

Annex 6: Feasibility work undertaken.

1. **Design and costing:** This work examined the design options for a stadium, how it could accommodate different community and commercial uses, identify the land take required, prepared master-plan sketches for the short-list sites. A range of designs were assessed offering low to high specifications and capacities. Detailed capital and revenue models have been developed for the different options and considered against the short listed sites. Architects The Miller Partnership and cost consultants Gardiner & Theobold have supported this work.
2. **Comparator analysis:** A detailed benchmarking exercise was undertaken looking at other stadia and relevant sports / community facilities across the UK. This examined costs, design, funding arrangements, planning issues, operating arrangements, community benefits, partnerships, performance of the teams before and after and impact on attendances.
3. **Need assessment:** A more focused and detailed analysis of need has been undertaken. This covers the case for the stadium itself, what constitutes a community stadium and what it could be in York. It looks at the business case for the provision of community sports facilities and other potential community uses. It also uses demographic data and profiling to establish demand for different facilities in the City and how these align with the short-listed sites. This work was supported by Five Lines Consulting.
4. **Consultation:** Extensive consultation with education, health, sports, cultural and commercial stakeholders / providers across the City has been undertaken to establish how the community stadium could help deliver or contribute to the objectives of these organisations.
5. **Financial modelling:** A detailed financial model has been developed using the cost analysis undertaken by Gardiner & Theobold. Drawing on data from the comparator analysis and using market intelligence a revenue and capital cost model has been developed for each of the options considered in this paper. This work was supported by Five Lines Consulting.
6. **Site selection:** A detailed site selection exercise has been undertaken using the sequential approach set out in PPS4. It identified 'Areas of Search' across the City, and then established a long-list of potential sites, working outwards from the city centre. A short-list was then established, which has been narrowed down to four potential sites. This exercise has been led by the council's planning service (projects team), supported by Halcrow on transport and access issues and Savills have provided planning and commercial advice.
7. **Commercial opportunity:** Detailed property assessments and valuations for the short-listed sites have been undertaken. Development appraisals have been prepared for each site, which

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identifies their development potential, limitations and value. This process has been undertaken by the council's property team, legal services, planning services and supported externally by Savills commercial property and regeneration team.

8. **Economic Impact Assessment:** A detailed economic impact assessment has been undertaken. This initially assessed the economic impact of a generic community stadium on the city. This has now been revised and applied to each of the options under consideration on a site specific basis. This work has been supported by Five Lines Consulting.
9. **Environmental sustainability:** An outline business case for the potential and extent to which the stadium could be environmentally sustainable has been undertaken. This has been completed to draft format. Further work will be undertaken when a preferred site / option is chosen. This work has been supported by Gardiner and Theobald.
10. **Legal issues:** There are a large number of legal issues raised by this project particularly in relation to planning, procurement, state aid, well-being powers and other constitutional issues for the council. As the project has progressed the legal issues and risks affecting the council have been updated. This work has been undertaken by the council's legal team and supported by specialist advice from its external legal framework providers.