A wide-angle aerial photograph of Calgary, Alberta, showing the downtown skyline with various skyscrapers, the Bow River winding through the city, and green parkland in the foreground. A semi-transparent white box is overlaid on the right side of the image, containing the title text.

# **The City of Calgary**

---

## **West Village-CalgaryNEXT Phase 1 Analysis Fieldhouse Investigation**

**April 2016**

## EXECUTIVE SUMMARY

The City of Calgary (“The City”) has unfunded plans for a multi-purpose fieldhouse to be built at Foothills Athletic Park, near McMahon Stadium. The development would require an investment of \$250 million (current value based on capital escalation from 2012 estimates). The CalgaryNEXT concept proposes to re-locate the fieldhouse to West Village and integrate it within an indoor football stadium for the Calgary Stampeders, adjacent to an arena for the Calgary Flames.

The Calgary Sports and Entertainment Corporation (CSEC) believes there will be construction savings of approximately \$330 million by combining the fieldhouse, the stadium and the arena into one facility. The estimated cost savings appear to be based on the assumption that McMahon Stadium would be replaced rather than renovated and do not account for any modification or repurposing costs for McMahon Stadium.

Per Council’s direction, The City retained a consultant to assess the technical feasibility of the proposed concept, including combining multi-use facilities within one building and integrating a Canadian Football League (CFL) stadium into the fieldhouse. Preliminary feasibility studies identify that the CalgaryNEXT concept is technically feasible if certain implications related to the function and operation of the fieldhouse are accepted.

Existing studies conducted by the McMahon Stadium Society indicate that an investment of approximately \$2.08 million (current value based on capital escalation from 2015 construction estimates) over the next four to five years would ensure the stadium structure and mechanical systems could provide service for another 25 to 30 years.

An investment of approximately \$36.7 million (current value based on capital escalation from 2007 construction estimates) for improvements to the existing concourse would improve user experience and address the majority of current user convenience issues. Execution of all proposed amenity improvements would represent an investment in the range of \$69.4-89.2 million (current value based on capital escalation from 2012 construction estimates).

Based on consultation with the McMahon Stadium Society, the stadium remains a viable facility for accommodating CFL football and amateur sport use in Calgary. In 2015, 464 of 1,784 total scheduled hours are attributable to amateur sport and recreation use. This demand would need to be accommodated elsewhere if the existing stadium is not maintained.

Feedback from stakeholders indicates that complexing (or combining amenities into one facility) is generally supported as long as infrastructure (parking, route access, amenity design, etc.) supports multiple uses and high volumes. While there is a high level of support for creating additional play space in Calgary, more information is needed to determine the actual impacts to public recreation and amateur sport users. For example, allocation of time will need to be directly



West Village-CalgaryNEXT Phase 1 Analysis  
Fieldhouse Investigation

addressed to ensure equitable access for amateur sport and more information is needed to understand the full amenity complement being proposed.



West Village-CalgaryNEXT Phase 1 Analysis  
Fieldhouse Investigation



Contents

Executive Summary

Chapter 1 – Introduction 7

1.1 Background .....7

1.2 Purpose of the Background Report .....9

Chapter 2 – Summary of Results 11

2.1 Response to Item 3 (a) .....11

2.2 Response to Item 3 (b) .....13

2.3 Response to Item 3 (c) .....16

2.4 Response to Item 3 (d) .....20

2.5 Response to Item 3 (e) .....23

2.6 Response to Item 3 (f) .....28

Chapter 3 – Closing 29

Appendix A – Stakeholder Letters 30

Appendix B – Supporting Research 46

## CHAPTER 1 – INTRODUCTION

### 1.1 Background

The City of Calgary (“The City”) has unfunded plans for a multi-purpose fieldhouse to be built at Foothills Athletic Park, near McMahon Stadium. The development of this public facility requires an investment of \$202 million, based on \$94 million for the fieldhouse building (including a 400 meter indoor track and FIFA sized field) and \$108 million for associated support/sport spaces, site clearing, site redevelopment, parking and project soft costs.

There has been extensive stakeholder consultation regarding the Foothills Fieldhouse and significant discussions with the University of Calgary to be a partner in this project. Central to The City’s vision for the fieldhouse is public accessibility and usability, supporting the amateur sporting community, and partnering with the University of Calgary. The Foothills Fieldhouse did not contemplate the use of the fieldhouse as a Canadian Football League (CFL) football stadium, and excludes the cost of remediation and infrastructure that would be required to support this function.

The CalgaryNEXT project proposes to re-locate the fieldhouse and integrate it within this development and design so it can be used as an indoor football stadium for the Calgary Stampeders. Calgary Sports and Entertainment Corporation (CSEC) believes there will be construction savings of approximately \$330 million by combining the fieldhouse, the stadium and the arena into one facility. The estimated cost savings appear to be based on the assumption that McMahon Stadium would be replaced rather than renovated and do not account for any modification or repurposing costs for McMahon Stadium.

### Previous Council Direction/Policy

On 2010 July 19, Council approved in principle CPS2010-47 Foothills and Glenmore Athletic Park Concept Plan; and directed Administration, subject to available financing, to proceed in the planning process for Foothills and Glenmore Athletic Parks and report back to SPC on Community and Protective Services no later than 2011 October.

On 2010 July 19, Council adopted Alderman Pincott’s Motion Arising with respect to CPS2010-47, directing Administration to complete additional research required (preliminary background studies, costing, programming, operational analysis and revenue potential); and further that \$500,000 be transferred from the Reserve for Future Capital to Recreation Program 507 to fund this work.

On 2011 November 7, Council approved CPS2011-51 Foothills and Glenmore Athletic Parks – Deferral Request; and directed Administration to bring forward the Foothills and Glenmore Athletic Park report no later than 2012 March.



On 2012 March 19, Council approved CPS2012-10 Foothills and Glenmore Athletic Parks Update – Deferral Request; and directed Administration to bring forward the Foothills and Glenmore Athletic Park report no later than 2012 November.

On 2012 November 19, Council approved CPS2012-0771 Foothills and Glenmore Athletic Parks Update – Deferral Request; and directed Administration to bring forward a revised site plan for the Foothills Fieldhouse and Athletic Park along with the associated phasing implications for Glenmore Athletic Park no later than 2013 May.

On 2013 April 22, Council approved CPS2013-0351 Foothills Fieldhouse – Progress Update; and approved, in principle, the revised location for the Foothills Fieldhouse within Foothills Athletic Park.

## 1.2 Purpose of the Background Report

The Background Report summarizes preliminary research and stakeholder feedback with respect to the feasibility of the proposed CalgaryNEXT concept. The purpose of the Fieldhouse Investigation is to gain insight into implications for key stakeholders, including the University of Calgary, the McMahon Stadium Society and representatives of the amateur sport community in Calgary.

The Fieldhouse Investigation is comprised of six parts to determine the feasibility and implications of the proposed fieldhouse at West Village:

- Mayor's Report M2015-0856 Items 3 (a) and 3 (e) require consulting services to determine the feasibility of (1) incorporating the fieldhouse and arena into one facility and (2) integrating the CFL stadium into a fieldhouse, respectively.
- Items 3 (b) and 3 (f) require consultation with the University of Calgary with respect to (1) the features they require in a fieldhouse and the implications of the proposed location at West Village, and (2) the implications of relocating the Calgary Stampeders and any short- or long-term plans for McMahon Stadium, respectively.
- Item 3 (c) requires consultation with community stakeholders of the fieldhouse with respect to the features they require in a fieldhouse and the implications of the proposed location at West Village.
- Item 3 (d) requires consultation with the McMahon Stadium Society to understand the cost for renovations to improve customer service in the existing stadium.

The next section – Chapter 2 – provides a summary of results from consultant assessments and consultation with key stakeholders. All original reports and responses are appended to this report.



<THIS PAGE HAS BEEN INTENTIONALLY LEFT BLANK>

## CHAPTER 2 – SUMMARY OF RESULTS

### 2.1 Response to Item 3 (a)

*A preliminary analysis of the feasibility of a multi fieldhouse/arena facility including the implications of incorporating these facilities within one building;*

#### Approach

To determine the functional and technical requirements of a combined fieldhouse/arena amenity, the Project Team liaised with internal subject matter experts to supplement a preliminary feasibility assessment conducted by a retained consultant.

Research includes:

1. a case study comparison of similar buildings to identify relevant implications
2. preliminary research and analysis of the functional/operational and technical implications of a co-located facility

Technical requirements are built attributes required to support physical co-location while functional/operational requirements relate to the scheduling, coordination and execution of events, games and practices, and the implications these have on accessibility for recreation use.

#### Outcomes

A review of professional sport spectator venues in Canada and the United States did not reveal comparable facilities where National Hockey League (NHL) and CFL/NFL teams are co-located within one physical building. The closest Stadium to what is being proposed by CSEC is TD Place Stadium and Arena in Ottawa, which incorporates a spectator ice rink for the Ottawa 67's (Canadian Hockey League) under the football grandstands for the CFL Redblacks. Other similar facilities are located in close proximity to each other on adjacent properties or across a parking lot.

Spectator venues are typically housed in separate facilities with secure perimeters to limit unpaid access. This limits opportunities for shared facility components that could increase efficiencies and cost savings (both in terms of capital and operational costs). Facility components that could be shared between pro sport spectator and public venues similar to what is being proposed by CSEC include: guest lobbies, concessions, kitchens and commissaries, storage, staging, loading, security, parking and administration.

With respect to scheduling, considerations include physical access limitations created by larger spectator numbers, parking availability, servicing and delivery for food and beverages stores,



security and access control between paid admission events, and the 'clearing' of shared spaces prior to next use.

The ability to share facility components is impacted by the number of large scale events occurring onsite over the course of the year. Posted schedules for the Flames (NHL), the Hitmen (WHL), the Roughnecks (NLL) and special events such as concert performances or shows, indicate there are 118 events scheduled for the NHL venue in 2015/2016. McMahon Stadium bookings for the same time period indicate there are 11 CFL games and seven special events (marching band shows and fundraisers). A total of 136 large scale events are scheduled over the course of the year 2015/2016.

## Implications

Given the typical interstitial space available in stadium-type facilities, CFL club operational requirements could be accommodated in a comprehensively designed stadium. A potential impact is increased construction costs. A detailed technical assessment is needed to assess initial capital construction impacts and short-, medium- and long-term operational impacts. In addition, a comprehensive operational plan is needed to determine the operational requirements of shared amenities and the potential impact of competing demand.

## 2.2 Response to Item 3 (b)

*Consulting with the University of Calgary with respect to the features they require in a fieldhouse so that the facility would serve the University effectively and also satisfy the needs of its students and stakeholders. In particular, the consultation should include a discussion with respect to the implication of locating the fieldhouse in the West Village instead of the Foothills Athletic Park;*

### Approach

In response to Item 3b of the review framework, City Administration approached Dr. Elizabeth Cannon, President and Vice-Chancellor of the University of Calgary. A meeting was attended by Chima Nkemdirim, Chief of Staff, Office of the Mayor, Brad Stevens, Deputy City Manager, Bart Becker, Vice President (Facilities), University of Calgary and Dr. Cannon on 19 February 2016.

Based on available public information about the CalgaryNEXT concept, and consistent with Council's goals for Phase 1 of the Fieldhouse Investigation, the Project Team identified the following topics to stimulate thinking about the proposed concept:

1. What are the possible implications for your organization of locating the fieldhouse at West Village instead of Foothills Athletic Park?
2. What are the implications of combining multisport amenities (stadium/fieldhouse) into one building and combining multiple sport amenities (stadium/fieldhouse + NHL arena ) into one facility?
3. What are the implications of sharing use of the facility among professional leagues, large events and the amateur sport community?
4. What features are required in a fieldhouse to serve university needs both from an academic and recreation-sport perspective?

This list is not exhaustive and the University of Calgary was encouraged to add any items they would like to be considered.

### Outcomes

On 18 March 2016, The City of Calgary received a letter response addressed to Mr. Brad Stevens, Deputy City Manager, from Bart Becker, Vice President (Facilities), University of Calgary. The original letter is appended to this report. The letter responds directly to the four discussion topics above and includes information about the University's planning processes for current and future academic research, and community outreach programs – and the facilities that house them – for their Kinesiology Faculty. According to the letter, the University identified a number of programs that could benefit from the co-location and integration of programming in a

fieldhouse, including research and teaching labs, associated office and support spaces, as well as both public and instructional physical activity spaces.

The following is a summary of the University of Calgary's response to the above discussion topics:

1. What are the possible implications for your organization of locating the fieldhouse at West Village instead of Foothills Athletic Park?

The University of Calgary expressed that the success of a joint use athletics facility is dependent on proximity to the existing campus.

2. What are the implications of combining multisport amenities (stadium/fieldhouse) into one building and combining multiple sport amenities (stadium/fieldhouse + NHL arena ) into one facility?

The University of Calgary supports the intelligent design of a combined facility and outlined the program elements required to support their vision and purpose, including state of the art fitness facilities and gymnasiums, coaching staff offices, community outreach clinics, as well as offices, and flexible lab and classroom spaces supporting the programming of these various activities.

3. What are the implications of sharing use of the facility among professional leagues, large events and the amateur sport community?

The University of Calgary perceived potential benefits with a co-located facility, but states that dedicated university access is critical to an integrated solution. The University cites parking capacity and scheduling conflicts as possible hindrances and states that without preferential booking and proximity, they would require additional similar facilities to maintain the level of access and programs required for varsity practice and training.

4. What features are required in a fieldhouse to serve university needs both from an academic and recreation-sport perspective?

The University of Calgary identified three overarching principles critical with respect to the location of a fieldhouse to allow for use by the university:

1. Proximity to their main campus and Foothills campus
2. Public parking and direct transit access
3. Dedicated programming times

Finally, the University's response summarizes current programming that could benefit from an integrated and proximal fieldhouse, including academic activities, varsity teams, clubs and programs, and intramural sports.



## Implications

Existing spaces at the University of Calgary are oversubscribed and showing their age, and cannot meet current and future demands. Through their capital planning process, the university identified an approximate 45,000 m<sup>2</sup> expansion, and renewal and repurposing of nearly 11,000 m<sup>2</sup> of their existing Kinesiology Complex. These plans could benefit from a co-located fieldhouse.

The University of Calgary's ability to be integrated in a future fieldhouse design is directly influenced by its proximity to the academic and research programming located at their main campus and Foothills medical campus, as well as the ease of public access to possible co-located clinics. Given the lack of proximity to their academic and research community, the University of Calgary would anticipate to be at most, an occasional user of facilities at the West Village site.

## 2.3 Response to Item 3 (c)

*Consulting with the community stakeholders of the fieldhouse, including the Calgary Multisport Fieldhouse Society, Sport Calgary, the amateur athlete community and the general public with respect to the features that they require in a fieldhouse so that the facility can satisfy the needs of the stakeholders. In particular, the consultation should include a discussion with respect to the implications of locating the fieldhouse in the West Village instead of the Foothills Athletic Park;*

### Approach

At this time, stakeholders are those organizations that represent broad sport and recreation interests and were previously engaged as part of the concept planning process for Foothills Fieldhouse. For the purpose of the investigation, stakeholders have been divided into two groups based on their perceived level of interest and influence. The following organizations are considered to be directly impacted by the CalgaryNEXT proposal, or represent broad stakeholder interests:

- Sport Calgary
- Calgary Multisport Fieldhouse Society
- Canadian Sport Institute

Other organizations targeted for engagement as part of Phase 1 include:

- Mount Royal University
- Greater Calgary Amateur Football Association
- Calgary United Soccer Association
- Calgary Track Council
- Nation Sport Academy
- NSD Sports & Fitness Club (formerly National Sport Development)
- Hockey Calgary
- Calgary Ultimate Association
- Tennis Alberta
- Swim Alberta
- Calgary Senior Women Basketball
- Calgary Senior Men's Basketball Association
- Calgary & District Amateur Softball Association
- Calgary Senior High School Athletic Association
- Alberta Little League (District 3)

- Calgary Women's Fastball Association
- Alberta Volleyball Association
- Calgary Minor Soccer Association

Interviews were conducted with organizations considered to be directly impacted by the CalgaryNEXT proposal, or who represent broad stakeholder interests. All other stakeholders received a questionnaire delivered on 2 February 2016 with a request to provide feedback by 22 February 2016.

Extensive stakeholder engagement has already occurred as part of the concept planning process for Foothills Athletic Park. Through this process, The City and its consultants devised a concept plan for the Foothills Fieldhouse based on expressed user needs and preferences. Specifically, the plan reflects feedback from user groups about the features and facilities required to support the amateur sport community in Calgary.

The findings from this engagement are still considered valid and are not revisited in this initial review phase. As per Council direction, this phase focuses on the possible implications of:

- locating the fieldhouse at West Village instead of the Foothills Athletic Park,
- sharing the facility with the Calgary Stampeders and the CFL, and
- any other insights with respect to the implications of the CalgaryNEXT proposal for the amateur sport community in Calgary.

## Outcomes – Interviews

Based on interviews and submissions from Sport Calgary (interviewed on 20 January 2016), the Canadian Sport Institute (interviewed on 1 February 2016) and the Calgary Multisport Fieldhouse Society (interviewed on 3 February 2016), the following key themes emerged and are consistent among the organizations:

1. Accessibility – Stakeholders expressed some concerns related to parking, allocation of prime time, the implications of sharing with professional sport leagues and the cost of access. Specific concern was expressed about the appropriateness of public transit as the main access for amateur athletes (youth) and spectators.
2. Amenities – Stakeholders expressed that more information is needed regarding the actual design of the facility. Specific questions include:
  - a. What types of amenities are and are not included?
  - b. How will amenity components be designed?
  - c. What adjacent amenities will be available?
3. Location – More information is needed regarding route accessibility, availability of parking and the appropriateness of public transit as the main access for amateur (youth) athletes and spectators.

## Other Feedback

Concurrent with Phase 1 of Administration's review, the CSEC initiated an independent consultation process with amateur sport stakeholders. As follow up to presentations by the CSEC, The City has received additional feedback from Sport Calgary and Calgary Multisport Fieldhouse Society (CMFS). This feedback is summarized below. Original letters included in a comprehensive supporting research report that is compiled under separate cover.

### *Sport Calgary*

On 21 March 2016, the Project Team for the Fieldhouse Investigation received a letter from Sport Calgary as follow up to a presentation to that group by the CSEC. The letter states that the CSEC's presentation "[goes] a long way to address all 5 of the concerns [Sport Calgary has] raised on behalf of the amateur sport community." The letter further states that Sport Calgary "believes the option of incorporating the fieldhouse into the CalgaryNEXT project has considerable merit from an amateur sport perspective."

### *CalgaryMultisport Fieldhouse Society*

On 29 March 2016, the Project Team received a letter from CMFS as follow up to a presentation by K. Knights & Associates and members of GEC Artchitecture. The letter states that after subsequent review with the board, CMFS feels that CalgaryNEXT/CSEC have demonstrated their willingness and substantial commitment to work closely with CMFS to ensure critical concerns are addressed, including:

- Amenities and programming requirements vs. Foothills Fieldhouse
- Access to the site and adequate parking
- Availability for public use at all time taking into account Fieldhouse and Arena
- Affordability
- Governance (Management and Operations provided by private sector vs. City)

The letter further states that assuming the same level of engagement with CMFS is maintained in subsequent review phases, "CMFS believes there is significant merit for the incorporation of the Fieldhouse into CalgaryNEXT."

## Outcomes – Questionnaires

Stakeholder responses to the questionnaire are consistent with feedback from interviews. Responses are generally supportive of adding additional play space in Calgary, however; requests for more information comprise the majority of feedback received.

1. **Accessibility** – While some respondents indicated they perceive the location at West Village as being more central, there are concerns over route access and the availability of parking, particularly when there are multiple, simultaneous events that could contribute to congestion. Questions arose over governance, which is perceived as influencing the allocation of time and cost of use.
2. **Amenities** – Specific questions arose around amenity design and composition to accommodate multi-use (i.e. field orientation and boundaries, built volume, storage and play surface). There is some concern that a multi-use stadium could result in lost time due to the changeover between sports. On the other hand, some respondents indicated that a multi-amenity facility creates opportunities for partnerships among athletic organizations, cross-training and increased exposure for sport groups. Overall, respondents cited the need for more detailed information about proposed facility components. For example, Tennis Alberta inquired about plans for outdoor tennis and the Calgary Multisport Fieldhouse Society inquired about plans for an outdoor track adjacent to the fieldhouse.
3. **Location** – More information is needed regarding route access and availability of parking. Several respondents indicated the proposed location at West Village is more central and proximity to public transit would benefit their membership. Others indicated that relying on public transit to access the site is not ideal for amateur sport participants, organizers and parents, who may need to attend various locations in one evening.
4. **Other** – There is interest in how the CalgaryNEXT proposal would impact use of McMahon Stadium and redevelopment plans for Foothills Athletic Park.

## Implications

More information is needed to determine the actual impacts to public recreation and amateur sport users. There are concerns that the financial profile of professional sports and large events could marginalize amateur sport based on facility cost recovery needs. Allocation of time will need to be directly addressed to ensure equitable access for amateur sport. This is especially relevant given the number of events noted for the 2015/2016 season (refer to item 3a). Some groups have said they already experience a negative impact when interfacing with professional sport teams at Foothills Athletic Park.

Overall, there is a high level of support for creating additional play space in Calgary. Complexing (or combining amenities into one facility) is generally supported as long as infrastructure (parking, route access, amenity design, etc.) supports multiple uses and high volumes. More information is needed to understand the full amenity complement, which could impact the need for duplicate equipment and additional storage. For example, in the absence of green space or an outdoor track, some sport groups may be required to operate from multiple sites. The cost of duplicate equipment is a concern for volunteer-based organizations.

At a meeting with The City on 2 March 2016, the CSEC provided a response that begins to address stakeholders' expressed concerns.

## 2.4 Response to Item 3 (d)

*Consulting with the McMahon Stadium Society to understand what renovations are required to the stadium to improve the customer experience and the estimated cost of such renovations;*

### Approach

A meeting was held with the McMahon Stadium Society on 25 January 2016. The meeting was attended by Vice Chairman, Steve Allan and Assistant Stadium Manager, Don Phelps. The McMahon Stadium Society also provided background information and previous research to supplement the discussion, including:

- McMahon Stadium Society Usage Report (2015)
- McMahon Stadium: Structural and Mechanical Assessment (2015)
- PLAYBOOK: McMahon Stadium Redevelopment Concepts Final Report (2012)
- Section 1.2: Construction Option Summary Table (2014)

These documents provide important context for a discussion around the current and potential future use of the stadium, as well as required or planned improvements. These documents, as well as internal correspondence around current funding and parking agreements are attached to this report. For additional context, the current Operating Agreement between the McMahon Stadium Society and The City of Calgary is also attached.

### Outcomes

#### *Current State and Investment Potential*

The stadium is in good general structural condition due to an annual maintenance program in the range of \$200K per year (funds are provided from ongoing operations).

An investment of approximately \$2.08M (current value based on capital escalation from 2015 construction estimates, ref. Morrison Hershfield Report) over the next four to five years would ensure the stadium structure and mechanical systems could provide service for another 25 to 30 years. A funding source has not been identified for this work.

An investment of approximately \$36.7M (current value based on capital escalation from 2007 construction estimates, ref. CANNONDESIGN Report) for improvements to the existing concourse would improve user experience and address the majority of current user convenience issues. A funding source has not been identified for this work.

The McMahon Stadium Society has explored full modernization of the stadium, including:

- new main entrance and lobby
- two levels of corporate boxes
- a hall of fame
- a new Stamps store
- booth/box/suite spectator amenities throughout the existing seating
- adding a south concourse level to replace the existing fieldhouse
- adding washrooms and meeting rooms
- providing pedestrian connectivity throughout entire stadium

Execution of all proposed amenities would represent an investment in the range of \$69.4-89.2M (current value based on capital escalation from 2012 construction estimates, ref. CANNONDESIGN Report). A funding source has not been identified for this work.

#### *Current Use Data*

McMahon Stadium was available for bookings 235 days during 2015. On average the facility was used 7.3 hours each day.

In total, 590 bookings were scheduled between 21 March 2015 and 20 November 2015, accounting for 1,784 scheduled hours.

Table 1 summarizes the allocation of prime time and total facility usage for 2014/2015.

**Table 1 – 2014/2015 Usage**

	2014/2015 Usage	
	2015 Prime Time Usage	2014/2015 Total Time Usage
<b>Calgary Parks/Recreation</b>	<b>32%</b>	<b>26%/27%</b>
<b>Stampeder Football</b>	<b>23%</b>	<b>56%/57%</b>
<b>University of Calgary Athletics</b>	<b>13%</b>	<b>15%/16%</b>
<b>Special Events</b>	<b>2%</b>	<b>2%/1%</b>

## Implications

McMahon Stadium remains a viable facility for accommodating CFL football and amateur sport use in Calgary. In 2015, 464 of 1,784 total scheduled hours are attributable to amateur sport and recreation use. This demand would need to be accommodated elsewhere if the existing stadium is not maintained.

The McMahon Stadium Society has identified investment opportunities to ensure ongoing operations. Incremental improvements to user experience have been identified within the available property. Further review is needed to validate the cost of minimal immediate and comprehensive amenity upgrades.



West Village-CalgaryNEXT Phase 1 Analysis  
Fieldhouse Investigation

## 2.5 Response to Item 3 (e)

*A preliminary analysis of the feasibility of incorporating a CFL stadium into a fieldhouse, the operational and space requirements of the Calgary Stampeders, and the impact a CFL team would have on the operations of the fieldhouse with respect to the other stakeholder;*

### Approach

To determine the functional and technical requirements of integrating a CFL stadium within a fieldhouse, the Project Team liaised with internal subject matter experts to supplement a preliminary feasibility assessment conducted by a retained consultant.

Research includes:

1. a case study comparison of similar buildings to identify relevant implications
2. preliminary research and analysis of the functional/operational and technical implications of an integrated facility

Technical requirements are built attributes required to support physical integration while functional/operational requirements relate to the scheduling, coordination and execution of events, games and practices, and the implications these have for accessibility and recreation use.

### Emergent Themes

#### *Operational and space requirements of the Calgary Stampeders*

Based on planning work completed by the McMahon Stadium Society, football operations for the Calgary Stampeders requires +/- 50,000 square feet of space above what is required for a recreation fieldhouse. This includes space for coaching amenities, administration and player areas. Additional built volume would be required to accommodate permanent spectator seating. The scale and scope of additional built volume is dependent on the final ratio of fixed to permanent seating and the physical configuration of the proposed building.

Built volume would also need to accommodate clear heights for a CFL venue, requiring as much as 50 per cent more built volume compared to a recreation fieldhouse (refer to *Overhead clearance* under item 2 below). There would also need to be an increase in constructed floor area due to the stacking of seating and concourse floor areas. Establishing the floor area increase requires a detailed analysis of the proposed stadium design, however; based on the information available it is believed to be in the range of 400-500K square feet.

#### *Feasibility and implications of integrating CFL use needs*

The implications of integrating CFL use needs with a publicly accessible fieldhouse focus on space/area requirements, physical/dimensional configurations and prime time availability.

## 1. Space/area requirements

*Seating* – The stacking and storage of retractable seating could impede recreation user movement between amenities, however; this is not a certainty and should be considered as planning and design details become available. The proposed use of customized telescoping seating at the “front” (most desirable) spectator locations could impact durability of the track, seating/platforms and seating quality. The movement (rolling) of retractable seating across the track could impact surface quality, associated warrantee and safety of use.

Research shows that, while common in the early 1970s to the mid-1990s in North America, most professional sport stadiums have moved away from retractable/reconfigurable seating. Instead, some facilities began fixing mobile seating in place or creating multiple dedicated sport-specific facilities to meet the unique spectator needs of each sport. Mobile seating was abandoned primarily due to challenges related to functionality and costs associated with system maintenance and reconfiguration. Notably, a new convertible seat stadium is under development for the Minnesota Vikings using telescoping platforms and retractable seating. The stadium is anticipated to be operational by fall of 2016.

The most typical use of convertible seating currently in use is for conversion between NBA and NHL requirements. If this design model is pursued, operators of like facilities should be consulted to explore optimum procedures and configurations to maximize efficiencies and minimize challenges.

*Drop off and access* – The proximity of the NHL arena necessitates ample access and circulation routes to accommodate large volumes of spectators who will be using the facility concurrent with recreation users. Dedicated vehicular and pedestrian access points for recreation users should be provided. Direct construction costs will be incurred to provide independent access and an expanded footprint/land area is required.

## 2. Physical/dimensional configurations

Research indicates there are three primary physical/dimensional characteristics that could be impacted by the integration of a CFL field and a track fieldhouse:

*Angle and proximity of spectator viewing* – The location of a track around the field may compromise sightline distances and, hence, the quality of spectator viewing. FIFA, CFL and IAAF (International Association of Athletics Federations) each require specific dimensional offsets from the surface of play to the edge of the viewing grandstand to allow spectators to see key boundary focal points.

The proposed retractable seating should meet the viewing needs of soccer and football spectators with some minor compromises to the rake (rise and run angle) as sideline dimensions for these sports are within a similar scale of magnitude. For example, sideline offsets are 13.7 meters (15 yards) for CFL and 9.1 meters (30 feet) for FIFA. To provide for the dimensional requirements of a 400 meter track and sideline area in a reconfigurable seating system, seating would need to be retracted +/- seven meters from the desired football sideline and +/- 10 meters from the desired soccer sideline. This could limit the functionality of the mobile seating system for track and/or soccer if the primary design criteria is based on the needs of football. Further consideration and review is required through detailed design stages.

*CFL end zone corners in relation to track corners* – CFL field dimensions place it in conflict with IAAF track corner radius requirements (a CFL field does not fit in an IAAF 400m track). The dimensional conflict results in a chamfer of the CFL end zone. This requires a relaxation of CFL end zone dimensions or, alternatively, a solution to accommodate the track and track rail while extending the CFL field turf surface. Further review of operational feasibility will be required once a technical solution is developed.

*Overhead clearance* – Competition football venues require an overhead clearance of 30 meters to accommodate punting while a fieldhouse accommodating track and recreation soccer could function with 20 meters of overhead clearance. There will be costs associated with providing additional height.

Maximizing use of the track and infield components requires divider curtains around the track and between portions of the field when used concurrently as practice space. Divider curtains and cages are typically stored overhead near the ceiling or within the roof structure. A professional sports stadium generally requires higher ceilings and clear space creating potential conflict between football needs and overhead recreation storage needs. A detailed design solution is required to address the visual (and actual) clutter of overhead storage for safety nets, divider curtains and hitting cages (based on uses envisioned by the Foothills Fieldhouse Concept Plan).

### 3. Prime time availability

Research indicates that integration of CFL use needs with a publicly accessible fieldhouse will require time availability. Impact on prime time availability for recreation use is projected in Tables 2 and 3 below. Note: Publicly accessible prime time hours may vary by season.

**Table 2 – Prime Time Availability**

	Prime Time Availability		
	Total available prime time hours	Available recreation hours after integrating CFL schedule	Prime time access required for CFL use
April to August	1351	1094	19%
September to November	805	637	21%
December to March	1092	1092	0%
Annualized	3248	2823	13%

**Table 3– Non - Prime Time Availability**

	Non-Prime Time Availability		
	Total available recreation hours	Available recreation hours after integrating CFL schedule	Non-prime time access required for CFL use
April to August	1050	459	56%
September to November	640	383	60%
December to March	830	830	0%
Annualized	2520	1546	39%

The tabulated information is based on historical Stampeders use patterns at McMahon Stadium and basic assumptions about operating conditions. Further review is required once a proposed operating model and schedule has been established. Tabulated data assumes:

- The stadium is available for public use prior to and following Stampeders practices but not between preseason practices, which may occur twice a day.
- Practice times include: four-hour practices with two hours of prep and two hours of clean-up (approximately 8 a.m. – 4 p.m.)
- Practices occur on weekdays only.

- The stadium is closed for a full day prior to games for preparations and for a half day after games for building reset.
- Stampeder special events are assumed to be within their practice and game season. Based on the McMahon Stadium Usage Report, 39 events were scheduled in 2015.
- Prime time hours are 4 – 10 p.m. on weekdays, 8 a.m. – 6 p.m. on Saturdays and noon – 6 p.m. on Sundays.

For comparison purposes, it should be noted that, according to the current use profile outlined in the McMahon Stadium Usage Report (2015), the stadium was available for bookings 245 days during 2015 with an average facility use time of 7.3 hours each day. According to the report, total usage/prime time usage is divided as follows:

- Calgary Recreation 26%/32%
- Calgary Stampeders 56%/23%
- University of Calgary Athletics 15%/13%
- Special events 1%/2%

McMahon figures are based on 1,784 scheduled hours over 245 days compared to the projected availability for the proposed CalgaryNEXT fieldhouse of 5,768 hours over 357 days.

## Implications

Integrating use requirements for the CFL with recreation amenities will result in some prime time hours being used to support professional football and poses some technical design challenges. Further review is needed to evaluate conflicting design and functional/operating requirements for a shared infield and overhead spaces. The additional built area and volume required to accommodate CFL needs will have implications for capital costs.

Conversion of the main fieldhouse space between uses requires time and effort, placing an increased cost burden on operations. This could impact the financial performance of the Stampeders or the cost to provide recreation access. For each use as a CFL venue, time and cost will need to be allowed for:

- clearing the building (access control of ticket holders, confirming perimeter and internal security)
- modifying spectator seating
- modifying playing surface (interface with track/track rail)
- post-event clean up and building reset



## 2.6 Response to Item 3 (f)

*Consulting with the University of Calgary with respect to the implications of the Calgary Stampeders relocating to CalgaryNEXT and their short-term and long-term plan for the McMahon Stadium land and the implications of those plans to The City.*

The University of Calgary's letter response does not identify any short- or long-term plans for the McMahon Stadium site. For a summary of the letter response dated 18 March 2016, please refer to Item 3 (b) on page 11. The original letter is appended to this report.

Land and Operational Agreements between the University of Calgary and The City are attached for reference. It should be noted that if the Stampeders relocate, the University of Calgary will be granted full discretion over the future of the Stadium and associated lands.

## CHAPTER 3 – CLOSING

Preliminary feasibility studies and feedback from sport and recreation stakeholders identify that the CalgaryNEXT concept is technically feasible if certain implications associated with relocating the fieldhouse to West Village are accepted. Primary among these are implications associated with combining a publicly accessible fieldhouse with the functional/operational requirements of a CFL stadium and the potential operational impacts of an arena/events centre connected with a fieldhouse/stadium.

In general, stakeholders support the creation of additional play space in Calgary, however; feedback consistently cites the need for clarity around the operational and physical logistics of the proposed concept. Specifically, sport and recreation stakeholders are interested in how any proposed models for governance, financing and operations could impact equitable and unhindered access to recreation assets.

Questions around access and amenity provision are prevalent among stakeholders. For example, stakeholders expressed the expectation that amenities at West Village are consistent with what is planned for the Foothills site and that any proposed operating model for a shared facility accommodate the needs of amateur sport. These needs are identified as being:

- affordable access to **prime time**
- convenient and cost-effective **physical access** (as well as access appropriate for all levels and ages of athletes, parents and organizers)
- **multi-use recreation amenities** that meet the technical and functional requirements of various activities (field orientation and boundaries, building volume, storage, play surface, complementary outdoor amenities)

The proposed fieldhouse/CFL stadium at West Village cannot be reviewed on the same basis as the concept plan for the Foothills Fieldhouse. The difference is most evident in the physical relationship of the recreation amenities and resulting use patterns. Consideration needs to be given to compromises required to integrate a CFL stadium with a public fieldhouse. For example, based on the 2015 McMahon Stadium usage report, the 2015 Stampeders event calendar and estimates for prime time use (refer to tables 2 and 3 on page 19) there will be consumption of prime time hours by the CFL.

Consultant reports and stakeholder feedback are consistent in stating that impacts to access are not solely based on sharing the facility with the CFL. The proximity of the NHL arena could also impact parking, vehicular traffic and congestion, and interior building movement. This is relevant given the number of events noted for the 2015/2016 season. In addition, the current proposal does not incorporate complementary outdoor amenities that currently exist at Foothills Athletic Park, including an outdoor track, rectangular fields and tennis courts.



The design and operational requirements of an admission-based spectator stadium are not naturally aligned with those of a public recreation facility. A technical design solution and analysis of impacts (such as increased costs to operations and lost time for venue change over) are needed to fully understand the implications of incorporating recreation use with CFL stadium requirements.

Further detailed study is needed to fully understand how integrating a public fieldhouse with a CFL venue at West Village would impact recreation use. A thorough understanding of the compromises inherent in replacing plans for a public recreation facility with an integrated model adjacent to an NHL arena is required. This understanding could inform a strategy for mitigating the loss of public prime time access or specific physical accessibility challenges.

On 18 March 2016, The City received a letter response from the University of Calgary with respect to the features they require in a fieldhouse and the implications of the proposed location at West Village. The University's response summarizes current programming that could benefit from an integrated and proximal fieldhouse, including academic activities, varsity teams, clubs and programs, and intramural sports. The University reports that existing spaces are oversubscribed and showing their age, and cannot meet current and future demands. Through their capital planning process, the university identified an approximate 45,000 m<sup>2</sup> expansion, and renewal and repurposing of nearly 11,000 m<sup>2</sup> of their exiting Kinesiology Complex. These plans could benefit from a co-located fieldhouse.

The University of Calgary's ability to be integrated in a future fieldhouse design is directly influenced by its proximity to the academic and research programming located at their main campus and Foothills medical campus, as well as the ease of public access to possible co-located clinics. Given the lack of proximity to their academic and research community, the University of Calgary would anticipate to be at most, an occasional user of facilities at the West Village site.

The future of McMahon Stadium should form part of the evaluation. Based on planning documents and design explorations by the McMahon Stadium Society, the stadium has a current projected life span of 25 to 30 years with comparatively minimal investment. McMahon is also a popular site for public sport and recreation activities that need continued accommodation at McMahon or another facility. Consideration should be given to the economic viability of McMahon Stadium if the Stampeders move to West Village.

The University of Calgary's letter response does not identify any short- or long-term plans for the McMahon Stadium site. It should be noted that if the Stampeders relocate, the University of Calgary will be granted full discretion over the future of the Stadium and associated lands.



## APPENDIX A – STAKEHOLDER LETTERS

Stakeholder letters received through the research process and attached are:

1. SportCalgary Phase 1 Response, February 8th, 2016
  - a. Schedule 1 'What is Fieldhouse'
2. SportCalgary, March 21, 2016
3. Calgary Multisport Fieldhouse Society, March 29th, 2016
4. University of Calgary, March 18th, 2016

# **SPORT CALGARY RESPONSE TO THE CITY'S *PHASE 1* CalgaryNEXT CONSULTATION**

## **The context**

---

### **Sport improves our quality of life**

Sport is an essential dimension to quality of life for Calgarians. In 2016, an estimated 400,000 Calgarians will be enrolled in sports activities, with approximately 400 sport organizations offering more than 85 different sport activities, at some 130 local facilities.

### **Sport helps create a sense of pride and identity for our city**

Calgary has a growing reputation internationally as a sports city. After receiving the designation of *Ultimate Sports City (small population)* in 2014 from *Sport Business International*, Calgary is currently shortlisted for the 2016 overall award, with Vancouver the only other Canadian city to make the list, along with others including London, Melbourne, Tokyo, Sochi, Beijing, and Dubai. Criteria include venues, transportation and infrastructure, accommodation, event strategy, government and public support, legacy, quality of life, security, and marketing and branding. Our nomination speaks to the quality of our sport delivery system, the dedication of the many sport groups in the city, and our great legacy of achievement, including Stanley Cup, Grey Cup, Olympic and Paralympic victories. Calgary is also home to university titles and championships in a myriad of other sports, such as figure skating, equestrian show jumping, curling, badminton, volleyball, swimming, skiing, and more.

### **Sport Calgary's mandate and role**

Sport Calgary is a volunteer non-profit society, representing amateur sport in the city of Calgary. Through strong partnerships, Sport Calgary assists, supports, and influences the growth of amateur sport in Calgary. Sport Calgary's mandate is prescribed by its Bylaws, and by Calgary's Civic Sport Policy (CSPSC002). In accordance with the procedures set out in the Policy, Sport Calgary's 2015-2018 Civic Sport Policy Supporting Functions and operating relationships with the City are defined by an Operating Agreement dated June 2, 2015.

### **The Flames organization/Calgary Sports and Entertainment Corporation (CSEC) and amateur sport**

The Flames organization and the CSEC ownership group individually and collectively are amongst the most dynamic supporters of amateur sport in this city. The Flames, Stampeders, Hitmen and Roughnecks teams are important components of the fabric of our city, play a large role for sport in this city, and serve as role models, mentors and economic generators.

Together, often in partnership with community groups and organizations, they have done much to enhance the quality of life for a vast number of Calgarians.

When the ownership group brought the Flames to Calgary in 1980, part of their stated mandate, which is still prominent today, was to ensure “that the Calgary Flames have a positive impact on the quality of life in Southern Alberta.” To date, \$46 million is the financial contribution the Flames have made to amateur sport. This contribution has resulted in programs such as the Flames EvenStrength program, which has provided financial assistance to families to register for sports since 1998 and the renovation and expansion of the Centennial Arenas – now Flames Community Arenas. Along with the refurbishment and construction of ice rinks in and around Calgary. Thousands of sports teams have received funding through the 50-50 program and the Flames continue to support a long standing commitment to post-secondary athletics in Calgary and southern Alberta. The Calgary Flames and the Flames Foundation also provide access to vital programs such as KidSport, Comrie's Sports Equipment Bank, and HEROS. The Calgary Stampeders, Calgary Roughnecks and Calgary Hitmen each have charitable arms that provide financial assistance to a variety of sports groups as well.

## Sport Calgary, CSEC and CalgaryNEXT

---

We appreciate the initiative taken by the CalgaryNEXT proponents in reaching out to provide Sport Calgary and other community members with requested information, to try and determine the related requirements and concerns of Calgary's amateur sport community.

Separately from this Response to The City's consultative process, Sport Calgary has shared its concerns with the CalgaryNEXT proponents, for their consideration and responses. Concerns raised by us for CalgaryNEXT attention include:

- 1) Fieldhouse amenities and program requirements vs. Foothills Fieldhouse proposal
- 2) Public/amateur sport users' ease of access and parking
- 3) Primetime availability of fieldhouse and practice ice rink given professional sport team and entertainment event priorities
- 4) Affordable rates and fees and long-term guarantees
- 5) Governance model with private sector operator vs. potential City operated or not-for-profit operated alternatives

## A critically-important city-wide, city-led dialogue

---

The CalgaryNEXT proposal has served as the catalyst for a critically important city-wide, city-led dialogue at a critically important point in time in our history, regarding the future direction of sport in our city. Sport Calgary intends to take a strong leadership role in

responding to the CalgaryNEXT initiative on behalf of the amateur sport community in Calgary and will be providing the City with clear and decisive positions in this regard as the process unfolds.

Mayor, Council and City administration are rightly taking the lead, and raising the appropriate questions and seeking responses and direct inputs from various community stakeholders.

Sport Calgary commends the City for doing so, and appreciates being involved in that context. Sport Calgary in turn has engaged with its membership in providing these initial responses.

The key question for Council is whether the CalgaryNEXT proposal is *right* for Calgary. The impact on amateur sport in our city is one important component that requires consideration.

**These are important questions, and Calgary needs to get it right.**

## The City's questions for Sport Calgary

---

The initial questions posed to us by the City were categorized according to three themes:

- 1) *Locating the fieldhouse at West Village instead of Foothills Athletic Park. For example, could the proposed location have implications for:*
  - a) *physical access (using various modes of transport such as public transit/personal vehicle/pedestrian/cycling)*
  - b) *sport/usage (due to adjacent amenities)*
  - c) *availability of green space/outdoor fields*
  - d) *adjacent community interaction opportunities*
  - e) *parking (during peak and non peak use times)*
  - f) *any additional input/comments you feel are important to assist in the assessment of the proposed relocation concept*
- 2) *Combining multisport amenities (stadium/fieldhouse) into one building, and combining multiple sport amenities (stadium/fieldhouse + NHL arena) into one facility. The combination of these amenities may have implications for:*
  - a) *track and field amenities*
  - b) *proximity and/or availability of additional recreation amenities (these may include fitness studios, fitness equipment rooms, sport court space, aquatic amenities, ice amenities, rectangular sports fields)*
  - c) *any additional input/comments you feel are important to assist in the assessment of the proposed co-location concept*
- 3) *Sharing use of the facility among professional leagues, large events and the amateur sport community. This cooperative use may have implications for:*
  - a) *physical access*
  - b) *bookings*
  - c) *coordination/allocation of access among user groups*
  - d) *any additional input/comments you feel*

# Sport Calgary's responses

---

This confirms our following responses:

1) **Fieldhouse is priority #1.**

Numerous studies and recommendations have identified the fieldhouse as the top priority. Sport Calgary's 2014 *Sport Facility Supply and Demand Study* validates the need for a fieldhouse.

Therefore, Sport Calgary strongly endorses the position and "Non-Negotiable Elements" as enunciated below (and in *Schedule 1*, attached) by the Calgary Multisport Fieldhouse Society (CMFS) and its multiple supporters:

**"CMFS – Non-Negotiable Elements:**

- 1) *Multisport capability*
- 2) *400m track (opposed to 200m)*
- 3) *Grass roots to high performance training and competition (long term athlete development)*
- 4) *Competition ready (track surface, size, warmup area)*
- 5) *General public access (including reduced mobility) with widespread community usage*
- 6) *Cost effective usage*
- 7) *Parking availability, C-train & bus access*
- 8) *C-train access*
- 9) *Non-prejudiced management of facility:*
  - a) *ability to act in the best interest of all user groups*
  - b) *Flexibility of fee/ membership structure and usage*
- 10) *Timeliness – approval within 2-3 years*
- 11) *Supporting infrastructure – hotels, restaurants already in place*
- 12) *Input on design and technical specifications and eventual final buildout (congruent with various user group requirements)"*

**"CMFS POSITION ON CalgaryNEXT**

*CMFS primary directive is to create awareness and ultimately get a fieldhouse built in the City of Calgary. To that end we are excited to see that a fieldhouse encompassing all the aspects of our proposed plans for Foothills Athletic Park has been presented in the CalgaryNEXT proposal. We are also grateful to the Calgary Sports and Entertainment Corporation for raising the profile of this long needed facility. Working with the City we support the realization of a multisport fieldhouse facility in the shortest timeline possible. If the CalgaryNEXT proposal becomes the viable alternative to meet this goal our position will be to ensure that the mandate of the multisport functionality, public access, and affordability for public use remain faithful to the original plans for the project currently destined for the Foothills Athletic Park lands. In the meantime we continue our diligent*

*work enlisting the community's help in raising awareness and support for a Calgary multisport fieldhouse."*

- 2) Generally, while an arena in the downtown area is likely a great idea for the City of Calgary and for the re-development of the West Village, there are a number of outstanding issues that must be addressed regarding whether the fieldhouse concept is best served in the proposed location. Fieldhouse location and accessibility are huge factors. The ideal scenario (theoretically) might be a large allotment of City-owned, City-operated property in a convenient location elsewhere with lots of space, access, parking, and public transit.
- 3) While Sport Calgary supports the need and strongly endorses the fieldhouse concept, we are not yet comfortable with it being woven into a professional sport and entertainment business environment. There's no question there will be some allocation but there's also no question that amateur sport requirements could be much lower on the priority list. With co-location and a private sector operator, amateur sport requirements must be balanced into professional and entertainment business priorities.
- 4) Transportation and parking: Will it be relatively easy and convenient for the public (amateur sport users) to get to the CalgaryNEXT facility and will there be free parking available for public users? Strong concerns have been voiced by our members regarding youth from across the City needing to use public transit to access the proposed facilities, also the likely difficulties with road access to the area.
- 5) Accessibility for amateur athletes and public use: Competing with major sport leagues and events, will the fieldhouse and Flames training rink amenities be available for public use during the majority of what is considered to be "prime-time" (i.e. weekday evenings and weekends)? We need the kids to have access at reasonable times when their parents can get them there. Allocation of time is often based on financial contributions.
- 6) The indication is that facilities will be available 90% of the time during prime-time usage. With up to 250 potential events per year during prime hours in the mix, over half of the fieldhouse availability may not be easily accessible due to the demands on parking, transit etc. The amateur sport user experience may certainly be compromised as compared to a non co-located alternative or co-location elsewhere.
- 7) Parking and transit accessibility for amateur athletes and concurrent public use when pro sport and other events are taking place: For example, how will it look on a Tuesday night at 7:00PM when the Flames are playing and the Minor Soccer Clubs have rented the fieldhouse for a 7:30PM practice?
- 8) Financial impact of accessibility and affordability for amateur sport: have the financial impacts of required access and affordability for amateur athletes and the

public at the fieldhouse been considered? Also, what will be the downstream impact, if any, for public funding of other amateur sport venues in the City?

- 9) Governance:
  - a) what does governance actually look like?
  - b) Who oversees/owns what, and ultimately how does it impact amateur sport? There have been conversations about whether or not it should be a City-run facility. Private sector operation may further minimize prime-time and impose higher costs for amateur users.
  - c) Will the rates and fees associated with public use of the fieldhouse and Flames practice rink amenities be fair and reasonable, and what guarantees will be put in place to ensure these rates fees remain affordable in the future?
  - d) What will the rates actually be?
  - e) With a private sector operator, can there be prescribed availability and rates benchmarked to City operated facilities à la WinSport (75% of prime-time for Calgary youth, at the youth rates set by City for its ice)?
- 10) Does the CalgaryNEXT Project incorporate all of the amenities and specific program requirements identified for the Foothills Fieldhouse?
- 11) West Village vs. Foothills/co-location vs. standalone fieldhouse?
  - a) Physical access definitely would be constrained at West Village relative to Foothills. West Village access will be compromised with all the ancillary arena events (up to 250 per year during prime-time hours). Both have good mass transit options.
  - b) Usage will be hampered by parking constraints due to adjacent events at West Village location. Not certain about parking at Foothills but assumption is that less stadium usage provides better parking options.
  - c) Limited green space at West Village and no outdoor fields. Would Foothills park design also accommodate an outdoor field or two?
  - d) West Village has the best opportunity for community interaction. Foothills has less commercial uses and more residential.
  - e) Parking – Issue is not how much, it is that at West Village, the non-fieldhouse facility will be utilized up to 250 nights per year which will eat up much of the parking.
  - f) These are the soft trade-off's. The reality will come down to the hard trade-off's: i.e. the capital budgeting process. What amateur sport is getting for \$200M relative to what they can get for \$200M in another location or concept will ultimately be the question that needs to be answered by the City.
  - g) Once again, the co-location is really about whether or not amateur sport is getting the best option for the total likely capital costs to be incurred by the public? Are there alternative scenarios worth considering where

amateur sport could get public funding for the major fieldhouse, perhaps also secondary ones at other locations, and other outdoor field space and indoor arenas for the same amount of cost or less?

- 12) What is the impact to our partners (i.e. tourism)? Why aren't we attracting major sports events & tournaments? Calgary's ability to attract/host events cannot be jeopardized.

**We trust the foregoing is helpful in advancing the dialogue at this early Phase, and we look forward to continuing to provide inputs and feedback as the process continues to unfold.**

## WHAT IS A MULTISPORT FIELDHOUSE?

A multisport fieldhouse is a building housing both an indoor track and facilities to accommodate a wide variety of sports, such as basketball, volleyball, soccer, football, tennis and badminton to name just a few.

The fieldhouse we propose would house a 400m track with a full-sized infield — large enough to accommodate a full football field or a FIFA-standard soccer pitch. ***Such a facility would be unique in Canada.***

## THIS IS WHAT THE CALGARY MULTISPORT FIELDHOUSE COULD LOOK LIKE



## WHY SHOULD A FIELDHOUSE BE BUILT IN CALGARY?

- Because of our often challenging weather and growing population, indoor sports facilities are desperately needed. In fact, a fieldhouse is high on the priority list of The City of Calgary/Sport Calgary ***10-year Strategic Plan for Sport Facility Development and Enhancement***. A fieldhouse would benefit all Calgarians — youth, seniors, the able-bodied, the physically challenged, and recreational as well as high-performance athletes.
- A fieldhouse has tremendous sports tourism potential — providing a venue for major tournaments and other events.
- Calgary is not keeping up. Our city is one of the few in Canada that doesn't have a multisport fieldhouse. Even smaller cities like Saskatoon, Regina and Kamloops enjoy the benefits of year-round training, recreation and competition provided by their fieldhouses. Edmonton has two multisport fieldhouses.

## IS THERE SUPPORT FOR THE IDEA?

- Yes! The concept has broad support. Turn over this page to see a list of organizations that have already backed the idea with donations, letters of support or practical assistance.
- In July 2010 City Council unanimously approved concept plans for the redevelopment at Foothills and Glenmore Athletic Parks and in 2013 confirmed a multisport fieldhouse as the first priority to be built at Foothills. (You can see the conceptual renderings on our website: [www.CalgaryFieldhouse.ca/the-concept](http://www.CalgaryFieldhouse.ca/the-concept)).
- The Fieldhouse is listed among the highest priority projects in the 2015 Unified List of Unfunded Capital Requirements Report to Council.
- A recent feasibility study indicates that a multisport fieldhouse would be economically sustainable. In a best-case scenario, it would recover 140 per cent of its operating cost each year.

## WHERE CAN YOU GET MORE INFORMATION?

Check out our website: [www.CalgaryFieldhouse.ca](http://www.CalgaryFieldhouse.ca)  
or to talk to someone from the Society, please contact:

**Jason Zaran** (Chair) at 403-999-8818 / email: [jason@tmdish.com](mailto:jason@tmdish.com) OR  
**Donna Dixon** (Past Chair) at 403-816-0683 / email: [dixondm1@shaw.ca](mailto:dixondm1@shaw.ca)

## **CALGARY MULTISPORT FIELDHOUSE SUPPORTERS**

Athletics Alberta  
Alberta Soccer Association  
Alberta Lacrosse Association  
Alberta Gymnastics Federation  
Football Alberta  
Rugby Alberta  
Volleyball Alberta  
Basketball Alberta  
Alberta Government Community Spirit Program  
City of Calgary  
Sport Calgary  
Calgary Booster Club  
Calgary Roughnecks  
Calgary Bantam Football Association  
Calgary Women's Soccer Association  
Calgary Minor Soccer Association (CMSA)  
Calgary United Soccer Association  
Calgary Minor Basketball Association  
Calgary Crush Basketball  
Developmental Disabilities Resources Centre of Calgary  
Calgary Recreation and Culture Association (Calgary 55 plus)  
Calgary Properties Lions Club  
Calgary Track Council  
Adrenaline Rush Athletics  
Big Sky Athletics  
Calgary International Track Club  
Calgary Olympic Track Club  
Calgary Roadrunners Club  
Calgary Spartans Track Club  
Calgary Warriors Track Club  
Calgary Track and Field Athletic Association (CALTAF)  
University of Calgary Athletics Club (UCAC)  
Calgary Senior High School Athletic Association  
Premiere Track and Field Club

March 21, 2016

Mr. James McLaughlin, Architect  
City of Calgary  
P.O. Box 2100, Stn. M #176  
Calgary, AB T2P 2M5

Dear Mr. McLaughlin,

As referenced in Sport Calgary's February 8, 2016 *Response to the City's Phase 1 CalgaryNEXT Consultation* (page 2), Sport Calgary has raised 5 specific concerns for CalgaryNEXT's attention, all based on inputs from our membership:

- 1) Fieldhouse amenities and program requirements vs. Foothills Fieldhouse proposal
- 2) Public/amateur sport users' ease of access and parking
- 3) Primetime availability of fieldhouse and practice ice rink given professional sport team and entertainment event priorities
- 4) Affordable rates and fees and long-term guarantees
- 5) Governance model with private sector operator vs. potential City operated or not-for-profit operated alternatives

**The same concerns on behalf of the amateur sport community would apply to any other alternative proposals, such as at the Foothills location.**

CalgaryNEXT and CSEC have recently presented their responses to us in confidence.

In their thorough, detailed and focused responses and related discussions, CalgaryNEXT and CSEC have demonstrated their willingness to work closely with amateur sport and have made several significant commitments in that regard. Their specific replies go a long way to address all 5 of the concerns we have raised on behalf of the amateur sport community.

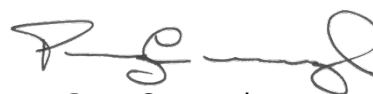
As the City's consultative process proceeds beyond Phase 1, we are hopeful and confident that through further dialogue, including our continuing input, appropriate lasting legal and governance mechanisms can be established to address the need to establish the overall framework to ensure that today's commitments are embedded for the longer-term.

Accordingly, based on all the information and responses we now have received, and a successful ongoing dialogue beyond Phase 1, we are pleased to advise that Sport Calgary believes the option of incorporating the fieldhouse into the CalgaryNEXT project has considerable merit from an amateur sport perspective.

Regards,



Murray Sigler  
Executive Director & CEO



Perry Cavanagh  
Board Chair

March 29, 2016

City of Calgary  
P.O. Box 2100, Stn. M #176  
Calgary, AB T2P 2M5

**Attention: James McLaughlin**

This letter is a follow up to a recent presentation regarding CalgaryNEXT by K.Knights & Associates along with members of GEC architecture.

The Calgary Multisport Fieldhouse Society (CMFS) had identified 12 critical items that would need to be addressed wherever the Fieldhouse is located in Calgary:

- Multisport capability
- 400m track (opposed to 200m)
- Grass roots to high performance training and competition (long term athlete development)
- Competition ready (track surface, size, warmup area)
- General public access (including reduced mobility) with widespread community usage
- Cost effective usage
- Parking availability
- C-train access & bus access
- Non-prejudiced management of facility:
  - Ability to act in the best interest of all user groups
  - Flexibility of fee/ membership structure and usage
- Timeliness – approval within 2-3 years
- Supporting infrastructure – hotels, restaurants already in place
- Input on design and technical specifications and eventual final build out (congruent with various user group requirements)

K.Knights & Associates took these “12 critical points” and summarized them into 5 key concerns that were subsequently assessed:

- Amenities and programming requirements vs Foothills Fieldhouse
- Access to the site and adequate parking
- Availability for Public use at all times taking into account Fieldhouse and Arena
- Affordability
- Governance (Management and Operations provided by private sector vs City)

CMFS believes that the way the aforementioned concerns were addressed sets a good precedent and would expect any other proposed location of a Fieldhouse in Calgary such as Foothills Athletic Park in conjunction with the University of Calgary would require achievement of the same.

After a subsequent review with the CMFS board, we feel that CalgaryNEXT/CSEC have demonstrated their willingness and substantial commitment to work closely with the CMFS to ensure the above 5 key concerns (and most of our 12 critical items) will be addressed through the phases of the Fieldhouse feasibility assessment. There still does remain uncertainty around “busy arena” access during primetime availability hours which could represent well over 100 days. In discussion during our meeting there appears to be a commitment to further thought leadership in this area that will satisfy the requirements of our key stakeholder sport groups across Calgary.

As the City’s consultative process continues we would expect to remain actively involved in the Fieldhouse discussion and have input in the planning/execution process. In summary, CMFS strongly believes that CalgaryNext/CSEC is committed to amateur sport in Calgary and that our user groups would be satisfied with the proposed usage guidelines and framework for progressing the project forward. . We are comfortable with the information and dialogue received from CSEC to date and assuming this same engagement moving forward CMFS believes there is significant merit for the incorporation of the Fieldhouse into CalgaryNEXT.

Regards,

**Jason Zaran**

Calgary Multisport Fieldhouse Society Chair

cc. Murray Sigler and Perry Cavanagh, Sport Calgary

cc. Kenn Knights, Knights and Associates Ltd

March 18, 2016

Mr. Brad Stevens  
Deputy City Manager  
City of Calgary  
800 Macleod Trail SE  
Calgary, AB T2P 2M5

Dear Mr. Stevens,

Thank you for meeting with President Elizabeth Cannon and myself to review the four considerations being asked of the various stakeholders in the City's consultation process about the CalgaryNEXT proposal and the Foothills Athletic Park Fieldhouse project. The University of Calgary supports the City's consultation process and we are pleased to provide feedback on how these proposed projects would affect future programming and development.

In 2013, the University of Calgary finalized its planning processes for our current and future academic, research, and community outreach programs – and the facilities that house them – for our Kinesiology Faculty. We identified an immediate need for dedicated research and teaching labs and associated office and support spaces, as well as both public and instructional physical activity spaces. Our existing spaces are oversubscribed and showing their age, and simply cannot meet current and future demands.

Through our capital planning process, the university has identified and submitted to the Ministry of Advanced Education a proposal for a \$275 million project which includes an approximate 45,000 m<sup>2</sup> expansion, and renewal and repurposing of nearly 11,000 m<sup>2</sup>, of our existing Kinesiology Complex. Given the discussions that are taking place with respect to new fieldhouse facilities in Calgary, there are a number of teaching, research, clinical, and public and varsity athletic programs that could benefit from the co-location and integration of our respective programs, as well as a strong partnership model with the City of Calgary.

We recognize that the University of Calgary is one of many stakeholders and that some aspects of the CalgaryNEXT proposal are outside any direct impact to the university. It is within this context that we have focused our responses on the opportunities and impacts of the two options being considered for the placement of a fieldhouse. At a high level, the university's ability to be integrated in a future fieldhouse design is directly influenced by its proximity to the academic and research programming located at our main campus and Foothills campus, as well as the ease of public access to possible co-located clinics. Please find below our response to the four stakeholder considerations:

**1. Impact of locating the fieldhouse at West Village instead of Foothills Athletic Park.**

We believe the level of success of a University of Calgary and City of Calgary joint-use athletic facility is directly influenced by its proximity to our campuses.

A fieldhouse located close to our main campus and Foothills campus is critical to ensure faculty, students, staff and clinics can be served without negatively impacting programming. The university programming that would benefit from a co-located solution is multi-disciplinary and must support the needs of our students, researchers and clinicians across a number of faculties. Convenient access to recreational facilities is core to the success of the university's overall health and wellbeing strategy, our learning and research activities, and the related community programming. Given the lack of proximity to our academic and research community, the University of Calgary would anticipate to be at most, an occasional user of facilities at the West Village site. Dinos Football home games could potentially be played at the West Village site.

**2. Combining multisport amenities (stadium/fieldhouse) into one building, and combining multiple sport amenities (stadium/fieldhouse + NHL arena) into one facility.**

The University of Calgary practices and supports the need to explore ways to leverage opportunities within discrete projects and programs into a more integrated and comprehensive solution. We believe that an integrated approach will ensure a balance between initial construction costs, ongoing long-term operational costs and building utilization. We support the concept of intelligent design to allow these facilities to increase use and provide strong access to the public.

From the University of Calgary's perspective, the program elements that would be required to support and strengthen our vision and purpose for a fieldhouse would include: state of the art fitness facilities and gymnasiums, coaching staff offices, community outreach clinics, as well as offices, and flexible lab and classroom spaces supporting the programming of these various activities. Examples of programs that could be integrated into a fieldhouse may include our Sports Medicine Centre and associated research space, the Outdoor Centre, training and competitions for varsity and community sports team training, health and wellness studios and general flexible classroom space.

**3. Sharing use of the facility among professional leagues, large events and the amateur sport community.**

We believe that some of our academic, community and varsity activities could be enhanced by the co-location of a variety of sports that includes athletes from youth through to amateur and professional athletes. Dedicated university access to the facility that respects our student athletes, coaching staff and varsity programming would be critical to an integrated solution.

Our main concern is balancing the needs of multiple stakeholders in one venue and prioritization of booking times. Co-location may bring some venue and parking capacity and/or scheduling conflicts into play, i.e. an NHL game or concert scheduled the same time as a major Dinos event. The university has limited flexibility for practice times and game schedules, so we would require a back-up location for our varsity and visiting teams to compete and practice in the event of a scheduling conflict. In the absence of preferential booking and proximity, we would require similar facilities to ensure our varsity programs maintain the level of access and program required for practice and training.

**4. Please comment on features required in a fieldhouse to serve university needs both from an academic perspective and a recreation-sport perspective.**

There are three overarching principles that are critical with respect to the location of a fieldhouse to allow for use by the university:

- Proximity to our main campus and Foothills campus to accommodate the academic program schedules of our student athletes, coaches, researchers, clinicians and the greater university community.
- Public parking and direct transit access to allow public access to our clinics and minimize travel time for our students, coaches, researchers and staff traveling between sites.
- Dedicated programming times that support practice, training and game day activities.

The university has reviewed the programming that could be included in, and benefit from, an integrated and proximal fieldhouse. Below is a summary of these programs:

**Academic Activity:** The university would require space within the facility and potentially some adjacent land to allow for the relocation of existing research and clinical services. We would also require the ability to expand, over time, our existing programming to meet academic and public programming demands.

**Dinos varsity teams, with associated national athletes:** Depending on the final design of the fieldhouse, an indoor fieldhouse could support football and soccer training and game day activities. An indoor facility could also support training and practice for other varsity teams such as track and field and baseball.

**Clubs and Programs:** There are a number of clubs currently using university facilities including: the UofC Athletics Club, Calgary Track and Field Athletic Association and Calgary Roadrunners. The university would need to secure dedicated spaces for support and equipment storage for the various clubs that currently use university facilities. The university would also require space for several single-offering or annual programs (such as marathon and triathlon training).

**Intramural Sports:** Intramural sports for current students such as indoor soccer, ultimate frisbee, quidditch and flag football could utilize an indoor fieldhouse. There is also a potential for various court sports like tennis, racquetball and squash to be included in the fieldhouse programming.

I trust that we have provided the necessary information the City needs to make an informed decision. Should you have any questions regarding our comments, please do not hesitate to contact my office.

Sincerely,



Bart Becker  
Vice President (Facilities)  
University of Calgary

cc: Jeff Fielding, City Manager, City of Calgary  
Elizabeth Cannon, President and Vice Chancellor, University of Calgary  
Diane Kenyon, Vice President (University Relations)



## APPENDIX B – SUPPORTING RESEARCH

A comprehensive supporting research report has been compiled under separate cover.