

Item No. 3(i)
Halifax Regional Council
August 2, 2011
Committee of the Whole

TO: Mayor Kelly and Members of Halifax Regional Council

SUBMITTED BY: Original Signed

Kim Mason, Chair, HRM Stadium Analysis Steering Committee
Peter Spurway, Vice Chair, HRM Stadium Analysis Steering Committee

DATE: July 18, 2011

SUBJECT: HRM Stadium Analysis – Phase 1 Final Report

ORIGIN

Regional Council meeting of February 8, 2011, Agenda Item No. 10.1.2

RECOMMENDATION

The HRM Stadium Analysis Steering Committee recommends Halifax Regional Council:

1. Approve in principle the recommended directions outlined in the Final Report: Halifax Stadium – Business Plan; and
2. Direct staff to proceed to Phase 2 Stadium Analysis: Site Selection and Preliminary Design at a maximum estimated total cost of \$275K (net HST included) with funding from the Strategic Growth Reserve Q126.

BACKGROUND

Regional Council initiated the first phase of a potential 3 phase project to determine whether or not there is a model for a sustainable, viable, multi-use stadium for the municipality. This analysis was initiated as a result of Council's desire to participate as a Candidate city for the 2015 FIFA Women's World Cup, and as a result of the lack of business planning and evaluation in any previous reports on a stadium.

The Terms of Reference for the Steering Committee were approved by Regional Council February 8, 2011 (attached).

The Committee was assigned to undertake community engagement, data collection and analysis, comparative facility analysis, and economic impact review. The Committee provided guidance and direction to the assigned HRM Project Manager, HRM Staff Technical Support Team and consultant expertise to achieve these tasks. The intent of the Phase 1 analysis is to determine whether or not there is a need that can be substantiated economically, for the development of a multi-use stadium in HRM. Also to be discussed in Phase 1 is ownership and management models, as well as potential partnerships, sport and non-sport event potentials, and overall spectator requirements for events.

DISCUSSION

The Steering Committee has been meeting biweekly since March 23, 2011. Regular meetings with the Consultant have allowed for discussion and direction being given on aspects such as identification of key informants and potential partners, structure and participants in small group and public sessions.

The Steering Committee has also participated in a two-day review session with the Consulting Team in order to review the final report and background assumptions, and is confident that the report represents the type and quality of analysis anticipated by Regional Council.

Recommendations included in this report were developed with due consideration of implications, and are a result of consensus of the Steering Committee. It is recommended that, in order to have a full understanding of costs, benefits and risks associated with a potential multi-use stadium for the Halifax Regional Municipality, Regional Council approve the recommendation to proceed to the Phase 2 analysis.

BUDGET IMPLICATIONS

Budget implications would be an increase in reserve withdrawals and are outlined in the staff report.

FINANCIAL MANAGEMENT POLICIES/BUSINESS PLAN

This report complies with the Municipality's Multi-Year Financial Strategy, the approved Operating, Project and Reserve budgets, policies and procedures regarding withdrawals from the utilization of Project and Operating reserves, as well as any relevant legislation.

COMMUNITY ENGAGEMENT

The Steering Committee is comprised of members of the community, representatives from Regional Council, and representatives from governmental and agency affiliates. These individuals are representative of the community at large, and have overseen a significant engagement process as part of the Phase 1 analysis (see appendix 1 of final report). If Regional Council approves Phase 2, additional community engagement will be carried out.

ALTERNATIVES

Council may wish to reject the Steering Committee's recommendations at this time.

ATTACHMENTS

Attachment 1 - Terms of Reference for Steering Committee

A copy of this report can be obtained online at <http://www.halifax.ca/council/agendasc/agenda.html> then choose the appropriate meeting date, or by contacting the Office of the Municipal Clerk at 490-4210, or Fax 490-4208.

Report Prepared by: Betty Lou Killen Coordinator, Client Services, Community Development 490-4833

Attachment 1 Terms of Reference for Steering Committee



Steering Committee Terms of Reference

Halifax Regional Municipality FIFA Stadium Project

Project Background

1. Regional Council passed a motion (Dec 7/10) to continue as a Bid City for the 2015 FIFA Women's World Cup, to expedite public input, to explore private and public funding opportunities, and to have Events Halifax allocate the non-refundable \$25,000 bid fee. The motion of Council also included the provision that – based on confirmation of a business case and a commitment for an appropriate Women's World Cup venue by March 1, 2011 – Council would provide a commitment to the required operational financing which includes \$250,000, value-in-kind services and a \$2M operational fee.
The bid requirements seek an outdoor venue with a minimum seating capacity of 20,000, which could include a mix of temporary and permanent seating.
2. **Current project positioning:** Meet FIFA Bid Requirements.
Complete necessary consultation, business planning and analysis to provide informed and knowledgeable recommendations, to host 2015 FIFA World Cup.
Should the Fédération Internationale de Football Association (FIFA) make a decision in March 2011 to host their 2015 event in Zimbabwe, the Stadium Project will continue, but will enjoy a more relaxed project timeline.
3. **Purpose of Steering Committee**
The project Steering Committee shall:
 - provide advice and direction to a staff resource team
 - develop and make recommendations to Regional Council on a Stadium business plan, operational plan, site selection, ownership model, facility design and construction methodology
 - Serve as the public face of the project from a communications perspective in community, media, etc.

4. Role of Steering Committee

The Committee's primary roles are as outlined above. The Steering Committee will be supported by an HRM staff expert Technical Team and will direct requests and direction to this Technical Team as needed to develop recommendations, through the Project Manager.

More specifically, the Committee will:

- work within the project scope and time line
- participate in a public/stakeholder participation program in order to stimulate comment/consultation and gain further input. Recommend further public consultations as required.
- Monitor project progress as related to phased methodology and ensure that information and analysis is complete and unbiased
- advise on the need and priorities for background and studies and research
- review all available background information
- take into consideration usage and future plans of any municipal or non-municipally owned facilities and potential impacts
- will provide periodic progress reports and will make the final presentation and recommendation to Regional Council
- If necessary, proceed with concurrent phases of the project in order to achieve timeline requirements

5. Steering Committee Membership

Representation on this steering committee is proposed to be members from Regional Council, sport, community, business, hospitality, and etc. These would be competency based appointments, and would be individuals who display a high level of business acumen, are open minded with solid analytical and conceptual skills, are experienced in public engagement or communications roles, and do not represent special interest groups who may whole heartedly support or oppose the potential outcome.

The Steering Committee will have overall responsibility for project outcomes of Phase 1 of the analysis, and if approved by Regional Council, Phases 2 and 3 as well.

Regional Council	(3)
NS Department of Health and Wellness	(1)
Sport Nova Scotia	(1)
Sport Centre Atlantic	(1)
Recreation Nova Scotia	(1)
NS Dept of Economic and Rural Development	(1)
Citizen at large	(6)

6. Selection of Steering Committee Membership

Selection criteria will include:

- Willingness and ability to commit to the necessary time up to a one year period;
- Commitment and interest in the planning, development and operation of sport, recreation, event facilities related to the scope of work of this project
- Skills and experience related to roles and responsibilities in facility management , operations, major event hosting, and service delivery

7. Appointment of Steering Committee

The term of appointment shall be until the project analysis is completed, and construction begins, should the analysis lead Regional Council to that conclusion.

8. Resources

The Service Delivery division of Community Development will provide staff resources to the FIFA Stadium Steering Committee including arranging meetings, agendas, note taking (summary and action items), distribution of materials and other administrative functions. Any budget requirements for this committee will be included within the budget of the project, subject to the normal review and approval process of the Business Unit.

The staff technical team will work as an integrated group, represented on the Steering Committee by the Project Manager, to provide professional support, expertise, and deliverables as necessary to meet the time lines and scope of the project.

In addition, the Steering Committee will be supported by consultant leadership with specific experience and expertise in the areas of consultation, stadium operations, ownership models, business planning, and design.

Documents available:

HRM Regional Plan

Current HRM 5 Year Capital Plan

Additional background will be made available as it is identified.

9. FIFA Timeline for Country and Host City Selection:

January 12	Internal Drop-dead date for CSA re list of cities
February 7	FIFA receives Bid Book from CSA
March 1	CSA presents Bid to FIFA in Switzerland
March	FIFA Announces Host Country
April	Host Country will begin process of selecting cities (12mo+/-) 2-

10. Project Governance

2-Tiered Approach

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|--------|---|
| Tier 1 | Council initiated Project Steering Committee
(Representation from council, sport, community, business, hospitality, etc.)
Overall responsibility for recommendations to Regional Council. |
| Tier 2 | Staff Technical Team
Highly motivated group of staff with proven success and ability to meet aggressive timelines and expectations. Project Manager (CD) will liaise between both, and provide project leadership under Director CD. |

11. Stadium Analysis Project - Methodology

3 – Phased Approach

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|---------|---|
| Phase 1 | Consultation and Business Planning |
| Phase 2 | (tentative) Consultation, Site Selection and “Building” Program |
| Phase 3 | (tentative) Design Build Construction |

12. Project Timeline

- | | |
|----------------------|--|
| June / July 2011 | Recommendation Report to Regional Council-approval to proceed with Phase 2 |
| July – Dec 2011 | (tentative) Complete Phase 2 |
| Jan 2012 – July 2015 | (tentative) Design Build Construction Phase 3
(2.5 – 3 years anticipated to completion) |

13. Chair

The selection of the Chair will be made in consultation with HRM Senior Management, and shall be a non-staff and non-Council representative.

14. Vice-Chair

The HRM Stadium Analysis Steering Committee shall elect from its non-council or non-staff members a Vice-Chair.

15. Role of the Chair / Vice-Chair

The role of the Chair, when necessary as schedules require, could be delegated to the Vice-Chair. The Chair is an impartial individual who guides the process and facilitates meetings. The Chair will keep the group focused on the agreed-upon task, suggest alternative methods and procedures, and encourage participation by all committee members. The Chair will work with staff in preparing agenda's and meeting summaries, and guide in drafting products and summaries of the Committee. The Chair will act on behalf of the Committee as spokesperson to Council and the media.

16. Meetings

Regular Steering Committee Meetings will be held on the first and third Wednesdays of each month, 10:00am – 12:300 noon.

Location: To be circulated.

Nb. There is likelihood that meetings will be more frequent dependent upon timeline benchmark requirements. Every attempt will be made for as much notice as possible be provided.

17. Decision Making

Decisions regarding the development of recommends to Regional Council will be made by consensus.

18. Meeting Minutes

A written summary of discussion and comments from each meeting will be prepared by staff and approved by the Committee. Meeting minutes will describe highlights of the meeting, areas of discussion, and recommendations or options.

Meeting minutes will be circulated to Committee members prior to the commencement of the next meeting.

These Terms of Reference for the HRM Stadium Analysis Steering Committee were endorsed by the Halifax Regional Council on February 8th, 2011.