

Annex 8: Potential for a Community Stadium, Wider Stakeholder and Community Opportunities – full analysis

Professional Sport and the Core Stadium

1. The city's sports teams play an important role in York and their development and betterment is important to its sporting culture. The teams have an important emotional attachment for many residents and this can contribute to the feeling of civic pride and identity.
2. The council's involvement with the city's key sports clubs is already well established. As elsewhere in the UK councils have acted in an attempt to support their professional sports teams, in times of need.
3. When YCFC faced the threat of closure the council took reasonable steps to assist. This came in the commitment to build a community stadium, which is now a corporate priority.
4. The reason for council involvement is clear. There is a direct link with the city's economy and grass roots participation. Strong local role models who compete at a high level have a direct influence and impact on the community, in particular young people. A whole host of issues relating to promoting good health, fitness, well being, reducing anti-social behaviour and crime are associated with this involvement.
5. The current facilities and conditions at both Bootham Crescent and Huntington Stadium are not fit for purpose. They both require significant levels of financial investment to bring them up to current standards. Compared to modern recently-developed stadia provided in towns within an hour of York (i.e. Doncaster, Middlesbrough, Huddersfield, Darlington and Hull), York fails to provide its football and rugby league club customers with such an attractive proposition.
6. The principal component of the project is the core stadium. The needs assessment undertaken as part of the two-stage feasibility exercise has identified that as a minimum the core stadium should:
 - Have a minimum capacity of 6,000
 - Meet criteria for both football and rugby leagues at least one tier above current position
 - Be capable of being extended to 12,000 to allow for entry requirements for the higher tiers of the football and rugby leagues
 - Incorporate income generating uses
 - Designed to comply with FSIF grant requirements (which require the stadium to be all seated).
 - Not have an athletics track inside the main stadium.
7. A new stadium in York will mean a fit-for-purpose shared ground and home for both York City Football Club and York Knights Rugby League Club. It will be a stadium that the city and its professional teams can be proud of. It will have a minimum capacity of 6,000 with the potential to expand to 12,000. If either or both clubs sustain on pitch success and get promoted into higher leagues, match day attendances will increase. In addition by incorporating the possibility to expand capacity it enables the

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teams, especially rugby, to meet licence and eligibility criteria should they progress to higher leagues. It is essential the site and design are future proof.

8. A new stadium will bring increased supporter attendance as evidence suggests York has untapped and dormant support for both rugby league and football. Thus, if sporting performance were to improve, and/or new facilities were provided, attendances could significantly increase in a city the size of and with demographic like York's.
9. There is a recognised requirement for the new Community Stadium to provide appropriate visitor and player facilities, including circulation areas, toilets, changing rooms for players and officials, administration and ticket offices, security rooms, storage space, laundry room etc. The specifications of these will need to adhere to relevant football and rugby league regulations.
10. Both clubs realise the importance of having hospitality and executive box facilities to maximise match-day income. The use of a stadium for its primary purpose, hosting professional sports matches, represents a 5% utilisation of its facilities. Thus facilities can remain unused for 95% of the time. Many clubs have strived to address this by using hospitality and other facilities to generate non-match-day income. They are often promoted as conference, meeting, seminar, exhibition, corporate entertainment, banqueting venues or similar. Clients are attracted by the prestige of having events at sporting stadia as well as the flexible space that they offer.
11. There is a pressing need for the community stadium in York to be commercial sustainable, thus careful consideration has been given to the design and site selection criteria to ensure non-match day income can be maximised. Visit York suggest that there is market potential for additional conference and function space of this scale and type in York, particularly if the space is flexible and accessible. To this end as part of the core stadium a hospitality and function area of 1,000sq m and 15 executive boxes / meeting rooms looking on to the pitch area are included.

Community Sport - Athletics

12. In addition to football and rugby the other major sport being considered as part of the project is athletics. The current athletics track is situated at Huntington Stadium and sits around the rugby field which is not ideal for either sports club.
13. Nationally, there is significant growth in participation rates (as a percentage of the population) in athletics (athletics field, athletics track, running track, running cross country/road, running road, running ultra marathon and jogging). Table 2 below presents the results from the Active People Survey undertaken by Sport England, showing this increase.

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Table 1: Sport England Active People Survey - Athletics Participation Rates

Year	% of People Active	Number	% Change
2005/06	5.05%	2,054,000	N/A
2007/08	6.07%	2,514,400	22%
2008/09	6.39%	2,670,500	6.21%

14. Huntington stadium has the only synthetic athletics track in North Yorkshire and needs significant financial investment for modernisation and ongoing maintenance. UK Athletics recognises in its 'Athletics Facilities: Planning and Delivery 2007-2012' strategy the priority locations for new projects. Despite the stated priority for an outdoor six or eight lane track in Yorkshire to be in Scarborough, UK Athletics confirmed that they are currently reviewing this strategy and are changing and developing the criteria by which they assess demand for facilities. They are open to discussions on the merits of new and improved facilities in York and in competition terms, they state that 'there is always a need for good training facilities' and that 'a case could certainly be made' for a competition track in York though this would need to be underpinned by a strong club, and evidence of use
15. The City of York Athletics Club, who train at Huntington Stadium, support a move of the track to be part of a wider sports village, providing the facilities are a) at par with those they have at the moment (as a minimum) and b) in a location that is accessible and will promote the use by all social groups.
16. A new athletics facility could include an eight lane track, throwing and training areas, a covered spectator stand with a capacity of 500 as well as access to a club house facility. However, as an absolute minimum a like for like re-provision of the current athletic facilities would be required because of a planning requirement.
17. Though the athletics facilities could be part of the wider stadium development they could also be located off site:
 - **Provide the facilities as part of the stadium complex.** This offers considerable benefits in terms of the management of the facility and links between the other sporting uses. However, it is a land intensive use, and could be threaten the success of the overall project due to land assembly and cost issues.
 - **Provide the athletics facilities off-site.** An opportunity exists to integrate a new athletics facility as part of Heslington East Campus Sports Village that will also include community sports pitches, a swimming pool and health and fitness suite. There are other options that have also been investigated regarding the integration with other sports facilities with one of the City's educational providers.
18. The City of York Athletics Club currently has about 600 members. Membership levels are growing, but the club believe that the standard of current facilities restricts potential growth. Sport England's Active People

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Survey 2007/08 also shows that the largest increase in participation, as a percentage of the population, was in athletics (including track, field, running and jogging). Furthermore in 2012 Great Britain will host the Olympics. A great opportunity exists to use this project to increase participation in a sport that is very accessible to all abilities and social groups.

19. One of the recent developments in athletics in the UK is the creation of Athletics Networks, bringing clubs together to access funding from UK Athletics. The stadium project is involved in and working with the North Yorkshire Network which is made up of 13 athletics and running clubs, including City of York Athletics Club. UK Athletics are interested in ensuring that Athletics Networks are linked to appropriate facilities and therefore the opportunity exists to consider the new athletics facilities in York as a 'host', or hub stadium for such a network.

Community Sport – 3G Pitches

20. Artificial grass surfaces that replicate the playing qualities of good quality natural grass, if designed to the correct specification, can be used by a variety of sports, for example, football, rugby and hockey. This is particularly the case with 3G pitches, which have been shown to be attractive to a wide range of user groups across different sports. As part of the stadium development the opportunity exists to include one full sized 3G pitch as well as four mini 3G pitches that cater for junior and 'small-sided' teams.
21. York has an active club football network, with over 650 FA-affiliated teams (2008/9). Currently York has one full sized 3rd Generation All-Weather Pitch (3G), located at York College, which has shared use between the College and local football clubs. Sport England and the FA advise that there should be three 3G pitches per 200,000 residents. As York's population is c. 200,000 this suggests a need for two additional 3G pitches.
22. Discussions with the football foundation, governing bodies and county representatives has shown that there is significant demand for the provision of 3G mini soccer pitches. All stakeholders are particularly supportive if this was to form part of a community stadium complex.
23. Furthermore 3G pitches can be used for many educational, community, club and competitive uses and would also offer a valuable facility for the sports clubs for training purposes during low peak hours. They can also be used by other sports such as Hockey, which in York, has higher participation rates when compared to the national average.
24. Since 3G pitches are increasingly used for amateur competition in football the Federation of International Hockey (FIH) has approved certain artificial pitches and therefore have established a basis upon which local and regional competition hockey can be played on 3G.

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25. 3G pitches would clearly complement the Community Stadium as a sporting venue. It would also encourage and increase levels of participation, widen accessibility, have beneficial health and wellbeing purposes and, as part of the operating model, could act as a form of revenue generation.

Community Sport – Cycle Track

26. British Cycling has reported exceptional growth in cycling with a record number of cyclists holding racing licenses as well as a record number of members and is recognised as the second fastest growing sport in the country. The number and variety of cycling events has also grown significantly for example a 14% rise in the number of competitive events between 2005 and 2007, and with non-competitive events increasing by 47% in the same period. Furthermore the results from the Active People Survey also show that there is an increase in cycling participation rates. This is demonstrated in Table 3 below.

Table 2: Sport England Active People Survey - Cycling Participation Rates

Year	% of People Active	Number	% Change
2005/06	7.95%	3,235,700	N/A
2007/08	8.73%	3,615,700	11.74%
2008/09	9.30%	3,884,100	7.4%

27. There is a good case for the inclusion of a cycle track, particularly considering York's commitment to cycling, it's status as a 'Cycling City' and there is no closed cycling provision in the north/north east of England.
28. A closed circuit track is a secure tarmac track with street lighting. It would be 1.5km long and can be used for a wide range of different uses including schools, children's tuition and development, through to informal off-road cycling, club riding and time trailing. It also can be used for triathlon and running.
29. British Cycling are very positive about the potential for such provision in York, and should such a facility go ahead the White Rose Youth League could be extended to York. There would be potential to hold National Youth Series events on such a facility, though not elite or professional events. In addition such a track could also be utilised for other community sports activities such as measured and timed running activity.

Community Sport – Pavilion/Support Facilities

30. If any of the above community sports facilities are to be provided, there will be a number of support requirements. At a minimum some changing facilities, a reception and access to a café or bar. On a smaller scale these could be provided within the stadium itself and integrated with other stadium uses such as reception, office, café, bar and possibly community meeting rooms.

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31. However, if athletics is provided as part of the core stadium development along with other sports facilities it is possible a stand alone pavilion may be required. The range of facilities provided and design would very much depend on the uses it needed to support. Thus, this should be dictated by the other uses and the potential operating options.

Associated commercial components

32. Market testing has indicated that there are a number of commercial uses that may compliment the community stadium development. These would add to the overall attractiveness of the facility and bring essential revenue streams required to operate it and ensure this ongoing financial burden does not fall on any of the key partners.
33. In some cases these would also have a positive impact on the community offering, bringing revenue streams and socio-economic outputs. The more these types of uses can be incorporated into the proposal, the greater the chance of it meeting one of the key criteria; to be commercially sustainable. The following uses may contribute to the stadium commercial sustainability:
 - **3G sports pitches:** Could be considered under this heading as they have the potential to deliver an operating surplus. Providing an effective balance is made between community access, charging policy, maintenance requirements and overheads, it is possible to run these facilities profitably.
 - **Health and Fitness:** Market testing identified that there was commercial appetite and demand for the inclusion of a health & fitness facility. This is now a very competitive market, however, if provided as part of a stadium complex, in a good location, it has significant income generating potential.
 - **Hotel:** Market testing undertaken with a range of hotel operators and developers established market interest for the inclusion of a hotel as a part of the stadium offering. All operators were provided with the same information and were asked to comment on the short-listed sites as potential locations. The results demonstrate that there is a strong case for the inclusion of a budget hotel as part of the stadium package (subject to site constraints) and the outcomes were as follows:
 - The strongest type of hotel to provide in the current economic climate would be a budget hotel for under 100- 120 rooms.
 - There was a strong response, suggesting that the concept of including a hotel as part of the stadium had potential
 - The site which all operators felt offered limited scope for the inclusion of a hotel was at Bootham Crescent
 - A number of operating and procurement options exist.

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- Likely yield on a capital investment would be circa 4-10% dependent on exposure to risk.
 - **Pre-let commercial floor space:** Designing commercial floor space into stands is an integral feature becoming common place in modern stadiums. Grounds around the UK are also retro-fitting floor space to use for community and commercial purposes. Part of Blackpool FC's recent success on the pitch has been resourced through a particularly focused business approach with their ground. 5,000sqm of offices have been retro-fitted in and around the ground which are leased (over a long period) to the PCT and other community focused services. For a club that was in the lower leagues, with a ground with only three useable sides and average crowds well under 10,000 it shows how a stadium can be utilised as a income generation stream and be at the heart of key community services.
 - Design and costing work has demonstrated that up to 4,000sq m of flexible commercial floor space could be incorporated in and around the stadium (subject to specification, design and capacity). The Hospital Trust, PCT and some CYC uses have expressed an interest in the provision of community services which could be integrated on a pre-let basis. This would contribute to two of the key criteria for the project; commercial sustainability and community access. The extent and specification would need to be further examined as the procurement process develops.
34. In the current market the inclusion of long-term pre-let public sector uses adds significant value to the freehold offering. This could be either used as an invest-to-save strategy (whereby the capital is funded directly to benefit from the ongoing revenue stream), or where the wider commercial offering is used included in the procurement for the design, build and operation arrangement (reducing the funding gap and assisting with risk transfer).

Wider Community and Stakeholder Opportunities

35. Considerable work has been undertaken with stakeholders in the City to identify community focused uses that have a synergy with the stadium project. These uses could be incorporated within the stadium itself or adjacent to it, forming part of the hub of health and well-being. Not only would this add to the wider community benefit, in most cases it would bring long term tenants and a pre-let commercial revenue stream. The scope to include any of these services and uses is dependent on the location of the stadium. The ability to incorporate such uses will be a consideration of the site selection process.

Independent Living Demonstration and Assessment Centre

36. There is an opportunity for CYC to work in partnership with the PCT and York Council for Voluntary Services to provide a purpose built Independent Living Demonstration and Assessment Centre as part of the stadium development.

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37. At the centre staff from CYC Occupational Therapy service will offer a free and impartial assessment and information service, assess resident's needs and demonstrate a large range of equipment for daily living and mobility. The centre does not sell equipment but will house a permanent display of equipment that assists with independence and caring in all aspects of life displayed in realistic settings; kitchen, bathroom, bedroom and living room. Residents will be able to try different pieces of equipment and identify what is suitable for them. There is also the potential to include tele-care and tele-health services into the centre and these also promote and aid independent living. The Centre is not just for people with disabilities but it also supports carers. Information will be given on what is available, including information on disability benefits. Support and information provided will help to develop independence or maintain current skills.
38. Locating the centre at the stadium will mean that services and facilities will be accessible for all the residents of York. Moreover it will also promote a sense of inclusiveness amongst its users.

Social Enterprise

39. The different services and facilities available within the stadium development, for example hospitality facilities, have the ability to enable a social enterprise to be successfully established.
40. Social enterprises are businesses driven by a social (or environmental) purpose focussing on and benefiting the community that they serve by supporting people in learning and skills development.
41. There are 62,000 social enterprises in the UK, contributing over £24bn to the economy, employing approximately 800,000 people. Well known examples of social enterprises include The Big Issue, Jamie Oliver's restaurant Fifteen, and the fair-trade chocolate company Divine Chocolate. More local examples include Krumbs Café and The Blueberry Academy.

Healthy Stadia Initiatives

42. 'Healthy Stadia' is a concept which uses the power of sport to tackle health inequalities. Local authorities, PCTs, sports clubs and stadiums across the United Kingdom and Europe are using stadia as a tool to promote the health of visitors, fans, players, employees and the surrounding community. It is a place where people can go to have a positive, healthy experience, playing or watching sport.
43. Discussions with the PCT, Hospital Trust, York Health Group and the Department of Health have indicated strong support to incorporate such initiatives in York. This is also supported by the Healthy City Strategic Partnership.

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44. Some initiatives that have been successfully employed and delivered in the UK include:
- **'FitFans' Weight Management scheme – Hull – KC Stadium and Craven Park:** The FitFans project has been commissioned by the Health Authority in Hull to provide free weight loss support for all people in Hull delivering safe effective weight loss through specialist lifestyle and exercise programmes. It is a 12-week programme covering important nutritional information and exercise advice (with the opportunity for participation in exercise sessions) and is held at the KC Stadium or Craven Park. A 300% increase in success rates were seen in the first year of this programme compared to the previous scheme.
 - **Health Checks – Leeds - Carnegie Stadium:** Leeds Rhinos, in partnership with the Change 4 Life Team at the Department of Health and the Centre for Men's Health at Leeds Metropolitan University offer male fans a range of health advice services and free health checks are offered by the specialist nurses from Men's Health Plus, before, during and after the match.
 - **'Playing Safely' Sexual Health Initiative – Oldham:** A partnership with the Professional Footballers Association to provide Sexual Health Awareness programmes including Chlamydia screening to professional sports club academies. The pilot for the programme ran from March to April 08 and worked with six clubs as well as the progression 08 event. Chlamydia screenings were also conducted at home games of Oldham Athletic Football Club and Oldham Roughyeds Rugby League Club.
 - **'It's a Goal' Mental Health Initiative – Macclesfield:** Involves a community psychiatric nurse working within the club and uses the stadium as a base for the service which uses a group work approach to focus on mental health awareness and mental health promotion activities. By basing the project within the local club and using the popularity and attraction of football, the programme helps to engage men who had previously been reluctant to seek help for mental health problems.

Potential Hospital Services

45. In line with national direction, the PCT are currently reviewing all of the community services that they provide, which will result in a transfer of some services to other providers. Potential outcomes of the review could see the responsibility of some services falling to the Hospital Trust.
46. After detailed discussions with the Hospital Trust (over the past 12 months) which included possible service provision and floor plan layouts, it is recognised that there is a potential opportunity to incorporate health services into the Community Stadium. However this is dependent upon the outcome of the PCT review in early summer 2010 and future funding issues.

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47. The positioning of the health services in relation to the stadium would be on a principle similar to the Minerva Centre in Preston. The Minerva Centre is a state-of-the-art facility for treating long-term conditions and is located over two floors in Preston North End's new Invincibles Pavilion.
48. Services offered to people at the Minerva Centre include retinal screening, therapy, phlebotomy services (taking blood), diabetes care, nutritional advice, a chronic fatigue service, rheumatology, respiratory care, heart care, physiotherapy/occupational therapy and treatment reviews. Additionally on the ground floor there is a Lifestyle Centre and café, which is open to all the community, not just patients.
49. Providing health services which are incorporated into a community stadium in York could affect people's lives in many different ways; addressing access and health inequalities, ensuring people get the treatment they need on a regular basis at an easily-accessible venue as well as helping to prevent further ill health in the future by providing information and advice.

Targeted Recruitment and Training

50. Targeted recruitment and training (TR&T) provides a means of implementing strategy and policy commitments by including requirements into contract specifications and planning policy.
51. TR&T allows the local authority to take a more effective leadership role in relation to the sustainable development of their local economies. This is necessary to achieve aspirations for local development rather than left to market forces to deliver. It provides a level of intervention that is a step up from assuming that the benefits of regeneration and development will trickle down to all local communities, or that private sector companies will deliver the required (and often promised) social and environmental benefits through corporate social responsibility. The benefits of incorporating TR&T in contracts and agreements include:
 - Maximise training opportunities and jobs for disadvantaged groups from public and private investment
 - Improvement of educational opportunity for young people
 - Acquisition of skills for adults
 - Provision of jobs in the local community
 - Increase in businesses understanding how they can work with the council
 - Provide business opportunities for small and medium-sized enterprises
 - Increase value for money from public expenditure
 - Demonstrate a commitment to disadvantaged communities
52. Construction Futures, established by West Northamptonshire Development Corporation and partners, has developed a model which estimates the required quantity of training to be provided by developers. The model is based on the type of work (i.e. private building, new

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housing, public building etc), the cost of construction and the relevant identified needs in Northampton, Daventry and Towcester.

53. Below is Table 4 which demonstrates an indicative number of potential training weeks that the Community Stadium Project could achieve based on the cost of the development of a public building, calculated using the Construction Futures model.

Table 3: Potential number of training weeks the community stadium could generate – calculated using Construction Futures' Model

Potential Development Cost	Potential Training Weeks
£15m	617
£20m	822
£25m	1028

All figures are indicative and do not represent a proposal

54. Successful case studies that use TR&T include:
- Raploch Urban Regeneration in Stirling has pioneered the use of TR&T in regeneration in Scotland, first in a roads contract and then in it's public-private partnership contract to build 900 homes.
 - J.21 supports Rochdale and Oldham Councils in using the TR&T approach e.g. highways maintenance contracts, a development agreement for housing regeneration and the Rochdale Town Centre redevelopment.
 - Construction Futures are working with Daventry District Council, Daventry and District Housing and the Connaught Group in the delivery of the town's decent homes standard refurbishment programme. Working in partnership with the local college they place work ready trainees with Connaught, where they gain on site skills to supplement their college-based learning, earn a decent wage and generate real added value for the public sector partners.
55. More locally BAM Construction are currently working on the Heslington East site at the University of York. Their program to increase the number of apprentices and deliver a target number of work placement hours has helped the site to achieve Construction Skills status. This status could also be rolled out to the stadium site if TR&T was included in the procurement and planning processes
56. Discussions and meetings held between developers, Higher York, NYBEP and CYC show that TR&T is an achievable, positive and effective route for the Council and its partners to deliver on their commitments to social inclusion, learning, training and skills as well as sharing the benefits of the development with all sections of the community.
57. Some of the identified issues currently facing the city include development and retention of talent, employment, community engagement with developers and inclusively. The construction of a community stadium in

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York would address these social and local economy issues as well as those around the construction industry and for the end users of the building.

Public Sector Training

58. The stadium could be a high-quality training venue and asset for the City and region. The space and capacity that the hospitality suite and executive boxes offer at the stadium give the council and other public sector organisations the opportunity to use the venue for conferences and training not only as individual bodies but also together as a partnership.
59. There is a possibility that CYC will need space and a location for training provision once the move to the new HQ has been accomplished. Discussions have been undertaken with Corporate HR and Corporate Asset Management Team at the potential benefits of having CYC training at the stadium. These include:
 - Hospitality facilities
 - On-site parking
 - Highly accessible
 - High quality modern facilities
 - Dedicated flexible space
 - Exhibition space
 - Breakout rooms
 - Potential ICT suite
 - Capacity for audiences of approx 400 theatre style or 300 banquet style
60. Additionally off-site / outside the workplace training is a positive experience for staff. Training away from the office makes staff feel valued and consequently motivated. Off-site locations offer fewer opportunities for staff, colleague and work related interruption and therefore offer a very focussed and professional learning environment.
61. Other public bodies around the city and in the region have identified the need for training facilities. Discussions with Hospital Trust, North Yorkshire Police and North Yorkshire PCT has shown that there is interest in using the stadium facilities as a training venue.
62. Furthermore the aforementioned public bodies including CYC have expressed a keen interest in forming a public sector training partnership which would be held at the stadium. (York St John University would also be interested in being a part of a public sector training partnership. Discussions with the Ambulance Service, Fire Service, Prison Service and the University of York are still to be held.) Public bodies are often affected by the same legislation, use the same business management practices and deliver the same or very similar training courses. By working together in partnership training and conferences can be delivered more effectively and efficiently. Other benefits include shared training facilities costs and expertises, consistent messages, networking and facilitating further partnership working.

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St Johns University – Institute of Sport

63. The Institute of Sport would embrace the Council of Europe's definition of sport 'all forms of physical activity which, through casual or organised participation, aimed at expressing or improving physical fitness and mental well-being, forming social relationships or obtaining results in competition at all levels'. Under the leadership of York St John University it would aim to draw academic expertise from the educational establishments who have common interests in community based sport, exercise science, health related subjects within the city. Such an approach to stadium use would help York to achieve its aspirations for an Olympic legacy that gets more people active, inspires young people through sport, and facilitates elite achievement. The approach would be congruent with the Yorkshire and Humberside strategy for the 2012 Olympics and beyond that seeks to make Yorkshire a world leading sporting region.
64. An Institute of Sport would act as a central hub for sport within the city and would aim to:
- Promote sport in the community including projects that utilise sport as a vehicle for other social benefits e.g. cohesive and safe communities, health benefits.
 - Deliver sport opportunities e.g. physical activity programmes for a range of individuals including children and disabled participants
 - Deliver education and training for sport professionals and volunteers to raise standards of sports provision in the city e.g. coach education courses, vocational related qualifications, continuing professional development courses, vocational experience, undergraduate and post-graduate modules and programmes.
 - Provide sports science support for talented athletes e.g. strength and conditioning, performance appraisal, injury management, talent identification.
 - Evaluate sports interventions e.g. provide the expertise to evaluate and monitor sport programmes applied across the city by bringing local and regional experts together to conduct and disseminate research.
 - Identify funding sources to promote sport within the city and work with partners to attract external income.

Learning, Training and Skills

65. The Community Stadium team are working very closely with educational establishments across the City, Higher York and NYBEP to encourage the project to be used as a tool for learning, training and skills. For example detailed work and discussions have been undertaken with secondary schools regarding the 'Sport and Active Leisure Diploma' which will be available from September 2010 to students aged 14-19.
66. The Diploma in Sport and Active Leisure will prepare young people in England for higher and further education as well as the world of work, in an innovative and exciting way. Students will develop the knowledge,

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understanding, skills, and attitudes of the sport and active leisure industry and apply them to work scenarios.

67. The Community Stadium project is helping to support and provide for the diploma's 'Schemes of Work' through meetings, discussions, real project scenarios and utilising publicly available resources that can be turned into briefs for the students.

Socio-Economic Impact

Contribution to city and regional objectives

68. A significant number of possible stadium development outputs, qualitative and quantitative, have been identified and analysed in conjunction with relevant local, regional and national strategic ambitions and priorities.
69. The project has a very robust strategic fit. It has the potential to deliver a significant variety of outputs that can contribute to the wider objectives of the Corporate Strategy, the Sustainable Community Strategy, Strategic Partnership and key organisations across the City, region and national sporting agendas. This is shown in Annex 9. However the final offer and facility mix of the community stadium will determine the extent of the strategic fit of the project.

Economic Opportunities

70. As a major community-based project, the proposed Community Stadium is likely to have a positive economic impact which will benefit local people, businesses and visitors, as well as potentially the wider Yorkshire and Humber economy (if of a significant scale with regional connectivity).
71. As a major community project, the Community Stadium could generate a variety of important strategic, economic, social and environmental benefits. These include the following:
 - Civic pride and involvement
 - Service an identified need
 - Attracting residents and visitors, for example through the hosting of sporting events and conferences
 - Benchmark for environmental sustainability
 - Increasing, encouraging and facilitating participation in sport and active leisure
 - Provide fit-for-purpose facilities for elite athletes
 - Expand York's visitor offer, especially if there was a hotel on site
 - Provide educational, learning, training, skills and development opportunities
 - Site dependent, there maybe be possible regeneration benefits
 - Increase in total spend made by visitors including outside of the venue i.e. the local area
 - Increase in permanent direct and in direct employment
 - Provide temporary construction employment opportunities
 - Would cause some, though probably limited, displacement and substitution from existing sports facilities

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72. The detail of the possible economic outputs vary significantly according to the different facility mix options and are covered in more depth later in the report. The economic appraisal will need to be developed further once the site and facility mix for the Community Stadium has been confirmed, as there are likely to be a number of site-specific benefits which should also be considered. .

Environmental Sustainability

73. A high level sustainability and energy assessment has been undertaken. It considers the sustainable elements that will need to be considered as part of the future detailed design and energy systems for the Community Stadium. The potential elements include:
- Rainwater Harvesting
 - Biomass Boilers or combined heat and power (CHP) gas or biomass
 - Recycling facilities
 - Geothermal ground source heating/cooling
 - Photovoltaic solar panels
 - Thermal (water heating) solar panels
 - Wind energy
74. The possibility to include these elements will be entirely dependent on the final facility mix, scale of development and site. Consequently a second, more detailed assessment, will be undertaken once a decision on the Community Stadium has been made.
75. There is also opportunity to establish an ESCO dependednt on the energy system installed. This could allow the council to supply other projects with excess heat or electricity produced by its CHP unit, or sell energy back to the national grid. If such arrangements could be established this would affect the economics of developing the CHP option.
76. Dartford's Princes Park is currently considered to be the most environmentally sustainable stadium in the UK. The building includes a sedum roof, solar water heating, reclaimed water and low energy lighting. Though Dartford have gone a long way in making their stadium sustainable scope exists for York to set the new benchmark.
77. An environmentally sustainable stadium, in conjunction with the Eco Depot and the Eco business centre supports York's commitment to reducing our impact on the environment.

Conclusion

78. Detailed and robust evidence demonstrates a need for a community stadium incorporating a wide range of facilities in York. It could deliver a diverse range of benefits and would be a significant and valuable asset to the City, its residents, the professional sports teams and its visitors.

Annex 8: Potential for a Community Stadium, Wider Stakeholder and Community Opportunities – full analysis

79. The stadium has the potential to incorporate significant community and stakeholder opportunities. These will be discussed and explored further once a facility mix and site is chosen.
80. It is clear from the work undertaken in 'Part 1' of this report that the following components could be incorporated into the stadium subject to funding and site location:
- 6,000 all seat capacity stadium with the potential to expand to 12,000
 - Athletics track (on or off site)
 - 3G pitches
 - Cycle track
 - Health and fitness facilities
 - Budget Hotel
 - Pre let commercial / community floor space