

County of Brant

# Future Indoor Recreation Facilities



Business Plan Part 2 – *Feasibility Analysis*

November 7, 2019



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# 1 EXECUTIVE SUMMARY

## 1.1 INTRODUCTION

The County of Brant 2017 Parks and Recreation Master Plan identified a need for enhanced indoor recreation facilities. Specific need was identified for development at Brant Sports Complex and Syl Apps Community Centre as well as the demand for a municipal gymnasium. In accordance with recommendations of the Master Plan, the Business Plan for Three Indoor Recreation Facilities examining the economic and operational feasibility of the potential development of these three facilities was initiated.

During the consultation process, the Brant County Public Library identified the Syl Apps site as their preferred location for development of the new main branch, collocated with the community centre. Through the demand analysis and public consultation activities, the desire to maintain access to an indoor turf facility if Syl Apps were to be repurposed as a community centre with an increased emphasis on community activities necessitated the expansion of the scope of the project to include the potential development of a new indoor turf facility. Subsequently, the Library has reconsidered their participation in the redevelopment of the Syl Apps site, and it has been removed from the scope of the project, now redesignated as the **Business Plan for Future Indoor Recreation Facilities**.

Assessment of the needs and consultation with the public and stakeholder groups was completed in the first phase of this project. The results of that analysis were submitted under separate cover in the Background report.

Each of the two proposed developments is evaluated individually:

- Proposed redevelopment of **Brant Sports Complex** to improve its ancillary facilities including the addition of an attached triple **municipal gymnasium**.
- Proposed development of an **indoor turf fieldhouse** with two 100' by 200' soccer pitches as well as an outdoor sports centre with space for potential sport field and destination park development on the potential Pottruff Road Destination Park lands southeast of Powerline and Pottruff Roads.

Although redevelopment of Syl Apps Community Centre as a community recreational and social hub, including space allocation for senior and youth centres, the Brant County Public Library, Paris Museum, and social services office, originally proposed as part of this project, is no longer included within the scope, space allocation for community recreational needs remains outstanding.

This document represents the draft Business Plan for Future Indoor Recreation Facilities identified above. This plan identifies the indoor space requirements, order of magnitude capital costs and pro forma operating budgets for the two facilities.

## **1.2 BRANT SPORTS COMPLEX / MUNICIPAL GYMNASIUM**

### **1.2.1 Demand / Facility Needs**

Several issues with the existing Brant Sports Complex facility were identified during the public consultation process, including:

- Insufficient locker/changerooms to meet demand;
  - This is related to both increased demand and the changing demographics as more co-ed programs, teams and officials require multiple gendered facilities to support their functions.
  - New guidelines established by the OHA have increased programming on the ice with multiple groups needing to access ice hourly.
- The need for gender-friendly washrooms to serve non-binary individuals;
- Noise issues in the two upstairs meeting rooms (Dumfries and Punter);
- Obstructed viewing areas for the ice pads;
- The need for dedicated warm-up/dryland training areas for athletes; and,
- The need for a recreation facility to offer multi-use/multi-purpose space for a variety of uses beyond ice sports

### **1.2.2 Facility Design**

The two existing ice pads are functional and are not anticipated to change. The proposed changes are primarily to the existing locker rooms and the addition of a gymnasium to one side of the current structure. The proposed facilities include:

- Triple gymnasium with storage space and locker rooms
- Public washrooms plus individual gender-neutral/family washrooms
- Walking track
- Staff housing:
  - Reception/customer service area
  - Offices for facility manager, operators and recreation staff
  - Staff locker, lunch, and washrooms
- Multi-purpose rooms with storage for a variety of potential user groups
- Fitness equipment / studio room
- Total floor area of 133,234 ft<sup>2</sup>, with:
  - 82,450 ft<sup>2</sup> in existing facility, and,
  - 50,784 ft<sup>2</sup> additional area for triple gymnasium and ancillary space

### 1.2.3 Land Acquisition Requirements

There are several parcels of land immediately adjacent to the south of BSC that may be purchased from the developer. These parcels will be necessary to allow expansion of the BSC building to accommodate the proposed gymnasium as well as the additional parking required to support the increased capacity.

The two parcels under consideration are the most northwestern parcels in the Kingwood Subdivision. Block 26 (4.5 acres) is south of the BSC property and east of Rest Acres Road (County Highway 24). Block 27 (2.0 acres) is just to the east of Block 26.

**Recommendation #1:** It is recommended that the County acquire both Blocks 26 and 27 of the Kingwood lands for the future expansion of Brant Sports Complex (subject to negotiation).

### 1.2.4 Project Financial Outlook

The following table summarizes the fiscal costs and benefits of renovation and development of the Brant Sports Complex including a new a municipal gymnasium.

Note that the following capital costs do not include the cost of acquisition of the land adjacent to the south necessary for expansion. The operating costs shown do not include the estimated financing costs or annual depreciation. Both of those items are shown separately below.

**Table 1.1 Brant Sports Complex Proposed Development Financial Summary**

| Brant Sports Complex Renovation & (Proposed) Municipal Gymnasium Summary    |   |                 |                       |
|---|---|-----------------|-----------------------|
| <b>Facility</b>   | Brant Sports Complex & Municipal Gymnasium  |                 |                       |
| <b>Location</b>   | 944 Powerline Rd, Paris   |                 |                       |
| <b>Building Size</b>  | 133,234 ft <sup>2</sup> total (including 50,784 ft <sup>2</sup> proposed addition)  |                 |                       |
| <b>Features &amp; Amenities</b>   | <b>Existing:</b> Twin ice pads, locker/change & meeting rooms<br><b>New:</b> Triple gymnasium, walking/running track, exercise/warmup areas, fitness equipment, viewing areas, storage, change rooms and expanded parking |                 |                       |
| <b>Proposed Timing</b>  | 2021 construction   |                 |                       |
| <b>Project Capital Cost (2021)</b>  | \$20.20 million (excluding land acquisition cost)   |                 |                       |
| <b>Estimated DC Contribution</b>  | \$14.55 million (72% of Project Capital Costs)  |                 |                       |
| <b>Estimated Financed Amount</b>  | \$5.65 million  |                 |                       |
| <b>Estimated Financing Cost</b>   | \$320,000 per year (IO rate 2.23% to 2.87% for 25 years)  |                 |                       |
| <b>Estimated Depreciation</b>   | \$1.21 million per year (CCA 6%)  |                 |                       |
| Anticipated Operating Budget (not including financing cost or depreciation) |   |                 |                       |
| <b>Revenue</b>  | <b>Expense</b>  | <b>Net Levy</b> | <b>Coverage Ratio</b> |
| \$1.22 million  | \$1.78 million  | \$560,000       | 69%                   |

Anticipated operating costs and revenue for the proposed renovation and expansion of Brant Sports Complex (not including project capital costs or depreciation) provide a coverage ratio (revenue/expenses) of 69%, comparable with current operating results for the facility.

**Recommendation #2:** It is recommended that the County renovate and expand the Brant Sports Complex to better meet present and future community needs, including:

- Triple gymnasium
- Walking/running track
- Exercise/warmup areas
- 5 additional change rooms plus a ref's room
- Change room and office space for the Paris Mounties
- Accessible washrooms
- Storage space
- Additional parking spaces

### **1.3 PROPOSED INDOOR TURF FACILITY**

#### **1.3.1 Demand / Facility Needs**

The site of the present indoor turf facility at Syl Apps Community Centre is under review and may be redeveloped for other purposes or demolished. Furthermore, the indoor turf at that facility has reached the end of its useful life, its warranty period expires in 2020 and it will need to be replaced within 3 years. The consultation process identified a strong demand for continued access to an indoor turf facility which SACC will not be able to meet without major capital upgrades.

The preferred site for this development was identified as the potential Pottruff Road Destination Park lands one block east of Brant Sports Complex (BSC) across Pottruff Road and just south of Powerline Road. Its proximity to BSC will provide a focus for tournament and event activities. There will be ample parking located between the indoor turf facility and the outdoor fields to serve both uses. In conjunction with the Brant Sports Complex one block to the west these facilities will provide synergies in the development of a sport and tournament hub. The provision of indoor and outdoor turf as well as ice pad and gymnasium facilities at BSC will allow year-round tournament activity.

In addition to external demand, the majority of the proposed development (up to 3,000 dwellings) in Brant County will occur in the areas around this property. This will require recreational facilities including outdoor soccer fields to serve that growing demand.

#### **1.3.2 Facility Design**

The proposed indoor soccer / multi-use turf facility will include two 100' by 200' soccer pitches plus additional space for amenities (viewing areas, change/locker rooms, washrooms, physical plant, office and storage space, etc.) as well as meeting rooms. The surrounding area has the potential to be developed in the future as a destination park with soccer / multi-use fields and parking. The proposed facilities include:

- Two (2) 100' x 200' indoor turf soccer pitches
- Locker/change rooms, viewing areas and storage space
- Public washrooms including individual gender-friendly facilities
- Staff housing:
  - Reception/customer service area
  - Office for facility manager, operators and recreation staff
  - Staff locker, lunch, and washrooms
- Total area of 85,002 ft<sup>2</sup>

### 1.3.3 Project Financial Outlook

The following table summarizes the fiscal costs and benefits of renovation and development of the proposed indoor turf facility.

Note that the operating costs shown do not include the estimated financing costs or annual depreciation. Both of those items are shown separately below.

**Table 1.2 Indoor Turf Facility Proposed Development Financial Summary**

| <b>(Proposed) Indoor Turf Facility Summary</b>                                     |   |                 |                       |
|--|---|-----------------|-----------------------|
| <b>Facility</b>  | (Proposed) Indoor Turf Facility   |                 |                       |
| <b>Location</b>  | Southeast of Powerline & Pottruff Roads, Paris (potential Pottruff Road Destination Park land)                  |                 |                       |
| <b>Building Size</b>   | 85,002 ft <sup>2</sup>  |                 |                       |
| <b>Features &amp; Amenities</b>  | Two indoor turf soccer pitches (100' x 200'), outdoor sports fields viewing areas, storage, locker/change rooms |                 |                       |
| <b>Proposed Timing</b>   | 2021 construction   |                 |                       |
| <b>Project Capital Cost (2021)</b>   | \$13.53 to \$15.78 million (\$14.65 million median value)   |                 |                       |
| <b>Estimated DC Contribution</b>   | \$2.62 million (17.88% of Project Capital Cost)<br>\$4.22 million (Post-Period DC @ 28.83% of Capital Costs)    |                 |                       |
| <b>Estimated Financed Amount</b>   | \$12.03 million (\$7.81 million after Post-Period DC)   |                 |                       |
| <b>Estimated Financing Cost</b>  | \$681,000 per year (IO rate 2.23% to 2.87% for 25 years)<br>(not including Post-Period DC Contribution)         |                 |                       |
| <b>Estimated Depreciation</b>  | \$879,000 per year (CCA 6%)   |                 |                       |
| <b>Anticipated Operating Budget (not including financing cost or depreciation)</b> |   |                 |                       |
| <b>Revenue</b>   | <b>Expense</b>  | <b>Net Levy</b> | <b>Coverage Ratio</b> |
| \$638,00   | \$1.07 million  | \$440,000       | 60%                   |

Anticipated operating costs and revenue for the proposed new indoor turf facility (not including project capital costs or depreciation) provide a coverage ratio (revenue/expenses) of 60%, comparable with operating results for the current facility at Syl Apps Community Centre.

**Recommendation #3:** It is recommended that the County develop an indoor turf facility at the Pottruff Road Destination Park lands to continue to provide community access to indoor turf as well as future potential for destination park development.

## 2 INTRODUCTION

### 2.1 STUDY PURPOSE

The County of Brant, a growing urban and rural municipality surrounding the City of Brantford, prepared a Parks and Recreation Master Plan in 2017 which identified a need for enhanced indoor recreation facilities. Specific need was identified for development at Syl Apps Community Centre and Brant Sports Complex as well as the demand for a municipal gymnasium. In accordance with recommendations of the Master Plan, the Business Plan for Three Indoor Recreation Facilities examining the economic and operational feasibility of the potential development of these three facilities was initiated. The original scope of this business plan was to identify community desires and demands for indoor recreation facilities at Syl Apps Community Centre and Brant Sports Complex (including a potential municipally operated gymnasium) and evaluate the feasibility of their development and develop a business plan for the facilities.

During the demand analysis and public consultation process it was determined that there was a great desire not to lose access to the indoor turf facility currently operating at Syl Apps should it be reconfigured as a community centre. Consequently, a proposed new indoor turf facility was added to the scope. As the project progressed, the Brant County Public Library identified the Syl Apps site as their preferred location for development of the new main branch, collocated with the community centre. The project scope for Syl Apps expanded to include the Public Library and the Paris Museum. Subsequently, the Library has reconsidered their participation in the redevelopment of the Syl Apps site, and it has been removed from the scope of the project, now redesignated as the **Business Plan for Future Indoor Recreation Facilities**.

Assessment of the needs and consultation with the public and stakeholder groups was completed in the first phase of this project. The results of that analysis were submitted under separate cover in the Background report.

Each of the two proposed developments is evaluated individually:

- Proposed redevelopment of **Brant Sports Complex** to improve its ancillary facilities including the addition of an attached triple **municipal gymnasium**.
- Proposed development of an **indoor turf fieldhouse** with two 100' by 200' soccer pitches as well as an outdoor sports centre with space for potential sport field and destination park development on the potential Pottruff Road Destination Park lands southeast of Powerline and Pottruff Roads.

Although redevelopment of Syl Apps Community Centre as a community recreational and social hub, including space allocation for senior and youth centres, the Brant County Public Library, Paris Museum, and social services office, originally proposed as part of this project, is no longer included within the scope, space allocation for community recreational needs remains outstanding.

This document represents the draft Business Plan for Future Indoor Recreation Facilities identified above. This plan identifies the indoor space requirements, order of magnitude capital costs and pro forma operating budgets for the two proposed facilities.

**Figure 2.1 Location of Proposed Indoor Recreation Facility Development**



**Figure 2.2 Location of Brant Sports Complex and Proposed Location of Indoor Turf Facility**



### **3 NEEDS ASSESSMENT SUMMARY**

#### **3.1 INTRODUCTION**

The Needs Assessment and Public Consultation identified the needs and desires of the citizens of Brant County. Its results were detailed in the Background Report submitted separately. Following is a summary of

#### **3.2 MARKET ENVIRONMENT**

Brant County population is growing at an average 1.8% annually, increasing by more than 20,000 people over the next 25 years.

- Most of this growth will be concentrated in Paris and to a lesser extent St. George. There are more than 3,000 dwellings proposed in various developments in the area around the Brant Sports Complex.
- The senior (65+ years) population will grow faster than the average at about 2.4% annually.
- Children and youth (aged 0 to 19 years) will grow slightly faster than the average at approximately 1.9% annually.

This rapid population growth will result in increased demand for facilities and programs for all age groups but will likely be felt most significantly in the youth and senior segments of the population.

The demands for programs and facilities for the different age cohorts are time-dependent.

- School-age youth demand for programs and facilities is concentrated in after-school hours evenings, weekends and school breaks.
- Adult programs are also required evenings and weekends
- Senior and pre-school children's programs are almost the reverse, typically daytime and into the early evening.

This time difference will help achieve capacity utilization at facilities that can offer flexible use space for pre-school and senior programs during school hours and then can shift toward youth and adult programs in the evenings and weekends.

The current use of 10,000 hours of public school gymnasium time with waiting lists for County recreation programs at those gyms reaching 40% demonstrate the large and growing demand for County-operated gymnasium space. A strong desire to maintain the indoor turf capability currently at Syl Apps Community Centre has prompted the addition of an indoor turf facility to replace the capacity lost when Syl Apps is renovated.

During the needs assessment and public consultation process, the Brant County Public Library identified the Syl Apps site as their preferred location for development of the new main branch, collocated with the community centre. The desire to maintain access to an indoor turf facility if Syl Apps were to be repurposed as a community centre with an increased emphasis on community activities necessitated the expansion of the scope of the project to include the potential development of a new indoor turf facility (discussed in Section 5). The Library has subsequently reconsidered their participation in the Syl Apps site and its redevelopment has been deferred. Replacement of the indoor turf at Syl Apps at an estimated cost of \$155,000 will be required in 2021.

### **3.3 FACILITY NEEDS PROFILE**

A robust public and stakeholder consultation process that included focus group interviews with staff, senior management and stakeholder groups as well as a public workshop and online survey identified major themes and desires common across all processes and groups.

- **Brant Sport Complex (BSC):**
  - Recognized as a twin-pad ice arena rather than a comprehensive sports complex
  - Identified as the preferred location for development of a municipal gymnasium
  - The BSC was recognized as the highest priority for development during the consultation process with needs to improve:
    - The number and size of available locker rooms
    - Warmup / exercise space for sport teams
    - Fitness space and equipment
    - A walking/running track
- **Municipal Gymnasium:**
  - Brant Sports Complex was the preferred site for development of a municipal gymnasium
  - The preferred size was a double or triple gymnasium
- **Indoor Turf Facility:**
  - The demand to replace the indoor turf if it were to be lost at SACC was expressed
  - There is also demand for a larger turf area to accommodate long term growth and community planning
- **Syl Apps Community Centre (SACC):**
  - Identified as the preferred location for development as a community-centred recreational, leisure and social centre
  - Desire for youth and senior centres in the new facility

### **3.4 PUBLIC-PRIVATE PARTNERSHIPS**

Municipalities are faced with growing populations (and their growing recreation needs) with increasingly constrained budgets. The growing recreation needs must be balanced against other municipal priorities including aging infrastructure and other community service requirements. Municipal governments are seeking alternative methods to meet these demands. Some are consolidating or reducing services while others are increasing revenues through user fees or ancillary sales opportunities. In addition to these two methods there is another alternative that is becoming more popular, public-private partnerships (**P3**).

Partnerships between municipal governments and private entities are not new but are being increasingly used as means to expedite infrastructure development and mitigate public financial risk while protecting public interests. The Canadian Council for Public-Private Partnerships records 15 current Canadian P3 projects in Recreational and Culture infrastructure totalling more than \$1.4 billion dollars. Of those projects with reported costs savings versus conventional procurement, construction and operation methods the average saving was 19% (ranging from 9% to 29%).

Examples include 2 partnerships between the City of London, the YMCA of Southwestern Ontario and the London Public Library. The City has developed 2 facilities, Stoney Creek Community Centre and the new Bostwick Community Centre (opened 2018) that include community centres with multi-purpose community space, indoor pool and gymnasium, double pad ice arena, community kitchen, Service London counter, YMCA fitness facility and London Public Library branches. Development of the new Bostwick Community Centre is testament to the success of the earlier Stoney Creek Community Centre.

Although, these non-traditional partnerships may be met with resistance from public sector staff and occasionally from the public, the example of London and other municipalities including Hamilton (Mohawk 4-Ice Centre), Moncton (Superior Propane Centre), Brampton (Powerade Centre), Ottawa (Bell Sensplex and Richcraft Sensplex) and Kelowna (Prospera Place), show that these may be successful projects to serve community needs at reduced risk and cost to municipalities.

There are many forms of these alternate service delivery models that involve one or more of the five aspects of facility development: design, build, finance, maintain and operate. Although there is no uniform arrangement for P3 projects, their increasing use and success in the last 20 years has led to some guidelines and best practices to direct the process. Municipalities are developing procedural frameworks to plan, evaluate, organize and control their P3 projects.

### 3.4.1 Partner Selection

There are nine key factors that should guide identification and selection of a potential partner for a successful P3 project:

- **Individual excellence:** partners should add value to the relationship;
- **Importance:** the strategic goals of all partners should be aligned;
- **Interdependence:** the partners should provide complementary skills to advance the objectives of the project;
- **Investment:** all partners must commit tangible resources;
- **Increased reach:** market size and/or scope should be increased;
- **Information:** a system for open communication of objectives, progress and issues;
- **Integration;** many connections between partners at several levels;
- **Institutionalization:** the partnership has formal status in all organizations and cannot be arbitrarily abandoned; and,
- **Integrity:** no partner will try to destabilize the agreement.

### 3.4.2 Types of Partnership Arrangements

There are five broad categories that public-private partnerships generally fall into.

- **Strategic Alliance:** two or more organizations working together on planning and delivering services and programs to meet joint objectives;
- **Contract Agreement:** services provided via a contract where the contracting partner may assist in the development of the service but has no responsibility for managing or operating it except to ensure it meets specifications;
- **Rental Agreement:** facilities rented by one partner to another, where the renter either allocates designated times to affiliated groups or directly delivers services and programs to its customers in the rented facility;
- **Service Agreement:** contractual agreement between partners to jointly control, manage and operate services; or,
- **Facility Development (Equity) Agreement:** mutually planned and jointly funded facilities where access to partners' customers would be granted in accordance with the facility use and operations agreement.

### **3.4.3 Other Issues**

Public-private partnerships are a viable alternative for both the capital investment and operational organization of the four facilities evaluated in this study (renovated Syl Apps, renovated Brant Sports Complex, new municipal gymnasium and new indoor turf facility). It is important, however, to understand that these partnerships cannot solve all problems. Expectations must be clearly stated, understood by all parties and within the capabilities of each partner. The partnership must be beneficial for all partners and there should be alignment of goals and expectations. Flexibility is desired to deal with unforeseen developments. The objectives must be clear and attainable and senior officials should be held accountable for results.

It is impossible for the County to divest itself of all the risk associated with these types of projects. Taxpayers will look to the County to resolve issues despite their being the responsibility of an outside partner. It is also impossible to transfer risk without transferring control over the aspects that create that risk. For example, it would be difficult to transfer revenue risk without relinquishing control of price-setting.

Capital financing from private sources is more expensive than is available through Infrastructure Ontario. Private investors typically expect a higher rate of return than the public sector. The sale of sponsorship/naming rights will provide a source of revenue but should not be overestimated in project success.

The successful implementation of a public-private partnership requires effective management, not just during the planning and construction but in an ongoing basis during operation. The County must ensure that regulatory and contractual obligations are being met, service standards are maintained, required support is supplied and problems are addressed and resolved in a timely fashion. The responsibility of the County for audit and oversight must be balanced against the partner's right to conduct business with minimal interference. Regular meetings are required with one point of contact between each partner to ensure that issues and opportunities are identified and dealt with promptly.

## 4 BRANT SPORTS COMPLEX & MUNICIPAL GYMNASIUM

### 4.1 INTRODUCTION

Opened in 2011, the Brant Sports Complex (**BSC**) provides a twin-pad arena with conference and meeting rooms. At 944 Powerline Road, it is located just north of the intersection of highways 403 and 24 (Rest Acres Road). This area will be the locus of much of the anticipated growth in the County with up to 3,000 dwellings proposed in the vicinity. These new residents will increase demand for already overtaxed facilities at BSC.

The consultation process identified the BSC as the preferred location for sports, tournament and event related activities. It was also the preferred location for the colocation of the proposed municipal gymnasium. This need will become more acute as development in the area increases. BSC has become a tournament hub for ice sports but currently has inadequate facilities to properly support them.

Several issues with the existing facility were identified during the public consultation process, including:

- Insufficient locker/changerooms to meet demand;
  - This is related to both increased demand and the changing demographics as more co-ed programs, teams and officials require multiple gendered facilities to support their functions.
  - New guidelines established by the OHA have increased programming on the ice with multiple groups needing to access ice hourly.
- The need for gender-friendly washrooms to serve non-binary individuals;
- Noise issues in the two upstairs meeting rooms (Dumfries and Punter);
- Obstructed viewing areas for the ice pads;
- The need for dedicated warm-up/dryland training areas for athletes; and,
- The need for a recreation facility to offer multi-use/multi-purpose space for a variety of uses beyond ice sports

### 4.2 FACILITY DEVELOPMENT CRITERIA

The two existing ice pads are functional and are not anticipated to change. The proposed changes are primarily to the existing locker rooms and the addition of a gymnasium to one side of the current structure. The proposed facilities include:

- Triple gymnasium with storage space and locker rooms
- Public washrooms plus individual gender-neutral/family washrooms
- Walking track
- Staff housing:
  - Reception/customer service area
  - Offices for facility manager, operators and recreation staff
  - Staff locker, lunch, and washrooms
- Multi-purpose rooms with storage for a variety of potential user groups
- Fitness equipment / studio room
- Total floor area of 133,234 ft<sup>2</sup>, with:
  - 82,450 ft<sup>2</sup> in existing facility, and,
  - 50,784 ft<sup>2</sup> additional area for triple gymnasium and ancillary space

**Figure 4.1 Brant Sports Complex Proposed Development**



There are several parcels of land immediately adjacent to the south of BSC that may be purchased from the developer. These parcels will be necessary to allow expansion of the BSC building to accommodate the proposed gymnasium as well as the additional parking required to support the increased capacity.

The two parcels under consideration are the most northwestern parcels in the Kingwood Subdivision. Block 26 (4.5 acres) is south of the BSC property and east of Rest Acres Road (County Highway 24). Block 27 (2.0 acres) is just to the east of Block 26.

**Recommendation #1:** It is recommended that the County acquire both Blocks 26 and 27 of the Kingwood lands for the future expansion of Brant Sports Complex (subject to negotiation).

### 4.3 CAPITAL COST ESTIMATE

The following table summarizes the fiscal costs and benefits of renovation and development of the Brant Sports Complex including a new a municipal gymnasium.

Note that the following capital costs do not include the cost of acquisition of the land adjacent to the south necessary for expansion. The operating costs and revenues include operation of the existing Brant Sports Complex facilities but do not include the estimated financing costs or annual depreciation. Both of those latter two items are shown separately below.

**Table 4.2 Brant Sports Complex Proposed Development Financial Summary**

| Brant Sports Complex Renovation & (Proposed) Municipal Gymnasium Summary    |   |                 |                       |
|---|---|-----------------|-----------------------|
| <b>Facility</b>   | Brant Sports Complex & Municipal Gymnasium  |                 |                       |
| <b>Location</b>   | 944 Powerline Rd, Paris   |                 |                       |
| <b>Building Size</b>  | 133,234 ft <sup>2</sup> total (including 50,784 ft <sup>2</sup> proposed addition)  |                 |                       |
| <b>Features &amp; Amenities</b>   | <b>Existing:</b> Twin ice pads, locker/change & meeting rooms<br><b>New:</b> Triple gymnasium, walking/running track, exercise/warmup areas, fitness equipment, viewing areas, storage, change rooms and expanded parking |                 |                       |
| <b>Proposed Timing</b>  | 2021 construction   |                 |                       |
| <b>Project Capital Cost (2021)</b>  | \$20.20 million (excluding land acquisition cost)   |                 |                       |
| <b>Estimated DC Contribution</b>  | \$14.55 million (72% of Project Capital Costs)  |                 |                       |
| <b>Estimated Financed Amount</b>  | \$5.65 million  |                 |                       |
| <b>Estimated Financing Cost</b>   | \$320,000 per year (IO rate 2.23% to 2.87% for 25 years)  |                 |                       |
| <b>Estimated Depreciation</b>   | \$1.21 million per year (CCA 6%)  |                 |                       |
| Anticipated Operating Budget (not including financing cost or depreciation) |   |                 |                       |
| <b>Revenue</b>  | <b>Expense</b>  | <b>Net Levy</b> | <b>Coverage Ratio</b> |
| \$1.22 million  | \$1.78 million  | \$560,000       | 69%                   |

The proposed concept for the expansion of Brant Sports Complex will include a triple gymnasium and ancillary space located on the eastern side of the existing facility (see *concept diagram above*). The expansion will add 31,004 ft<sup>2</sup> on the ground floor and 19,780 ft<sup>2</sup> on the second floor for a total addition of 50,784 ft<sup>2</sup>. This will increase the BSC by 62% from its current size of 82,450 ft<sup>2</sup> to a total of 133,234 ft<sup>2</sup>. Construction costs estimated at \$250/ft<sup>2</sup> to \$300/ft<sup>2</sup> range from \$12.70 million to \$15.24 million (2019 costs). Additional project costs including site works, professional fees, permits, furniture and equipment are expected to add 25% bringing the estimated total project costs to \$15.87 to \$19.04 million in 2019 escalating at 3% per year to \$16.84 to 20.20 million in 2021 when it is anticipated to be built.

Development Charges funding will provide between \$3.03 million and \$3.64 million reducing the financed cost to between \$13.81 million and \$16.57 million (not including land acquisition costs). Infrastructure Ontario's current lending rate for a 25-year serial debenture is 2.87%. During construction (i.e. up to the time the facility is operational) the finance rate is 2.23%. Assuming similar rates when the project is anticipated to proceed in 2021 and if the entire project were to be financed by a serial municipal debenture then the annual financing cost would be between \$781,000 and \$938,000. Depreciation at the CCA rate of 6% would add between \$1.01 million and \$1.21 million as a non-cash expense.

#### **4.4 FINANCIAL OPERATING PROFILE**

The development of the Brant Sports Complex will expand its capabilities with the addition of a municipal gymnasium and ancillary facilities (locker rooms, washrooms, etc.). There will be efficiencies in staffing versus what would be required in a stand-alone gymnasium facility.

##### **4.4.1 Staffing**

Brant Sports Complex, in its current configuration as a twin-pad arena, has a facilities staff component of 6 full-time and 24 part-time staff, a total of 30 staff with 14.7 full-time equivalent positions (based upon a 40-hour work week). The annual salary/benefit budget for the current staff is approximately \$678,000 not including the Recreation staff. It is estimated that the current total staffing budget for BSC is approximately \$812,000.

It is estimated that the additional space and functionality of the triple gymnasium and ancillary developments at the expanded Brant Sports Complex will require an additional 2 new full-time and 2 new part-time facilities staff (not including the additional recreational staff) to serve the increased facility requirements bringing the total facilities staff complement to 34. There will be additional hours available for the existing part-time staff resulting in a 29% increase from 14.7 full-time equivalents (FTE) to 19.0 FTE based upon a 40-hour work week. This compares favourably with the 62% increase in area of the total facility.

Brant Sports Complex currently has 1 full-time and 6 part-time customer service staff for a total of 7 staff with about 4.3 FTE. It is expected the expanded facility will require 2 full-time Recreation Coordinators plus 2 full-time and 8 part-time Customer Service staff, a total of 12 staff or 6.4 FTE, an increase of 49% as compared to the 62% increase in floor space.

Salary and benefits for this staffing level is anticipated to range from \$1,281,000 to \$1,410,000 with an expected cost of \$1,349,000. A tabulation of forecast staffing salary and benefit expenses is included in Appendix 1

##### **4.4.2 Operating Expense Profile**

The renovation of Brant Sports Complex will involve some interior remodeling of the existing facility as well as the addition of the new municipal gymnasium along one exterior wall. Although renovated, it is assumed that the existing facility including the two ice pads will continue to operate as they have in the past and that their physical operating costs (not including staffing) will be similar to current rates. The added space of the gymnasium and ancillary space will result in additional physical operating costs estimated as a function of the volumetric space increase based upon 2018 budgeted amounts. The gymnasium is expected to add about 62% to the current volume of the Brant Sports Complex.

The costs to operate a twin pad ice arena (including refrigeration and maintenance of equipment) are greater than those for a general recreation facility. Thus, it is anticipated that the operating costs of the additional gymnasium space will not increase costs at the same rate per square foot as the existing facility. Industry averages and comparison to operating cost ratios at Syl Apps were used to estimate the incremental cost increase due to the volumetric increase of the additional area.

Assuming the operating costs for the existing portion of the BSC will remain the same, the additional area of the new gymnasium and ancillary space will add incremental expenses at a rate anticipated to be between \$3.46/ft<sup>2</sup> to \$4.71/ft<sup>2</sup> with an expected value of \$4.32/ft<sup>2</sup>. The total operating expenses (including anticipated staffing requirements) for the expanded Brant Sports Complex with municipal gymnasium are anticipated to range from \$1,705,000 to \$1,860,000 with a median value of \$1,787,000. This represents a 35% increase from the budgeted 2018 expense for the current facility (\$1,322,000) as compared to a 62% increase in total area. These costs do not include capital financing or depreciation. A tabulation of forecast operational expenses is included in Appendix 2

#### 4.4.3 Revenues

Rates for ice and rink floor rental at eight municipal arena facilities near or comparable to Brant County were examined for price comparison. Prime time rates for ice rental range from a low of \$163.72 per hour at Township of Blandford-Blenheim facilities to \$293.36 per hour at City of Cambridge arenas as compared to \$199.00 per hour at Brant Sports Complex. Most facilities offer an affiliated youth rate with discounts ranging from lows of 25-27% in the Township of North Dumfries, Haldimand County, City of St. Thomas, and Township of Blandford-Blenheim to highs of 34% in Norfolk County and the City of Brantford as compared to a discount rate of 28% at Brant Sports Complex.

**Table 4.3 Comparison of Arena Ice / Floor Rental Rates**

|                     | Regular/Prime Time |                 | Non-Prime Time  |                | Summer Ice      |                 | Arena Floor    |                |
|---------------------|--------------------|-----------------|-----------------|----------------|-----------------|-----------------|----------------|----------------|
|                     | Regular            | Affil/Mbr       | Regular         | Affil/Mbr      | Regular         | Affil/Mbr       | Regular        | Affil/Mbr      |
| City of Cambridge   | \$293.36           | \$167.08        | \$175.99        | \$114.33       | \$167.08        |                 | \$82.08        | \$65.69        |
| City of Brantford   | \$261.17           | \$173.61        | \$169.76        | \$112.85       | \$208.94        | \$173.61        | \$77.27        | \$66.30        |
| North Dumfries Twp. | \$213.86           | \$160.39        | \$115.76        |                |                 |                 | \$48.61        |                |
| City of St. Thomas  | \$210.40           | \$155.62        | \$119.56        | \$79.51        |                 |                 | \$83.94        |                |
| <b>Brant County</b> | <b>\$199.00</b>    | <b>\$144.25</b> | <b>\$123.50</b> |                |                 |                 | <b>\$72.00</b> | <b>\$59.00</b> |
| City of Woodstock   | \$188.00           |                 | \$142.00        |                |                 |                 |                |                |
| Haldimand County    | \$179.00           | \$135.00        | \$88.75         | \$88.75        |                 |                 | \$94.75        | \$47.50        |
| Norfolk County      | \$170.00           | \$112.00        | \$121.00        | \$112.00       |                 |                 | \$60.00        | \$45.00        |
| Blandford-Blenheim  | \$163.72           | \$119.47        | \$92.92         | \$66.37        |                 |                 |                |                |
| <b>Average</b>      | <b>\$208.72</b>    | <b>\$145.93</b> | <b>\$127.69</b> | <b>\$95.64</b> | <b>\$188.01</b> | <b>\$173.61</b> | <b>\$74.09</b> | <b>\$56.70</b> |

The current (2018-19) rental rate for ice and rink floor rental at Brant Sports Complex is within the range of prices for the comparator facilities.

Brant Sports Complex's two ice pads (Davis and Gurney) have averaged a total of 6,000 hours utilization for the last seven years and are expected to continue to do so as the prime-time weekday hours operate virtually at 100% capacity.

Revenue for the existing portion of the Brant Sports Complex facility (i.e. the ice pads and ancillary spaces) are anticipated to remain the same as they are operating near capacity during prime time. Therefore, the revenue anticipated to result from the addition of the new gymnasium is calculated separately. Concession and vending machine sales are recorded net of material expenses.

**Table 4.4 Existing Arena Revenue\* (not including Gymnasium expansion)**

|  |                  |
|--|------------------|
| Arena Surface Rental                       | \$710,000        |
| Net Sales - Concessions & Vending Machines | \$57,000         |
| Rental, Commissions & Advertising          | \$25,000         |
| Fees - Drop In & Services                  | \$12,500         |
| Recoveries, Rebates & Subsidies            | \$2,650          |
| <b>Total Revenue</b>                       | <b>\$807,150</b> |

\* Based on 2018 Budget

Rates at eleven other organizations were evaluated to assess the market price for gymnasium rental at the proposed Brant Sports Complex expansion. Single gymnasium rental rates range from \$40 per hour (plus custodial fees on weekends and late evenings) at the two local school boards (Grand Erie District School Board and Brant Haldimand Norfolk Catholic District School Board) to \$75 per hour at the private Novelletto Rosati Complex. Municipal gymnasium rental rates range from \$68.20 per hour at City of Windsor facilities to \$43.55 per hour at the City of Cambridge.

Some facilities offer a discounted rate for affiliated groups and organizations and a few offer discounted non-prime time rates. Non-prime time (i.e. weekday daytime use) is not available at either local school board's (GEDSB and BHNCDSB) facilities. This represents an unmet need and opportunity for a municipal gymnasium.

**Table 4.5 Comparison of Gymnasium Rental Rates**

|                       | Regular/Prime Time |                |                 | Affiliate/Member |                |                | Non-Prime Time |        |        |
|-----------------------|--------------------|----------------|-----------------|------------------|----------------|----------------|----------------|--------|--------|
|                       | Single             | Double         | Triple          | Single           | Double         | Triple         | Single         | Double | Triple |
| Windsor - Novelletto  | \$75.00            |                |                 |                  |                |                |                |        |        |
| City of Hamilton      | \$68.20            |                |                 | \$15.91          |                |                |                |        |        |
| Brantford - Laurier   | \$68.00            |                | \$157.00        |                  |                |                |                |        |        |
| City of Windsor       | \$66.25            |                |                 | \$54.50          |                |                | \$38.75        |        |        |
| Woodstock - Cowan     | \$65.00            |                |                 |                  |                |                |                |        |        |
| Waterloo – Rim Park   | \$60.65            | \$120.20       |                 | \$30.33          | \$60.10        |                |                |        |        |
| Kitchener – CORE      | \$60.00            | \$85.00        |                 |                  |                |                |                |        |        |
| Milton Sports Complex | \$52.48            | \$81.17        |                 | \$34.11          | \$52.48        |                |                |        |        |
| Brantford - Gretzky   | \$48.67            |                |                 |                  |                |                | \$26.55        |        |        |
| Cambridge - Johnson   | \$43.55            |                |                 |                  |                |                |                |        |        |
| BHNCDSB - schools     | \$40.00            | \$60.00        | \$100.00        | \$20.00          | \$30.00        | \$50.00        | N/A            | N/A    | N/A    |
| GEDSB - schools       | \$40.00            | \$60.00        | \$80.00         | \$20.00          | \$30.00        | \$40.00        | N/A            | N/A    | N/A    |
| <b>Average</b>        | <b>\$57.32</b>     | <b>\$81.27</b> | <b>\$112.33</b> | <b>\$29.14</b>   | <b>\$43.15</b> | <b>\$45.00</b> | <b>\$32.65</b> |        |        |

Market rates anticipated for the proposed BSC gymnasia are forecast between \$45 per hour and \$75 per hour for a single gymnasium during prime time with an average value of \$60 per hour. Triple gymnasium prime time rental rates are forecast to range between \$105 per hour to \$150 per hour averaging \$128 per hour. The discount rates for non-prime time use and affiliated groups prime time use are anticipated at rates similar to those discount rates for the BSC arenas. A 26% from the prime time rate for non-prime time use and a 14% discount from the prime time rate for affiliated group use.

The expanded Brant Sports Complex will add 3 gymnasia which may be configured as 3 single gyms, a single and a double or 1 triple gymnasium. As the double and triple gym configurations utilize 2 or 3 of the single gym spaces, utilization was calculated on a single gym equivalency. A double gym configuration utilizes 2 single gym equivalents while a triple gym uses all 3. If the gymnasium is rented out as a triple gym, then no other rentals are possible during that time period.

Between 2015 and 2018, community use of GEDSB school gymnasia ranged between 7,000 and 10,000 hours. Both single gyms and double gyms were rented from the school board with single gyms representing between 41% and 52% of the total hours. Converted to single gym equivalent hours the annual community usage during that period ranged from 11,200 to 15,700 hours.

If the expanded Brant Sports Complex operates from 8:00 am until 11:00 pm seven days per week (allowing 6 days of holiday closures) there would be a total of 16,155 hours (359 days x 15 hours/day x 3 gymnasia) of available single gym equivalent time. That would be divided into:

- Weekday prime time (Monday to Friday, 4:00 pm to 11:00 pm): 5,355 hours
- Weekend prime time (Saturday and Sunday, 8:00 am to 11:00 pm) 4,680 hours
- **Total available single gym equivalent prime time (3 gymnasia): 10,035 hours**
- Weekday non-prime time (Monday to Friday, 8:00 am to 4:00 pm): 6,120 hours
- **Total available single gym equivalent time (3 gymnasia): 16,155 hours**

Prime time utilization rates for the gymnasia are forecast to range from 60% to 90% of the available time with a median or expected value of 75%. Non-prime time utilization is anticipated to be lower, ranging from 10% to 30% with a median value of 20%. Given the differing prime time rental rates for affiliated groups versus non-affiliated groups this was also factored into the forecast with non-affiliated groups expected to consume 30% to 70% (median value 50%) of the utilized prime time. Finally, single gym usage versus double and triple usage is forecast to consume 30% to 50% (median value 40%) of the utilized gymnasium time. This last factor was used to calculate total hours of single gym equivalent use as this is the constraining factor on usage.

The following table shows the forecast hours of utilization (single gym equivalent hours) for the proposed Brant Sports Complex triple gymnasium for each of the prime time versus non-prime time periods. Note that the double and triple gym utilization rates refer to single gym equivalent use so that revenue is based upon one half of the hours for double gym rental and one third the hours for triple gym rental. Total hours of capacity remains the constraining factor.

**Table 4.6 Forecast Utilization of Brant Sports Complex 3 Gymnasia**

| <u>Revenue Category</u>                                       | <u>Days</u> | <u>Hrs</u> | <u>Utilization Rate</u> |               |             | <u>Total Hours (3 Gyms)</u> |               |               |
|---|-------------|------------|-------------------------|---------------|-------------|-----------------------------|---------------|---------------|
|   |             |            | <u>Low</u>              | <u>Median</u> | <u>High</u> | <u>Low</u>                  | <u>Median</u> | <u>High</u>   |
| Weekday Prime Time<br>(M-F 4-11 pm) Utilization Rate          | 255         | 7          | 60%                     | 75%           | 90%         | 3,213                       | 4,016         | 4,820         |
| Weekend Prime Time<br>(8am-11pm) Utilization Rate             | 104         | 15         | 60%                     | 75%           | 90%         | 2,808                       | 3,510         | 4,212         |
| <b>Total Prime Time Hours (Single Gym Equivalent)</b>         |             |            | <b>60%</b>              | <b>75%</b>    | <b>90%</b>  | <b>6,021</b>                | <b>7,526</b>  | <b>9,032</b>  |
| Non-Prime Time<br>(M-F 8am-4pm) Utilization Rate              | 255         | 8          | 10%                     | 20%           | 30%         | 612                         | 1,224         | 1,836         |
| <b>Total Hours (Single Gym Equivalent)</b>                    |             |            | <b>41%</b>              | <b>54%</b>    | <b>67%</b>  | <b>6,633</b>                | <b>8,750</b>  | <b>10,868</b> |
| Prime Time Non-Affiliate Use Ratio                            |             |            | 30%                     | 50%           | 70%         | 1,806                       | 3,763         | 6,322         |
| Single Gym Use Ratio of Total Prime Time                      |             |            | 30%                     | 40%           | 50%         | 1,032                       | 1,771         | 2,737         |
| Double Gym Use Ratio of Total Prime Time                      |             |            | 65%                     | 50%           | 35%         | 4,473                       | 4,427         | 3,832         |
| Triple Gym Use Ratio of Total Prime Time                      |             |            | 5%                      | 10%           | 15%         | 516                         | 1,328         | 2,463         |
| Incremental Room Rentals (M-S)<br>(8am-11pm) Utilization Rate | 350         | 15         | 5%                      | 10%           | 15%         | 245                         | 490           | 735           |

Given the current use of 11,000 to 15,000 hours of single gym equivalent use by the community in GEDSB school gyms it is assumed that usage of the 3 gymnasiums proposed at Brant Sports Complex will be heavily used. There will also be the opportunity for increased room rentals and concession sales due to the increased traffic and community group usage of the expanded facility.

The following table shows the incremental revenue that is forecast to accrue to the additional gymnasium and ancillary facility as well as increased use of the existing facility.

**Table 4.7 Forecast Total Revenue of Expanded Brant Sports Complex**

| Gym Size   | Revenue Category          | Total Hours Utilized |              |               | Price |        |       | Revenue - Low Utilization |                    |                    | Revenue - Median Utilization |                    |                    | Revenue - High Utilization |                    |                    |
|--|---------------------------|----------------------|--------------|---------------|-------|--------|-------|---------------------------|--------------------|--------------------|------------------------------|--------------------|--------------------|----------------------------|--------------------|--------------------|
|  |                           | Low                  | Median       | High          | Low   | Median | High  | Low Price                 | Median Price       | High Price         | Low Price                    | Median Price       | High Price         | Low Price                  | Median Price       | High Price         |
| Single   | Prime Time* Non-Affiliate | 310                  | 885          | 1,916         | \$45  | \$60   | \$75  | \$13,950                  | \$18,600           | \$23,250           | \$39,825                     | \$53,100           | \$66,375           | \$86,220                   | \$114,960          | \$143,700          |
|  | Prime Time* Affiliate†    | 723                  | 884          | 821           | \$39  | \$52   | \$65  | \$28,190                  | \$37,587           | \$46,984           | \$34,490                     | \$45,987           | \$57,484           | \$32,007                   | \$42,675           | \$53,344           |
|  | Non-Prime Time*†          | 107                  | 288          | 557           | \$33  | \$44   | \$56  | \$3,531                   | \$4,708            | \$5,992            | \$9,504                      | \$12,672           | \$16,128           | \$18,381                   | \$24,508           | \$31,192           |
| Double   | Prime Time* Non-Affiliate | 671                  | 1,107        | 1,341         | \$75  | \$94   | \$113 | \$50,325                  | \$63,074           | \$75,823           | \$83,025                     | \$104,058          | \$125,091          | \$100,575                  | \$126,054          | \$151,533          |
|  | Prime Time* Affiliate†    | 1,565                | 1,107        | 575           | \$65  | \$81   | \$97  | \$101,725                 | \$126,765          | \$151,805          | \$71,955                     | \$89,667           | \$107,379          | \$37,375                   | \$46,575           | \$55,775           |
|  | Non-Prime Time*†          | 227                  | 360          | 389           | \$56  | \$70   | \$84  | \$12,712                  | \$15,890           | \$19,068           | \$20,160                     | \$25,200           | \$30,240           | \$21,784                   | \$27,230           | \$32,676           |
| Triple   | Prime Time* Non-Affiliate | 52                   | 221          | 575           | \$105 | \$128  | \$150 | \$5,460                   | \$6,630            | \$7,800            | \$23,205                     | \$28,178           | \$33,150           | \$60,375                   | \$73,313           | \$86,250           |
|  | Prime Time* Affiliate†    | 120                  | 222          | 246           | \$90  | \$110  | \$129 | \$10,800                  | \$13,200           | \$15,480           | \$19,980                     | \$24,420           | \$28,638           | \$22,140                   | \$27,060           | \$31,734           |
|  | Non-Prime Time*†          | 17                   | 72           | 167           | \$78  | \$94   | \$111 | \$1,326                   | \$1,598            | \$1,887            | \$5,616                      | \$6,768            | \$7,992            | \$13,026                   | \$15,698           | \$18,537           |
| <b>Total Prime Time Hours (Single Gym Equivalent)</b>          |                           | <b>6,021</b>         | <b>7,526</b> | <b>9,032</b>  |       |        |       |                           |                    |                    |                              |                    |                    |                            |                    |                    |
| <b>Total Gym Hours (Single Gym Equivalent)</b>                 |                           | <b>6,633</b>         | <b>8,750</b> | <b>10,868</b> |       |        |       | <b>\$228,019</b>          | <b>\$288,052</b>   | <b>\$348,089</b>   | <b>\$307,760</b>             | <b>\$390,050</b>   | <b>\$472,477</b>   | <b>\$391,883</b>           | <b>\$498,073</b>   | <b>\$604,741</b>   |
| Incremental Room Rentals (M-S)                                 |                           | 245                  | 490          | 735           | \$20  | \$30   | \$40  | \$4,900                   | \$7,350            | \$9,800            | \$9,800                      | \$14,700           | \$19,600           | \$14,700                   | \$22,050           | \$29,400           |
| Incremental Advertising, Ancillary & Food Sales (net of costs) |                           |                      |              |               |       |        |       | \$10,000                  | \$15,000           | \$20,000           | \$12,500                     | \$17,500           | \$22,500           | \$15,000                   | \$20,000           | \$25,000           |
| <b>Existing BSC Revenue</b>                                    |                           |                      |              |               |       |        |       | <b>\$750,000</b>          | <b>\$783,333</b>   | <b>\$816,667</b>   | <b>\$766,667</b>             | <b>\$800,000</b>   | <b>\$833,333</b>   | <b>\$783,333</b>           | <b>\$816,667</b>   | <b>\$850,000</b>   |
| <b>Total Revenue for Expanded BSC</b>                          |                           |                      |              |               |       |        |       | <b>\$992,919</b>          | <b>\$1,093,735</b> | <b>\$1,194,556</b> | <b>\$1,096,727</b>           | <b>\$1,222,250</b> | <b>\$1,347,910</b> | <b>\$1,204,916</b>         | <b>\$1,356,790</b> | <b>\$1,509,141</b> |

\* Prime Time (M-F 4-11pm, S&S 8am-11pm); Non-Prime Time (M-F 8am-4pm)

† Prime Time Affiliate Discount: 14% (from Prime Time rate); Non-Prime Time Discount: 26% (from Prime Time rate)

#### 4.4.4 Pro Forma Operating Statements

The following table shows the summary results of 27 cases of pro forma income statements for each of the various combinations of median, high and low forecast for utilization, price and expense forecasts. A complete tabulation of the forecast pro formas is included in Appendix 3

**Table 4.8 Summary Pro Forma Results for Expanded Brant Sports Complex**

| Utilization Forecast | Revenue     | Expense     | Operating Deficit | Coverage Ratio |
|----------------------|-------------|-------------|-------------------|----------------|
| Maximum Deficit      | \$992,919   | \$1,860,000 | (\$867,081)       | 53%            |
| Minimum Deficit      | \$1,509,141 | \$1,705,000 | (\$195,859)       | 89%            |
| Average Deficit      | \$1,224,327 | \$1,784,000 | (\$559,673)       | 69%            |

The coverage ratio (expenses / revenue) is forecast to range between 53% up to 89% with an expected value of 69% (higher than BSC's budgeted 2018 coverage ratio of 62%). The operating deficit (i.e. net levy) is anticipated to be higher than currently due to the larger operating budget. The operating deficit is expected range from \$196,000 to \$867,000 with an expected value of \$560,000. This does not include either capital financing or depreciation.

**Recommendation #2:** It is recommended that the County renovate and expand the Brant Sports Complex to better meet present and future community needs, including:

- Triple gymnasium
- Walking/running track
- Exercise/warmup areas
- 5 additional change rooms plus a ref's room
- Change room and office space for the Paris Mounties
- Accessible washrooms
- Storage space
- Additional parking spaces

# 5 NEW INDOOR TURF FACILITY/OUTDOOR SPORTS CENTRE

## 5.1 INTRODUCTION

If Syl Apps is redeveloped as a community recreational and social hub, the indoor turf will be removed at that location. The desire for continued and expanded access to indoor turf was expressed firmly throughout the public consultation process. In order to maintain continuous access to indoor turf, a new indoor turf fieldhouse would be required before demolition and reconstruction occur at the Syl Apps site. The existing indoor turf at Syl Apps will need to be replaced in 2021 at a budgeted cost of \$155,000. This cost may be avoided if the indoor turf facility is built in 2021.

There is a property nearby Brant Sports Complex that was identified during the consultation phase of this project as the preferred location for the development of an indoor turf fieldhouse and associated sportfields. It is one block east of BSC across Pottruff Road and just south of Powerline Road. Its proximity to BSC will provide a focus for tournament and event activities. There will be ample parking located between the indoor turf facility and the outdoor fields to serve both uses. In conjunction with the Brant Sports Complex one block to the west these facilities will provide synergies in the development of a sport and tournament hub. The provision of indoor and outdoor turf as well as ice pad and gymnasium facilities at BSC will allow year-round tournament activity.

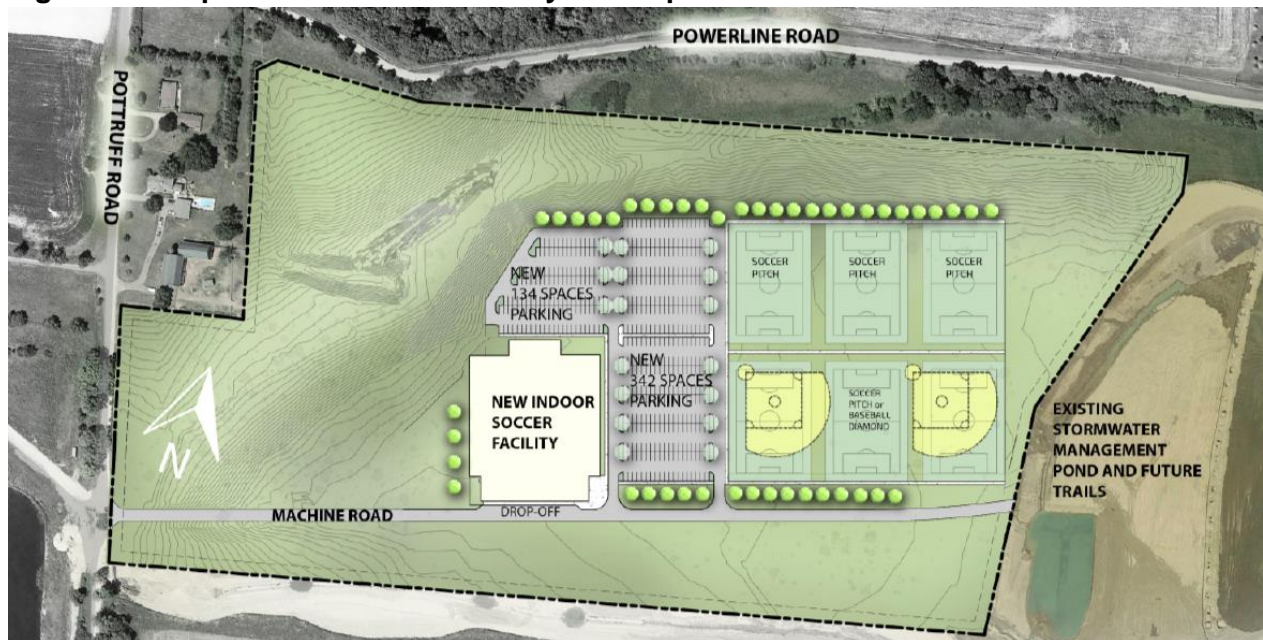
In addition to external demand, the majority of the proposed development (up to 3,000 dwellings) in Brant County will occur in the areas around this property. This will require recreational facilities including outdoor soccer fields to serve that growing demand.

## 5.2 FACILITY DEVELOPMENT CRITERIA

The proposed indoor soccer / multi-use turf facility includes two 100' by 200' soccer pitches plus additional space for amenities (viewing areas, change/locker rooms, washrooms, physical plant, office and storage space, etc.) as well as meeting rooms. The surrounding area will be developed as soccer / multi-use fields and parking. The proposed facilities include:

- Two (2) 100' x 200' indoor turf soccer pitches
- Locker/change rooms, viewing areas and storage space
- Public washrooms including individual gender-friendly facilities
- Staff housing:
  - Reception/customer service area
  - Office for facility manager, operators and recreation staff
  - Staff locker, lunch, and washrooms
- Total area of 85,002 ft<sup>2</sup>

**Figure 5.1 Proposed Indoor Turf Facility Development**



### 5.3 CAPITAL COST ESTIMATE

The following table summarizes the fiscal costs and benefits of renovation and development of the proposed indoor turf facility.

Note that operating costs shown do not include the estimated financing costs or annual depreciation. Both of those items are shown separately below.

**Table 5.1 Proposed Indoor Turf Facility Development Financial Summary**

| <b>(Proposed) Indoor Turf Facility Summary</b>                                     |   |                 |                       |
|--|---|-----------------|-----------------------|
| <b>Facility</b>  | (Proposed) Indoor Turf Facility   |                 |                       |
| <b>Location</b>  | Southeast of Powerline & Pottruff Roads, Paris (potential Pottruff Road Destination Park land)                  |                 |                       |
| <b>Building Size</b>   | 85,002 ft <sup>2</sup>  |                 |                       |
| <b>Features &amp; Amenities</b>  | Two indoor turf soccer pitches (100' x 200'), outdoor sports fields viewing areas, storage, locker/change rooms |                 |                       |
| <b>Proposed Timing</b>   | 2021 construction   |                 |                       |
| <b>Project Capital Cost (2021)</b>   | \$13.53 to \$15.78 million (\$14.65 million median value)   |                 |                       |
| <b>Estimated DC Contribution</b>   | \$2.62 million (17.88% of Project Capital Cost)<br>\$4.22 million (Post-Period DC @ 28.83% of Capital Costs)    |                 |                       |
| <b>Estimated Financed Amount</b>   | \$12.03 million (\$7.81 million after Post-Period DC)   |                 |                       |
| <b>Estimated Financing Cost</b>  | \$681,000 per year (IO rate 2.23% to 2.87% for 25 years)<br><i>(not including Post-Period DC Contribution)</i>  |                 |                       |
| <b>Estimated Depreciation</b>  | \$879,000 per year (CCA 6%)   |                 |                       |
| <b>Anticipated Operating Budget (not including financing cost or depreciation)</b> |   |                 |                       |
| <b>Revenue</b>   | <b>Expense</b>  | <b>Net Levy</b> | <b>Coverage Ratio</b> |
| \$638,00   | \$1.07 million  | \$440,000       | 60%                   |

The proposed Indoor Turf Facility on the potential Pottruff Road Destination Park Lands will include two (2) 100' x 200' indoor turf soccer pitches, change rooms, viewing gallery, administration and other ancillary space (see *concept diagram above*). Access will be from Pottruff Road with parking north and east of the building and six soccer pitches to the east. Project costs estimated at \$120/ft<sup>2</sup> to \$140/ ft<sup>2</sup> range from \$10.20 million to \$11.90 million (2019 costs). Additional project costs including site works, professional fees, permits, furniture and equipment are expected to add 25% bringing the estimated total project costs to \$12.75 to \$14.88 million in 2019 escalating at 3% per year to \$13.53 to \$15.78 million with a median value of \$14.65 million in 2021 when it is anticipated to be built.

Development Charges funding at 17.88% of capital costs will provide about \$2.62 million reducing the financed cost to an estimated \$12.03 million. Infrastructure Ontario's current lending rate for a 25-year serial debenture is 2.87%. During construction (i.e. up to the time the facility is operational) the finance rate is 2.23%. Assuming the long-term rate of 2.87% is appropriate when the project is anticipated to proceed in 2021 and if the entire project were to be financed by a serial municipal debenture then the annual financing cost would be approximately \$681,000. Depreciation at the CCA rate of 6% would add about \$879,000 per year as a non-cash expense.

## **5.4 FINANCIAL OPERATING PROFILE**

### **5.4.1 Staffing**

This will be a new facility requiring new staff (or transfers from other positions). The anticipated staffing requirements include a full-time Facility Supervisor supported by a Receptionist/Administrator. A full-time Operations Lead Hand supported by 2 full-time and 4 part-time Facility Operators would provide operational coverage. A part-time custodian would provide custodial service. It is not yet determined whether recreational program staff will be housed at this facility. For budgetary purposes an allocation of 1 full-time Recreation Coordinator supported by 3 part-time Program/Camp Coordinators and 6 part-time Customer Service Staff have been forecast.

The proposed indoor turf facility is anticipated to require 6 full-time and 14 part-time staff (a total of 20 or 11.0 full-time equivalent) to operate the proposed new indoor turf field house. Based upon the County of Brant's current staffing expenses including benefits overhead and with a 5% contingency allowance it is estimated that staffing cost (with salary/benefits) to operate the proposed facility will be between \$696,000 and \$765,000 with an expected value of \$733,000.

### **5.4.2 Operating Expense Profile**

Based upon operating costs for the County of Brant as well as industry averages, annual operating costs (not including staff salaries/benefits) at the proposed facility are anticipated to be between \$3.47/ft<sup>2</sup> to \$4.82/ft<sup>2</sup> with an expected value of \$4.20/ft<sup>2</sup>. Given the proposed 78,742 ft<sup>2</sup> area and including staffing costs it is anticipated that annual operating costs for the facility will be between \$985,000 and \$1,161,000 with an expected value of \$1,078,000.

### 5.4.3 Revenues

Twelve other indoor soccer facilities in southern and southwestern Ontario were examined for price comparison. Prime time rates for a full field range from a low of \$121.84 per hour at Budd Park in Kitchener to \$857.82 per hour at the Milton Indoor Turf Centre. Rates for fractional portions of the fields are usually proportionate to the portion utilized.

The largest factor in the price differential is the size of the field. When converted to a rate per thousand square feet per hour the range is much smaller. The last column in the following Table 5.2 shows the rental rate per thousand square feet of field area for one hour of regular prime time use. This ranges from a low of \$4.50/1,000 ft<sup>2</sup>/hour at RIM Park in Waterloo to a high of \$12.88/1,000 ft<sup>2</sup>/hour at the Milton Indoor Turf Centre.

The table below shows regional indoor soccer facilities some of which (the BMO Centre in London, the Ontario Soccer Facility in Vaughan and the Milton Indoor Soccer Facility) are much larger and not used in the calculation of average prices. In the table, only the facilities down to and including Cowan Park in Woodstock are included in the averages. The average prime time hourly rate for those comparator facilities is \$166.

**Table 5.2 Comparison of Indoor Soccer Rental Rates**

| Field Size                     | Regular / Prime Time |                 |                 | Affiliate / Member |            |                 | Non-Prime Time |                |                 | \$ per<br>1,000 ft <sup>2</sup> . |
|--------------------------------|----------------------|-----------------|-----------------|--------------------|------------|-----------------|----------------|----------------|-----------------|-----------------------------------|
|                                | 1/3                  | 1/2             | Full            | 1/3                | 1/2        | Full            | 1/3            | 1/2            | Full            |                                   |
| Budd Park (Kitchener)          |                      |                 | \$121.84        |                    |            |                 |                |                | \$56.56         | \$9.34                            |
| Bechtel Park (Waterloo)        | \$43.47              |                 | \$129.31        | \$21.73            |            | \$64.66         |                |                |                 | \$7.14                            |
| Syl Apps (Brant)               |                      |                 | \$142.25        |                    |            | \$123.00        |                |                | \$105.75        | \$10.44                           |
| RIM Park (Waterloo)            | \$49.28              |                 | \$146.73        | \$24.64            |            | \$73.37         |                |                |                 | \$4.50                            |
| CORE Lifestyle (Kitchener)     |                      | \$85.00         | \$150.00        |                    |            |                 |                | \$60.00        | \$95.00         | \$8.33                            |
| Novelletto (Windsor)           |                      |                 | \$160.00        |                    |            |                 |                |                |                 | \$7.80                            |
| Royal Distributing (Guelph)    |                      |                 | \$193.87        |                    |            |                 |                |                | \$118.48        | \$7.69                            |
| ComDev Park (Cambridge)        | \$84.07              | \$137.17        | \$194.69        |                    |            |                 | \$53.10        | \$79.65        | \$110.62        | \$9.01                            |
| Canlan Sports (Mississauga)    |                      |                 | \$200.00        |                    |            |                 |                |                | \$165.00        |                                   |
| Cowan Park (Woodstock)         | \$75.00              |                 | \$220.00        | \$70.00            |            | \$200.00        |                |                |                 | \$9.52                            |
| BMO Centre (London)            | \$132.75             | \$221.25        | \$309.10        |                    |            |                 | \$70.79        | \$132.74       | \$221.25        | \$4.73                            |
| Ontario Soccer (Vaughan)       | \$220.00             | \$440.00        | \$620.00        |                    |            |                 | \$120.00       | \$240.00       | \$320.00        |                                   |
| Milton Indoor (Milton)         | \$214.45             | \$321.69        | \$857.82        | \$160.84           | \$321.69   | \$643.37        |                |                |                 | \$12.88                           |
| <b>Average (to Cowan Park)</b> | <b>\$62.96</b>       | <b>\$111.09</b> | <b>\$165.87</b> | <b>\$38.79</b>     | <b>N/A</b> | <b>\$115.26</b> | <b>\$53.10</b> | <b>\$69.83</b> | <b>\$108.57</b> | <b>\$8.20</b>                     |

The current (2018-19) prime time rental rate for indoor turf at Syl Apps (\$142.25/hour) is within the range of prices for the comparator facilities. It is somewhat (14%) below the average of comparator facilities but within the range of local Kitchener and Waterloo municipal facilities. The discount to the prime-time price for non-prime usage at Syl Apps is 26% which is within the range of the comparator facilities from 18% to 54% averaging 36%. The discount to the prime-time price for affiliate/member use at Syl Apps is 14% also within the range of the comparator facilities from 9% to 50% averaging 31%.

If Syl Apps were to continue operating (ignoring the imminent necessity for turf replacement and the potential replacement of the Syl Apps facility) it is anticipated that the utilization would average 2,050 hours going forward. However, the warranty on the turf at Syl Apps will end in 2019 and maintenance costs are anticipated to rise significantly. It will need replacement within several years.

The proposed twin 100' by 200' indoor soccer pitches could each be rented as a full field, 2 halves, or a range of other combinations up to 4 mini fields of 50' by 100' for players under age 6, allowing much flexibility in programming and rentals.

If rented at Brant's current rate of \$10.44/1,000 ft<sup>2</sup>/hour, each 100' by 200' pitch would generate \$209 per prime-time hour. This rate is in line with the Canlan Sports Centre in Mississauga (\$200/hour) and Cowan Park in Woodstock (\$220/hour) but may represent the high end of the range that the local market will bear. At the average rate of \$8.20 per 1,000 ft<sup>2</sup> the prime-time hourly rental revenue for each pitch would be \$164, comparable to the comparator facility average of \$166.

It is recommended that the prime-time rental rate for each pitch be \$166 per hour (plus taxes) given the pitch size, geographic location and the newness and quality of the proposed facility. The financial analysis includes a sensitivity analysis of a price range from a low of the current prime time price of \$142/hour (\$7.10/1,000 ft<sup>2</sup>) to a high of \$190/hour (\$9.50/1,000 ft<sup>2</sup>).

It is also recommended that the discounts to the prime-time price for non-prime time and affiliate prime-time use remain at the current rates, 26% and 14% respectively.

The following table shows the forecast utilization of the two indoor turf soccer pitches at the proposed facility under low, median and high utilization scenarios.

**Table 5.3 Forecast Utilization of Indoor Turf Facility 2 Soccer Pitches**

| <u>Revenue Category</u>                              | <u>Days</u> | <u>Hrs</u> | <u>Utilization Rate</u> |               |             | <u>Total Hours (2 Fields)</u> |               |              |
|--|-------------|------------|-------------------------|---------------|-------------|-------------------------------|---------------|--------------|
|  |             |            | <u>Low</u>              | <u>Median</u> | <u>High</u> | <u>Low</u>                    | <u>Median</u> | <u>High</u>  |
| Weekday Prime Time<br>(M-F 4-11 pm) Utilization Rate | 255         | 7          | 30%                     | 50%           | 70%         | 1,071                         | 1,785         | 2,499        |
| Weekend Prime Time<br>(8am-11pm) Utilization Rate    | 104         | 15         | 30%                     | 50%           | 70%         | 936                           | 1,560         | 2,184        |
| <b>Total Prime Time Hours (2 Fields)</b>             |             |            | <b>30%</b>              | <b>50%</b>    | <b>70%</b>  | <b>2,007</b>                  | <b>3,345</b>  | <b>4,683</b> |
| Non-Prime Time<br>(M-F 8am-4pm) Utilization Rate     | 255         | 8          | 10%                     | 20%           | 30%         | 408                           | 816           | 1,224        |
| <b>Total Hours (2 Fields)</b>                        |             |            | <b>22%</b>              | <b>39%</b>    | <b>55%</b>  | <b>2,415</b>                  | <b>4,161</b>  | <b>5,907</b> |
| Prime Time Non-Affiliate Use Ratio                   |             |            | 30%                     | 50%           | 70%         | 602                           | 1,673         | 3,278        |

**Table 5.4 Forecast Revenue of Indoor Turf Facility 2 Soccer Pitches**

|         |              | Prime Time*    |            | Non-Prime Time** | Food Sales* | Total Revenue |             |
|---------|--------------|----------------|------------|------------------|-------------|---------------|-------------|
|         |              | Non-Affiliate† | Affiliate† |                  |             |               |             |
| Hours   | Low Usage    | 602            | 1,405      | 408              |             |               |             |
|         | Median Usage | 1,673          | 1,673      | 816              |             |               |             |
|         | High Usage   | 3,278          | 1,405      | 1,224            |             |               |             |
| Price** | Low          | \$142          | \$122      | \$105            |             |               |             |
|         | Median       | \$166          | \$143      | \$123            |             |               |             |
|         | High         | \$190          | \$163      | \$141            |             |               |             |
| Revenue | Low Usage    | Low Price      | \$85,498   | \$171,398        | \$42,840    | \$10,000      | \$309,736   |
|         |              | Median Price   | \$99,949   | \$200,901        | \$50,184    | \$15,000      | \$366,033   |
|         |              | High Price     | \$114,399  | \$228,999        | \$57,528    | \$20,000      | \$420,926   |
|         | Median Usage | Low Price      | \$237,495  | \$204,045        | \$85,680    | \$12,500      | \$539,720   |
|         |              | Median Price   | \$277,635  | \$239,168        | \$100,368   | \$17,500      | \$634,671   |
|         |              | High Price     | \$317,775  | \$272,618        | \$115,056   | \$22,500      | \$727,949   |
|         | High Usage   | Low Price      | \$465,490  | \$171,398        | \$128,520   | \$15,000      | \$780,408   |
|         |              | Median Price   | \$544,165  | \$200,901        | \$150,552   | \$20,000      | \$915,617   |
|         |              | High Price     | \$622,839  | \$228,999        | \$172,584   | \$25,000      | \$1,049,422 |

\* Prime Time (M-F 4-11pm, S&S 8am-11pm); Non-Prime Time (M-F 8am-4pm)

† Prime Time Affiliate Discount: 14% (from Prime Time rate); Non-Prime Time Discount: 26% (from Prime Time rate)

Note that the analysis above does not include revenues or expenses from the outdoor fields that will be developed surrounding the proposed facility.

#### 5.4.4 Pro Forma Operating Statements

The following table shows the summary results of 27 cases of pro forma income statements for each of the various combinations of median, high and low forecast for utilization, price and expense forecasts. A complete tabulation of the forecast pro formas is included in Appendix 3

**Table 5.5 Summary Pro Forma Results for Expanded Brant Sports Complex**

| Utilization Forecast | Revenue     | Expense     | Operating Deficit | Coverage Ratio |
|----------------------|-------------|-------------|-------------------|----------------|
| Maximum Deficit      | \$309,736   | \$1,161,000 | (\$851,264)       | 27%            |
| Minimum Deficit      | \$1,049,422 | \$985,000   | \$64,422          | 107%           |
| Average Deficit      | \$638,276   | \$1,074,667 | (\$436,391)       | 60%            |

The coverage ratio (expenses / revenue) is forecast to range between 27% up to 107% (an operating surplus) with an expected value of 60% (higher than SACC's budgeted 2018 coverage ratio of 48%). The operating deficit (i.e. net levy) is anticipated to range from a \$64,000 surplus to a \$851,000 deficit with an expected value of a \$436,000 annual operating deficit. This does not include either capital financing or depreciation.

**Recommendation #3:** It is recommended that the County develop an indoor turf facility at the Pottruff Road Destination Park lands to continue to provide community access to indoor turf as well as future potential for destination park development.

## 6 SUMMARY

### 6.1 PROJECT FINDINGS

Following recommendations put forth in the County of Brant 2017 Parks and Recreation Master Plan, public consultations and analysis of demographic and community usage data demonstrated the need for upgraded and enhanced indoor recreation facilities in the County. Specifically, the needs identified were:

- Improve the presently inadequate locker room, washroom and viewing facilities at Brant Sports Complex;
- A municipal gymnasium (proposed for Brant Sports Complex) to meet the current demand for 10,000 hours of annual public-school gymnasium usage; and,
- An indoor turf facility to replace the indoor turf at the Syl Apps Community Centre that will need replacement within 3 to 5 years

### 6.2 BRANT SPORTS COMPLEX / MUNICIPAL GYMNASIUM

Capital costs for the proposed renovation of the Brant Sports Complex, including development of a municipal triple-gymnasium, are estimated to be between \$17 and \$21 million (2021 costs) not including land acquisition costs. The facility operating coverage ratio (revenue/expenses) (not including capital costs or depreciation) is estimated at 69%, comparable to the current coverage ratio at Brant Sports Complex. The annual net levy is anticipated at \$560,000. The renovated and expanded facility will be sufficient to meet current and future community needs as the population grows.

**Recommendation #1:** It is recommended that the County acquire both Blocks 26 and 27 of the Kingwood lands for the future expansion of Brant Sports Complex (subject to negotiation).

**Recommendation #2:** It is recommended that the County renovate and expand the Brant Sports Complex to better meet present and future community needs, including:

- Triple gymnasium
- Walking/running track
- Exercise/warmup areas
- 5 additional change rooms plus a ref's room
- Change room and office space for the Paris Mounties
- Accessible washrooms
- Storage space
- Additional parking spaces

### 6.3 INDOOR TURF FACILITY

Capital costs for the proposed Indoor Turf Facility are estimated to be between \$14 and \$17 million (2021 costs). The facility operating coverage ratio (revenue/expenses) (not including capital costs or depreciation) is estimated at 60%, comparable to the current coverage ratio at Syl Apps Community Centre. The annual net levy is anticipated at \$440,000. This facility will continue to meet the indoor turf and recreational needs of the community when Syl Apps Community Centre is no longer available to serve those needs.

**Recommendation #3:** It is recommended that the County develop an indoor turf facility at the Pottruff Road Destination Park lands to continue to provide community access to indoor turf as well as future potential for destination park development.