



P.O. Box 1749
Halifax, Nova Scotia
B3J 3A5 Canada

Item No. 10.1.1 (ii)
Halifax Regional Council
December 6th, 2011

TO: Mayor Kelly and Members of Halifax Regional Council

Original Signed

SUBMITTED BY:

Richard Butts, Chief Administrative Officer

Original Signed

Mike Labrecque, Deputy Chief Administrative Officer

DATE: November 25th, 2011

SUBJECT: Stadium Analysis – Phase 2 Final Report

ORIGIN

- December 7, 2010** Regional Council approves a motion of support as a candidate city for FIFA Women's World Cup Canada 2015.
- February 8, 2011** Regional Council approves a 3-Phased analysis and Terms of Reference for a Project Steering Committee for a multi-use stadium analysis.
- August 9, 2011** Regional Council approves a motion to proceed to Phase 2 analysis.
- October 18, 2011** Regional Council approved a motion to direct Mayor and Staff to secure funding of up to \$40M through potential partners, for the capital construction of a multi-use stadium

RECOMMENDATIONS

It is recommended that Halifax Regional Council:

1. Continue to pursue FIFA Women's World Cup Canada 2015 and recognize that a multi-use stadium is a required municipal sport and recreation asset.
2. Direct Staff to request an additional six (6) months of time from Canadian Soccer Association, before confirmation of intent to construct a multi-use stadium for the FIFA Women's World Cup Canada 2015, and return no later than June 2012 to Regional Council for final site, design, and capital scope approvals, along with the confirmation of potential funding partners.
3. Direct Staff to begin negotiations with potential land owners as presented in the attached Halifax Stadium Phase 2 Consultant Report as well as outlined in the Executive Summary section of this report, and report back to Regional Council with a recommendation of the optimal proposed site for a potential Stadium complex.

BACKGROUND

EXECUTIVE SUMMARY

On August 9, 2011, Regional Council directed staff to proceed with Phase 2 of the HRM Stadium Analysis. The Phase 2 analysis would advance the discussion regarding whether or not there is a real need for a multi-use stadium in our region.

Phase 2 would provide detailed analysis related to preliminary design, recommend appropriate site, and would discuss partnership funding capacity. The work would be completed within the Terms of Reference of a Council appointed Steering Committee. In addition, further financial detail related to fiscal capacity to operate the proposed facility would be reviewed. The Phase 2 analysis would be completed within a context and timeline to allow for the participation of the municipality in the FIFA Women's World Cup Canada 2015 event, should Regional Council wish to do so.

Chronology of Events

| | |
|--------------------|--|
| December 7, 2010 | Regional Council supports HRM as candidate city for FIFA Women's World Cup 2015. |
| February 8, 2011 | Regional Council approves 3-Phased analysis and Terms of Reference for Project Steering Committee. Phase 1 of the analysis - Business Planning and consultation initiated. |
| March 3, 2011 | Canada wins the rights to host FIFA Women's World Cup Canada 2015, and FIFA U-20 Women's World Cup Canada 2014. HRM is one of seven candidate cities. |
| August 2/9, 2011 | Phase 1 final report and recommendations are submitted to Regional Council. Regional Council approves initiation of Phase 2 of the study focusing on location, design, cost, and funding. |
| September 15, 2011 | HRM seeks Private Sector submissions for expression of interest to identify potential private lands for proposed multi-use stadium project. |
| October 2, 2011 | FIFA visits Halifax Regional Municipality and indicates their desire to host a COAST to COAST event. |
| October 18, 2011 | Regional Council directs staff to negotiate with other levels of governments and other potential funding partners. Council approves in principle that HRM will fund up to \$20 million to construct a new multi-use stadium conditional upon a) funding commitment of up to \$40 million from senior levels of government and other funding partners, and b) final Council approval of the Stadium Project in December 2011. |
| Oct & Nov 2011 | Public Consultations consisting of: public meetings, online survey, empirical phone survey, Facebook, twitter, website, phone contact. |

Phase 2 Project Cost

Regional Council approved a budget of \$275K for Phase 2 work. An RFP was awarded to Fowler, Bauld and Mitchell LTD. Services have been completed within the approved budget.

Phase 2 Scope of Work

The Phase 2 scope of work included analysis for the determination of an appropriate site(s), preliminary design, capital Class C cost, verification of “value for money” financial review, and significant public consultation related to the construction of a potential multi-use stadium. An overview of work and findings in each of these areas is included in the following Discussion section.

Phase 2 Recommendations

Council directed Staff to provide information and recommendations, through the Stadium Analysis process, regarding the viability and need in the community for a multi-use stadium. The proposed stadium would meet the needs of the 2015 FIFA event as a minimum standard. This recommendation from Staff, based on the minimum requirement, is to construct a facility with 10,000 permanent seats. Staff wish to highlight the fact that, should the FIFA event not be achievable, or if capital funding from potential partners is sufficient, that the best case scenario for the community long term, is the construction of a 14,000 permanent seat facility. This recommendation is in line with the recommendation of the Stadium Analysis Steering Committee.

| | |
|------------------------|--|
| Sites: | Dartmouth Crossing Precinct / Shannon Park |
| Preliminary Design: | 10,000 permanent seats minimum / 14,000 permanent seats if capital funding allows for the additional build |
| Capital Cost Estimate: | \$54.8M - \$71.1M** |

Construction Methodology: Design Build with Guaranteed Maximum Price (GMP)

** The variance in the capital cost reflects the following:

- final site selection (\$3.5M)
- 10,000 or 14,000 seats (\$9.4M)
- whether or not the additional FIFA event required temporary seating is purchased as part of the capital project cost or not (\$3.4M)

DISCUSSION

The Process

As a continuation of the Phase 1 scope of work, the Phase 2 analysis was undertaken through a procurement process to secure external consulting expertise. The Halifax Architectural firm of Fowler, Bauld and Mitchell LTD was awarded the contract, and worked under the leadership of Planning and Infrastructure staff. In addition, the Council appointed Steering Committee for the project continued in their role as “project owners” and provided the ongoing oversight and leadership to the consulting and staff team related to every aspect of the project. Below is an overview of each of the deliverables in the Phase 2 analysis:

The Site

In an effort to ensure that all potential sites were considered, the project undertook two key aspects of identification of sites:

- a) A request was made to levels of Government to identify sites that would be appropriate for consideration, and
- b) An Expression of Interest Call was made through HRM Procurement to ask private sector land owners for sites for consideration.

Three sites were evaluated that were not submitted by the land owners.

1. Dartmouth Crossing/Commodore was not submitted by the land owner. It was considered as a result of its proximity to the existing municipal artificial turf facilities in that area. The rating of that site reflects its desirable qualities, and does not reflect any conversation or desire of the land owner to participate.
2. Saint Mary’s University was not submitted by the land owner. It was considered as a result of public discussion and interest in the site as a potential partnership site for the multi-use stadium. As there is already a stadium on the site, it was worthwhile to evaluate the site in an effort to articulate the potential to accommodate the FIFA events and ongoing legacy program.
3. Shannon Park was not submitted by the land owner. It was considered as a result of ongoing, significant public interest in the site as an appropriate location.

All three of these sites were evaluated as part of the detailed process. Both Dartmouth Crossing/Commodore and Shannon Park have scored within the top four sites. If Regional Council wishes either of these sites to be considered, considerable discussion will be required with each land owner.

| Identify Potential Sites | # of Submissions | Site Evaluation Matrix Scoring | Rank | Short List |
|---------------------------------|---|---------------------------------------|-------------|---|
| other | Dart Crossing/Commodore Saint Mary’s University Shannon Park | 67.05/100 13.48/100 60.18/100 | 1 7 2 | Dart Crossing/Commodore 1 st Shannon Park 2nd |
| Private | Dartmouth Crossing-Quarry Summit Properties Lake Loon Golf Centre | 56.21/100 5.58/100 31.03/100 | 3 8 5 | Dartmouth Crossing – Quarry 3rd |
| Municipal | Cogswell Interchange Aerotech Business Park Burnside Park | 5.10/100 15.83/100 42.40/100 | 9 6 4 | *Burnside Park 4th |
| Provincial | 0 | | | |
| Federal | 0 | | | |

*It should be noted that the Burnside site, although large enough, (30+ acres), to accommodate the recommended campus approach for the stadium construction, there are substantial areas of environmental sensitivity (wetlands) on the site.

The top four sites all represent appropriate levels of compatibility to criteria such as:

- Ease of land acquisition/consolidation/development
- Ability to physically accommodate the requirement of the 2015 FIFA event
- Stimulate further complementary development in the surrounding area
- Allow for environmentally sensitive development
- Be a community destination in legacy mode
- Allow for future expansion (additional seating, facilities)
- Appropriate adjoining infrastructure/services
- Relationship to growth areas in HRM
- Appropriateness of land-use
- Ability to leverage multiple sources of capital dollars
- Relative likelihood to maximize long term economic impacts
- Ability to generate community/political support

Two key aspects of the site evaluation criteria emerged as significant in the analysis, and reiterate the importance of the site capacity to allow for future expansion:

1. The selected site should be in proximity of existing sport/recreation infrastructure, if possible, should have the capacity to develop additional facilities in the future, and should have the capacity to house an expanded facility in the future. This is key to the operational success of the proposed stadium. The importance of co-location of recreation facilities is consistent with guiding principles in the Community Facility Master Plan, and addressed in the Stadium Analysis Phase 1 report.
2. The preliminary design of the facility should be designed with the intention of future expansion when the business case dictates.

Preliminary Design

The facility will be designed as a functional and attractive venue that citizens will be proud to use, and proud to have in their community. The facility, designed to be *Community Driven – Event Supported* will increase community sport and recreation opportunity for turf activities year-round. The facility is designed with an air-supported bubble over the field of play in order to ensure year-round usage. The community spaces (meeting rooms, change rooms, etc.) will be designed to allow for conversion to event spaces when National and International events are hosted at the stadium. Generally speaking, although subject to Regional Council approval of final facility design, the Program of Spaces would resemble the following:

- The field-of-play will be designed to accommodate soccer and football as the predominate sports, but will accommodate a number of other sports and activities in different configurations.
- Seating will be as intimate as possible which means that seating at the ends of the stadium will be as close as possible to the field-of-play during large events.

- During legacy mode, the end zones will be open. One end zone will be designed as a family-friendly sloped grass viewing area that will be capable of accommodating picnics and informal gathering as part of the spectator and event experience.
- Permanent seating will be restricted to the sides of the field-of-play. One side (warm side) will incorporate all of the permanent indoor spaces including dressing rooms, administrative spaces, multipurpose rooms, meeting rooms. This side will also be designed with an elevated concourse that feeds both the upper and lower seating units. The other side of permanent seating (cold side) may more closely resemble a bleacher seating structure, but will be fully supplied with fixed-back seats as a minimum FIFA requirement.
- If possible, weather protection (sun canopy) should be considered for part of the permanent seating area.
- Public Domain (concessions, washrooms, vending, small commercial areas, circulation areas) is to be designed as accessible space, and incorporated into the concourse areas for maximum economies and convenience.

In order to meet the criteria of multi-use, the field-of-play and public areas have been designed to be as functional as possible. The off-season usage of the facility (bubbled field-of-play) will allow for significant access not currently available now to our sport and recreation communities. As HRM becomes successful in securing various events, it will be important to determine opportunities to accommodate as many other sport and event uses as possible. Modifications to the facility for such events as baseball will be possible. Accommodation of Athletics events that include the need for a 400M running track and other specialized facilities, because of the nature of their needs, will be challenging if not impossible to accommodate at this facility.

Although the consulting team has recommended that the facility be constructed with 10,000 permanent seats, there is reasonable evidence to suggest that, should the capital dollars be available, construction of a 14,000 permanent seat facility would be preferred.

The primary rationale for the additional permanent seats is:

- A 14,000 seat stadium would position the region with a facility that currently does not exist in Eastern Canada, and would therefore attract a larger range of events;
- The operational cost of a 14,000 seat facility is marginally more than 10,000 seats and is therefore considered to be a value-add;
- The cost of renting and installing temporary seats several times per year would be negated if the facility was built with the extra capacity for seating, representing an annual operational savings; and
- The cost of expansion of the facility, in due time, would be reduced.

The Business Case

As mentioned above, the facility, designed to be Community Driven – Event Supported will increase community sport and recreation opportunity for turf activities year-round with capacity to host major sports and entertainment events. Several design features will be included that will allow maximize usage during the winter months as well as when National and International events are hosted at the stadium. The design will generate increased revenue streams and improve the overall operating results.

Operating Costs

The business case recommends the construct of a stadium with 10,000 permanent seats, includes projections of revenues and expenditures and yields an average net operating loss of (\$271K), after management fee and capital reserve contribution, and before debt servicing of \$1.4M, starting in the first year the Stadium is operational. The three year operating projections for 10,000 permanent seats is included in the table below:

| ‘000 | Year 1 | Year 2 | Year 3 |
|--|---------------|---------------|---------------|
| Revenue | | | |
| Field Rentals | \$680 | \$701 | \$722 |
| Annual Ticketed Events | \$603 | \$621 | \$640 |
| Total Field Revenue | \$1,283 | \$1,322 | \$1,361 |
| Total Building Revenue | \$561 | \$573 | \$585 |
| Total Revenue | \$1,844 | \$1,895 | \$1,946 |
| Expenses | | | |
| Direct Expenses | (\$185) | (\$190) | (\$196) |
| Gross Margin | \$1,660 | \$1,704 | \$1,750 |
| Facility Expenses | (\$1,431) | (\$1,474) | (\$1,518) |
| Net Income before Management Fee and Capital Reserve | \$229 | \$230 | \$232 |
| Management Fee | (\$200) | (\$200) | (\$200) |
| Capital Reserve | (\$300) | (\$300) | (\$300) |
| Net Income (Loss) | (\$271) | (\$274) | (\$276) |

Economic Impact Assessment

The Phase 2 work, completed by Fowler, Bauld and Mitchell LTD, included an economic impact assessment. It has identified that the stadium will offer measurable benefits from its construction and operations, and from visitor spending impacts. Highlights of the impacts are as follows:

- Construction-related – A table was included which shows the GDP impacts, labour costs and income and employment generated during the design and construction phase of the project.
- Operations – Estimated employment resulting from Year 1 operations could involve total labour income of \$830K and total estimated Federal and Provincial tax of \$160K.
- Visitor Spending – Direct annual spending will typically range between \$5.3M and \$7.7M. Direct and Indirect municipal tax impacts are estimated to be in a moderate scenario. These estimates include select categories of expenditures (retail, food and beverage, and accommodation) but exclude any amounts for one-time events, such as FIFA 2015.

Capital Cost – Class C Construction Estimate

A ‘Class C’ estimate is plus or minus 20 percent. Efforts were made to hold project costs in alignment with targets identified in the October 18, 2011 report to Regional Council. Based on the assumed estimated project capital cost of \$60 million, contribution of HRM would be \$20 million. This amount, if fully financed through debt, would result in an average annual debt servicing payment of \$1.4 million over a 20 year term. If this debt servicing payment is not absorbed within current operating or capital expenditures an additional \$6.40 per year increase would have to be added to the average single-family household property tax bill to service the average annual \$1.4 million debt payment.

The final design of the stadium is recommended to be 10,000 permanent seats, and will include a cost to purchase 10,000 temporary seats for the FIFA events. Should Regional Council wish to rent these temporary seats for the event instead, a subsequent capital savings of approximately \$3.3M would be realized.

There is also capital pricing included for a facility that has 14,000 permanent seats.

| Costing Item | Commodore Site 1 | Shannon Park Site 2 | Quarry Site 3 | Burnside Site 4 |
|---|------------------|---------------------|---------------|-----------------|
| Land/site/servicing | \$15.3M | \$15.2M | \$13.5M | \$11.8M |
| Stadium | *\$36.8M | *\$36.8M | *\$36.8M | *\$36.8M |
| Parking | \$1.7M | \$1.7M | \$1.7M | \$1.7M |
| FF&E | \$1.1M | \$1.1M | \$1.1M | \$1.1M |
| Soft Cost | \$6.9M | \$6.9M | \$6.9M | \$6.9M |
| Total (10,000 seat facility-temp seats purchased) | \$61.8M | \$61.7M | \$60.0M | \$58.3M |
| Total 10,000 seat facility- temp seats rented) | \$58.4M | \$58.3M | \$56.6M | \$54.9M |
| Total (14,000 seat facility-temp seats purchased) | \$71.1M | \$71.0M | \$69.4M | \$67.7M |
| Total (14,000 seat facility-temp seats rented) | \$69.3M | \$69.1M | \$67.4M | \$65.6M |

***Capital cost – Program Summary:**

- mid-seating concourse on one side only (western side)
- medium-grade quality backed seating
- weather awning on one side only (western side)
- FIFA approved, and Canadian football sized field-of-play

Risks

Along with the project risks outlined in the Phase 1 Sierra Planning and Management report, there are risks that should be highlighted. They are as follows:

- Land Acquisition - Only one site is currently under municipal ownership and until such time binding terms are in place on others it should be noted as a risk.
- Interest rates could increase before the stadium is complete and debenture is issued to finance it.
- Revenues - The business plan included discount factors to account for risk associated with ticketed events, projections for field, concession, and leasing revenues, but there is still the risk they will be less than expected. For example, a 20% reduction in field and concession revenues would result in the annual operating loss in Year 1 to increase from (\$271K) to (\$460K).
- Operating costs – Some of the factors affecting the projection of expenses not related to events, can be anticipated while others can not. Higher than expected costs for utilities and repairs and maintenance could result in higher losses.
- The annual capital reserve contribution included of \$300K may not be sufficient to fund recapitalization in future years.
- Recruiting experienced skilled management to effectively manage the facility.

Risk mitigation strategies would have to be put in place in order to manage and reduce the range and scale of risks associated with various components of the construction of, and ongoing operation of the facility. For example, construction cost increases to the project will be mitigated by the Phase 2 recommendation (Executive Summary) to use a Design Build Construction Methodology, which will include a Guaranteed Maximum Price (GMP) for the municipality.

Consultation with Citizens

The Community Engagement process is summarized in the appropriate section in this report.

BUDGET IMPLICATIONS

There is no expected material financial impact with respect to the current 2011-2012 fiscal year budget. Any additional costs required to continue to evaluate the viability of a Stadium complex will be absorbed within the approved 2011-2012 fiscal year budget.

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

A critical part of the Stadium process is public consultation and participation. The public's feedback will be used to help inform recommendations to Regional Council for final decisions. We invited citizens to participate in conversations and provide us feedback about the vision,

design and locations for the potential multi-use stadium. Below is a summary of the public engagement opportunities:

Public Engagement Opportunity # 1

The development of the HRMstadium.ca website along with an ongoing stadium presence on Facebook and Twitter provided tools for sharing information and providing public feedback.

Public Engagement Opportunity # 2

The first public gathering was held at the Halifax Forum on October 12th. The purpose of the gathering was to gauge the public's feeling towards the potential for a stadium and to provide feedback on what a Vision for a stadium could be. Over 100 participants gathered personally at the hall, as well as, over 40 people participating online. The highlights for the vision of a stadium includes: community oriented, multi-use, economically sustainable, provides for access & transportation, civic pride, revitalization, jobs and prosperity. The concerns expressed for a stadium included the size, cost, how it could affect other projects, and learning from other mistakes.

Public Engagement Opportunity # 3

The second public session was held in Dartmouth at Farrell Hall on October 13th. The purpose of this gathering was to gauge the public's feeling towards the potential for a multi-use stadium and provide feedback on the Design and Location. Over 120 participants gathered with many more participating online. The highlights included expansion and size, non-sport events, indoor space, community use, green building, naming rights and sponsorship, outdoor space, view, commercial space, soccer and football. During the gathering, several potential locations were presented. The majority of the public's feedback was favourable towards the Dartmouth Crossing area and Shannon Park area as potential locations. The concerns expressed around a stadium included the cost, satiability, and public and private uses.

Public Engagement Opportunity # 4

An online public survey was developed and posted on HRMstadium.ca. The purpose of this survey was to provide another avenue for broad based public feedback. The survey gathered feedback on the public's perspectives, willingness to pay, and the location and design for a potential stadium.

Public Engagement Opportunity # 5

A telephone survey that provided a level of scientific reliability (empirical data collection) was conducted with a sampling of residents of HRM. The questions for the telephone survey were similar to that of the online survey.

Public Engagement Opportunity # 6 & # 7

November 16th (Halifax) and November 17th (Dartmouth) the final two public consultations. These sessions gave the public the opportunity to express their perspectives on a potential multi-use stadium, listen to presentations and provide feedback on design options.

ALTERNATIVES

- Alternative #1 Regional Council may wish to defer any decision to approve the recommendations to a future date pending funding availability. This alternative is not recommended. The work completed is substantial, and will provide Council with excellent information for construction of a future project.
- Alternative #2 Regional Council may choose not to direct Staff to request an additional six (6) months of time from Canadian Soccer Association, before confirmation of intent to construct a multi-use stadium for the FIFA Women's World Cup Canada 2015. This alternative is not recommended. The additional time allocation will enable staff to communicate in more detail with potential funding partners.

ATTACHMENTS

1. HRM Stadium Analysis Steering Committee Terms of Reference
2. Final Report – HRM Stadium Analysis Phase 2
3. Final Report – HRM Stadium Analysis Phase 1 (previously circulated on August 2 & 9, 2011 at Committee of the Whole)

A copy of this report can be obtained online at <http://www.halifax.ca/council/agendasc/cagenda.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, Planning and Infrastructure, 490-4833
 Danielle Paris, Senior Financial Consultant, 490-4397
 Philip Hammond, Community and Recreation Services 490-6577
 Peter Stickings, Manager, Real Estate and Facility Services, P&I 490-7129

Original Signed

Report Approved by: _____
 Terry Gallagher, Manager Facility Development, Planning and Infrastructure 476-4067

Original Signed

Financial Approval by: _____
 James Cooke, CGA, Director of Finance/CFO, 490-6308

Original Signed

Report Approved by: _____
 Phillip Townsend, Director, Planning and Infrastructure, 490-7166

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

- 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

- 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.