

TERMS OF REFERENCE
ARENA FEASIBILITY PLANNING – PART II
May 2006

PROJECT SCOPE

To provide City Council with a report of recommendations regarding the feasibility of a New Arena (Part II) based on the following: the development of a functional plan for a new multipurpose spectator arena, the confirmation of operating costs, exploration of sources of grant funding, and obtaining expressions of interest from the private sector to invest in and/or operate the facility based on the functional plan.

SPECIFIC OBJECTIVES AND PROJECT REQUIREMENTS OF PROFESSIONAL SERVICES

1. Review previous work, related studies and documents.
2. Explore and analyze partnership options involving private and public funding through obtaining expressions of interest from the private sector to invest in and operate the proposed facility. The best Operating and Funding Models are recommended.
3. Obtain and compile potential funding sources including government grants and private funding sources to determine realistic external revenue sources for a new arena project.
4. Prepare and compile data from an extensive process of community and stakeholder consultation through workshops/open houses. This would include, as a minimum three open houses in June, September, and November. All planning and preparations related to open houses and consultations with shareholders, reporting and printing required to complete this study is the responsibility of the consultant. The City will advise and provide direction on meeting locations, participants, and other resources as required. Must demonstrate that the community and stakeholder groups have been consulted and their input has been analyzed.
5. Provide a Functional Study (requirements analysis phase) to analyze and determine the building amenities, parking, and site and space requirements. Content would include but not be limited to the following qualitative and quantitative information:
 - Activity/program overview – concerts, conferences, major junior hockey, recreation skating, special events, food and beverage services, commercial retail, offices, and storage.
 - Area/Requirements estimates – current and future space requirements within the proposed facility, taking into account current and proposed new activities, and current and future equipment and storage requirements. Key capacity issues and estimated demand of seating capacity (number of seats), net area and building gross areas for projected operational requirements for 25 years, spatial relationships of major and sub components.
 - Design guidelines – image objectives (landmarks, materials & design, major community events centre), site development (main entry, parking, bus circulation/drop-off/parking, service entrance, barrier free access), barrier free design, circulation guidelines (horizontal and lateral movement of public and

staff), security guidelines, building system guidelines (structural, electrical, communications, plumbing, HVAC), allowance for long term - on site expansion (possible future expansion).

- Component information – provides requirements information of each component (ice surface, public amenities i.e. concessions, souvenirs, box office, public washrooms, meeting facilities, administration, major tenant facilities, activity change rooms, food & beverage, corporate suites, media facilities, building support, storage and loading facilities, maintenance workshop, parking).
 - Development Cost Estimates – using current Alberta construction costs consistent with the City's goals for a quality development, FF&E, site development, parking, contingencies, and site acquisition costs.
 - Provide a conceptual plan laying out potential components of the site and building.
 - Review and identify key energy efficiency/conservation design features and components that the City should consider in the construction of a of multipurpose spectator arena.
 - Identify any further issues that should be included in the plan. All recommendations must be consistent with relevant policies of local, provincial, and federal governments and meet standard practice of multipurpose spectator arenas.
6. Critical site analysis to determine the best site location. Must identify any development/capacity constraints, current City bylaws, land use plans and regulations. Consideration of impact to development, service costs and plans which will determine the recommended site for a new arena.
 7. Review and analyze financing, fundraising, operating, and capital options to determine and recommend the most cost-effective method to operate and finance a new facility.
 8. Develop an updated 10 year capital plan for current ice facilities and include information as part of the final report.
 9. Prepare a capital construction cost analysis prior to finalizing capital budget estimates based on data from the Functional Study process.
 10. Complete a critical analysis including a S.W.O.T. (Strengths, Weaknesses, Opportunities, and Threats) analysis for various options and scenarios.
 11. Recommend the next arena development steps and complete a revised time frame for detailed design and construction.
 12. Present the final New Arena Feasibility (Part II) Report to City Council in December 2006.