

Catalyst Committee Presentation.

# Transformational Placemaking

Overview of the Arena Planning Strategy Committee Report

# Why We are Here

## Sharing the Results

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We were asked to share the results of the Arena Planning Strategic Committee with the public through a shared presentation and engagement sessions.

On behalf of the Board of Directors and Administration at the Regina Exhibition Association Limited we are delighted to be here today.

It should be noted that a full report has been submitted to City of Regina Council and has been formally received. Some of the information must remain confidential at this time as it relates to specific land assembly considerations.

It should be additionally noted that a summary presentation of the Arena Planning Strategic Committee work was shared in a presentation to Regina City Council and the results would be available through the City of Regina Website should you desire further information.

If you have any questions, please feel free to ask today, or follow up with our team at any time.

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# Exploring Options.

Reviewing the Five Primary Locations Identified by the Arena Planning Strategy Committee.



With the purpose of respecting the potential future land assembly needs related to a new Multi-Purpose Event Centre, this report will consider the three potential downtown sites short-listed by the APSC as confidential. The detailed analysis of each site has been provided within the confidential final report.

# A Final Submission

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## Delivery on Time

The Arena Planning Strategic Committee (APSC2) have submitted the final detailed feasibility study on the development of a new Multi-Purpose Event Centre.

The detailed 140 page report has been approved by the APSC and the Board of Directors at REAL.

The presentation and report were received by Regina City Council.

At this point the APSC has concluded meetings and has completed the scope of work.

Regina City Council, as a next step, struck a committee that would consider the Multi-Purpose Event Centre as one of numerous catalyst transformational projects being brought forward. This committee was named the Catalyst Committee and is the reason we are all here today.



# Executive Summary

## Brandt Centre 2.0 Exploring the Future

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On April 7, 2021, the Regina Exhibition Association Limited (REAL) presented to Regina City Council the **Brandt Centre 2.0 – Exploring the Future** report, a comprehensive collection of research and recommendations on behalf of the REAL Board of Directors to support and guide decisions regarding the community asset know as the Brandt Centre.

The working group behind this report, the Arena Planning Strategic Committee (APSC), was comprised of Regina business leaders, stakeholders, City of Regina and REAL administration.

The Brandt Centre is an aging facility that is essential to providing indoor entertainment and sport experiences in Regina. This Mid-Sized indoor multi-use arena is home to countless world-class events, the Regina Pats Hockey Club, the Maple Leaf Finals Rodeo and Canadian Western Agribition, and between 15-20 annual concerts and cultural events.





# Executive Summary

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## The Brandt Centre 2.0

The recommendations in the [Brandt Centre 2.0 – Exploring the Future](#) report brought forward to City Council were:

- 1 • Prioritize the replacement of the Brandt Centre
- 2 • Develop a re-purposing strategy for the Brandt Centre
- 3 • Develop a short-term maintenance plan for the Brandt Centre
- 4 • Advance the work of the Arena Planning Strategy Committee
- 5 • Don't just Build an Event Centre – Build a District

The report was accepted by Regina City Council.

# The APSC2

## Building Upon the Prior Work of the Team

Tiffany Stephenson	Co-Chair	REAL BOD Director
Tim Reid	Co-Chair	REAL, President & CEO
Sandra Masters	Ex-Officio	City of Regina, Mayor
Wayne Morsky	Ex-Officio	REAL, Board Chair
Kim Onrait	Member	City of Regina, Administration
Chris Lane	Member	Economic Development Regina
Trent Fraser	Member	Stakeholder, Regina Minor Hockey
Frank Hart	Member	Economic Development Regina
Jordy Schaworski	Member	Warehouse District

Mitch Molnar	Member	Downtown Business Association
Tracy Fahlman	Member	Regina Hotel Association
Neil Donnelly	Member	Conexus Art Centre
Rosanne Hill-Blaisdell	Member	REAL, Board Director
Jason Carlston	Member	Warehouse District
Lori Ireland	Member	Regina Chamber of Commerce
Sinead Tierney	Member	REAL, Corporate Governance
Sandra Jackle	Member	REAL, Corporate Development
Roberta Engel	Member	REAL, Corporate Services

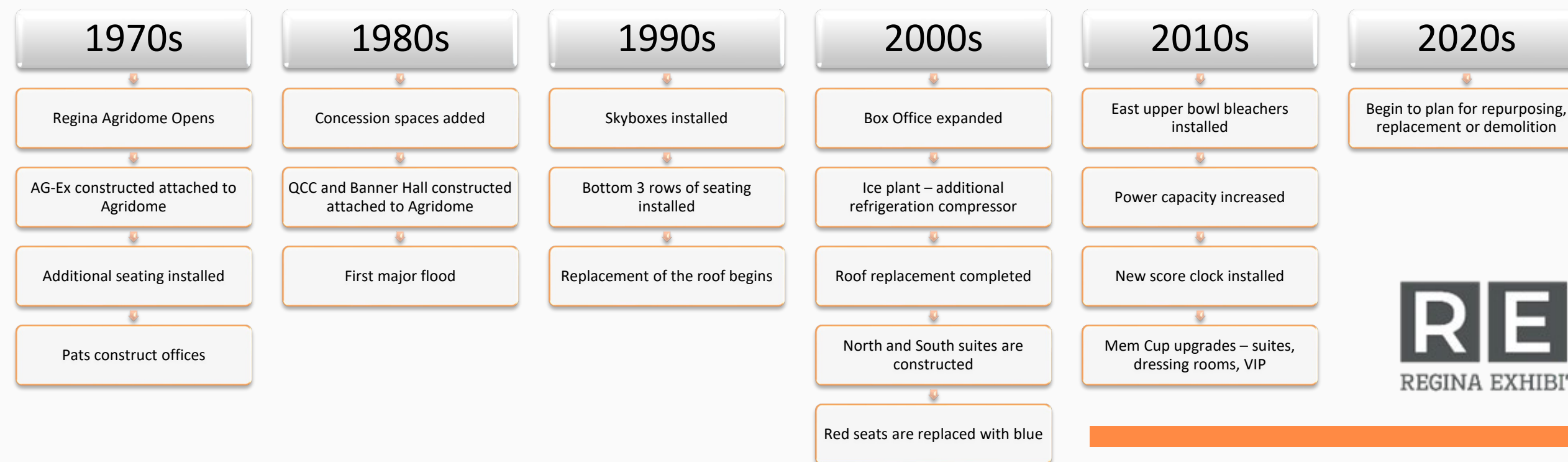


# Brandt Centre Over Time.

## Investing in the Brandt Centre.

In 1975, construction began on the Regina Agridome, which was intended to eventually replace the Exhibition Stadium (originally built in 1917). The Canadian Western Agribition and the agricultural industry were the primary themes for the approval and funding of the build, which was completed in 1977. The original cost to build was approximately \$7.7 Million (which, in today's dollars, converts to a value of \$33 Million). In 2006, the Regina Agridome was renamed to what we know today as the Brandt Centre. From the very beginning, REAL was involved with the construction, operation, and ongoing maintenance of the building.

Over the last 43 years, several improvements were made to operationally enhance the building, expand seating capacity, improve food and beverage services, and build on the interconnectivity of other buildings, resulting in the current layout that is familiar to all today:







# Consulting Team

## A Strong Team Supporting a Strong Process

### **TBD Architecture + Urban Planning**

TBD Architecture + Urban Planning (“TBD”) is an architectural studio with international reach that offers extensive expertise in the design, expansion, modernization and retrofitting of sports, recreation and entertainment Facilities.

### **PCL Construction**

PCL Construction began with humble beginnings in Stoughton, Saskatchewan in 1906. Over the course of the next 70 years, PCL expanded and had projects throughout Canada and entered the US market in 1975.

### **Economic Development Regina**

Economic Development Regina (EDR) is the lead agency for economic development for the Greater Regina Area (GRA). EDR provides leadership to the community within specific accountability for specific core functions around growth and development.

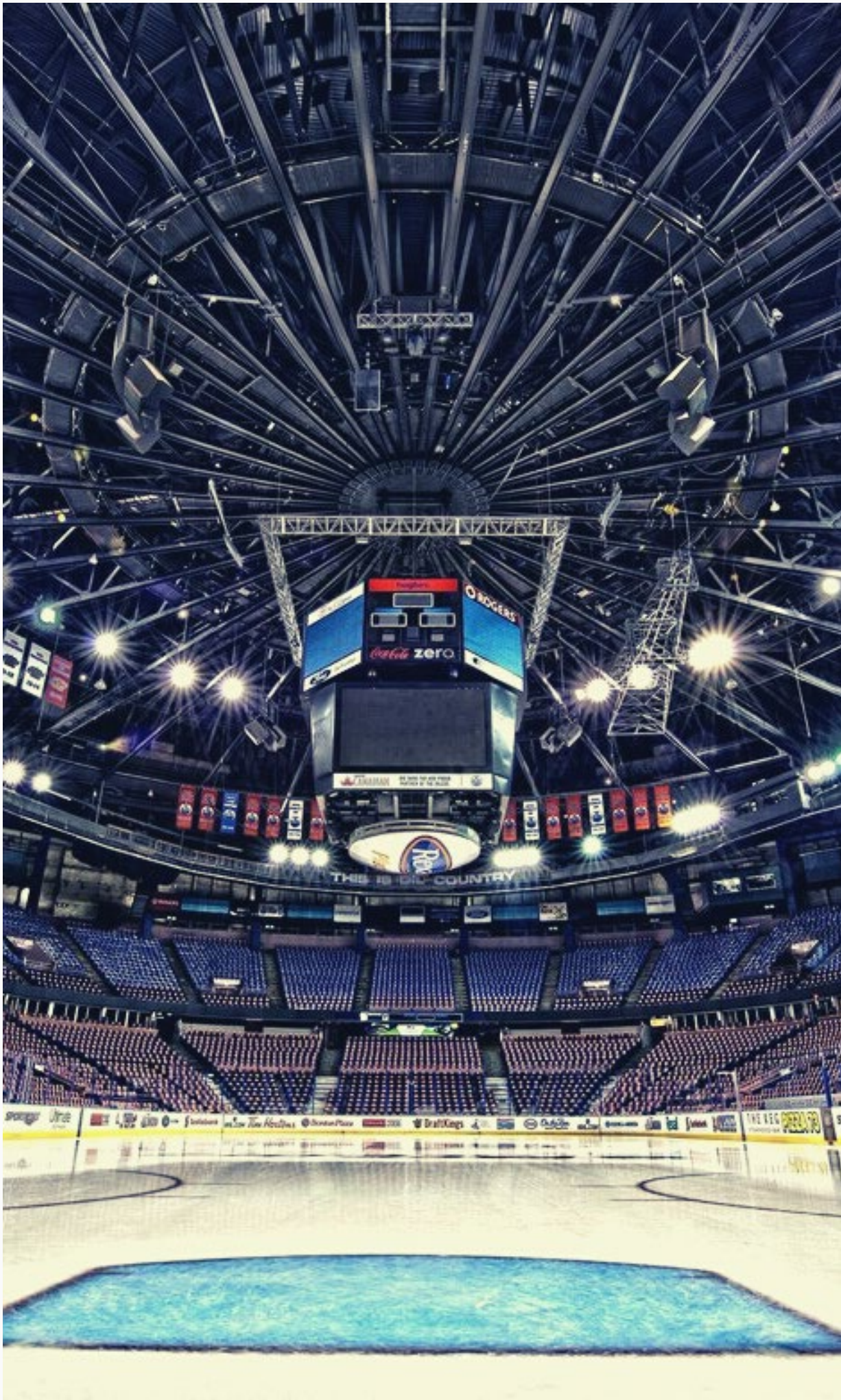
### **Praxis Consulting**

In the second phase of work, the APSC2 directed EDR to obtain an Impact Study for the potential location sites under consideration. EDR proceeded to engage Praxis Consulting, Regina, to undertake an Economic and Community impact analysis and offer an objective assessment on the quantitative and qualitative aspects of each location being considered.

### **KGS Group**

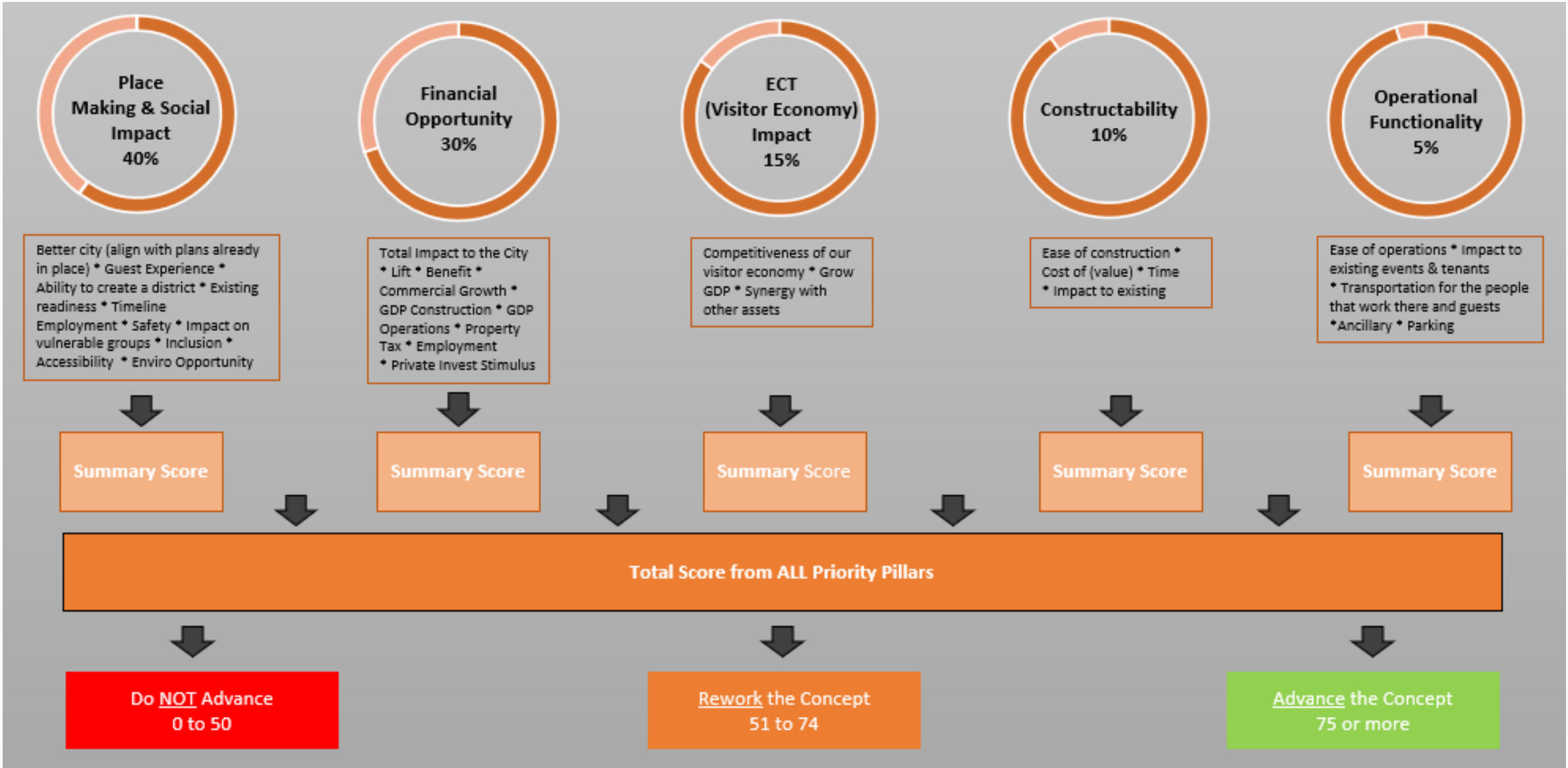
In 2021, REAL conducted an open tender for Engineering Services and, as a result, KGS Group was awarded the contract for Engineer of Record. KGS is an employee-owned multidisciplinary engineering consulting firm servicing clients throughout North America.



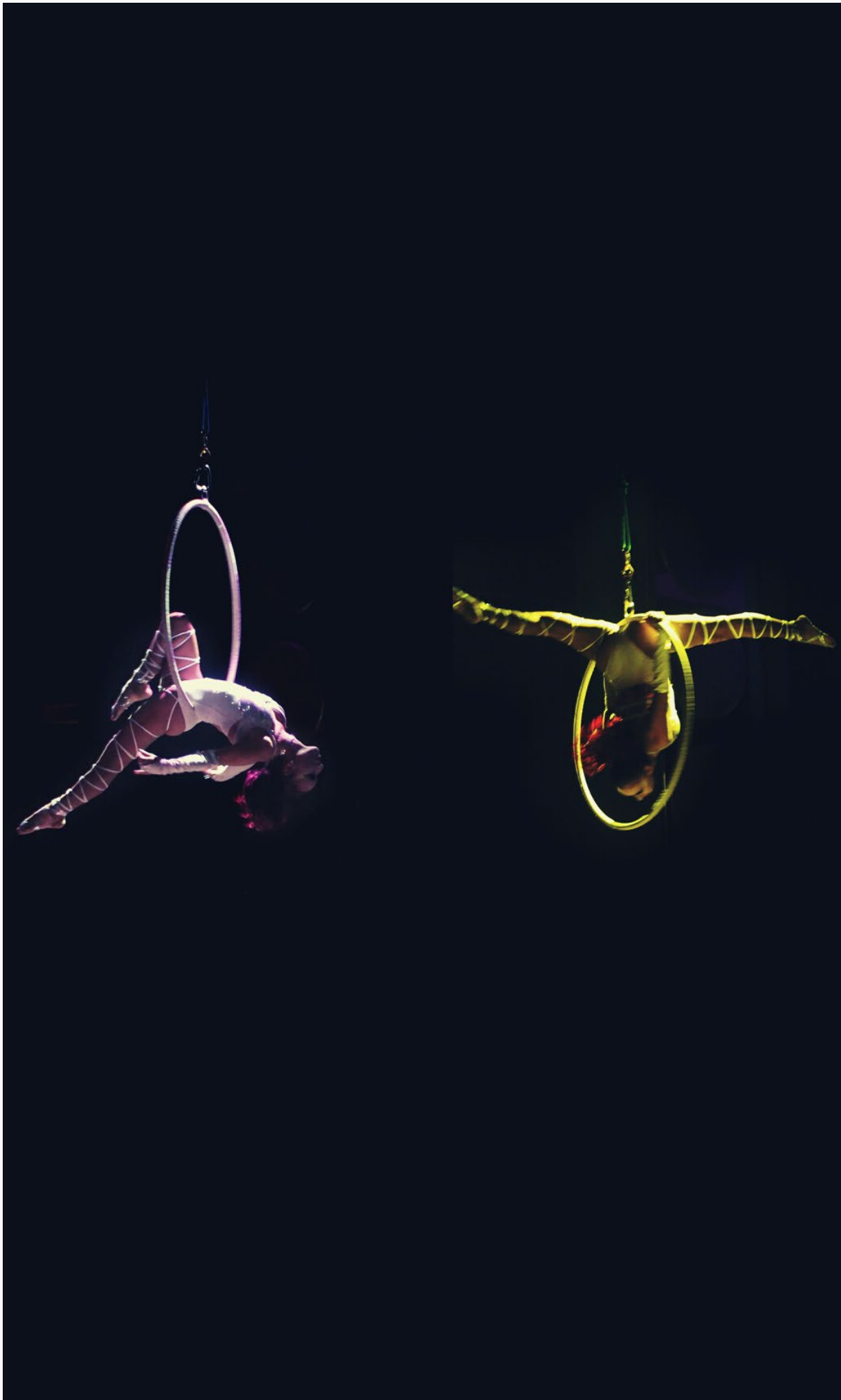


# Site Evaluation

## A Decision-Making Template



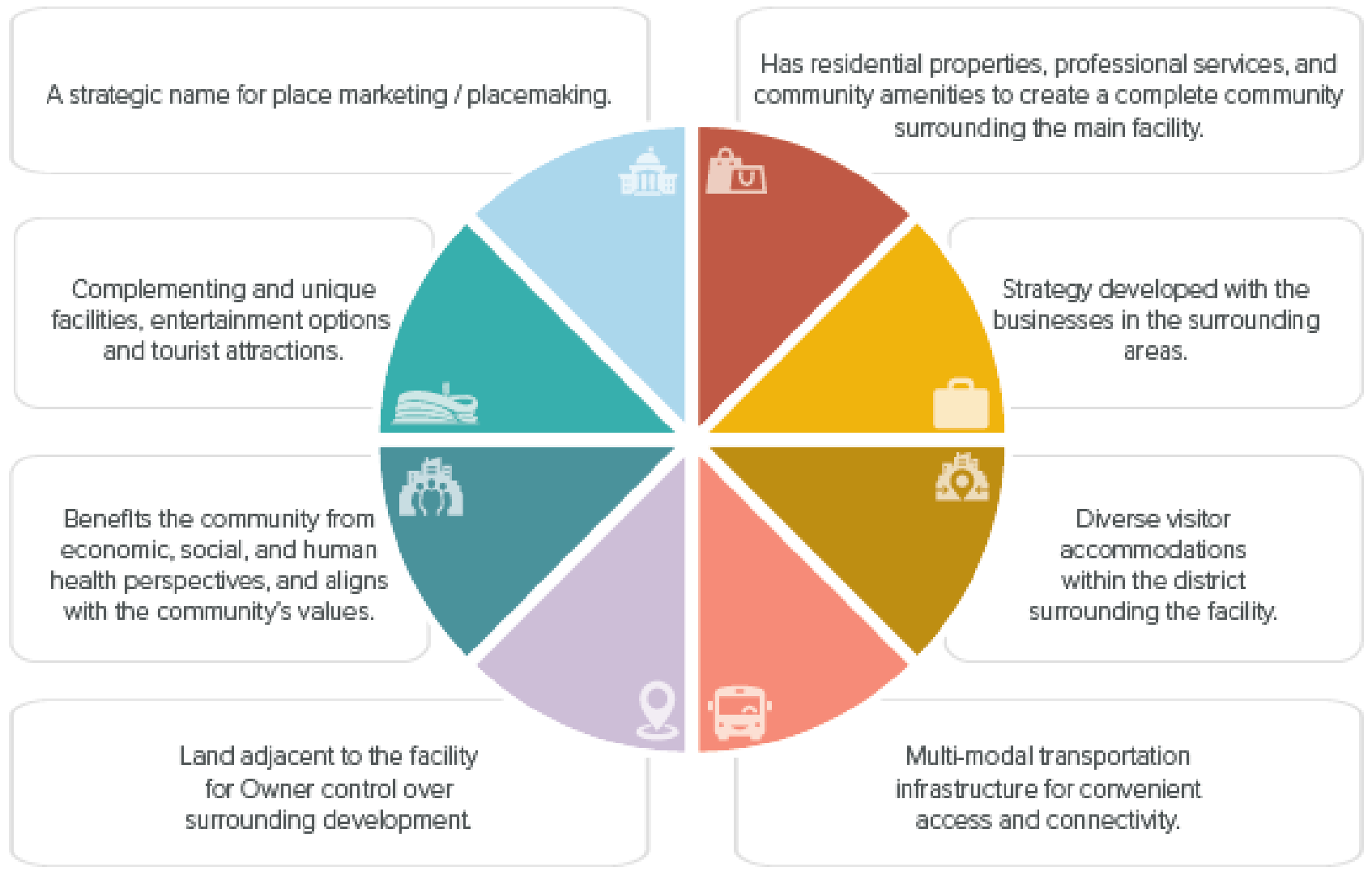




# Evaluating Options

## Essentials of Building a District

"The Brandt Centre 2.0 Phase 2 study explored all potential sites with the core of the City of Regina that would accommodate the assembly of land necessary to meet the 4-acre development needs of a new Multi-Purpose Event Centre. As this process advanced, the APSC2 selected five primary sites that would be analyzed, researched, and evaluated as potential primary sites for the development of a new Multi-Purpose Event Centre.



# Site Evaluation

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## Understanding the Options for Site Selection

Each of the 5 sites that were reviewed were assessed for their ability to provide enhancements to their surroundings and their ability to facilitate the program for the Event Centre. The concepts shown are not intended to be actual designs, but representations of ideas around the building form within their settings and opportunities for making good public spaces and enhancements.

**With the purpose of respecting the potential future land assembly needs related to a new multi-purpose event centre this report will consider the three potential downtown sites short-listed by the APSC as confidential.**

The detailed analysis of each site has been provided within the confidential final report.

It is exceptionally important to the future management of land assembly that the potential downtown locations included within the final report remain confidential.

It is important to note **that all 5 locations reviewed by the APSC would meet the operational needs of a multi-purpose event centre.** Each location has unique land assembly characteristics, constructability impacts, commercial catalyst and tax enhancement benefits, and operational functionalities.



# Downtown Site 01

## PROPERTIES

- Notable considerations include:
- Fewest buildings and lowest assembly cost.
  - Likely most rapid land assembly timeline of downtown alternatives.

**LAND ASSEMBLY TOTAL \$16,285,932**

## ECONOMIC IMPACT

ONE-TIME IMPACTS FROM CONSTRUCTION	\$113.4M in Gross Economic Output
	\$52.1M in GDP
	490 PY of employment
	\$25M in Labour Income
ASSUMPTIONS	Construction costs include \$100M Arena, \$0.8M for land acquisition costs, \$7.2M for demolition
	No parkade or hotel included



# Downtown Site 02

## PROPERTIES

Notable considerations include:

- Highest acquisition cost of the three downtown sites.

**LAND ASSEMBLY TOTAL \$34,978,200**

## ECONOMIC IMPACT

ONE-TIME IMPACTS FROM CONSTRUCTION	\$117.3M in Gross Economic Output
	\$54.1M in GDP
	506 PY of employment
	\$25.8M in Labour Income
ASSUMPTIONS	Construction costs include \$100M Arena, \$1.8M for land acquisition costs, \$10.2M for demolition
	No parkade or hotel included



# The Yards Site 03

## PROPERTIES

Notable considerations include:

- Land is already assembled and available for an immediate construction start.
- Site has little infrastructure restrictions but a comparatively high level of environmental contamination to other alternatives.
- Close engagement with CP Rail will be needed due to their used of surrounding branch rail lines.
- Access and operating agreements will be needed to connect the pedestrian bridge linking to downtown into the existing above ground pedway network to Casino Regina, the Delta hotel and the Cornwall Centre.

LAND ASSEMBLY TOTAL \$5,020,600

## ECONOMIC IMPACT

ONE-TIME IMPACTS FROM CONSTRUCTION	\$150.5M in Gross Economic Output
	\$69.1M in GDP
	652 PY of employment
	\$33.5M in Labour Income
ASSUMPTIONS	Construction costs include \$100M Arena, \$32M Parkade, \$0.25M for land acquisition costs, and \$10.6M for environmental remediation
	Additionally, \$40M is included for demolition, rail yard de-commissioning, and the pedestrian bridge connecting to Downtown

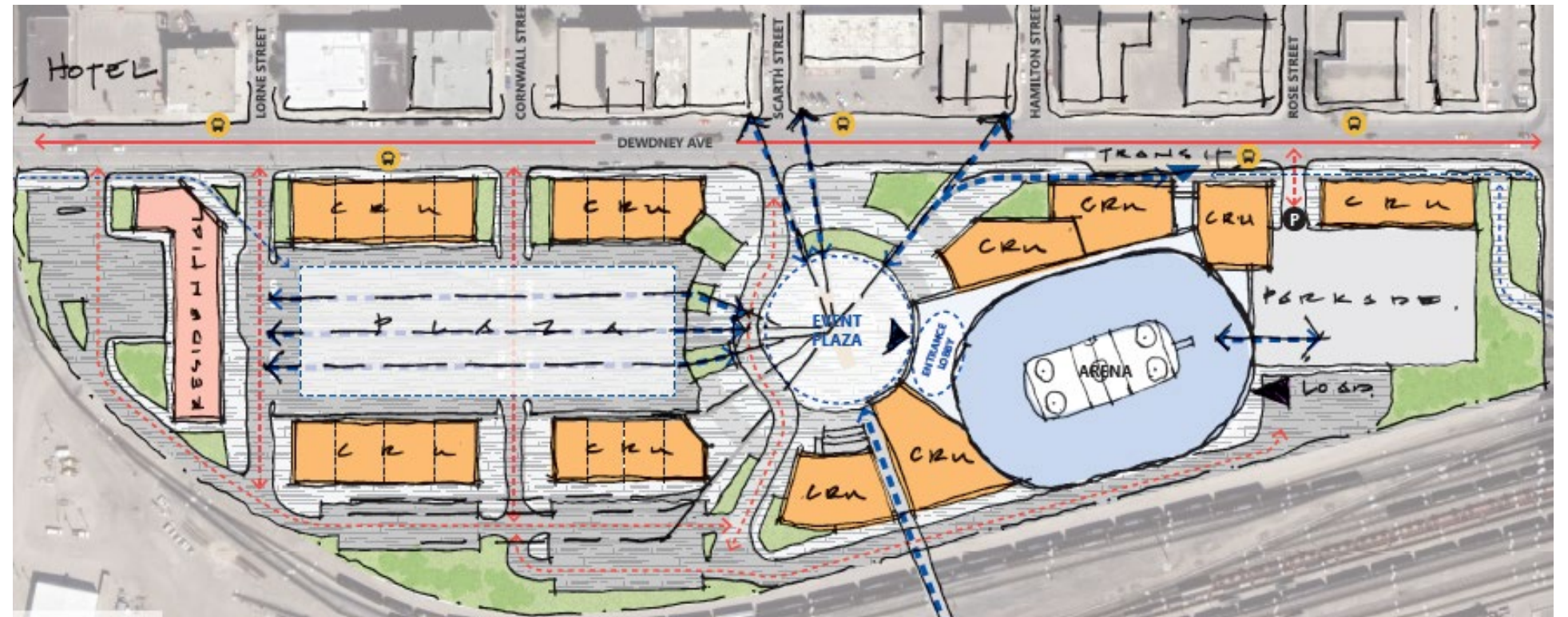


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# The Yards Site 03

The Yards site provides an opportunity for connection to the south and to the west. Being an older warehouse district, the opportunity to draw on the existing features of old warehouse buildings and the adjacent rail yards provides strong cues for the architectural expression for the building. The building shown below draws on the old train stations and roundhouses to retain some of the site's heritage and to complement the warehouse styling that currently exists in this area. The site plan includes the possibility for a bridge to the downtown to connect to the parking provided in the core (which is currently cut off by the railway). Both of these features were determined to be essential for the success of this site. The cost of developing this site would also include significant remediation and protection from the railway during construction.



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# The Yards Site 03

Concept Images.



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# REAL District

## Site 04

### LAND ASSEMBLY

Notable considerations include:

- Land is already assembled.
- Deconstruction of existing buildings would be quick, and construction could commence soon after capitalization.

### OPERATIONS ANALYSIS

Construction

- Site is accessible and can accommodate construction with no traffic disruption.
- High density of nearby residential properties will require noise control considerations.

### ECONOMIC IMPACT

ONE-TIME IMPACTS FROM CONSTRUCTION	\$138.4M in Gross Economic Output
	\$63.3M in GDP
	601 PY of employment
	\$30.6M in Labour Income
ASSUMPTIONS	No land acquisition costs
	Capital costs include 100M Arena, 32M Parkade, 5.6M for Demolition and environmental contingency costs

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# REAL District Site 04

Concept Images.



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# Downtown Site 05

## PROPERTIES

- Notable considerations include:
- Potential for long land assembly timeline;

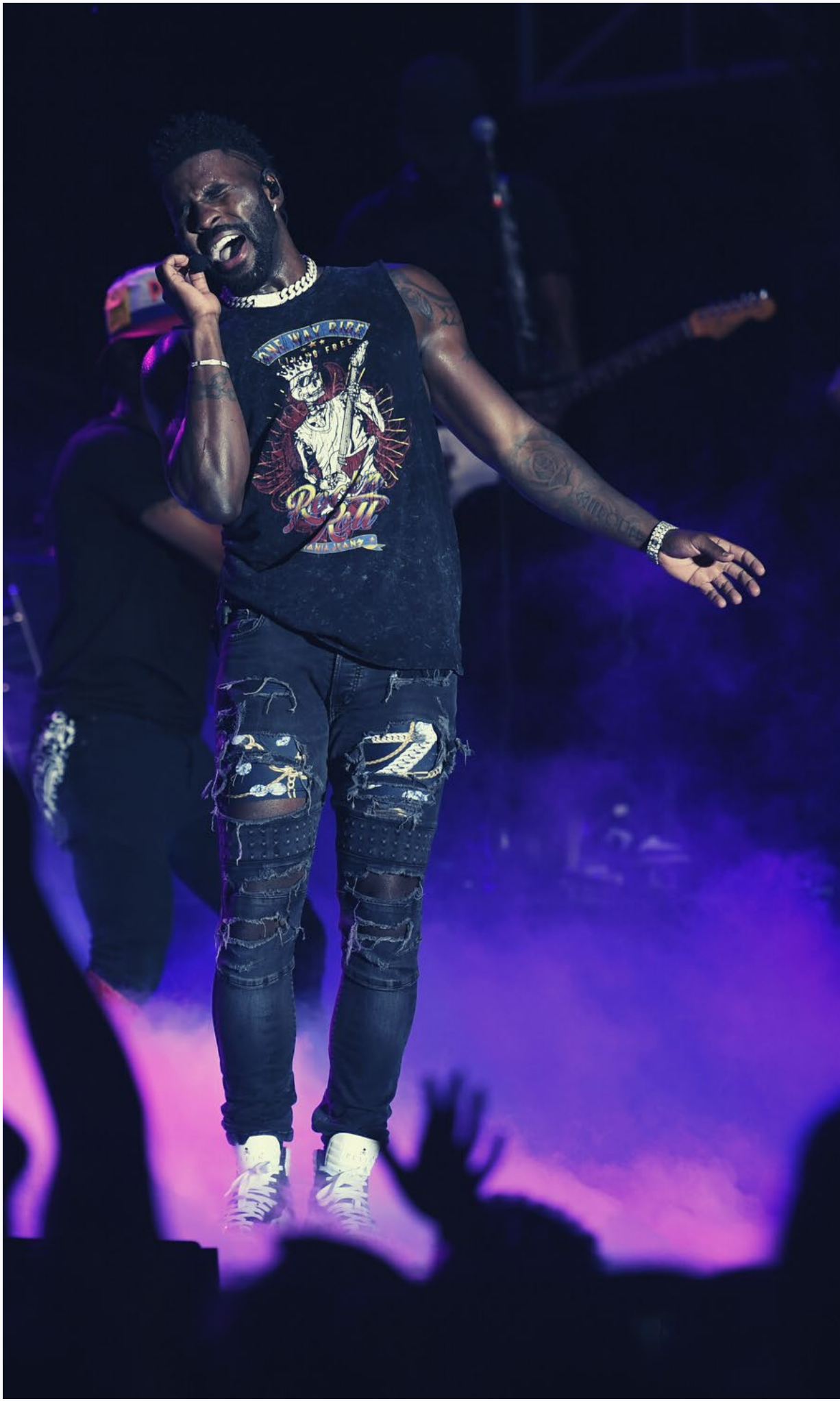
**LAND ASSEMBLY TOTAL \$23,927,000**

## ECONOMIC IMPACT

ONE-TIME IMPACTS FROM CONSTRUCTION	\$114.2M in Gross Economic Output
	\$52.5M in GDP
	494 PY in Employment
	\$25.1M in Labour Income
ASSUMPTIONS	Construction costs include \$100M Arena, \$1.2M for land acquisition costs, \$7.9M for demolition
	No parkade or hotel








# Site Considerations

## Assessment of Potential Sites

Site Considerations	Preparation Cost Estimates (2021) Class D	Site Availability (Timing)	Potential for Expansion	Other Considerations
Downtown	+/- \$8.0 Million	Unknown (Land Assembly Required)	YES (DISCUSS)	<ul style="list-style-type: none"><li>Site Logistics (Compressed Site Temporary Road Closures)</li><li>Minimal Additional Parking Structure Required</li></ul>
Real	+/- \$5.7 Million	Immediately (Land Is Owned)	YES	<ul style="list-style-type: none"><li>Potential Parkade Partner</li><li>Connected Existing Event Spaces (ITC)</li></ul>
Yards	+/- \$10.7 Million	Immediately (Land Is Consolidated)	YES	<ul style="list-style-type: none"><li>Bridge Connectivity To Downtown</li><li>Train Derailment Protection</li><li>Assumed Significant Site Remediation</li><li>Requires Parkade Structure</li></ul>

Escalation is projected as follows: 12.5% (2022); 9% (2023); 6.5% (2024)





# Economic Impact Analysis.

Considering the Economics of Site Selection.

## ANALYSIS OF ECONOMIC IMPACTS FROM ARENA OPERATIONS

The economic impact analysis reveals that annual operations of a 10,000-seat arena could generate 81 person years (FTE) of employment & \$5.2M in labour income. The arena will also generate \$26.79M in Gross Output & \$12.5M in GDP.

With 100-125 programming days per year, there are numerous impacts:

- 19,500 Room Nights per Year (assuming 120 events per year with an average attendance of 65% of 10,000
- Seats, and 5% of event goers renting 1 room per couple for 1 night);
- 53 & \$1.3M PY of Employment & Labour Income (economic impacts based on room nights multiplied by an average daily room rate (ADR) of \$140);
- \$4.2M & \$2.2M Gross Impact & GDP (economic impacts based on room nights multiplied by an average daily room rate (ADR) of (\$140); and, \$1.5M GO, \$0.8M GDP, 19 PY & \$0.5M Income.





# Economic Impact Analysis.

## Property Valuation Scenario 1.

This scenario draws a **1KM radius** circle around each site. For this analysis, it is assumed that all properties within the boundaries will equally experience an upward lift in value. In reality this is not the case, though all properties would likely experience some level of net increase in value.

LOCATION	CURRENT PROPERTY VALUES (\$M)			POTENTIAL PROPERTY VALUES (\$M)		
	COMMERCIAL	RESIDENTIAL	TOTAL	LOW (3%)	MEDIUM (7%)	HIGH (11%)
REAL	830	479	1.309	1.348	1.400	1.453
WAREHOUSE	2.529	378	2.907	2.994	3.110	3.227
DOWNTOWN 1 & 2	2.576	941	3.517	3.622	3.763	3.904
DOWNTOWN 3	2.843	927	3.771	3.884	4.035	4.185







# Economic Impact Analysis.

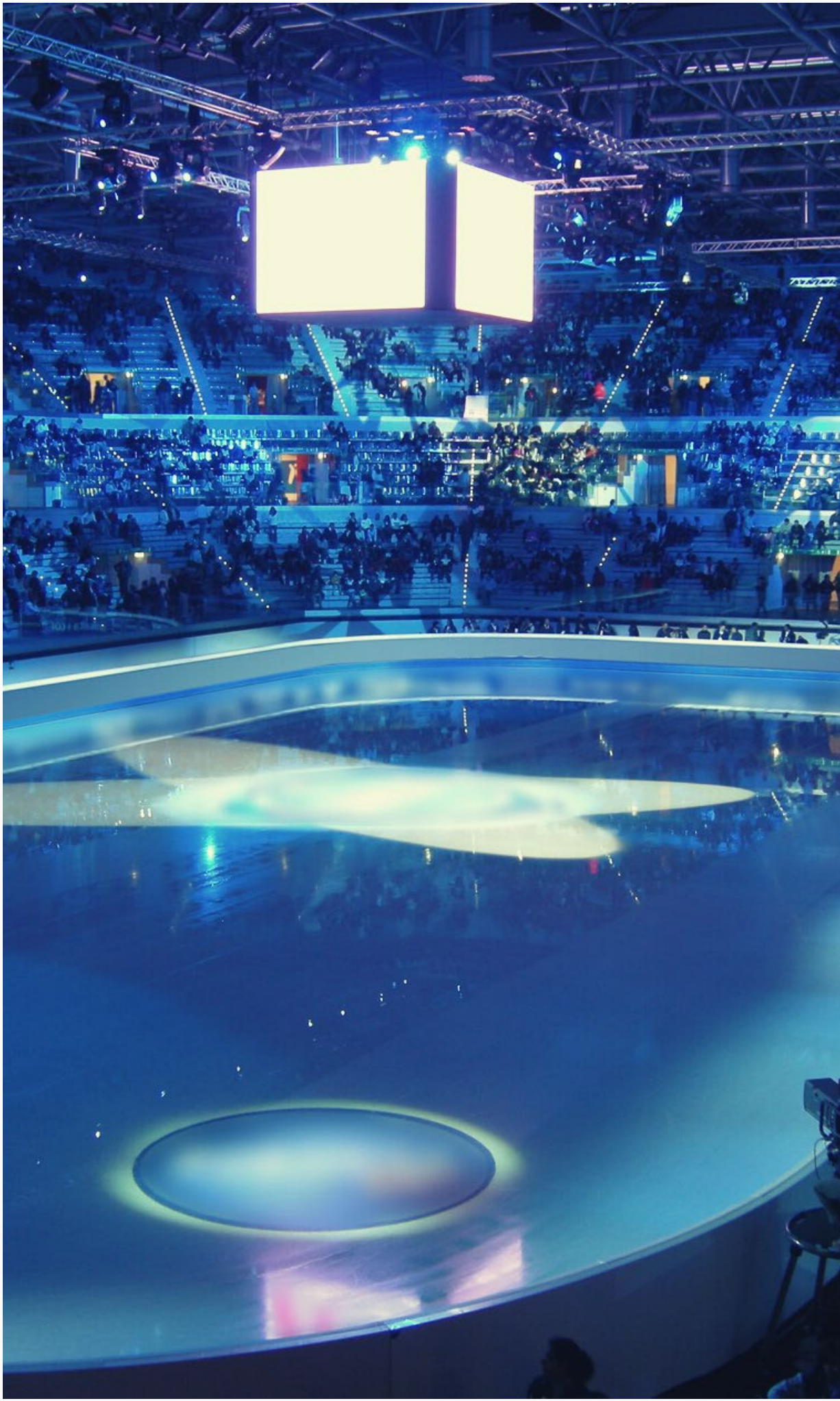
## Property Valuation Scenario 2.

This scenario assumes that **the rail lines intersecting** Regina limit an intensification project’s influence on values of properties on the opposite side of the tracks. Other assumptions and value clarifications in scenario one still apply. It was the decision of the Committee that this evaluation was the most reasonable model for the impact of a new Mid-Sized Multi-Purpose Event Centre on the community tax base.

LOCATION	CURRENT PROPERTY VALUES (\$M)			POTENTIAL PROPERTY VALUES (\$M)		
	COMMERCIAL	RESIDENTIAL	TOTAL	LOW (3%)	MEDIUM (7%)	HIGH (11%)
REAL	842	345	1,187	1,223	1,270	1,318
WAREHOUSE	596	117	713	734	762	791
DOWNTOWN 1 & 2	2,409	903	3,312	3,411	3,544	3,676
DOWNTOWN 3	2,741	878	3,619	3,728	3,872	4,017







# Activating & Operating

## A Conceptual Model of Operations



OPERATING MODEL				
A new Mid-Sized Multi-Purpose Event Centre could increase programming days from 70 to 100 (a 42% increase), generating the majority of the financial growth.				
The analysis that has been provided is a conservative approach and is built from the current Brandt Centre performance model. It is anticipated that further growth including premium seating enhancements, food and beverage offerings, concourse improvements related to guest experience, and digital assets to increase sponsorship and advertising revenue will all provide further growth opportunities.				
The following is a financial projection of an enhanced operational model that includes increased programming, anticipated event attendance, per cap spending, and total revenue projections:				
OPERATIONAL MODEL	DAYS	EVENT ATTENDANCE	PER CAP SPEND	TOTAL REVENUE
WHL HOCKEY	35	3,000	\$25.00	\$472,500
NLL LACROSSE	9	1,500	\$65.00	\$157,950
CEBL BASKETBALL	10	2,500	\$25.00	\$112,500
MAJOR CONCERT	8	9,000	\$90.00	\$1,166,400
MID-SIZED CONCERT	14	6,000	\$60.00	\$907,200
SMALL CONCERT	6	3,000	\$25.00	\$81,000
ANNUAL HOSTING EVENT	8	24,000	\$50.00	\$1,728,000
MAJOR TOURISM EVENT	10	50,000	\$65.00	\$5,850,000
TOTAL	100			\$10,475,550
LESS OPERATING COSTS				\$(8,589,951)
NET OPERATING INCOME				\$1,885,599





# Incremental Tax Impact.

## Understanding the Potential for Incremental Tax Growth.

Assessing property taxes is complicated as it is based on the type of business, frontage, and other criteria, but in utilizing the City of Regina's property tax assessment tool, the estimated incremental tax for each of the commercial properties was determined to be as follows:

	CURRENT TAX	3%	7%	11%	AVERAGE
Downtown Location 5	44,143	1,322	3,088	4,854	3,088
Downtown Location 2	44,143	1,322	3,088	4,854	3,088
Downtown Location 1	48,717	1,462	3,411	5,359	3,411
Warehouse	43,336	1,301	3,034	4,768	3,034
REAL	14,223	425	994	1,564	994

As one would anticipate, based on the commercial values, the average incremental tax impact is most significant the three downtown sites.



# Repurposing the Brandt Centre

Should a New Build be selected, the APSC2 has finalized options for the re-purposing of Brandt Centre. While demolishing the building in its entirety remains an option, re-purposing the shell and interior of the building became viable options that offer exceptional value for investment. It was acknowledged that the options must consider community benefit, sustainability, and revenue before a final option is chosen. The study report showed two primary re-purposing options:

## 1 RECREATION USE

- A) Minimal Modifications
- B) Ideal Fitout

Option 1A highlights the minimal modifications required to fit-out the existing facility with recreational courts, while Option 1B provides additional floor space while respecting the height clearances above the court spaces which are required for them to function within the varying sporting body regulations.

## 2 AGRICULTURE USE

- A) Minimal Modifications
- B) Ideal Fitout

Option 2A highlights the minimal modifications needed to enable a more manageable and economical facility while hosting agricultural events and become a host for smaller agricultural startups. Option 2B explores the investment in commercializing the building even further and increases its capacity to become a hub for agriculture, innovation, and agricultural technology.

1

A recreational use to meet the needs of indoor fitness, court sport, and leisure recreation. The proposed redevelopment models consider an investment of between \$5.2 million and \$15.6 million to support these development options.

2

An agricultural Centre of Innovation to meet the need for a greater community agricultural strategy, shared space, and agriculture innovation lab and testing space.

The proposed development models consider an investment of between \$2.7 million and \$6.5 million.





# Repurposing the Brandt Centre

OPTION A PHOTOVOLTAIC PANELS



OPTION B PHOTOVOLTAIC PANELS AND REPAINTING





# INFLATION

## And Escalation

The nature of annual construction escalation typically shows in the form of a bell curve whereby the bulk of the yearly forecast happens during the second and third quarters as the construction industry is in full swing. That said, the construction market in Western Canada is still experiencing significant supply chain issues and resulting cost escalation. Based on current data from Hanscomb, the team has forecasted the projected escalation rates identified below.

When *Brandt Centre 2.0: Exploring the Future* was released in February 2021, inflation and cost escalations were a consideration but not to the extent they are being considered when writing this report. At the end of 2021, an average increase of 3.4% was reported, however in the first four months of 2022 the average increase has almost doubled to 6.075%. Further, Canada continues to report the highest and most rapid inflation rate increases since 1991.

Further the construction industry is reporting costs increases will occur over the next 3 years that could be anywhere from 6% to 12.5%.

Both the inflation rates and escalating costs will have an impact on the cost to build the new Mid-Sized Multi-Purpose Event Arena and the re-purposing of the Brandt Centre, adding pressure to the immediacy of deciding on both projects.



# ENGAGEMENT

## ENGAGEMENT SURVEY 1 RESULTS

### GOAL:

To engage the larger community and key stakeholders in a conversation about the Brandt Centre and Future Development Opportunities.

Survey Responses: **5,777**

## ENGAGEMENT SURVEY 2 RESULTS

### GOAL:

To engage the larger community and key stakeholders in a conversation about the Brandt Centre and future development opportunities. This survey will continue the discussion from survey 1 and focus on next steps.

Survey Responses: **2,416**

Open House Engagements: **165**

Stakeholders Reached: **29 Groups**



# ENGAGEMENT

## HIGHLIGHT RESULTS

WE HAD **8,500** ENGAGEMENTS OVER 3 MONTHS WITH SURVEYS, OPENS HOUSES, AND WORKSHOPS.



Over **90%** of respondents want Regina to have a competitive Mid-Sized Multi-Purpose Event Centre.



**70%** think we should replace the Brandt Centre within 5 years.



**74%** think that the Brandt Centre is an important asset to the City.



**46%** want a NEW facility.



**68%** believe that, of the many development priorities in the City of Regina, the Brandt Centre is very or somewhat important.



**47%** want the facility on the REAL District, with **30%** on the Rail yards and **10%** Downtown.



**67%** of respondents were Brandt Centre users.



**66%** think it should be combination of public and private investment.



# PARKING

The recommended Downtown Sites were evaluated for parking stalls and this analysis was independently conducted. The results of the study are highlighted below. For the purpose of this study a 15-minute walking radius was considered a baseline approach. The following outcomes support each downtown site location and the access to the Yards site pending the development of a bridge connection.

The parking does not include for any private parking lots, Public Transit, Park-and-Ride, Uber or taxi access to the site. These are fundamental ingress and egress methods of event spaces.

- **5,152 Total Parking Stalls**
- **2,087 Surface Parking Stalls**
- **3,066 Parkade Stalls**





# Final Recommendations

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1. The Brandt Centre should be replaced as a transformational catalyst project for the City of Regina.
2. A new Mid-Sized Multi-Purpose Event Centre should be developed in downtown Regina on the recommended site within the report.
3. A new Mid-Sized Multi-Purpose Event Centre should act as a catalyst for private investment. The measurement of success should be that, for each dollar of public investment, a matching investment of private investment should be recognized within ten years of the new Event Centre commencing construction.





# Final Recommendations

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5. The Brandt Centre should be re-purposed for either sport and recreation use or agriculture use. The Board of Directors at REAL should consider the final re-purposing of the Brandt Centre with the development of a long-term strategic plan.
6. The Brandt Centre redevelopment should occur concurrently with the construction and commissioning of a new Mid-Sized Multi-Purpose Event Centre. This budget investment should occur concurrently with the investment into a new facility.
7. There are several major infrastructure projects currently being considered by the City of Regina. It is the recommendation of the APSC2 that there is a need for improved strategic oversight, connection, and collaboration between these projects.



# Thank You for the Opportunity

Please Feel Free to Ask Questions

