

A White Paper: Taking a fresh look at New Canaan Athletic Facilities

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A Fresh Look? Why now?

- ▶ New Canaan has a historic window to begin planning for future Athletic Complex Capital Projects having just completed major Fields Project
- ▶ Times change. Dunning was built in 1997 as a new concept. Today turf fields are more typical than not.
- ▶ Dunning Stadium Turf was resurfaced in Summer 2017
- ▶ Water Tower 1 was rebuilt in Spring 2018
- ▶ Water Tower 2 & 3 were built new in 2018
- ▶ NCHS Track & Field was rebuilt in 2018
- ▶ Turf fields have a life of 10 +/- years - 2027-2029?
- ▶ The time is NOW We have failed to implement processes in the past **we will not miss this opportunity to plan for future success**
- ▶ We have the commitment from town leaders AND the commitment from the private sector to write a new success story for New Canaan Athletics

Outline:

- ▶ A Look Back at History
- ▶ Current Landscape - Where we are today
- ▶ Creating a Public Private Partnership
- ▶ The Case for an Athletic Enterprise Zone
- ▶ What is an AEZ?
- ▶ How would an AEZ operate?
- ▶ NCAF - How will it function?
- ▶ Steps to Move Forward
- ▶ Creating the WIN - WIN - WIN
- ▶ ANNEX and ATTACHMENTS

Quick History Lesson

- ▶ 1997 Town of New Canaan Fields Study Report
 - ▶ Board of Education and New Canaan Parks Department created new cooperative understanding of responsibility
 - ▶ BOE - Custodial Staff
 - ▶ NC Parks - Parks Superintendent
 - ▶ Created a 'Stadium Committee' to operate the new Stadium as a stand-alone venture
 - ▶ BOE resolved to allow Stadium to operate autonomously, but self-sustaining (see Slides 17, 18, 19)
 - ▶ NC Town Council resolved that Stadium would operate autonomously without public funds (see Slide 20)
- ▶ Fast forward Twenty Years.....
 - ▶ Dunning Stadium is arguably the crown jewel of New Canaan Athletic Facilities
 - ▶ The Stadium is used for a wide range of events including multiple sports and NCHS Graduation
 - ▶ The Stadium has struggled to be 'self-sustaining' (See ANNEX 1 - Slide 14)
- ▶ Dunning Turf has been replaced twice
 - ▶ Original construction and 1st resurfacing failed to result in a plan to sustain
 - ▶ When attempts at a grassroots private funding campaign to pay for the 2nd resurfacing failed, the NCAF was formed and leadership put in place to quickly secure the funding under a tight deadline
 - ▶ After the 2nd resurfacing, **NOW** is the time to plan for the future and sustain this tremendous town asset

New Canaan: Many Layers to our Commitment to Athletic Facilities



Public / Private Partnership - PPP

- ▶ The Partners:
 - ▶ Town of New Canaan provides public land and valuable ongoing services through the Parks Department and other town bodies for the benefit of all town residents
 - ▶ New Canaan Athletic Foundation (NCAF) has been formed as the long-term conduit for Private dollars to be channeled toward New Canaan Athletic Facilities
- ▶ In the past, Private Capital Campaigns or ad hoc committees have focused on one particular project at a time - the town has had to react to each one
 - ▶ The new model of the NCAF as an ongoing 501(c)3 organization supporting New Canaan Athletic Facilities as a whole
 - ▶ In the future, all private Capital contributions toward New Canaan Athletic Facilities will channel through the NCAF
 - ▶ NCAF will help develop a “MASTER PLAN” for New Canaan Athletic Facilities that takes into account the interests of all youth and high school sports and the broader community
- ▶ Endowment?
 - ▶ In the past, expectations for an endowment have been set, but never executed or realized
 - ▶ The PPP and NCAF is the right combination to ensure execution this time
- ▶ This opens a unique opportunity to create a long-term and lasting PPP between the town of New Canaan and NCAF

PPP - continued

- ▶ Formalize a Public-Private Partnership for New Canaan Athletic Fields with the New Canaan Athletic Foundation
 - ▶ Benefits to New Canaan town government and the community at large to formalize a PPP with NCAF:
 - ▶ Build a consistent process through which all athletic facility related projects will flow
 - ▶ NCAF leadership for and commitment to improvement of New Canaan Athletic Fields
 - ▶ Develop master plan for New Canaan athletic fields projects and improvements
 - ▶ Build endowment for future capital projects and improvements, e.g., re-surfacing of turf fields in 10 years
 - ▶ Incorporate recommendations in Audit Committee report regarding the NCHS Fields Project *(Not yet published as far as I know - Audit Committee minutes from June 2018 suggest report has been given to First Selectman)*
 - ▶ Semi-Annual meeting (or focus group) with representatives of all NC boards, commissions and organizations impacting athletics/fields with goal of prioritizing future projects over a 2-5 year horizon (see ANNEX 3 for details - slide 16)
 - ▶ Benefits include better budgeting and management by both Town and NCAF

The case for an Athletic Enterprise Zone

- ▶ The completion of the NCHS Fields Project in 2018 has positioned New Canaan with an incredible up-to-date athletic complex all contiguous within the NCHS campus
 - ▶ Replacement of Water Tower 1 turf and construction of Water Tower 2 & 3 turf
 - ▶ Renovation of NCHS Track & Field
 - ▶ Reconstruction of NCHS Tennis Courts (2016)
 - ▶ Resurfacing of Dunning Stadium turf (Summer 2017)
- ▶ The town of New Canaan would be wise to explore ways to monetize this investment in ways that would preserve current conditions, yet bring in new revenue that would provide the funds for future resurfacing and other improvements (Requires modifications to Dunning Agreements - ANNEX 2 - pg 15)
- ▶ Create an “Athletic Enterprise Zone” incorporating all NCHS Athletic Fields to provide consistency of use, management, operation, monetization and future capital investment planning (future AEZ could/should expand to all town athletic facilities) - the PPP can provide this framework
 - ▶ Opportunities for NC to realize its investment in first class Athletic Complex
 - ▶ Potential for additional revenues to NC and local businesses

What is an Athletic Enterprise Zone and how will it operate?

- ▶ In the course of a normal year, there are multiple ‘seasons’ for various sports
 - ▶ In between, there are natural ‘lulls’ or downtime when our Athletic Facilities are not used or are greatly underutilized
 - ▶ During these ‘lulls’ in usage, NC has the opportunity to create new sources of revenue by ‘renting’ or ‘hosting’ events
- ▶ When would an Athletic Enterprise Zone (AEZ) be active?
 - ▶ The New Canaan Fields Committee would be charged with identifying the specific dates that the AEZ would be active. Preferably at least 2 years in advance to allow for planning (FC is the incumbent NCHS Athletic Director, NC Recreation Director, and the NC Parks Superintendent)
 - ▶ Core dates would be from June (post NCHS graduation) through early August
 - ▶ Must be less than 10% of total time to stay within town Bonding requirements
- ▶ Who would Market and Manage the AEZ?
 - ▶ The NCAF will hire and compensate the new position of New Canaan Athletic Enterprise Zone Manager (or NCAF Executive Director)
 - ▶ This position would sit as a non-voting member of the Fields Committee to stay abreast of field scheduling and facilities issues

Activating the AEZ: What happens?

- ▶ Fields Committee identifies dates (typically June post NCHS Graduation through early August) well in advance - preferably min of 2 years
- ▶ NCAF AEZ Director or Executive Director begin marketing our NC facilities to potential users (NC based programs first, NCHS Coaches preferred) ... in accordance with a “Business Plan” developed for the AEZ, revenue sources could include:
 - ▶ Field rental for practices and/or games
 - ▶ Field rental for camps
 - ▶ Multi-Field Tournaments
 - ▶ College team use for practice/games/clinics
- ▶ Town will set parameters that will cause NCAF application to the town’s Special Event Committee for any use that would trigger such application
- ▶ NCAF will manage all aspects of AEZ activation inclusive of a standardized maintenance fee covering all the services or items normally expected or required for any field rental
- ▶ NCAF net revenue from AEZ will go directly toward growing the LOCK BOX Account and CAPITAL PROJECTS Account (exact % TBD)

NCAF - How will it function?

- ▶ NCAF will be a 501(c)3 non-profit corporation
- ▶ NCAF will be governed by a Board of Directors representative of the community
- ▶ NCAF Board will include ex-officio members appointed by the Board of Selectmen
- ▶ NCAF will hold three core accounts:
 - ▶ An OPERATING Account - used for day-to-day operations and event management
 - ▶ A LOCK BOX Account - kept for the sole purpose of providing the Private side costs of Turf replacement (to be held in a specific fund at the New Canaan Community Foundation)
 - ▶ A CAPITAL PROJECTS Account - grow to fund new Athletic Facility projects and Capital Improvements to existing facilities
- ▶ NCAF will have several revenue streams:
 - ▶ Collect per-player use fee from all users of town fields (1/3 to Parks Dept for current Maintenance, 1/3 to LOCK BOX for turf replacement, 1/3 to CAPITAL PROJECTS)
 - ▶ AEZ Revenues from Rentals and Events
 - ▶ Special Events and Annual Fundraising
 - ▶ Capital Campaigns (Leverage Honoring Naming Rights for next phase)

STEPS to Move Forward:

- ▶ Town Council to address NCAF desire to ‘Memorialize’ Water Tower Field Name as means to trigger next round of Capital Fundraising (Nov/Dec 2018)
- ▶ Town and NCAF to negotiate / sign a Public Private Partnership Agreement
- ▶ NCAF achieves IRS 501(c)3 status
- ▶ Communication with Youth Sports Organizations and other field user groups outlining new Fields Usage Fee payable to NCAF - Target 1/1/2019 start
- ▶ Town, Town Council & BOE to revise/amend existing policy relating to Dunning Stadium to facilitate the creation of the Athletic Enterprise Zone
 - ▶ Re-evaluation of the Dunning Stadium Committee and re-assignment of its responsibilities as set forth in more detail (Annex 1 and 2 - page 14-15)
 - ▶ Board of Finance agrees to support Parks Department maintenance of Dunning
- ▶ Town acknowledges the creation of an Athletic Enterprise Zone
- ▶ NCAF drafts a ‘Business Plan’ for the Athletic Enterprise Zone
- ▶ Town agrees to allow NCAF a 3 to 5 year window to implement AEZ Business Plan and validate feasibility of concept (i.e., Walk, Jog, Run as it will take time to implement the business plan)
- ▶ Fields Committee begins to identify 2019 and 2020 dates that AEZ is active

WIN - WIN - WIN

- ▶ Town Government WINS with a consistent, structured PPP around town Athletic Facilities
 - ▶ Provides visibility and transparency to budgeting
 - ▶ Ensures Private Capital to supplement and enhance Public Investments
 - ▶ Provides a unique advantage vs most other peer communities
 - ▶ Consistently apply standards to all users of town Athletic Facilities
- ▶ Every New Canaan Resident WINS with beautiful, well-maintained athletic facilities
 - ▶ Open to all for recreational use and enjoyment
 - ▶ First Class Athletic Facilities add significant value to lifestyle and real estate
- ▶ NCAF WINS with a structured PPP with the Town of New Canaan providing long-term commitment to excellent athletic facilities
 - ▶ Parents of young athletes have a centralized non-profit focused on facilities
 - ▶ Youth and High School athletes have access to first class facilities
 - ▶ The PPP provides consistent, transparent structure for future projects
 - ▶ Transparency and accountability for donors

ANNEX 1: Why the ‘Dunning Stadium Committee’ and its charter are outdated

- ▶ The Dunning Stadium Committee (DSC) was put in place in 1997 and charged with managing Dunning Stadium in a self-sustaining manner.
- ▶ This committee has been responsible for 100% of the expenses incurred within Dunning Stadium
- ▶ Yet, this committee has only received a small portion of the revenue raised from Dunning events
 - ▶ NCHS School Games/Functions - gate goes to BOE
 - ▶ FCIAC Games - gate goes to FCIAC
 - ▶ CIAC Games - gate goes to CIAC
 - ▶ Private Field Rental (Beachside Soccer) - goes to DSC
- ▶ You cannot expect something to be self-sustaining if you don't set-up the parameters to allow it to be so.
- ▶ NOW is the time to revise this arrangement and expectations

ANNEX 2: Ideas on How to Reconfigure the Dunning Stadium Operations for 2018 forward

- ▶ All parties agree that Dunning Stadium has become the crown jewel of New Canaan Athletic Facilities
- ▶ Acknowledge that Dunning is built on land within the BOE footprint
- ▶ As the BOE gets extensive use of Dunning for NCHS events, consider asking BOE to take over responsibility for Electrical Service within Dunning
- ▶ As the Town cares for all other town athletic fields, consider having the Parks Department take over responsibility for routine maintenance within Dunning as they do for all other athletic fields
- ▶ As the NCAF is taking responsibility for harnessing private capital for the benefit of New Canaan Athletic Facilities, use the PPP to position NCAF to become responsible for the Private side of future Capital Improvements and renovations within Dunning, including turf replacement
- ▶ Will require revisions to BOE and Town Council policy

ANNEX 3: Framing the idea of a Semi-Annual Athletic Facility Summit

▶ What is it?

- ▶ A semi-annual gathering of the key individuals and organizations involved and invested in New Canaan Athletics
- ▶ Gathered to discuss current and future needs with an eye on prioritizing the most pressing Capital Projects

▶ Who should be included?

- ▶ Selectman's Office, Town Council, Board of Finance
- ▶ Parks and Recreation Commission, Director of Rec, Superintendent of Parks
- ▶ Board of Education
- ▶ NCHS Athletic Director
- ▶ New Canaan Athletic Foundation
- ▶ Representatives from New Canaan based Youth Sports Organizations

▶ Why it's important:

- ▶ Open and Consistent Communications is the key to long-term success

Board of Education - Minutes on Stadium

▶ March 17, 1997

- ▶ The NCHS Stadium Committee and the NCHS Sports Council presented a plan for installation of a new athletic stadium with artificial turf on the NCHS campus. The plans include entirely private funding for construction of this NCPS facility.
- ▶ BOE questions and discussion ensued:
 - ▶ Members of the public commented, expressing strong support for the plans. Those speaking included Captains of many of the NCHS sports teams currently supported by the NCPS. No criticisms of the plan for the new stadium with artificial turf were expressed by members of the public.
- ▶ **MOVED:** *Approve the creation of a multi-sport athletic complex at the New Canaan High School and charge the Ad Hoc Committee to move forward with the planning and fund-raising necessary to complete the project. It is understood that no tax dollars will be spent on this project and that project contracts will not be entered into until full private funding is achieved.*

Board of Education - Minutes on Stadium

▶ April 7, 1997 - NCHS Athletic Field:

- ▶ Approve the creation of a multi-sport athletic complex at New Canaan High School and charge the Ad Hoc Committee to move forward with the planning and fund-raising necessary to complete this project. It is understood that no tax dollars will be spent on this project and that project contracts will not be entered into until full private funding is achieved.
- ▶ **MOVED:** *The Ad Hoc Committee undertakes to establish an Endowment Fund for the projected replacement costs of the surface in 12 years, including putting any extra money raised beyond initial cost of construction and payments above the operating costs into the fund.*

▶ July 7, 1997 - NCHS Athletic Fields Update (No Action Taken):

- ▶ Sufficient private funds have been raised to cover the development, construction and initiation of an endowment fund for eventual carpet replacement. Source of funding is from 579 private contributors who have jointly donated \$1.175 million. Firm proposals for the turf, bleachers and lights are in hand. An Athletic Stadium Building Committee has been appointed and construction began today. Earth moving to prepare the field for AstroTurf installation will constitute the first phase. ASBC members are: Glenn Hunter, John Wilderman, James G Rogers III, Susan Ceresa, Richard Bond (Ex-Officio) and Gary Richards (Ex-Officio)

Board of Education - Minutes on Stadium

- ▶ July 7, 1997 - NCHS Athletic Fields Update - (No Action Taken) (continued):
 - ▶ The ASBC will be responsible for:
 - ▶ Approval of project construction contracts
 - ▶ Oversight of the construction through liaison with the construction manager
 - ▶ Review and approval of change-order requests
 - ▶ Verification of satisfactory completion of each phase of the project prior to the issuance of funds to the contractor(s)
 - ▶ Monitoring reports of project financial records maintained by the NCPS Business Office
 - ▶ Communication with the BOE via regular project updates
 - ▶ Approval of final completion and transfer to the BOE
 - ▶ Discussion ensued Mr. Hunter acknowledged that, to the extent any of the 5% contingency fund was not used, it would be added to the reserve fund for eventual carpet replacement
 - ▶ ASBC anticipates transfer of a completed stadium at a November BOE meeting

July 9, 1997 - Town Council Actions:

- ▶ Adopted a new Ordinance entitled “Approval of Improvements”
 - ▶ This Ordinance requires TC debate and approval of future projects or improvements located on Town properties
- ▶ Approved the following Resolution:
 - ▶ *BE IT RESOLVED that the Town Council of New Canaan, Connecticut does hereby endorse the action of the Board of Education of New Canaan to construct, maintain and manage the project known as the “New Multiple Use Outdoor Sports Complex”. It is understood that this project will be constructed and maintained without the use of appropriations by the Municipality.*
- ▶ Statement read by TC Member Tom Moorhead summarizing his findings at a meeting of members of the Town Council together with the BOE. The presentation explained that the Sports Complex would be a multi-functional facility including an all-weather playing field with accommodations made of weather resistant materials. Financing for the Sports Complex will include a) an endowment fund for the replacement of the artificial turf, as needed; and b) an operating fund which will include the cost of insurance and general on-going maintenance costs which the BOE currently covers in its budget. Also, there is an operating contingency fund that will handle legal claims or other unforeseen events during construction. In short, Mr. Moorhead said, “All in all, it is an excellent project which can only benefit the Town in the long run, and truly does seem to be at no cost to the Town.”

Board of Education Policy (approved 2/2/1998): 1440 All-Weather Athletic Stadium

- ▶ The Board of Education encourages the use of the synthetic all-sports, all-weather stadium facility by school and town athletic teams and other non-profit and commercial organizations, with the understanding that such use will not interfere with the physical education programs, athletic events, school activities and other conditions set forth in these policies.
- ▶ The all-sports stadium shall be governed by a Board of Education appointed Stadium Committee that will meet not less than quarterly to review policies, administrative regulations and rental and operational rates and make recommendations to the Board of Education annually.