



# **Priorities and Planning Committee**

**Wednesday, February 19, 2020  
2:00 PM**

**Henry Baker Hall, Main Floor, City Hall**



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**OFFICE OF THE CITY CLERK**

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**Public Agenda  
Priorities and Planning Committee  
Wednesday, February 19, 2020**

**Approval of Public Agenda****Adoption of Minutes**

Priorities and Planning Committee - Public - Jan 22, 2020 2:00 PM

**Tabled Report**

PPC19-15 Recreation Facility/Amenity Partnership Framework (Tabled from November 20, 2019 and January 22, 2020)

**Recommendation**

1. That the Recreation Facility/Amenity Partnership Framework included in Appendix A be adopted.
2. That this report be forwarded to the December 16, 2019 meeting of City Council for approval.

**Administration Reports**

PPC20-3 Regina Exhibition Association Limited - 2020 to 2035 Strategic Plan

**Recommendation**

The Priorities and Planning Committee recommends that this report be received and filed.

PPC20-4 Waste Update 2019

**Recommendation**

The Priorities and Planning Committee recommends that this report be received and filed.

**Adjournment**

AT REGINA, SASKATCHEWAN, WEDNESDAY, JANUARY 22, 2020

AT A MEETING OF PRIORITIES AND PLANNING COMMITTEE  
HELD IN PUBLIC SESSION

AT 2:00 PM

**These are considered a draft rendering of the official minutes. Official minutes can be obtained through the Office of the City Clerk once approved.**

Present: Mayor Michael Fougere, in the Chair  
Councillor Lori Bresciani  
Councillor Jerry Flegel (Teleconference)  
Councillor Bob Hawkins  
Councillor Jason Mancinelli  
Councillor Joel Murray  
Councillor Andrew Stevens  
Councillor Barbara Young

Regrets: Councillor Sharron Bryce  
Councillor John Findura  
Councillor Mike O'Donnell

Also in Attendance: A/City Clerk, Amber Ackerman  
Council Officer, Tracy Brezinski  
City Manager, Chris Holden  
City Solicitor, Byron Werry  
Executive Director, Citizen Experience, Innovation & Performance, Louise Folk  
Executive Director, Citizen Services, Kim Onrait  
Executive Director, City Planning & Community Development, Diana Hawryluk  
Executive Director, Financial Strategy & Sustainability, Barry Lacey  
Director, Citizen Experience, Innovation & Performance, Jill Sveinson  
Director, City Planning & Community Development, Fred Searle  
Director, Fire & Protective Services, Layne Jackson  
Manager, Public Policy, Dawn Martin  
Senior City Planner, Michael Cotcher

APPROVAL OF PUBLIC AGENDA

**Councillor Barbara Young moved, AND IT WAS RESOLVED, that the agenda for this meeting be approved, as submitted, at the call of the Chair.**

ADOPTION OF MINUTES

**Councillor Bob Hawkins moved, AND IT WAS RESOLVED, that the minutes for the meeting held on November 20, 2019 be adopted, as circulated.**

## ADMINISTRATION REPORTS

### PPC20-1 Fire Master Plan Project Update

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#### **Recommendation**

The Priorities and Planning Committee recommends that this report be received and filed.

Darryl Culley, representing Emergency Management & Training Inc., made a PowerPoint presentation to the Committee. A copy of the presentation is on file in the Office of the City Clerk.

**Councillor Lori Bresciani moved, AND IT WAS RESOLVED, that this report be received and filed.**

### PPC20-2 Building Permits and Inspections Review

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#### **Recommendation**

The Priorities and Planning Committee recommends that this report be received and filed.

Jason Christbason, representing Regina & Region Home Builders' Association, addressed the Committee.

**Councillor Barbara Young moved, AND IT WAS RESOLVED, that this report be received and filed.**

## TABLED REPORTS

### PPC19-16 Official Community Plan Five-Year Review

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#### **Recommendation**

1. That Part A – Citywide Plan of *Design Regina: The Official Community Plan Bylaw 2013-48* be amended as set out in Appendices A and B to this report.
2. That the City Solicitor be directed to prepare the necessary bylaw to amend *Design Regina: The Official Community Plan Bylaw 2013-48* to reflect the changes set out in Appendices A and B to this report.
3. That this report be forwarded to the December 16, 2019 meeting of City Council for approval, to allow adequate time for advertising of the required public notice for the bylaw.

The following addressed the Committee:

- Angela Ell; and
- Wilma Staff.

(Councillor Flegel left the meeting.)

RECESS

Pursuant to the provisions of Section 34 (13.1) of City Council's Procedure Bylaw No. 9004, a 15-minute recess was called.

The Committee recessed at 4:10 p.m.

The Committee reconvened at 4:20 p.m.

(The meeting reconvened in the absence of Councillor Jason Mancinelli.)

**Councillor Joel Murray moved, AND IT WAS RESOLVED, that PPC19-15 Recreation Facility/Amenity Partnership Framework be tabled to a future meeting to be determined by the City Clerk.**

(Councillor Mancinelli returned to the meeting.)

Mayor Michael Fougere stepped down from the Chair.

Councillor Jason Mancinelli took the Chair.

Mayor Michael Fougere temporarily left the meeting.

Mayor Michael Fougere returned to the meeting and assumed the Chair.

**Councillor Bob Hawkins moved, AND IT WAS RESOLVED, that**

- 1. Part A - Citywide Plan of *Design Regina: The Official Community Plan Bylaw 2013-48* be amended as set out in Appendices A and B to this report.**
- 2. The City Solicitor be directed to prepare the necessary bylaw to amend *Design Regina: The Official Community Plan Bylaw 2013-48* to reflect the changes set out in Appendices A and B to this report.**
- 3. This report be forwarded to the January 29, 2020 meeting of City Council for approval, to allow adequate time for advertising of the required public notice for the bylaw.**

ADJOURNMENT

**Councillor Jason Mancinelli moved, AND IT WAS RESOLVED, that the meeting adjourn.**

The meeting adjourned at 4:48 p.m.

\_\_\_\_\_  
Chairperson

\_\_\_\_\_  
Secretary

November 20, 2019  
January 22, 2020

To: Members  
Priorities and Planning Committee

Re: Recreation Facility/Amenity Partnership Framework (Tabled from November 20,  
2019 and January 22, 2020)

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**RECOMMENDATION**

1. That the Recreation Facility/Amenity Partnership Framework included in Appendix A be adopted.
2. That this report be forwarded to the December 16, 2019 meeting of City Council for approval.

**CONCLUSION**

In 2019, Council approved the new Recreation Master Plan (RMP). With the growth of the city and changing demographics, recreation needs and expectations of citizens continue to grow. At the same time infrastructure continues to age and requires investment, not only to repair and sustain what we have, but to modernize and provide new opportunities. As a result, partnerships are needed to move forward with the recommendations of the RMP. The Recreation Facility/Amenity Partnership Framework (Partnership Framework) (Appendix A) provides a structured process for the consideration of future partnership opportunities, to ensure funds are invested in the City of Regina's (City) highest priorities.

**BACKGROUND**

The City aims to provide a variety of recreation programs and services either directly or indirectly through partnerships with other organizations. Over many decades, the City has invested in its public recreation infrastructure, which has continued to evolve into an extensive array of facilities that include indoor and outdoor pools, arenas, outdoor rinks, neighbourhood centres, an arts centre, and many outdoor sports facilities such as athletic fields, tennis/pickleball facilities, ball diamonds, skate parks, among others. Programs and services are delivered by the City and in partnership with institutional and non-profit organizations.

In January 2019, Council adopted the RMP, which is guided by the following vision:

*Four season sport and recreation facilities improve quality of life and make Regina a more vibrant and attractive place to live, work and visit.*

The RMP provides direction for addressing aging infrastructure, maintaining citizen satisfaction levels, managing a range of partnerships and relationships, and responding to the needs and expectations that come from growth and changing demographics.

Recognizing that public expectations are high and interests continue to grow in diversity, the plan notes that partnerships with non-profit, institutional, and public service providers will enable public funds to be leveraged into expanded service levels. Many segments of the community understand that partnerships are necessary to address emerging needs and trends. A number of groups have contacted Administration with a desire to advance discussions around future partnerships. However, at this time, the City does not have a framework in place to prioritize opportunities and advance those most aligned with the City's strategic plans and master plans.

## DISCUSSION

Administration has worked with RC Strategies to develop a framework that provides criteria for considering partnerships, as well as the City's expectations related to different types or levels of support given. The framework, which is included in Appendix A, defines *partnership* as "two or more organizations working together towards a joint interest where there is:

- Project alignment with the service outcomes and objectives of Master Plans
- Clear understanding of authority and responsibility among partners
- Joint investment of time, funding, expertise and/or information
- Allocation of risk among partners
- Significant benefit for the broader community."

The purpose of the framework is to provide an overview of the City's approach to partnerships, rationale for doing so, and application and review process. The intent of the Partnership Framework is to:

- Assist potential partner agencies in structuring proposals with complete and relevant information;
- Provide rationale for adjudicating potential partnership opportunities that add value for the City and enhance recreation in Regina;
- Provide increased accountability and transparency by clarifying the expected partnership outcomes and define the evaluation parameters;
- Reduce management time by providing a clear implementation approach; and
- Allow partners to effectively manage their relationship to the City

## Overview of Framework

The proposed Partnership Framework consists of the following elements:

- Why the City Partners to Provide Recreation Services – to achieve socially worthwhile service outcomes that are consistent with City priorities where the

partnership adds value or achieves outcomes and/or financial benefits that cannot be achieved otherwise.

- How the City participates in the partnership – from providing staff time and expertise to providing capital and/or operating funding.
- When the City should Partner to provide recreation facilities – the partnership enables the City to provide a service or facility that is highly aligned to its priorities and/or the partnership enables innovation or increased service levels not otherwise achievable.
- Who the City will partner with – Community Organizations, amateur sports organizations, not-for-profit agencies, school boards, etc.
- The Partnership Exploration and Approval Process – which is discussed further below

### Partnership Exploration & Approval Process

The proposed Partnership Framework lays out a five-step process for the consideration of partnership opportunities that are initiated by the community:

1. **Initial Screen:** After discussion between a potential partner and Administration, the potential partner completes a partnership proposal form (Appendix A of the framework) which defines the ask of the City, along with rationale for the project. The proposal form is considered by Administration in the context of City priorities as outlined in strategic plan and master plans.
2. **Partnership Feasibility:** If the proposal is advanced to the second step, Administration works with the potential partner to conduct a more thorough feasibility assessment.
3. **Partnership Negotiation & Formalization:** This step formalizes potential roles and responsibilities of partners to form the basis of a recommendation for Council consideration.
4. **Development Design & Construction:** With Council approval, detailed planning of the project occurs, through established City processes.
5. **Operations:** The City will formalize desired outcomes and a process to measure achievement of those outcomes.

Appendix B provides an info-graphic which illustrates the evaluation process that would take place between each step. Internal review committees evaluating the partnership will be dependent on the type of partnership opportunity. The approach is cross-department in nature, involving input from staff with expertise in parks, recreation, culture, facilities management, planning, finance, legal, communications and real estate, among others.

### Evaluation Criteria

Partnership feasibility will be ultimately defined using the following evaluation criteria.

1. Alignment with municipal vision, values and goals

- Does the project align with the recommendations, strategies and service outcomes outlined in City master plans, such as the RMP, Regina's Cultural Plan and Transportation Master Plan?
- 2. Alignment with current City priorities
  - Does the project align with the City's highest priorities as outlined in the Master Plans and the five-year capital plan?
- 3. Capital cost savings
  - Does the project save the City one-time capital costs related to approved existing or planned future capital budgets?
- 4. Operational cost savings
  - Does the project save the City ongoing operational costs related to approved existing or planned future operating budgets?
- 5. Social good
  - Is the project accessible to the general public from a social, financial and physical accessibility perspective? Are there any project conditions, restrictions related to exclusive use, space or program?
- 6. Competency of partner organization
  - The organization has an appropriate structure and capacity to fulfil its mandate. It has the ability to identify and access viable funding opportunities. The organization has a demonstrated ability and significant history working with community partners to ensure programming meets desired outcomes. The organization has shown responsiveness to change or potential change.

Administration's assessment of each of these criteria will form the basis for the recommendation to Council.

## RECOMMENDATION IMPLICATIONS

### Financial Implications

There are no financial implications associated with this report. Financial implications of potential projects will be considered as part of the evaluation.

### Environmental Implications

There are no environmental implications associated with this report. The environmental impact of potential projects will be considered as part of the evaluation.

### Policy and/or Strategic Implications

The Recreation Facilities/Amenities Framework (framework) supports the following policies:

**Design Regina – Official Community Plan Bylaw 2013-48 (OCP):  
Section B Financial Policies**

Goal 1: Financial Principles

Use a consistent approach to funding the operation of the City of Regina.

- 1.1 Allocate the cost of delivering programs and services based on the following principles, which shall be referred to as the benefits model:
  - 1.1.1 Where the benefits of a program or service are city-wide and shared collectively among numerous beneficiaries, the costs are to be paid for by the general revenues of the City of Regina.
  - 1.1.2 Where the benefits of a program or service are directly attributable to specific beneficiaries, the costs are to be paid through user fees or other similar charges; and
  - 1.1.3 Where some of the benefits of a program or service are city-wide and some of the benefits are directly attributable to specific beneficiaries, the costs are to be paid for by a combination of general revenues of the City of Regina and user fees or other similar charges

Goal 2: Sustainable Services

Ensure that City of Regina services and amenities are financially sustainable.

- 1.3 Optimize the use of existing services/amenities
  - 1.3.2 Provide affordable and cost-effective services and amenities in accordance with available financial resources and capabilities

Goal 3: Financial Planning

Ensure the sustainability of the City by understanding and planning for the full cost of capital investments, programs and services in advance of development approval and capital procurement.

- 1.6 Make decisions on capital investment based on an understanding of the strategic priorities of the City and overall fiscal limitations.
- 1.7 Align capital development plans with the policies of this Plan:
  - 1.7.1 Coordinate capital plans with phasing of growth and development in accordance with the phasing and financing policies adopted in Section E, Goal 5 of this Bylaw and Map 1b - Phasing of New Neighbourhoods and New Mixed-Use Neighbourhoods;
  - 1.7.2 Update capital plans annually to account for changes in the timing and location of development;
  - 1.7.3 Identify and evaluate each capital project in terms of the following, including but not limited to:
    - Costs;
    - Timing and phasing in accordance with the phasing and financing policies adopted in Section E, Goal 5 of this Bylaw and Map 1b
    - Phasing of New Neighbourhoods and New Mixed-Use Neighbourhoods;
    - Funding sources;
    - Growth-related components;
    - Required financing and debt servicing costs;

- Long-term costs, including operations, maintenance and asset rehabilitation costs;
- Capacity to deliver; and
- Alternative service delivery and procurement options.

1.7.4 Identify a range of applicable funding sources over the lifecycle of an asset.

### **Section D7 – Parks Recreation and Open Space**

Goal 2: Access to Recreation Programs and Services in all neighbourhoods.

9.6 Develop and manage recreation facilities, programs and services such that they adhere to the following:

9.6.2 A variety of recreation programs and services will be provided either directly by the City or indirectly through partnerships with organizations; and

9.6.4 Recreation programs will consider the needs of the most vulnerable populations.

9.7 Study the application of new financing strategies and development incentives to provide, maintain and operate recreation facilities.

9.8 Encourage and facilitate partnerships to enable Policies 9.6 and 9.7.

#### ***Recreation Master Plan:***

- Recommendation #2: Incorporate the base level of service statement when contemplating future recreation provision.
- Recommendation # 3: Incorporate recreation facility and space lifecycle allocations in operational budgeting.
- Recommendation #4: Use the amenity prioritization system and priorities outlined to guide future investment in recreation amenities and revisit it as new information becomes available.
- Recommendation #7: Continue to use both a direct and indirect approach to recreation program and opportunity delivery and focus on the areas outlined.
- Recommendation #8: Collaborate with other groups wherever possible in the implementation of this Master Plan and other aspects of recreation service delivery.
- Recommendation #11: Provide support to stakeholders and partners to build capacity and strengthen the recreation delivery system.
- Recommendation #12: Partner, where possible and appropriate, in the delivery of recreation services, facilities, and spaces under the guidance of the Partnership Policy and Framework.
- Recommendation #13: Access a combination of traditional and non-traditional internal and external funding sources to maintain existing and offer new recreation services, facilities and spaces.

#### **Other Implications**

There are no other implications associated with this report.

Accessibility Implications

Accessibility will be a consideration as part of the evaluation of opportunities brought forward to the City.

COMMUNICATIONS

The Partnership Framework was developed with internal departments that may be called on to be part of the evaluation process. The Partnership Framework will be shared with organizations approaching the City to partner on projects with a value of \$100,000 or greater.

DELEGATED AUTHORITY

The recommendations contained in this report require City Council approval.

Respectfully submitted,



Laurie Shalley, Director, Parks, Recreation & Cultural Services

Respectfully submitted,



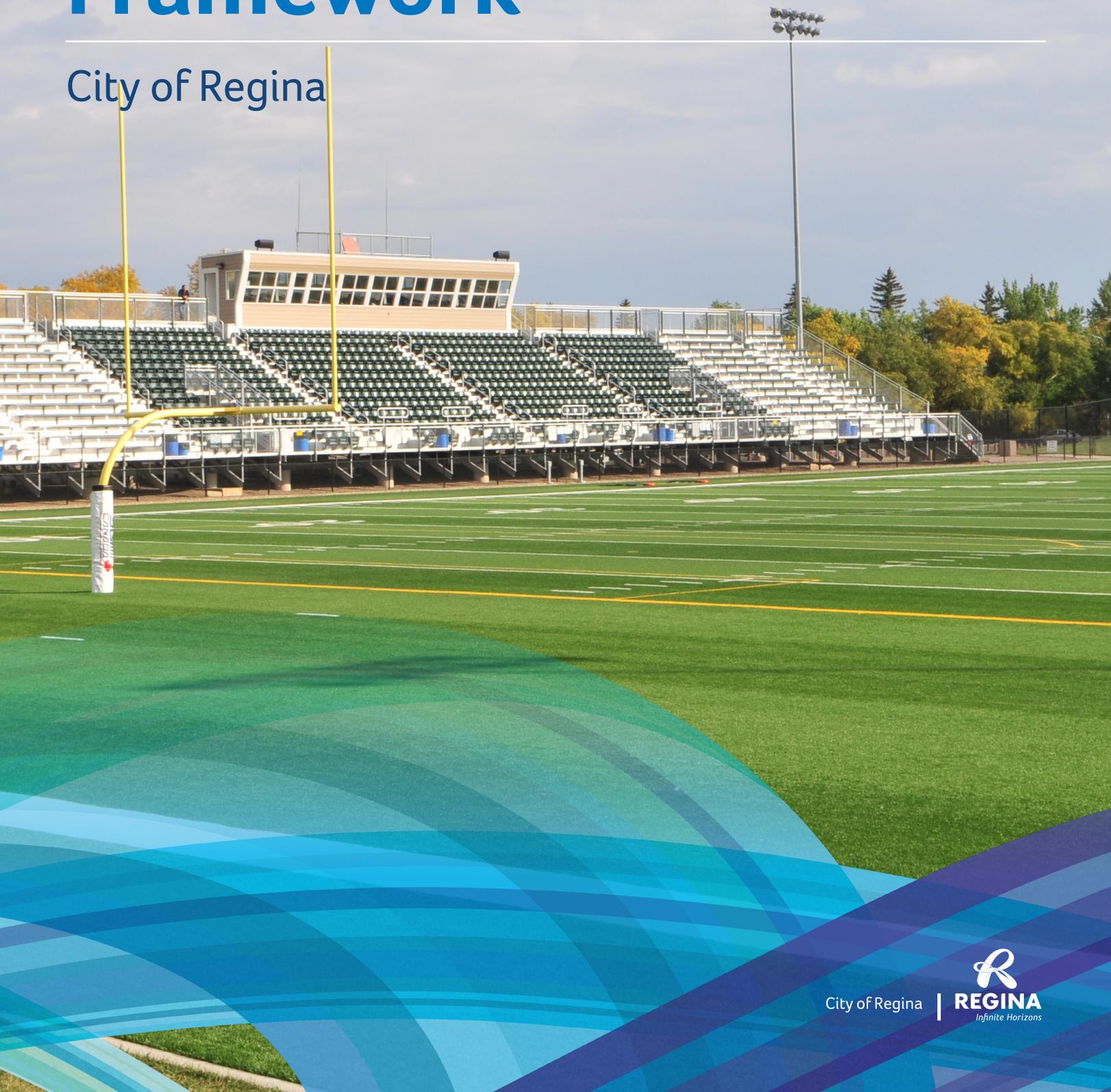
Diana Hawryluk, Executive Director, City Planning & Community Dev.

11/8/2019

Report prepared by:  
Janine Daradich, Manager Planning & Partnerships  
Jeff May, Manager, Sport Facilities & Special Events

# Recreation Facility/ Amenity Partnership Framework

City of Regina







*The following Partnership Framework is intended to help the City of Regina determine why, how, when, and with whom the City will partner with in the provision of facilities and spaces.*

*The Framework provides a transparent process that both the City and potential partners can follow when contemplating working together.*



# Partnership Framework

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# Introduction

The City of Regina invests resources into the provision of a variety of services for both residents and visitors. Much of this investment is funded through general tax revenues. In order to get the most out of public investment, the City has and will continue to partner with community associations, groups, and organizations such as schools, non-profit groups, and possibly even other municipalities.

In regards to community services infrastructure, one of the areas where the City partners most with external agencies is in the provision of services. By using partnerships in providing services, public investment is optimized and capacity is built within the recreation delivery system.

Many existing City planning documents, like the City's Recreation Master Plan (2019), reference partnerships as a key component to implementation and outline considerations related to how and when the City might partner with external agencies. This document is meant to achieve this.

Partnerships are commonplace in Canadian municipalities. Many municipalities have partnership policies in place that provide a framework for involvement with other groups of similar interest. Partnerships in the delivery of recreation infrastructure and services enable public funds to be leveraged to expand service levels. The relationships considered in this framework are not always intended to be a "partnership" as defined in legal terms.

There is increasing evidence that thoughtfully designed relationships can provide mutual benefit to both partners while protecting the interests of the community they serve. The City currently has a number of partnerships in place with non-profit, institutional, and public service providers. By entering partnerships, the City has enhanced the quality and quantity of recreation opportunities available to City residents.



The Parks, Recreation and Cultural Services Department defines a partnership as two or more organizations working together towards a joint interest, where there is:

- Project alignment with the Service Outcome and objectives of the Master Plans;
- Clear division of authority and responsibility among partners;
- Joint investment of time, funding, expertise and / or information;
- Allocation of risk amongst parties;
- Mutual or complementary benefit;
- Significant benefit for the broader community; and
- No intention to create a legal partnership or any obligations of one party for the actions of the other.



To maximize its investment in recreation, the City has successfully partnered with organizations such as:

- Schools: to provide community use of gymnasium and outdoor playing surfaces (e.g. ball diamonds), through Joint Use Agreements
- Community Groups and non-profit sport organizations: to provide more variety and increased quality of programming (especially at City facilities)
- Third Party Facility Operators: to provide affordable rental rates to community groups
- Other entities such as the Provincial Capital Commission (PCC) and Regina Exhibition Association (REAL)

***For the purposes of this Framework, a service is defined as the provision of a facility that enables activity to occur.***

The purpose of the Community Partnership Framework is to provide an overview of the City's approach to partnerships, rationale for doing so, and application and review process. Templates and tools are also provided for potential partnership applicants.

The intent of this Partnership Framework is to:

- Assist potential partner agencies in structuring proposals with complete and relevant information;
- Provide rationale for adjudicating potential partnership opportunities that add value for the City and enhance recreation in Regina;
- Provide increased accountability and transparency by clarifying the expected partnership outcomes and define the evaluation parameters;
- Reduce management time by providing a clear implementation approach; and
- Allow partners to effectively manage their relationship with the City.

The following Framework is organized into the following sections:



**Why the City Partners to Provide Recreation Services**



**The Spectrum of How the City Will Partner to Provide Recreation Services**



**When Will the City Partner to Provide Recreation Facilities**



**Who Will the City Partner with in Providing Recreation Services**



**The Partnership Exploration and Approval Process**



# Why the City Partners to Provide Recreation Services

As it relates to the City's partnership arrangements that are either already in place or that may materialize in the future, there are some underlying goals or intentions for recreation related relationships that need to be understood. For example, these intentions for recreation related projects are closely tied to the defined Service Outcomes for public investment in recreation as outlined in the Recreation Master Plan (2019). Other types of projects, such as those related to arts and culture or transportation, would need to consider the City's intentions for those other service areas. These intentions and outcomes are fundamental to all that the City does and are applicable to its partners as well.

The following questions provide insight as to how and why the City might consider partnerships.

1. Will the relationship achieve socially worthwhile service outcomes? If so, which service outcomes are achieved?
2. Are the outcomes achieved by the partnership consistent with current desired outcomes and priorities of the City?
3. Can the outcomes be achieved without City involvement or support? Does City involvement add value that cannot be added by any other agency?
4. Could the outcomes be achieved more cost effectively through another approach? Does the partnership lead to cost savings or financial benefits?
5. Does the partnership assist in the implementation of other City Master Plans and initiatives?

It is important to note that, from a financial perspective, the City allocates the costs of providing all public services based on the benefits model. This means that:

- Where the benefits of a program or service are city-wide and shared collectively among numerous beneficiaries, the costs are to be paid for by the general revenues of the City of Regina;
- Where the benefits of a program or service are directly attributable to specific beneficiaries, the costs are to be paid through user fees or other similar charges; and
- Where some of the benefits of a program or service are city-wide and some of the benefits are directly attributable to specific beneficiaries, the costs are to be paid for by a combination of general revenues of the City of Regina and user fees or other similar charges.

This philosophy will be apparent in the support the City offers to partners as well as its approach for services that are offered by the City on an independent basis.



# The Spectrum of How the City Will Partner to Provide Recreation Services

Municipalities in Canada strive to provide citizens with quality services, often in an environment of fiscal constraints. As a result, many local governments have looked to new and innovative methods of delivering and operating infrastructure and programs. There are a number of ways to provide services. The following figure illustrates the spectrum of potential partnerships the City of Regina is either involved in or would consider being involved in. Partnerships established with the City need to help the City achieve its intended Service Outcomes related to recreation.



Depending on where the partnership relationship fits on the spectrum, the City will want to achieve varying degrees of the following aspects of the project.

1. The City will be involved in the planning and design of the project.
2. The City's infrastructure development processes and steps will be undertaken.
3. Public engagement will be undertaken and considered in project planning and development.
4. The City will provide project management support and/or oversight.
5. The City will be involved in the ongoing operations and maintenance of the project.



## Examples of agreements in place (2019):

- Large, multi-use, City owned recreation facility
- Facility Lease Agreements
- Operating Agreements
- Joint-Use Agreements
- Fee for Service
- Grants for capital projects
- Service agreements for services not provided by the City
- Donation Agreements (including strictly financial, plus installation)
- License Agreements
- Temporary Installation Agreement





# When Will the City Partner to Provide Recreation Facilities

Although partnerships help the City achieve intended Service Outcomes, relationships with external agencies might not be warranted in all instances. The City will consider partnerships if the opportunity responds to community needs and will clearly lead to community benefit and if one or more of the following conditions are met:

1. Partner intentions exceed the City's planned base service levels based on approved plans and strategies
2. Proposals provide improved service levels as per the City's approved plans and strategies
3. Proposals provide innovative opportunities for the City to meet intentions, priorities, and outcomes
4. Partners bring a substantial financial contribution to the partnership
5. Partners bring a specific expertise or non-financial resource to the partnership
6. The opportunity or activity provided by the partnership requires City support in order to exist



# Who Will the City Partner with in Providing Recreation Services

The City either already partners with, or would potentially partner with, the following types of organizations:

- Community Associations
- Amateur sports associations
- Not-for-profit agencies
- School Boards
- Private sector or commercial companies that serve recreation markets in the Regina region
- Other levels of government
- Indigenous government or non-government organizations
- Post-secondary institutions
- Existing facility operators



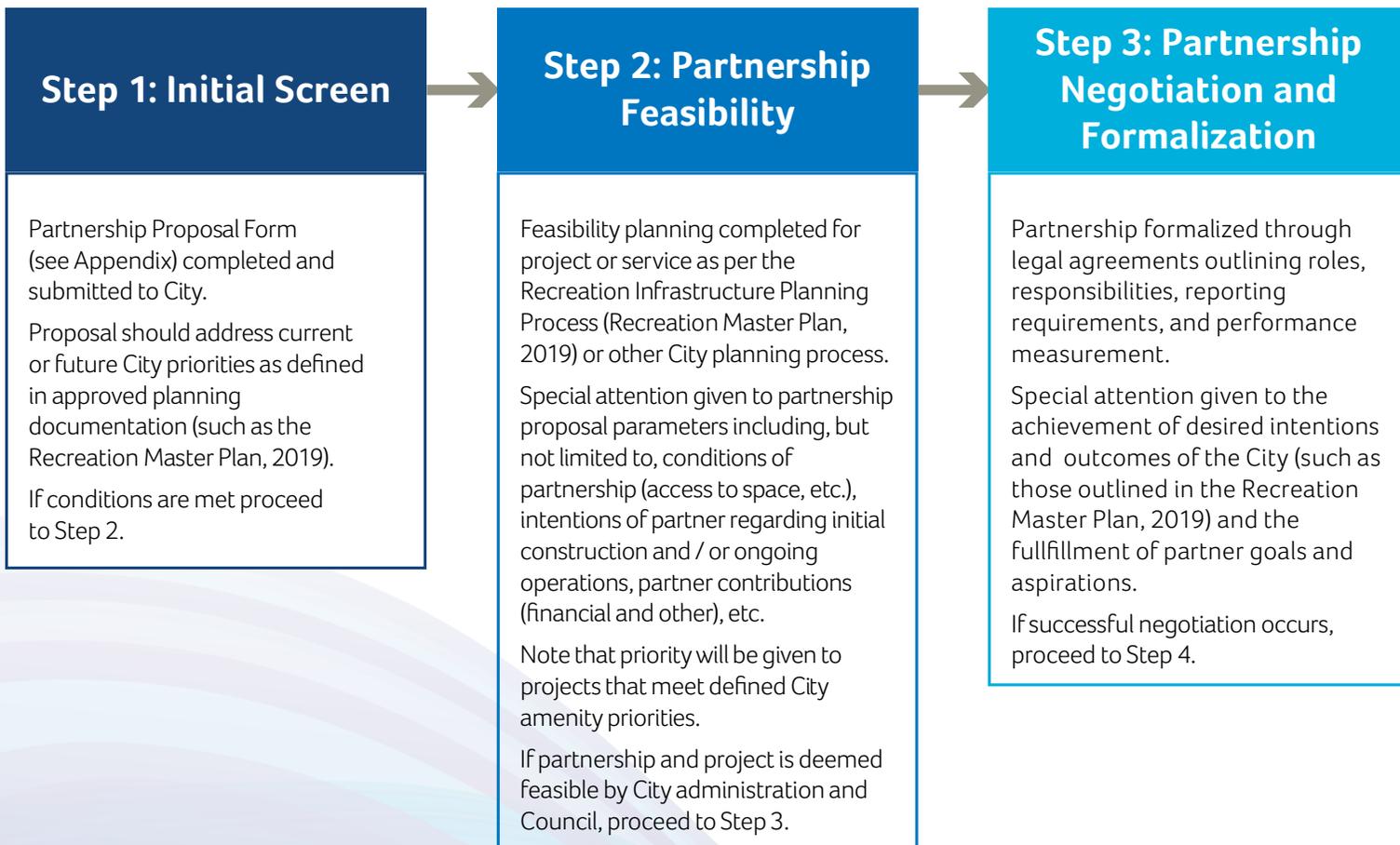
# The Partnership Exploration and Approval Process

A potential partnership project or initiative can materialize in two ways:

1. A partnership opportunity may be proposed to the City for a project or initiative that has not yet been committed to by the City; or
2. The City might commit to pursuing a project or initiative and then ask for partnership interest.

Regardless of how the project or initiative evolves, the partnership opportunity will be evaluated in the same way. Note that Steps 1-3 signify how and when partnerships will be explored. Steps 4 and 5 will occur regardless of partnership involvement.

Partnership process for **partner initiated projects...**



*\*Assumes overall project or service feasibility and business planning is completed by the potential partner prior to Initial screen.*

Step 4: Development, Design and Construction

Applicable project program and parameters are confirmed by all partners including project components, siting, etc.

Detailed planning of the project or service including direction and input from all partners.

Project management likely to occur through established City processes and staff or in adherence to said processes.

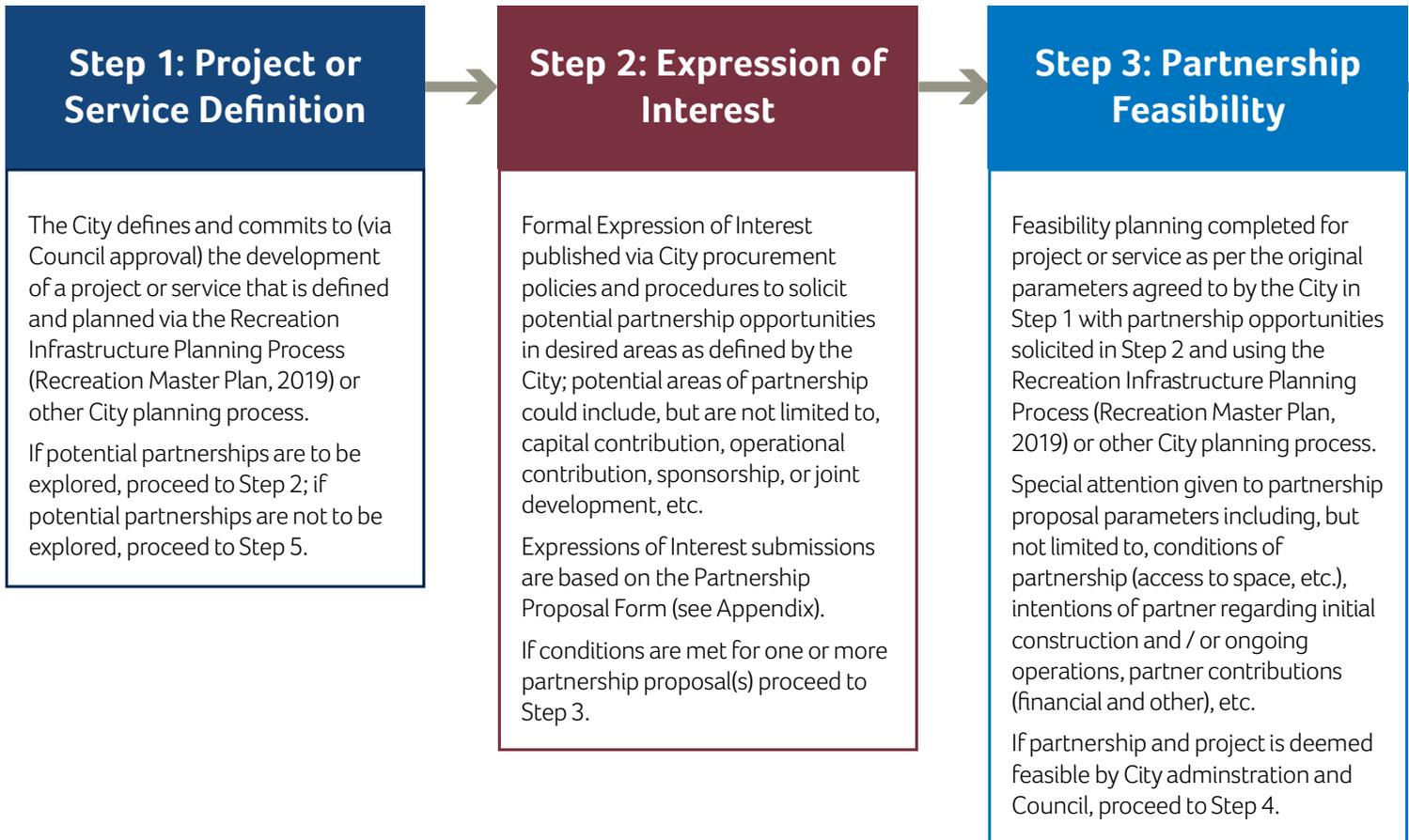
Once development and design is complete, proceed to Step 5.

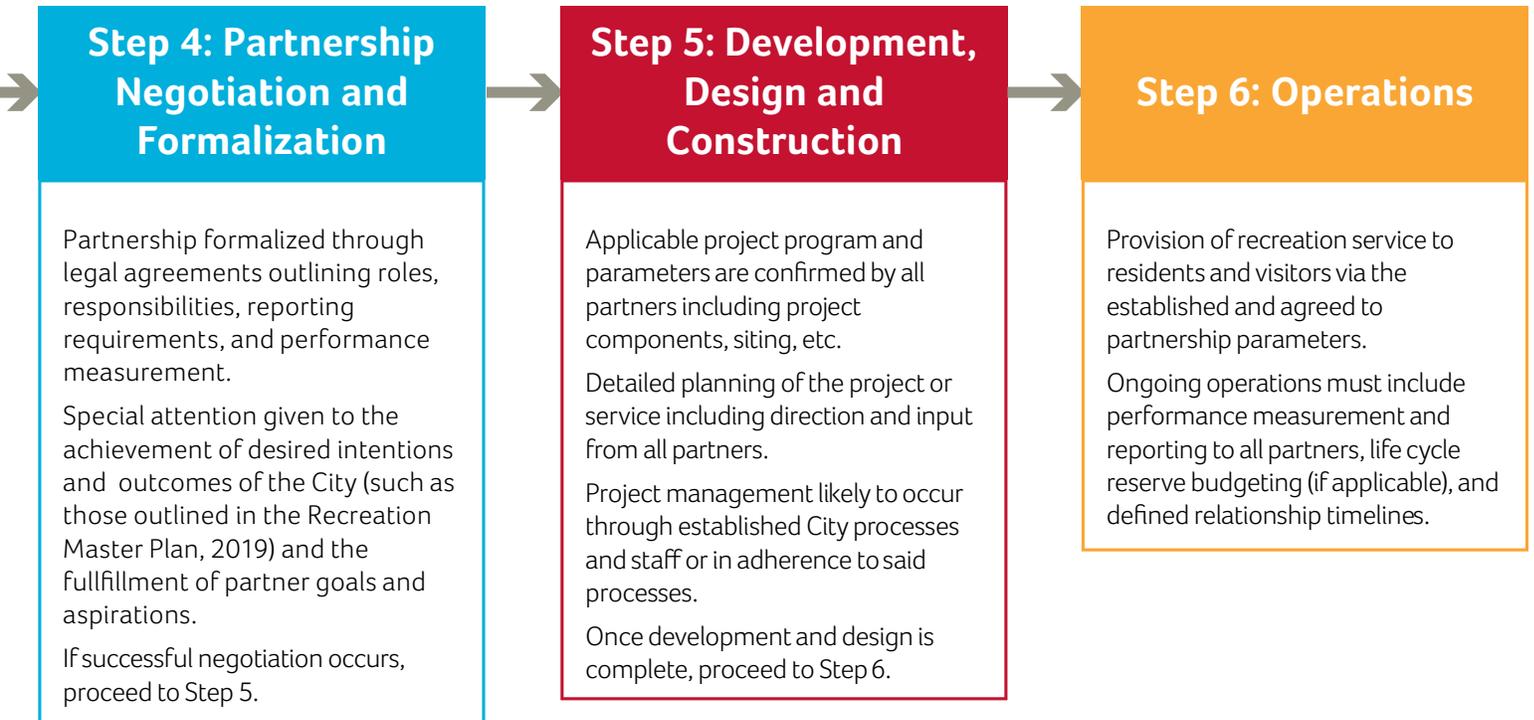
Step 5: Operations

Provision of recreation service to residents and visitors via the established and agreed to partnership parameters.

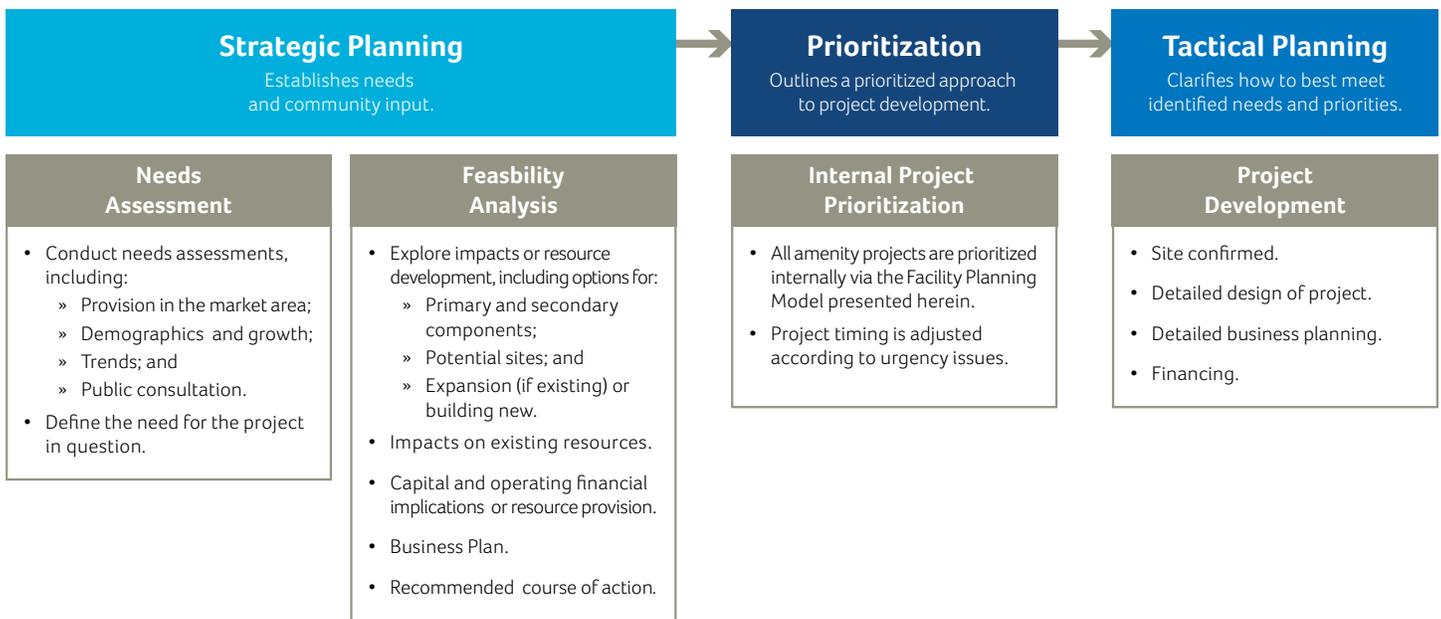
Ongoing operations must include performance measurement and reporting to all partners, life cycle reserve budgeting (if applicable), and defined relationship timelines.

Partnership process for **City initiated projects...**





Regardless of when partnership opportunities are introduced into the processes outlined, the City has a Recreation Infrastructure Planning Process which it follows for recreation projects (as outlined in the 2019 Recreation Master Plan) and similar processes for other service areas. The process is summarized as follows. When investing significant public resources (funding or land) into a recreation project, this process and the information for decision making outlined throughout, needs to be followed. For more information on the process refer to pages 40-43 of the 2019 Recreation Master Plan.



As it relates to partnerships, the first step in the exploration and approval process is for the potential partner to complete the Partnership Proposal Form. This might occur through a formal Expression of Interest process for projects or opportunities already committed to by the City or, in the case of a partner driven project, through ad hoc submission of the Form to the City as projects or initiatives emerge.

The Partnership Proposal Form, found in the Appendix, is intended to provide an overview as to how the potential partner foresees its relationship with the City and exists to help the City achieve its strategic intentions and desired outcomes.

The Partnership Proposal Form, and associated materials and documentation, includes enough information for the City to determine whether or not to move forward with more detailed Partnership Feasibility Analysis. Partnership Proposal Forms are initially reviewed by the City’s Manager of Planning & Partnerships, other relevant City departments, and if it deemed that a proposal deserves further exploration, a Partnership Feasibility Analysis is initiated and a City Project Manager is assigned to the file.

It is important to note that broader “project business and feasibility planning” should be in place before a determination can be made regarding the feasibility of a partnership to deliver the project. In the case of City driven projects, the City is responsible for overall project business and feasibility planning. In the case of partner driven projects, the partner is responsible for overall project business and feasibility planning. Information required to be included in a well-informed project feasibility study can be found in the 2019 Recreation Master Plan (on pages 40-43).

Once Partnership Feasibility has been explored a decision can be made to either move forward or not. If Council approval is required or otherwise seeking Council approval is determined to be appropriate, then such approval will be sought prior to formalization of an agreement. A project may be terminated if a negotiated agreement cannot be concluded on terms acceptable to the City. Partnership Feasibility will be ultimately defined using the following evaluation criteria. More definition around these criteria as well as scoring metrics and weighting can be found in the Appendix.



**Alignment with Municipal Vision, Values, and Goals**



**Alignment with Current City Priorities**



**Capital Cost Savings**



**Operating Cost Savings**



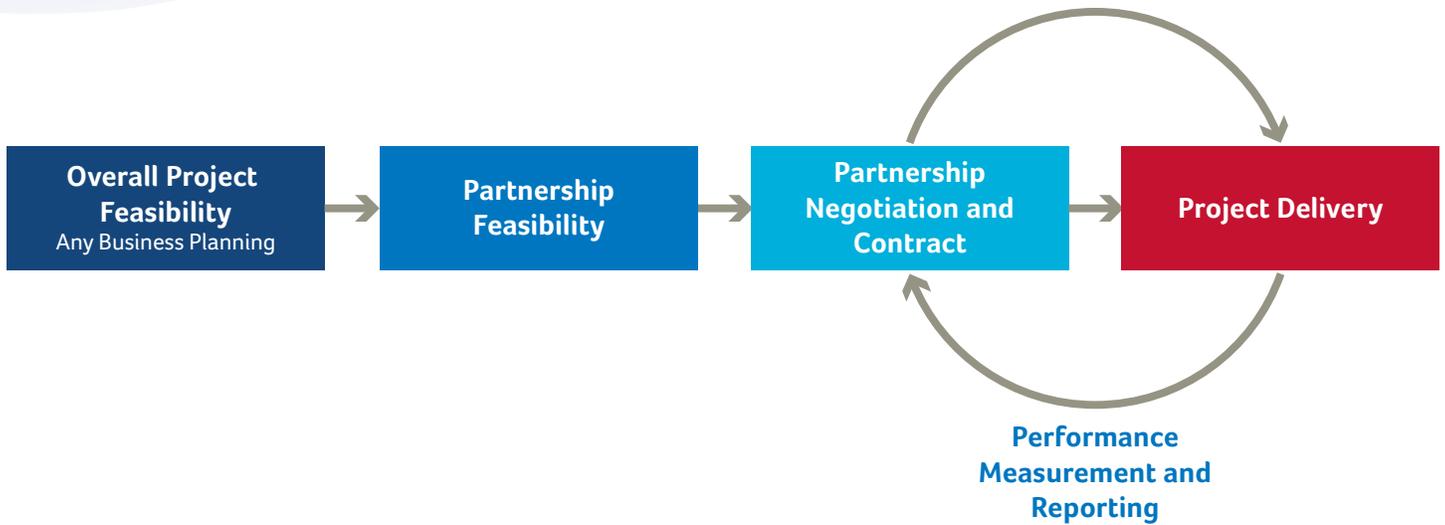
**Social Good**



**Competency of Partner Organization**

It is important to note that the final scoring for the partnership opportunity does not fit into an approval schedule (i.e. scores of over 45 are automatically approved). The score is meant to be a reference for ultimate decision making and to be able to look at opportunities that might be presented concurrently.

Once a formal contract is negotiated and agreed to, detailed design and construction (if applicable) and associated planning and delivery of the project or service will occur. It is important to note that regular, ongoing reporting on the partnership as per the contractual terms of the relationship is expected to occur.





## **Moving Forward: How to use this document to generate a strong partnership application**

1. Read the entire document and prepare to make your case based on fulfilling the intentions and service outcomes of the City (such as those from the 2019 Recreation Master Plan, Page 21) and the criteria and considerations outlined herein.
2. Fill out the Partnership Proposal Form (see Appendix), clearly answering the questions as they relate to the evaluation criteria.
3. Submit your completed Partnership Proposal form to the City's Manager of Planning and Partnerships.
4. Familiarize yourself with the rest of the partnership exploration and approval process, as outlined in this document, and prepare to assist in the partnership feasibility phase if your proposal is accepted.
5. Call or email the City's Manager of Planning and Partnerships if you have any questions during this process.

## APPENDIX A

# Partnership Proposal Form

The Partnership Proposal Form is used in the initial screening of potential partnership opportunities. The intent of the Form is to give the City enough information about the opportunity to decide whether or not to proceed to the next stage of exploration: Partnership Feasibility Analysis. Based on the information provided in this initial screen, the City will decide whether or not to proceed to Partnership Feasibility Analysis.

## Project Overview and Contacts

**Proposed Project Name and Description (100 words or less):**

**Applicant group (must be a legal entity, such as a non-profit corporation):**

**Designated Contact Name:**

**Designated Contact Phone Number:**

**Designated Contact Email:**

**Alternate Contact Name:**

**Alternate Contact Phone Number:**

**Alternate Contact Email:**

**Address for proposed project (if applicable):**

## Project Background and Rationale

1. Describe the need or opportunity driving the project. Why is this project or initiative a priority?
2. What role do you propose the City will have in the project (funder, owner, operator, etc.)?
3. To the best of your knowledge, does the project fit with the City's approved plans and initiatives (such as the 2019 Recreation Master Plan)? If so, describe the fit with specific focus on the intentions and outcomes listed.
4. To the best of your knowledge, does the project comply with other related City policies, such as the Cultural Plan, Open Space Master Plan, Regina Urban Forestry Management Strategy, etc. If so, please explain.

5. What impacts (positive and/or negative) would the project have within the community and the City?

6. Identify all community stakeholders impacted by the project and include any letters of support or related material demonstrating community support.

10. Identify the financial operating (ongoing) commitments of all potential partners. Outline all expected sources of operating funds including any known conditions from partners.

## Other information

11. Provide a project schedule, identifying when the funding committed by the community/organization will be available, major milestones (corporate sponsorship time lines, etc.), and the anticipated start and finish dates (if applicable).

## Project costs

7. Identify preliminary potential capital costs associated with the project (consider labour, material, and land cost).

8. Identify preliminary potential operating costs associated with the project (consider labour, material, and land cost).

12. Describe the proposed ownership and operating structure of the project.

9. Identify the financial capital (one time) commitments of all potential partners. Outline all expected sources of capital funds including any known conditions from partners.

13. Do you have any other comments to make regarding the partnership opportunity that the City should be aware of?

## APPENDIX B

# Partnership Feasibility Guidelines

Partnership Feasibility Analysis is intended to enrich the information included in the Partnership Proposal Form and provide the City with enough information to decide whether or not to pursue the potential partnership. The Partnership Feasibility Analysis provides the information required to evaluate partnership opportunities and enable the City to proceed, if warranted, to the negotiation and contract stage of the relationship.

#	Criteria	Description	Scoring	Weighting
1	 <b>Alignment with municipal vision, values, goals</b>	<p>Explanation of how the project aligns with the recommendations, strategies, and service outcomes outlined in the Recreation Master Plan (2019) or the related service area.</p> <p>Explanation of how the project aligns with other City planning documentation and direction.</p>	0-5; 5 demonstrating complete alignment, 0 demonstrating no alignment	3
2	 <b>Alignment with Current City Priorities</b>	Explanation of how the project aligns with the current or known future amenity priorities of the as outlined in approved planning documentation (including, but not limited to the Recreation Master Plan 2019 and others.).	0-5; 5 demonstrating significant capital cost savings related to existing capital budgets, 0 demonstrating no capital cost savings	3
3	 <b>Capital Cost Savings</b>	<p>Explanation of how the project will save the City one time capital costs related to approved existing or planned future capital budgets (if applicable).</p> <p>Explanation of how the project will save the City one time capital costs related to the project as compared to it being a City project.</p>	0-5; 5 demonstrating significant capital cost savings related to existing capital budgets, 0 demonstrating no capital cost savings	2
4	 <b>Operating Cost Savings</b>	<p>Explanation of how the project will save the City ongoing operating costs related to approved existing or planned future operating budgets (if applicable).</p> <p>Explanation of how the project will save the City ongoing operating costs related to the project as compared to it being a City project.</p>	0-5; 5 demonstrating significant operating cost savings related to existing capital budgets, 0 demonstrating no operating cost savings	2
5	 <b>Social good</b>	Explanation of the accessibility of the project to the general public (social, financial, and physical accessibility) including any project conditions or partner related restrictions related to exclusive use of the facility, space, or program.	0-5; 5 outlining no public accessibility or use restrictions related to the project, 0 outlining significant barriers to participation and/or restrictions of use for the general public	2
6	 <b>Competency of partner organization</b>	Explanation of the competency, sophistication, and tenure of the partner group and clear understanding of the proposed project.	0-5; 5 demonstrating thorough understanding of the project and proven track record of the partner group, 0 demonstrating limited knowledge of the project and a new or unproven partner group	2



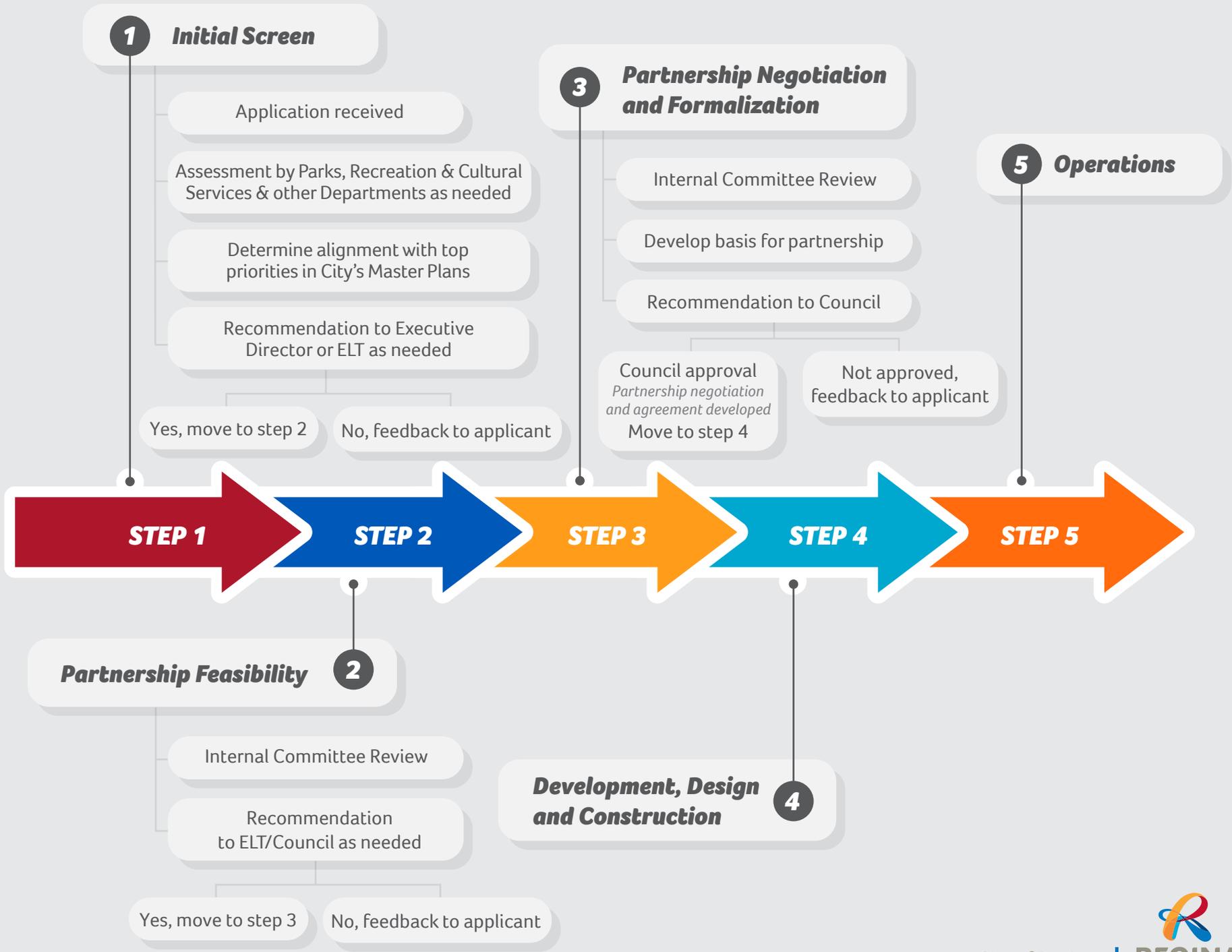


City of Regina



**REGINA**  
*Infinite Horizons*

[Regina.ca](http://Regina.ca)



## Regina Exhibition Association Limited - 2020 to 2035 Strategic Plan

<b>Date</b>	February 19, 2020
<b>To</b>	Priorities and Planning Committee
<b>From</b>	City Planning & Community Development
<b>Service Area</b>	Parks, Recreation & Cultural Services
<b>Item No.</b>	PPC20-3

### RECOMMENDATION

---

The Priorities and Planning Committee recommends that this report be received and filed.

### ISSUE

---

Regina Exhibition Association Limited (REAL) has provided the committee with a copy of its renewed Strategic Plan, see Appendix A.

### IMPACTS

---

REAL's Board of Directors has approved a new Strategic Plan which will guide REAL's stewardship of the Evraz Place site. Receipt of this information does not constitute approval for REAL to implement those elements of the Strategic Plan that require a decision by City Council.

There are no financial, environmental, policy, strategic, accessibility or other implications or considerations associated with this report. Any such impacts arising from REAL's implementation of their Strategic Plan will be brought forward in future reports as and when it is appropriate to do so.

### OTHER OPTIONS

---

None to consider.

## **COMMUNICATIONS**

---

None with this report.

## **DISCUSSION**

---

Regina Exhibition Association Limited (REAL) undertakes the care and management of City owned lands and facilities located at Evraz Place. REAL is a non-profit corporation whose voting memberships are owned entirely by the City of Regina. The governing document for REAL's relationship with the City is the Unanimous Members Agreement (UMA) executed on January 1, 2014.

In general terms, REAL is to provide, operate and maintain multi-purpose facilities for events and activities (including sports and other entertainment) and to promote agricultural industries and services.

REAL's mandate as set out in the UMA is to:

- Operate in the best interests of the community and enrich the quality of life for people in the community through the hosting and delivery of local, regional, national and international events
- Develop, operate and maintain City and other facilities to provide world-class hospitality for trade, agri-business, sporting, entertainment and cultural events that bring innovation, enrichment and prosperity to the community
- Operate with an entrepreneurial spirit and to pursue expanded business ventures that could generate additional revenue

In accordance with the UMA, the business and affairs of REAL are managed by its Board of Directors which shall at times act independently of the City with the full authority to make strategic business decisions. As a result, City Council approval of REAL's Strategic Plan is not required.

However, under the UMA, REAL has not been given the capacity to act as an agent of the City unless the City provides express written permission to REAL to do so. Consequently, as REAL pursues the implementation of their 2020 to 2035 Strategic Plan there will be decision items that REAL will bring forward to City Council for deliberation.

Senior leadership from both the City and REAL will continue to work together collaboratively to support REAL's implementation of its Strategic Plan.

## **DECISION HISTORY**

---

The recommendation to receive and file this report is within the delegated authority of the Priorities and Planning Committee.

Respectfully submitted,



Diana Hawryluk  
Executive Director,  
City Planning & Community Development

Respectfully submitted,



Chris Holden  
City Manager

Prepared by: Jeff May, Manager, Sport Facilities & Special Events

## **ATTACHMENTS**

Appendix A - 2.0 REAL 15 Year Strat Plan

20.

136 YEARS IN THE MAKING



**Sandra Masters**, Chair, REAL Board of Directors  
**Tim Reid**, CEO, REAL  
**Roberta Engel**, VP Operations and Finance, REAL

“operate with an **entrepreneurial spirit** and to **pursue expanded business ventures** that could generate additional revenue.”



# BOARD OF DIRECTORS



Chair and Vice Chair of the Board of Directors



Committee Chairs and Ex-Officio Members



Board Directors

## Mission

“We deliver exceptional experiences and foster meaningful memories that make our community a better place.”





## Vision

“To be the heart of our city and province – a place where people come to live, work and play.”

# CORPORATE VALUES

**Be original.** We think outside the box, constantly challenge the status quo and welcome ideas for improvement.

**Be a host.** We treat everyone as if they were a guest invited into our home and we do so with the highest level of hospitality.

**Be inclusive.** We welcome everyone and treat all others how we would like to be treated.

**Be proud.** We showcase how honoured we are to represent our history, our organization and to be a valued member of the Evraz Place family.

**Be resilient.** We willingly adapt to change and never give up.

**Be smart.** We strategically and thoughtfully manage our business and plan for the future.

**Always own it.** We hold ourselves and other accountable for delivering on promises.



# FOUNDATIONAL AGREEMENTS



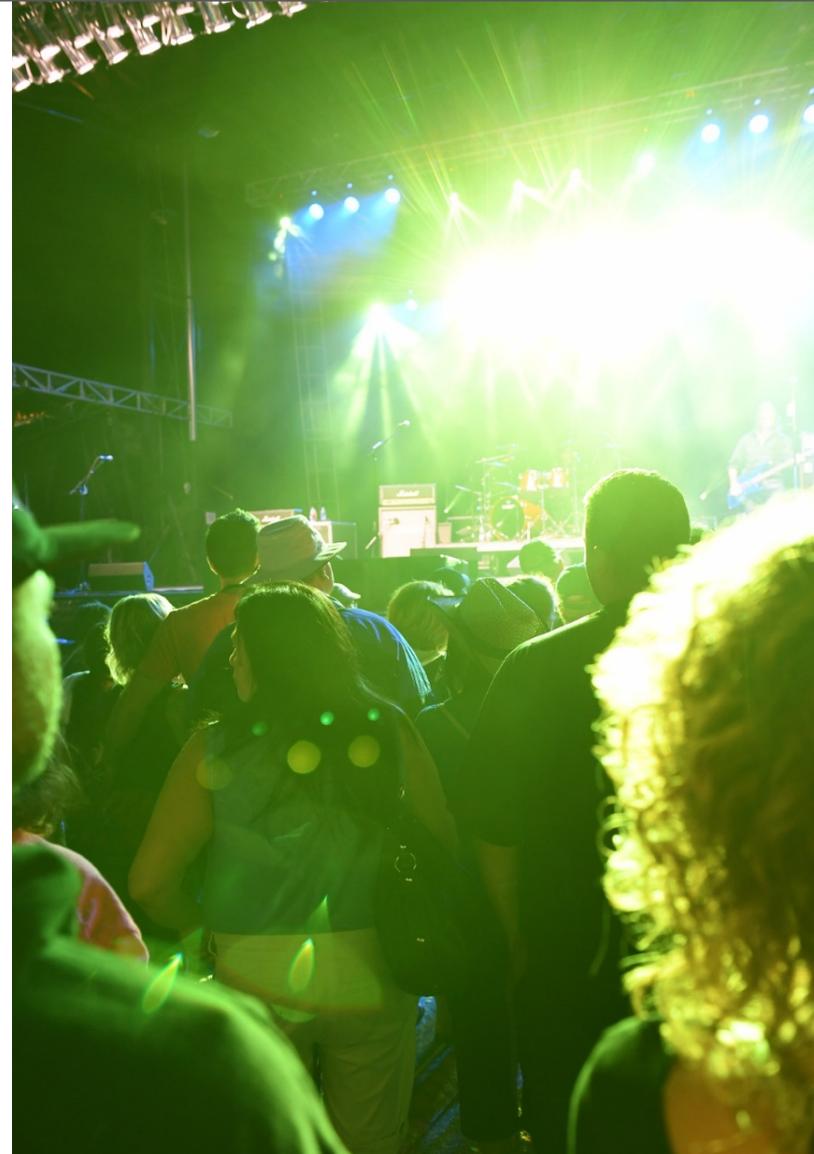
# FOUNDATIONAL AGREEMENTS

## The Non-Profit Corporations Act

- The *Non-Profit Corporations Act, 1995 (Saskatchewan)* sets out the rules for the incorporation of registration for a non-profit organization in Saskatchewan, and for the registration of non-profit extra-provincial corporations.

## Certificate and Articles of Continuance

- REAL's *Certificate of Continuance* and *Articles of Continuance* verify that REAL is a certified association under the *Non-Profit Corporations Act, 1995 (Saskatchewan)*. The articles of continuance outline the class of membership/shareholder the organization has, and the rights and voting power of the sole shareholder.
- According to the *Articles of Continuance* REAL is entitled to: "...provide and operate multi-purpose facilities for events and activities including sports and other entertainment and for the purpose of promoting agricultural industries and services generally..."



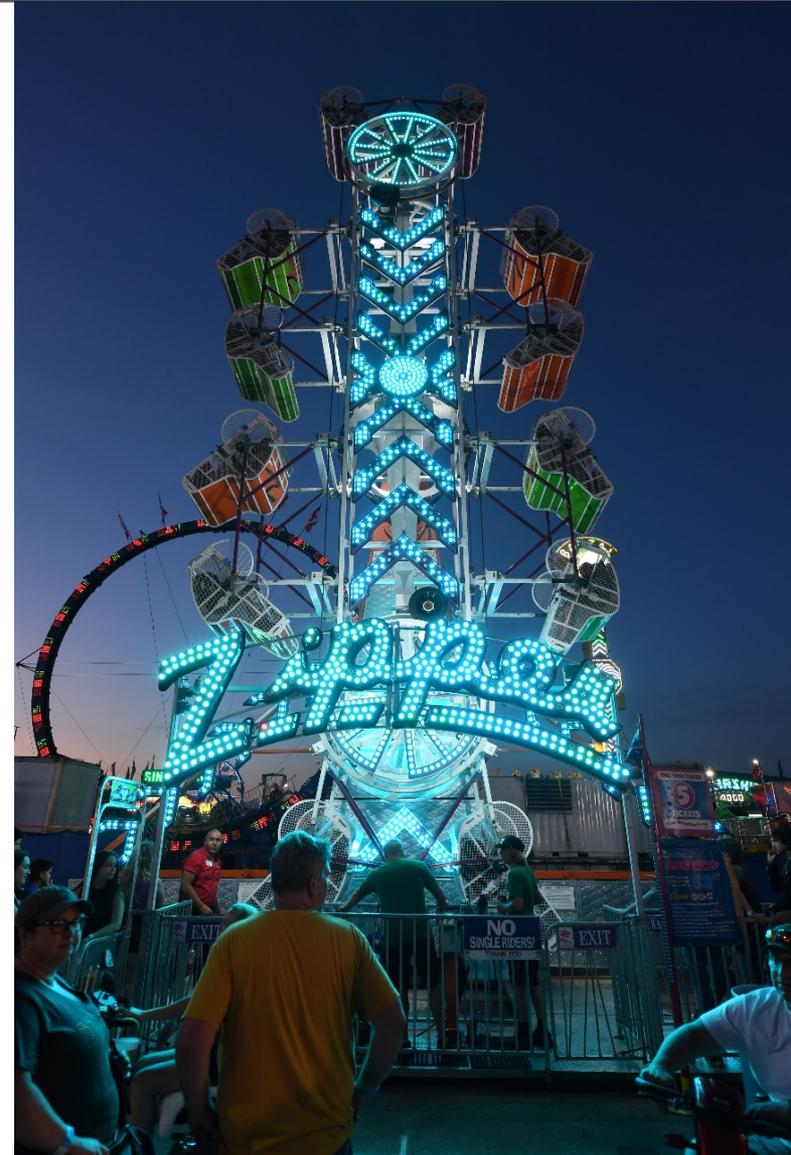
# FOUNDATIONAL AGREEMENTS

## Unanimous Members Agreement

- With the signing of the UMA, REAL's governance model shifted from a shareholder model to an arm's length municipally owned entity. The UMA sets out REAL's scope of responsibility, reporting requirements, and the City of Regina and REAL's relationship and decision-making structure.

## REAL Bylaws and Governing Policies

- The purpose of REAL's bylaws is to act as the link between the *Non-for-Profit Act, 1995 (Saskatchewan)*, *Articles of Continuance*, the UMA and the board's governance policies. The bylaws outline the rules by which the REAL board may operate that is not specifically addressed within the above mentioned governing documents. Amendments to bylaws require approval by the City of Regina in the capacity of sole shareholder.



# FOUNDATIONAL AGREEMENTS

## Lease Agreement

- Outlines the duties and responsibilities of REAL as the landlord for the property.
- REAL is responsible for the general management and operation of the property and buildings, which includes the management and coordination of events and activities organized on the property as well as repair and maintenance of the property in a manner that is in accordance with good industry practice.
- REAL also manages public access to the property and facilities as they are multi-purpose facilities intended to be used for the benefit of community. REAL entered into the Lease Agreement in April 2015 at a lease rate of \$1.00 per year for a four-year term. The current lease expired on March 31, 2019. REAL and the City of Regina are currently in discussions on the new lease terms.



# FOUNDATIONAL AGREEMENTS

## Stadium Operating and Maintenance Agreement

- The land on which Mosaic Stadium was constructed is considered a separate parcel of land from the land boundaries covered under the Lease Agreement. The Stadium Operating & Maintenance Agreement (O&M Agreement) was negotiated to address the specific needs of Mosaic Stadium and its tenants.
- REAL entered into the O&M Agreement in April, 2018. That agreement is due to expire on December 31, 2021. Under the O&M Agreement, REAL is also responsible for overall operations and maintenance of the stadium. This includes all preventative maintenance, general repairs, custodial services (with the exception of the leased areas) and security. The O&M Agreement fee is intended to be calculated on a cost recovery basis and, for agreement purposes, was established at \$3.6M per year.
- During the construction of the stadium, REAL agreed to contribute to the completion of the food and beverage design. Under the O&M Agreement REAL has committed to repay a draw from the stadium reserve in the amount of \$9M. The repayment schedule is over a 30 year time frame.

# FOUNDATIONAL AGREEMENTS

## HSBC Facility Agreement

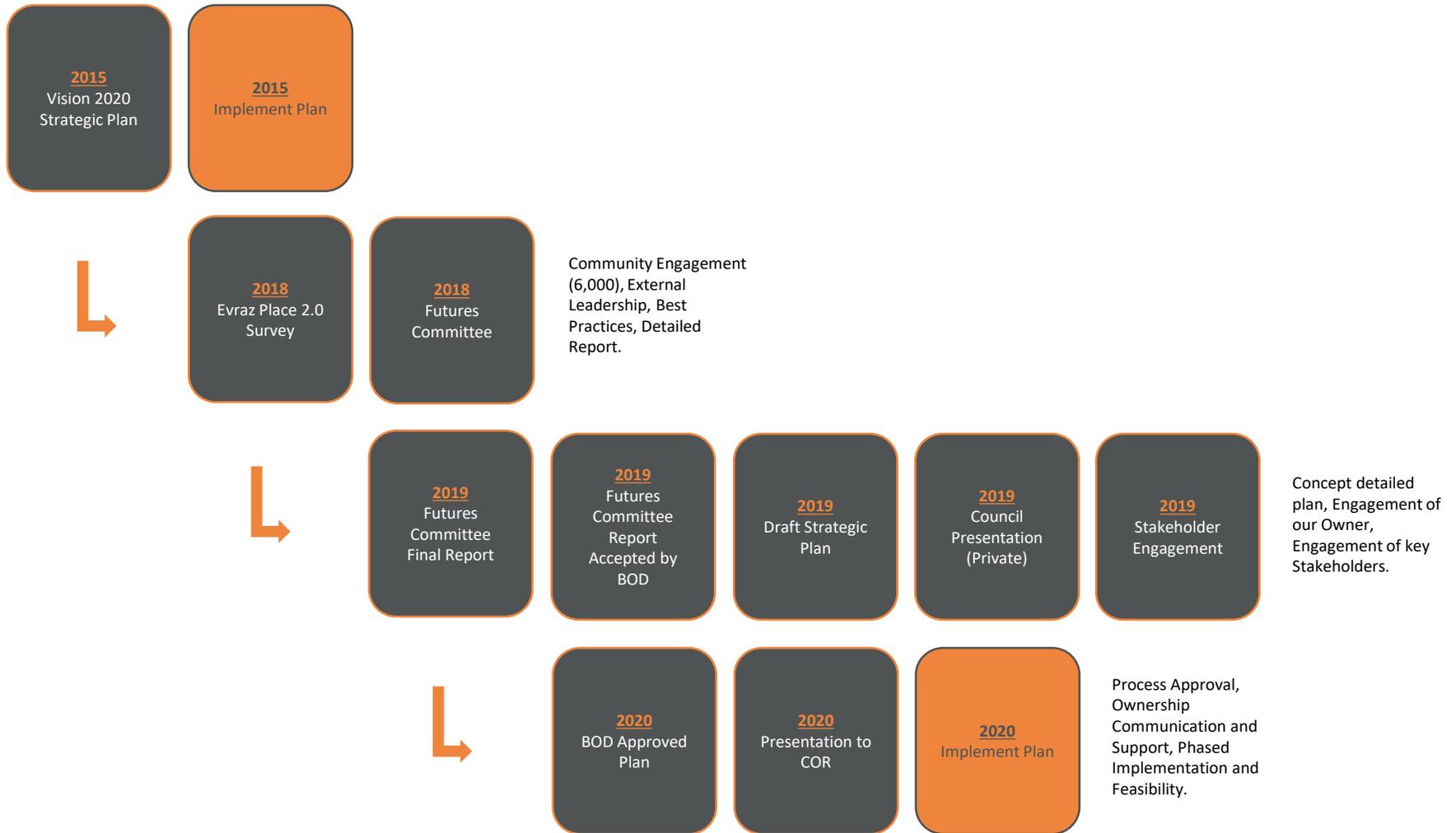
- REAL currently has the following bank facilities in place with HSBC:
  - \$9M capital line of credit
  - \$3M operating overdraft
  - \$1M miscellaneous
- The City of Regina has guaranteed all bank facilities, totaling \$13M.

## Revenue Continuance

- The Saskatchewan Liquor and Gaming Authority (SLGA) on behalf of the Government of Saskatchewan, entered into a 10 year agreement with REAL on April 1, 1997 which prohibited REAL from operating a casino or casino games (formerly known as Silver Sage Casino) and in return, REAL receives \$2.6M in funding annually as revenue continuance or lost revenue from the casino. This agreement is due to expire on March 31, 2027.



# PROCESS TIMELINE OVERVIEW

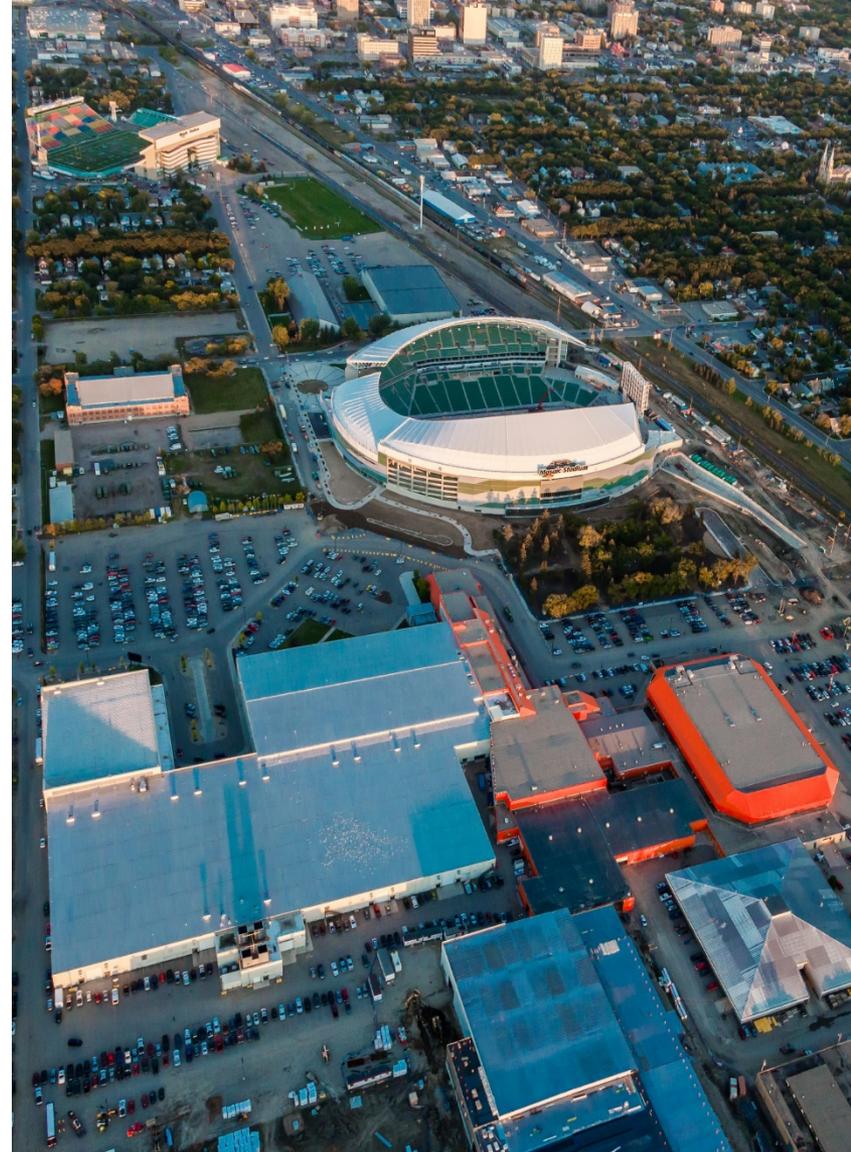


# HISTORICAL FINANCIAL REVIEW

The addition of the International Trade Centre and Mosaic Stadium have not only expanded our business but also added a level of complexity. As a result, REAL responded with a focus on service delivery and meeting the day to day needs of the organization.

When analyzing the last 4 years, the following observations can be made:

- **Earnings** - REAL is less profitable today than it was prior to these new assets being introduced into the facility portfolio.
- **Operating Margin** – The operating margin has decreased by more than 50% since 2015 with the introduction of new facility assets.
- **Deferred Maintenance Deficit** - In 2016 and each year thereafter, the NOI position was deficient and suggested a significant risk to long-term financial sustainability and maintenance of assets.
- **Casino Grant Funding** – Annual Casino Grant of \$2.6M is essential to the financial sustainability of REAL.



# HISTORICAL FINANCIAL REVIEW

	<i>Actual</i> <b>2015</b> \$	<i>Actual</i> <b>2016</b> \$	<i>Actual</i> <b>2017</b> \$	<i>Actual</i> <b>2018</b> \$	<i>Budget</i> <b>2019</b> \$
<b>Revenues</b>					
Food & Beverage Sales	8,678,342	8,659,343	15,151,244	14,649,011	14,383,887
Other Sales & Rentals	16,736,093	16,583,553	23,597,045	22,710,259	23,334,744
Contributions & COR Capital	454,229	401,324	407,256	1,118,104	200,640
Sponsorships & Advertising	1,725,224	1,684,469	2,231,408	2,314,417	2,748,150
Revenue Continuance	2,600,000	2,600,000	2,600,000	2,600,000	2,600,000
	<b>30,193,887</b>	<b>29,928,689</b>	<b>43,986,954</b>	<b>43,391,791</b>	<b>43,267,421</b>
<b>Expenses</b>					
Cost of Goods Sold	3,237,849	3,308,226	5,611,569	5,330,585	5,017,168
Utilities	2,184,855	2,103,651	3,248,958	3,462,322	3,445,015
In-Scope Labour Costs	8,260,348	8,161,790	10,654,996	12,902,694	10,655,361
Out-of-Scope Labour	4,037,817	4,920,505	6,582,021	6,769,245	7,427,879
Contracted Labour	893,351	1,521,499	2,456,674	1,911,465	1,818,889
Other Non-Labour Costs	7,249,772	6,126,967	11,993,181	10,615,067	11,390,674
Repairs & Maintenance	2,675,110	3,084,062	2,924,120	1,697,235	2,392,849
	<b>28,539,101</b>	<b>29,226,699</b>	<b>43,471,519</b>	<b>42,688,613</b>	<b>42,147,836</b>
<b>EBITDA</b>	<b>1,654,786</b>	<b>701,990</b>	<b>515,435</b>	<b>703,178</b>	<b>1,119,585</b>
<b>Revenue Growth</b>	<b>11.11%</b>	<b>-0.88%</b>	<b>46.97%</b>	<b>-1.35%</b>	<b>-0.29%</b>
<b>Expense Growth</b>	<b>12.58%</b>	<b>2.41%</b>	<b>48.74%</b>	<b>-1.80%</b>	<b>-1.27%</b>
<b>Operating Margin</b>	<b>5.48%</b>	<b>2.35%</b>	<b>1.17%</b>	<b>1.62%</b>	<b>2.59%</b>

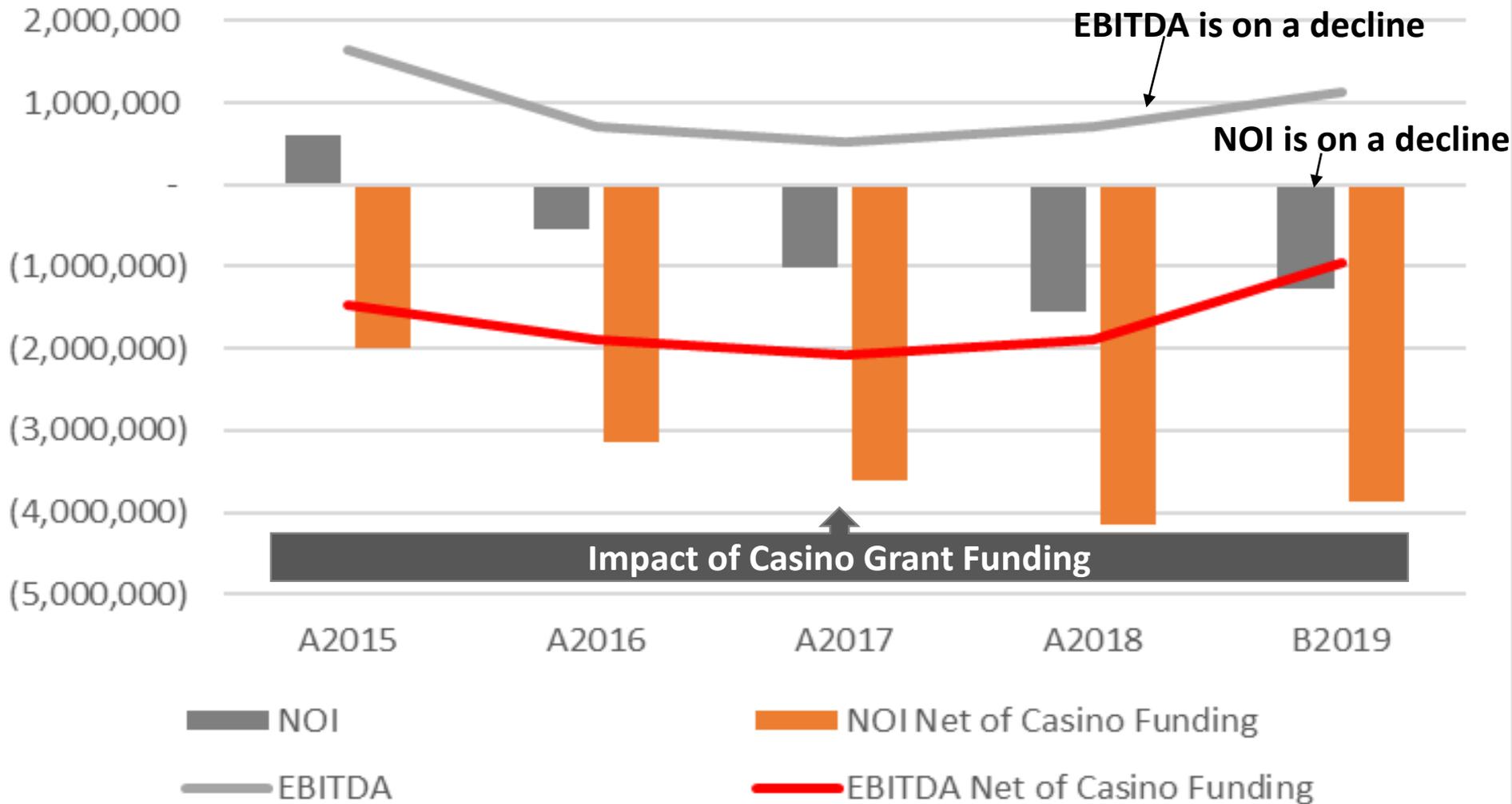
# FINANCIAL RISK – CASINO GRANT FUNDING

## The Facts:

- **Funding Partner to REAL** - The Government of Saskatchewan is the largest annual funding partner.
- **10 Year Agreement** – Entered into on April 1, 1997 with The Saskatchewan Liquor and Gaming Authority (SLGA) on behalf of the Government of Saskatchewan.
- **Expiration Date** - 2027
- **Impact to REAL** - A loss of \$2.6M annually.
- **Sustainability** – Value is significant and has a direct impact to REAL's financial results.
- **Strategic Financial Model** – The \$2.6M value has been retained as funding over the next 15 years.



# FINANCIAL IMPACT NET OF CASINO FUNDING



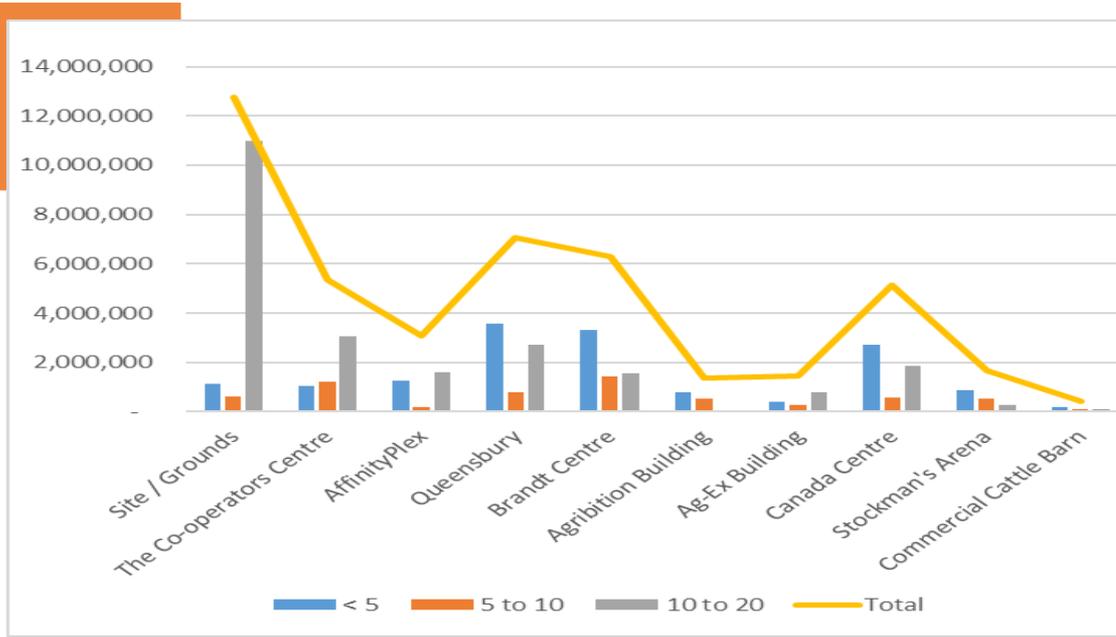
# DEFERRED MAINTENANCE RISK

## The Facts:

- **NOI position** - Suggests a significant risk to long term sustainability and maintenance of assets.
- **Facilities Condition Assessment** - In 2019 REAL engaged a consultant to perform a Facilities Condition Assessment on the campus with the exception of Mosaic Stadium and the International Trade Centre.
- **\$44M Financial Risk** - Over the next 20 years, a \$44M investment into the campus' key elements of civic infrastructure is required.
- **Ability to Fund** - Based on historical results REAL will not be able to balance annual operational performance to the required annual deferred maintenance investment.



# DEFERRED MAINTENANCE RISK



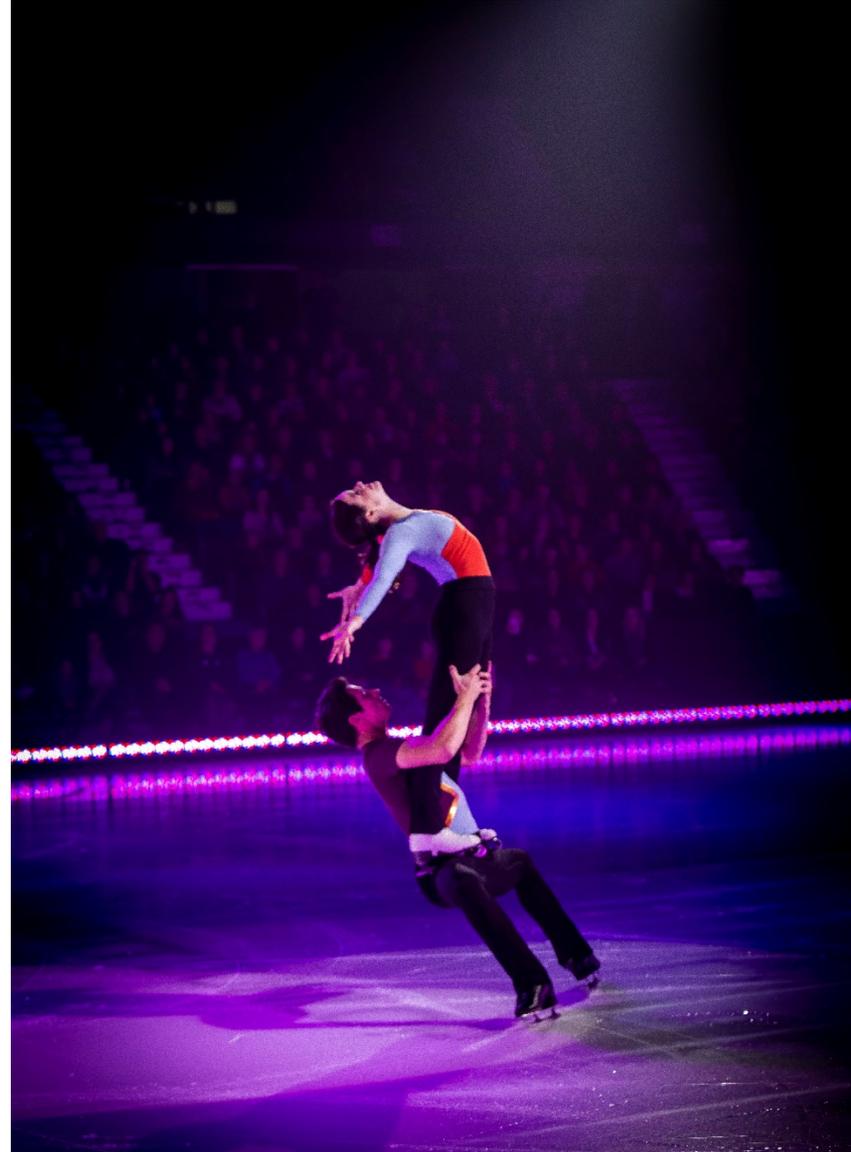
Building	<5	5 to 10	10 to 20	Total
Site/Grounds	\$ 1,145,500	\$ 600,000	\$ 11,000,000	\$ 12,745,500
Cooperators Centre	\$ 1,063,000	\$ 1,218,500	\$ 3,072,000	\$ 5,353,500
AffinityPlex	\$ 1,255,000	\$ 195,000	\$ 1,620,000	\$ 3,070,000
Queensbury	\$ 3,556,000	\$ 789,000	\$ 2,709,000	\$ 7,054,000
Brandt Centre	\$ 3,305,000	\$ 1,435,000	\$ 1,550,000	\$ 6,290,000
Agribition Building	\$ 776,000	\$ 522,500	\$ 65,000	\$ 1,363,500
Ag-Ex Building	\$ 398,000	\$ 255,000	\$ 790,000	\$ 1,443,000
Canada Centre	\$ 2,720,000	\$ 565,000	\$ 1,840,000	\$ 5,125,000
Stockman's Arena	\$ 871,000	\$ 515,000	\$ 270,000	\$ 1,656,000
Commercial Cattle Barn	\$ 200,000	\$ 120,000	\$ 105,000	\$ 425,000
<b>Grand Total</b>	<b>\$ 15,289,500</b>	<b>\$ 6,215,000</b>	<b>\$ 23,021,000</b>	<b>\$ 44,525,500</b>



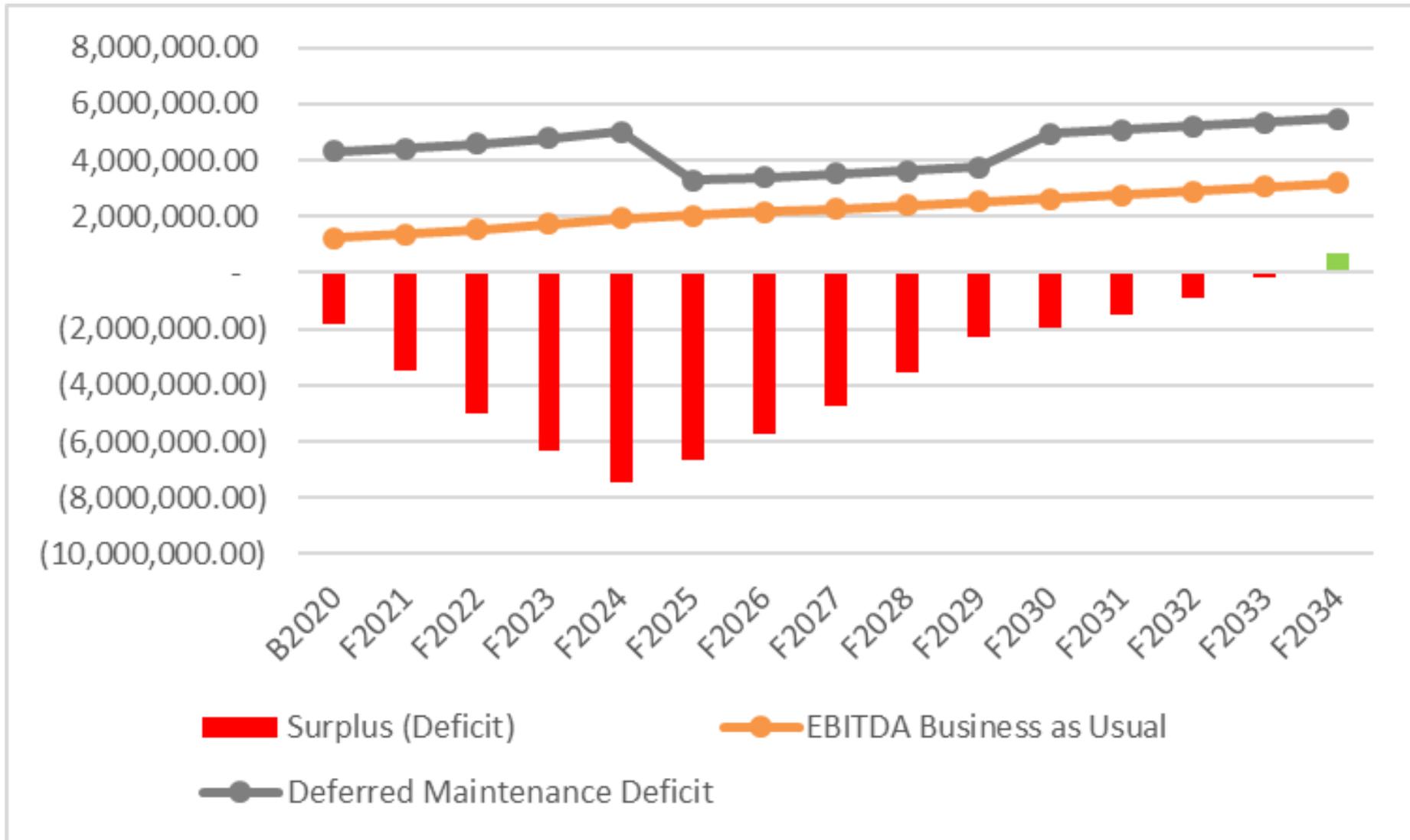
# FINANCIAL REALITY – CURRENT STATE

## The Facts:

- **Current Business Model** - REAL's current business model is not sufficient to sustain the organization and maintain the civic assets for generations to come.
- **Business as Usual** - Is defined as REAL making no significant changes to the current business model.
- **Status Quo** – Current state, REAL maintains a modest growth by:
  - Increasing revenues annually by 2% over the next 5 years and 1.75% annually over the remaining 10 years.
  - Manage and monitor expenses by allowing for a 1.5% annual increase.
- **Financial Outcome** - Unfortunately, business as usual is not sufficient for the sustainability as deferred maintenance continues to compound and remains in a deficit position for the next 14 years.



# FINANCIAL REALITY

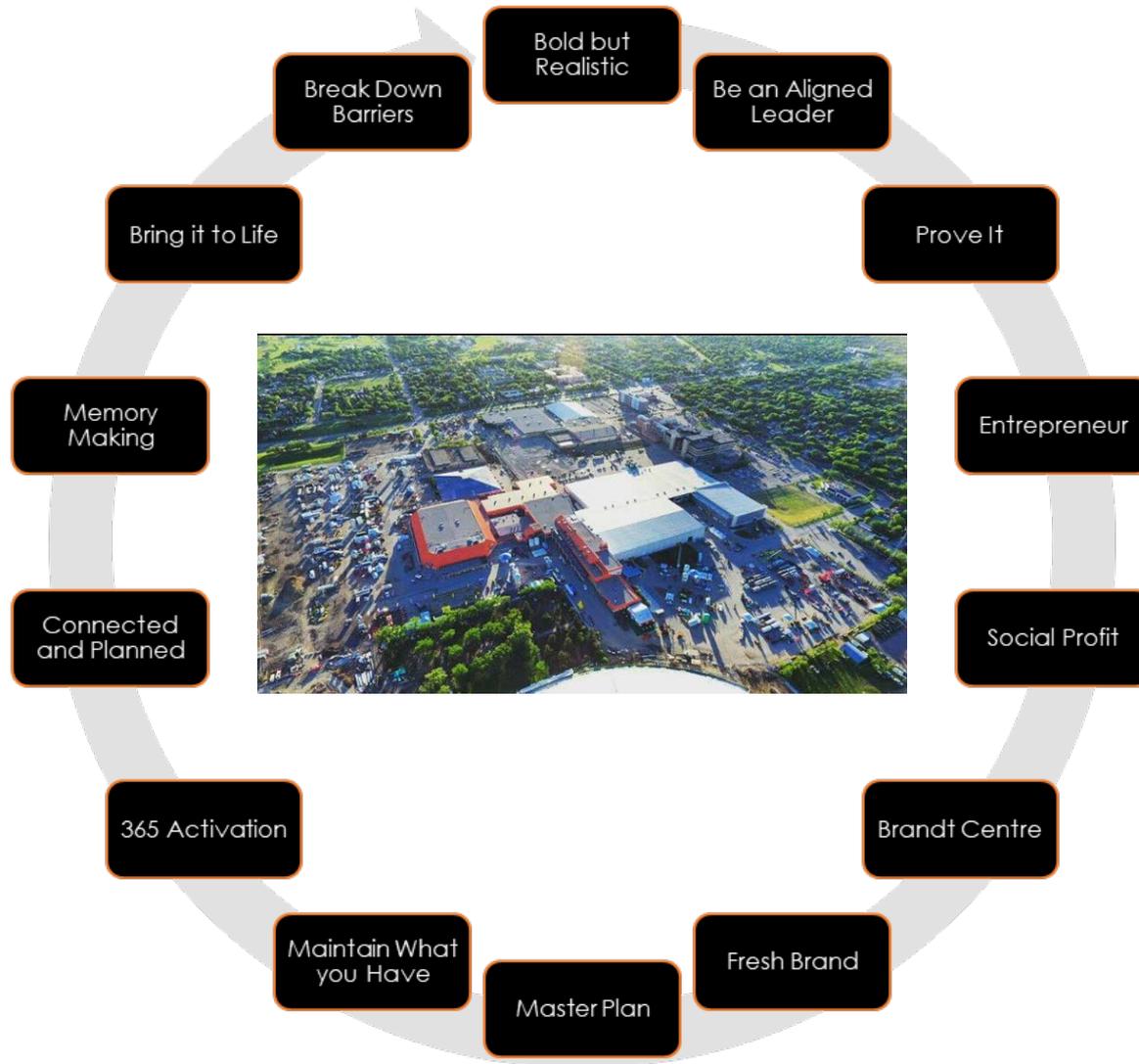


# FUTURES COMMITTEE RECOMMENDATIONS

- Our Board began the strategic planning process with the creation of a task force known as the **Futures Committee**: a dedicated group of community leaders that blended internal knowledge with engaged community partners.
- This committee successfully connected with over **6,000** community members while concurrently evaluating the best practices in the management of civic recreation, sport and event spaces within North America.
- The Futures Committee developed and publicly released a detailed report that the Board approved on June 5, 2019. This report provided **14 recommendations** that form the foundation of our long-term plan.
- Any future planning for the Evraz Place campus and the role of **REAL** in our community should align with the following outcomes.

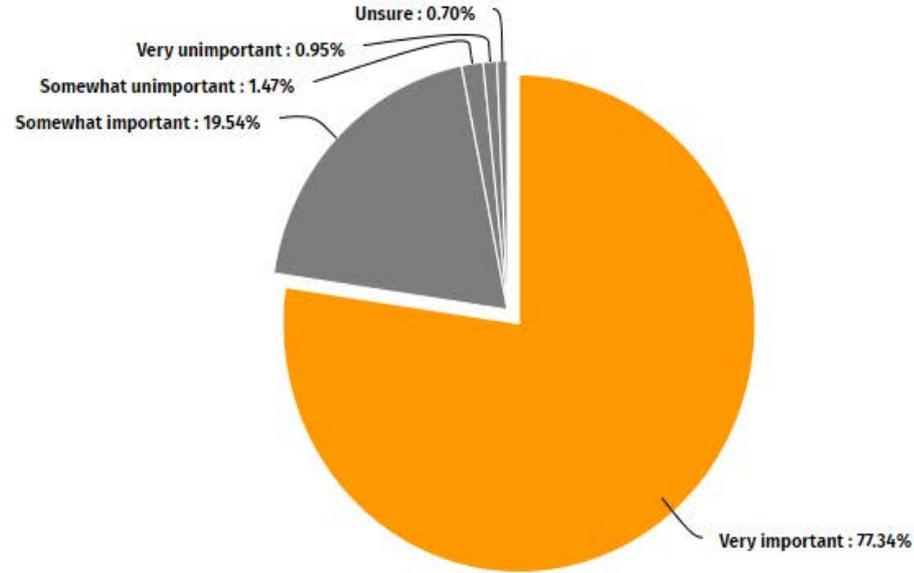


# FUTURES COMMITTEE RECOMMENDATIONS



# FUTURES COMMITTEE ENGAGEMENT

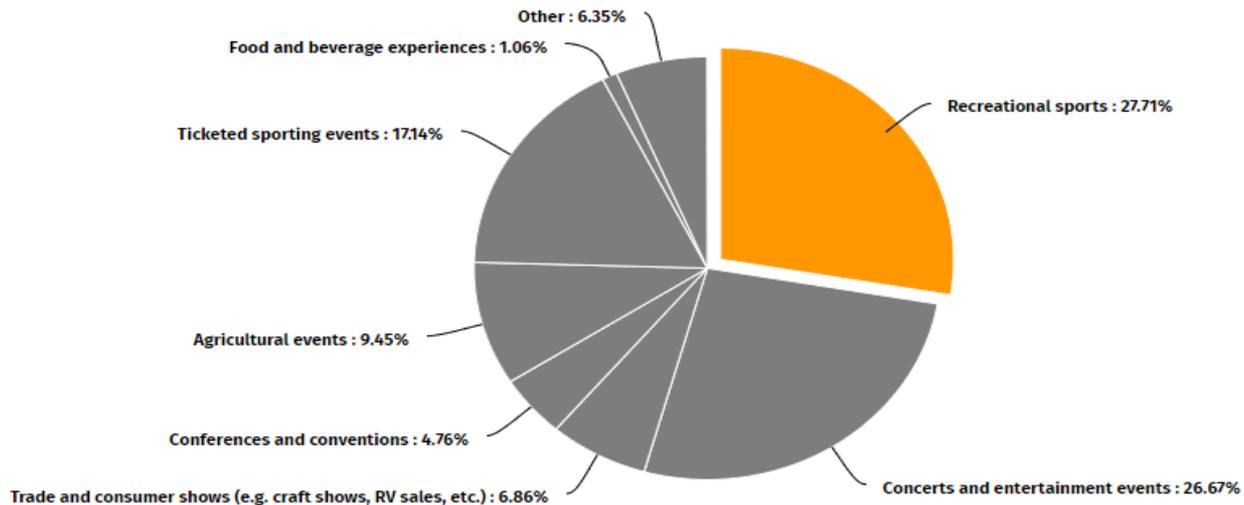
How important do you think Evraz Place is to Regina?



Answer	Count	Percent	20%	40%	60%	80%	100%
Very important	3420	77.34%					
Somewhat important	864	19.54%					
Somewhat unimportant	65	1.47%					
Very unimportant	42	0.95%					
Unsure	31	0.7%					

# FUTURES COMMITTEE ENGAGEMENT

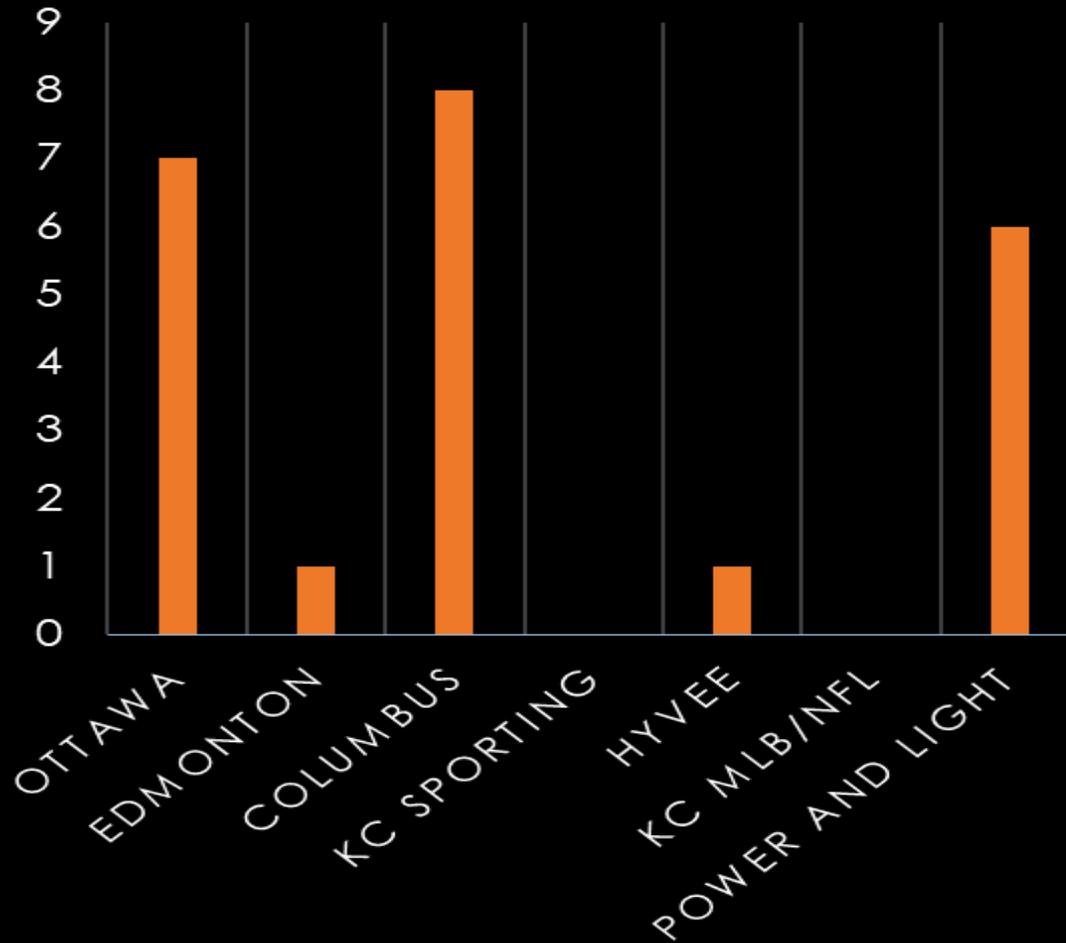
What do you think the main purpose of Evraz Place should be in the future? (Please select one response.)



Answer	Count	Percent	20%	40%	60%	80%	100%
→ Recreational sports	1200	27.71%					
→ Concerts and entertainment events	1155	26.67%					
Trade and consumer shows (e.g. craft shows, RV sales, etc.)	297	6.86%					
Conferences and conventions	206	4.76%					
→ Agricultural events	409	9.45%					
Ticketed sporting events	742	17.14%					
Food and beverage experiences	46	1.06%					
Other	275	6.35%					

# FUTURES COMMITTEE ENGAGEMENT

## TOP THREE RANKINGS BY SITE





# FUTURES COMMITTEE EXPLORATION

Edmonton



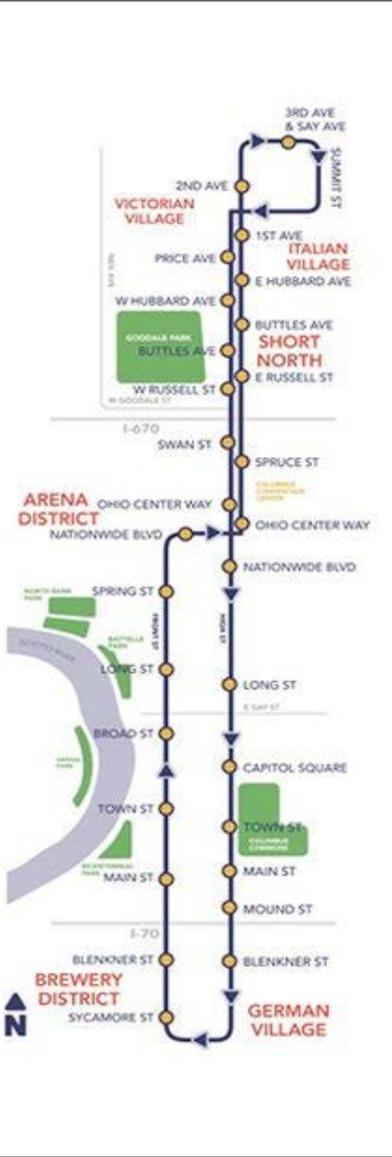
# FUTURES COMMITTEE EXPLORATION

Kansas City



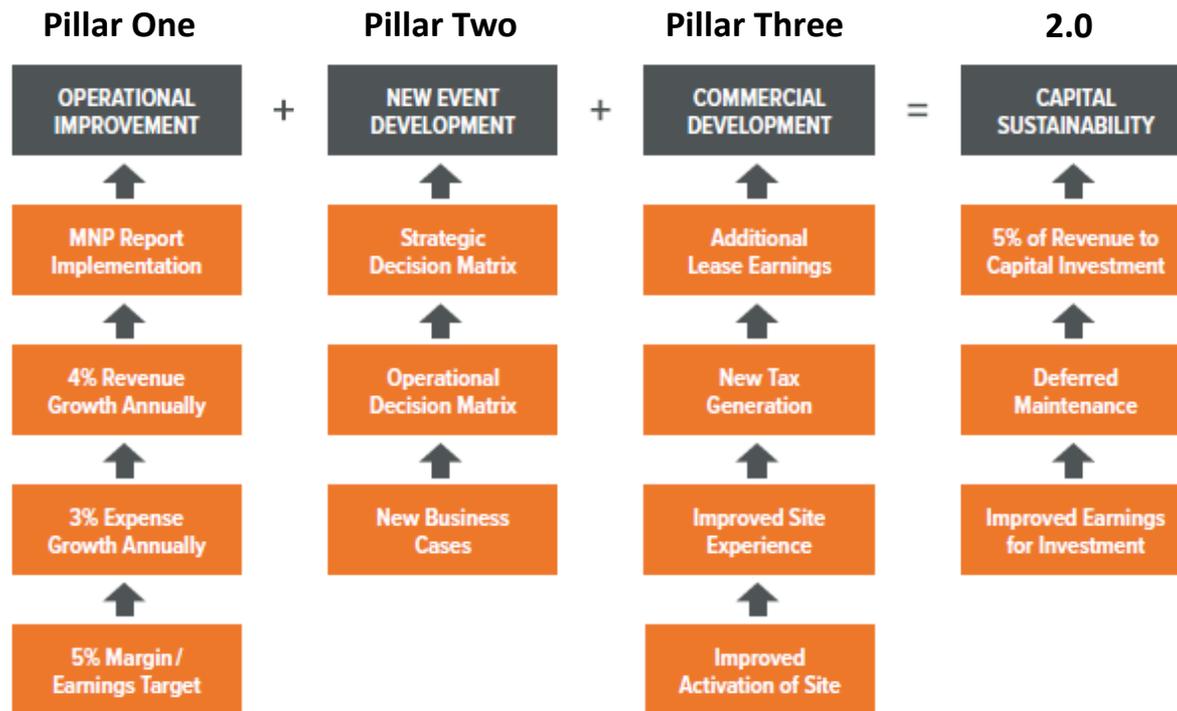
# FUTURES COMMITTEE EXPLORATION

# Columbus



# THE PLAN MOVING FORWARD

The Board developed a strategic plan based on three key pillars of improvement. The Board focused on the following three key strategies to support the long-term sustainability of the organization.



Board of Directors Sustainability Targets
4% Annual Revenue Growth
3% Annual Expense Growth
5% Margin Target

# BUILDING ON BUSINESS AS USUAL

## The Facts:

- **Not Enough** - As previously identified, business as usual will not meet the growth targets set by the Board of Director's.
- **Compounding Issue** - Deferred maintenance deficit continues to compound.
- **New Business Cases** - REAL identified new business activities to generate revenue and were tested using the Operational Decision Making Matrix and the Strategic Decision Making Matrix.
- **Operational Efficiencies** - REAL engaged a consultant to perform an operational efficiency review and opportunities identified have been included in the strategic financial plan forecast.



# OPERATIONAL IMPROVEMENT MODEL

Hypothesis	Category	Difficulty	Saving Initiative	Base	Stretch	# of Months
1. Finance & Accounting	Finance	Hard	Reduce/eliminate the use of REP and the dependency on software-specific support	\$ 50,000	\$ 150,000	9
2. Human Resources	Contractors	Hard	Reduce contract work with improved operational efficiencies and effective planning	\$ 200,000	\$ 490,000	10
	Facilities	Hard	Based on industry standards, Mosaic Stadium is utilizing too many resources in terms of maintenance and janitorial services, which can be reduced	\$ 160,000	\$ 320,000	4
3. Sports Entertainment & Events	Sports Entertainment & Events	Hard	Improve communication to eliminate overlapping tasks and resources Implement better forecasting and planning techniques	\$ 270,000	\$ 450,000	5
	Procurement	Easy	Introduce a procurement department to ensure that the organization is obtaining competitive prices on key inventory (ex. Souvenirs) More savings can be captured in purchasing food and beverage goods	\$ 70,000	\$ 110,000	3
4. Food & Beverage	Food & Beverage	Hard	Establish operational efficiencies	\$ 400,000	\$ 525,000	5
			Optimize scheduling and strategic workforce planning	\$ 240,000	\$ 315,000	
		Medium	Reduce the amount of manual paperwork Improve food yields and reduce cost	\$ 160,000 \$ 310,000	\$ 210,000 \$ 390,000	4
5. Facilities, Events & Delivery	Facilities, Events & Delivery	Hard	Establish operational efficiencies	\$ 550,000	\$ 720,000	5
			Optimize scheduling and strategic workforce planning	\$ 330,000	\$ 435,000	
	Medium	Reduce the amount of manual paperwork	\$ 220,000	\$ 290,000	4	
6. Sales & Marketing	Sales & Marketing	Easy	Charge for parking	\$ 1,395,000	\$ 2,200,000	4
		Medium	Drive greater opportunities in marketing with current data	\$ 700,000	\$ 980,000	6
		Easy	Enhance the salesforce	\$ 500,000	\$ 750,000	8
		Medium	Improve the customer quoting process	\$ 1,110,000	\$ 1,440,000	4
<b>TOTAL SAVINGS OPPORTUNITY</b>				<b>\$ 3,705,000</b>	<b>\$ 5,158,000</b>	

# NEW BUSINESS CASES

## Core Activities:

1. Live music, indoor and outdoor concerts
2. E-Sports and e-gaming
3. Become the host site for a Winter Fair
4. Host Canada's Farm Show or similar dry-land farming event
5. Remain the host of Canadian Western Agribition
6. Sponsorship on site and naming rights
7. Tradeshows and enhanced tradeshow offerings
8. Consumer events and growth in numbers of events
9. Weddings and ceremonial events
10. Paid parking
11. Maintain free parking for recreational use
12. Premium parking services
13. Premium and VIP seating for events
14. Minor Hockey
15. Minor Soccer
16. Sask Sport Inc.
17. CCHL adult and youth 3 on 3
18. Figure skating
19. National and international event hosting
20. Renting office space
21. Retail outlets (Tim Hortons)
22. The Regina Pats
23. Food and beverage experiences beyond concessions
24. Sport tourism expansion with tournaments
25. Mixed use residential opportunities
26. 365 day activations on site
27. Senior care facilities/assisted Living
28. Grocery store
29. Movie theatre
30. Saskatchewan Roughriders football
31. Connections with the airport
32. Connections with Regina downtown
33. Enhance the use of technology in a "smart" strategy
34. Canada Day, New Year's Eve, value proposition events within the community

# NEW BUSINESS CASES

## Context Activities:

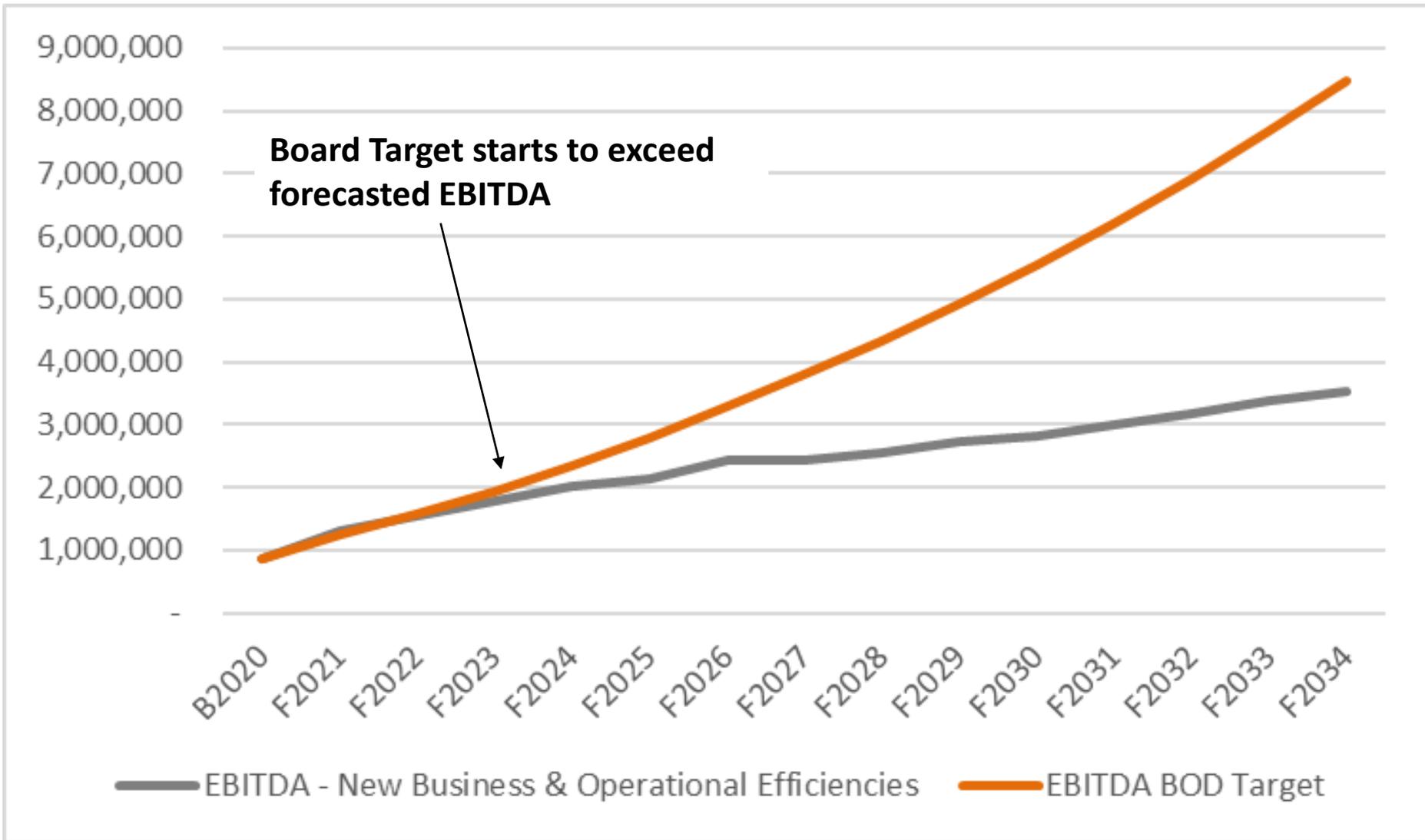
1. Grab and go concessions
2. Craft beer options on site
3. Oktoberfest and other similar events
4. Outdoor public child play areas
5. Mini golf facilities
6. Develop a bowling center
7. Develop a cricket pitch
8. Develop pickle ball courts
9. Develop a pow wow
10. Manage food and beverage services in house
11. Manage cleaning services in house
12. Build a “Ballers” or “Rec Room” on site
13. Sunday specials, Mother’s Day brunch, Easter brunch etc.
14. City wide sponsorship leadership
15. Professional lacrosse
16. Professional soccer
17. High school football
18. Community not for profit hub or shared service site
19. The University of Regina Cougars/Rams
20. Regina Thunder
21. Parking garage and paid parking facilities
22. Gambling and casino
23. Sports academy
24. Ringette
25. Manage other facilities in Regina (golf, fields, aquatic)
26. Tennis facilities on site
27. 4H and youth agriculture
28. BBQ competitions
29. Biking and cycling clubs
30. Track and field clubs
31. Outdoor water parks
32. Volleyball
33. Basketball
34. Floor hockey
35. Public gardens, bee keeping and community agriculture

# OPERATIONAL EFFICIENCY & NEW BUSINESS CASES

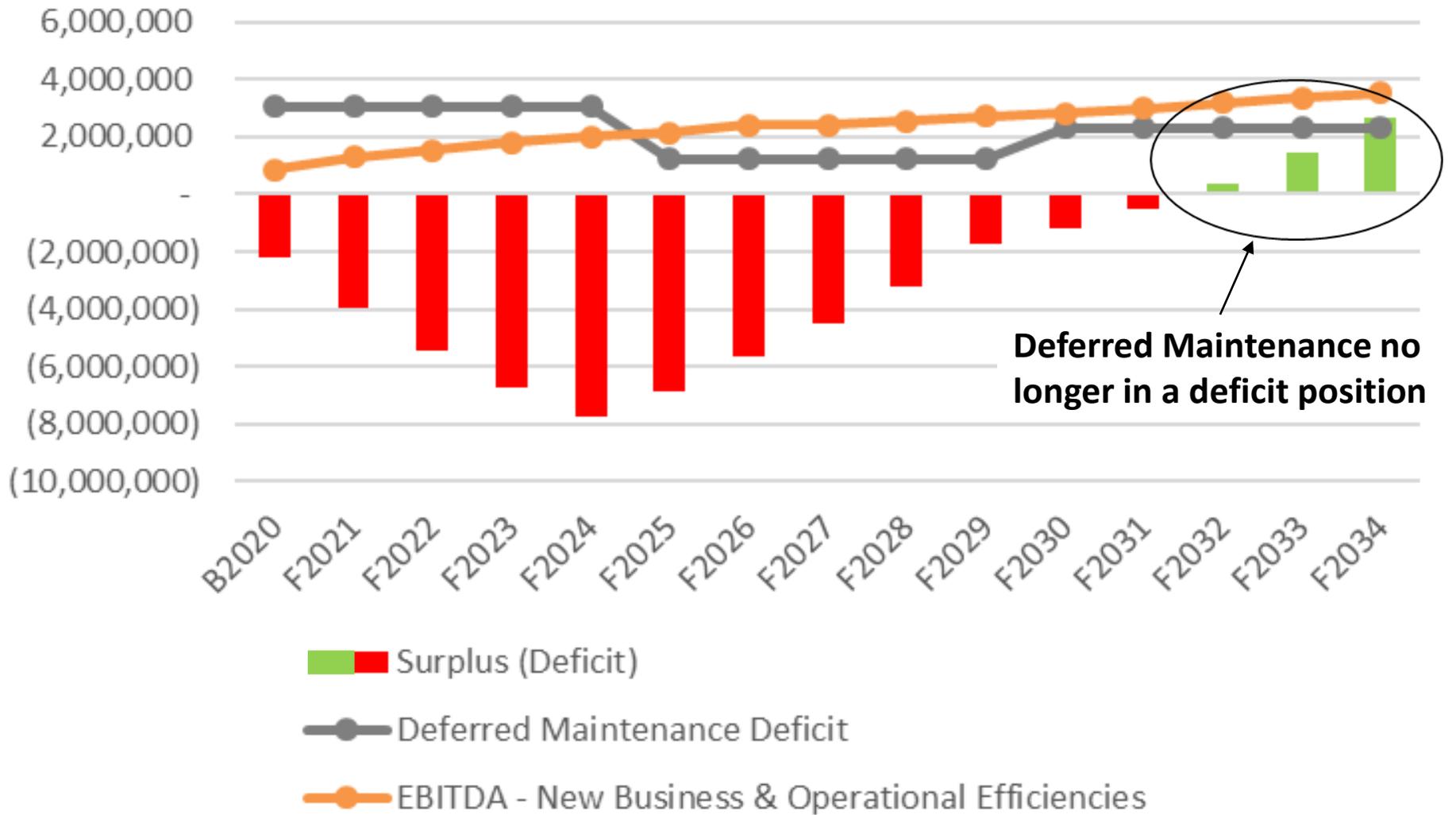
## Financial Impact

- The new business cases are projected to generate an average of \$2.1M in annual revenue over the next 15 years.
- REAL can achieve the Board of Director's target for the next four years.
- In 2024, the financial gap between target and new business model begins.
- Although the new business cases and operational efficiencies have a positive impact on EBITDA, it will not achieve the sustainability level of growth the Board of Director's has identified for long term success.
- More importantly, the new business model does not meet the required annual capital investment to address the deferred maintenance risk.
- Deferred maintenance continues to compound and eventually (2032) REAL will be in a positive position as it relates to deferred maintenance.
- This will place REAL and the City of Regina in a vulnerable position as emergency capital replacement requests will require the support of Council.

# OPERATIONAL EFFICIENCY & NEW BUSINESS CASES



# OPERATIONAL EFFICIENCY & NEW BUSINESS CASES



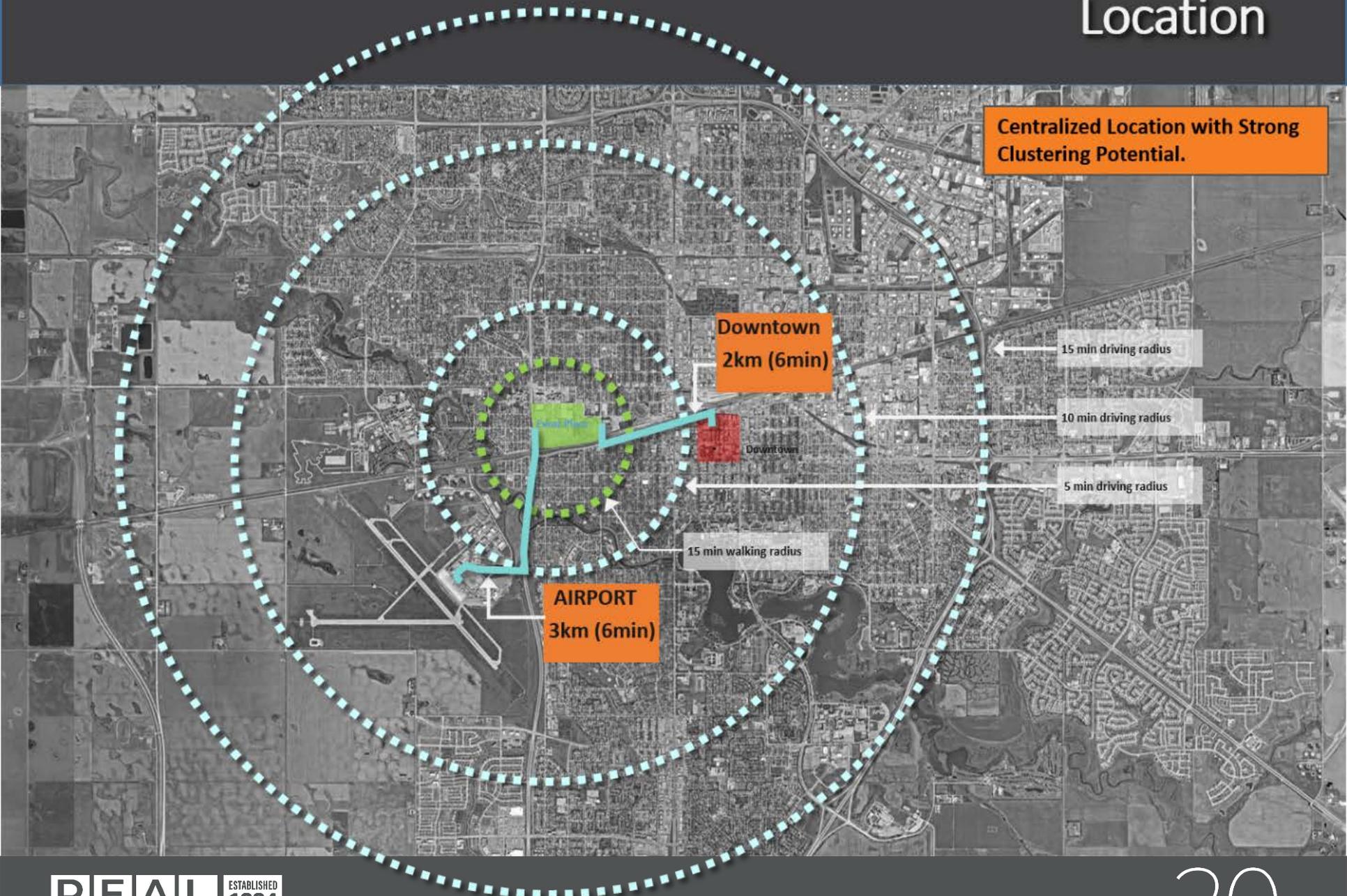
# COMMERCIAL DEVELOPMENT IS CRITICAL



# ANALYSIS OF THE SITE

- Evraz Place is strategically situated in the central core of Regina with strong connections to dense populations within the community.
- The site is connected by major vehicular transit on the Lewvan Ring Road, Dewdney, and Saskatchewan Drive.
- The site does have the opportunity for walking and bus connection although there is a desire for improved connectivity and gaps in the current alignment.
- The site is located adjacent to commercial lands to the East, a highway and residential space to the west, developing and transforming mixed-use development to the south, and historic and relatively lower economic position residential to the north.
- Evraz Place has a major railway directly to the south of the property that can create challenges to access at major events.
- Given the location of the site ingress and egress can often be a limitation when a combination of major events and high recreational activity occurs.

# Location



# Roadways / Access

Ingress and Egress Limitations  
with Only Three Points of Entry.  
(2500 Vehicles VS 4500 Parking)



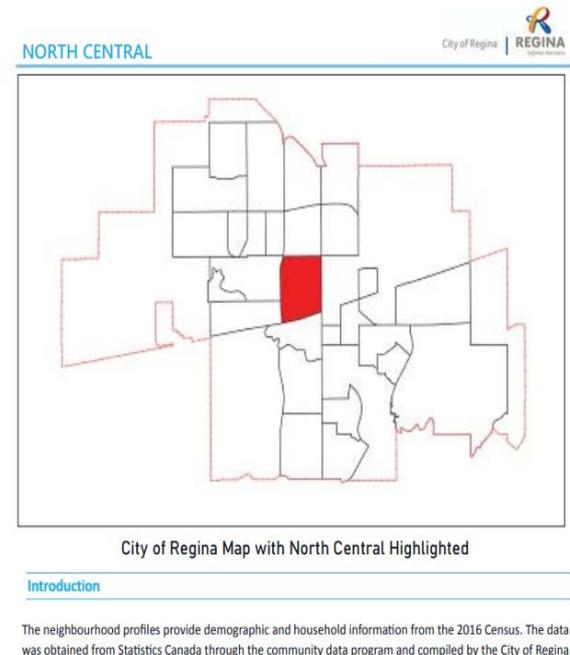
# Green Connections

Opportunity to Create Alternative Transit Opportunities and Connections. (Bus Stop)



# NORTH CENTRAL OPPORTUNITY

- The population in the North Central location is 9,580 in 2016.
- The average population age in North Central is 33.5.
- 33% of the households are single person, 30% are 2 persons, with households of 3-6 persons accounting for 36% of the neighborhood demographics.
- 44% of the population is not married, with 26% being married and 14% living in common-law relationships.
- 34% of the population has a high school diploma or equivalent and 34% of the population has no educational certification.
- 51% of the population aged 15 years and over are employed and 42% are not currently in the labour force, 7.4% are considered unemployed.



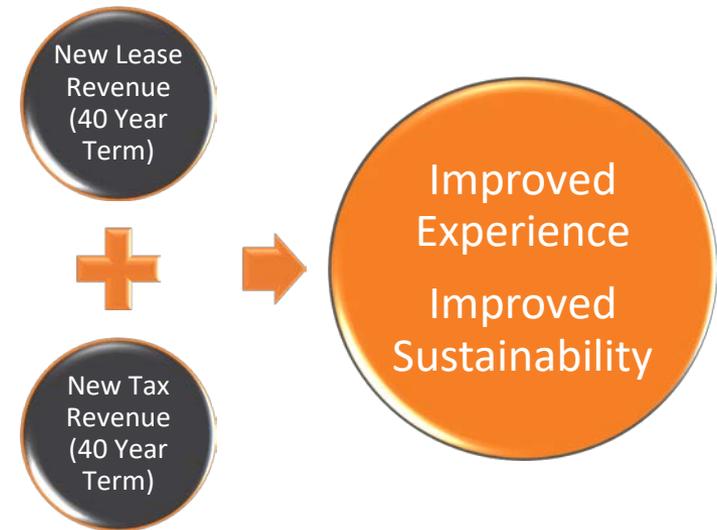
# NORTH CENTRAL OPPORTUNITY

- Average household income is \$56K with the two largest income segments for those aged 15 years and over in private households is 21% at \$10K-\$19K and 19% earning between \$20K-\$29K.
- Of the household status in the community, 51% are rental properties and 49% are owned properties. 82% of the population uses vehicular transportation as the primary means of transit and the majority of that number 71% act as the driver.
- Only 10% of the community take public transit to work and less than 5% walk for employment. (The source of this data is the City of Regina Neighbourhood Demographics Summaries)
- The North Central Community would greatly benefit from the enhanced employment opportunities with the district development at Evraz Place.
- **A district will lead to:**
  - **job creation and security;**
  - **improved economic impact**
  - **greater utilization of the campus 365 days a year**
  - **enhanced visitation result in safer neighbourhoods**

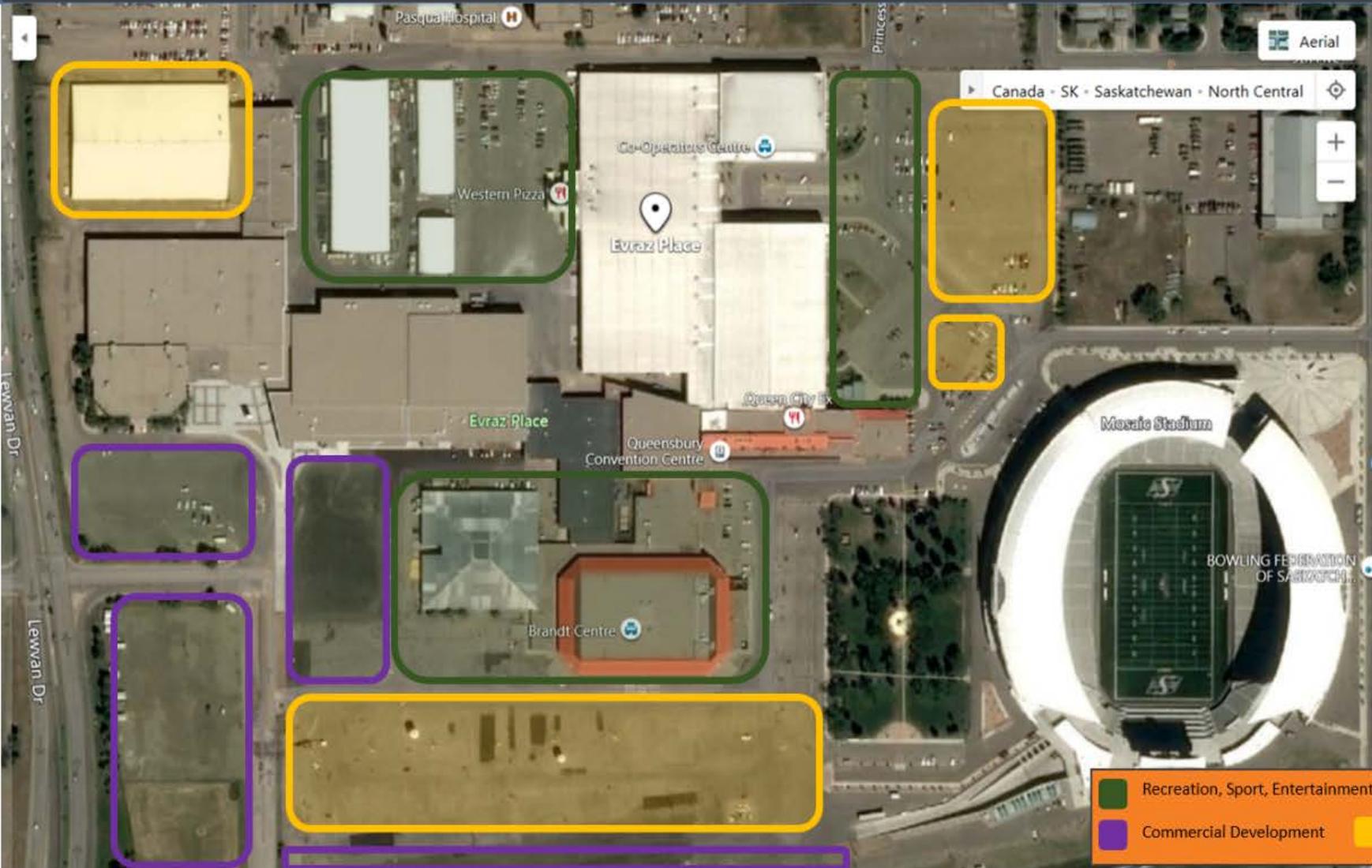


# A DISTRICT MODEL

- The development of a district is best practice sought to achieve sustainability.
- The Board of Directors is cautious to advance with a mandate that is focused on our 102 acres.
- It is evident that development of a district must complement and fit within a greater city-wide strategy led by the City of Regina.
- The desire to collaborate and connect is critical to the long term success of a great city.
- REAL is facing an urgent need to enhance revenue to support the annual sustainability of operations on campus.



# Concept Site Planning



# COMMERCIAL DEVELOPMENT DESIGN CONCEPT

## Site Considerations:

It is the position of the board of directors that a site design must consider the following elements:

1. Maintain necessary parking to meet recreational needs.
2. Maintain the necessary space to meet Queen City Ex, Canada's Farm Show, and Canadian Western Agribition.
3. Commercial Development should consider all reasonably aligned opportunities and should explore: retail, residential, hotels, physiotherapy and health, paid parking, but should exclude office related activities. There may be a desire to explore office space related only to not-for-profit space where synergies align and primarily related to sport, culture, and recreation.
4. Continued clustering of recreation, sport, entertainment, and conference, convention and tradeshow space.
5. Connectivity amongst spaces in all seasons.
6. Improved passive play and passive recreational opportunities.
7. Improved access to alternative transportation mechanisms.
8. Focus on the development of future recreational arena facilities on site.
9. Focus on complimentary summer recreational sports that are primarily synthetic turf driven to coordinate with Mosaic Stadium and the AffinityPlex.
10. Expansion to meet the needs of current growth projections of user groups.
11. Leveraging high visibility locations such as Lewvan Drive.
12. Minimizing the exposure to challenging development spaces such as adjacent to the railway tracks.
13. Vehicular flow improvement east to west on site.
14. Improved connectivity with the hospital and parking.
15. Reconsider the future of the Brandt Centre on site.
16. Enhanced development as a recreation tourism hub on the campus for major event hosting.
17. Development of a campus strategy to support welcoming, inviting, inclusive, and safe spaces.
18. 365 day, 24 hours a day activation of the site.
19. Removal of facilities that are no longer viable or sustainable. Recovery of these spaces for high utilization and high activation in the future.

# COMMERCIAL DEVELOPMENT ALTERNATIVES

## Considering a New Alternative

- Research completed by the Futures Committee identified the campus as being a prime location for future commercial development.
- REAL has 102 acres that could be developed, contributing to economic growth, employment opportunities and generating a sustainable business model.
- Short term job creation due to construction and development.
- Increased recreational tourism traffic and major event hosting.
- Initial concepts include:
  - new arena – Brandt Centre is at the end of its useful life
  - commercial development of 40 acres
  - fitness facility
  - outdoor synthetic field

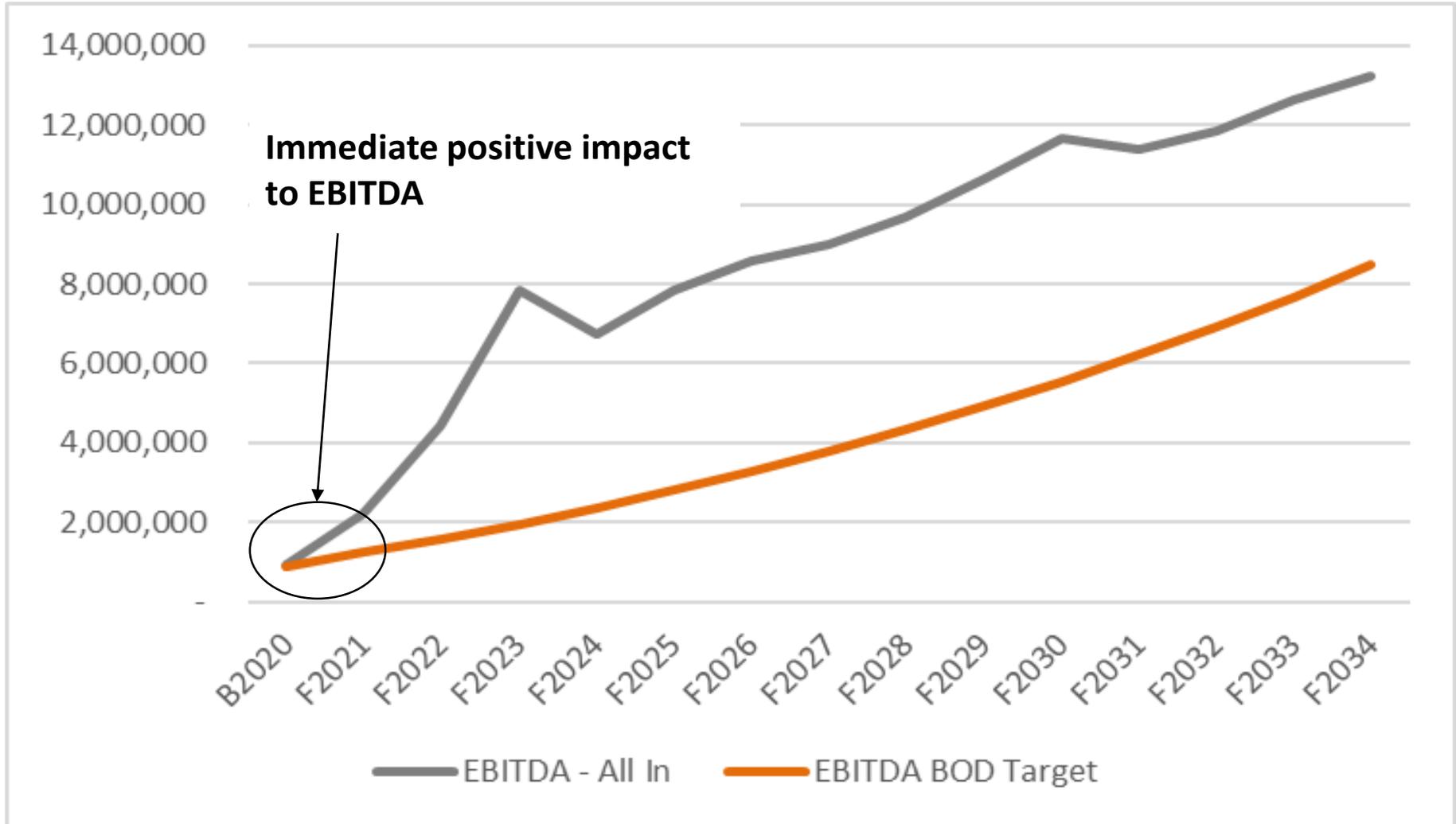


# COMMERCIAL DEVELOPMENT FINANCIAL FACTS

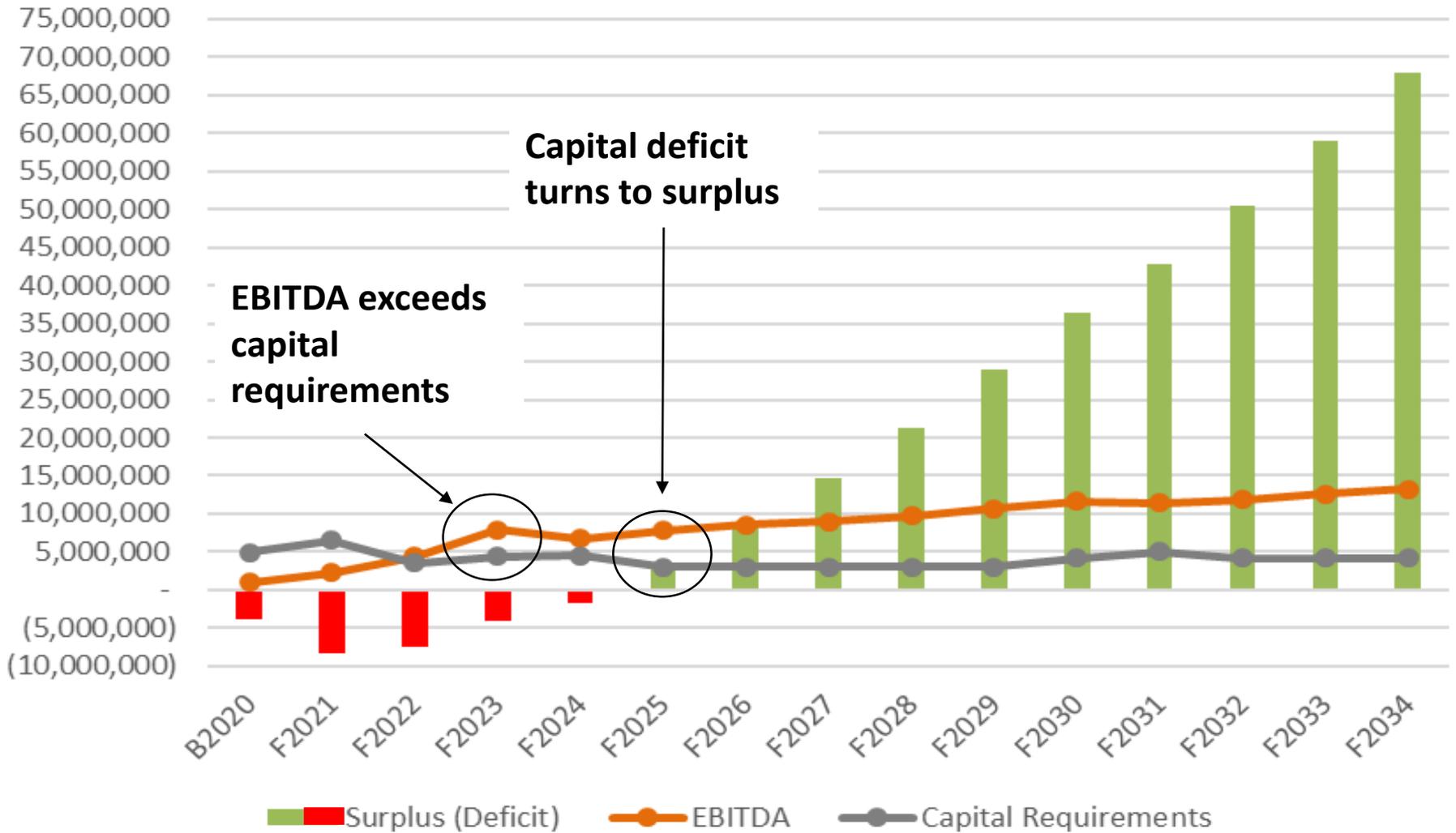
## The Financial Facts

- Lease revenue based on **40 year-terms**.
- Additional tax revenue for the City of Regina.
- A significant impact on mitigating the risk around deferred maintenance.
- Creates additional funding for other capital initiatives that would enhance services, generate revenue and recognize business optimization opportunities.
- Ability to immediately meet and exceed Board of Director's strategic growth targets.
- Development timeline is conservative at an average of **2.5 acres** per year.
- Contributes average annual revenue of **\$27M** over the next 15 years.
- EBITDA is impacted – on average - **\$8.5M** annually.
- Capital requirements include funding for commercial development alternatives and the deferred maintenance value.
- In 2023 EBITDA exceed capital requirements and starts to reduce the capital deficit.

# COMMERCIAL DEVELOPMENT EFFECT ON EBITDA



# COMMERCIAL DEVELOPMENT FINANCIAL RESULTS



# RISK ANALYSIS

## 1. Financial Sustainability:

Financial sustainability was recognized as the single largest risk at this time and into the future. Items that will substantially impact the ability for REAL to find a secure and sustainable plan for the future include the following:

- ability to develop a reasonable cash reserve to support the unexpected costs of doing business
- reduce dependency on major annual events to service annual operational costs
- support funds needed to explore the future of the Brandt Centre
- availability of funds to manage the deferred maintenance and ongoing maintenance needs of the site
- support the development cost of creating a “district model” at Evraz Place
- reinvest in key tenant relationships and event development

## 2. Industry Competition:

The event, recreation, sport, and entertainment marketplace is becoming fiercely competitive and organizations can no longer rely on the quality of assets to provide a competitive advantage. It is believed that this may be a reality for a number of years. Items for consideration include the following:

- the future of the Brandt Centre
- arena and entertainment development plans within the City of Saskatoon
- the performance of the Saskatchewan Roughrider Football Club
- the performance of Queen City Sports and Entertainment (Regina Pats)
- the performance of the Canadian Western Agribition
- the attendance and optimization of Queen City Ex & Canada's Farm Show
- the ability to successfully secure entertainment events at the Brandt Centre
- increasing competition in the mid-sized marketplace from Moose Jaw
- the ability to secure major sport tourism initiatives
- the ability to annually secure a minimum of one major event at Mosaic Stadium

## 3. Current Performance:

- The current business model at REAL must be modernized to the proposed EBITDA model to drive operational efficiency. Sustainable success will be defined by the following key outcomes:
  - understanding the expandability of the site related to underground utilities
  - the development of a highly activated district that generates new revenue opportunities from leasing potential
  - the continued clustering of recreational facilities to support future growth
  - the ability to align agreements with the City of Regina to support a long-term vision and authorities that support an entrepreneurial approach
  - the ability to develop a plan for the future of the Brandt Centre
  - strong events, conference, and convention strategy for the City of Regina
  - the potential of developing an active and effective sport tourism strategy within the marketplace
  - the generation of \$3M in annual EBITDA for REAL to support operational and capital needs

# STAKEHOLDER MEETINGS

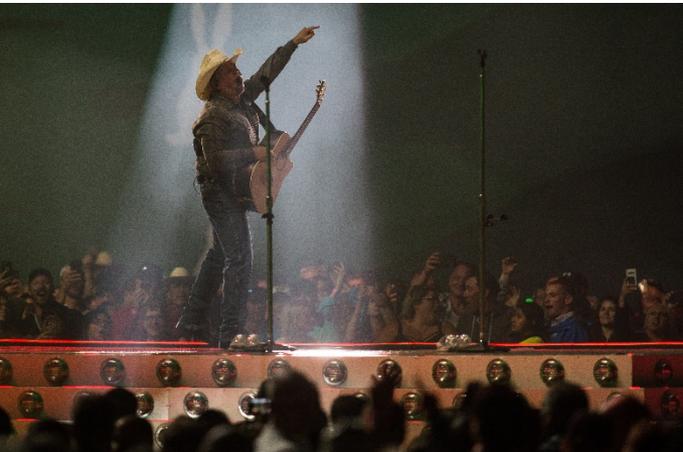
REAL met with the following groups:

1. City of Regina, Owner and Sole Shareholder
2. Sask Sport Inc.
3. Regina Airport Authority
4. Government of Saskatchewan
5. Regina Chamber of Commerce
6. Football Club Regina
7. Regina Downtown Business Improvement District
8. Regina Hotels Association
9. Economic Development Regina
10. Warehouse District
11. University of Regina
12. Saskatchewan Chamber of Commerce
13. Canadian Western Agribition
14. Saskatchewan Roughrider Football Club
15. Evraz Place Tenant Group

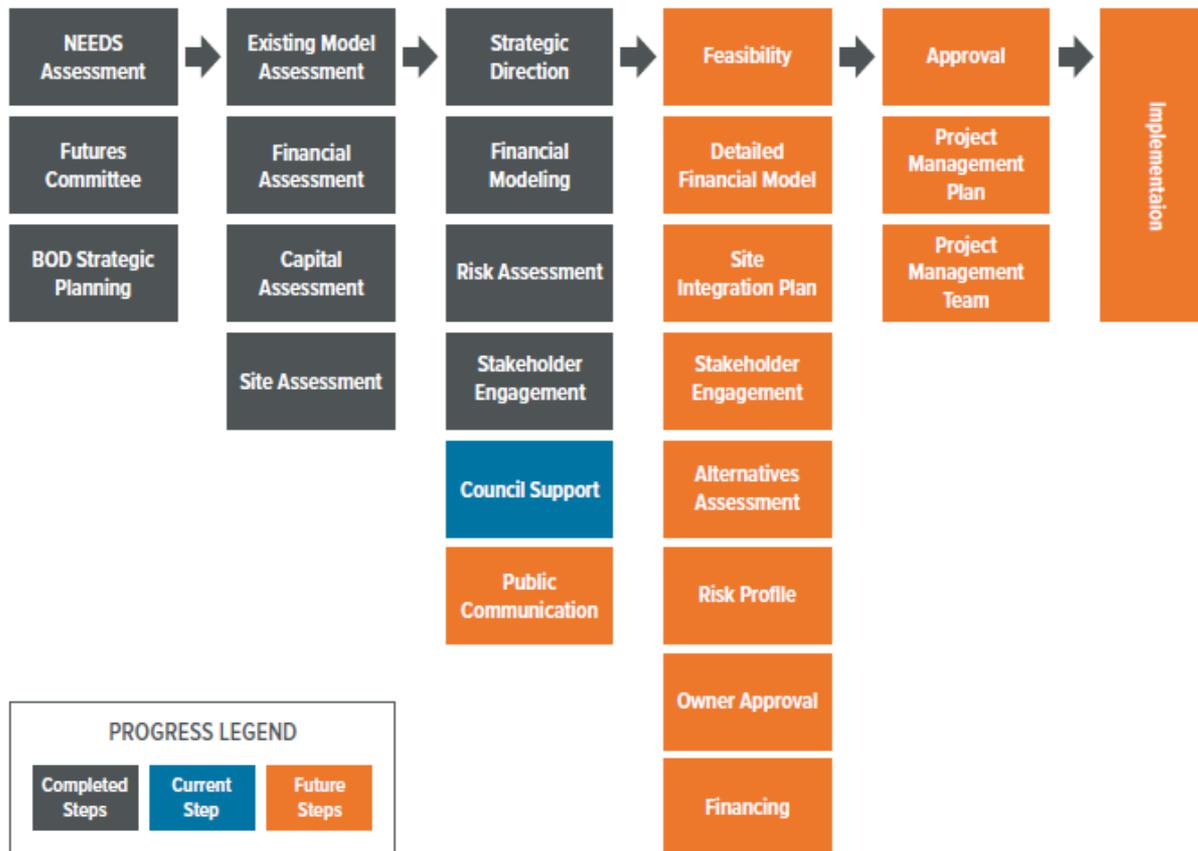


# STAKEHOLDER FEEDBACK

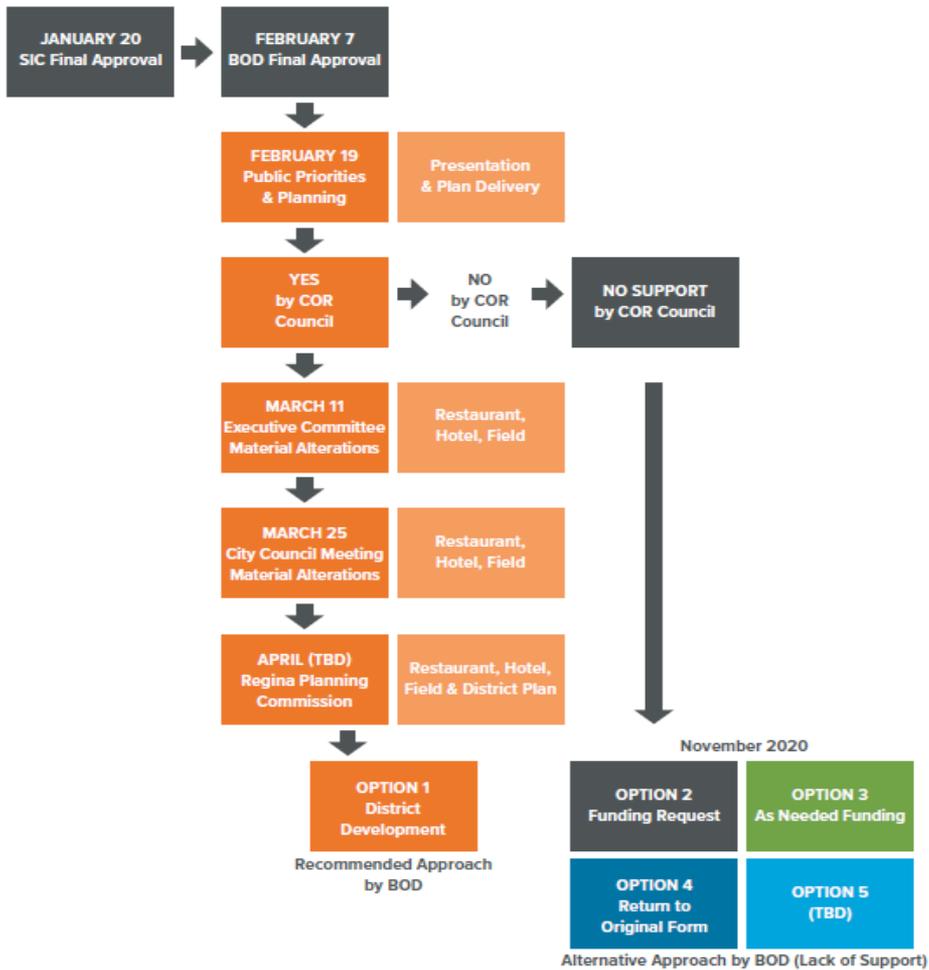
1. Provide an overall score for the future Strategic Plan for Evraz Place and REAL.  
Overall, the average score was **76%**
2. Do you feel the future strategic plan presented will benefit REAL?  
The overall score was **96% yes**
3. Do you feel the future strategic plan presented will benefit the City of Regina?  
The overall score was **93% yes**



# PROCESS OUTLINE FOR APPROVALS



# PROCESS TIMELINE



# NEXT STEPS & APPROVALS

The Board of Directors has invested roughly \$150K in work performed to date to support the understanding of needs and the evaluations of options related to the Evraz Place site.

If alignment in principle exists between the vision of the Board of Directors and the owner (City of Regina) related to the development of a mixed-use district at Evraz Place it is expected that further studies will be necessary to understand the impacts on the proposed vision to the following:

- Utilities and servicing
- Transit, ingress, egress, parking
- Alignment with collaborative city plans
- Site master planning model
- Financial model – total cost
- Utilization models

It is understood that substantial feasibility work must be performed to support any future progress on the District Model, but it is the position of the Board of Directors that this will occur following the direction from the owner to advance with the concept vision.

# ECONOMIC IMPACTS

- **700+** Annual Events
- **3.5M** Annual Visitors
- **\$425M** in Provincial GDP
- **\$219M** in Regina GDP
- **4,784** Provincial Jobs
- **2.4M** Recreational Users
- **97%** “Very Important” –  
How important do you  
feel Evraz Place is to  
Regina?

# ECONOMIC IMPACTS

Event	Earnings for REAL	Economic Impacts	Earnings vs. Economic Impact	Comments
Garth Brooks	\$700,000	\$18,000,000	4%	Audited STEAM Pro Model (Provincial)
Annual Operations	\$800,000	\$219,000,000	0.4%	City of Regina
Annual Operations	\$800,000	\$425,000,000	0.2%	Province of Saskatchewan



QUESTIONS?

THANK YOU

20.

136 YEARS IN THE MAKING

## Waste Update 2019

<b>Date</b>	February 19, 2020
<b>To</b>	Priorities and Planning Committee
<b>From</b>	Citizen Services
<b>Service Area</b>	Water, Waste & Environmental Services
<b>Item No.</b>	PPC20-4

### RECOMMENDATION

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The Priorities and Planning Committee recommends that this report be received and filed.

### ISSUE

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A presentation will be given to the members of the Priorities and Planning Committee to provide an update on the major developments, accomplishments and issues in waste in the past year. Numerous significant decision items related to waste will be coming forward in the next few years. This presentation is intended to provide members of the Priorities and Planning Committee with the background and context necessary to support their decisions on emerging issues in waste. A question and answer period will follow.

### IMPACTS

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#### **Environmental Impacts**

The presentation addresses the potential waste minimization and diversion implications of waste initiatives. While Waste Plan Regina provides an overview of current and past waste projects, this presentation will highlight future impacts.

#### **Policy/Strategic Impact**

The presentation will equip Council to make future policy decisions in line with the Official Community Plan and Waste Plan Regina.

There are no accessibility, financial, risk/legal impacts or other implications or considerations related to this report.

## OTHER OPTIONS

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Not applicable.

## COMMUNICATIONS

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Public awareness and education campaigns are regularly developed and updated to encourage residents to divert waste from the landfill. As future decisions are made, Communication strategies will be developed to inform and educate residents of any changes to the City's waste management programs while continuing to encourage residents to contribute to the environmental sustainability of our community.

## DISCUSSION

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This presentation will review what has happened in waste in the last year and the major decision items related to waste that will be coming forward over the next few years. The information covered includes:

- **A summary of new programming and accomplishments from 2019**, which will be expanded on in the Waste Plan Regina Update, scheduled for February 2020. The presentation is a high-level summary of the key program changes that occurred in 2019. It includes the rollout of a Curbside Education program (Cart Smart), involvement and comparison to municipal benchmarking indices, public outreach activities, development of the permanent Yard Waste Depot, and the rollout of the internal City Facilities Recycling Pilot (GREEN Routine).
- **A key focus of the presentation is the upcoming decision items** coming to Council related to proposed program changes between 2020 – 2023. This includes information on the following policy considerations: green procurement, curbside education and enforcement, and mandating other sectors (such as industrial, commercial, institutional, construction and demolition sectors) to undertake recycling and/or composting.
- **Changes in the recycling markets related to China's National Sword Program.** Recycling is a market-based activity. The last few years have seen a global downward trend in the value of recyclables as commodities. Worldwide, end markets have changed, and in some cases dried up. Moreover, end markets are looking for different quantities, types, and quality of recyclable materials. This shift in the global market will have an impact on future recycling collection and processing contracts when the City goes to market at the end of the current contracts.
- **The upcoming addition of a new curbside service (Food and Yard Waste), its pilot and subsequent citywide rollout.** The Food and Yard Waste program is a major opportunity to advance Regina towards Council's goal of 65% diversion of residential waste. Citywide, the average resident's garbage cart is composed of approximately 50% organic material. This represents an opportunity not only to divert waste, but also to reduce greenhouse gas emissions.

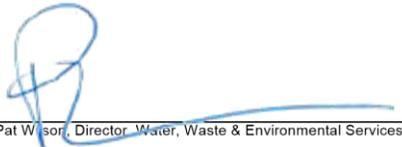
- **Relevant changes in provincial legislation that can impact current City-delivered programs.** The Province of Saskatchewan announced new Provincial Stewardship Legislation for Household Hazardous Waste in 2019. This new legislation obligates the producers and first sellers of household hazardous materials to take responsibility for these products at the end of their useful life. This will bring about changes in how the City of Regina participates in delivery of related services (Household Hazardous Waste Days) and programs.

## DECISION HISTORY

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In June 2018, City Council approved annual biweekly curbside garbage collection from November – March (CR18-68). In September 2018, Council approved a residential year-round curbside food and yard waste collection (CR18-92). In March 2019, the 2018 Waste Plan Regina Update (PWI19-5) was received and filed by the Public Works and Infrastructure Committee.

Respectfully submitted,



Pat Wilson, Director, Water, Waste & Environmental Services

Respectfully submitted,



Kim Onraet, Executive Director, Citizen Services

Prepared by: {Dr. Juanita Elford, Waste Minimization Specialist}