

**CITY of WELLAND**  
**Arena Feasibility Study Steering Committee**  
**Terms of Reference**

**1. Purpose**

- 1.1 The purpose of the Feasibility Study Steering Committee is to facilitate the undertaking of a study which will lead to the development of a comprehensive business plan for the specific area of study in the City of Welland.

**2. Objectives**

The objectives of the Feasibility Study Steering Committee are:

- 2.1 To finalize the terms of reference for the study and business plan in order to confirm the current and future needs for the specific study area for the City of Welland.
- 2.2 To recommend a plan of action and implementation for the actions coming out of the study.
- 2.3 To consult with other providers of leisure, social and related services.
- 2.4 To prioritize proposed facility components.
- 2.5 To determine land requirements.
- 2.6 To determine a time frame for which the implementation will take place.
- 2.7 To forward recommendations to City Council for their consideration.
- 2.8 To assist with marketing and fundraising activities for the implementation of recommendations where appropriate.
- 2.9 To estimate capital costs and funding sources.
- 2.10 To develop a business plan that considers annual operating costs and management requirements.

**3. Membership**

- 3.1 Any advisory support required by the Committee will be determined on an ad-hoc basis dependent on need and availability of resources. In addition, the Committee will engage non-voting resources who will serve in an advisory capacity:
- I. Staff support from various City departments as required;
  - II. Representatives from various community organizations and agencies as required;

III. Additional support acquired the hiring of a professional consulting firm/agent.

3.2 Committee members shall be appointed by City Council.

3.3 The Committee is required to elect a Chair and Vice-Chair.

3.4 Any resignation from the Committee shall be tendered in writing to the Chair who will advise Council through City Staff. Council shall approve a replacement member.

#### **4. Reporting**

4.1 The Committee will report to Council through the Community Services Committee.

#### **5. Meetings**

5.1 A majority (50% plus 1) of all members shall constitute a quorum for Committee meetings.

5.2 The Chair will establish a regular Committee meeting schedule. A meeting agenda will be prepared and distributed at least one week prior to the meeting. Minutes will be recorded and submitted for approval at a following meeting.

5.3 In order to maintain a high level of commitment, members may be asked to resign if they have been absent for three (3) consecutive meetings without good cause.

#### **6. Member Responsibilities**

6.1 Committee members shall become familiar with the Parks, Recreation and Culture Master Plan, City Policies and Procedures and other relevant documents.

6.2 Each Committee member will serve as is an independent community volunteer and will not represent the concerns of any particular community organization. Committee members shall work together as a team for the purpose achieving positive outcomes that will benefit the entire community.

6.3 Committee members are selected based upon their experience and knowledge and are expected to actively participate in committee meetings.

6.4 Committee members shall declare any situation that is, or has the potential to be a conflict of interest.