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*THE MAYOR'S  
LARGE VENUE ENTERTAINMENT CENTRE  
TASK FORCE*

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**Report to the Mayor**  
**March 21, 2004**

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LARGE VENUE ENTERTAINMENT CENTRE  
TASK FORCE*

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Mayor Harvey Rosen  
City of Kingston, City Hall  
216 Ontario Street  
Kingston ON  
K7L 2Z3

March 21, 2004

Mayor Rosen:

It is with great pleasure that we submit the report of your Large Venue Entertainment Centre (LVEC) Task Force within our 100 day mandate. The Task Force members are prepared to meet with you and members of Council, should you wish to discuss the content of our report and our recommendations on which there was unanimity.

Since its inception on December 16, 2003, the Task Force has been overwhelmed by both the goodwill and the extraordinary interest its work engendered from hundreds of Kingstonians. From all the input it received, one common feature the Task Force has recognized is that this venture - to locate an LVEC in Kingston - has caught the imagination of the public in a remarkable way. What emerged is the expression of a deep and passionate need to feel a pride in our City, and a need to see, in a tangible way, the better social and economic well-being that the amalgamation of the three former municipalities promised with a new Kingston. The LVEC has become a leading symbol of that need.

Finally, we would like to draw your attention to the details of all the people acknowledged for their contribution to our task (Section 10.0). Members of the public and City staff have been extraordinarily helpful and supportive; however, the Task Force is deeply indebted to Barclay Mayhew and Susan Powley, without whom the work of the Task Force would have taken much longer to complete.

Sincerely,  
The LVEC Task Force



Joe de Mora



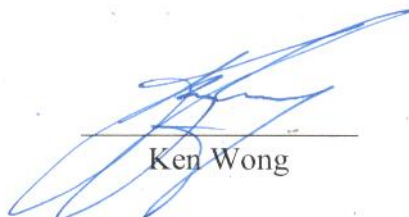
Leonore Foster (Chair)



Michael Gillis



Martin Skolnick



Ken Wong

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# **REPORT OF THE MAYOR'S LARGE VENUE ENTERTAINMENT CENTRE TASK FORCE**

**March 21, 2004**

## **EXECUTIVE SUMMARY**

The Task Force has determined that there is a distinct difference between the need in the City of Kingston for an LVEC and the need for recreational ice pads; both are necessary. The current Memorial Centre no longer meets the needs of the community in terms of its seating capacity, its structural design, its condition, and its ambiance. Kingston needs a facility that can host events such as ice-shows, concerts and conferences, in addition to providing a venue for Kingston's OHL team. Such a facility will have a significantly beneficial cultural and economic effect for the City of Kingston and all its residents.

As a result of its consultation and research process, the Task Force considers it essential for the long-term viability of the LVEC that it should be constructed in the downtown core. The preferred site and best site is approximately 11.7 acres on the Inner Harbour along the Wellington Street extension. The LVEC should contain 6,000 – 6,500 fixed seats with an additional 1,000 on-ice seats for concerts and live entertainment. It should have a single ice-pad of National Hockey League (NHL) size. It should have state of the art technology, and it should be an innovative “green” building for the purposes of evaluation by the Leadership in Energy and Environmental Design (LEED) rating system. It should be architecturally exciting and reflect its superb waterfront location in a unique, historic downtown. Construction should commence as soon as possible. It should be operated by a professional management firm. It should be designed and developed in such a way that it becomes a catalyst for future economic development and a source of community pride. The cost of the facility will be between \$25 - \$30 million.

## 1.0 INTRODUCTION

During the 2003 municipal election, inadequacies were encountered with the Kingston Memorial Centre Arena that became the topic of much public debate. As a result, the replacement of the fifty-four year old arena became a focal point of the mayoralty election campaign.

At the inaugural meeting of the Third Council of the new City of Kingston, December 2, 2003, Mayor Rosen announced his plan to establish a Mayor's Task Force, chaired by Councillor Leonore Foster, that would make certain recommendations for a Large Venue Entertainment Centre (LVEC), [Appendix A-1].

At the December 16 Council meeting, four members of the public were appointed by the Mayor to the LVEC Task Force (the Task Force): Joe de Mora, Michael Gillis, Martin Skolnick and Ken Wong, [Appendices A-2, A-3].

**1.1 Mandate:** The mandate of the Task Force is as follows:

- to determine what uses the LVEC should have;
- what size it should be;
- where it should be located;
- how it should be funded.

In carrying out that mandate, the Mayor required that a public consultation process be conducted. One hundred days from the date of its formation were allotted to the Task Force to complete its task, [Appendix A-4].

**1.2 Procedure:** The Task Force was not a committee of Council, however, it met in public open session and was guided by the by the *Municipal Act*. It moved *in camera* for matters that were of a legal nature, matters involving privileged information, and for issues related to matters of property. Meeting notes were kept to assist Task Force members, but were not distributed as part of a public record. No motions were passed at any Task Force meeting; action was by consensus.

**1.3 The LVEC and Community Recreation Needs:** The LVEC and the community need for new and improved recreational ice-surfaces in the City of Kingston are two distinct issues. The LVEC is a large venue entertainment centre with multi-purpose uses (Section 3.1), not a venue for the everyday recreational needs of residents.

**1.4 Vision:** The Task Force sees the LVEC for Kingston as a building that is beautiful in design, and built to blend in aesthetically with Kingston streetscapes. For example, a portion of the facade of the John Labatt's Centre in London consists of the restored Talbot Inn, and consequently the centre complements the design and scale of the streetscape. The Task Force sees the building as a "green building" to meet the public policy objectives of the City of Kingston's *Partners in Climate Protection* program, for the purposes of evaluation by the *Leadership in Energy and Environmental Design* (LEED) rating system, and to save energy costs in its operation. And the Task Force sees the building to be of the same quality of fit and finish as the John Labatt's Centre, even though it may be smaller in size.

**1.5 Approach:** The mandate of the Task Force is to focus on an LVEC. However, the decisions on the various options for its uses, location and financing, necessitated consideration of the impact of the facility on the economic development, neighbourhood regeneration and quality of life within the City. In keeping with this perspective, the Task Force views the LVEC as one part of a multi-stage program to enhance the attractiveness of the City as a place to live, work, conduct business and visit.

## **2.0 NEED**

Residents of the City of Kingston expressed extraordinary interest in the work of the Task Force. Members received phone calls, emails and letters, and were stopped in the street by people who offered their advice, offered information, offered their opinion, but above all, offered their best wishes and their hope for its success. From all the input it received, one common feature the Task Force has recognized is that this venture - to locate an

LVEC in Kingston - has caught the imagination of the public in a remarkable way. What emerges is the expression of a deep and passionate need to feel a pride in our City, and a need to see, in a tangible way, the better social and economic well-being that the amalgamation of the three former municipalities promised for a new Kingston. The LVEC has become a leading symbol of that need.

**2.1 Memorial Centre:** There is an overwhelming consensus of public opinion that, because of its capacity and physical state, the Centre is not meeting the needs of the community. The capacity of the Memorial Centre is approximately 3,000 seats. This limits the events to Ontario Hockey League games, regular arena functions, small concerts and small exhibits.

**2.1.1 War Memorial:** The Memorial Centre was built, in part, with funds raised by veterans as a memorial to those who gave their lives in the Second World War and there is a dedicated memorial at the Centre. There is a continuing obligation to recognize the sacrifice of those who died and to create a new and worthy site that is a fitting recognition of that sacrifice.

**2.1.2 Recommendation 1:** *That a new and significant memorial be established for those who sacrificed their lives in the Second World War.*

**2.2 Difficulty in Staging Concerts:** Delegations to the Task Force indicated that because of serious shortcomings and constraints related to the age and condition of the Memorial Centre building, there was an inability to stage concerts in the proper manner. As a single example, the back-of-house is not designed for modern concerts and it takes considerable time to unload and set up equipment (carried in several tractor-trailers); nor is there space to store the boxes in which the equipment is transported, so the boxes have to be reloaded onto the tractor-trailers for storage. All this increases the costs to produce a show. Also, the building has significant shortcomings with regard to the existing ceiling height, available power and structural load-bearing capabilities of the roof structure which prevent modern staging, sound and video set-ups. As a consequence, most bands choose not to perform in the

Memorial Centre any more. Detailed specifications of what is needed in a facility to perform large-scale, modern concerts were provided to the Task Force in written form, [Appendix B-1]. These specifications serve to emphasize the serious shortcomings of the Memorial Centre.

**2.3 Arena Capacity and Expansion Report, 2004:** In January 2004, the City released the *Arena Capacity and Expansion Report* (the dmA Report), carried out by dmA Planning & Management Services, in association with Trow Consulting Engineers, [Appendix B-2]. Throughout the term of the Task Force, there has been some confusion on the part of residents between the recreational needs of the community and the LVEC; the release of the dmA Report led to more confusion. **The necessity of both the LVEC and a multi-pad arena complex, or multiplex, to serve the needs of Kingston residents emerged clearly from the LVEC public consultation process.**

The dmA Report recommends that “The City should develop a three-pad arena facility to replace the Memorial Centre, the Cookes Brothers Arena, the Harold Harvey Arena...” with a further recommendation that the Wally Elmer Arena be decommissioned at a later date. With regard to replacing the Memorial Centre, the dmA Report recommends that “One of the three pads should be an event arena with seating accommodation for 5,000. The other two pads should have seating accommodation for 300 – 500. In developing the triple-pad, the addition of a fourth pad in the future should be planned.”

To some measure, the Task Force supports the recommendations in the dmA Report. Kingston’s older arenas are inadequate and need to be decommissioned. The proposal to twin Centre 70 should be re-considered. A multi-pad facility that can better serve the recreational needs of the community is necessary. Through the process of forming opinions on the LVEC, the following became apparent:

- there are a number of potential partnerships involving user groups that should be examined and immediately pursued;

- there is ample interest in the private sector to finance and build a four-pad multi-use facility in partnership with the City that should be immediately pursued;
- a multi-pad facility is fundamentally different and consequently incompatible with the development of the LVEC;
- a multi-pad facility should be located on a site that is considered central to the whole City, one possibility being Sir John A. Macdonald Boulevard and Counter Street.

**2.4 Impact of the Recreation Complex:** The Task Force does not see the building of a recreation complex consisting of multiplex ice surfaces, gyms and a pool, and the building of an LVEC as an either/or decision. The needs of the two facilities in terms of location, media accommodation and quality of finish are substantially different. Because of the need for practice facilities, the two facilities play complementary and necessary roles in the City's ability to attract major athletic events such as the Memorial Cup, Canadian University Finals or elite figure skating.

Thus, while the proposed recreation complex is outside the scope of this report, it is significant to note that it is the combination of the LVEC and the recreational complex that would make Kingston a primary destination for elite competitive athletic tournaments, (as well as the minor league events that a recreation center alone could accommodate). This is due not only to the physical amenities offered by the two projects, but also because the experience and volunteer base of local organizers in running minor league tournaments can be a key factor in deciding which communities will host the events.

**2.4.1 Sports Tourism:** A recent talk given in Kingston by Rick Traer, CEO, Canadian Sports Tourism Alliance (CSTA), emphasized the importance of taking the spin-off benefits of sports tourism into account when deciding on the size and location of facilities to be built for the needs of residents. Much money is spent by people taking part in tournaments at all levels and all varieties of sports activity. An example in Kingston is the *Kids for Kids Hockey Tournament* that brings to Kingston hundreds of young players and their families, all of whom

need hotel accommodations and who eat in the local restaurants and spend money in local stores. This keeps money within the community and this benefit should not be underestimated.

In concert with the strongly endorsed recreational complex - housing multiple ice pads and other athletic and wellness-related services - the LVEC would not only generate tourism dollars, but also stop the exodus of monies from the City and add appreciably to the quality of life within the City, making Kingston a more attractive location for industrial relocation.

### **3.0 PUBLIC CONSULTATION**

The Task Force embarked upon an extensive public consultation process. Public Consultation involved a dedicated site on the City's website; a live phone-in show on the night of February 5, 2004, hosted by COGECO 13 as a public service; a public meeting on February 11, 2004, in Memorial Hall; and the receipt of emails and letters, [Appendices C-1, C-2]. The Task Force also received telephone calls and met with individual members of the public, various groups, user groups and potential user groups, [Appendices C-3, C-4].

**3.1 First Consultation Period:** After the Task Force met for the first time on December 19, 2003, the City's Strategic Initiatives Office immediately opened a page on the City's website so that people could comment on the LVEC. During the period from December 19, 2003 until January 29, 2004, a total of 107 submissions on all aspects of the LVEC were received, [Appendix C-5].

**3.2 Second Consultation Period:** The Task Force then narrowed its scope and defined the uses and size of the LVEC and provided a rationale on that narrowed scope, [Appendix C-6]. During the period January 29, 2004, through February 14, 2004, a further 117 respondents submitted their opinion in the poll on the narrowed scope. Of these submissions, 90 were submitted through the City's web site and 27 were submitted at the public meeting. Some 93% of the respondents either agreed or

strongly agreed with the direction of the Task Force. The 7% that disagreed were concerned with the cost of such a facility and whether it was necessary, [Appendix C-7].

The Task Force is grateful for the information, advice and opinion given in the course of its work and the very positive approach taken by members of the public towards this endeavour.

#### **4.0 USES AND SIZE**

To determine the use and size of the LVEC, the Task Force:

- consulted other municipalities and LVEC managers and operators to ascertain the nature and size of their facilities, the type of events offered and the success of those events;
- visited the Hershey Center in Mississauga, the Guelph Sports and Entertainment Centre and the John Labatt's Centre in London;
- met with, and received information from, federal government officials, architects, arena construction firms, arena management firms and financial organizations;
- reviewed Statistics Canada data on such demographics as population and average income to determine the number of events in which the public would substantially participate;
- considered the guidelines and requirements in the entertainment industry on the number and type of events that can be hosted within a certain timeframe within a geographic radius;
- met with current users, potential users and consulted with the public.

**4.1 Recommendation 2: *That the potential uses for the LVEC, defined by the public consultation process are:***

- *Ontario Hockey League games;*
- *other ice sports;*
- *ice shows;*

- *children’s concerts;*
- *music concerts;*
- *performing arts – dance, live theatre;*
- *visual arts;*
- *agricultural, sporting and trade shows;*
- *other shows, eg., dog shows, flower and garden shows;*
- *meetings and convention/conference plenary sessions;*
- *convocation/graduation ceremonies;*
- *sporting events – local, provincial, national and perhaps international;*
- *Hockey and Sports Halls of Fame;*
- *restaurants/bar and retail uses;*
- *offices and meeting rooms.*

**4.2 Recommendation 3:** *That the LVEC consist of a 6,000 - 6,500 fixed seat arena with a further 1,000 seats available on the arena floor for concerts and other non-ice events.*

To reduce the number of seats from 6,000 would reduce the number of tournaments and concerts that Kingston could attract. However, to increase the number of seats to over 6,500, would cost more to build and would cost more to run. It is realized that even with 6,500 seats such events as the Canadian Figure Skating Championship, which requires a venue with a seating capacity of 10,000, could not be held in Kingston. But still, using the sport of figure skating as an example, Skate Canada International, Skate Canada Eastern Challenge, Skate Canada Junior Nationals and Skate Canada Synchronized Nationals could all be hosted in Kingston, [Appendices D-1, D-2].

Such detail as the number of boxes, number of club seats etc., is determined at the design stage.

**4.2.1 Recommendation 4:** *That the LVEC ice-pad be a single-pad of National Hockey League (NHL) size, 85 feet by 200 feet.*

The Task Force considered a twin-pad facility, but consultation indicated that there would be problems with the attractiveness of the design of the facility, that the facility would clearly need a larger footprint and that the facility would cost more. Further, consultation also indicated that if there were recreational ice-pad facilities within about a ten-minute drive of the LVEC, then the needs requirements for tournaments and ice-shows would be met. The Task Force considered that the disadvantages of adding a second pad outweighed the advantages.

**4.2.1.1 Olympic Pad:** The Task Force also considered an Olympic size ice-pad of 100 feet by 200 feet. However, consultation with expert advisors indicated that this was not recommended. The building would cost significantly more to construct as a result of the increased span, sightlines in the building would not be as good, the extra width would make the building less intimate, and that it was more advantageous to spend the money on making the concourses wider and more attractive for the users. Again, using the sport of figure skating as an example, all the Skate Canada competitions require a minimum ice surface of 85 feet by 185 feet, which is less than the official NHL size rink, [Appendix D-2].

## **5.0 LOCATION**

Location was one of the most important issues investigated by the Task Force. Numerous factors were considered, including, but not limited to: brownfield versus greenfield sites accessibility to major highways; population densities; access to local transit; parking and aesthetic value. However, the Task Force focused on those sites that had the greatest economic potential for the community and the ongoing financial viability of the operation, both of which are consistent with the primacy of an economic development objective.

The Committee heard consistently from all parties that a location in the central core area was key to generating and maximizing economic benefits and attracting the kinds of events that would make the facility a success.

**5.1 Documents Consulted:** To determine the location of the LVEC, the Task Force used study and planning documents such as the Official Plans and Zoning By-Laws, the draft Transportation Master Plan, the draft Urban Growth Study, the North Block Central Business District Study, the Cycling and Pathways Study, the report of the Site Environmental Remediation and Enhancement (ERASE) Task Force, Focus Kingston documents, the reports of the Kingston Environmental Advisory Forum (KEAF) and the Leadership in Energy and Environmental Design (LEED) rating system.

**5.2 Area Examined for Location:** A broad area, defined by Sir John A. Macdonald Boulevard (west) – Highway 401 corridor (north) – Cataraqui River (east) – Lake Ontario (south) was delineated. Twenty-two potential sites within the delineated area were identified as meeting the space requirements for a facility the size of an LVEC, [Appendix E-1].

**5.3 Downtown Core Location:** The delineated area was further refined following discussions with other municipalities, performers and managers of other LVECs. The overwhelming consensus was that a location in the downtown core offered the greatest return on investment for the community as a whole. A downtown core location offered proximate, existing retail and hospitality services, easy access for the majority of residents and core employees, and access to local transit and existing parking.

Based on the survey of residents, 57% agreed with a downtown core location (which included the Memorial Centre site, 20%), [Appendix C-7]. Twenty percent of residents indicated a preference for a locale nearer to the 401 and 23% favoured other locations. The experiences of other cities – which heard similar comments during their deliberations on location – is that a core location was preferred. While in London and Guelph the location of an entertainment centre in the downtown core was hotly debated by residents, the downtown location is now seen as key to their success.

Barrie, which located its entertainment centre on the 400, now wishes it had selected a downtown site. Mississauga preferred a downtown site, but could not afford the property costs. Oshawa, which is now in the process of building an LVEC, has already chosen a site in the downtown core.

Clearly, to a city like Kingston, which depends on a thriving downtown core to attract tourists and businesses, and which has recently lost a number of downtown jobs to other parts of the City, the economic benefits and experiences of other cities presents a compelling argument.

**5.3.1 Sign on 401:** It is acknowledged that a location in the core sacrifices visibility from the 401. The Task Force feels that this can be compensated for by appropriate signage on the 401. The sign should be architecturally in keeping with the facility itself with an electronic message board to advertise upcoming events at the LVEC. The location of the sign on the 401 will also maximize the potential value of naming rights for the facility.

**5.3.1.1 Recommendation 5:** *That when the LVEC is constructed, signage be erected on the 401 that is architecturally in keeping with the facility to advertise upcoming events at the LVEC.*

**5.4 Rationale for Location:** Each of the sites considered posed unique challenges including, but not limited to, ingress and egress, ownership issues, site limitations, financial viability and parking. Principles of sustainable development suggest that in order to provide maximum economic growth to a downtown core, the preferred site should be within a “10-minute” walk radius of major services and amenities, [Appendix E-2].

As a consequence, the Task Force narrowed its focus to four potential sites in the core area, namely the existing Memorial Centre site, the Block D site, the North Block Study Area, and the Inner Harbour site.

**5.4.1 The Memorial Centre Site:** The existing Memorial Centre site of 22 acres was removed from consideration based on the following:

- lower visibility provides potentially lower value for naming rights and ancillary revenues;
- re-deployment allows for the sale for re-development purposes and resulting incremental tax financing opportunities, and the significant impetus for rejuvenation of the midtown area, (for further explanation, see Section 6.0);
- it is not sufficiently close (“10-minute walk”) to amenities and services in the core to provide maximum economic benefit, [Appendix E-3];
- the acceptable standard industry requirement (6,250 seats divided by 2.4) of 2,604 parking spaces would cost approximately an additional \$6.5 million, (estimate of construction costs is \$2,500 per space).

**5.4.2 The Block D Site:** The Block D site was removed from consideration based on the following:

- previous strong public opposition to the site being developed as an LVEC;
- a significant ongoing development proposal for the site.

**The remaining two sites are both viable.**

**5.4.3 The North Block Site:** The North Block site:

- encourages development of City owned property;
- allows for the higher value alternative uses as identified in the North Block Central Business District Study;
- allows for complementary development;
- would require the closure of either/or a one to two block section of King Street and/or Barrack Street.

**5.4.4 The Inner Harbour Site:** The Inner Harbour Site, comprised of the Anglin Parking lot, a small land-locked Federally owned parcel, Metal Craft Marine, Kingston Marina and Douglas Fluhrer Park, and the associated water lots, (an approximate area of 11.7 acres, exclusive of the water lots), is the preferred site because it provides a uniquely spectacular setting. A parcel of this size in the

downtown core, on the water, creates an unprecedented opportunity, [Appendix E-4].

**Aerial photograph of the Inner Harbour Site.**



The site is strategically located to meet or enhance a number of City objectives. Its waterfront location will further facilitate the City's ability to provide a continuous public waterfront pathway, extend the City's usable shoreline and provide additional opportunities for the public to access and enjoy the waterfront, thereby achieving the objectives of the Official Plan and the recently adopted Cycling and Pathways Study, and sentiments expressed in the KEAF Inner Harbour Report.

With careful attention to building siting, existing waterfront views from surrounding street ends can be maintained and overall views of the waterfront may be enhanced from publicly accessible areas within the proposed building, or from the site itself.

Development of this site is viewed as a catalyst for further redevelopment in the Inner Harbour Area itself and provides an opportunity for integration with, and expansion of, the open space facilities on the adjacent municipal parkland. The planned Wellington Street extension will provide direct access to the site and allow for traffic dispersion in a north and south direction without the necessity of traveling through adjacent residential neighbourhoods.

The proximity of the site to the Downtown will contribute positively to the continued vitality of the City's historic commercial core. The proposal represents a substantive infill project that can take advantage of existing infrastructure, as envisaged by the Provincial Policy Statement and the ongoing Urban Growth Strategy.

The City of Kingston already owns approximately eight acres of the 11.7 acre preferred site. The Task Force has had a preliminary confidential discussion *in camera* during its meetings with Mr. John Wright who is the owner of the 2.2 acre Kingston Marina property. Mr. Wright expressed to the Task Force his willingness to negotiate a fair and reasonable agreement to sell his lands to the City of Kingston for the LVEC. He also indicated that there may be some "creative" terms for payment of the purchase of the lands that may be mutually beneficial that he would be willing to explore. The Federal Government has recently expressed its desire to divest its small land-locked parcel of land to the City of Kingston. At this time, Metal Craft Marine, which owns approximately one acre of the preferred site, has not been contacted by the Task Force.

***The preferred site is the most exciting and dramatic site considered by the Task Force. It takes advantage of all the features associated with Kingston. Its waterfront location would build upon our marine heritage. It is large enough to incorporate other exciting and compatible public uses. The site would provide architects with the opportunity to take advantage of vistas of Fort Henry and RMC and the Inner Harbour, and blend state of the art technology with an historic setting. Located at the entranceway to Downtown***

*Kingston and to the Thousand Islands, it has the potential to become one of the defining features of Kingston.*

**5.4.4.1 Recommendation 6:** *That the Inner Harbour site, comprised of the Anglin Parking lot, a small land-locked Federally owned parcel, Metal Craft Marine, Kingston Marina and Douglas Fluhrer Park, and the associated water lots, (an approximate area of 11.7 acres, exclusive of the water lots), be developed as the preferred site.*

**5.5 Parking:** The most commonly expressed concern with a downtown location is the issue of parking. Similar concerns were expressed in London and Guelph during the planning stages of their entertainment centres. Their experience indicates that this is not an issue because of existing downtown parking locations. Furthermore, the dispersion of traffic from multiple lots is more efficient and convenient in a core location, [Appendix E-3]. Attendees at facilities located on a greenfield site, such as the Corel Centre and the Yardsmen Arena in Belleville with associated large, surface parking lots, typically encounter traffic congestion leading into and out of the surface parking lots and do not necessarily experience a shorter walking time from their parking location to the facility.

Further, a downtown location requires fewer dedicated parking spaces than a greenfield site because of the availability of public and alternate modes of transport and pedestrian access. Fewer dedicated parking spaces leads to better utilization of existing parking resources and provides an economic incentive for development of additional spaces, such as the City/Kincore planned 860 spaces on the North Block.

Research indicates that a 6,250 seat arena requires approximately 2,604 parking spaces within a “10-minute” walk radius. A minimum of 300 on site spaces are anticipated. The cost of dedicated parking is considerably higher than is generally believed. The incremental cost difference to build new surface parking spaces on a greenfield site compared to utilizing existing parking in the downtown could be as much as \$5.76 million for parking lot construction, excluding land costs: (approximately 2,604 - 300 on-site spaces x \$2,500 per space = \$5.76 million).

A review suggests that the preferred location would have access to the following parking spaces, [Appendix E-5]:

- 1,995 existing parking spaces in City lots;
- 859 existing metered on-street parking;
- 300 minimum on-site parking;
- 2,433 private parking spaces (25 private lots including Block D);
- 860 parking spaces in the proposed North Block parking garage to be approved by the City, to be built in conjunction with private developers;
- potential for parking on other sites such as RMC, Fort Henry, the Woolen Mill, and similar facilities should be explored.

## **6.0 FINANCING OPTIONS, REVENUE STREAMS AND ECONOMIC RATIONALIZATION**

Based on discussions with contractors, architects, operators and owners, initial indications are that the estimated cost to build and fixture a state-of-the-art, aesthetically pleasing entertainment centre in Kingston is approximately \$27 - \$30 million. Those costs would include land acquisition, design, all construction hard and soft costs, construction financing and furniture, fixtures and equipment.

While it is possible to construct a 'hockey arena' for less than suggested, the financial model supports the building of a state-of-the-art and high quality finish facility. Indeed, many of the recommendations in this report are intended to convey characteristics that will facilitate the management and marketing of the facility. If these characteristics are lost, say, in an attempt to reduce costs, then the distinctive nature of the facility and its ability to generate economic benefits will be lost. **It is of critical importance to note that the discussion presented below is based upon an LVEC as recommended.**

Costs can be financed through a combination of asset sales, tax increment financing, grants, debenture financing, re-allocation of existing related operating deficits, and/or P-3 partnerships.

**6.1 Asset Sale:** The City should immediately embark on a planning study of the current 22 acre Memorial Centre site in order to maximize and unlock the value of this strategic asset. As referenced in Appendix F-1, the site could be developed as a multi-residential subdivision including low, medium and high-density residential uses. It has been estimated that these lands once re-zoned, including a generous allowance for parklands, would be valued at \$4 - \$6 million (the Value), [Appendix F-1].

In the event that the site is sold, the Kingston and District Agricultural Society, the International Hockey Hall of Fame and the Kingston and District Sports Hall of Fame would need to relocate.

**6.2 Tax Increment Financing:** Tax increment financing (TIF) is a policy tool that allows a municipality to designate an area for improvement and then earmark any future growth in property tax revenues to pay for economic development expenditures.

If sold for residential purposes, the incremental property taxes generated from the sale and development of the site should be used to secure and service financing of the LVEC. It is estimated that these incremental tax revenues would secure debenture financing in the amount of \$7 - \$8 million once the site is fully developed.

**6.3 Current Memorial Centre Operating Deficit:** The Memorial Centre currently operates at a net deficit of approximately \$150,000 per annum. Further investigations should be undertaken to quantify the exact amount on a fully burdened basis using generally accepted accounting principles. The actual average deficit over the last several years should be redirected towards servicing new debt for the LVEC.

**6.4 Federal and Provincial Grants:** Pursuant to meetings and discussions with provincial and federal officials, it appears that funds available from these sources are limited at present. Currently, there are grant programs that can be applied to such as the Canadian Strategic Infrastructure Program, Municipal Rural Infrastructure Fund and Ontario Municipal Economic Infrastructure Financing Authority. It is the understanding of the Task Force, that the province is currently working on creating

new types of infrastructure funds. It should be noted that London received \$5 million from previous grant programs (SuperBuild). Further investigations and diligent lobbying should be undertaken to secure a grant from both upper levels of government in a total amount to be not less than \$5 million.

**6.5 Green Grants:** Depending on the merits of the LVEC design in terms of environmental sustainability, there are two capital funding options available through the Federation of Canadian Municipalities (FCM) Green Municipal Investment Fund (GMIF). The FCM GMIF loan option provides a loan of up to 25% of the total capital cost of the project at a rate of 1.5% below the Canada Bond Rate for a period of 10 years. The FCM GMIF pilot project option provides up to 50% of the total capital cost of the project made up of a combination of loan and grant. It is understood that the grant portion of the funding is allotted to bring the pay-back to within 10 years. The FCM reserves pilot studies for those projects that are highly innovative, have a high success for replication, and have a pay back in excess of 10 years.

Natural Resources Canada provides the Commercial Building Incentive Program (CBIP) to promote energy efficient building design. This is a one time financial incentive equal to twice the annual difference between the estimated annual energy costs (to a maximum of \$60,000) and the energy costs if the building were constructed to Model National Energy Code for Buildings (MNECB) standard.

**6.6 Trillium Grant:** If the LVEC model of ownership is a not-for-profit organization, or trust, similar to that of the John Labatt Centre in London, grants from the Trillium Foundation and other similar foundations may be available to fund capital items or specific building and fixture upgrades. For the purposes of the calculations, it is premature to provide an estimate for these calculations.

**6.7 Downtown Kingston Business Improvement Area (BIA):** The BIA has indicated a willingness to support \$3 million of debt through a combination of an interim voluntary hotel room tax, fundraising and through their operating levy [Appendix F-2].

**6.8 Potential Capital Financing Model:** Pursuant to the mandate we were given, the Task Force suggests the following model.

It should be noted that the numbers used are median numbers based upon general information received and are speculative in nature and subject to a number of known and unknown variables.

Assistance from outside professionals should be retained to develop a detailed business plan and financial analysis for the City and to advise on the corporate structure of such a facility.

Total Project Estimate:	\$28.5 million
Asset Sale of Memorial Centre Property:	<u>\$ 5.0 million</u>
Amount to be financed:	\$23.5 million

Contributions from identified Capital sources:

BIA Contribution:	\$3.0 million
Tax Increment Financing:	\$7.3 million (net of existing taxes from proposed site)
Existing Memorial Centre deficit:	\$2.1 million
Other Levels Of Government:	\$5.0 million

Sub Total: \$17.4 million

Capital Debt to be financed from Operating Revenues: \$6.1 million

Forecasted Operating Profit (available to service debt) per year:  
[Appendix F-3 Confidential Document]

Worst Case:	\$433,000
Best Case:	\$1,111,000
Average Case:	\$772,000

Options:

1) City financed:

\$ 6.1 million @ 6.0% over 30 years: \$433,000

**City has 100% ownership completely debt free after 30 years**

2) Assuming a loan for green construction (up to 25% of construction costs) per year:

\$6.1 Million @ 3.18% for 10 years: \$759,000

**City has 100% ownership completely debt free after 10 years**

In the event of a planned capital shortfall, after the completion of a detailed business plan and financial analysis by outside professionals, the City will have to evaluate additional sources of funding.

An LVEC is an important component in Kingston's future growth and economic development. However, it will not deliver positive returns for the City unless it is properly designed, constructed, managed and marketed. The operating revenues referenced above will not be realized by simply constructing "any" LVEC.

The Task Force heard compelling arguments that an LVEC would assist the City in achieving economic development without creating a substantive burden on taxpayers.

There is neither enough data, nor time within mandate of the Task Force, to provide conclusive evidence of all possible benefits, however, it is believed strongly that there are both tangible and intangible economic and social benefits to the City that will need to be quantified. The following discussion identifies the principle sources of those benefits and the conditions under which they would be realized.

**6.8.1 The Impact of the LVEC on Tourism:** An LVEC on its own will not increase the volume of tourism in Kingston. It is the attractions hosted by the LVEC that will draw incremental visitors. Alternatively stated, the true "competition" that Kingston faces is not for tourists *per se*, but rather for those attractions that people will travel to see or participate in.

It is not enough to build an attractive and comfortable "arena"; the facility must be athlete/performer/promoter friendly and the operator must be connected to a network of concert and event promoters and organizers. It is for this reason, the City should not be the operator.

It should not be automatically assumed that an LVEC will generate additional tourist dollars based on the tenancy of the OHL franchise. While initially there may be increased attendance at OHL games, those attendees are likely to be Kingston and area residents. The ownership of the OHL franchise, although

supportive of the LVEC, have not yet disclosed any plans for special marketing campaigns designed to draw attendees, for regular league play, from outside the Kingston area. Whether increased attendance would persist and lead to economic gains by local business, would depend on the ownership's marketing campaigns and ability to develop joint promotions with local business. Once again, the LVEC is necessary for this to happen, but it does not guarantee that it will happen.

It has been suggested that an appropriately scaled and equipped LVEC would virtually guarantee that Kingston would host a Memorial Cup in the near future. Events of that magnitude could generate millions of inflow of tourist dollars into the City. The last two times the Memorial Cup was held in Ontario, the estimated economic impact was between \$10 – \$12 million. The 2004 Briar in Saskatoon had an estimated impact of \$10 million including hotel occupancy rates that rose to 90% from their normal seasonal level of 65%. It has also been suggested that Kingston could, as well, host a number of other “elite” athletic and major non-athletic events. Based on the experiences of other cities, Kingston should not anticipate more than one to two such major events in any given year.

Kingston would become a very attractive year round destination for touring musical and stage performers looking for a mid-week “routing stop”. In this instance, rock concerts and other large-scale stage acts would provide the incremental visits; acts playing to audiences of up to 800 can already be accommodated in the Grand Theater. Based on experiences in other cities, Kingston might anticipate 15-20 such events per year. The geographic catchment area for such events would likely be south eastern Ontario and upper New York State; beyond those points, the attendees would be more likely to go to the major center. Given that geographic proximity, hotel stays would not necessarily be increased but other hospitality services should be positively affected. While it would be reasonable to expect that people visiting the City to attend concerts might be sufficiently impressed to return for other reasons it would be expected that people living in the geographic catchment area would have occasion to experience Kingston even without an LVEC.

**6.8.2 Ancillary Opportunities:** In addition to the uses previously cited, the LVEC should be capable of hosting the following:

- made for television events;
- filming for both television and entertainer produced product for resale purposes;
- media generated events and convention uses that require high-tech hardware for teleconferencing and production, such as corporate annual meetings;
- audio technology that allows for recording of live entertainment for re-sale purposes.

By providing the means to host these events, the LVEC should attract entertainment and sports opportunities that require a television friendly environment. In addition, it will enhance the bid process for events such as Skate Canada Championships, the World Junior Hockey Tournament, the Memorial Cup, the Briar, the Scott Tournament of Hearts, and the Canadian Kennel Club Dog Show.

Potentially the greatest source of increased tourism is people whose first exposure to the LVEC is provided by media coverage of events. Television coverage of major events usually includes some air time to covering the host city. Since these are not tourists we would otherwise be able to access easily, they are a key target audience. This reinforces the importance of making the LVEC as media-friendly as possible and working with an operations partner connected to that community.

**6.8.3 Kingston – A Meeting Place:** The LVEC must target all opportunities including the meeting and convention business in order to increase capacity utilization. This is a very different kind of tourism that, usually, is accompanied by higher levels of spending on hotel accommodation, meals and beverage service and utilization of other attractions.

Kingston’s geographic location qualifies it as a potential hub for the meeting and convention business. While its single attractions may not be of “destination

quality”, (save perhaps Fort Henry), attractions are sufficient to provide the kinds of activities required for meeting participants and/or their families.

Notwithstanding, Kingston has not been able to secure its share of meeting and convention business. Part of the reason is access by air travel. Kingston will not be a prime location for large conventions, even with an LVEC. The inability of conventioners to travel from major centers directly to the City by air is the major deterrent and is not one that is likely to change in the near term.

However, the small-to-medium sized meetings and convention business, especially from the Montreal-Ottawa-Toronto-Syracuse area, is an available market. It has proved to be an elusive market. In this context, the LVEC would serve as an important catalyst. It would provide both the required facility and the basis for a centrally-coordinated marketing thrust. This capacity, to serve as the integrating device for the advertising efforts of local businesses, is an important but often unconsidered benefit of the LVEC project.

**6.9 Private Public Partnership (P3):** There appears to be significant interest by private firms in the financing, development, operation and ownership of a new multi-pad facility in Kingston. There is evidence that private sector investment in an LVEC such as that being proposed would not be enough to fully fund the capital costs of a new facility. However, there is a possibility of developing a Private Public Partnership that could lead to financing opportunities, based upon an ongoing management contract, naming rights and/or equity contributions from the successful contractor.

**6.10 Recommendation 7:** *That a financial model be developed and approved that includes the following: that -*

- *the Memorial Centre site be rezoned and sold and the full net proceeds be utilized to partially fund the new facility;*
- *the resulting increment tax generated from the Memorial Centre site redevelopment are applied to service long term debt;*
- *the BIA be asked to formalize their financial commitment to the project;*

- *the average operating deficit of the Memorial Center be made available for long term debt service;*
- *all other sources of funding, including those referenced in the above model, be explored;*
- *upper levels of government should be diligently lobbied for maximum grant contributions to be not less than \$5 million;*
- *although the possibility of P3 participation can be viewed as speculative, it should be pursued vigorously.*

## **7.0 MANAGEMENT AND OPERATION**

For the purposes of this report operations and management are defined as the services, systems, processes and personnel that will be required to ensure that the new facility becomes and remains a going concern as an entertainment venue in Kingston. This includes managing a variety of issues including, among others, maintaining physical plant, security, entertainment venue booking and scheduling, club seat and box sales, advertising, naming rights, on-site parking revenues, concessions, pouring rights, signage, lease negotiation with major tenants (including the OHL franchise), public relations, municipal and community liaison and all administrative functions such as record keeping and financial reporting.

**7.1 Options with respect to Facility Operations and Management:** The facility as described in this report is a complex operational entity that will be largely responsible for housing all major ice sport and entertainment showings in the broader Kingston area. Although smaller than similar venues in Toronto and Ottawa, the Kingston LVEC shares many of the same operational opportunities and challenges. Financial viability is a key consideration, not only in the development and financing of the original building program, but also in the ongoing success. Given the significant attention this project received during and after the 2003 municipal election, it is imperative that all is successfully implemented in order that it becomes a source of community pride.

The Task Force reviewed several different systems of management. These included:

- management by the City of Kingston using municipal management and personnel;
- management by a third party company using contracted management and City personnel;
- management by a specialist third party firm with specific expertise in the management and operations of such venues.

## **7.2 Rationale and Recommendations:**

**7.2.1 Rationale:** During the course of this review, the Task Force was able to speak to a variety of companies, municipalities and individuals as well as members of our own City staff, including Bert Meunier, City CAO, Ann Pappert, Manager of Cultural Services and Barclay Mayhew, Manager of Properties. The Task Force was interested in learning about their experience in operating facilities such as the one being proposed.

- While there are as yet only a few such companies, firms such as the O&Y/Stadium Management Group (SMG) and Global Spectrum have demonstrated expertise in managing these complex organizations profitably.
- Such companies have contacts and experience in working with the major booking agencies that schedule entertainment acts suitable for the facility. Often, they are able to lever bookings by planning route and touring schedules for acts and groups that might not otherwise come to Kingston. It should be mentioned, again, that the financial success of the facility will hinge on our ability to book approximately 50 nights of entertainment a year in addition to OHL games.
- The expertise of such companies is critical in the development of building design options.
- Expertise in negotiating lease agreements with major tenants is required to ensure the financial viability of the facility.

- Many of the systems now needed to stage major concerts and house events require considerable operational experience and training. This expertise does not now reside with our present City staff. It may be possible to structure a management agreement in such a way that identified staff could be “apprenticed” with a view to building experience in-house for other City facilities in the future.
- The expertise of such companies would be useful in helping develop financing plans and a business case for potential funders.

**7.2.2 Recommendation 8:** *That the City engage a professional company with specific expertise in the management of sports and entertainment facilities.*

**7.2.3 Recommendation 9:** *That the facility manager make available five community days free of charge per year for the benefit of the City of Kingston.*

**7.3 Negotiations with Queen’s University:** Queen’s University is currently pursuing the construction, on campus, of the Queen’s Centre which will include a 2,500 seat multi-purpose use arena. As indicated above, 50 nights of entertainment a year in addition to OHL games are needed to make the LVEC profitable. Any additional paid uses to reduce the number of days/nights the facility is dark will improve the viability of the facility. To that end, the Task Force discussed with Queen’s the possibility of the University using the facility for graduation ceremonies, tournaments, and all the uses that it envisaged for its proposed 2,500 seat multi-purpose arena. It was indicated that Queen’s is a “town within a town” and it must serve the needs of its community first, and such things as graduation ceremonies needed to be conducted on campus because of ‘sentimental’ ties. As the preferred LVEC site is within walking distance of the Queen’s community, and because Queen’s is part of the whole Kingston community, the Task Force feels most strongly that negotiations need to be pursued with Queen’s so as not to duplicate facilities that may be competitive.

**7.4 Timing:** The Task Force believes that time is of the essence.

**7.4.1 Recommendation 10:** *That upon approval by Council of the LVEC project, a process to retain an experienced facility management firm should commence immediately. This must be done prior to initiating the search for a design team or entering lease discussions with the OHL franchise.*

**7.4.2 Recommendation 11:** *Assistance from outside professionals should be retained to develop a detailed business plan and detailed financial analysis for the City and to advise on the corporate structure of such a facility.*

## **8.0 NEXT STEPS**

### **8.1 Steering Committee:**

**8.1.1 Recommendation 12:** *The Task Force recommends that a Steering Committee should be created to guide detailed planning for, and implementation of, the LVEC proposal.*

The Steering Committee will be comprised of volunteers with an understanding of public and private sector finance, municipal processes, and the stages, timeframes, negotiations and decisions associated with large scale development projects. The Steering Committee may include members of the Mayor's Task Force, but is not limited to this group of volunteers. At least one member of Council shall serve as Council liaison to the Steering Committee. A member of the City's senior administration will serve as staff liaison to the Steering Committee.

The Steering Committee will oversee the entire LVEC development process including, but not limited to:

- review and confirm the general timeline for implementation of the LVEC proposal;
- recruit and recommend a candidates for the position of LVEC Implementation Manager, (see the following section);
- provide overall direction to the LVEC Implementation Manager in the development of a project work plan (through to facility commissioning and hand

off) and duties associated with implementation up to the point of start of business in the LVEC;

- provide oversight for the call for Expressions of Interest (EOI), Request for Proposals (RFPs), and then select preferred finance options, contractors, consultants, design teams etc., from that process;
- provide project status reports regularly to the community on implementation progress;
- conclude its work once commissioning of the building is complete and turned over to the facility managers.

## **8.2 Implementation Manager:**

### **8.2.1 Recommendation 13: *That an Implementation Manager should be identified and appointed to the LVEC.***

The costs for this position will be borne by the City of Kingston. The City of Kingston will also provide work space for the LVEC Implementation Manager to work with a selected Facility Management Firm. A budget should be created for this position for 2004-2005 to cover salaries and other expenses associated with the project.

The LVEC Implementation Manager will be a member of the Steering Committee and will manage the entire LVEC development process including, but not limited to:

- exploration of matters associated with selection and acquisition of a proposed site and formulation of recommendations to the Steering Committee;
- identification of finance options (public and private) as well as firms likely to be interested in/experienced at LVEC-type projects, and providing associated recommendations to the Steering Committee;
- development of a proposed governance plan in sufficient detail to support a call for EOI and RFPs including resulting evaluations;
- development of a proposed functional plan for the facility in sufficient detail to support a call for EOI and RFPs;

- administrating and making recommendations to the Steering Committee from the call for EOI (advertise the opportunity, review submissions, arrange interviews, check references etc.);
- working with selected investors/firms to develop a financial plan to bring the project to life;
- assisting with negotiations on investment and/or construction tenders as appropriate, (depending on ownership/management decisions);
- handling day to day community relations associated with the implementation of the LVEC project;
- reporting regularly to the Steering Committee on budget expenditures associated with the implementation process and to the City of Kingston for appropriate expenditure and payroll processes;
- concluding his/her work once the building is open for business.

This person must be dynamic, committed to the success of the project, organized, a strong communicator, have leadership qualities, and experience in managing such a venture.

## **9.0 SUMMARY AND RECOMMENDATIONS**

From the beginning the Task Force saw the development of an LVEC as an opportunity to do more than simply provide a venue for ice sports and entertainment. As important, is the opportunity it provides to be a catalyst for future economic development in Kingston and as a source of community pride for Kingstonians.

The Task Force has determined that there is a distinct difference between the need in the City of Kingston for an LVEC and the need for recreational ice pads; both are necessary. The current Memorial Centre no longer meets the needs of the community in terms of its seating capacity, its structural design, its condition, and its ambiance. Kingston needs a multi-use facility where such events as ice-shows, concerts and conferences can be hosted in addition to providing a venue for Kingston's OHL team. Such a facility will have a significantly beneficial cultural and economic effect for the whole City of Kingston.

The Task Force makes the following recommendations:

**Recommendation 1:** *That a new and significant memorial be established for those who sacrificed their lives in the Second World War.*

**Recommendation 2:** *That the potential uses for the LVEC, defined by the public consultation process are:*

- *Ontario Hockey League games;*
- *other ice sports;*
- *ice shows;*
- *children's concerts;*
- *music concerts;*
- *performing arts – dance, live theatre;*
- *visual arts;*
- *agricultural, sporting and trade shows;*
- *other shows, eg., dog shows, flower and garden shows;*
- *meetings and convention/conference plenary sessions;*
- *convocation/graduation ceremonies;*
- *sporting events – local, provincial, national and perhaps international;*
- *Hockey and Sports Halls of Fame;*
- *restaurants/bar and retail uses;*
- *offices and meeting rooms.*

**Recommendation 3:** *That the LVEC consist of a 6,000 - 6,500 fixed seat arena with the potential of adding a further 1,000 seats on the arena floor for concerts and other non-ice events.*

**Recommendation 4:** *That the LVEC ice-pad be a single-pad of National Hockey League (NHL) size, 85 feet by 200 feet.*

**Recommendation 5:** *That when the LVEC is constructed, signage be erected on the 401 that is architecturally in keeping with the facility to advertise upcoming events at the LVEC.*

**Recommendation 6:** *That the Inner Harbour site, comprised of the Anglin Parking lot, a small land-locked Federally owned parcel, Metal Craft Marine, Kingston Marina and Douglas Fluhrer Park, and the associated water lots, (an approximate area of 11.7 acres exclusive of the water lots), be developed as the preferred site.*

**Recommendation 7:** *That a financial model be developed and approved that includes the following: that -*

- *the Memorial Centre site be rezoned and sold and the full net proceeds be utilized to partially fund the new facility;*
- *the resulting increment tax generated from the Memorial Centre site redevelopment are applied to service long term debt;*
- *the BIA be asked to formalize their financial commitment to the project;*
- *the average operating deficit of the Memorial Center be made available for long term debt service;*
- *all other sources of funding, including those referenced in the above model, be explored;*
- *upper levels of government should be diligently lobbied for maximum grant contributions to be not less than \$5 million;*
- *although the possibility of P3 participation can be viewed as speculative, it should be pursued vigorously.*

**Recommendation 8:** *That the City engage a professional company with specific expertise in the management of sports and entertainment facilities.*

**Recommendation 9:** *That the facility manager make available five community days free of charge per year for the benefit of the City of Kingston.*

**Recommendation 10:** *That upon approval by Council of the LVEC project, a process to retain an experienced facility management firm should commence immediately.*

*This must be done prior to initiating the search for a design team or entering lease discussions with the OHL franchise.*

**Recommendation 11:** *Assistance from outside professionals should be retained to develop a detailed business plan and financial analysis study for the City and to advise on the corporate structure of such a facility.*

**Recommendation 12:** *That a Steering Committee should be created to guide detailed planning for, and implementation, of the LVEC proposal*

**Recommendation 13:** *That an Implementation Manager should be identified and appointed to the LVEC.*

## 10.0 ACKNOWLEDGEMENTS

The Task Force would like to thank the following people for the contribution made to their work:

**All those members of the public who have contacted us to offer their support, their advice and their good wishes, [Appendix C: C1 – C5].**

**All those who spent time with the Task Force and offered freely their advice and expertise, [Appendix C-8].**

### ***AND IN ALPHABETICAL ORDER:***

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**Brian Judge,**

**Laura Seiffert,**

**June Wild,**

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**Ann Pappert**, Manager, Cultural Services, City of Kingston, *for her support, knowledge and advice throughout the process.*

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**George Wallace**, Supervisor, Development Approvals, City of Kingston, *for planning advice and assistance.*

**Lorne Weary**, Manager, Holiday Inn, *for obtaining a substantial discount on hotel accommodation on our road trip.*

## APPENDICES

### A: Task Force Mandate, Task Force Composition

1. Mayor Rosen's inaugural address.
2. Council motion – December 16, 2003.
3. Task Force members.
4. Task Force terms of reference.

### B: Need

1. Minutes of the Public Meeting and In Camera Meeting 20<sup>th</sup> February 2004 - Presentation to Task Force, Tragically Hip.
2. City of Kingston: *Arena Capacity and Expansion Study, January 2004*.

### C: Public Consultation

1. Minutes of the public meeting, Wednesday February 11, 2004, 7.00pm, Memorial Hall.
2. Emails and letters from the public.
3. Task Force consultation with individuals and organizations.
4. Current sports group users (2003) of the Memorial Centre that were contacted.
5. Initial public consultation feedback (prior to January 29, 2004).
6. Public consultation document posted on the website.
7. Report by Sheila Hickey, Director of Strategic Initiatives on the public consultation process.
8. List of contacts/meetings with federal government officials, architects, financiers, and management companies.

### D: Arena Size

1. Committee meeting notes: Meeting 2004-06 held March 5, 2004.
2. Skate Canada event hosting requirements.

### E: Location

1. LVEC Potential Site Descriptions - 22 sites considered.
2. "10-minute walk" – *'Siting Stadiums for Fun and Profit'*.
3. Article: *'A Model for Kingston'*.
4. GIS Maps.
5. Parking Maps.

### F: Financing

1. Residential development concept for Memorial Centre site.
2. BIA Presentation to the Task Force, February 20, 2004.
3. Mississauga (Confidential Document).

### G: LVEC Reference Materials (two separate boxes)