit Union Centre	twin pad, indoor regulation soccer field, track, meeting and banquet facilities – 165,000 sf - 2010	\$23.9M	\$164
Young's Sportsplex (Welland)	Indoor regulation soccer field, 4 tennis courts, offices and ancillary facilities – 127,700 sf - 2012	\$15.8M	\$134

* Cost/sf has been escalated to project current equivalent cost in 2016.

Of these benchmark projects, the Young's Sportsplex facility is the most similar in type and is close to the expected project cost range of \$154 - \$185/sf.

2.7.3 Schedule

Assuming that this project is delivered using a Design-Build methodology, we expect a total project schedule of about 27 months with about 14 months of construction. There may be opportunities to advance the schedule through expedited Town procurement and decision processes. Depending on seasonality, it may also be possible to expedite the construction duration.

Delivery using a conventional Design-Bid-Build methodology is expected to add about six months to the project duration.

Table 2.4.3 – Preliminary Master Project Schedule		
Milestone	Task duration (months)	Cumulative Duration (months)
Retain project manager and bridging consultant	2	2
Complete Owner’s Statement of Requirements (OSR) and prepare RFP	3	5
RFP Open period	2	7
Selection and contract award	1	8
Design development	2	10
Site Plan Approval	2	12
Construction	14	26
Move-in	1	27

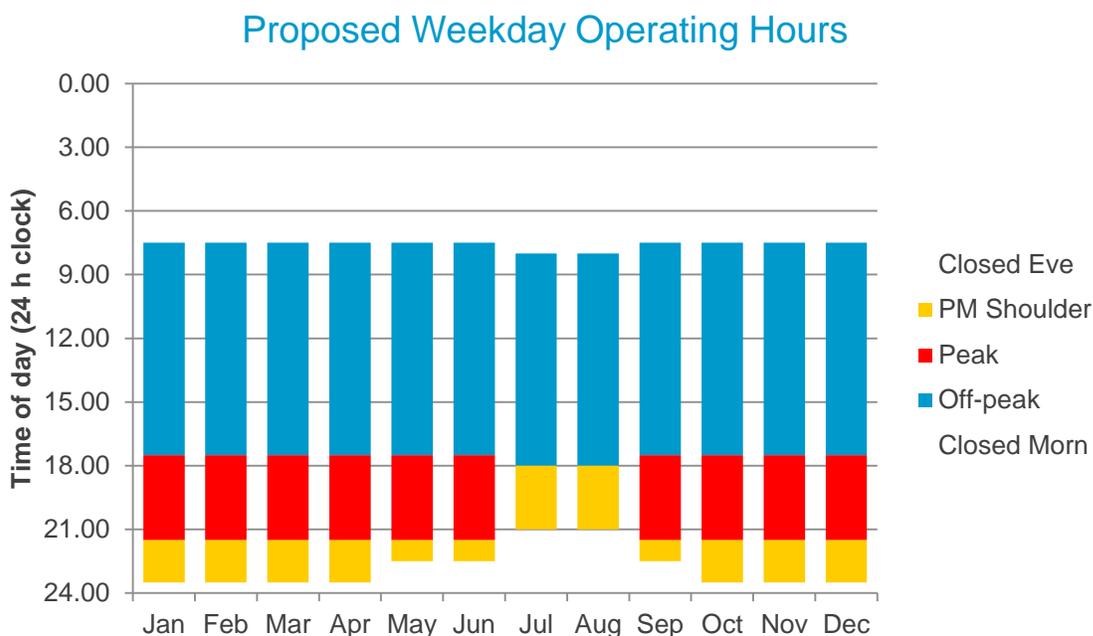
3.0 BUSINESS PLAN

3.1 OPERATING PLAN

3.1.1 Operating Hours and Uses

WEEKDAY PROGRAMS

The proposed weekday hours of operation are as depicted in Figure 3.1 below:

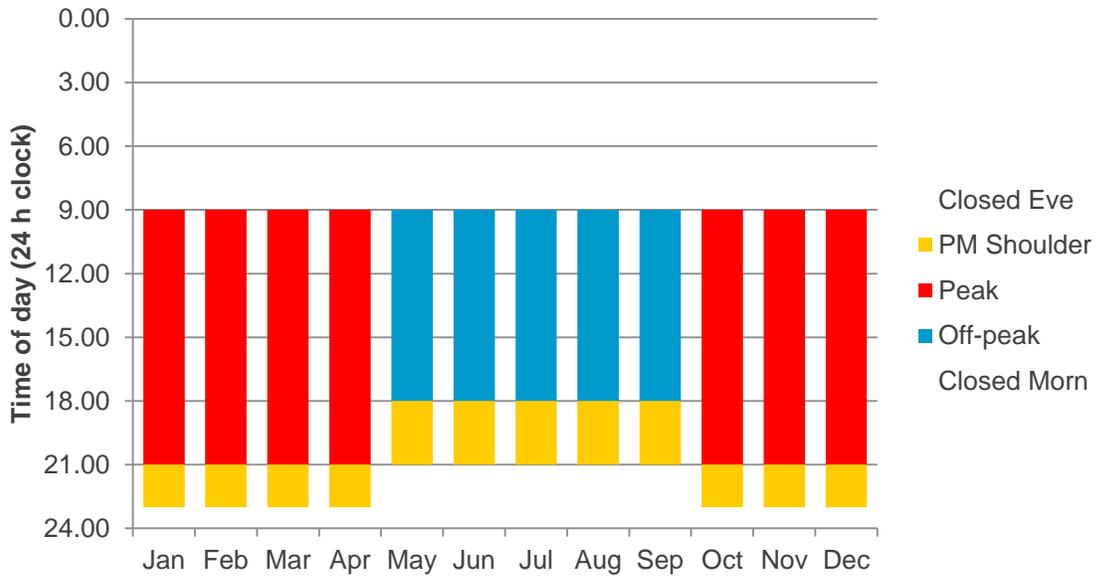


These hours of operation are based on the following program of activities:

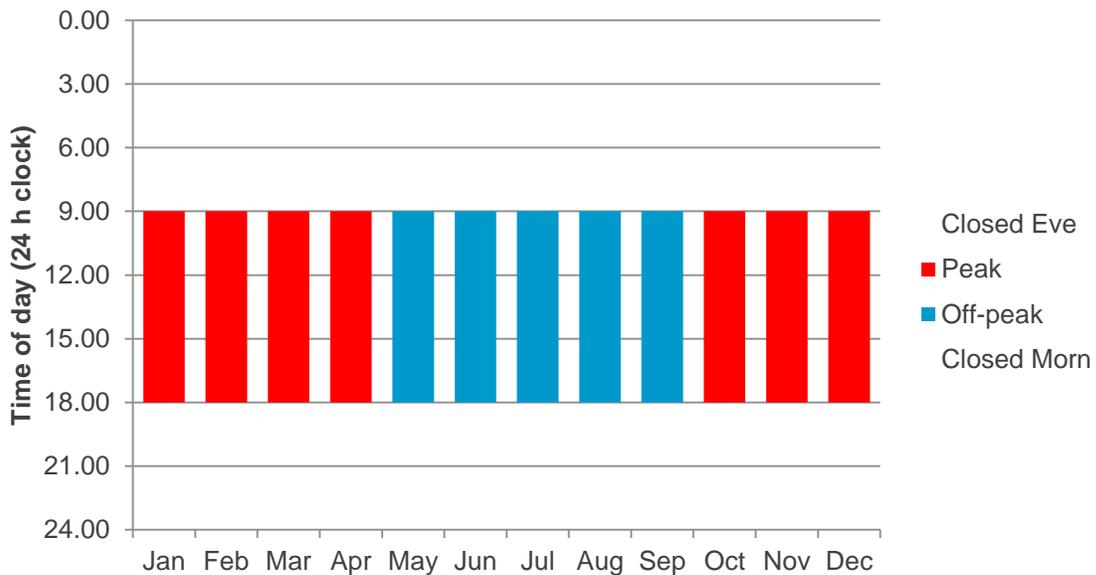
- September to June: L'Essor Soccer Academy and a private sports school using the facility for three hours each during the off-peak school day, from 7:30 am to 3:30 pm.
- September to June: the afternoon shoulder period between 3:30pm to 5:30pm will be a low-demand time but could be used by a Town after-school program
- September to June: the peak period between 5:30pm to 9:30pm will be used for children's athletic programs, divided between soccer and baseball, possibly with some adult recreation leagues if not needed for children's programs.
- The evening shoulder period from 9:30 to 11:30 will be used for adult or teen athletic programs.
- Summer (and non-school days): during off-peak periods we assume that the Town or a partner will operate day-camps from 8:00 am to 6:00 pm.
- Summer: the evening shoulder period from 6:00 to 9:00 will be used for additional practices or for children's soccer where the consistency of the turf and the air conditioning will make it easier for children to learn and more comfortable for parents to watch.

WEEKEND OPERATIONS

Proposed Saturday Operating Hours



Proposed Sunday Operating Hours



The weekend hours of operation are based on Saturdays from 9:00 am to 11:00 pm during from October through April and from 9:00 am to 9:00 pm during the summer. On Sundays we assume operation from 9:00 am to 6:00 pm all year. The expected use of the space includes:

- October to April: mixed sports group league play and training. The Tecumseh Soccer Club has indicated it could use one full day and there appears to be enough other demand to fill the prime time, with opportunities for adult league play to use the balance.

- May to September: there will be less demand because it is outdoor season. Even so, there is expected to be sufficient demand in an air conditioned facility to attract users at an hourly fee that is similar to the fee for booking outdoor fields.

3.1.2 Operating Staff

SCHOOL YEAR

For the off-peak and afternoon shoulder periods, the setup is expected to be for soccer with little or no need for changes in setup, and with school or Town program management. This leads us to recommend no additional operating staff requirement. (Program staffing is addressed below).

For the peak and evening shoulder periods, there will be a variety of setups. It may be possible to book time to coordinate setups, but we have assumed that there will be a need for changes in setup and thus expect that one additional staff person will be required from 5:30 pm to 11:30pm (to 10:30pm from May through September).

SUMMER

During the summer, we expect that daytime use by day camps will require one operational staff to support the high number of users even if there are few changes in setup. For summer evening use, we expect that the variation in rental groups will justify one operational staff from 5:30 pm to 11:30 pm.

3.1.3 Program Staff

We have assumed that the Town would take advantage of the facility to offer recreation programs to the public. Such programs could include weekday after-school programs that could run from 4:00 pm to 5:30 pm, running a program similar to those run by schools, or perhaps to replace some school-run programs. Program could also include summer and school break camps as an extension of the existing summer camp programs.

In addition to these programs, we also see opportunities for senior-oriented programs that would use the facility during the day. This could include walking track programs which could be offered with little staff effort, paying a nominal fee on a drop-in basis. Senior-oriented programs could also programs like soccer or baseball programs on the turf or pickleball in the gym. These programs could be facilitated (in which case the course fees would need to cover the cost of the facilitator) or could be self-run without a facilitator.

For all these programs, we expect that the program fees would cover the cost of staff and make no material contribution to the facility costs and thus would have no net effect on the operating cost.

3.2 MARKETING PLAN

In marketing a facility to maximize revenue potential and use, we consider product, place, and promotion and look at initiatives to be executed before opening and after. These concepts are considered in this section.

3.2.1 Product

The marketing of the Multi-Use Sportsplex should consider both the primary market for athletic facilities, and the secondary market for users seeking the large spaces that are available.

PRIMARY MARKET

The focus of the needs assessment was on identifying the primary market for athletic uses that should be accommodated. The resulting program defined in this report creates spaces that are capable of meeting the needs of a very wide range of sports as discussed in Section 2.1.4. As discussed in Section 2.1.3, there are no other local facilities that will provide a full-size playing field in the immediate area which indicates that the Town faces limited competition in providing for field sports that need, or benefit from, a full-sized field. The strongest demand for indoor facilities comes from soccer and baseball which have several well-defined organizations that have been included in consultations for this report. The relationships should be reinforced with early dialog about their potential to use the facility, allowing these organizations to develop business plans to take advantage of available time.

Also in the primary market is the potential for daytime use of the facility. Discussions with L'Essor about a soccer academy that would parallel the existing successful hockey academy are promising and dialog with potential private sports schools adds to the opportunity. Marketing the facility to these groups will consist of on-going dialog to determine how their needs will be incorporated into the facility with a view to securing leases or arrangements for on-going uses. These marketing activities should proceed as soon as possible to achieve a firm agreement for the time that can be used in the facility.

Finally, in the primary market are other sports that have smaller organizations that could also be approached as potential users of the facility. Marketing efforts should be directed at discovering potential user groups and building relationships to promote the facility features. Some potential groups include:

Name	Group statistics	Potential
Windsor Ultimate	360 players registered for summer leagues, 2 nights/week	High
Rose City Sports and Social Club	Outdoor leagues for flag football, soccer and softball, indoor leagues for basketball, dodgeball and volleyball; recreational focus	High
Windsor Minor Football Association	Children's league ages 4 – 13	Medium
Windsor Essex Football League	Children's league ages 4 – 13	Medium
Windsor Rugby Football Club	Senior men's and Junior male and female teams	Medium

SECONDARY MARKETS

In addition to meeting the core athletic needs, the facility provides a range of large climate controlled indoor spaces that could be used for a wide variety of functions. The ability to market to these functions depends on local demand and competition from other facilities. A sample of secondary uses developed in other similar facilities is presented in the table below:

Table 3.2.1.2 – Events and Activities Held at Similar Facilities			
Name	Location	Date	Entry Fee
Events such as Woofa~Roo – dog show	Libro Credit Union Centre	Aug 13-14, 2016	\$5/person \$10/car
Birthday parties	Players Paradise, Stoney Creek Soccer World, Hamilton	Bookings	\$325 (1h)
Lawn Bowling	Soccer World, Hamilton	Regular booking	\$5/person
Golf driving range	Young's Sportsplex, Welland	Nov-Apr 9am-3pm	12.50/bucket
Golf simulator	Young's Sportsplex, Welland		\$28-40/h

Of the potential secondary markets, golf will be difficult to attract. Golf is well-served by the Dominion Golf Dome, which is more appropriate for driving because, as an inflated dome, it does not have hard structural elements that would deflect a golf ball.

Lawn bowling may be a potential use, and to that end it is worth engaging in discussion with the Windsor Lawn Bowling Club to determine if there is interest in using the facility during off-peak hours that are not already used.

The potential to rent the facility for birthday parties and similar social events is available and can certainly be accommodated, much as it is accommodated at the pool. To leverage this market, it would be essential to put together party packages including activity leaders, meals, loot bags, etc. The availability would need to be promoted and, if used and supported by word of mouth, could contribute revenue. There are two big challenges with this market. First is that prime time for parties would be on weekends when the demand for the facility for sport uses would be high. Second, the size of the market for parties is likely to be small.

The potential event market is complex and is generally a regional market rather than a local one. Within the Region, the Libro Credit Union Centre has already staked out some territory in this market, and there are many other event spaces in Windsor and Detroit. A professional marketing service with strong relationships in the event market will be required to enter this market. Success in the event market requires purposeful and strategic efforts to attract event promoters, and particularly so for a new venue. Before assessing the potential to pursue this market, it will be necessary to evaluate how the Multi-Use Sportsplex could be adapted to specific types of events such as dances, banquets, concerts, trade shows, etc. Any additional equipment would need to be identified and priced and the total cost to the event promoter would need to be carefully assessed against competing facilities. This cost will need to include transition time and cost, such as the time and cost to install a suitable floor over the turf. The most effective events are those which run for 3 days to a week. This has the potential to be disruptive to regular programs unless events were targeted for the April – September season.

PRICING

Proposed pricing is based on a preliminary assessment of the prices charged in comparable local facilities. Adjustments have been made considering the functionality of the full-size playing field and the potential to use the space for more players than can be accommodated in smaller facilities. As the plans for the facility evolve and in discussion with key users, the proposed pricing may be adjusted to optimize use of the facility. It should be noted that the one-third field is close in size to the Libro Centre, Dominion

Golf Dome and Novelletto Rosati Complex. Other indoor facilities charge significantly more for their indoor field space – see Appendix 2.

Project Value	Size	Prime Rate	Discounts
Dominion (Golf) Dome	110' x 230'	\$160/h	
Libro Credit Union Complex, Amherstburg.	85' x 200'	\$127.84 (after 6pm)	\$117.34/h (before 6pm)
Central Park Athletics	80' x 220'	\$111.60/h	
Novelletto Rosati Complex	100' x 205'	\$160/h	
Players Paradise (Stoney Creek)	200' x 360'	\$700 (Sep – May)	\$300 (Jun – Aug)
	Quarter field	90' x 200'	\$215/h (Sep – May) \$90/h (Jun – Aug)
Young's Sportsplex	Full	\$500 (Oct – Apr)	\$250 / \$150 (May – Sep)
	Quarter field	Quarter	\$150 (May – Sep) \$62.50 / \$45 (May – Sep)
Oakville Soccer (quarter-field)	98.5' x 164'	\$265 (M-F 6pm-midnight, all day Sat & Sun)	

		Full Field 180 x 330	Half Field 180 x 165	Third Field 100 x 180
Peak	M-F Sep-Jun: 5:30 – 9:30pm Sat 9am-9pm Sa, Sun 9am-6pm Su	\$350	\$180	\$130
Shoulder	M-F Nov-Apr: 3:30 – 5:30pm M-F Oct-Apr: 9:30 – 11:30pm May/Jun/Sep: 9:30 – 10:30pm Sat Oct – Apr: 9 – 11pm May – Sep: 6 - 9	\$275	\$150	\$115
Off-Peak	M-F Sep – Jun: 7:30am-3:30pm M-F Jul-Aug: 8:00am – 6:00pm Sat May – Sep: 9:00am – 6:00pm Sun May – Sep: 9:00am – 6:00pm	\$165	\$90	\$70

It will be important to adapt the price schedule to the level of use of the facility. Accepting a lower rate is preferable to leaving the facility empty and un-used. In particular, we have assumed that discounts would be given for long-term commitments for time during off-peak periods, such as use by L'Essor for a soccer academy, and for Town programs.

PROMOTION

Achieving the business case objectives will require promotion of the facility, and significant promotion has already occurred. The interviews with sports organizations and the public open-house have created an appetite for a new facility. Future promotion of the facility will naturally occur as the public approval for the facility proceeds, and again as construction begins. This facility will be a significant construction undertaking and will naturally receive media attention. Additional publicity can be achieved by the development of appropriate press releases, photo opportunities and press kits.

Promotion will also occur through the negotiations with key stakeholder groups over the design of the facility and the features that will be included. This should be leveraged to develop firm long-term agreements for facility bookings.

Further promotion opportunities will arise as sponsors are secured and naming rights are contracted. Every effort should be taken to have sponsors and naming organizations include contact and booking opportunities as they issue press releases. Further, a planned promotions program that gives exposure to sponsors and naming organizations will enhance the value of sponsorship and naming rights and should be put in place before, or in parallel with, the pursuit of sponsors and the sale of naming rights.

3.3 FINANCIAL PLAN

3.3.1 Summary

The contemplated Multi-Use Sportsplex is not self-funding and as such its feasibility depends on the availability of capital funding. Two options are presented here, one funded by the Town and one that contemplates a potential funding program from another level of government. Each option considers the projected result and a sensitivity analysis looking at best, and most conservative scenarios.

OPTION 1 – TOWN FUNDED DEVELOPMENT

Based on the projected revenue, annual costs, and capital costs, there is estimated to be \$189,000 available to service debt. At current market rates and a conventional 25 year financing period, this could support a debt of \$3.5M. Based on expected costs and after potential sponsorships and fundraising, the Town would need to fund the balance of the project cost of \$12.5M.

	Best Case	Projection	Conservative Case
Estimated revenue	900,000	691,500	625,000
Operating staff cost	(70,000)	(70,000)	(70,000)
Cleaning	(20,000)	(30,000)	(40,000)
Utilities	(125,000)	(152,500)	(180,000)
Maintenance / capital repair & replacement	(225,000)	(250,000)	(275,000)
Available for Debt Service from Operations	460,000	189,000	60,000
Expected project cost	16,752,000	17,634,000	20,279,000
Debt capacity funded from Operations ¹	7,780,000	3,480,000	1,010,000
Potential naming rights, sponsorships and fundraising	2,500,000	1,700,000	900,000
Balance to be funded by other Town sources	6,475,000	12,454,000	18,369,000

¹ 25 year amortization. Interest rate of 3.38% based on Ontario Infrastructure and Lands Corporation Municipal lending rates as of May 2, 2016.

The range of potential funding required from other Town sources is large because of the magnifying effect of debt servicing costs. The central estimate should be used for planning purposes with the best case and conservative cases as indicators of the sensitivity of the analysis. Key cost elements, such as the expected construction cost, can be prudently managed and controlled to achieve close to the best case scenario.

OPTION 2 – GRANT SUPPORT FROM OTHER GOVERNMENTS

This option considers the potential effect of new grant funding programs from other levels of government. While it is possible that a program like the former Build Canada Infrastructure Stimulus Fund might provide for 1/3 Town funding balanced by 1/3 Provincial and 1/3 Federal funding, the Province has not indicated that it would participate in such a program. However, the Federal government has indicated its intent to fund infrastructure. It is possible that a program like the recent Post-Secondary Strategic Investment Fund would be implemented, providing matching funding for construction and renewal projects. That program allowed only five weeks for the application and 22 months for construction to be completed.

Assuming matching funding from another government, the total amount to be funded by the Town is projected to be \$7.1M, and after making use of debt supported by operations, the balance to be funded by other Town sources is reduced to \$3.6M.

Table 3.3.1 – Financial Summary – Option 2: Grant Supported Development			
	Best Case	Projection	Conservative Case
Estimated revenue	900,000	691,500	625,000
Operating staff cost	(70,000)	(70,000)	(70,000)
Cleaning	(20,000)	(30,000)	(40,000)
Utilities	(125,000)	(152,500)	(180,000)
Maintenance / capital repair & replacement	(225,000)	(250,000)	(275,000)
Available for debt service from operations	460,000	189,000	60,000
Expected project cost	16,752,000	17,634,000	20,279,000
Potential naming rights, sponsorships and fundraising	2,500,000	1,700,000	900,000
Grant funding at 50% of project cost	8,376,000	8,817,000	10,140,000
Balance to be funded by Town	5,876,000	7,117,000	9,239,000
Debt capacity funded from operations	7,780,000	3,480,000	1,010,000
Balance of debt funded by other Town Sources	0	3,637,000	8,229,000

3.3.2 Revenue

The greatest uncertainty in this analysis is with the revenue potential. Further negotiation with potential user groups to refine expectations for amount of use and rental rates would allow for greater certainty in revenue projections.

Based on the proposed fee schedule and available hours (just under 5,000 hours per year), the total revenue potential from the field (with all available time allocated) could reach \$1.1M. A more conservative revenue scenario would generate revenue of \$690,000 based on the following assumptions:

- Weekday off-peak rates are discounted for Town programs, for L'Essor, and for a potential private sports school;
- The Town operates programs to use 1,325hours of off-peak time;
- For May, June, September and October, peak and evening shoulder revenues are 50% of potential.

To assess the viability of achieving the revenue potential, we examined sports groups that had identified a current use of indoor space for off-season leagues or training. These are listed in the table below:

User	Season	Weekly use	Total hours	Current Payment
Tecumseh Thunder	Feb-Apr	Central Park – 10 weeks, 2d, 2h	40	4,500
	Feb-Apr	RMBC gym – 7 weeks, 1d, 1h	7	500
	Feb-Apr	Libro Credit Union – 4d, 1.5h	6	740
TMBA	Oct-Nov	L'Essor fall camp – 8 weeks, 1d, 1.5h	12	48
Tecumseh Soccer Club	Nov-Apr	School gym, 18 weeks, 1 d, 8h,	144	12,000
	Nov-Apr	Varies	550	88,000
Windsor Ladies Expos	Nov-Apr	School gym, 22weeks, 5d, 4h (2 gyms for 2h)	440	7,800
Total			1,200	113,600

From the current use of facilities and based on comments from several groups that they could make use of more time on indoor turf fields if it were available, the projected utilization of a multi-use field is shown in the table below.

User	Field Hours	Field Revenue	Gym Hours	Gym Revenue
L'Essor Academy	380	53,400		
Private Athletic School	380	57,000	570	15,400
Private Athletic School – other spaces		71,500		
Tecumseh Soccer – Youth	663	168,300		
Tecumseh Soccer – New Adult Program	216	75,600		

Table 3.3.2.2: Projected Revenue by Source				
User	Field Hours	Field Revenue	Gym Hours	Gym Revenue
Tecumseh Thunder	56	10,080		
Windsor Ladies Expos		17,280		
Town – After School Program	475	30,875	475	11,400
Town – Drop-in Program	400	26,000	400	9,600
Town – Camp Program	450	31,500	450	10,800
Sports Teams & Social Clubs	280	95,325	310	7,440
Subtotal	3,396	636,860	2,205	54,640
Percent Utilization	66%		43%	
Total Revenue		Total		691,500

The projected revenue depicted above is based on realistic and achievable assumptions. Almost 60% of the projected revenue is considered very low risk:

- Programs from Tecumseh Soccer, Tecumseh Thunder and Windsor Ladies Expos are currently using other spaces that are either inadequate or have insufficient time available.
- The contemplated L'Essor Soccer Academy is modeled on an existing hockey program;
- The contemplated private athletic school is speculative but is in direct relation to the incremental cost that would be incurred to construct space for the school. If a deal was not reached some space in the facility would be reduced at a cost savings of more than \$1M.

The balance of the projected revenue is derived from programs that are considered viable and of modest risk:

- A potential new adult league that Tecumseh Soccer expressed interest in developing;
- New and expanded programs to be operated by the Town;
- A small allowance for sports teams and social group use of the facility.

Importantly, the projected revenue is based on a utilization that leaves considerable available time on the field and in the gym to permit increased revenue.

Revenue from other potential uses such as tournaments and special events has not been included in this projection and provides opportunities for additional revenue.

A detailed analysis supporting this revenue projection is provided in Appendix 3.

3.3.3 Expenses

OPERATING STAFF

Based on the operating program described in Section 3.1, the total operating staff requirements will be an annual total of about 2,800 hours as shown in the table below. Assuming a wage rate of \$19.06/h and a 30% overhead cost for Town portion of benefits, the total annual operating staff cost would be \$70,000.

Table 3.3.3.1 – Operating Staff Requirements												
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
M-F	6	6	6	6	5	5	8	8	5	6	6	6
Sat	15	15	15	15	15	12	12	12	12	15	15	15
Sun	10	10	10	10	10	10	10	10	10	10	10	10
Subtotal/Wk	55	55	55	55	50	47	62	62	47	55	55	55
Total Annual	2,808											

CLEANING COSTS

Aside from the area of the field-house, the area of the proposed Multi-Use Sportsplex is approximately equal to the area of the existing arena, excluding the ice sheets. This means that the cost of cleaning the new building is likely to be equal to the existing cost of cleaning. We would expect that cost to be in the order of \$1 - \$2 per sq. ft. of

Table 3.3.3.2 – Estimated Cleaning Costs		
Area (not including field)	Cost/sf	Annual cost
20,500 sf	\$1 - 2	\$21k – 41k

UTILITIES

It is impossible to accurately estimate utility costs without having finalized building details and patterns of use to create an energy model. However, it is necessary to include an estimate of utility costs in the business model and thus we will apply the typical range of costs per sq. ft. for similar types of recreational facilities as shown in the table below:

Table 3.3.3.3 – Estimated Utility Costs				
Utility	Annual Consumption	Average Rate	Annual cost	Comments
Electricity	8-12 kWh/sf	\$0.11/kWh	\$92k - \$138k	Assumes equal demand at all points in time-of-use rate scale
Natural Gas	1 – 1.3 m ³ /sf	\$0.27/m ³	\$28k - \$36k	
Water	0.01 – 0.02m ³ /sf	\$2.30/m ³	\$3k - \$5k	Rate does not include fixed metering costs.
Total			\$123k - \$180k	

These utility costs assume:

- Heating is provided by gas-fired forced air or hydronic radiant heating;
- While greater efficiency could be achieved by using waste heat from the ice plant, this would require replacement of the ice plant which is beyond the scope of this project and is not included;
- Cooling systems are forced-air DX units;
- Opportunities to make use of the ice plant to generate chilled water may create greater efficiencies but is beyond the scope of this project and is not included;

- No allowance is included for the potential cooling effect of shading from a roof-top solar array (we have no data from a comparable field house).

Note that all assumptions lead to a cautious estimate of incremental utility costs.

MAINTENANCE AND CAPITAL REPAIR & REPLACEMENT

Maintenance costs will include some new elements such as annual service and inspection for the elevator and periodic cleaning and grooming of the field turf. However, most maintenance tasks such as pest control, filter changes and equipment lubrication and service will be extensions of services already provided. As such, most incremental maintenance costs will be a fraction of the costs for a separate building. We estimate a lump sum annual maintenance cost of \$100,000.

Capital repair & replacement costs are identified to cover the upgrade or replacement of portions of the building as they reach the end of their service life. The level and distribution of these costs over time depends on the quality of equipment installed. For example, some types of flat roofing have an expected life of 15-20 years while others are expected to last 25-30 years. Most window systems and mechanical equipment requires replacement in 20 – 25 years. Carpeting may need to be replaced in 10 – 15 years and the turf field has an expected life of 10 years. A detailed repair and replacement plan can be developed as the design details and materials are finalized. At this point, we estimate an average annual cost for the purpose of the business case. In practice, there should be very little requirement for capital repair in the first 5-10 years. Some building owners set aside funds in a reserve account to equalize cash flow. Others invest only as needed. The choice of capital replacement strategy makes little difference to the business case analysis at this level of planning.

Table 3.3.3.4 – Estimated Annual Capital Renewal Cost			
Element	Area (including field)	Cost/sf	Annual cost
Maintenance	104,750 sf		\$50k
Capital Repair & Replacement	104,750 sf	\$1.65 - \$2.15	\$175k – \$225k
Total			\$225k – \$275k

3.4 IMPLEMENTATION STRATEGY

Provided that the Town can contribute at least \$12M (possibly as much as \$18M) in addition to debt funded by facility operating surplus, a Multi-use Sportsplex attached to the Tecumseh Arena is viable. The implementation strategy should be focused on addressing the areas of greatest risk to allow the Town to accurately project its financial commitment. To that end, the following next steps are recommended:

OBTAIN TOWN APPROVAL

To progress further with the development of the Multi-Use Sportsplex, approval in principle is required from the Town Council. If Council is comfortable with the range of capital requirements presented in this report, then the project could be approved with this report, with Council approving funds for the next stages of analysis. This would include securing project management resources, confirming the revenue

potential, funding and financing options, geotechnical analysis, surveys, assessment of servicing conditions, retention of a bridging consultant, the development of an Owner's Statement of Requirements, and preparation of a Design-Build RFP. An allowance of \$1,035,000 should be made to move the project to the point where a Design-Builder can be selected.

If the central estimate is acceptable but the conservative case exceeds Council's comfort level, then we recommend that Council should approve \$25,000 for additional research to confirm the revenue potential, funding and financing options.

CONFIRM REVENUE POTENTIAL

As discussed in this report, there are many potential users of the Multi-Use Sportsplex, many of which are represented by established organizations. The Town should continue conversations with groups interviewed for this report to establish the potential range of hours that would be used and the fee structure that could be accepted. The Town should also expand its discussions with potential user groups, some identified in this report, and others that may be identified, to determine interest. With this information, the Town should be able to develop a pro-forma rental schedule and determine the range of potential rental revenue with greater certainty.

In addition to consultations with the sports groups, the Town should collaborate with L'Essor school and any potential private sports schools to establish the space requirements, potential capital contributions, and potential lease or rental terms. This information goes to determining how much use can be made of the facility during non-peak times and contributions that would offset capital costs.

Further, the Town should explore its potential to launch new programs using the spaces available in the Multi-use Sportsplex.

The objective of this early marketing effort is to develop relationships and work toward a pricing strategy that would increase the revenue certainty and make efficient use of the facility. This work could be done by the Town or by external advisers, in which case an allowance of \$25,000 should be made.

SECURING PROJECT MANAGEMENT RESOURCES

The Town will need to assign a project manager to orchestrate the processes required to implement the new facility. If internal resources do not have sufficient expertise, and external project manager will be required, usually acquired through an RFP. We estimate that an external project manager would cost in the order of \$325,000.

GEOTECHNICAL ANALYSIS

A Design-Builder will require an understanding of the sub-surface soil conditions in order to develop a design for the facility. A Geotechnical Investigation will drill boreholes to extract core samples of the soil in several sample locations in the area of the proposed building. This will allow an assessment of the potential soil conditions and bearing capacity. The Geotechnical Investigation will not give certainty but it will significantly reduce the risk of extra costs for unexpected soil conditions. We expect the Geotechnical Investigation to cost in the order of \$25,000.

SURVEYS

The Design-Builder will also require a survey to ensure that the design fits on the site and matches site grades in an appropriate way. The survey should identify lot boundaries, building footprints, existing trees

to be protected, grades and drainage patterns, as well as any overhead or underground utilities. This information will allow Design-Builders to develop an accurate approach to siting and servicing the building. We expect the survey to cost in the order of \$30,000.

DETERMINE THE CONSTRUCTION DELIVERY APPROACH

In the past the Town has constructed projects in a conventional approach, referred to as **Design-Bid-Build**². This approach is effective but may not result in the most economical construction, may take longer, does not give certainty of project cost until after bids are received, at which point it is expensive to re-design the project if it is over-budget.

An alternative approach, referred to as **Design-Build**³, has been used with success on many recreation projects. The Design-Build approach offers early cost certainty, more rapid completion, transfers many of the project risks to the Design-Build team, and can typically deliver the required functionality at a cost of 5%-10% lower than a Design-Bid-Build delivery. A Design-Build project sometimes delivers systems that are cheaper to build but more expensive to operate. To address this risk, some owners have engaged a Bridging Consultant to create a more robust Owner's Statement of Requirements that includes functional design criteria that meet the Owner's long-term objectives for operating cost. The Town should analyze the strengths and weaknesses of each approach to determine which delivery model will be most effective in this case.

IMPLEMENT THE PROJECT.

For a Design-Bid-Build delivery, implementation will consist of the following major steps:

- Issue an RFP and select a Prime Design Consultant, usually an Architect with an engineering team;
- Work with the Prime Design Consultant to develop a design and construction documents;
- Tender the project and receive bids;
- Select the General Contractor with the lowest bid to complete the construction;
- Monitor and manage the construction process.

For a Design-Build delivery, implementation will consist of the following major steps:

- Issue an RFP to select a Bridging/Compliance Architect and engineering team;
- Work with the Bridging/Compliance Architect to develop the Owner's Statement of Requirements;
- Issue an RFP for a Design-Build team – responses will include a schematic design and a proposed price;
- Evaluate the Design-Build proposals and select the team that offers the best balanced solution for the Town;
- Review and sign-off on the detailed design developed by the selected Design-Builder;
- Monitor and manage the construction process.

² In a Design-Bid-Build approach, the Owner hires an architect to **Design** the facility, tenders the design and receives **Bids**, and then hires a general contractor **Build** the facility.

³ In a Design-Build approach, the owner develops an Owner's Statement of Requirements and selects an architect/contractor team to design and construct the project.

Appendix 1 SPORT GROUP INPUT

McAuliffe Park Recreational Women's Softball League McAuliffe Park Sports	
Contact:	Frank Perissonotti – President (MPS), Sandy Legault (MPRWSL)
Number of Players:	<ul style="list-style-type: none"> • 900 Children ages U4 – U16 • 250 – 300 Baseball • 700+ Soccer
Comments:	<ul style="list-style-type: none"> • Have 4 soccer pitches, 3 diamonds and 2 tennis courts • The season runs from late April to end of August • Diamonds are in good shape – have lights. • Could grow more if they had more space – mostly in soccer • Everything is accommodated in the park – although they are looking at an interlocking league in Windsor. • All activities are recreational – no travel teams. • People grew up playing in the park. • Because the teams are recreational there is little training. There might be an opportunity for a week-long camp but little else. • There is a recreational Women's league (with Windsor refs), but they do not travel. • Doesn't see McAuliffe Park being interested in the gym as an organization, although individuals may be interested in volleyball leagues. • There is a lot of growth in young families – have a waiting list for U4 – U6.
Current spending:	None
Partner Potential:	None

PowerTech	
Contact:	Justin Solcz , Andy Paquette
Number of Players:	•
Comments:	<ul style="list-style-type: none"> • Powertech currently operates an elite fitness centre in an area of about XXX sf, attached to the Tecumseh Arena. The space is configured to allow access independent of the arena, but depends on washroom facilities in the arena. Powertech's space is a single open area with specialized equipment including a skating treadmill and a hockey shooting lane.
Current spending:	
Partner Potential:	High

St. Mary's Park Recreation Committee	
Contact:	Michelle Mongeau – President, Shaun Fuerth
Number of Players:	<ul style="list-style-type: none"> • 600+ users • Ages 3 – 68 • 22 adult teams • 16-18 youth teams
Comments:	<ul style="list-style-type: none"> • This is a recreational baseball program only – players show up and play • Programs run from the 1st Monday in May to the 3rd week of September • There is a 12-13 week program for children • The committee does the registration in January. • Off-season, some men’s teams have used the Dominion Dome in late February-March. • There is no real emphasis on training for the youth program but there is potential for skill development • St. Mary’s participates in the try-a-sport events. • Some members of the Ladies League play volleyball • There may be some opportunity for a ladies winter league • There have been efforts to get a men’s league at the Dome. They play softball, use a mushy ball which allows hitting. • May not need change rooms but that would be a perk. • There would be little use of classrooms – there are lots of other options at St. Mary’s. • There is limited interest in a weight room • The group is more interested in the social aspect of the game and post-game.
Current spending:	None
Partner Potential:	Limited

Tecumseh Minor Baseball Association	
Contact:	Joe Chauvin – President, Rod Munro, Aaron Howell
Number of Players:	<ul style="list-style-type: none"> • 380 – 400 players aged 5 – 18 (more players at younger ages) • Membership has been constant for the past 15 years
Comments:	<ul style="list-style-type: none"> • Games are from May – October outside • Currently use the L'Essor gym for travel teams. • Run a fall camp for ages 5 – 7 for 8 weeks (one night a week ending before 7:30, or on Saturday afternoon – for 50 – 60 kids. • The gym is for long-toss and use a single batting cage that is nets strung up by the parents. • There are conflicts with school staff about marks from the balls on the floor. • Need a clear height of 20 – 30 ft. • Have one batting cage, 2 would be ideal • Could use 2 pitching lanes • Would rent by the hour. • 10-12 team members are doing about 10h per week • Believe there is potential for the facility to meet the needs of private instructors. • Don't see a need for change rooms, but do need a space to store gym bags. • There is a need for space for spectators – for the fall camp there will be 40 parents watching 20 players. For older kids there are few visitors. • There is some potential to use classrooms for video, but most do not use them. • A weight room would not be used by the players, but the parents might take the opportunity to exercise while their children are in the program. • Would ideally have a program with 30 minute warm-up, 60 – 90 minutes on the field and 30 minutes of conditioning. • The organization may lose players to Riverside because they have training facilities – which are used by 8-10 teams now. • There may be potential for a house league indoor.
Current spending:	<ul style="list-style-type: none"> • Pay \$4/h for the L'Essor gym. • Travel teams have a \$5,000 budget • Families pay \$150 – 200 (and would pay more for a good facility) • A team of 13 players would pay \$100/hour for indoor space.
Partner Potential:	Moderate

Tecumseh Shoreline Minor Hockey Association	
Contact:	Peter Morassutti
Number of Players:	<ul style="list-style-type: none"> • 800 players • Age 4 – 21 • 15 travel teams • 34 house-league teams
Comments:	<ul style="list-style-type: none"> • 84h/week of ice time from Sept 1 – April 1 • Have a spring-summer league with 2-3 days of ice time (8-12h/week?) • Some teams to workouts an hour before practice • Use off-days to play soccer • Interest is in the field, the track. • Interested in having the weight room for parents to access while children are playing • Haven't heard of coaches booking a gym for their teams • Change rooms would be an asset – make them bookable or family change rooms. • Could use classrooms 1-2 times per week per team for video review, or for warm-up. • For the field, would need access to an equipment room for access to pilons. • Peak use would be from 4 – 10 pm and all day on weekends for an hour before the game and possibly post-game review.
Current spending:	None
Partner Potential:	Limited

Tecumseh Soccer Club	
Contact:	Steve Grigorakis – President, Marwan
Number of Players:	<ul style="list-style-type: none"> • 1,100 – 1,200 • Of which 470 – 500 are in the competitive league • The 'Academy' is a house league for age 6-9 that are preparing for competitive league • Competitive league starts at age 8 where they play weekly and also play festivals on the weekends. • 9 and up is competitive.
Comments:	<ul style="list-style-type: none"> • Currently use Novaletto (leased to a private group), Dominion Golf, rent space in schools, • Could use it 5pm – 9pm or 10pm five days a week and all day Saturday from November to April • Want to run a winter house league

	<ul style="list-style-type: none"> • Depending on the price, could use it for training in the summer, even all day in July and August • Run soccer camps of 2-3 weeks bringing in outside coaches • Run skills camps. • Can play 9v9 on a field that is 90 yds (180 ft) long • Currently rent one field and split between 2 teams. • Players and field size: <ul style="list-style-type: none"> ○ U4 & U5 4v4 on 20m x 35m (hockey net) ○ U6 4v4 on 25m x 40m (hockey net) ○ U7-U10: 7v7 on 32 x 70m (16' x 8' nets) ○ U11-U12: 9v9 on 50 x 90m (18' x 8' nets) ○ 11v11: Need 70m x 120m • Would use a gym for warm-up and small sided games or for football. • A track would be terrific • Would not use a weight room • Do use classrooms – need a projector for visualization • Change rooms and washrooms would be useful – most kids don't shower • Need storage space for nets – 2 @ 18'x8', 6 @ 16'x8', 6-7 hockey nets. • Clear height of the arena (30 ft) is fine • There is adult league potential. There are currently 2 adult leagues that play from 9 – 12pm. • Weekend time is hard to get – would not do practices on weekends but parents are interested in weekend games.
<p>Current spending:</p>	<ul style="list-style-type: none"> • Currently playing leagues in the US. Paid \$100,000 for indoor facilities last year. • Rent a high school gym – pay \$52 for the gym and \$388 for caretaker (for the day?) • Gym is used for 18 weeks on Saturdays 9 – 5 – pay \$12,000 • Would like to do at least one night on turf – others want to get more time. • Rent a high-school turf field for \$2,500 per month from April – Sept for 3h per night (\$50/h)
<p>Partner Potential:</p>	<p>Very high</p>

Tecumseh Thunder Baseball Club	
Contact:	Jamie Kell – President
Number of Players:	<ul style="list-style-type: none"> • 102 per year – • U16 – 18 players • U18 – 18 players • U21 – 21 players • 22+ (AAA) – 24 players • 22+ (A) – 21 players
Comments:	<ul style="list-style-type: none"> • Midgets (U18 – U16) have mandatory practice from Feb – Apr and Sept-Oct (are off December and January) • Junior and Senior start Mid-March – April • Would use in November and December if affordable for two days a week (members currently seek out opportunities for indoor practice on their own). • Aim to be outdoors from first weekend in April to end of August but would use it for extra hitting/fielding if it was affordable because their one field is used to capacity. • The quality of the diamond is an attraction for the team. The diamond is used for a game each night and a double-header on the weekend. • From Feb – Apr indoor use is 2 – 3 nights per week at 1.5 – 2 hours. • There could be some use during the summer (July and August) which would supplement their current field which is at peak use. • Desired features include <ul style="list-style-type: none"> ○ turf field for infield practices, batting cages, portable pitching mound. ○ A weight-training area (free weights) would be added value as part of a training regime. ○ Ideal practice is to have a full infield practices (90' base path 60'-6" pitching) ○ Two or more pitching lanes (bullpens) ○ Lighting is important – seek to avoid having shadows. ○ White walls make it hard to see the ball. ○ Colour behind the backstop is important. • There is some opportunity to use classrooms for coaching clinics – perhaps 3-4 times per year per team (i.e. up to 20 times). • Change rooms would be desirable with washrooms and showers. • A viewing area is important – typically get one parent per player (20 – 40 people)
Current spending:	<ul style="list-style-type: none"> • Players pay \$200/player/year for indoor (i.e. \$20,400). • Central Park Athletics – 10 weeks, Wed & Sat for 2h - \$4,500 • Riverside Minor Baseball Club (Gym) – 7 days (1h?) - \$500 • Libro Credit Union – 4 days (1.5h) - \$740 • Consider paying \$10/person as fair – a cost of \$185 for 1.5 hours is seen as a barrier for a turf field only – It depends on the facility available, more valuable if

	more people can work in different areas (e.g. infield practice at same time as hitting/pitching cages adds value).
Partner Potential:	High

Windsor Ladies Expos Fastball	
Contact:	Karen MacDonald
Number of Players:	<ul style="list-style-type: none"> • 40 players age 7 – 23 • 25 at 12-13 years old • 12 at 16-17 years old
Comments:	<ul style="list-style-type: none"> • Currently use school board gyms – are generally in poor shape. • Have a pitching machine to use in the schools • March-April, start live pitching • Parents would love to have weekend times • 5 nights per week – each team has 3 practices • Currently change in school washrooms • Track and gym would be useful • Weight room might be used by older girls • Classrooms would rarely be used. • Currently drive from 15-20 minutes away. • Teams are drawn from many schools
Current spending:	<ul style="list-style-type: none"> • \$400 - \$900 (per gym?) for November – April for 5 nights/week (assume 2 different schools) • Can't do more than \$9-10k for the winter.
Partner Potential:	Low – cost is a barrier.

Appendix 2 COMPARABLE FACILITY FIELD PRICES

YOUNG'S SPORTSPLEX

Young's Sportsplex Indoor Field Rates								
	October 1 - April 30				May 1 - September 30			
	Prime	Non-Prime	Last Minute	Last Minute	Prime	Non-Prime	Last Minute	Last Minute
			Prime	Non-Prime			Prime	Non-Prime
Full Field	\$500.00	\$250.00	\$335.00	\$167.50	\$250.00	\$150.00	\$167.50	\$100.50
1/2 Field	\$250.00	\$125.00	\$167.50	\$83.75	\$125.00	\$80.00	\$87.75	\$53.60
1/4 Field	\$150.00	\$75.00	\$100.50	\$50.25	\$62.50	\$45.00	\$41.88	\$30.15

OAKVILLE SOCCER CLUB

Full field is 165' x 394' and is typically rented by the quarter field.

<http://www.oakvillesoccer.ca/facilities>

Oakville Soccer	
M-F 6pm – midnight, Sat, Sun	
1/4 Field (98.5' x 165')	\$265

PLAYERS PARADISE

Full field is 200' x 360' and is typically rented by the quarter field.

We note that the web site is a strong promoter of the turf field supplier although the relationship between the facility and the supplier is not clear. The turf field supplier uses a rubber crumb filler which has been reported to have potential harmful effects on health.

<http://playersparadisessoccer.com/>

Players Paradise, Stoney Creek		
	September 1 - May 30	June 1 – August 31
	1/4 Field (90' x 200')	\$210

TORONTO SOCCERPLEX

Listed as 45,000 sq. ft. with 'four official sized indoor soccer field'. United States Soccer Federation sets minimum dimensions of 75' x 175', but four pitches of this size will not fit into 45,000sf. FIFA Futsal rules set the minimum dimensions of 20m (65.6') x 38m (124.7') which could fit within the 45,000sf space.

<http://torontosoccerplex.com/>

	REGULAR RATES (PLUS TX)				SPECIAL RATES (PLUS TX)			
	8 AM - 6 PM		6 PM - 11 PM		10 PM - 11:30 PM	10 PM - 12 AM	11 PM - 12 AM	11 PM - 12:30 AM
MONDAY	60 MIN	\$150.00	60 MIN	\$165.00	\$215.00	\$250.00	\$100.00	\$150.00
	90 MIN	\$220.00	90 MIN	\$240.00				
	2 HRS	\$270.00	2 HRS	\$310.00				
TUESDAY	60 MIN	\$150.00	60 MIN	\$165.00	\$240.00	\$275.00	\$110.00	\$165.00
	90 MIN	\$220.00	90 MIN	\$240.00				
	2 HRS	\$270.00	2 HRS	\$310.00				
WEDNESDAY	60 MIN	\$150.00	60 MIN	\$165.00	\$240.00	\$275.00	\$110.00	\$165.00
	90 MIN	\$220.00	90 MIN	\$240.00				
	2 HRS	\$270.00	2 HRS	\$310.00				
THURSDAY	60 MIN	\$150.00	60 MIN	\$165.00	\$240.00	\$275.00	\$110.00	\$165.00
	90 MIN	\$220.00	90 MIN	\$240.00				
	2 HRS	\$270.00	2 HRS	\$310.00				
FRIDAY	60 MIN	\$150.00	60 MIN	\$165.00	\$180.00	\$200.00	\$100.00	\$150.00
	90 MIN	\$220.00	90 MIN	\$240.00				
	2 HRS	\$270.00	2 HRS	\$310.00				
SATURDAY	60 MIN	\$150.00	60 MIN	\$110.00	\$150.00	\$180.00	\$100.00	
	90 MIN	\$220.00	90 MIN	\$160.00				
	2 HRS	\$270.00	2 HRS	\$210.00				
SUNDAY	60 MIN	\$150.00	60 MIN	\$150.00	\$200.00	\$225.00	\$100.00	
	90 MIN	\$220.00	90 MIN	\$220.00				
	2 HRS	\$270.00	2 HRS	\$270.00				

(EACH HOUR IS 55 MINUTES)

CONTRACT RATES APPLY FOR 4 OR MORE CONFIRMED BOOKINGS

Appendix 3 DETAILED REVENUE ANALYSIS

This Appendix provides the detailed assumptions used to develop the estimates of potential revenue.

A3.1. L'ESSOR SOCCER ACADEMY

We have assumed that a potential L'Essor Soccer Academy would be created, similar to the existing hockey program which includes L'Essor use of one arena and one meeting room for three hours a day with occasional use of another meeting room. Applied to the soccer field, we assume two hours of full-field rental (which could be used to run three small-field practices) each school day. We have assumed a discounted rental rate of \$130 for the full field in consideration of a long term relationship to a public sector agency. We have also assumed that L'Essor would use two additional meeting rooms for three hours on school days (except September and December) at a rate of \$4,000 per year, which is the currently negotiated rate for the rooms used by the L'Essor Hockey Academy.

Space	Season	Weekly use	Total hours	Revenue
Full field	Sept - June	2h/day 190 days	380	49,400
Meeting rooms		3h/day 190 days	570	4,000
Total				53,400

A3.2. PRIVATE SCHOOL

We have assumed the following for a grade 1 – 12 private sports school:

- Occupies about 3,500 sf as sole use spaces for high-school rooms and about 2,000sf as shared use space for primary instruction;
- Operates 190 teaching days per year (as per Ministry standards);
- The field would be used for 2h per day for the full field at discounted rate of \$150/hour in recognition of a long term agreement, or \$57,000 per year.
- The gym would be used for 3h per day at a rate of \$27/h or about \$15,400 per year.
- A long-term lease for sole-use space at a rate that would cover the cost of constructing and maintaining the space over the life of the lease of about \$60,900 per year⁴.
- Shared use spaces are rented at a cost-recovery rate of about \$7/h or \$10,600 per year.

This generates the following revenues.

⁴ Assuming a cost of construction of \$200/sf, a discount rate of 4%, lease payments increasing by 12.5% every 5 years over a 20 year term and a contribution toward operating costs,

Space	Season	Weekly use	Total hours	Revenue
Full field	Sept - June	2h/day 190 days	380	\$57,000
Gym	Sept - June	3h/day 195 days	570	\$15,400
Sole Use Spaces	All year			\$60,900
Meeting rooms		8h/day 190 days	1,425	\$10,600
Total				\$143,900

A3.3. TECUMSEH SOCCER

The expected revenue from Tecumseh Soccer is based on the following program assumptions.

- The full field will be used 2 hours per night, Monday through Thursday from October through April except for three weeks at Christmas and March break. This represents fewer field-hours than currently used, but the full field can accommodate 2-3 times the number of players.
- The full field will be used 9 hours each weekend from October through April, excluding three weeks at Christmas and March Break.
- The full field will be used by new adult leagues for 4 hours on weekends from October through April excluding break periods.
- The full field will be used for a summer program indoors for 3 hours each weekend from May to August.

Space	Season	Weekly use	Total hours	Revenue
Full field	Oct-Apr – Mon-Thurs	2h/day 27 weeks	216	64,800
Full Field	Oct-Apr – Sat	9h/day 27 weekends	243	72,900
Full Field	May-Aug – Mon-Thurs	3h/day 17 weeks	204	30,600
Full Field	Oct-Apr – Sat & Sun	8h/day 27 weekends	216	75,600
Total				243,900

A3.4. TECUMSEH THUNDER

The Tecumseh Thunder currently uses about four hours per week. From discussions with team representatives we understand that more players could be on the field at a time with a larger facility. For the purposes of this analysis, it is assumed that the Thunder could book a half-field and use batting cages/pitching lanes configured into the centre of the field. Further analysis is required to optimize the layout.

The expected revenue from the Tecumseh Thunder is based on the following program assumptions:

- A December training camp of two nights, two hours per night for three weeks;
- A February to April training program of two nights, two hours per night for eleven weeks.

Table A3.4: Potential Revenue from Tecumseh Thunder				
Space	Season	Weekly use	Total hours	Revenue
Half field	Dec – weeknight	4h/week 3 weeks	12	2,160
Half Field	Feb-Apr – weeknight	4h/week 11 weeks	44	7,920
			Total	10,800

A3.5. WINDSOR LADIES EXPOS

The Windsor Ladies Expos currently uses about four hours per week in school gyms from November to April. We have assumed a similar use on a half-field.

Table A3.5: Potential Revenue from Windsor Ladies Expos				
Space	Season	Weekly use	Total hours	Revenue
Half field	Oct-Apr – weeknight	4h/week 24 weeks	96	17,280
			Total	17,280

A3.6. TOWN PROGRAMS

The following programs are assumed for Town operations:

- After school programs, to be run on school days (190 days) from 3:30pm to 6:00pm for 60 participants on the turf field and 20 participants in the gym (assumes a facility cost of \$2.50-\$3.00 per participant).
- Drop-in adult programs in the gym and on the turf for 2 hours during the day (time when not used by the schools) assuming \$5/person with 25 people on the field and 10 people in the gym.
- March break and summer camp programs with 60 participants on the field and 20 participants in the gym, running 9 hours a day for Monday to Friday.
- Town programs are assumed to operate at discounted rates.

Table A3.6: Potential Revenue from Town Programs					
Space	Program	Season	Weekly use	Total hours	Revenue
Full field	After School	Sept – June, M-F	2.5h/day – 190 days	475	30,875
Gym	After School			475	11,400
Full field	Drop-in sports	Sept – June, M-F	2h/day – 190 days	400	26,000
Gym	Drop-in sports			400	9,600
Full field	Camps	Dec, March, July-Aug, M-F	9h/day – 10 weeks	400	31,500
Gym	Camps			400	10,800
				Total	120,175

A3.7. SPORTS ORGANIZATIONS / SOCIAL CLUBS

This group of users includes sports organizations such as the Essex Ravens, and other Football and Rugby clubs, and recreational clubs such as the Rose City Sports and Social Club, Ultimate clubs and others. The projected revenue includes the following programs:

- An evening league using the whole field for two hours one weeknight and 3 hours on Friday night from October to May, except for three weeks for holidays;
- An evening league using the gym for three hours on two nights from October to May, except for three weeks for holidays;
- Four hours on the whole field on one weekend day from October to May, except for three weeks for holidays;
- Four hours in the gym on one weekend day from October to May, except for three weeks for holidays;

Table A3.7: Potential Revenue from Sports Organizations & Social Clubs					
Space	Program	Season	Weekly use	Total hours	Revenue
Full field	Evening	Oct-May	2h and 3 h on 2 days	155	54,250
Gym	Evening		31 weeks	124	4,464
Full field	Weekend	Oct-May	2h and 3 h on 2 days	186	41,075
Gym	Weekend		31 weeks	124	2,976
Total					102,765

