



TO: GENERAL COMMITTEE

SUBJECT: TERMS OF REFERENCE FOR THE POTENTIAL FAMILY ORIENTED SPORTS AND ENTERTAINMENT FACILITY WORKING GROUP AND THE SPORT TOURISM ADVISORY COMMITTEE

WARD: ALL

PREPARED BY AND KEY CONTACT: W. COOKE, ACTING CITY CLERK/DIRECTOR OF LEGISLATIVE AND COURT SERVICES, EXT.4560

SUBMITTED BY: W. COOKE, ACTING CITY CLERK/DIRECTOR OF LEGISLATIVE AND COURT SERVICES

GENERAL MANAGER APPROVAL: D. MCALPINE, GENERAL MANAGER OF COMMUNITY AND CORPORATE SERVICES

CHIEF ADMINISTRATIVE OFFICER APPROVAL: M. PROWSE, CHIEF ADMINISTRATIVE OFFICER

RECOMMENDED MOTION

1. That a Sports and Entertainment Facility Working Group be established, comprised of the following members:
 - Councillor _____;
 - Councillor _____;
 - Executive Director of Access Barrie or designate;
 - Director of Corporate Facilities or designate;
 - Director of Engineering or designate;
 - Director of Recreation Services or designate;
 - One representative of the Military Heritage Place Leadership Team, to be selected by the Leadership Team;
 - One representative of the Barrie Baycats Baseball Organization;
 - One representative from each of the following three Community/Sports Organizations, to be selected by the Organization:
 - _____ (Name of community/Sports organization);
 - _____ (Name of community/Sports organization);
 - _____ (Name of community/Sports organization).
2. That the Terms of Reference for the Sports and Entertainment Facility Working Group attached as Appendix "A" to Staff Report LCS004-18 including a proposed phased work plan, be adopted.
3. That the 2018-2022 City Council be encouraged to consider the establishment of a Sport Tourism Advisory Committee, generally in accordance with the Terms of Reference attached as Appendix "B" to Staff Report LCS004-18.

PURPOSE & BACKGROUND

4. The purpose of this Staff Report is to recommend the following:
 - a) The composition and Terms of Reference for the Sports and Entertainment Facility Working Group;

- b) The process to be undertaken to review the need and desire for such a Facility; and
 - c) The future composition and Terms of Reference for the Sport Tourism Advisory Committee.
5. Working Groups or Task Forces are typically used at the City of Barrie when the composition of the Group is relatively large (making quorum challenging), where the frequency of meetings proposed is not conducive to a formalized Committee type of structure (as a result of longer term initiatives/actions), where the more formal nature of Advisory Committee meetings may be seen as inhibiting input and collaboration and/or where individual organizations/sectors are intended to select their own representative(s). The Working Group is an appropriate structure to facilitate the broad input and collaboration for a project of the Sports and Entertainment Facility magnitude.
6. Advisory Committees are established by City Council to consider and provide recommendations for City Council's consideration on a specific matter, reporting through a Reference Committee and General Committee. Advisory Committees are typically comprised of a majority of citizens or representatives of community groups and organizations and one or two members of City Council. The business dealt with by each Advisory Committee must fall within the mandate of the Committee as established by City Council.

Background – Potential Family Oriented Sports and Entertainment Facility

7. Mr. Jamie Massie on behalf of the Military Heritage Place Leadership Team, provided a presentation to City Council at its meeting of October 2, 2017 detailing a proposed Sports and Entertainment Facility to be constructed along the south shore of the waterfront. At the conclusion of his presentation, Mr. Massie requested that a joint feasibility study be undertaken with City staff in conjunction with the Military Heritage Place Leadership Team to investigate the feasibility of locating, constructing and operating a potential multi-use facility for sports and entertainment on the south shore of the waterfront.
8. On October 30, 2017, Council adopted motion 17-G-274, concerning the establishment of a Working Group to undertake a study to investigate the feasibility of locating, constructing and operating a potential family oriented sports and entertainment facility within the City limits, as follows:
- "1. That a Working Group/Task Force be established to undertake a study to investigate the feasibility of locating, constructing and operating a potential family oriented sports and entertainment facility within the City limits.
 - 2. That staff in the Legislative and Court Services Department report back to General Committee regarding a proposed terms of reference for the Working Group/Task Force.
 - 3. That the Working Group/Task Force's joint feasibility study include the following aspects:
 - a) Community consultation to be undertaken throughout the Summer and Fall of 2018 to gauge support regarding locating a family oriented facility within the City limits, preferred locations, the demand for and potential usage of such a facility, including:
 - i. Discussions with area businesses, residents and potential user groups;
 - ii. Public information sessions;
 - iii. A random phone survey;
 - iv. Surveys at events; and
 - v. Social media.
 - b) The opportunity to offset any capital and operating costs through sponsorships, fundraising and revenues from fees; and

- c) The operating model of the potential facility including a parking strategy.
- 4. That a maximum of \$50,000 be allocated from the Strategic Priorities Reserve to fund the City's portion of any costs associated with the external consultants and/or contractors associated with the community consultation phone survey and feasibility study."

Background – Sport Tourism Advisory Committee

9. On December 18, 2017 Council adopted motion 17-G-274 concerning the establishment of a Sport Tourism Advisory Committee, as follows:

"That staff in the Legislative and Court Services Department investigate the feasibility of establishing a Sports and Tourism Advisory Committee in collaboration with the Tourism Services Review and report back to General Committee with a Terms of Reference and proposed membership by February 28, 2018."

ANALYSIS

Proposed Terms of Reference and Composition - Sports and Entertainment Facility Working Group

10. As noted earlier, Working Groups or Task Forces are typically used at the City of Barrie when the composition of the Group is relatively large (making quorum challenging), where the frequency of meetings proposed is not conducive to a formalized Committee type of structure (as a result of longer term initiatives/actions), where the more formal nature of Advisory Committee meetings may be seen as inhibiting input and collaboration and/or where individual organizations/sectors are intended to select their own representative(s).
11. The draft terms of reference for the Sports and Entertainment Facility Working Group has been included as Appendix "A" to Staff Report LCS004-18. The draft terms of reference contain a process to conduct a study and a report back to General Committee as identified in motion 17-G-274.
12. The objectives of the Working Group are proposed as follows:
- To conduct a feasibility study including the following aspects:
- a) Community consultation to be undertaken throughout the Summer and Fall of 2018 to gauge support regarding locating a family oriented facility within the City limits, preferred locations, the demand for a baseball/football stadium size facility, including:
 - i. Discussions with area businesses, residents and potential user groups;
 - ii. Public information sessions;
 - iii. A random phone survey;
 - iv. Surveys at events; and
 - v. Social media.
 - b) Investigate opportunities to offset any capital and operating costs through sponsorships, fundraising and revenues from fees; and
 - c) Review an operating model of the potential facility including a parking strategy.

13. It is recommended that the work plan for the Working Group be undertaken in two phases:

Phase One

- a) Determine a preliminary program and operating model for the proposed on facility based on family-oriented baseball/football sized stadium, including:
 - i. Approximate size of the facility;
 - ii. Preliminary costs of the facility;
 - iii. Programming in addition to baseball/football uses;
 - iv. Other amenities (business/retail);
 - v. Parking requirements; and
 - vi. Seating requirements.
- b) Determine three to five possible locations for the Facility, detailing pros and cons of each location including proximity to transit, highways and other amenities such as restaurants;
- c) Based on the results of items a) and b) noted above, develop survey questions to be used as part of the public consultation process. The Working Group will obtain approval from City Council, on the questions to be asked; and
- d) Undertake public consultation on proposed sites and programming, including but not limited to discussions with area businesses, residents, potential user groups, public information sessions, a random phone survey, surveys at public events and social media.

Phase 2

- a) Determine final programming, uses, size and location of the facility;
- b) Prepare a final cost analysis for the construction and operating budgets for the facility including identifying opportunities for community funding and sponsorship; and
- c) Prepare final recommendations and present to General Committee.

14. The recommended composition for the Working Group is as follows:

- Two members of Council;
- Executive Director of Access Barrie or designate;
- Director of Corporate Facilities or designate;
- Director of Engineering or designate;
- Director of Recreation Services or designate;
- One representative of the Military Heritage Place Leadership Team, to be selected by the Leadership Team;
- One representative of the Barrie Baycats Baseball Organization; and
- Three representatives from Community/Sports Organizations, with the representative to be selected by the Organization.

It is recommended that the Barrie Baycats have separate representation as they are the impetus of the original request to City Council concerning their desire for a stadium within the City limits. Representation from other community/sports groups has been included to ensure a fulsome view of any future facility design/needs.

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15. The recommended Working Group composition takes into consideration the parameters provided for in the Council motion (17-G-274), the initial request by Mr. Massie and input received from the community to date. The proposed composition does not prohibit the Working Group from inviting additional staff or community groups to participate at the meetings or during the process. However, it is felt that the majority of the community input will be undertaken through the recommended community consultation process.
 16. In terms of reporting structure, Working Groups do not generally report to a Committee. Typically staff would provide reports identifying activities and suggested actions from the Working Group and staff would make recommendations related to these matters.
 17. Staff will report back to General Committee as part of Phase One concerning the survey questions to be used during the public consultation process.
 18. It is anticipated that the Working Group would meet monthly up until August 2018, or on an as required basis determined by the Working Group. Due to the 2018 Municipal Election the Working Group would likely break between September and November, 2018 and reconvene in December 2018 with potentially new members of Council participating.
 19. This Working Group will require a significant amount of resources from the Departments, up to at least four hours per month, including meeting time. It is anticipated that resources from other Departments/Committees/Community Groups may be called upon to address items associated with the Feasibility Study or during the community consultation process.
 20. The Working Group does not have a budget allocated to it with the exception of the \$50,000 to hire consultants/contractors associated with the community consultation, phone survey and Feasibility Study.

Proposed Terms of Reference and Composition – Sport Tourism Advisory Committee

21. In preparing this report, staff reviewed the terms of reference associated with various Sport Tourism related committees in Ottawa, Lethbridge, Alberta and Surrey, British Columbia. The mandate, objectives and membership for the Sport Tourism Advisory Committee are based on Terms of Reference from similar Committees in these cities.
22. The draft terms of reference for the Sport Tourism Advisory Committee has been included as Appendix “B” to Staff Report LCS004-18. The draft terms of reference contains provisions that have been utilized for all formal Committees of Council, with the mandate, objectives, size and composition and reporting structure customized to the proposed Sport Tourism Advisory Committee.
24. The recommended mandate of the Sport Tourism Advisory Committee is to represent and provide advice on matters related to:
 - a) Facilitation of a coordinated sport tourism model – including active solicitation of sports events;
 - b) Identification of sport tourism opportunities; and
 - c) Development of community partnerships with stakeholders such as the Greater Barrie Chamber of Commerce, Tourism Barrie and the Barrie BIA related to sport tourism.

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25. The recommended objective for the Sport Tourism Advisory Committee is to develop a work plan, to:
- Expand knowledge of sport tourism;
 - Assess community capacity; and
 - Set objectives for building a vision and strategic approach to sport tourism in the community.
26. The Sport Tourism Advisory Committee is proposed to be composed of members as follows:
- Two members of City Council; and
 - Up to five citizens with background and/or experience in sports and/or tourism.
27. In terms of the reporting structure, advisory committees report to General Committee through a reference committee. The specific reference committee would be determined based on alignment with the appropriate reference committee mandate for the 2018-2022 term of Council.
28. The Sport Tourism Committees in the other municipalities meet on a monthly basis, with the exception of Ottawa. Monthly meetings (in general) are being recommended.
29. It is anticipated that resources from other departments/Committees may be called upon to address matters of interest to the Committee. At this point in time, these resource requirements are expected to be relatively minor.

Timing – Sport Tourism Advisory Committee

30. Due to the limited time remaining in the current term of Council to recruit for interested appointees along with the timing associated with the municipal election, it is recommended that the Committee be established during the 2018-2022 Term of Council.
31. At the start of each term, City Council considers all discretionary committees and the reporting structure for the committees. Attached as Appendix “B” to Staff Report LCS004-17 is a draft terms of reference for the Committee. The 2018-2022 Council would have the opportunity to amend these terms upon establishment of the Committee.

ENVIRONMENTAL MATTERS

32. There are no environmental matters related to the recommendation.

ALTERNATIVES

33. The following alternatives are available for consideration by General Committee:

Alternative #1 General Committee could alter the proposed composition for the Sports and Entertainment Facility Working Group.

This option is available. Expanding the membership could result in difficulties associated with reaching a consensus on items. The proposed Terms of Reference as recommended provides the Working Group the ability to invite City staff or community members on an as required basis. The Working Group size could be reduced and staff or community members be invited to participate on an as needed basis.

Alternative #2 General Committee could alter the work plan phases for the Sports and Entertainment Facility Working Group.

This alternative is not recommended as staff have had several meetings regarding the appropriate steps and sequencing.

Alternative #3 General Committee could alter any of the specific matters identified within the Terms of Reference for the Working Group, such as the frequency of meetings.

Although this alternative is available, it may remove some of the flexibility that the Working Group has with respect to meeting and reporting timelines to General Committee.

Alternative #4 General Committee could recommend that the Sport Tourism Committee be struck during the current Term of Council.

Although this option is available, it is not recommended given the relatively small amount of the term remaining. After November 30, 2018, the Committee would be disbanded, the appointments would conclude and the creation of a new Sport Tourism Committee would be subject to the new Council's determination of the committee structure.

FINANCIAL

34. There are no direct financial implications associated with the recommendations related to the establishment and proposed Terms of Reference for the Sports and Entertainment Facility Working Group and the Sport Tourism Advisory Committee.

LINKAGE TO 2014-2018 STRATEGIC PLAN

35. The recommendation(s) included in this Staff Report support the following goals identified in the 2014-2018 City Council Strategic Plan:

Inclusive Community

36. The Sports and Entertainment Facility Working Group will provide opportunities for community engagement concerning the potential location, uses and amenities of a proposed sports and entertainment facility.

APPENDIX "A"

Terms of Reference –Sports and Entertainment Facility Working Group

1. Reporting Structure

Staff will report to General Committee on actions identified by the Working Group, including specific questions for community consultation.

2. Mandate

To undertake a study to investigate the feasibility of locating, constructing and operating a potential family oriented sports and entertainment facility within the City limits.

3. Objectives

To conduct a feasibility study including the following aspects:

- a) Community consultation to be undertaken throughout the Summer and Fall of 2018 to gauge support regarding locating a family oriented facility within the City limits, preferred locations, the demand for a baseball/football stadium size facility, including:
 - i. Discussions with area businesses, residents and potential user groups;
 - ii. Public information sessions;
 - iii. A random phone survey;
 - iv. Surveys at events; and
 - v. Social media.
- b) Look for opportunities to offset any capital and operating costs through sponsorships, fundraising and revenues from fees; and
- c) Review an operating model of the potential facility including a parking strategy.

4. Work plan

Phase One

- a) Determine a preliminary program and operating model for the proposed on facility based on baseball/football sized stadium, including:
 - i. Approximate size of the facility;
 - ii. Preliminary costs of the facility;
 - iii. Programming in addition to baseball/football uses;
 - iv. Other amenities (business/retail);
 - v. Parking requirements; and
 - vi. Seating requirements.
- b) Determine three to five possible locations for the Facility, detailing pros and cons of each location including proximity to transit, highways and other amenities such as restaurants;
- c) Based on the results of items a) and b) noted above, develop survey questions to be used as part of the public consultation process. The Working Group will obtain approval from City Council on the questions to be asked; and

- d) Undertake public consultation on proposed sites and programming, including but not limited to discussions with area businesses, residents, potential user groups, public information sessions, a random phone survey, surveys at public events and social media.

Phase 2

- a) Determine final programming, uses, size and location of the facility;
- b) Prepare a final cost analysis for the construction and operating budgets for the facility including identifying opportunities for community funding and sponsorship; and
- c) Prepare final recommendations and present to the Sport Tourism Advisory Committee.

5. Composition

That a Sports and Entertainment Facility Working Group be established, comprised of the following members:

- Two members of Council;
- Executive Director of Access Barrie or designate;
- Director of Corporate Facilities or designate;
- Director of Engineering or designate;
- Director of Recreation Services or designate;
- One representative of the Military Heritage Place Leadership Team, to be selected by the Leadership Team;
- One representative of the Barrie Baycats Baseball Organization; and
- Three representatives from Community/Sports Organizations, to be selected by the Organization.

That other City Departments or representatives from other organizations be invited to participate in the working group or in the working group meetings on an as required basis. (E.g. Planning and Building Services, Creative Economy, Finance, Invest Barrie, other sports organizations depending on the proposed programming and facility uses).

That administrative support for the Working be provided by City of Barrie staff.

6. Term

The term of the Working Group will cease upon final its recommendation being considered by City Council.

7. Frequency of Meetings

Working Group meetings shall generally be scheduled once per month or may be scheduled at the call of the chair.

8. Selection of the Chair and Vice-Chair

The Chair and Vice-Chair (if necessary) shall be selected by the Working Group at the first meeting.

9. Role of the Chair and Vice-Chair

The Chair shall preside over the meetings of the Working Group and assist the Group in reaching consensus on fundamental policy issues of concern to the Working Group.

The Vice-Chair shall assume the authority and perform all the duties of the Chair in the absence of the Chair.

10. Roles and Responsibilities of Members

Working Group Members shall:

- a) Attend and actively participate in all meetings; and
- b) Work with other members to attempt to reach consensus on decisions before the Working Group.

11. Resources

Administrative Support Staff

Administrative support will be provided by the City of Barrie. The Working Group Secretary works with the Chair and/or the staff lead, to co-ordinate the agenda items, proceedings of the Group, including the taking of minutes, the distribution of minutes and agendas and the general administrative coordination of meetings.

12. Budget

The Working Group is authorized to expend funds within its budget allocation from the City of Barrie (\$50,000) in accordance with Recommendation 17-G-274, for costs associated with the external consultants and/or contractors associated with the community consultation phone survey and feasibility study. Community partners participating on the Working Group may add funding in order to assist with the conduct of the Study, etc.

The Working Group at no time may exceed the City's portion of the funding without formal application to, and authorization by City Council. Neither the Working Group nor any member thereof shall pledge the credit of the City in any matter whatsoever.

APPENDIX “B”

Terms of reference – Sport Tourism Advisory Committee

1. Reporting Structure:

In accordance with the City's Procedural By-law, the Sport Tourism Advisory Committee is an advisory Committee authorized by City Council. The Committee shall report to City Council through an appropriate Reference Committee determined by the 2018-2022 Council (such as the Community Services Committee). Decisions of the Committee are not final until approved by City Council unless delegated authority is granted by Council.

2. Mandate

To represent and provide advice on matters related to:

- The facilitation of a coordinated sport tourism model – including active solicitation of sports events;
- Identification of sport tourism opportunities; and
- Development of community partnerships with the Greater Barrie Chamber of Commerce, Tourism Barrie and the Barrie BIA.

3. Objectives

The objective of the Sport Tourism Advisory Committee is develop a work plan, to:

- expand knowledge of sport tourism;
- assess community capacity; and
- set objectives for building a vision and strategic approach to sport tourism in the community.

4. Composition

That the Sport Tourism Advisory Committee be established, comprised of the following members:

- Two members of City Council; and
- Five citizen representatives.

All members shall be appointed by City Council. If a Committee member is unable to complete the term as set out in Section 5 below, a new Committee member will be appointed by City Council.

The Committee may request the advice or participation (non-voting) of individuals or organizations/City Committees with a particular area of expertise. The Committee Secretary will coordinate, through consultation with the Chair, the request made by the Committee.

5. Term

The Committee members shall be appointed for a term that coincides with the Term of Council, expiring on November 30 of the year in which a municipal election is held unless otherwise provided by a resolution of City Council.

A member may resign from the Committee at any time by advising of this intention in writing to the Chair of the Committee and Committee Recording Secretary.

A Committee member may be re-appointed by City Council for an additional term(s).

6. Frequency of Meetings

Committee meetings shall generally be scheduled once per month or may be scheduled at the call of the chair.

All meetings shall be open to the public in accordance with the City of Barrie's Procedural By-law and the Municipal Act. A meeting of the Committee may only be closed to the public, if the subject matter being considered meets the criteria established in Section 239 of the Municipal Act.

7. Selection of the Chair and Vice-Chair

The Chair and Vice-Chair (if necessary) shall be selected by the Committee at the first meeting.

8. Role of the Chair and Vice-Chair

The Chair shall preside over the meetings of the Committee and assist the Committee in reaching consensus on fundamental policy issues of concern to the Committee.

The Vice-Chair shall assume the authority and perform all the duties of the Chair in the absence of the Chair.

9. Roles and Responsibilities of Members

Committee Members shall:

- a) Attend and actively participate in all meetings;
- b) Work with other members to attempt to reach consensus on decisions before the Committee; and
- c) Adhere to these terms of reference, the City of Barrie's Procedural By-law, Procurement By-law, the Council/Committee Code of Conduct and any other by-laws, policies or procedures that apply to Committee members.

10. Rules Governing the Proceedings of Committees

The business of advisory committees shall be conducted in accordance with the City of Barrie's Procedural By-law.

11. Quorum

In accordance with the City of Barrie's Procedural By-law a quorum shall be a majority of the Committee Members.

If the quorum for a Committee is not present within thirty (30) minutes of the time appointed for the meeting, the Committee Secretary shall record the names present and the meeting shall stand adjourned until the next scheduled meeting.

12. Voting

In accordance with the City of Barrie's Procedural By-law, when an issue arises, the Committee will attempt to reach a consensus on how the Committee should resolve the issue.

A question before the Committee will be put to a vote and each Committee Member will be entitled to one vote.

A motion shall be deemed to be carried when a majority of the members present and voting have expressed agreement with the question. Consequently, on a tie vote, the motion is lost.

13. Resources

Administrative Support Staff

A Committee Secretary is provided by the Legislative and Court Services Department for administrative support. The Committee Secretary works with the Committee Chair and/or the staff lead, to co-ordinate the agenda topics, proceedings of the Committee, including the taking of minutes, the distribution of minutes and agendas and the general administrative coordination of meetings.

Advisory Staff

Staff from across Recreation Services may be present at Committee meetings to provide advisory support to the Committee, including background information, resources and advice to Committee members to assist them in their role.

14. Application of the Code of Conduct

The Committee shall, at all times follow the policies and procedures set out in the City of Barrie's Council/Committee Code of Conduct.

15. Budget

The Committee is authorized to expend funds within its budget allocation, if a budget is approved by City Council, where such expenditure is in accordance with the City of Barrie's Procurement By-law. The Committee must authorize any expenditure through a majority vote and such approval of an expenditure and the name of the individual and/or company receiving payment shall be recorded in the minutes of the meeting.

The Committee at no time may exceed its annual budget without formal application to, and authorization by City Council. Neither the Committee nor any member thereof shall pledge the credit of the City in any matter whatsoever.

16. Other

Committee members must keep in mind that while the committee on which they serve has specific goals and objectives, the Committee's function is advisory in nature and the final decision on recommendations made by the Committee rests with City Council. Council's responsibility is to the broad public good and, as such, Council may take into account other matters beyond those considered by the Committee when making its final decision on the matter.