SASKATCHEWAN MULTI-PURPOSE ENTERTAINMENT FACILITY
2010 FEASIBILITY REPORT
SUMMARY
SAKatchewan Entertainment Facility Feasibility Report

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Ken Cheveldayoff, Minister of Enterprise,  
Chair, Multi-Purpose Entertainment Facility Advisory Committee  
Room 306, Legislative Building 2405 Legislative Drive,  
Regina, SK  S4S 0B3

March 1, 2010

Dear Minister,

I am pleased to present to the four partners of this project two documents comprising the results of the Saskatchewan Multi-Purpose Entertainment Facility Feasibility Study. The summary document sets out the facility design together with key conclusions and findings relating to such an endeavor. The second document contains the detailed technical reports and analysis with the exception of any information that cannot be released due to commercial confidentiality or proprietary ownership.

Numerous professionals were called on to provide their expertise in various areas to consider whether an enclosed, multi-purpose entertainment facility is technically feasible at the CP Intermodal Site in Regina, and at what cost and with what benefits for Saskatchewan.

This Summary Report and the detailed technical reports are being made public and are available at www.cicorp.sk.ca.

On behalf of my colleagues, I would like to thank the partners for the opportunity to work on this project. I also want to extend my appreciation to the consultants, staff working for the other partners and a long list of stakeholders for their patience and contributions. I trust this study will assist in making an informed decision on whether to proceed with this enterprise.

[Signature]  
Ron Styles,  
President and CEO, Crown Investments Corporation

cc: The Honourable Gerry Ritz, Minister of Agriculture and Agri-Food  
Andrew Scheer, M.P., Regina Qu’Appelle  
Honourable Bill Hutchinson, Minister of First Nations and Métis Relations and Minister responsible for Saskatchewan Gaming Corporation.  
His Worship Pat Fiacco, Mayor of Regina  
Rob Pletch, Q.C., Chair, Saskatchewan Roughrider Football Club Inc.
The Government of Saskatchewan with its partners, Western Economic Diversification Canada (WD), the City of Regina, and the Saskatchewan Roughrider Football Club Inc., agreed to conduct a detailed feasibility study into an all-weather, multi-purpose entertainment facility in downtown Regina at the CP rail yards site north of the Regina downtown area.

OBJECTIVES OF THE PROJECT AND BENEFITS

CIC, on behalf of the government of Saskatchewan, commissioned and received a consultant’s report, the Stadium Concept Review, which provided a high level analysis of four options for the redevelopment or replacement of Mosaic Stadium in Regina. That report concluded that a new, all-weather, multi-purpose facility was the best option. It also provided preliminary findings on the potential benefits of an indoor multi-use entertainment facility in Regina’s city centre – deemed to be the best location for a new facility going forward – as well as a high level cost estimate.

Based on discussions among the partners, there was agreement to proceed with a more detailed review of the preferred option. The study’s purpose was to inform the partners regarding the potential benefits, cost, uses and opportunities of a multi-purpose entertainment facility that would be home to a wide range of community users, while supporting urban revitalization and development.

An Advisory Committee was set up to provide oversight, with the Crown Investments Corporation (CIC) tasked as the lead agency to carry out the study on behalf of the partners. It was understood that a range of expert consultants, some local, some national and international, would be required to assess the potential opportunities and challenges of a new facility of this magnitude in Saskatchewan. The consultants, each highly qualified in their respective fields of expertise (see Appendix Two for the consultants’ credentials), were engaged to review specific aspects of the proposed facility as follows:

<table>
<thead>
<tr>
<th>Consultant</th>
<th>Role</th>
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</thead>
<tbody>
<tr>
<td>AECOM</td>
<td>Municipal infrastructure analysis for the site</td>
</tr>
<tr>
<td>Clifton Associates Ltd.</td>
<td>Geotechnical and environmental analysis</td>
</tr>
<tr>
<td>Global Spectrum</td>
<td>Facility pro forma</td>
</tr>
<tr>
<td>KPMG</td>
<td>Analysis of a business relationship between the facility and the Saskatchewan Roughrider Football Club Inc.</td>
</tr>
<tr>
<td>Office For Urbanism</td>
<td>Urban planning</td>
</tr>
<tr>
<td>PCL</td>
<td>Building cost estimate</td>
</tr>
<tr>
<td>Robert J. Giberson</td>
<td>Economic impact analysis</td>
</tr>
<tr>
<td>Stadium Consultants International</td>
<td>Facility design and engineering</td>
</tr>
<tr>
<td>W. Shupe &amp; Company</td>
<td>Stakeholder consultations</td>
</tr>
</tbody>
</table>

All aspects of facility design and availability of services – food services, premium seating options, modern utility services, ample washrooms, escalators and elevators – were to be considered in examining the potential for major concerts, larger scale conventions, trade shows, and national sporting events, in addition to those uses currently accommodated within Mosaic Stadium.

The study was to examine what a new facility would mean to its current tenant, the Saskatchewan Roughrider Football Club Inc., and other local and community user groups, and what its impact would be on other venues in Regina and Saskatoon. Both economic development
impacts and urban revitalization opportunities were to be considered within this study along with the impacts of a facility of this size on city service demands. And finally, the business potential for the facility itself was to be examined – is an all weather multi-purpose facility in Regina financially feasible from an operating perspective?

In addition to these technical pieces of work, CIC solicited interest from the private sector for development options with and adjacent to the facility site, the results of which were to assist the partners in determining the potential for private sector participation. CIC also engaged in discussions and negotiations with CP Rail as it relates to the potential move of its operations to the Global Transportation Hub (GTH) to determine the potential cost and time frame under which the land required at the site would be available.
THE VISION FOR THE SASKATCHEWAN ENTERTAINMENT FACILITY

THE SASKATCHEWAN ENTERTAINMENT FACILITY AREA IS...

...a distinct and identifiable part of the Warehouse District.

...complementary to Downtown uses, and woven into the urban fabric of the City of Regina, providing pedestrian continuity from north to south, and east to west.

...a place that thrives gameday and everyday, as an area for people to gather, live, work, play, and celebrate.

...achieved as a result of careful attention to the integration of the facility with everyday uses, public spaces, and a high quality public realm.

...characterized by design quality, place making, best practices in green site development, and it functions as a provincial and regional destination.
To carry out the terms of reference for this feasibility study, numerous outside experts were hired to look into various aspects of building and operating a multi-purpose entertainment facility on the current site of the downtown Regina CP yards. The facility would accommodate 33,000 spectators for sporting events with the capacity to accommodate 45,000 people for major events such as the Grey Cup, and up to 53,000 for major concerts. Mosaic Stadium at Taylor Field has served Regina and Saskatchewan for 100 years, so any examination of a new facility must start from the perspective that the new facility should be built to service the city and the province for 50 to 75 years.

Beyond its role as an entertainment facility would be its potential role in developing and integrating the communities adjacent to it. The facility is envisioned to be a catalyst for the continued revitalization of the Regina downtown and the Warehouse District, including the growing entertainment district along Dewdney Avenue. Currently, the CP yards are an industrial barrier separating the downtown and the Warehouse District. Establishing a unique, major entertainment facility would anchor the entire site and has the potential to lever commercial and residential development that will expand the area, making it a place for people to gather year round. The proposed facility design and adjacent spaces meets the overall design principles and vision recommended in The Office for Urbanism’s report.

The proposed facility is estimated to cost $386.2 million. This includes $319.6 million for constructing the facility itself (compared to the $350 million in the original conceptual study of 2009) together with $60.8 million for land, consultants’ fees and ancillary items; as well as $10.8 million for furniture, fixtures and equipment. There are numerous additions and options to various aspects of the proposed facility that would increase the cost if the funding partners wanted to include them. The most significant of these options would be $45 million to add a fully retractable roof that allows the proposed facility to be either an indoor or outdoor facility, depending on the weather. The retractable roof system designed and noted above is the least expensive of the retractable systems examined.

The Saskatchewan Roughrider Football Club Inc. has a strong preference that the proposed facility is built with a retractable roof to provide the many benefits associated with an outdoor environment for football games.

The consultants who examined the financial framework for such a facility delivered three key conclusions or directions for consideration in making a decision on whether to proceed with the facility.

First, the operation of the facility would be unable to pay for the initial capital costs. Capital grants from the funding partners or alternative revenue streams are necessary to finance the project. Based on a very conservative 25-year operating horizon plus construction impacts, it is estimated this project would have an impact of $960.5 million on Total Gross Domestic Product (GDP) as well as create 28,437 person years of employment in the province. All dollar figures are stated in 2010 nominal dollars and show the economic and employment benefits clearly surpass the initial capital costs. However, the capital funding for the facility would need to be provided in whole by some combination of the federal government, the Province, the City of Regina, the Saskatchewan Roughrider Football Club Inc., and the private sector (through sponsorship or other concession arrangements).

Secondly, under representative assumptions, the facility would have an operating surplus and would not require ongoing subsidies. There is an implicit assumption by the consultants that the facility would not pay any municipal taxes similar to the situation for almost all stadiums in North America. Global Spectrum estimates in a representative base case, the facility would have a cash operating surplus of $1.1 million. In a scenario with an increased number of events, Global Spectrum has estimated an operating surplus of $1.4 million. These estimates do not include special events such as a Grey Cup that could provide additional upside to the projected operating surplus.
As the only enclosed, multi-purpose, large entertainment facility between Vancouver and Toronto, the proposed new facility’s entertainment market extends to Edmonton, Calgary, Saskatoon and Winnipeg, each city an hour or less from Regina by direct air flight.

Consultations with key stakeholders show almost unanimous support for such a facility. Some concerns were raised about parking, and the relationship of the new facility to existing entertainment facilities. These concerns, however, have been examined in the attached studies. These studies concluded that the proposed site of the new facility would have more parking than what is currently available at Mosaic Stadium. And rather than competing with the other facilities in Regina, this facility would complement them with a strong likelihood of operating synergies.

As the largest such facility on the prairies, it would not hold events that are better held in smaller, more intimate facilities such as the Casino Show Lounge (700 seats), the Conexus Arts Centre (2,000) or the Evraz Place/Brandt Centre (6,000 – 6,500). It could complement them and work together to host events appropriate to each. The facility could also act as a backup to outdoor events at nearby Victoria Park (e.g. Folk Festival) and complement them by bringing in major draws. It may draw more Grey Cups as the only enclosed facility between Vancouver and Toronto and the CFL has confirmed (see Appendix Three) that this facility would meet all requirements for the Grey Cup in the foreseeable future.

It is important to note that the financial pro formas prepared by Global Spectrum include an estimated $480,000 of annual funding from naming rights. It is anticipated that this funding could be used to pay financing costs. This, combined with the $667,000 thousand in annual funding committed by the Regina Hotel Association, could pay the interest associated with approximately $20 to $25 million required in borrowing. These two revenue sources serve as an example of how private sector funding would be brought in to support the development of the proposed facility.

<table>
<thead>
<tr>
<th>Year</th>
<th>Saskatchewan Roughrider Football Club Inc. Net Income</th>
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<tbody>
<tr>
<td>2007</td>
<td>$1,753,649</td>
</tr>
<tr>
<td>2008-09</td>
<td>1,628,607</td>
</tr>
<tr>
<td>Representative Business Relationship (forecast)²</td>
<td>3,697,297</td>
</tr>
</tbody>
</table>

1. The Saskatchewan Roughrider Football Club Inc. changed its year end from December to March resulting in a 15 month period.
2. To assess the financial impact of the Representative Business Relationship compared to the existing business relationship with the City of Regina and Mosaic Stadium, KPMG analyzed the ProForma information prepared by Global Spectrum, and modified it through discussions with CIC, the Roughrider Football Club Inc. and the City.

The design of the proposed all-weather multi-purpose entertainment facility is based upon the information provided to Stadium Consultants International (SCI) through analysis of the site, consultations with various stakeholders, and a review of the market that the facility is designed to serve. The proposed design calls for
individual seats with plenty of legroom, more and better washroom and concession facilities, better access for people with disabilities and most importantly, protection from the elements so that concerts, sporting events etc. can be held year round. The roof automatically extends the life and usage of the facility from six months of unpredictable weather to 12 months of comfort for all events. If a retractable roof was incorporated it would provide the positive benefits of both an outdoor facility and an indoor facility.

The seating design provides better sight lines for patrons and even closer proximity to the field than Mosaic Stadium currently allows. The proposed facility would have high tech video screens, both large and small, to enhance the patron’s enjoyment of the events. A new facility would have more room and the latest in video and high tech equipment, for sports, conventions and concerts.

All of CP’s lands on Dewdney Avenue are not surplus to its current rail operations. Determining the feasibility of making some of these lands surplus would be one of the conditions to any agreement between CP and CIC. However, CP will move its current intermodal facility and some other infrastructure to the Global Transportation Hub (GTH) west of the city. Relocation of certain additional parts of the yard are being examined by CP. The existing mainline tracks, some of the rail operations and the entertainment facility can successfully co-exist, along with housing and commercial development related to the entertainment industry (hotels, bars, restaurants, coffee shops, etc.). Through the use of pedways, a promenade, automobile, bicycle and public transit, the redevelopment site would integrate the downtown and Warehouse District, as well as be within easy walking distance of the Cathedral and North Central areas. CP is willing to continue negotiations for sale of a portion of its property, subject to a variety of conditions being met and approvals being obtained by both parties. CP has applied to its regulator, the Canadian Transportation Agency (CTA) to vacate part of the site currently occupied by the
intermodal facility from downtown to the GTH west of the city. Depending on approvals, logistics, environmental remediation and public consultation, this could happen either in 2011 or 2012, with construction of a new facility to be completed by 2014 or 2015. CP has indicated its willingness to facilitate this project, should it be approved to proceed.

The reports cited in the Appendix document clearly identify the technical feasibility of building an all-weather entertainment facility, while outlining practical matters that must be dealt with (e.g. site environmental remediation, extension of water lines to the new facility, impact on transit lines). All municipal and provincial utilities, including electricity, gas, telecommunications, sewer, water and stormwater runoff can be provided cost effectively to the site.

While all of the reports speak to the feasibility of building an all-weather entertainment facility, if the project were to be approved by the partners, more work would be necessary to finalize the cost sharing and risk sharing relationships, as well as ownership and management issues. The work being summarized and disclosed here is significant and detailed. What has been done is definitive – the study clearly demonstrates that the proposed facility is technically feasible. It would cost $386.2 million and would generate modest operating surpluses. It would create an environment in which the Saskatchewan Roughrider Football Club Inc. would have a strong opportunity to ensure they remain sustainable. The facility would serve to create a link between the downtown and Warehouse District becoming a significant lever for more development in the area.
Mosaic Stadium at Taylor Field celebrates its 100th anniversary in 2010. One of the oldest stadiums in North America, it has been steadily expanded, updated and adapted over the century, currently seating 31,000 for football games including 2,100 temporary seats added in 2009.

Mosaic Stadium’s owner, the City of Regina, and its principle tenant, the Saskatchewan Roughrider Football Club Inc., approached the provincial government in 2007/2008 to discuss the state of Mosaic stadium and its future. In 2009, the province contracted two consultants, Rob Giberson and Bill Shupe, to conduct a review of the stadium and the possible options for its future. In June 2009 they concluded that an all-weather, multi-use facility had the most potential not only for sports but for other entertainment events that would serve both the province of Saskatchewan and the city of Regina.

In July 2009, the City, Province, federal government and the Saskatchewan Roughrider Football Club Inc. formed a partnership to explore the potential for an all-weather multi-use facility in Regina’s downtown. The provincial and the federal governments committed to covering 40 per cent each of the cost of the study, with the City and the Roughriders putting up ten per cent each. The final cost of all the studies is $1.1 million. To provide oversight to this project, an advisory committee was established, comprised of the following six members:

- The Honourable Gerry Ritz, Minister of Agriculture and Agri-Food
- Andrew Scheer, M.P., Regina-Qu’Appelle
- Honourable Ken Cheveldayoff, Minister of Enterprise (Chair)
- Honourable Bill Hutchinson, Minister of First Nations and Métis Relations and Minister responsible for Saskatchewan Gaming Corporation
- His Worship Pat Fiacco, Mayor of Regina
- Rob Pletch, Q.C., Chair Saskatchewan Roughrider Football Club Inc.

The purpose of the study was to examine the technical and financial framework for a multi-purpose facility in downtown Regina and provide the partners with the information to make an informed decision on whether or not to proceed with the facility, as well as determining a suitable design.

A variety of reports were commissioned and are listed in Appendix One. They generally look at three high-level areas:

- social and municipal impact of a multi-purpose facility in downtown Regina;
- financial and cost analysis; and,
- Infrastructure, construction and design investigations.

These reports are generally definitive; they are in-depth reviews of the various issues tied to the proposal, drawing conclusions based on the data and investigation. Since they are technical in nature, this document has been prepared to summarize them. As noted in the Executive Summary, should this project proceed, more work would need to be done in terms of project development, management, and financing; however, what has been done points to the very real feasibility of this project. However, this report is simply a summary report. In case of any conflict, real or apparent, between this report and the full report, the full report stands as the authority.

Readers are encouraged to access the full reports at www.cicorp.sk.ca.
In 2009 Giberson and Shupe undertook a Stadium Concept Review that looked at four options relating to the future of Mosaic Stadium at Taylor Field:

1. Minor Renovations to Mosaic Stadium ($1-6M over five years)

2. Major redevelopment of Mosaic Stadium ($109 million over five years)

3. A new open air facility in greenfield ($190 million plus land)

4. A new all-weather multi-use facility in downtown Regina ($350 million plus land and ancillary costs)

The consultants concluded that option one simply defers a decision on Mosaic for a few years. Option two defers it more formally for 10 to 15 years. In either case, the consultants concluded both are merely stop-gap measures and the age of the facility is such that sooner or later it will need to be replaced.

In the course of their review, the consultants examined several sports and entertainment venues across North America including those located in Toronto, Fargo, Phoenix, Los Angeles and Philadelphia. The Fargodome, which services the Fargo-Moorhead area in North Dakota/Minnesota (176,000 population) was particularly noted as an example of a smaller centre that has been able to consistently operate on a profitable basis after capital costs were paid for through alternative revenue sources.

The consultants also looked at building a new facility on the outskirts of Regina or on the downtown CP rail yards, and concluded that using the downtown rail yards site would stimulate significant additional economic development as well as support growth and revitalization of both the downtown and the warehouse/entertainment district.

Giberson and Shupe concluded that an all-weather, multi-use facility built in downtown Regina appeared to provide the greatest potential benefit to the province, city and patrons in terms of economic impact, tourism potential, stadium experience and civic pride.

Due to the unique circumstances, including the movement of CP from their rail yards in downtown Regina, the province and city have been presented with a “Generational Opportunity” to build a new entertainment facility with significant urban revitalization benefits.

The consultants indicated the development and construction of the facility would be a three to five year project that would require significant input from the general public, community organizations, relevant stakeholders and governments, and the private business sector. They also identified the government of Saskatchewan, the government of Canada, the City of Regina, the Saskatchewan Roughrider Football Club Inc. and the private sector as potential funding sources for the facility.
The Office for Urbanism group was asked to review existing city plans and project how the proposed facility design could relate to and connect the downtown and the Warehouse District, building on Dewdney Avenue’s growing entertainment role.

Their report is a high level planning study that assumes an all-weather multi-use entertainment facility would be built in the current CP rail yards, looks at the implications of that on the adjoining neighborhoods, and puts forward a vision to help integrate the downtown, the new facility and the Warehouse District entertainment area.
Transforming Dewdney, adding new public spaces and connecting downtown to the Warehouse District are the three big visions put forward in this proposal for the site.

THREE MAJOR ELEMENTS (“THREE BIG MOVES”) WOULD WORK TO MAKE THIS VISION REAL.

1. Transforming Dewdney Avenue. Dewdney would be on the north side of the new facility and an integral part of it. Redesigned to build on its current role as a growing entertainment strip, it would be pedestrian friendly, tree lined, and filled with shops, restaurants, cafes, bars and other commercial use that would be as busy every day as it is on event day. It would be transformed from a major arterial for auto traffic to a grand boulevard focusing more on pedestrian activity and other modes of transportation.

2. Two new high-quality public spaces. Plaza Saskatchewan would be built between the north side of the facility and the south side of Dewdney. Adjacent on the Plaza’s east side would be District Square. Both of these public spaces would provide recreational and social options for the facility itself in addition to the new commercial and residential buildings that could be constructed on the adjacent property (the entertainment facility would only take up 60 per cent to two thirds of the current CP site) outside of the entertainment facility itself.

3. Connecting the Warehouse District to downtown. Currently, the CP Rail yards are an industrial barrier between the downtown and the Warehouse District. Roads, pedestrian crossings (at grade, above grade and below grade are all proposed) and bicycle paths are recommended as ways of tying the three areas together, while providing easy navigation within each area and throughout all three.
Noting that there are development plans for the downtown area, Cathedral and Warehouse Area in place, the vision intends to build on them to create a more integrated site. Aggressive use of vegetation along Dewdney, a Spur Line Park, the Open Spaces and other areas is put forward to move the image of the current site from an industrial one to a people- and eco-friendly one.

The Office for Urbanism has advised that the facility design as proposed in this document meets all the overall community design principles recommended in their report. In addition to this site having a dramatic, positive impact on both the Warehouse District and downtown, it also represents an opportunity for private sector development on it and the land on the adjacent Mosaic Stadium, which is only 800 metres from the new facility.

The private sector has also expressed its support for this overall principle of a facility as an engine for community development. In November CIC placed ads in newspapers nationally and across western Canada asking for Expressions of Interest (EOI), to solicit development ideas, concepts and opportunities on both adjacent land or integrated directly with a new facility that will enhance the experience of patrons and create a destination place in Saskatchewan. Nine formal
responses were received, two from First Nations, four from development companies, and one each from a construction company, architectural/design company and an engineering/planning company. From the submissions and discussions with the companies, there is a high level of interest and a good range of development ideas. The proposals put forward include the provision of overall project management and development, investment and financing partnerships, planning and design services, mixed use development including hotels, condominiums, retail, commercial and convention centre, adjacent structured parking as well as land exchanges and co-ordinated site development.
Bill Shupe conducted a number of meetings with key stakeholders from sport, business, community, government and entertainment to gather their thoughts about an all-weather, multi-purpose facility in downtown Regina. Using preliminary and general specifications for a facility presented by SCI, he gathered stakeholder thoughts and reported them as high-level, general concerns and responses to the potential of such a facility.

Between September 2 and 11, 2009, 19 consultation meetings took place with 47 community associations, organizations and businesses. Each group received an overview of the Giberson-Shupe Stadium Concept Review of June 15, 2009, and then open-ended discussion took place.

Generally speaking all groups spoke in support of such a facility, as long as it is affordable and economically viable in the long run. They also viewed the feasibility study process favorably, though some expressed concern that the feasibility process was a fait accompli. They were advised that an all-weather, multi-use facility is not a certain outcome and that the four partners will look to the study and its reports as important determining factors in that decision.

Concerns were expressed about costs, particularly non-construction costs such as land purchase, environmental remediation, parking etc., as well as concerns about operational viability. The Fargodome, for example, supports 100 events a year; can a market like Regina/Southern Saskatchewan hold that many? Most groups did not want a facility that would have to rely on government subsidy for ongoing viability.

Support for a downtown location was unanimous and groups recognized the positive economic benefits that this would bring to the downtown and Warehouse District. Some groups wondered whether there was adequate parking for such a facility downtown. Others felt it wasn’t a serious problem given the availability of parking in the area.

A major concern was expressed about community use of the facility, particularly given its size. Would it be too large to accommodate minor sports such as high school and university football as well as other sports (baseball, soccer)? Concern was expressed that the cost of renting such a facility would put it out-of-reach for many small community-based organizations. There was some discussion about alternate sites for community use, such as a potential Roughriders practice field, beside the stadium.

Several groups questioned how such a new facility would co-exist with the Casino Show Lounge, Evraz Place/Brandt Centre, Conexus Arts Centre and Saskatoon’s Credit Union Centre. Concerns were expressed that a larger, new facility may conflict with and undermine the financial stability of those facilities. As a corollary issue, some questioned how a new facility would be governed and managed. Groups were advised that governance and management issues would be deferred until such time as it was determined the project might go ahead.

There was significant interest in potential economic development opportunities, noting that it had the potential to spur further development of the downtown/Warehouse District, as well as bring in commercial, residential and retail development. Views were expressed about easy access to the site by pedestrians, and long-term development of Regina as a convention centre.

Schematic of redeveloped CP rail yards.
SCI provided a recommended design based on the stakeholder consultations, site layout, needs of the potential tenants and the entertainment events that Global Spectrum identified as possible draws to the proposed facility. It allows for 33,000 spectators, expandable to 45,000 for sporting events and up to 53,000 for major concerts. SCI also considered the deficiencies of the current Mosaic Stadium: lack of individual seats, cramped seating with little leg room, inadequate washroom facilities, little space for a variety of concessions, poor parking and exposure to rain, snow, hail, wind and lightning storms. Therefore, its proposed design calls for individual seats, with plenty of legroom, more and better washroom and concessions, better access for people with disabilities and most importantly, protection from the elements. Any type of roof automatically extends the life/usage of the facility from six months of unpredictable weather to 12 months of comfort for all events. A retractable roof provides the best of both worlds: the positive benefits from outdoor events and the all-weather security and comfort of an indoor facility.

The rectangular shape provides efficient seating around the sports field with most seats between the goal lines and some seating in the end zone. It is also flexible for staging other types of events. The seating design provides better sight lines for patrons and closer proximity to the field than Mosaic Stadium has.

The proposed facility will have the high tech video screens to enhance the patron’s enjoyment of the event, and will be cell-phone friendly, which is currently problematic at Mosaic. Set into the ground the proposed design does not dominate the skyline nor overwhelm its adjacent neighbors, but is part of an integrated urban landscape. The new design also looks at improved traffic flow into the building, as well as in the neighborhood. Escalators and elevators would eliminate ramps, lineups and congestion.

The proposed facility also has premium seats, private suites, group seats, bars, a restaurant, a club, providing a variety of different types and pricing of seating. It is an option to build it to leading environmentally high standards such as LEED (Leadership in Energy and Environmental Design), focusing on five key factors:

- sustainable site development
- water efficiency
- energy efficiency
- materials selection
- indoor environmental quality

Such a facility also works within the City of Regina’s vision statement for sustainability if it was built to LEED Standard.
## Detailed Overview of Saskatchewan Sports and Entertainment Centre

| **Building** | 1 million gross square feet  
Overall height of building from ground is 125 feet  
Four major floor levels – event level (25 feet below grade), main concourse, suite/restaurant level, upper concourse – additional mezzanine level, above event level, for club lounge  
Atrium lobby wraps northeast corner of building  
Mechanical and catwalk system hidden in roof structure |
| **Year Round events** | Capacity for 33,000 patrons expandable to 45,000  
Total possible capacity of 53,000 for major events  
Sunken playing field, 25 feet below ground level  
Fits CFL and MLS field sizes  
Roof (with retractable option)  
Escalators and elevator accessibility  
More concessions and enhanced washroom facilities  
Private suites and group event facilities  
Permanent Saskatchewan Roughrider Hall of Fame and retail store |
| **Patron comfort and enjoyment** | Comfortable seats with cup holders  
Spacious individual seats with better legroom  
Steep seating angles for better sightlines  
Intimate seating bowl design closer to the field  
Latest in art video boards and sound system |
| **Patron amenities** | Sports bar at north end lower bowl  
Main club seating area for 2,000 at north side lower bowl  
Space for 40 private suites, four large group sales suites and restaurant on suite level  
More washrooms than required by code  
Proposed concession service points above industry standards |
| **Saskatchewan Roughrider facilities** | Modern team offices and retail operations  
Modern locker and training facilities  
Permanent Roughrider Hall of Fame |
The following drawings show the facility in use in different configurations, indicative of its overall versatility.
Seating bowl plan – 33,000

Side stage concert plan – 28,000
Seating bowl plan – 45,000

Side stage concert plan – 53,000
Roof option 1 – fully retractable

Roof option 2 – partially retractable
Financial estimates prepared by Global Spectrum are based on other entertainment facilities that they presently operate throughout North America and the facilities’ financial impact. They estimate that if the facility hosts 11 CFL games; a full University and high school football schedule; one major, three minor and four small concerts annually; and eight miscellaneous events (e.g. motocross, wrestling, conferences), then the facility would generate a cash surplus on an annual basis.

Based on data from Evraz Place, Credit Union Centre and the Fargodome as well as their own experiences, Global Spectrum provided detailed revenue projections from ticket sales (regular and premium seating), advertising and ancillary revenue (e.g. parking concessions) and then, based on the number of events held in the facility annually of the type listed above, estimates of the detailed operating expenses that would be incurred to host those events. In addition, the revenues were integrated with the KPMG study so that for Roughrider games, revenues and expenses were apportioned through a representative commercial model. These estimates are based on representative assumptions in terms of attendance. It is recognized that attendance will fluctuate year over year, but even the worst-case scenario would be break even annually, with cash surpluses in a modest year.

The facility would be capable of housing events currently housed at Mosaic Stadium, but would also provide the opportunity to attract additional events to Regina. Global Spectrum prepared two sets of projections to assess financial performance of the facility under a range of circumstances.

First, Global Spectrum prepared a base case analysis that examined financial performance using representative assumptions concerning the number of days per year that paying events would be housed in the facility. These assumptions considered existing uses of Mosaic Stadium, such as CFL, university, and high school football, and assumed that a limited number of additional events could be hosted at the facility, based on experiences at other similar facilities. In this representative scenario, Global Spectrum assumed an estimated 31 events would be housed in the facility. Using this scenario, Global Spectrum estimated an operating profit of $1.1 million.

Secondly, Global Spectrum prepared a financial projection assuming more events would be booked over the course of a year. This analysis indicated the potential for improved financial performance if the facility could be used for a larger number of events. In this case, Global Spectrum identified a range of additional possible uses based on their experience operating other facilities in North America. Under this scenario, 71 events annually would be housed in the facility. The additional events identified were generally spectator events such as motocross races, monster truck shows, as well as trade shows, business conventions and conferences, and religious conferences. In this scenario Global Spectrum estimated an operating profit of $1.4 million.

It should be noted that Global Spectrum identified that some facilities in North American cities are able to operate over 100 event days annually, providing a further indication of financial sustainability of such a facility when good management is in place.
As the largest such facility on the Prairies, it would not hold events that are better held in smaller, more intimate facilities such as the Casino Lounge (700 seats), Conexus Arts Centre (2,000 seats), or Evraz Place/Brandt Centre (6,000 to 6,500). The new facility has the potential to complement the other Regina venues and work with them to host events appropriate to them.

The new facility could also act as a backup to outdoor events at nearby Victoria Park (e.g. Folk Festival) and complement them by bringing in major draws. It is possible the facility may draw in more Grey Cups as the only secure, covered facility on the Prairies; the CFL has indicated the proposed facility meets all of its needs for hosting future Grey Cups. (Appendix Three includes a letter from the CFL to that effect.)

KPMG was engaged to do a financial analysis of a possible business relationship between the Saskatchewan Roughrider Football Club Inc. and a new multi-purpose entertainment facility in Regina. The Saskatchewan Roughriders’ financial results have fluctuated between profit and loss over the last number of years sometimes regardless of team performance on the field. Given these variable financial results, KPMG was asked to provide an independent third party analysis of the expected financial impacts this relationship would have on the operations of the Roughriders organization.

Both KPMG and Global Spectrum’s analysis included the development of a base case scenario that was built on representative assumptions (figures related to ticket sales, pricing, and the number of events). The revenue sharing structure would include sharing of parking, concession and catering, and luxury seating revenue, as well as the facility collecting rental income based on a percentage of ticket revenue.

KPMG concluded that a revenue sharing relationship would mean the Saskatchewan Roughriders operations in the new facility would not only be financially sustainable, but in most years the Roughriders would be even better off financially than at Mosaic Stadium with considerable potential for more revenue.

As a starting point to assess a representative business relationship between the Saskatchewan Roughrider Football Club Inc. and the new facility, KPMG examined the existing business relationship between the Roughriders and Mosaic Stadium owned by the City of Regina. A new business relationship would be expected to bring about some significant changes since the Roughriders currently control most aspects of operations at Mosaic Stadium, not only including football games, but also special events such as major concerts. In addition, many aspects of the existing lease held by the

<table>
<thead>
<tr>
<th>Sporting</th>
<th>Representative</th>
<th>Upside Potential</th>
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<tbody>
<tr>
<td>CFL</td>
<td>11</td>
<td>11</td>
</tr>
<tr>
<td>University Football</td>
<td>1</td>
<td>1</td>
</tr>
<tr>
<td>Junior Soccer</td>
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<td>2</td>
</tr>
<tr>
<td>High School sports</td>
<td>1</td>
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<thead>
<tr>
<th>Concerts</th>
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<tbody>
<tr>
<td>Major</td>
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<tr>
<td>Minor</td>
</tr>
<tr>
<td>Other</td>
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<table>
<thead>
<tr>
<th>Other</th>
</tr>
</thead>
<tbody>
<tr>
<td>MotorSports</td>
</tr>
<tr>
<td>Wrestling</td>
</tr>
<tr>
<td>Religious/Non Profits</td>
</tr>
<tr>
<td>Meeting/Banquets</td>
</tr>
<tr>
<td>Regional/Local Conventions</td>
</tr>
<tr>
<td>Consumer/Trade Shows</td>
</tr>
<tr>
<td>Total Event Days</td>
</tr>
</tbody>
</table>

Net Operating Profit $1,084,949 $1,384,757
Roughriders at Mosaic Stadium reflect accommodations made to the Roughriders at points in the past where the Roughriders were experiencing significant financial hardship. In addition, during more positive financial years, the Saskatchewan Roughrider Football Club Inc. have directly funded improvements such as club seating, new turf and the Jumbotron for Mosaic Stadium, which is considered a municipal asset.

At the new facility, the Saskatchewan Roughrider Football Club Inc. would become tenants within the facility and many aspects of facility operations would become the responsibility of the facility owner/operator. KPMG examined all major aspects of a tenant relationship based on input from the Roughriders as well as Global Spectrum’s advice on typical commercial relationships with sports teams in other facilities. It should be noted that Global Spectrum identified there is no such thing as a standard lease arrangement, but rather, there are many different approaches taken in other facilities.

KPMG analyzed a range of different circumstances to reflect the reality that historically, the Roughriders’ revenue has fluctuated significantly based on team performance and fan support. To assess whether the proposed representative business relationship would allow the Roughriders to be financially sustainable in a range of circumstances, KPMG examined three additional scenarios that reflected both attendance levels and merchandise sales by the Roughriders, and an assumption that no playoff game would be hosted by the Roughriders. In addition, KPMG analyzed a scenario reflecting some of the potential for improved financial performance where ticket and concession revenues are assumed to be particularly strong.

In KPMG’s analysis, they focused on the Saskatchewan Roughrider Football Club’s revenues and expenses directly attributed to stadium operations. They have not included expenses and revenues associated with non-stadium operations. Therefore it’s not reflective of the Club’s overall actual or projected net income. KPMG’s analysis of each of these scenarios is illustrated in the table set forth below:

![Graph](image.png)

Note: This graph depicts Roughriders’ revenues, expenses, and revenues-over-expenses related to stadium operations. It does not reflect actual or projected net income for the Roughriders, since they also incur expenses related to non-stadium operations.

- **Representative Business Relationship (RBR)** – Based on assumptions as outlined previously in the KPMG report including the assumption that paid attendance is 85% of capacity for general and club seating and there is a home play-off game.
- **Scenario 2** – Based on assumptions as outlined previously in the KPMG report including the assumption that paid attendance is 85% of capacity for general and club seating, however there is no home play-off game.
- **Scenario 3** – Changes from the RBR – Paid attendance is assumed to be 70% of capacity for general and club seating and there is no home play-off game. In addition, merchandise sales and expenses decrease by 15%.
- **Scenario 4** – Changes from the RBR – Paid attendance is assumed to be 97% of capacity for general seating and 100% of club seats are sold. In addition, ticket prices, concessions and catering prices and facility fees increase by 20%.
The proposed area for the multi-purpose facility (which dates back to 1884) has some contamination commonly found in industrial sites such as a rail yard. It should be noted the entire site requires environmental remediation, not just the area to be occupied by the facility.

As part of their due diligence, Clifton Associates Ltd. reviewed reports and background materials confidentially provided by CP, plus they drilled test holes on the site to identify and understand the extent of any environmental contamination requiring remediation. Because there is no commitment by the partners to buy the land, CP provided information and site access under a non-disclosure agreement. As such, the full Clifton environmental report and its findings cannot be released.

In general, the report identified contamination of a nature to be expected in a rail yard. Much of the contaminated material would be excavated and removed as part of the excavation for the proposed new facility. Therefore, the incremental cost of remediation would be tied to the cost of hauling the contaminated soil to off-site locations.

Clifton also performed a geotechnical assessment that confirmed that the subsurface soil conditions are consistent with the type of conditions found in Regina. No incremental issues or costs were identified through the geotechnical assessment.

### Forecast Parking Demand

<table>
<thead>
<tr>
<th></th>
<th>Existing Stadium</th>
<th>30,000 Seat Entertainment Centre</th>
<th>50,000 Seat Entertainment Centre</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Peak Event Attendance</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Spectators</td>
<td>31,000</td>
<td>33,000</td>
<td>50,000</td>
</tr>
<tr>
<td>Staff</td>
<td>1,000</td>
<td>1,000</td>
<td>1,500</td>
</tr>
<tr>
<td><strong>Total Attendance</strong></td>
<td>32,000</td>
<td>31,000</td>
<td>51,500</td>
</tr>
<tr>
<td><strong>Arrivals by Transportation Mode</strong></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Walk Only(^1)</td>
<td>1,550</td>
<td>1,650</td>
<td>2,500</td>
</tr>
<tr>
<td>Transit/Private Coach(^2)</td>
<td>2,000</td>
<td>4,950</td>
<td>12,500</td>
</tr>
<tr>
<td>Arrival by Car</td>
<td>28,450</td>
<td>27,400</td>
<td>36,500</td>
</tr>
<tr>
<td><strong>Total Arrivals</strong></td>
<td>32,000</td>
<td>34,000</td>
<td>51,500</td>
</tr>
<tr>
<td><strong>Resulting Parking Demand</strong></td>
<td>10,700</td>
<td>10,300</td>
<td>13,700</td>
</tr>
</tbody>
</table>

\(^1\) Walking assumed at 5% of patrons (e.g. out of town fans staying at local hotels).

\(^2\) 1,700 bus passengers estimated to access the existing site on game day plus another.

\(^3\) 2.66 passengers per vehicle estimated from game day count.

AECOM’s assessment of municipal infrastructure suggests there is more than adequate parking for a new multi-purpose entertainment facility located on the CP site. AECOM examined the availability of parking through the lens of the current parking associated with Saskatchewan Roughrider games at Mosaic Stadium. Generally, there is little parking directly on-site at the existing Mosaic Stadium. Fans have learned to accommodate this by parking in the surrounding areas. The map on page 28 shows how much of the parking presently occurs in each of the surrounding areas. The analysis concludes that patrons at Mosaic Stadium use approximately 10,700 parking spots within 1,100 metres of the Stadium. The second map outlines the location of available parking spaces within the same distance of 1,100 metres of the new facility.
Existing Stadium – Game Day Parking Demand

Proposed 35,000 Seat Stadium – Game Day Parking Demand
It is expected that 40 per cent of the parking demand will be accommodated in the Warehouse District and 35 per cent in downtown. The remaining parking will be accommodated in other areas such as Cathedral and Heritage. At least two companies have confirmed their interest in building structured parking not far from the proposed facility. For events that may attract 45,000-53,000 spectators, additional busing and parking contingencies would have to be considered, including use of the parking at Evraz Place, much the same as with past major events such as the Rolling Stones or the Grey Cup.

AECOM’s assessment of municipal infrastructure surrounding the CP site concludes that there are differential impacts for water, sewage and storm water infrastructure. AECOM also identified that the existing municipal infrastructure will not be able to accommodate all of the demands of the new facility. Water service can be provided conventionally from adjacent lines with minor adjustments. The surrounding wastewater system cannot accommodate the flows generated by a new facility. As a result, two separate configurations for servicing the wastewater flows from the facility have been proposed. One alternative recommends an on-site storage concept, while the other proposes a parallel wastewater sewer main from Dewdney Avenue to the 7th Avenue main trunk.

Similarly, the adjacent municipal storm water system is also inadequate to handle the anticipated storm water runoff volumes that would be generated as a result of the site development. As a result, two design alternatives for site storm water detention were proposed. Both alternatives recommend on-site storage concepts through either a multiple tank storage system at three locations around the site, to a pipe storage system adjacent to the facility.

The high level estimate for the municipal servicing costs is about $11.8 million.

To further explore municipal infrastructure servicing requirements, consultants also worked with the provincial Crown utilities: SaskPower, SaskEnergy and SaskTel. The utilities examined the requirements for the new facility and provided estimates for servicing the facility which amount to $0.93 million. A key design requirement for the provision of electricity to the site is that it be provided from two different sources to eliminate, or at least reduce, the number of electrical blackouts that Mosaic Stadium has experienced in the past.
CP is actively planning to move its intermodal operations from its current site of approximately 20 acres in downtown Regina to the GTH west of Regina. CP is examining possible ways to change its rail operations in an effort to free up an additional 10 acres. The GTH would serve as a rail, highway and air centre, allowing for centralized warehousing and distribution by a number of private sector firms such as Loblaw Companies Ltd., which is actively constructing its new facility on the site. CP presently plans to have most of its new facility on the downtown site to the GTH by fall of 2012, pending federal approval from the CTA. CP has advised that they are willing to examine the feasibility of an earlier relocation by the fall of 2011.

The GTH will provide an opportunity for CP to modernize its operations by having access to additional land and by closer access to major customers. It will also improve the efficiency of moving freight from railway cars to trucks for local distribution, which in turn will reduced truck traffic from downtown Regina.

CP has agreed in principle, subject to conditions and approvals, to sell the downtown site provided issues relating to its relocation of its operations can be resolved. CP and CIC signed a Memorandum of Understanding (MOU) in the fall of 2009 to explore all issues relating to relocation.

CP has been working closely with the study team to identify key issues and possible solutions. While definitive solutions to all issues will require ongoing work, CP has committed to working co-operatively through the issues, provided CP’s operational requirements are not negatively affected, to facilitate the new entertainment facility’s progress.

To move the current intermodal site from downtown to GTH would take considerable time and involves regulatory approvals, both federally and provincially, particularly environmental regulatory approvals. As noted, the present plan for completion of the move is the fall of 2012. CP is looking at ways to free up additional land, however, CP will not completely leave downtown. Part of CP’s rail operations will remain and co-exist with potential future uses such as the entertainment facility, residential and commercial development.

CIC has obtained an appraisal of the value of the land which cannot be released due to commercial sensitivities. CP is currently determining a high level estimate of costs for relocating some operations from the downtown site, but will require additional time to finalize these relocation costs.

Subject to a conclusion of a sale transaction with CP, there is also an expectation of revenue to be generated from the future sale of the balance of the downtown site that is not being used for the entertainment facility that could be available for private sector residential or commercial development.
The four major operating areas currently on the downtown Regina CP site.

1. 19.95 acres +/-: Green area is intermodal yard moving to GTH.
2. 2.42 acres +/-: Yellow – CN interchange tracks.
3. 7.49 acres +/-: Purple area is maintenance away yard/facility locomotive fueling area and maintenance function tracks.
4. 3.05 acres +/-: Red area – “wye” where locomotive turn around.
SECTION NINE: COSTS AND BENEFITS

CAPITAL COST SUMMARY

<table>
<thead>
<tr>
<th>Cost</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>Construction cost</td>
<td>$319.6 million</td>
</tr>
<tr>
<td>Furniture, fixtures and equipment:</td>
<td>10.8 million</td>
</tr>
<tr>
<td>Land, consulting and fit-out costs:</td>
<td>60.8 million</td>
</tr>
<tr>
<td>PST remission credit</td>
<td>($5 million)</td>
</tr>
<tr>
<td><strong>Total facility cost</strong></td>
<td><strong>$386.2 million</strong></td>
</tr>
</tbody>
</table>

Given the size of the facility being proposed and the level of detail available through the SCI design and specifications work, it was important to prepare an estimate that was equally detailed and more specifically addressed some of the basic questions regarding responsibility for components of the capital costs. With this in mind, the overall capital cost of the facility was determined through four processes:

1) the basic construction cost which was prepared by PCL,
2) the cost for Furniture, Fixtures, and Building Equipment (FF&E) as provided by Global Spectrum,
3) Land, Consulting and Ancillary Costs as prepared by CIC through discussions/negotiations with CP, SCI, and Global Spectrum, and
4) other costs associated with land and areas of the facility that would be outfitted by others.

PCL developed a comprehensive construction costs package. The appendix accompanying this report contains a summary of PCL’s package. The processes and information used in developing the detail are proprietary to PCL. If the project proceeds, the release of that information could place PCL at a competitive disadvantage, which is why the detailed information is not included in these reports. In a similar fashion, the detail for both the cost estimate for FF&E and the cost estimate for Land, Consulting and Ancillary Costs are commercially sensitive with respect to the estimated consulting fees, the projected cost of the land and several other aspects of the detail should the project proceed. Therefore the detail will not be released.

There were some proposed aspects of this facility project that were priced but not included in the base cost estimate. These items, such as a retractable roof and an underground parkade are listed as extras in the summary report appendix.

Professor Giberson did a special report looking at the economic, social and related benefits of constructing and operating an All Weather Multi-Purpose Entertainment Facility on the site of CP Rail Yards located in the core area of Regina, Saskatchewan. Assuming a 36-Months construction phase, the direct and indirect impacts on the GDP would be $195.5 million, creating 2,587 person years of total employment impact. The impacts from construction are new impacts on the economy of Saskatchewan. Annually, when operating, it would have a $30.6 million in direct and indirect GDP impact and add 1,034 person years of employment.

Based on very conservative 25-year operating horizon with a $350 million capital investment in construction, it is estimated there will be approximately $960.5 million of total GDP impact and 28,437 person years of employment in the province of Saskatchewan. All dollar figures are stated in 2010 nominal dollars and show that the economic and employment benefits clearly surpass costs by a wide margin.

As a signature sports and entertainment facility the proposed venue would have a major impact on the retail, tourism and entertainment sectors in Regina and throughout the province. About 500,000 people will be drawn to the venue each year seeking goods and services associated with their visit. As a signature sports, entertainment and tourism venue in Saskatchewan, it would stimulate demand for other retail, tourism and entertainment activity throughout the province. It would provide an opportunity for Saskatchewan performers, promoters, production companies, sports organizations and community groups to develop and offer events.
Such a facility would align the interests of the Warehouse District, downtown Regina, City of Regina, the Saskatchewan Roughriders and many community groups and would link the downtown to the Warehouse District. It would generate significant and sustained economic impact and activity to support the ongoing renewal and viability of the core area of Regina. It would establish the Warehouse District and downtown Regina as a distinct place to live, visit, work and play. It would be a future growth oriented project that affirms that Saskatchewan is a place to invest in and to grow with.

The entertainment complex would be an anchor facility that could co-ordinate with other Saskatchewan groups and facilities to maximize Saskatchewan’s ability to attract large events, exceeding the capacity current entertainment venues in Regina can attract. Concerns that existing business will be taken from other venues can be addressed in the programming and design of the proposed venue. There will be many opportunities for the people of Saskatchewan to leverage the proposed venue for their interests and the interest of organizations, communities and province.

Construction and operation of an all-weather multi-purpose entertainment facility on the site of the current CP Rail yards in Regina speaks to Saskatchewan’s future. The project is clearly economically feasible and will generate related and recurrent benefits throughout the province of Saskatchewan. The benefits are overwhelmingly positive.
FOREWORD:

All are available at www.cicorp.sk.ca for downloading and review.

Summary of Community Consultations Meetings
(Stakeholder Consultation Report)

Saskatchewan Entertainment Facility
(Urban Design Report)

High Level Feasibility Study for Entertainment Facility
(Supporting Infrastructure Report)

Geotechnical Report Proposed Facility Development
(Geotechnical Report)

Saskatchewan Multi-Use Facility Concept Design
(Design Report)

Operation Report and Facility Pro Forma
(Financial Report on Operations)

Analysis of Possible Business Relationship with Roughriders and Facility
(Report on Roughrider Financial Impact)

CP Negotiations

Economic Impact of Entertainment Facility

Capital Cost Report

Request for Expression of Interest
(Private Sector Development)
William B. Shupe

William (Bill) Shupe is President of W. Shupe & Company, a Regina-based firm that provides investment and strategic management advisory services to individuals, businesses, institutions and governments. Mr. Shupe is a Chartered Financial Analyst (CFA), and a Sloan Fellow and Masters Graduate of the London Business School. He also holds a Law degree from the University of Saskatchewan. Mr. Shupe is a Director and Advisory Board Member of several public and private corporations, and currently serves as Executive-in-Residence at the University of Regina Faculty of Business Administration, where he lectures in Corporate and Government Finance at both the undergraduate and graduate levels.
Our multidisciplinary firm of planners and designers focuses on the complex processes of city building by thinking carefully about places, people, and environments. We analyse, envision, negotiate, plan, and design urban environments primarily within the public realm - places where cultures and communities thrive and flourish.

Serving both public and private clients, our work is characterized by thorough project management, comprehensive planning analysis, a strong and clear commitment to beauty through design, and a willingness to understand the uniqueness of each place where we work. All of our projects benefit from our highly collaborative approach.

We work on a variety of scales, from campus master planning to the analysis of specific redevelopment sites, and in diverse settings, from the Canadian Arctic to China. While most of our projects are located within the Greater Toronto Area, we have experience across Canada, the United States, Mexico, the UK, and Asia.

The services that Office for Urbanism provides include:
- Downtown Revitalization
- Waterfront Plans
- Open Space Master Plans
- Campus Master Plans
- Visioning Studies
- Site Analysis + Master Planning
- Planning Appraisals
- Peer Review
- Site Planning
- 3D Modelling
- Public Consultation + Facilitation
- Urban Design Guidelines
- Expert Testimony
- Policy Analysis + Development
- Community + Economic Development
- Implementation Strategies
- Project Management
- Development Review
- Branding + Communication Strategies
- Streetscape + Civic Space Design

Planning - is about addressing a myriad of land use, social, economic, political, environmental and design issues in a comprehensive, in-depth and rational manner. Planning is an integrated discipline that demands analysis and understanding of processes, systems, places and people that have the potential to impact, and to be impacted by, a plan.

Design - is about consolidating ideas and offering unique solutions that fit specific places by meeting specific challenges. Through design, we seek to improve and inspire living environments. Design is about innovation and imagination, but also about providing professional opinion with integrity.

Consultation - is about involving people in a process, and ensuring that it is inclusive of a broad array of ideas, perspectives and possibilities. Planning and design rooted in consultation is understood to be a dialogue that positions a plan to be implementable, legitimate and congruent with how people live, work, and play.

Strategy - is about understanding that all projects are rooted in a specific political and economic context that makes their viability unique, and sometimes tenuous. A strategic plan demands an integrated approach that considers key issues: how will this plan come to fruition? Who will be involved? Is it, or how can it, be economically viable?
About AECOM

AECOM is a global provider of professional technical and management support services with more than 43,000 employees around the world.

In Canada, AECOM has more than 4,000 employees and provides consulting, engineering, environmental and project management services in the areas of transportation, water, community infrastructure, environment and design.

We offer our clients a full spectrum of integrated services, nationwide expertise, and access to the technical resources of our parent company, a leading provider of engineering services.

Our Clients

Our clients drive our business. The ebb and flow of their work, their needs and their dilemmas inform everything we do, from our staff and training to our quality management systems.

The relationships we’ve established with our clients are based on trust, integrity and technical excellence. In some cases, we have relationships spanning 90 years and more. We are proud to serve communities from the north to the south, from Ile-a-la-Crosse to Regina; institutions that are the bedrock of the province — from the University of Saskatchewan to the Canadian Light Source — and businesses that drive the economic engine of the province such as PotashCorp and AREVA.

Our People

Each of our employees brings unique and valuable talents to our organization.

As an industry leader, AECOM recognizes the contributions of our people and we celebrate their integrity, professionalism and commitment. Our people are passionate about their work and exemplify the best our industry has to offer.

Together, we are dedicated to improving the communities in which we live and work, and are united by our shared purpose and core values.

Our Core Values

Integrity

Employees

Clients

Excellence

Innovation

Agility

Safety

Profitable growth

Business Lines

Transportation

Water

Environment

Design

Disciplines

Engineering

Planning

Project Management

Program Management

Construction Management

Environmental Services
26 January 2010
File R4397.1

Crown Investments Corporation
Suite 400, 2400 College Avenue
Regina, Saskatchewan
S4P 1C8

Attention: Mr. Bob Trahanasko

Dear Sir:

Subject: Clifton Associates Ltd. Qualifications

We are pleased to present the following qualifications.

Clifton Associates Ltd. is a western Canada based consulting engineering firm specializing in earth sciences, particularly in the areas of environmental, geotechnical and civil engineering. Since its inception in 1978, Clifton Associates Ltd. has completed over 16,000 projects, many of which were large scale and complex in nature. Clifton Associates Ltd. consists of approximately 150 engineers, geoscientists, technologists and support staff with offices in Saskatchewan and Alberta.

Clifton Associates Ltd. has expertise in geo-environmental site assessments and remediation and in geotechnical and foundation engineering. Both of these service areas are integral to our business and several of our engineers and technical staff have skills and training in both service areas. For example, many of our field staff are skilled in both geo-environmental site investigations and geotechnical site investigations.

Typical major projects including:

• City of Regina Mt. Pleasant Oil Pit remediation that included excavation of approximately 11,000 tonnes of waste oil pits within a decommissioned landfill that is currently a City park.

• Wascana Lake Deepening project that involved excavation of 1.5M cubic metres from Wascana Lake in the centre of Regina. This project received the Consulting Engineers of Saskatchewan award of excellence.

• Crowchild Trail Corridor Improvements. Geotechnical design of three interchanges and retaining walls for a major freeway improvement in Calgary. The work included assessment of slope stability and construction issues.

• Credit Union EventPlex (Regina Exhibition Park Multi-Purpose Facility). Geotechnical investigations and construction quality assurance for a 40,000 ft² exhibition facility.

Clifton Associates Ltd. is well equipped to deliver large projects with seasoned senior practitioners, project management systems, and depth in our technical staff.

We have a well equipped soil laboratory and field equipment inventory required for geo-environmental and geotechnical projects. Field equipment available includes interface detectors, water level indicators, combustible vapour and photo-ionization detectors.
hydrogeologic instrumentation, as well as survey and compaction testing equipment. Our soil laboratory can provide soil testing required in support of geotechnical investigations and quality control testing for construction and excavation backfill.

David Kent, P.Eng., is the project principal responsible for the project and provided senior review on the project. Mr. Kent has 30 years of experience in delivery of geo-environmental projects in Saskatchewan and Western Canada. He was the project principal responsible for delivery of the Imperial Oil Master Services agreement and responsible for project review of the Imperial Oil Projects delivered from the Saskatchewan offices. In the 1980’s he was seconded to CP Rail Chief Engineers Office and in the capacity assisted in the development of CP’s environmental policy and in particular assisted in development of a site inventory and ranking process using a process similar to the CCMES site ranking guidelines. He has broad experience in geotechnical and civil engineering projects as well as environmental studies.

He is experienced in all aspects of geo-environmental projects from Phase 1 Environmental Site Assessments through remediation systems and development of closure documentation. He is experienced in public communications having managed and attended several public open house and public consultation programs. He is experienced in regulatory liaison. He has managed large environmental excavations such as the City of Regina Mt. Pleasant Oil Pit remediation project which included risk assessments, development of remedial excavation design, contract documents and specifications, and field engineering and contract administration services.

Greg Kuntz, P.Eng., was the environmental engineer for the project. Mr. Kuntz has eight years of extensive and varied experience in delivering geo-environmental projects. He was a project engineer for an Imperial Oil master services agreement and has delivered all phases of environmental projects from Phase 1 Assessments to remediation and documentation of remedial activities. He is currently responsible for developing work proposals, managing field engineers and technologists, reporting and financial project control for environmental projects. He is a respected manager, skilled in field investigations, field remediation, and office reporting. He has broad experience in other civil and other industrial environmental projects and experience in managing contractors and in contract administration.

Mr. Kuntz is the Regina safety coordinator and is heavily involved in delivery of Clifton Associates Ltd. Safety program.

Mr. Rick Yoshida, P.Eng., was the geotechnical engineer for the project. Mr. Yoshida has over 25 years of experience in geotechnical and foundation engineering in Western Canada. Key projects undertaken in Regina include the RCMP National Heritage Centre that is a 540M and 41,000 sf facility, Credit Union Eventplex (Regina Exhibition Park Multi-Purpose Facility) that is a 135,000 sf exhibition facility, and approximately 50 large concrete grain elevators throughout western Canada. Mr. Yoshida is a skilled foundation engineer with experience in a variety of industrial and commercial structures under a broad range of geotechnical conditions.

Yours truly,

Clifton Associates Ltd.

[Signature]

David D. Kent, P.Eng.

Clifton Associates Ltd.
Stadium Consultants International, Inc. (SCI) is a multi-disciplinary consulting firm specializing in the financial and physical planning, development, implementation and project management of sports, recreation, leisure and entertainment facilities. SCI works closely with BBD Architects who are experts in sports facility design.

In the past decade, SCI has been involved in more than 100 sports-related projects internationally and has been responsible for the programming and design of major stadia and arenas in North America, Europe and Asia.

Our clients include NBA, NHL, MLB and European professional soccer franchises, various levels of government, minor league and community sports organizations and private developers.

Corporate Profile

Projects completed or underway include Windsor’s Family Credit Union Centre, the new Madison Square Garden, Nassau Coliseum Renovation, General Motors Place in Vancouver (originally for NBA Grizzlies and NHL Canucks), Air Canada Centre in Toronto (NBA Raptors, NHL Maple Leafs), Hartwall Arena in Helsinki, Color Line Arena in Hamburg, Siemens Arena in Lithuania, Riga Arena in Latvia, Kingston K-Rock Centre, Brampton Sports & Entertainment Centre, Barrie Molson Centre (OHL Colts), Hank Aaron Ballpark (Mobile, Alabama – Double A), Germain Arena in Naples, FL, Bridgeport Arena, John Labatt’s Centre in London, Renovations to Calgary’s Saddledome, and Edmonton’s Rexall Place, Ricoh Coliseum, the Kitchener Auditorium Renovation, as well as a variety of other projects involving the retrofitting of facilities to enhance event use and revenue generation.

SCI’s specialized technical expertise in roof design has resulted in technical patents in North America, Europe and Japan for retractable roof technologies.

SCI also acts as a sports facility consultant for government agencies undertaking joint venture or design build projects. In this coordination role, SCI assists with the programming, concept design, tendering and technical review of the project.

As a result of its long-term involvement with many major sport, entertainment and recreational facilities, SCI has acquired and maintains a comprehensive data base on major North American, European and Asian stadia, arenas and recreation centres.

Included in this information resource are many examples of innovative methods for public and private joint ventures, as well as detailed records of complex financial models and procedures necessary to launch these types of projects. This impressive collection of case material is extensively catalogued in SCI’s data library and CAD system.

SCI’s mission is to provide its clients (sporting organizations, business enterprises, government agencies, community groups, etc.) with the most up-to-date consulting services in the areas of design, financial feasibility, budgeting, strategic planning, programming, retractable dome technology and project management for all forms and scale of sports, leisure, and entertainment facilities.

SCI contracted the following other consultants:
Our Firm

The Mitchell Partnership Inc. was founded in Toronto (1958) as a mechanical building services consulting engineering practice. Our firm continues to evolve in direct response to our Clients’ needs. The Toronto office with approximately 80 technical staff, including 40 professional engineers and designers, are networked with an additional 75 in our associated Boston and Calgary offices. We have established alliances with selected firms’ worldwide, facilitating qualified local representation in major centres.

Our design philosophy expands TMP’s services beyond traditional boundaries. We have cultivated a sensitivity for client and market priorities in all facets of the building services mechanical engineering field from engineering assessments and studies through typical and specialized design commissions, document production, construction phase inspection, design/build, energy studies, field inspection and supervision, to building systems commissioning and consulting services for building operations. Project types include a broad spectrum of commercial, high rise, institutional, retail and industrial applications of all sizes. The specific expertise gained by recognized champions in each specialty, is shared by means of a purposeful and dedicated inter and intra-office communications system.

Our approach to each project is centred on the assignment of a principal of the firm to full responsibility for the leadership role through all of its phases. This principal manages the assigned TMP team and its continuing client interface from initial concept design through the warranty period, drawing the specific expertise required from our staff group.

The Mitchell Partnership Inc. has gained a unique reputation for the design of energy efficient mechanical systems including original development of central heat pump chillers, hot and cold thermal storage, compartmentalized VAV air conditioning systems and office underfloor air distribution. Many of our techniques have since become industry standards.

Our close association with the construction and building operations components of our industry provides valuable feedback, giving our staff unique insight into the effectiveness of their efforts and allowing them to continuously upgrade their familiarity with, and understanding of, our increasingly complex specialty. As an example of the benefit of this exposure, we develop our own mechanical systems cost estimates for most projects and have worked very successfully with team cost consultants to apply this expertise.

Construction practices, traditionally very parochial, have benefited immensely from the global expansion of markets. We have contributed to this evolution through the transfer of advanced technologies from international projects, to encourage adoption of innovative practices on all our projects. Our 25 years of overseas project participation has developed within us a respect for other social and technical cultures. We research new and proven opportunities, listen to our clients’ needs, and investigate local conditions before arriving at recommended design solutions. Ultimate success in operating locally, or overseas, transcends technical competence, to focus upon committed team participation, collectively assuring technical excellence.

The Mitchell Partnership Inc. has prospered as a strong member of a project team. We contribute our full resources to the specifics of our own discipline, while maintaining an overall dedication to the ultimate success of the project and the objectives and requirements of the Client.
CORPORATE PROFILE

The Halcrow Group has established itself globally as one of the premier consulting engineering practices. With 7,000 staff and 80 offices worldwide it provides a full range of engineering services globally.

Halcrow’s Property Group, Halcrow Yolles, operates from offices in Toronto, Calgary, New York, Chicago, Las Vegas, London and throughout the UK, the Middle East and the Cayman Islands.

Its portfolio includes projects in the Americas, Europe, North Africa, the Middle East and Asia. Halcrow Yolles has developed a solid reputation in the commercial, hospitality, sports, parking, entertainment, healthcare, residential, transportation and institutional building sectors.

Halcrow Yolles' successful collaborations with architects, developers, government agencies, corporations and contractors are due to its understanding of architectural expression, its cost effective and functional solutions, as well as its fundamental understanding of, and critical contribution to, the design and construction processes.

The firm provides key support services throughout all phases of the design and construction process, from feasibility studies through to construction review. Halcrow Yolles also provides services throughout the cycle of a building by providing remedial work strategies, restoration programs and condition assessment reports.

PRIMARY SERVICES
Structural
Façade Consulting
Physical Condition Assessment
Strategic Services

SPECIALIZED SERVICES
Sustainable Design
Blast Resistant Design
Restoration Services
Smith + Andersen

Company Profile

Founded in Toronto in 1965, Smith + Andersen first focus was in the field of mechanical building systems. Over time we've assembled a variety of engineering talent to both complement and add to our core strengths. Notable growth occurred in 1976-77 when we opened branch offices in Calgary and Ottawa. In 1997 we created electrical division focus specifically on electrical building services. As well, in 1999 we integrated a well-known, full-service communications consulting and project management division. Further expansion includes the establishment of our Dubai office in 2007, Edmonton and Vancouver offices in 2009.

Since 1965, we have been delivering integrated services and project management for building systems. Backed by a team of engineers & designers responsible for an accomplished portfolio, we take pride in offering clients engineering excellence through creative design, attentive service and a dedication to professionalism at every stage of our involvement. Together we provide broad professional expertise and the strategic know-how to manage the most elaborate projects. *We Engineer Confidence.* At Smith + Andersen it's a belief that as much guides us as it does define us, but more than that it is also a promise that we make to our clients.

Sports Facilities pose many interesting design challenges due to the varied functions they can house and the flexibility such varied programming demands. They all have different occupancy levels and require different lighting levels and special power requirements. Our approach to the design involves collaboration with the various stakeholders including maintenance and operation staff, the design team, contractors, the public and user groups. The systems for a sports facility must be designed to allow flexible operation of the complex while maintaining energy efficiency. Equipment and systems must be selected for quality, ease of maintenance and for the lowest life cycle owning and operating costs possible while staying within the budget allocated.
Engineering
Since our founding in 1955, Hatch has earned a reputation for superior project outcomes based on a strong tradition of engineering excellence and innovative design. Our commitment to ongoing recruitment and development of the brightest new graduates around the world ensure that the tradition continues. To serve all client sectors, Hatch’s expertise incorporates all major disciplines of engineering including Civil, Structural, Mechanical, Piping, Electrical Instrumentation and Control as well as areas of specialist expertise such as Process Control, Hydrotechnical, Structural Assets and Custom Equipment Design.

Our teams are equipped with the latest tools and technologies including data-centric 3D plant design systems, parametric 3D component design software, finite element analysis, computational fluid dynamics and many types of simulation software. Our teams are also able to access the multi-discipline and multi-industry expertise resident in Hatch through communities of practice, expertise directories and peer networks.

Our teams work closely with clients to incorporate the client's knowledge and requirements are built into the project starting at the earliest projects stages. We “do our homework” and ensure that technical decisions and designs are sound, and where appropriate, include the input and expertise of Hatch specialists from around the world. Finally, our engineering teams deliver their work as an integral part of Hatch’s Project LifeCycle Process, working closely with our procurement, construction and commissioning teams to achieve optimal overall project outcomes.

Machine Design
The Machine Design Group specializes in the custom design and build of innovative machines to suit the client’s specific requirements. Our main focus is heavy industry applications to support some of our clients and Hatch’s proprietary technologies. We bring designs from concept, proof of principle to finished working equipment. Including the design, specifications, purchase, bid review, build, shop testing, QA, shipping, installation, site supervision, start up, trouble shooting and maintenance of mechanical equipment. We have a community of related skills available including welding inspection and design, controls and SIL safety equipment reviews.

Retractable Roof Experience
The following is a list of the Machine Design Group’s experience with retractable roofs:

ROGERS CENTRE (Toronto Ontario, Canada) - Hatch was retained by the owner to do the peer review of the mechanical design pertaining to the retractable roof system.
CHASE FIELD (Phoenix Arizona, USA) - Hatch was responsible for the detail designed of the mechanical equipment for the retractable roof system and North wall doors. Hatch has been involved in the annual maintenance inspection and repairs for the last eight (8) years.
CONSULTING - Hatch has been retained by various clients to consult on retractable roofs of other stadiums.
PROPOSALS - Hatch has been involved in a number of proposals involving retractable roofs and/or fields for various international stadiums.
Rowan Williams Davies & Irwin Inc.

Overview

RWDI is a unique consulting firm that uses an array of engineering, computer and scientific capabilities to help designers create comfortable environments and high performance buildings and structures for all of the world's climates.

Our experts collaborate effectively with architects, engineers, planners and developers on integrating design issues such as sustainability, wind, sun, snow, sand, ventilation and cooling, air quality, noise, acoustics, vibration, energy, daylighting, renewables, structural dynamics, motion control, and other unique and demanding design issues. Our involvement helps clients save money, save time, reduce risk and achieve designs with higher levels of performance overall.

With substantial resources in seven countries, we are accessible and responsive - using our experience, four wind tunnels, computer clusters and advanced building-science software - to help our clients achieve greater success.

FIELDS OF SPECIALIZATION

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<thead>
<tr>
<th>Wind Engineering</th>
<th>Solar Benefits + Daylighting</th>
<th>Ventilation</th>
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<tr>
<td>Wind + Thermal Comfort</td>
<td>Green Buildings</td>
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<td>Air Quality</td>
<td>Renewable Energy</td>
<td>Dynamics + Motion</td>
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<td>Energy</td>
<td>Snow Sand Rain</td>
<td>Noise + Acoustics</td>
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SASKATCHEWAN MULTI-USE FACILITY

RWDI used our experience as part of the design teams of every retractable roof stadium in North America to provide qualitative analysis for wind and snow loads and highlight examples of both positive and negative design features of the proposed facility. We provided a review of the building geometry in order to reduce the likelihood of large roof snow loads or wind loads with consideration of important structural design combinations and provided input on sliding ice and snow considerations.

RWDI also provided the design team initial wind and snow load estimates for key load cases. Using applicable codes, results from past studies, technical papers, the local wind statistics, the structure's shape, and site exposure key wind and snow loading cases were provided.
Introduction to Global Spectrum

Global Spectrum provides innovative management, marketing, operations, and event booking services for public assembly venues, including arenas, civic, conference and convention centers, stadiums, ice facilities, equestrian centers, and theaters. The most professional and experienced senior management staff in the industry leads Global Spectrum. In addition to providing a full scope-of-services for existing venues that decide to “privatize,” Global Spectrum also provides pre-opening design and construction consulting services for the development phase of venues under construction.

Clients

With venues in the United States, Europe, Canada, Southeast Asia, and an ever-increasing international presence, we have an unprecedented rate of growth in the industry. This is due, in part, to our unique business model. Global Spectrum is a worldwide leader in venue management with eighty-seven (87) client facilities that include:

- Thirty-four (33) Arenas
- Twenty-six (26) Convention Centers
- Eleven (11) Stadiums
- Seven (7) Performing Arts Centers/Theaters
- Five (5) Ice Facilities
- Five (5) Specialized Venues

A World Leader in Facility Management

For our last completed fiscal year, Global Spectrum-managed facilities collectively achieved the following results:

- Presented 10,061 events
- Achieved event attendance over 15.9 million
- Generated over $310 million in gross ticket sales
- Generated over $542 million in gross revenue

History

Global Spectrum began operations in 1994 as Globe Facility Services, of Tampa, FL. In January 2000, a majority interest in Globe Facility Services was acquired by Comcast-Spectacor under the leadership of former Global Spectrum President and CEO, Mich Sauers, creating one of the leading and best financially resourced private management companies in the industry.

Comcast-Spectacor: Global Spectrum’s Parent Company

Global Spectrum’s parent company, Comcast-Spectacor, is the Philadelphia-based sports and entertainment firm which owns the Philadelphia Flyers of the National Hockey League, the Philadelphia 76ers of the National Basketball Association, the Wachovia Center, the Wachovia Spectrum, and Comcast SportsNet, the 24-hour regional sports programming TV network. Mich Sauers, Senior Vice President of Business Development for Comcast-Spectacor (formerly President and CEO of Global Spectrum), works closely with Global Spectrum to develop business opportunities that also involve other companies owned by Comcast-Spectacor that includes Ovations Food Services, New Era Tickets, and Front Row Marketing Services. Comcast-Spectacor is owned by the Comcast Corporation, the nation’s leading provider of cable, entertainment, and communications products and services. As a result, we are the most well capitalized firm in the business.

Scope-of-services

Under full or contract management, the owner retains all of the rights and privileges of ownership while Global Spectrum performs assigned management functions. The owner sets policies; Global Spectrum establishes procedures to implement the policies.

Global Spectrum recognizes that no two facilities, markets or owners are identical. Instead of subscribing to a “one-size-fits-all” management philosophy, Global Spectrum customizes a unique management solution for each client. By adapting proven industry practices and instituting creative procedures, Global Spectrum-managed facilities function at high levels of operational and fiscal responsibility. Management solutions typically include the following key areas:
Firm Profile

KPMG LLP, a Canadian limited liability partnership established under the laws of Ontario, is the Canadian member firm affiliated with KPMG International, a global network of professional firms providing Audit, Tax, and Advisory services. Member firms operate in 144 countries and have more than 137,000 professionals working around the world.

The independent member firms of the KPMG network are affiliated with KPMG International, a Swiss cooperative. Each KPMG firm is a legally distinct and separate entity, and describes itself as such.

KPMG LLP is one of Canada’s largest professional services organizations with over 5,000 personnel in 33 offices across the country; our presence in Canada goes back over 135 years. We deliver audit, business advisory and tax services to individuals and business, government and not-for-profit organizations with an industry focus.

Tom Robinson – Regional Managing Partner, West Region
Tel: 306.791.1203
Email: ttrobinson@kpmg.ca

Tom Robinson is the regional managing partner of the West Region for KPMG. Over the past 35 years he has provided audit business advisory and consulting services to large and medium sized organizations in the private and public sectors.

Tom graduated from the University of Regina and qualified as a Chartered Accountant in 1978. Tom has been committed to act community service in Regina for many years. He has served as president of the Saskatchewan Roughrider Football Club, Sask Sport, the 1987 Western Canada Summer Games, the Assiniboia Club, Vice President of Sponsorship for the 1995 Grey Cup, and chairman of the Board of Governors of the Canadian Football League.

He was recognized with a Distinguished Alumnus Award from the University of Regina in 1997, a Distinguished Service award from the Saskatchewan Institute of Chartered Accountants in 2002 for his contributions to community service and the CFL Commissioner’s Award in recognition of outstanding contributions to the Canadian Football League in 2004.
Colin Woloshyn, CA – Senior Manager
Tel: 306.791.1221
Email: cwoloshyn@kpmg.ca

Colin is a Senior Manager in KPMG's Audit and Business Advisory Services practice in Regina. Colin joined KPMG in May 1999 and has had experience providing services to large and medium sized organizations in both the public and private sectors.

Colin is currently involved with the University of Regina Alumni Association, serving on the Board of Directors and is the Vice-President of Finance. In addition, Colin is a member of the Institute of Internal Auditors.
Rob Giberson is an Associate Professor in Faculty of Business Administration, University of Regina and a management consultant for his company Blue Roo Inc. He holds a Hons. B.Sc. from the University of Western Ontario and an M.B.A in marketing from Wilfrid Laurier University. He did his doctoral studies in marketing at the Richard Ivey School of Business, University of Western Ontario.

Rob has extensive teaching and facilitating experience in management and executive development. He has been noted in Macleans ‘Review of Universities’ editions five times as one of the “Most Popular Professors” at the University of Regina’s and holds several teaching awards. His primary research and consulting activities are in the areas of Business and Marketing Strategy as they relate to, the interface between Aboriginal and non-aboriginal businesses, technology interfaces, and executive development. He has consulted on a wide range of programs and projects.

A sample of Saskatchewan based clients he has done work for include: Saskatchewan Assessment Management Agency; Saskatchewan Health Authorities; SaskPower; Ralph Mackay Industries; Government of Saskatchewan; Human Resources Development Canada (Regina); Saskatchewan Trade and Export Partnership; and, Bill Shupe and Associates.
**PCL has a reputation as a construction leader:** a strong, reliable, and successful contracting entity that prides itself on producing a quality product that meets or exceeds client expectations. It is this reputation for construction excellence that makes us one of the leading General Contracting organizations in North America.

*Our vision...*

...aspiring to be the most respected builder, renowned for:
- excellence
- leadership
- unsurpassed value

We celebrate the past and build for the future. The PCL family of companies began operations in 1906 in Stoughton, Saskatchewan, when Ernest Poole founded Poole Construction Company Limited. The company’s growth and development has since resulted in the establishment of numerous companies and branches in Canada and the United States.

Our operations are conducted by independent companies, working out of 27 major offices that are strategically located to support work across Canada, the continental United States, Alaska, the Hawaiian islands, and the Caribbean.

Together, these companies form the PCL family of companies – the largest general contracting organization in Canada, the seventh largest in the United States, and forty third in the world with an annual construction volume in excess of $6 billion. We have been continuously operating in Saskatchewan since our founding and are proud to be a Saskatchewan success story.

Our presence throughout North America, along with our experience in every construction market, has gained us the support of the most competitive suppliers and subcontractors. The resulting efficiencies, as well as our combined purchasing power and co-operative relationships, provide our clients with the best team possible.

**PCL’s market scope** encompasses a wide range of commercial, civil and industrial projects.

- Our vast portfolio of buildings includes office towers, airports, museums, malls, and hospitals.
- In the civil infrastructure market we build bridges, water treatment facilities, interchanges, and light rail.
- We are a leading heavy industrial contractor with experience in the gas processing, oil sands, refining, and power generation industries.

Each year, much of our work is awarded on the basis of best value, with the industry recognizing the importance of expertise and overall value in the delivery of a successful project. Low bid does, however, continue to be a selection factor as a significant portion of our work is awarded on price. Our success statistics in each category indicate we provide the best value and competitive pricing.
Across North America, PCL has been a team member on numerous sport and athletic related projects ranging from minor upgrades of existing facilities to construction of field houses for educational and municipal clients to construction of major sport and entertainment venues. Some prominent projects include:

- Air Canada Centre, Toronto, ON
- Home Depot Center, Carson, CA
- MTS Centre, Winnipeg, MB
- Staples Centre, Los Angeles, CA
- BMO Field Soccer Stadium, Toronto, ON
- BC Place Retractable Roof, Vancouver, BC

Many of our projects present unique technical challenges requiring a construction team with a solid understanding of complex building systems. Our experienced construction teams consistently utilize tools such as 3D modeling and building information modeling, web-based project management, along with our budget, schedule and cost control systems, to ensure success on every project.

PCL has extensive experience constructing spectator sport facilities. We are able to identify specific needs when building a world-class stadium. We would welcome the challenge and opportunity to become project partners and are committed to providing an innovative local landmark in Regina’s downtown skyline that will enable audiences to experience a spectacular entertainment facility.

Our current experience with similar facilities across North America allows us to draw on these project teams for valuable costing, schedule, and design information to bring back to our local market. Our preliminary estimates are developed using the most current cost information available. We use our company-wide experiences to gather cost and constructability information, along with our considerable local market knowledge to create an estimate that is both comprehensive and tailored to the Saskatchewan market.

Respected throughout North America, PCL has earned a well established reputation for integrity, quality, performance and safety. PCL has continually received awards of excellence for quality, innovation, safety and community spirit – awards reinforcing our company’s reputation as an employer of choice, construction leader and valued community member.
September 24, 2009

Mr. Ron Styles  
President & CEO  
Crown Investments Corporation  
400 – 2400 College Avenue  
Regina, Saskatchewan  
S4P 1C8  

Dear Ron:

I understand that the Province of Saskatchewan, together with the City of Regina, the Federal Government and the Saskatchewan Roughriders are presently examining the feasibility of an enclosed stadium that would serve a number of different purposes for the Province including being the new home field for the Saskatchewan Roughriders.

As a follow-up to your recent inquiry to the Saskatchewan Roughrider football club regarding the seating requirements for a city and venue to be considered for awarding of the Grey Cup, I am pleased to confirm that a stadium with a combined minimum permanent and temporary seating capacity of 45,000 would be more than sufficient for the foreseeable future. More importantly, an enclosed stadium would make Regina a very attractive locale given the other very positive advantages that the Roughriders, the City of Regina and the Province of Saskatchewan bring to hosting of the Grey Cup.

If you have any additional questions, please feel free to contact my office directly.

Sincerely,

Mark Cohon  
Commissioner  

Copy: Jim Hopson, President, Saskatchewan Roughriders  

www.cfl.ca