



ISC: Confidential

November 1, 2017

Our file #: 2017-G-0204

Colin Craig


Subject: Final Response to FOIP Request

This is in response to your request for access to information to The City of Calgary, in accordance with the *Freedom of Information and Protection of Privacy Act* (FOIP Act).

Please find enclosed paper records responsive to your request. This office will not provide additional copies of these records.

The enclosed records are released under your access to information request. However, some of the records requested contain information that is excepted from disclosure under the FOIP Act. Where the information excepted from disclosure constitutes only a portion of individual records, the specific section which applies will appear on the individual page(s).

Additionally, the records listed below have been withheld in their entirety under the appropriate section of the FOIP Act:

<u>Record Number or Range</u>	<u>Applicable Section(s)</u>
City of Calgary FOIP pages: 0001-0016	'Non-Responsive'
City of Calgary FOIP pages: 0036-0055	s.16(1) – Disclosure Harmful to Business Interests of a Third Party

Section 65 of the FOIP Act provides that an applicant may make a written request to the *Office of Information and Privacy Commissioner* (OIPC) of Alberta to review this decision. You have 60 days from the date of this notice to request a review. A request for review is sent to:

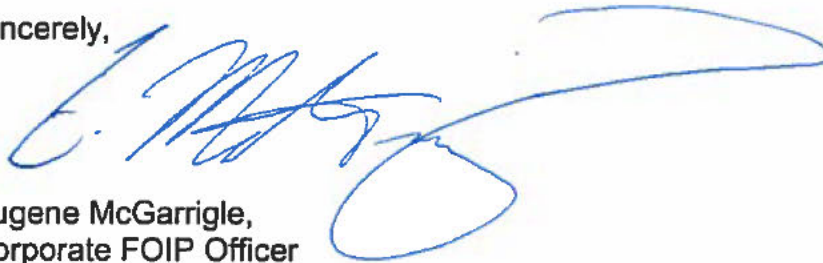
*Office of the Information & Privacy Commissioner
#410, 9925 – 109 Street
Edmonton, Alberta T5K 2J8*

The *Request for Review* form is available under the Resources tab on the Commissioner's website www.oipc.ab.ca or you can call 1-888-878-4044 to request a copy.

Section 67(1) of the FOIP Act requires the OIPC to provide a copy of a request for review to The City of Calgary and other parties who may be affected by the review. Please ensure that the request for review does not contain information that you do not wish to share.

For all future correspondence or inquiries, I may be reached at 403-476-4117 or by email at eugene.mcgarrigle@calgary.ca.

Sincerely,



Eugene McGarrigle,
Corporate FOIP Officer
City Clerk's
City of Calgary

June 2, 2017

The City of Calgary | Mail Code #8191
12th Floor, 800 Macleod Trail SE
PO Box 2100, Stn. M, Calgary, AB T2P 2M5
City of Calgary

Attention: Brad Stevens

Re: Calgary Saddledome Potential Future Uses Study

Dear Sir:

Find enclosed a single hard copy of a report entitled Calgary Saddledome Potential Future Uses Study, endorsed by the Calgary Saddledome Foundation. This study prepared by a private sector consulting consortium was commissioned by the Calgary Saddledome Foundation (CSF) in response to the publically expressed desire of our major tenant Calgary Sports and Entertainment Corporation (CSEC) to relocate to a new event centre.

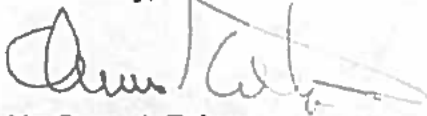
The Calgary Saddledome Foundation was established in the 1980's by the City of Calgary in order to oversee the management and operation of the Saddledome building. The attached study was prepared in order to determine if, and if so, what options for the future uses of the Saddledome building might be possible in the event CSEC terminates their lease with CSF.

The consulting consortium was selected through a tender evaluation and selection process administered by the City of Calgary. It should be noted that all costs incurred by the City of Calgary to manage the tender process as well as the resulting report preparation and finalization was performed at the expense of the CSF.

In summary the study delineates that there are indeed multiple alternative future uses (including demolition) for the Saddledome. Additionally the study outlines indicative capital and applicable operating costs (at a preliminary / predesign stage) for a sample of possible future uses.

I would be pleased to meet with you, in order to review the report and the processes that gave rise to its creation. Additionally please contact the writer for instructions on how to access a soft copy of the report.

Yours truly,



Mr. Owen A. Tobert
Chairman, Calgary Saddledome Foundation



SADDLEDOME FOUNDATION

THE CITY OF CALGARY

JUN 09 2017

DEPUTY CITY MANAGERS OFFICE

Calgary Saddledome

POTENTIAL FUTURE USES STUDY



May 2017

BRISBIN
BROOK
BEYNON
ARCHITECTS + DIALOG



SADDLEDOME FOUNDATION

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Scotiabank Saddledome

FOREWORD

by Tim Reid, President & CEO, Edmonton Northlands

The concept of what happens to a major event arena when a new facility is being proposed is one that needs to be explored with exceptional consideration based on the community itself. Since 1994 seventeen Cities in North America have replaced existing NHL facilities with new venues, certainly this situation is not unique. Four Cities in Canada and 13 Cities in the United States of America have managed through this situation. There is value in understanding the learning lessons from other NHL Cities; however, the one consistent learning from other Cities is there appears not to be a best practice but many lessons. In other Cities; 11 of the replaced venues were demolished, six replaced venues were preserved, and subsequently three of those facilities have been demolished. It should be noted that only Montreal, Toronto, and Los Angeles have preserved replaced venues and activated the civic infrastructure into a future urban plan with a significant repurposing. In Edmonton the new Rogers Place has officially opened and the Northlands Coliseum remains in use approximately 47 days annually, the process of a future state for the Coliseum is currently being explored.

Large historic arena venues are traditionally surrounded by strong infrastructure opportunities and the investment as an event site should not be overlooked. This investment that has traditionally been made over many decades may offer greater infrastructure value than the existing arena being discussed. With this said, the importance of a large Civic facility that was purchased at a reasonable capital investment and remaining in practical structural condition is an excellent opportunity. A large arena venue with strong history has been a place of countless memories, acts as a civic landmark to a City, and has been a constant destination for many within a community. There is a balance that must be considered between the success of a future event centre venue, fiscal responsibility, and the emotive response of the community related to a place that was home to formative sport and entertainment memories. This is a unique challenge for any community and one that should, without question, be performed prior to final decision making being delivered on a new proposed venue.

As an owner there are a number of key decision making tools that should be considered prior to exploring your next steps, each of these decision criteria should be explored in the unique setting of your market and a tailored solution for Calgary should be considered. A number of key themes should be considered as you advance in this exploratory initiative. These initiatives can be framed in the following categories:

1. Partnerships
2. Emotional Attachment
3. Competition
4. Time
5. Coordination
6. Social Impact

PARTNERSHIP

Partnerships should form the foundation of any transformational civic change that can impact currently activated community spaces. The Partnership with the existing contractual partners within the Saddledome operations should be fully evaluated and opportunities for enhancement or growth within the existing relationship should be considered. Expanding the current relationships that facilitate the success of a major arena and event facility should be considered and there may be an opportunity to bring additional groups into the planning strategy to support future utilization and funding. A strong understanding of various levels of government should be explored and a strong understanding of key goals at each level of government should be understood throughout this process. The opportunity to commission a new facility with a strong sense of what will happen with the previous arena provides a seamless transition but more importantly an opportunity to facilitate numerous community needs as part of a holistic community vision. Projects of this size and scope simply do not occur without substantial community feedback and the more partners available to act as champion for a future state the greater the opportunity for a successful and celebrated outcome.

EMOTIONAL ATTACHMENT

Arena and entertainment spaces create a unique emotional attachment between the public and a space, this fact should not be overlooked. In Edmonton 86% of almost 20,000 respondents to a public survey suggested that the Northlands Coliseum was of importance to the City of Edmonton and 71% of respondents shared that the facility was of personal historic importance. The unique nature of large gathering places forms impactful memories with the public and an emotional attachment that can and should be managed. With the introduction of a new downtown event centre, an opportunity exists with the utilization of the previous facility to leverage the brand and place making strength that has already been created. The unique activation and architectural design of the Saddledome has become a strong identity for the City of

Calgary and within the lives of citizens, this provides a unique opportunity to reestablish the facility with an augmented level of familiarity and affinity to the space. Regardless of the outcome the public will want to feel included in the final decision given the distinctive bond created between the space and the memories that have occurred within that arena. Embrace the opportunity of a rich tradition and history and leverage that connectivity to engage the public in the process and the future model.

COMPETITION

One learning lesson that becomes apparent in the review of other communities that have explored the construction of a new event centre, is the need to fully understand and manage competition between a future facility and the existing arena. New arena development models are built on maximizing event nights, utilization, and site visits; this must be fully understood while considering a plan for a previously existing facility. Competition between two major event centre facilities in a market size of Calgary will result in an unsustainable business model for both event centre operations. The result of competition in communities of similar market size to Calgary suggest that the facilities compete on facility rental price and the result of this price strategy will eventually result in the lack of sustainability for one or both facilities. More importantly competition between major event centre facilities in a mid-sized market will often take many years to rectify at a considerable cost to all involved. Any future use for the Saddledome should consider the risks of competition and a future state for the facility should be complementary to any new development being explored.

TIME

The process of developing a new event centre facility is often considered a lengthy process, however, once approval to proceed with the project is confirmed the learning lessons from other Cities suggest that time becomes a substantial limiting factor. The leadership dedication to the delivery of a new event centre facility creates a capacity challenge on negotiations and discussions on activating the previously existing facility. It is for this reason that a plan for the future state of the original event centre facility should be developed in advance of construction commencing on a new project. Most importantly should a new facility be opened without a model for the previously existing facility, the financial and community consequences are traditionally negative. Time in the preliminary planning scenario should be maximized as the willingness to compromise and develop strategic development plans is truly an opportunity for "highest and best use" results. A false sense of a prolonged period of time in the development of a new facility and the plans for the previously existing facility is a misconception that should be managed with purpose.

COORDINATION

The development of a new event centre and the coordination and management of a new plan for a previously existing facility should be carefully managed. Coordination challenges occur with event scheduling, the management of various sports properties and complex schedules, and construction timelines. The coordination and management of major civic projects such as the development of a new event centre and the repurposing or decommissioning of a previous facility should be managed as one cohesive project. The focused coordination will offer operational benefit and cost efficiency. The ability to coordinate the project plan within a larger synergistic strategy between two major capital finance initiatives is highly recommended if possible. Most importantly coordination will provide a sense of community confidence and diminish public skepticism surrounding a capital project that will garner great public feedback.

SOCIAL IMPACT

Large event arena spaces create a unique social environment that inspires entrepreneurial ancillary businesses, support services, and the activation of public spaces. With utilization often in excess of 200 nights a year and patronage in excess of 1 million visitors annually the social impact of changing public visitation from one location in a community to a new facility must be explored and understood. The impact of removing a substantial community investment space has a dramatic effect on numerous social issues at the site of the previously existing arena and the surrounding neighbourhoods. Many community spaces are dependent on public activation and the impact of lost activation or a focus on replacing the existing site activation with new and complimentary but not competitive offerings should be considered an opportunity to leverage existing infrastructure and act as a catalyst for community planning and community enhancement.

In closing there are many layers of complexity as the exploration of developing a new event centre in Calgary is explored; however, the one theme that should not be overlooked is the need for a robust community engagement strategy and constant communication. The community will want to share thoughts and feedback on a future state, but they will additionally want to explore potential uses for the existing infrastructure. The need to actively engage the community and constantly communicate on the stages of the project must be considered a priority and should not be minimized as the process advances. Listen to the lessons from other Cities, develop a made in Calgary solution, and communicate effectively and often with all stakeholders.

INTRODUCTION

INTENT

This study was undertaken on behalf of the Saddledome Foundation to determine if there are potential future uses for the Saddledome should the major tenant of the facility no longer require use of the facility. This report was further meant as a preliminary evaluative tool for the potential future uses. No final recommendations have been made. Further, more detailed investigations, of any of the future uses identified in this report, or any other uses, is suggested prior to making any final decisions.

BACKGROUND

Brisbin Brook Beynon Architects (BBB) + DIALOG, with their team of specialized consultants, were selected to undertake this Feasibility Study to develop and examine potential Future Use scenarios for the Calgary Saddledome, considering that a New Downtown Multi-Use Spectator Event Centre (new downtown event centre) may be developed in the relatively near future. The New downtown event centre would replace the Saddledome as the home of the Calgary Flames Hockey Club, and would therefore be the new main venue for professional hockey games and other sports, as well as for music concerts, family shows and a host of other events that are currently staged within the Saddledome building.

The mandate given to the BBB + DIALOG team was to look at the impact of the Flames leaving the Saddledome building as the main tenant, develop potential future uses of the Saddledome that could extend its useful life for another generation, and to also consider the cost of the potential demolition of the Saddledome in order that the site could be utilized for a higher use.

BBB + DIALOG has worked over the course of several months to look at viable options for the Saddledome. The design team initially met with representatives from the City of Calgary, the Saddledome Foundation, and the Calgary Flames Hockey Club (operators of the Saddledome) to gain information about the building's history and importance within the Calgary community, and insights into potential impacts of various future scenarios. Our Consultant Team toured the Saddledome in order to become more familiar with all of its spaces and systems. We have also reviewed other materials, information, drawings and reports that were made available by the City and Foundation to aid in this process.

DELIVERABLES

The Saddledome Foundation's key scope of work for this study:

An assessment of a minimum of four (4) options for future use, including but not limited to:

- a) Continue to operate the facility in its present form, without the major tenant;
- b) Multiple feasible scenarios for repurposing of the facility;
- c) Decommissioning or 'going black' in order to have facility available for significant events; and
- d) Demolition of the facility.

In order to fit within the scale and scope of this High Level first phase of work, we sought to identify some baseline models as potential re-use candidates, in order to give the reader a reference point for the order of magnitude cost, potential revenues and other implications of repurposing an arena such as the Saddledome. Our suggested Potential Future Uses are as follows:

1. Recreation Use - 3 NHL Ice Rinks plus Large Soccer Pitch
2. Convention Use - 14,000 square metres of exhibition space
3. 6,000 Seat Multi-Use Venue - ability to host smaller scale sporting and concert events, family shows
4. 2026 Winter Olympics

The thinking was that if one of these uses is deemed to be of great interest, a more detailed market survey and programming process would be implemented next in order to determine a more defined list of program spaces, along with a more finely tuned analysis of the financials. For this stage, we have made assumptions and generalizations regarding the main programs, for the purpose of establishing a baseline for reference purposes.

SADDLEDOME OVERVIEW

The Saddledome was completed and opened in October, 1983. Its distinct shape immediately made it an iconic element on the Calgary skyline and the exposure that the 1988 Olympics brought cemented the distinct profile in the minds of Calgarians, Albertans and all Canadians.

Since then it has been the home of the Calgary Flames, the WHL's Calgary Hitmen and the NLL's Calgary Roughnecks. It has hosted many sporting events including the Olympic games, Briar championships, Canadian Figure Skating Championships, the World Junior Championship and the CHL Top Prospects Game. In addition it has hosted events including the Liberal Leadership Convention, Rotary International Convention, Canadian Country Music Awards, Queen Elizabeth II and Prince Phillip Royal visit and many top act concerts. It has also been utilized for various events during the 10 day Calgary Exhibition and Stampede. As a venue for NHL hockey, the building has a capacity of 19,289 patrons.

This study is being conducted at a time when many factors are at play.

The Saddledome is situated within the boundary of the Calgary Exhibition and Stampede (CE&S) grounds which is located directly south of the highly successful East Village, developed under the tutelage of the Calgary Municipal and Land Corporation (CMLC). With assistance from CMLC the Calgary Stampede is currently conducting a Master Plan review incorporating at least two significant developments. One, the CE&S has engaged in a preliminary study to expand the BMO Exhibition Halls to provide Calgary with a larger exhibition and convention facility and two, a public access extension of 17th Ave into the Stampede grounds and connecting to Olympic Way as it transitions into 4rd Street SE and connects under the CP rail tracks into the East Village. This move supports the current Master Plan goal of developing a year round retail district, complete with lodging and entertainment.

In addition, the future new downtown event centre and the reason for this study is currently proposed to be located in the West village, the development is known as Calgary Next. The Calgary Next proposal has met some resistance and the final location of the new downtown event centre is in some doubt.

The City of Calgary has recently committed funds to explore the option of pursuing the 2026 Winter Olympics. This study will analyse the current facilities and make determination of renovation and alterations to existing facilities and determination for new facilities. Although Calgary hosted the 1988 Olympics, the facility needs will be driven by current IOC standards and the fact that the number of Olympic events has increased from about 42 events in 1988 to over a hundred in today's Olympics.

With all of this in mind this study has, in addition to the options of letting the facility go dark or demolish the building, done its best to make assumptions that result in design options that could be agreeable to the various stakeholders under the right circumstances.



PRECEDENTS

A similar study was performed recently for Edmonton Northlands by BBB + Dialog, to look at the impact of the Edmonton Oilers Hockey Club leaving Rexall Place as the main tenant, to move into a new downtown event centre. Our team proposed and analyzed several alternate uses and looked at the resultant capital costs, operational costs and potential revenue streams for the different options, along with positive and negative impacts on the community.

BBB has renovated and repurposed many significant buildings, including the iconic Maple Leaf Gardens, which was vacated by its main tenant in 1999, and now houses a new 190,000 SF Recreation Centre for Ryerson University. The program includes a full size ice rink located beneath the original dome roof structure. That project has invigorated its neighbourhood, and has extended the life of the famous art deco structure.



Northlands Expo-Centre Hall D, Edmonton



Northlands 6-pad Recreation Facility, Edmonton

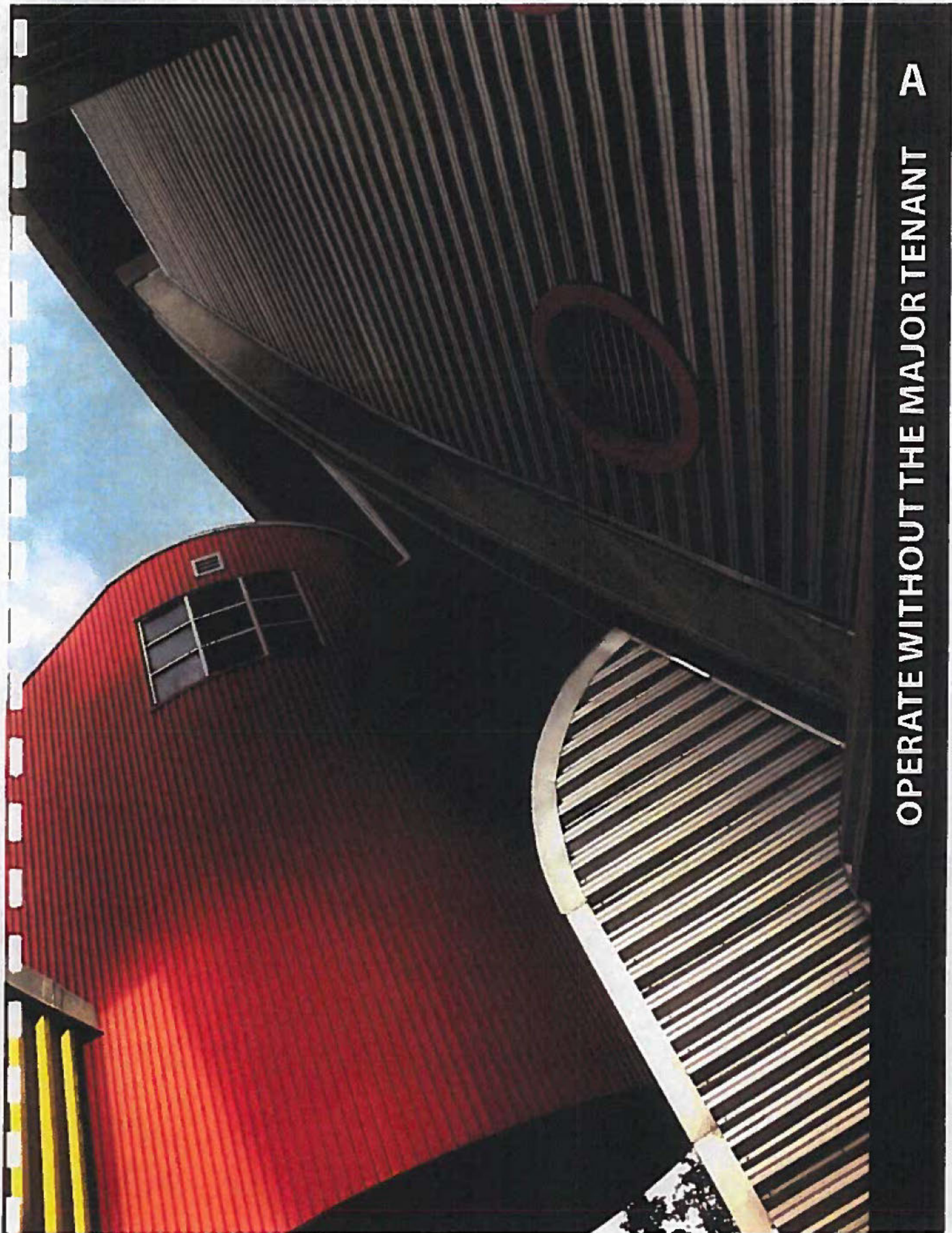


Maple Leaf Gardens (now Mattamy Athletic Centre, Ryerson University), Toronto



The Forum, Los Angeles

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OPERATE WITHOUT THE MAJOR TENANT A

OPERATE THE FACILITY WITHOUT THE MAJOR TENANT

FUTURE USE
OPTION **A**

The Saddledome facility is currently operated by the Calgary Sports and Entertainment Corporation (CSEC), with the NHL's Calgary Flames Hockey Club as the main tenant. The impact on operations with their main tenant leaving the building, along with the additional sport teams and non-sport events that have traditionally been managed by CSEC, is fairly obvious. It is logical that once a new downtown event centre building is developed, the bulk of events suited to a 20,000 seat facility would shift away from the Saddledome facility, into the new building, therefore severely limiting Saddledome's ability to be competitive in a 'two event centre' market. There may be some lower tier concerts, and lower level sport events along with potential convention related events due to the proximity of the BMO Centre that could conceivably be held at the Saddledome on an ongoing basis, but the revenue earning potential would be seriously impacted with the loss of the main tenant. As well, the presence of two large spectator assembly facilities, within close proximity to each other, assuming a downtown location for a new event centre building, would not promote a healthy atmosphere, with the resultant being a splitting up of the business heavily in the favour of the new building, especially given the well known limitations of the Saddledome roof structure loading capacity which hinders its ability to host large Tier 1 concerts and the general age of its infrastructure.

Rarely can two large spectator venues survive in a market the size of Calgary, and obviously the newer building, which typically would be operated by the owner of the NHL Sports Club, would control the vast majority of events. In Los Angeles, The Forum, recently repurposed from a multi-use arena for sports, concerts and trade shows, into a music focused performance venue for 15,000, has carved out a niche and taken a considerable amount of market share away from Staples Center. The Forum building has been renovated into a single purpose designed concert building with state of the art Audio and Visual systems, Hospitality Spaces, and Back of House Artist Dressing Rooms that cater to the Music Industry, and provide a higher level of sound quality and experience compared to a typical 'Multi-Use Arena'. This phenomenon is relatively unique, however, due to the large size of the LA market that can handle more than one large spectator building. The specialized systems in the Forum create an intimacy and draw to the music industry artists and insiders that cannot be matched by Staples. This is very market specific, and part of the Forums success is due to the fact that competing operators are controlling the Forum and Staples Center respectively, therefore it is not a 'Complimentary' environment. The Calgary market is significantly smaller than LA, and the City of Calgary owns the Saddledome, and will likely have ownership of a new downtown event centre building. If the CSEC operates the new facility, but not the Saddledome, then any event market sharing could be considered cannibalistic, or competitive and potentially combative. Instances of two spectator facilities operating in a single market in a harmonious manner can typically be equated to a common operator that utilizes each facility most efficiently by considering each building's size and capabilities. One suggestion we offer within this report, is to downsize the Saddledome in order that it might be utilized as a smaller Multi-Use Venue in a complimentary fashion to the new downtown event centre, and that is discussed in a separate section.



Spectra Venue Management
Saddledome Future Use Option: Status Quo Operation
Operating Pro Forma
Executive Summary and Significant Assumptions

EXECUTIVE SUMMARY

- All calculations in the Operating Pro Forma are in Canadian Dollars.
- This Operating Pro Forma assumes the Saddledome is operated as a stand-alone facility and does not factor in any operational or staffing efficiency with other City/Calgary Stampede facilities.
- The Spectra managed venues used for comparison are:
 - FirstOntario Centre (Hamilton, Ontario)
 - XL Center (Hartford, CT)
 - Liacouras Center (Philadelphia, PA)
- This Operating Pro Forma assumes full operating years.
- The Operating Pro Forma is a good faith estimate and is based on the information available to Spectra at the time this plan was developed and is subject to change based upon feedback from the Saddledome Foundation and final design.
- There are no tenant teams expected to play in the Saddledome and there is assumed to be no ice in the venue.

OPERATING REVENUES

- "Direct Event Income" - The revenue generated from events is based upon Spectra's industry knowledge and experience, as well as general industry standards and results from similar venues managed by Spectra. Direct Event Income includes contract rent, services billed, and event expenses for the event. The rent and expense assumptions are based upon both industry standards and Spectra's actual experience at the managed venues referenced above.
- "Facility Fee/Surcharge" - This Operating Pro Forma assumes a facility fee of \$2.00 will be charged as part of the ticket price for most events.
- "Ticket Rebate Income" - This Operating Pro Forma assumes Spectra Ticketing & Fan Engagement is providing the ticketing services in the venue. The Operating Pro Forma reflects the venue retaining a net ticket rebate for each eligible, ticketed event consistent with our experience at the managed venues referenced above.
- "Concessions and Catering" - This Operating Pro Forma assumes food services will be operated by Spectra Food Services & Hospitality on an "in-house" basis and will yield a blended return of 46% to the Arena before splits with tenant teams and/or event promoters.
- "Parking Revenue" - The Operating Pro Forma assumes the Arena will have the rights to sufficient revenue-generating parking spaces to support the events projected in the Arena. Assumes an industry average of 3 attendees per car at charge of \$10.00 per car. Further we have assumed a 15% cost to cover event-related expenses such as cash control, security, and post event cleaning. The availability of



Spectra Venue Management
Saddledome Future Use Option: Status Quo Operation
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revenue-generating parking should be examined closely as it may be affected by the continuous nature of the parking required for operation of the 6-pad Recreational Facility.

- "Premium Seating Revenue" and "Advertising and Sponsorship Revenue" – This Operating Pro Forma assumes Spectra will sell all Corporate Partnerships inventory based upon an industry-standard commission structure, including the cost of sales and marketing.

INDIRECT OPERATING EXPENSES

- "Full-Time Personnel Expenses" – Full-time staffing is based upon Spectra's experience in similar facilities and does not assume any synergy with other City or Calgary Stampede facilities. We have included expenses for full-time security personnel assuming 2 FTEs, 24 hours per day, 365 days per year.
- "Materials, Supplies & Services" – These operating expenses are based upon Spectra's experience managing comparable facilities and our knowledge of the Calgary marketplace.
- Utility expenses are an estimate is based upon Spectra's actual per square foot average cost of our other Canadian properties. That figure (currently \$2.26 per s.f.) was then applied against the actual square footage of the Saddledome. This amount was reduced to reflect the assumption that ice will not be maintained in the facility.
- This Operating Pro Forma does not include non-operating expenses such as Debt Service, Capital Repairs in excess of \$5,000, Reserve for Capital Replacement, Property Taxes, and Property Insurance. These figures may be included in the Operating Pro Forma upon discussion and guidance from the Saddledome Foundation.

FINANCIAL PROJECTION

The projection below is based upon the above assumptions and shows what we believe to be the sensitivity or range of potential financial performance of the convention facility option.

	Low	Targeted	High
GROSS OPERATING REVENUES	\$2,934,589	\$3,452,458	\$3,970,326
DIRECT EXPENSES	(\$1,473,763)	(\$1,733,838)	(\$1,993,914)
NET OPERATING REVENUES	\$1,460,826	\$1,718,619	\$1,976,412
INDIRECT OPERATING EXPENSES	\$2,512,352	\$2,955,709	\$3,399,065
NET OPERATING INCOME/(LOSS)	(\$1,051,526)	(\$1,237,089)	(\$1,422,653)
<small>(excludes 3rd party management fees, debt service payments/interest expense, property taxes, property insurance, capital repairs or reserve for capital repairs)</small>			

COMMUNITY IMPACTS

POSITIVE IMPACTS

- The Saddledome could potentially still be available for some events, namely Stampede related events held on the grounds.

NEGATIVE IMPACTS

- If the building were to operate at its current size without the benefit of its main tenant Calgary Flames, along with the additional sports teams, it would be vastly underutilized. The site would not be activated close to currently levels, and would not create pedestrian traffic to this area of the Stampede Grounds. The surrounding parking could potentially be underutilized, but that would depend on the proximity of a new downtown event centre.
- The Saddledome would not be generating close to its revenue potential, and therefore would create quite a drag on operation and maintenance costs for the Saddledome Foundation and City of Calgary.
- If the main tenant Calgary Flames leave the Saddledome, then presumably, they would be relocating to a 20,000 seat event centre within the same market, which would create a significant source of competition for Saddledome, and potentially create significant financial pressure on revenue and operations costs.

OBSERVATIONS AND NEXT STEPS

Operating the Saddledome without its main tenant at its current capacity will undoubtedly result in an underutilized facility, that potentially could be seen as a competitive threat to a new downtown event centre, if there are no controls put in place to structure the operations and events sizes hosted by Saddledome. There may be some opportunity for a common operator such as Calgary Sports and Entertainment Corporation, to run both a new downtown event centre and the Saddledome, but would require discussions and buy-in from all involved parties. There is no need for two large spectator facilities within the Calgary market, therefore Saddledome would likely be altered to accommodate a reduced capacity, or tailored to accommodate more specific events.



B1
RECREATION CENTRE

Milton Sports Centre

RECREATION CENTRE

FUTURE USE
OPTION **B1**

The City of Calgary's long range Parks and Recreation plan calls for a regional recreation centre to be developed in the City core around 2030. If a temporary use can be found for the facility until then the building might be suitable for development as a recreation facility. This use, however, does create a bit of a paradox. It will bring people to the site on a regular basis, but the parking needs of the facility impose a level of restriction on the Stampede Grounds that may be in conflict with the long-term needs and wishes of Calgary Exhibition & Stampede Limited.

For this re-use option, we proposed the major program elements to consist of three NHL sized ice surfaces, to be located on what is currently the Event Level, with a large Soccer Field component to be located on the Main Concourse Level. All of the existing seating tiers would be removed in this option. The existing ice rink would be removed to allow the installation of three new ice slabs to be installed perpendicular to the direction of the current rink surface. A new ice plant with new ice machine resurfacing facilities and new Public Locker Room facilities would be situated adjacent to the rinks at L1, along with some Public viewing on Rinks 1 and 3. Public Washrooms, Food & Beverage concessions and some Party Rooms would also be some of the amenities at the lower floor level. The Public would enter from Grade Level and then travel to the lower level via stair, elevator or even escalator. The current Club Level could be repurposed into a Sports Bar/Restaurant zone, which overlooks the Ice Surfaces below. Other space at this level could be converted into Offices for administration or for Tenant space.

The Soccer Field component would be located at the Main Concourse Level of the building, and would require the structural infilling/extension of the existing Floor Slab to create the space for the Soccer Turf.

We believe there is sufficient height below this new floor slab and supporting structure to accommodate the 25' clearance required by Hockey Canada over a community Ice Rink Surface. This may require recessing the three new ice rinks at the Event Level somewhat, which could also improve sightlines from viewing areas at that level. The large soccer turf would be divisible into three smaller surfaces in order to be accessed by more players at any given time. This Concourse Level would consist of Public Locker rooms to support the Turf Fields, viewing areas, Food & Beverage concessions, Sports Bar, Retail Store and Party Rooms.

Upper Levels could be re-purposed to accommodate commercial ventures, such as Tenant offices, Fitness Centre or Community Recreation Program Rooms. A host of additional or alternate Recreation Uses could also be accommodated within the building, depending upon the results of a more detailed programming study. By infilling the Concourse floor slab, a good separation between the Ice Rink Area and the remainder of the building could be achieved, which would be required due to the different ambient air temperature and humidity requirements for rink spaces, compared to the Indoor Soccer Use. We discussed the idea of programming a swimming pool component in the lower level of the building, which is entirely possible, but swimming pools typically can not achieve the revenue earning capability of ice surfaces, so for the purposes of this study, we stayed with the rinks. Options within the Recreation Use, could be to transform the facility into an 'All-ice' type of development, with an additional three rinks at the concourse level, which could position the repurposed facility to attract tournament activity from across the province and country, and could establish the building as a High Performance Ice Sports Headquarters for Southern Alberta. In this scenario, the revenue earning ability of six rinks would likely be greater than the three rink Soccer/Turf combination. The Ice Sports idea could also accommodate a headquarters for Speed Skating, Figure Skating, Community Ice Hockey, Sledge Hockey, Curling groups with space for related offices, meeting rooms, retail sales and other support program space.

If more ice programming is not required in this area of Calgary, other dry surface, court sports could be accommodated within the lower levels of the building. Additionally, if the three rinks are located at the lower level, they could be converted to dry surfaces in the summer time if desired, depending on market demand for ice versus dry surface type uses.

ESTIMATED CAPITAL COSTS SUMMARY:

	PROJECT COST RANGE	
Construction Budget	\$115,066,847	\$137,817,716
Soft Costs including FF&E (20%)	\$23,013,369	\$27,563,543
PROJECT BUDGET	\$138,080,216	\$165,381,259

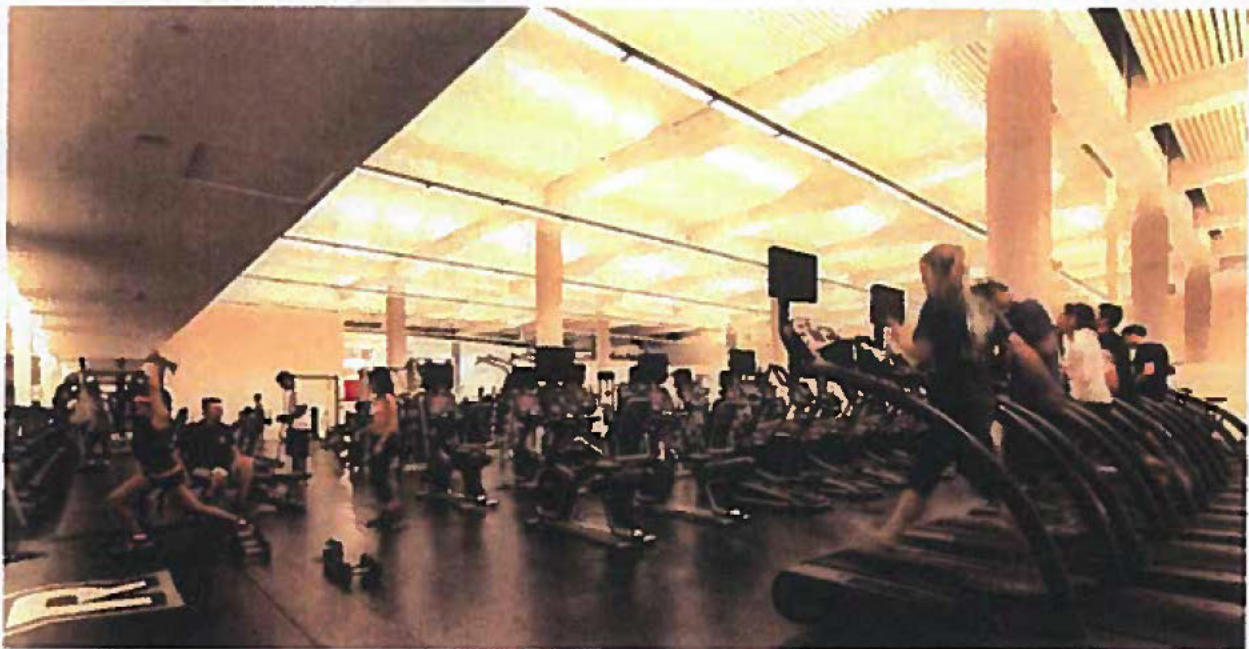
Repurposing the Saddledome into a modern recreational facility presents some unique obstacles. Starting with an intensive decanting & interior demolition back to structure & envelope. The current event floor is to be lowered to facilitate adequate heights for 3 ice surfaces while implementing new foundations for the revised layout. A series of composite trusses spanning between rinks will support a new infill floor at the main concourse level creating space for 3 soccer fields. The development of functional support space is assumed to consist of standard construction materials and techniques while utilizing the existing structure and making modest modifications as required. It is assumed that some major equipment and distribution will be viable in a repurposed application.

Key Notes: Limited upgrades to existing envelope, Modernize existing conveyances/elevators vs replacement. Excludes hazardous material abatement, owner FF&E.

ESTIMATED DEVELOPMENT TIME-FRAME:

Design/Approvals: 12 months

Construction: 40 - 44 months



Mattamy Athletic Centre at Maple Leaf Gardens, Ryerson University, Toronto



Spectra Venue Management
Saddledome Future Use Option 1: Recreation
Operating Pro Forma
Executive Summary and Significant Assumptions

EXECUTIVE SUMMARY

- All calculations in the Operating Pro Forma are in Canadian Dollars.
- This Operating Pro Forma is based upon our knowledge of the industry, marketplace, and discussions with the City regarding the current and future supply/demand for recreational inventory.
- This Operating Pro Forma assumes that customers using the recreational facility will not be charged for parking, especially if just dropping or picking up participants. This will need to be established and agreed upon with the Stampede, but we feel is a critical element to ensuring maximum revenue generation and utilization.
- The Spectra managed venues used for comparison are:
 - General Motors Centre Community Ice Rink in Oshawa, Ontario
 - OHS Training Centre in Penticton, British Columbia
 - Comcast Community Ice Rink in Everett, WA
 - Centerpoint Community Ice Rink in Independence, MO
 - Flyers SkateZones in Atlantic City, NJ; Voorhees, NJ; Pennsauken, NJ; Philadelphia, PA
- This Operating Pro Forma assumes full operating years. One-time start-up expenses are not included in this Operating Pro Forma. One-time start-up expenses will include items such as the ramp up of full-time staffing, marketing, local advertising, dues and subscriptions, memberships for industry associations, printing costs for brochures and other materials, costs to relocate management staff, and design development and/or pre-opening management fees.
- The Operating Pro Forma is a good faith estimate and is based on the information available to Spectra at the time this plan was developed and is subject to change based upon feedback from the Saddledome Foundation and final design.

OPERATING REVENUES

- This Operating Pro Forma is based upon a conservative revenue model centered on hourly ice rentals. Any change in the model to include more focus on programming will also include associated expenses such as additional full-time and part-time personnel and cost of sales.
- "Rental Revenue" - is based upon the prevailing hourly rental rates in Calgary as well as the typical segmentation of prime versus non-prime times.
- "Commercial Opportunity Space Rental" revenue is based upon the available commercial opportunity spaces programmed in the current designs provided by BBB. This Operating Pro Forma assumes an average commercial rental rate of \$15.00 per square foot, which is a



Spectra Venue Management
Saddledome Future Use Option 1: Recreation
Operating Pro Forma
Executive Summary and Significant Assumptions

commercially competitive rate in the Calgary market. It further assumes that 80% of the available space is leased.

- No revenues from Food and Beverage are assumed in the Operating Pro Forma as these are captured in the "Commercial Space" revenues.
- "Corporate Sponsorship" Revenue is based upon the availability of advertising and sponsorship inventory such as dasher boards, on-ice, and Zambonis for each rink. The Operating Pro Forma assumes a standard 20% commission paid to a sales organization for selling Corporate Sponsorships, including the cost of sales and marketing.
- "Complex Naming Rights" Revenue assumes an annual net sponsorship of \$200,000 to name the entire facility. The Operating Pro Forma assumes a standard 20% commission paid to a sales organization for selling the Naming Rights, including the cost of sales and marketing.

INDIRECT OPERATING EXPENSES

- "Full-Time Personnel Expenses" – Full-time staffing is based upon Spectra's experience in similar facilities and does not assume any synergy with other City or Calgary Stampede facilities. We have included expenses for full-time security personnel assuming 2 FTEs, 24 hours per day, 365 days per year.
- "Materials, Supplies & Services" – These operating expenses are based upon Spectra's experience managing comparable facilities and our knowledge of the Calgary marketplace.
- Utility expenses are an estimate based upon Spectra's actual per square foot average cost of our other Canadian properties. That figure (currently \$2.26 per s.f.) was then applied against the actual square footage of the Saddledome.
- This Operating Pro Forma does not include non-operating expenses such as Debt Service, Capital Repairs in excess of \$5,000, Reserve for Capital Replacement, Property Taxes, and Property Insurance. These figures may be included in the Operating Pro Forma upon discussion and guidance from the Saddledome Foundation.



**Spectra Venue Management
Saddledome Future Use Option 1: Recreation
Operating Pro Forma
Executive Summary and Significant Assumptions**

FINANCIAL PROJECTION

The projection below is based upon the above assumptions and shows what we believe to be the sensitivity or range of potential financial performance of the recreational facility option.

	Low	Targeted	High
GROSS OPERATING REVENUES	\$4,932,499	\$5,802,940	\$6,673,381
INDIRECT OPERATING EXPENSES	\$3,220,216	\$3,788,489	\$4,356,682
NET OPERATING INCOME/(LOSS)	\$1,712,283	\$2,014,451	\$2,316,699

(excludes 3rd party management fees, debt service payments/interest expense, property taxes, property insurance, capital repairs or reserve for capital repairs)

COMMUNITY IMPACTS

POSITIVE IMPACTS

- This type of recreational facility would transform the patterns of traffic flow to and from the facility. Visitor traffic would be more consistent and even throughout the day, with peak traffic in prime time in the evenings and on weekends. This is a better scenario because it reduces traffic surges and congestion that are associated with event based facilities that may have large quantities of visitors having to access the site and building at isolated times, for three hour durations at a time, two or three times per week.
- By smoothing out the visitor traffic patterns, communities can be deemed safer because there are 'eyes on the street' due to the more constant visitor traffic, and the site does not sit idle for long periods of time, as the current model might experience.
- Downtown Calgary is densifying and growing over time, and may require more recreational amenities in this district. Utilizing an existing building envelope should save capital dollars relative to building new facilities.
- The Saddledome structure could accommodate a Hall of Fame that pays tribute to all of the famous events that have occurred within the building through its lifetime, so patrons could experience this during their visits. A similar precedent is Maple Leaf Gardens, which is now a Recreation Centre for Ryerson University, but at the same time, celebrates the history of the Leafs, and the iconic Art Deco architecture of the building.
- There may be an opportunity to develop the Saddledome into a National Destination Sports facility, ie-Centre of Excellence for Ice Sports Training or other sports, where visitors may be drawn from outside of the local Calgary or Alberta market, thereby benefiting other businesses in the surrounding area and maximizing revenue streams.
- The existing parking and building entrance infrastructure could be maintained and utilized. The site could be enhanced by developing the surrounding landscape into an outdoor recreation feature, such as a refrigerated skating loop for winter months, and water park for the summer. It could become a successful and popular public asset and could fit well within a larger entertainment hospitality district.

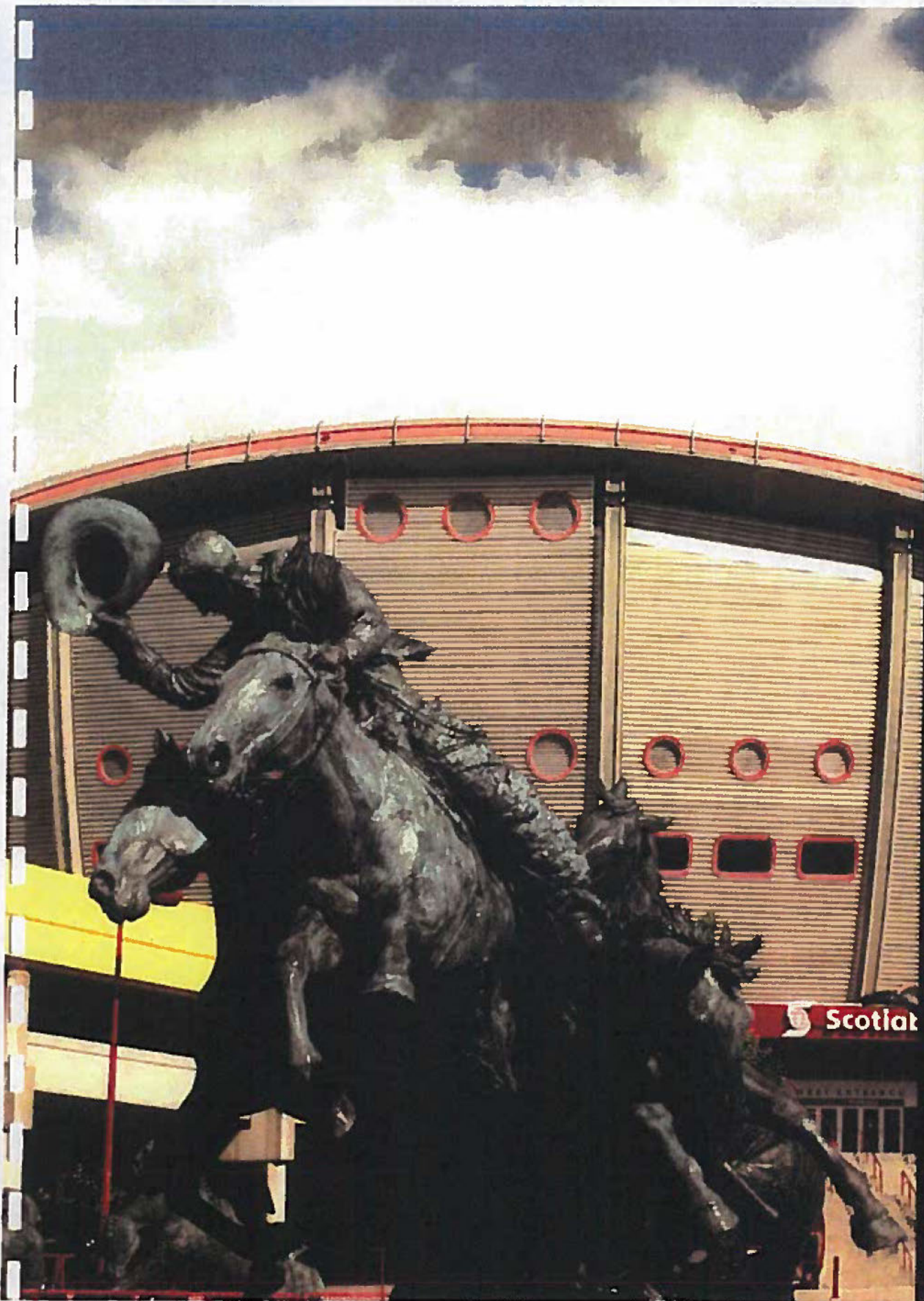
NEGATIVE IMPACTS

- Repurposing buildings into new uses, may not be the most effective or efficient use of space, due to size, or spatial restraints of the existing structure, resulting in higher than normal operation, maintenance and labour costs.
- This location may not be ideally suited to respond to the market demand for a recreational facility of this type, ie-it may compete with other recreation facilities within this district.
- Access for users may be difficult during other events whereby parking may be restricted, or the dynamics of the cost of parking may be prohibitive. A scenario would be required whereby users and recreation centre patrons would be guaranteed parking and close access to the building at all times of operation.

OBSERVATIONS AND NEXT STEPS

The Recreation Option has proven successful in other Canadian markets, and the Spectra financials indicate positive cashflows not including debt service. Projections show there will be future demand for recreation amenities and services in this area of Calgary by 2030. Precedent projects, such as Maple Leaf Gardens, have shown that repurposing can be an effective way of providing much needed community amenities, while preserving a sentimental building structure. There is an opportunity to integrate a Sports Hall of Fame within the facility in order to preserve all of the significant events that have taken place at Saddledome, and for the Community to experience this throughout the next generation.

It probably is the best use for creating consistent pedestrian traffic throughout the day, in evenings and over the weekend, and can be year round, depending upon the final programming mix. It also has the ability to become a Centre of Sports Excellence, that could increase the draw focus beyond just the immediate market, and this could have a positive impact on the hotel and commercial business sector in downtown Calgary.



B2

CONVENTION CENTRE

CONVENTION CENTRE

FUTURE USE
OPTION **B2**

A large flexible exhibition hall can be utilized to accommodate a large convention gathering and provide a unique opportunity as an event space. This need would need to be vetted and confirmed with the aspirations and proforma of the proposed Convention Centre facility.

Transforming the Saddledome into convention space would require the removal of all of the seating tiers and would require the structural infilling of the centre portion of the existing Concourse Floor Slab to create a large contiguous space with ample clear height above that is uninterrupted by columns. The existing high roof of the iconic arena, of course, achieves this clear span already. A column grid would be required beneath this new floor structure in order to minimize the depth required to support the floor slab and to not diminish the clear height space above new exhibit space located at the current Event Level. Existing loading areas have good access to the Event Level and could continue to operate similarly. A new larger freight elevator would be required to move goods to the new Concourse Exhibit Floor. Possibly an exterior ramp/access to this level may be developed for larger items. Approximately 6,000 square metres of exhibit area could be achieved at the Event Level along with 8,000 square metres at the main Concourse Level, the total of which could compliment the capacity of the BMO Centre just across the Stampede Grounds from the Saddledome facility. The remaining perimeter areas to the main exhibition floors would be programmed to accommodate storage, public washrooms, food & beverage areas, multi-purpose break out rooms, retail store, and vertical circulation as well as all of the required service and functional support spaces for this type of facility use. Existing building entrances, and exits could continue to be utilized for this new use. The Club Level has been programmed as a bar/lounge/café to support events occurring in adjacent exhibit spaces. More office and meeting space, operational or tenant can also be achieved at this level. On the Main Concourse Level, the Main Exhibition Hall would take advantage of the clear height above, and could be a very unique use of the historic space. Floor levels above the Main Concourse could be re-purposed to handle Program Rooms, Meeting areas or additional office space, depending on the outcome of detailed programming studies. Small Theatre rooms are also achievable by maintaining some of the upper seating tiers to achieve a 'raked' amphitheatre type floor/seating if so desired.

ESTIMATED CAPITAL COSTS SUMMARY:

	PROJECT COST RANGE	
Construction Budget	\$108,529,748	\$130,073,323
Soft Costs including FF&E (20%)	\$21,705,950	\$26,014,665
PROJECT BUDGET	\$130,235,698	\$156,087,987

Repurposing the Saddledome into modern convention space presents some unique obstacles. Starting with an intensive decanting & interior demolition back to structure & envelope. A substantial suspended cast-in-place slab will be added to create an 8,000m² space at the main concourse level. And 6,050m² of exhibition on a lower level. Modifications are anticipated to facilitate different access such as large trailers and displays within the convention areas. The development of functional support space is assumed to consist of standard construction materials and techniques while utilizing the existing structure and making modifications as required. It is assumed that some major equipment and distribution will be usable as part of the different program.

Key Notes: Limited upgrades to existing envelope, Modernize existing conveyances/elevators vs replacement. Excludes hazardous material abatement, owner FF&E.

ESTIMATED DEVELOPMENT TIME-FRAME:

Design/Approvals: 12 months

Construction: 40 - 44 months



Spectra Venue Management
Saddledome Future Use Option 2: Convention Facility
Operating Pro Forma
Executive Summary and Significant Assumptions

EXECUTIVE SUMMARY

- All calculations in the Operating Pro Forma are in Canadian Dollars.
- This Operating Pro Forma assumes no operating synergies with the BMO Centre/Calgary Stampede, nor does it factor in the potential for expanded events at the BMO Centre.
- This Operating Pro Forma assumes the renovated Saddledome is operated as a stand-alone facility and does not factor in any operational or staffing efficiency with other City/Calgary Stampede facilities.
- The Spectra managed venues used for comparison are:
 - South Okanagan Events Centre and Penticton Trade & Convention Center
 - Mass Mutual Center (Springfield, MA)
 - Edward D. Hansen Conference Center (Everett, WA)
 - Duke Energy Convention Center (Cincinnati, OH)
 - Overland Park Convention Center (Overland Park, KS)
 - St. Charles Convention Center (St. Charles, MO)
- This Operating Pro Forma assumes full operating years. One-time start-up expenses are not included in this Operating Pro Forma. One-time start-up expenses will include items such as the ramp up of full-time staffing, marketing, industry advertising, attendance at industry conferences and trade shows, dues and subscriptions, memberships for industry associations, printing costs for brochures and other materials, costs to relocate management staff, and design development and/or pre-opening management fees.
- The Operating Pro Forma is a good faith estimate and is based on the information available to Spectra at the time this plan was developed and is subject to change based upon feedback from the Saddledome Foundation and final design.

OPERATING REVENUES

- "Rental Revenue" from events is based upon Spectra's industry experience, results from similar venues managed by Spectra and general industry standards.
- "Net Service Revenue" is the net of those labor expenses that are reimbursed by the event producer as part of their rental agreement less the actual expenses incurred by the venue to host the event. This is based largely upon Spectra's experience in similar venues.
- No revenues from Food and Beverage are assumed in the Operating Pro Forma as these are captured in the "Commercial Space" revenues.
- "Audio Visual" revenue is based on a third party contract yielding a blended commission of 30% of gross sales to the venue.
- "Electrical" is assumed to be provided on an in-house basis. Based upon our experience in



Spectra Venue Management
Saddledome Future Use Option 2: Convention Facility
Operating Pro Forma
Executive Summary and Significant Assumptions

similar venues, we assumed electrical services will yield a 90% profit margin to the venue before any allocations of permanent staff dedicated to fulfilling these services and the actual cost of utilities.

- Other Ancillary Income such as "Decorator Services", "Booth Cleaning", and "Internet Services" are based largely upon the historical financial statements provided as well as Spectra's experience in similar venues.
- Commercial Opportunity Space Rental" revenue is based upon the available commercial opportunity spaces programmed in the current designs provided by BBB. This Operating Pro Forma assumes an average commercial rental rate of \$15.00 per square foot, which is a commercially competitive rate in the Calgary market. It further assumes that 80% of the available space is leased.
- "Corporate Sponsorship" Revenue is based upon the availability of advertising and sponsorship inventory. The Operating Pro Forma assumes a standard 20% commission paid to a sales organization for selling Corporate Sponsorships, including the cost of sales and marketing.
- "Complex Naming Rights" Revenue assumes an annual net sponsorship of \$200,000 to name the entire facility. The Operating Pro Forma assumes a standard 20% commission paid to a sales organization for selling the Naming Rights, including the cost of sales and marketing.

INDIRECT OPERATING EXPENSES

- "Full-Time Personnel Expenses" – Full-time staffing is based upon Spectra's experience in similar facilities and does not assume any synergy with other City or Calgary Stampede facilities. We have included expenses for full-time security personnel assuming 2 FTEs, 24 hours per day, 365 days per year.
- "Materials, Supplies & Services" – These operating expenses are based upon Spectra's experience managing comparable facilities and our knowledge of the Calgary marketplace.
- Utility expenses are an estimate is based upon Spectra's actual per square foot average cost of our other Canadian properties. That figure (currently \$2.26 per s.f.) was then applied against the actual square footage of the Saddledome.
- This Operating Pro Forma does not include non-operating expenses such as Debt Service, Capital Repairs in excess of \$5,000, Reserve for Capital Replacement, Property Taxes, and Property Insurance. These figures may be included in the Operating Pro Forma upon discussion and guidance from the Saddledome Foundation.



**Spectra Venue Management
Saddledome Future Use Option 2: Convention Facility
Operating Pro Forma
Executive Summary and Significant Assumptions**

FINANCIAL PROJECTION

The projection below is based upon the above assumptions and shows what we believe to be the sensitivity or range of potential financial performance of the convention facility option.

	Low	Targeted	High
GROSS OPERATING REVENUES	\$1,863,115	\$2,191,900	\$2,520,685
DIRECT EXPENSES	(\$840,999)	(\$989,410)	(\$1,137,822)
NET OPERATING REVENUES	\$1,022,117	\$1,202,490	\$1,382,864
INDIRECT OPERATING EXPENSES	\$3,038,672	\$2,956,016	\$2,873,361
NET OPERATING INCOME/(LOSS)	(\$2,016,556)	(\$1,753,526)	(\$1,490,498)

(excludes 3rd party management fees, debt service payments/interest expense, property taxes, property insurance, capital repairs or reserve for capital repairs)

COMMUNITY IMPACTS

POSITIVE IMPACTS

- Increased Exhibition Floor Space could be attractive in hosting Convention events on the grounds.
- The type of existing systems within the building, along with access for loading and storage are conducive to a convention or trade type of use. Many Multi-Use Event Centres already dedicate a portion of their event calendars to hosting this type of event.
- Having a distinct facility such as the Saddledome may be appropriate for certain types of convention/exhibition shows that require smaller spaces and could be independent or unique from taking smaller floor areas in a larger convention facility.
- Saddledome would continue to operate and could celebrate its history through a Hall of Fame within the public spaces of the building that patrons would experience as they attend convention shows.
- Saddledome could continue to take advantage of existing access and parking infrastructure.
- A Saddledome Convention Facility would continue to draw people to this district, thereby supporting the community and adjacent businesses.

NEGATIVE IMPACTS

- A Convention Space that is physically separated from the main BMO Centre may not be efficient to host shows or to operate on an ongoing basis.
- Existing Floor assemblies may have limitations in supporting heavier loads required for this type of use, therefore may be limiting the use.

OBSERVATIONS AND NEXT STEPS

The Convention Option would require further discussion, input and comment from the operators of the BMO Centre on whether a converted Saddledome Facility could provide a net benefit to their Convention business model. Convention facilities by their nature are not positive revenue generators, but earn their value by bringing increased economic activity to the market by drawing large groups and organizations that otherwise may not ordinarily visit a particular City.



Barrie Molson Centre



Budweiser Gardens, London

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B3

6,000 CAPACITY VENUE

6,000 CAPACITY VENUE

FUTURE USE
OPTION **B3**

Although conversations with the Calgary Flames have not been conducted on this issue, a 6,000 seat venue is at a size that could be complimentary to a new development. Teams such as the Calgary Hitmen and Calgary Roughnecks and smaller acts might be better scheduled in this venue when larger acts can be scheduled into the new facility.

This option is not so much a repurposing as it is a downsizing of capacity to suit a smaller number of viewers. The lower floors and seating zones would be maintained around the existing hockey ice slab/Event Floor. The smaller capacity venue could host 6,000 patrons for hockey or figure skating shows, or rodeo events related to Stampede. Smaller concerts in the 7,500 and under capacity could be accommodated. Many of the existing systems would stay in play, with the upper portions of the Saddledome being taken out to suit the re-programming of those areas into office, meeting, program or hospitality related spaces. The existing raker beams are integrated into the support structure for the building shell and columns, so would have to remain to some extent. The smaller capacity Multi-Use Venue would operate in much the same way the building does now, but for scaled down events, and obviously without a Major NHL tenant. This size is best suited to amateur hockey teams at the Junior or equivalent level, as well as Lacrosse. The logic behind this type of repurposing is that when a new 20,000 seat event centre is developed in downtown Calgary, the size may be too large to efficiently host events that might draw in the 5,000 - 7,500 seat category. In many Cities, the new building is best utilized hosting larger shows, and it may not be practical hosting the smaller events. As well, the new building uses up valuable event days hosting small shows that might be better served in a smaller capacity building, thereby freeing up more event days for bigger events in the new facility. This option also may present an opportunity for the Saddledome to provide practice space for the Flames instead of taking up valuable time at a new building, and the Team/Player infrastructure is all completely redone because of the post flood renovation.

ESTIMATED CAPITAL COSTS SUMMARY:

	PROJECT COST RANGE	
Construction Budget	\$37,045,002	\$44,379,002
Soft Costs including FF&E (20%)	\$7,409,000	\$8,875,800
PROJECT BUDGET	\$44,454,002	\$53,254,803

Repurposing the Saddledome into a 6,000 seat venue is easily accomplished. The question becomes what elements are retained, removed or revamped. Service life of certain systems may warrant a renovation or replacement. We therefore have made provisions to revamp or replace portions of the current facility. This is most evident in our PBA style budget. Our interpretation was that some interior demolition to select areas would be required. Mainly revisions at the main concourse area. Removal of level 2 bleacher structure & installation of curtain to upper levels. The re-development of functional support space is assumed to consist of standard construction materials and techniques while utilizing the existing structure and making modifications as required. The majority of programed spaces would receive a facelift as it remains in its current state. It is assumed that much of the major equipment and systems could be utilized in the repurposed application. Provisions for replacement & upgrade of major equipment is included.

Key Notes: Limited upgrades to existing envelope, Modernize existing conveyances/elevators vs replacement. Excludes hazardous material abatement, owner FF&E.

ESTIMATED DEVELOPMENT TIME-FRAME:

Design/Approvals: 12 months

Construction: 22 - 26 months



SPECTRA
BY COMCAST SPECTACOR

**Spectra Venue Management
Saddledome Future Use Option 3: 6,000 Seat Venue
Operating Pro Forma
Executive Summary and Significant Assumptions**

EXECUTIVE SUMMARY

- All calculations in the Operating Pro Forma are in Canadian Dollars.
- This Operating Pro Forma assumes the Stampede Corral will be closed and/or repurposed for other non-competitive use.
- This Operating Pro Forma assumes the renovated Saddledome is operated as a stand-alone facility and does not factor in any operational or staffing efficiency with other City/Calgary Stampede facilities.
- The Spectra managed venues used for comparison are:
 - South Okanagan Events Centre and Penticton Trade & Convention Center (Penticton, BC)
 - Budweiser Gardens (London, ON)
 - Mass Mutual Center (Springfield, MA)
 - EnCana Events Centre (Dawson Creek, BC)
 - Budweiser Events Center (Loveland, CO)
 - XFINITY Arena at Everett (Everett, WA)
 - Crown Center Arena (Fayetteville, NC)
 - Alaska Airlines Center at the University of Alaska Anchorage (Anchorage, AK)
- The Venue is assumed to contain:
 - Appropriate capability to hang/rig for concerts and other entertainment events
 - 6,000 seats for concerts
 - 12 luxury suites
 - 300 club seats and associated amenities
- This Operating Pro Forma assumes full operating years. One-time start-up expenses are not included in this Operating Pro Forma. One-time start-up expenses will include items such as the ramp up of full-time staffing, marketing, industry advertising, attendance at industry conferences and trade shows, dues and subscriptions, memberships for industry associations, printing costs for brochures and other materials, costs to relocate management staff, and design development and/or pre-opening management fees.
- The Operating Pro Forma is a good faith estimate and is based on the information available to Spectra at the time this plan was developed and is subject to change based upon feedback from the Saddledome Foundation and final design.
- There are no tenant teams expected to play in the renovated Saddledome.



Spectra Venue Management
Saddledome Future Use Option 3: 6,000 Seat Venue
Operating Pro Forma
Executive Summary and Significant Assumptions

OPERATING REVENUES

- "Direct Event Income" - The revenue generated from events is based upon Spectra's industry knowledge and experience, as well as general industry standards and results from similar venues managed by Spectra. Direct Event Income includes contract rent, services billed, and event expenses for the event. The rent and expense assumptions are based upon both industry standards and Spectra's actual experience at the managed venues referenced above.
- "Facility Fee/Surcharge" - This Operating Pro Forma assumes a facility fee of \$2.00 will be charged as part of the ticket price for most events.
- "Ticket Rebate Income" - This Operating Pro Forma assumes Spectra Ticketing & Fan Engagement is providing the ticketing services in the venue. The Operating Pro Forma reflects the venue retaining a net ticket rebate for each eligible, ticketed event consistent with our experience at the managed venues referenced above.
- "Concessions and Catering" - This Operating Pro Forma assumes food services will be operated by Spectra Food Services & Hospitality on an "in-house" basis and will yield a blended return of 46% to the Venue before splits with tenant teams and/or event promoters.
- "Parking Revenue" - The Operating Pro Forma assumes the Venue will have the rights to sufficient revenue-generating parking spaces to support the events projected in the Venue. Assumes an industry average of 3 attendees per car at charge of \$10.00 per car. Further we have assumed a 15% cost to cover event-related expenses such as cash control, security, and post event cleaning.
- "Premium Seating Revenue" and "Advertising and Sponsorship Revenue" - This Operating Pro Forma assumes Spectra will sell all Corporate Partnerships inventory based upon an industry-standard commission structure, including the cost of sales and marketing.

INDIRECT OPERATING EXPENSES

- "Full-Time Personnel Expenses" - Full-time staffing is based upon Spectra's experience in similar facilities and does not assume any synergy with other City or Calgary Stampede facilities. We have included expenses for full-time security personnel assuming 2 FTEs, 24 hours per day, 365 days per year.
- "Materials, Supplies & Services" - These operating expenses are based upon Spectra's experience managing comparable facilities and our knowledge of the Calgary marketplace.
- Water, Gas, and Electricity expenses are an estimate is based upon Spectra's actual per square foot average cost of our other Canadian properties. That figure (currently \$2.26 per s.f.) was then applied against the actual square footage of the Saddledome.
- This Operating Pro Forma does not include non-operating expenses such as Debt Service, Capital Repairs in excess of \$5,000, Reserve for Capital Replacement, Property Taxes, and Property Insurance. These figures may be included in the Operating Pro Forma upon discussion and guidance from the Saddledome Foundation.



**Spectra Venue Management
Saddledome Future Use Option 3: 6,000 Seat Venue
Operating Pro Forma
Executive Summary and Significant Assumptions**

FINANCIAL PROJECTION

The projection below is based upon the above assumptions and shows what we believe to be the sensitivity or range of potential financial performance of the 6,000 seat Venue option.

	Low	Targeted	High
GROSS OPERATING REVENUES	\$3,489,910	\$4,105,776	\$4,721,642
DIRECT EXPENSES	(\$1,638,728)	(\$1,927,915)	(\$2,217,102)
NET OPERATING REVENUES	\$1,851,182	\$2,177,861	\$2,504,540
INDIRECT OPERATING EXPENSES	\$3,055,048	\$3,224,701	\$3,394,354
NET OPERATING INCOME/(LOSS)	(\$1,203,866)	(\$1,046,840)	(\$889,814)

(excludes 3rd party management fees, debt service payments/interest expense, property taxes, property insurance, capital repairs or reserve for capital repairs)

COMMUNITY IMPACTS

POSITIVE IMPACTS

- Facility will allow the new downtown event centre to maximize larger event crowds, which will have a positive impact on revenue streams.
- Saddledome will continue to operate, albeit , in a smaller format, which will continue to bring traffic to that part of the City, thereby supporting the idea of an entertainment district at the Stampede Grounds.
- Event days being shared between the new downtown event centre and the smaller capacity Saddledome would create a net increase in number of patrons visiting that part of the downtown, which would have a positive impact on adjacent businesses.
- Continuing to operate the Saddledome as a Multi-Use Venue would be consistent with the buildings current use, and would utilize surrounding parking infrastructure as designed.
- The lower areas of the building, would need relatively minor amounts of renovation to achieve this use.
- The Flames Hockey Club would have an opportunity to use the existing ice surface and locker room facilities as a place to practise while other events may be occurring within a new downtown event centre.

NEGATIVE IMPACTS

- Operating two event centre facilities would require the support of the main tenant, so that they are complimentary to one another and not competing with each other. Without a desire by the Calgary Sports and Entertainment Corporation to do this, it would not make sense.
- Supporting two event centre facilities in close proximity to one another may not be efficient from an operations point of view.
- Repurposing a large event centre into a smaller capacity venue may not be efficient in a sense that repurposed areas may not be the best shape, size or have the degree of access required for high efficiency of use compared to in a new building design.
- The ongoing cost of operation and utilities may be higher than in a new 6K facility because of older systems, and larger volumes of air being treated than necessary compared to a smaller facility.
- Some Professional Clubs prefer to practise on the same surface and under the same conditions as where they play their games for consistency purposes, ie-action of the dasher boards and glass, and ice quality as well as access to their game day locker room facilities.

OBSERVATIONS AND NEXT STEPS

The 6,000 seat Multi-Use Venue Option would require buy-in from Calgary Sports and Entertainment Corporation, who are the likely main tenant and operations group for a new downtown event centre. The Successful operation of two spectator venues in the same market would have to take place within a complimentary environment. We have assumed 6,000 seats as the right size for the purpose of this study, but determining the correct size for a downsized Saddledome would require further investigation, and discussion with the Flames organization first of all confirm interest in this option, and what the optimal size might be to best suit their other sports teams and concert objectives.

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2026 OLYMPIC DEVELOPMENT



2026 OLYMPIC DEVELOPMENT

FUTURE USE
OPTION **B4**

If Calgary is successful in its bid for the 2026 Winter Olympics it would be reasonable to assume the new downtown event centre would be complete by that time. The Saddledome could complement the new facility, able to accommodate events including figure skating, ice hockey or curling.

Utilizing the Saddledome for the Olympics would allow a majority of the building's infrastructure and systems to stay intact. Mostly interior renovations of Event Level athlete space along with Media space alterations would be required to meet Olympic facility design requirements. The building may be taken out of commission when a new downtown event centre is developed, brought into play for the duration of the Olympics and then be available for permanent repurposing or demolition post-Olympics.



1988 Calgary Winter Olympics at the Saddledome

ESTIMATED CAPITAL COSTS SUMMARY:

	PROJECT COST RANGE	
Construction Budget	\$24,042,178	\$28,712,283
Soft Costs Including FF&E (20%)	\$4,808,436	\$5,742,457
PROJECT BUDGET	\$28,850,614	\$34,454,740

Repurposing the Saddledome into an Olympic venue is a renovation to event specific spaces with a "lip-stick" update to the existing pedestrian areas. The approach taken is to utilize as much of the current facility elements as part of the future program. This philosophy would require extensive pre-planning and investigation by consultants & may result in certain program concessions dictated by the existing facility. The development of space is assumed to consist of standard construction materials and techniques while utilizing the existing structure and making modifications as required. The main mechanical & electrical systems are assumed to be suitable and can be modified to accommodate the revised usage / layout.

Key Notes: Limited upgrades to existing envelope, Modernize existing conveyances/elevators vs replacement. Excludes hazardous material abatement, owner FF&E.

ESTIMATED DEVELOPMENT TIME-FRAME:

Design/Approvals: 12 months
Construction: 8 - 12 months

COMMUNITY IMPACTS

POSITIVE IMPACTS

- Employing the Saddledome as an Olympic venue could provide a valuable second arena for ice hockey. The IOC accepted the NHL size ice surface for international play for the very first time at the 2010 Vancouver Winter Olympic games, Rogers Arena, so achieving an international ice surface is not likely to be required for a Calgary 2026 Games. Maintaining the NHL ice surface allowed the venue to maximize attendance and revenues.
- Utilizing the Saddledome for a Calgary hosted 2026 Winter Olympics.
- Would require relatively little renovation to achieve a second spectator facility for ice hockey.
- The building could be a significant and sentimental venue, given its history as the main Olympic venue for ice sports at the 1988 Calgary Winter Olympics.
- Assuming a new downtown event centre is to be located within the Stampede precinct, or close, the district could be very lively and animated with spectator venues within close proximity to each other, and to downtown hotels and businesses.
- Saddledome could still be available for Stampede related events and activities up to a 2026 Olympics.
- Saddledome could still be available for a permanent repurposing or demolition at the conclusion of a 2026 Winter Olympics.

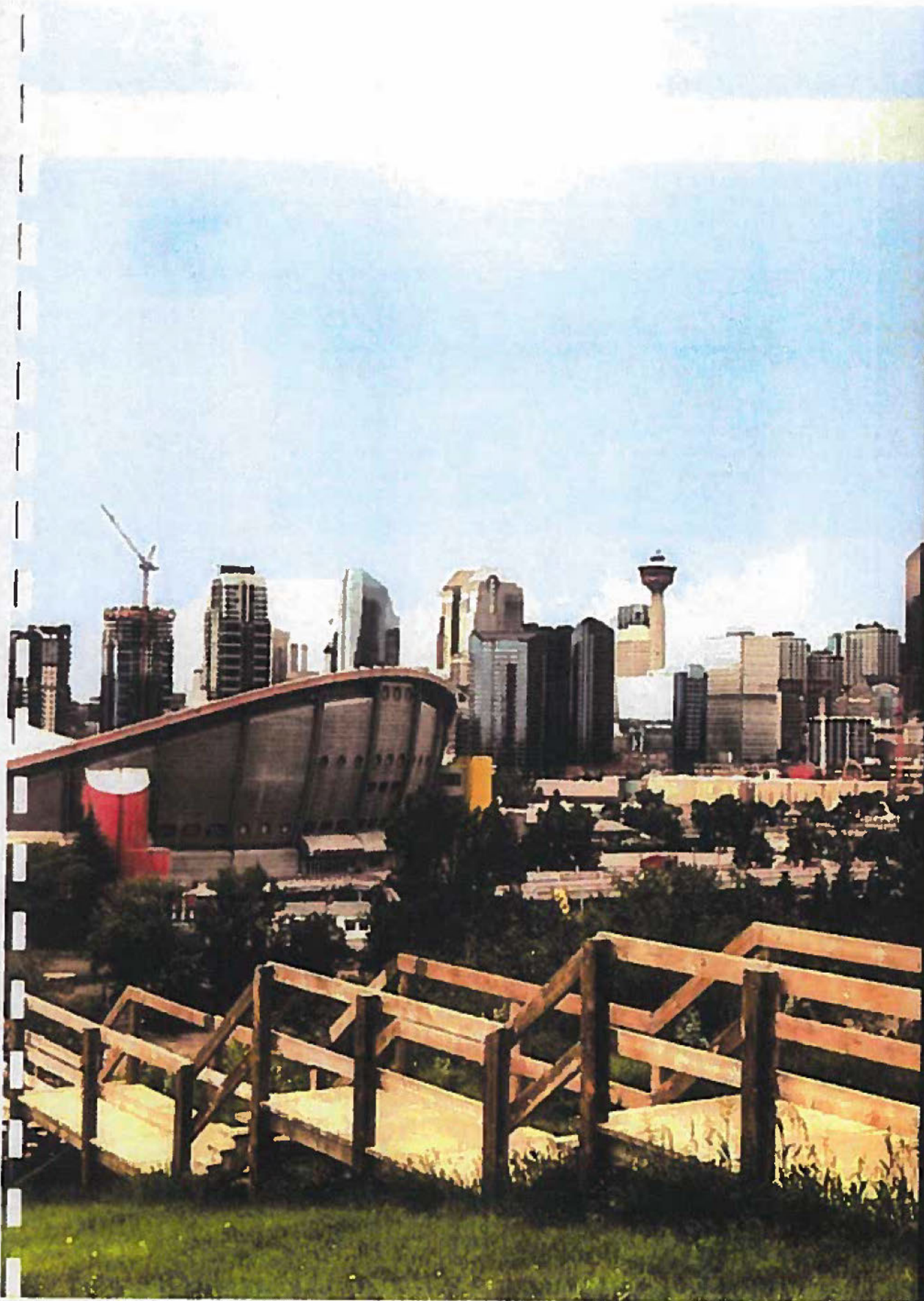
NEGATIVE IMPACTS

- Depending upon the timing for a new downtown event centre, the Saddledome may sit dormant until a 2026 Winter Olympics.
- Waiting for the 2026 Olympics prevents earlier repurposing of the Saddledome into something that may better serve the community or district.
- The cost to renovate for the Olympics may not be efficient, given there may not be an ongoing Saddledome legacy, for instance if the building was demolished at the conclusion of the Olympics, or repurposed into another use.

OBSERVATIONS AND NEXT STEPS

Utilizing Saddledome for a Calgary hosted 2026 Winter Olympics could be an effective way of achieving another spectator facility for ice sports, most likely a second venue for ice hockey. This assumes that a new downtown event centre will be developed and in operation before 2026. Relatively cost effective renovations could be accomplished to meet the requirements for IOC sports venues. The NHL size ice surface (85' x 200') has been shown to be acceptable for international hockey competitions by the IOC as recently as 2010 in Vancouver. The majority of the building's spectator seating and public concourse areas, and the building's infrastructure could be maintained. Assuming a new downtown event centre for Calgary is at least five years away from completion, and retrofits to Saddledome for the Olympics will require some time, the schedule could align nicely. Upon the closing of the Olympics, the Saddledome would still be available for a permanent repurposing, for example into a Recreation Facility that could come on line in 2028 to meet expected community demands.

Other things to be considered in assessing the information within this study include the outcome of the development of a Stampede District Master Plan, which may include the development of the preferred location of a new downtown event centre, along with any anticipated expansion scenarios for the BMO Centre. This Master Plan exercise may help to inform the discussion around potential Future Uses for the Saddledome, and help further define the appropriate next steps.



DECOMMISSIONING SCENARIO 

DECOMMISSIONING SCENARIO

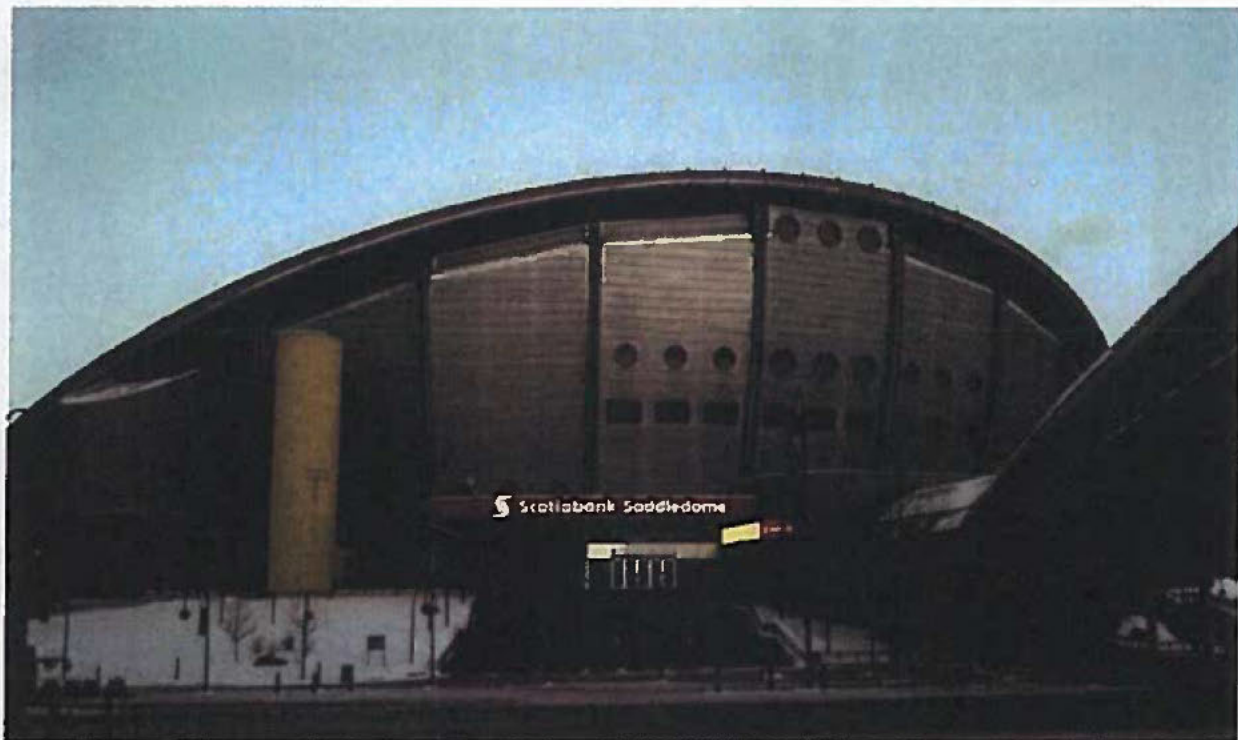
FUTURE USE
OPTION C

Decommissioning the Saddledome, ie-shutting it down and removing it from operation, would consist of ceasing all revenue generating pursuits, but maintaining a shell operations staff to provide minimal conditions within the facility in order to maintain a safe and secure site that would not be a hindrance to the community. Spectra has provided a Pro Forma for this scenario in Section 6. 'Mothballing' the building.

This scenario obviously has no merit in terms of creating revenue for the owners. It does minimize operations costs, but does not provide a long term solution for the building or site, and provides no benefit to the community, other than minimizing the financial burden to taxpayers as much as possible, while keeping the building in place. This scenario avoids the cost of demolition, however, on a temporary or deferred basis.

There may be missed opportunities for higher better use of the site, if the building continues to stay in place, however inert in its usage.

This option may work on a temporary basis and in conjunction with a future repurposing, such as utilizing Saddledome for a potential hosting of the 2026 Winter Olympics, whereby the building may cease operations temporarily, until such a time where it could be brought into operation for a specific special or unique purpose and potentially for a limited time, whereby other options are still available at a future date. This scenario is dependent on the time schedule for the development of a new downtown event centre, and how that coincides with a potential fitting out process for the Olympics.





Spectra Venue Management Saddledome Future Use: Mothball Scenario Operating Pro Forma Significant Assumptions

GENERAL

- All calculations in the Operating Pro Forma are in Canadian Dollars.
- This Operating Pro Forma assumes Saddledome will be mothballed
- The Operating Pro Forma is a good faith estimate and is based on the information available to Spectra at the time this plan was developed and is subject to change based upon feedback from the Saddledome Foundation.
- This Operating Pro Forma assumes 1 full-time Operations Manager is responsible for the day-to-day oversight of the Saddledome.
- Assumes full-time security based upon 2 full-time staff, 24 hours per day, 365 days per year.
- This Operating Pro Forma assumes the Saddledome Foundation will be responsible for the overall financial management of the Saddledome, including processing all invoices for payment of services.
- Annual operating expenses are assumed at a percentage of our expected annual expenses if the venue were under full operation as follows:
 - Repairs & Maintenance – 25%
 - Building/Cleaning Supplies – 10%
 - Exterminator – 100%
 - Maintenance Agreements – 50%
 - Trash Removal – 10%
 - Insurance – We have assumed \$20,000 per year for items such as crime, liability, and auto and assumes there will be no events held in the venue. This figure is subject to change and does not include property insurance.
- This Operating Pro Forma does not include non-operating expenses such as Debt Service, Capital Repairs in excess of \$5,000, Reserve for Capital Replacement, Property Taxes, and Property Insurance. These figures may be included in the Operating Pro Forma upon discussion and guidance from the Saddledome Foundation.



**Spectra Venue Management
Saddledome Future Use: Mothball Scenario
Operating Pro Forma
Significant Assumptions**

FINANCIAL PROJECTION

The projection below is based upon the above assumptions and shows what we believe to be the sensitivity or range of potential financial performance of the mothball option.

	Low	Targeted	High
Full-Time and Part-Time Staffing Expenses	\$53,125	\$62,500	\$71,875
Security Expenses	\$267,322	\$314,496	\$361,670
General and Administrative Expenses	\$10,030	\$11,800	\$13,570
Operations Expenses	\$85,638	\$100,750	\$115,863
Insurance	\$17,000	\$20,000	\$23,000
Gas, Water, Electricity	\$211,790	\$249,165	\$286,540
TOTAL EXPENSES	\$591,779	\$696,211	\$800,643

COMMUNITY IMPACTS

POSITIVE IMPACTS

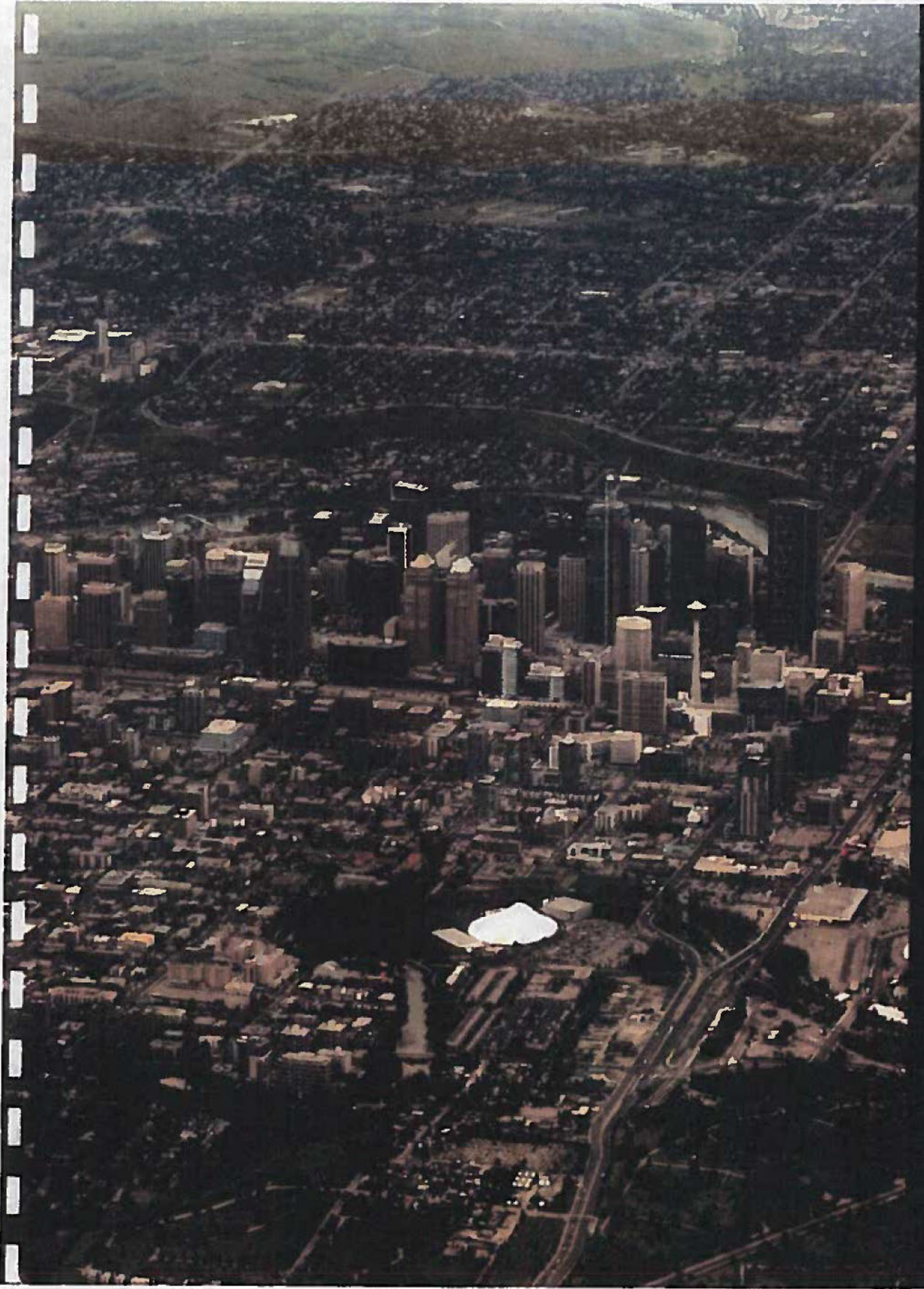
- Presuming that there is a 20,000 seat new downtown event centre that has been developed in the Calgary market, by decommissioning the Saddledome, you will eliminate the threat of competition of a like-sized facility, which would allow the new facility to manage a maximum of potential events and function efficiently.
- Decommissioning the Saddledome might prove to be a good option, if on a temporary basis, until a satisfactory option for Re-Use could be agreed upon and developed. By decommissioning, the Foundation will reduce the maintenance costs to a minimum, until a more efficient use of the site is found.

NEGATIVE IMPACTS

- By removing the building from active operations, you will eliminate the ability to create revenue or to support ongoing activity within the building. This will eliminate the pattern of attracting thousands of patrons to this site on an annual basis. Presumably, a new downtown event centre development, if close by, may limit the negative effect of a decommissioned Saddledome by utilizing some of the existing surrounding infrastructure such as surface and structured parking lots.
- By closing the Saddledome, there will not be an alternate 20,000 seat venue that might handle events that are not desirable or suitable for the new downtown event centre operators, or cannot be accommodated within the new downtown event centre calendar for some reason. These events may still have a market draw if the Saddledome was available, but otherwise will be a lost opportunity.
- By decommissioning the building, but leaving it in its place, you are not creating any opportunity to develop a higher and better use on that site. You would merely be delaying any future development opportunities, while paying ongoing minimum maintenance and security costs.
- By removing the 'people flow' from numerous events held at Saddledome every year, there may be negative effects on adjacent developments, in that the Saddledome site would not be routinely 'activated' as it is currently. By not having patrons and pedestrians visit the site, there could be a reduction in the quality of the site, including safety levels, and underutilization of existing infrastructure. In order to generate activity and excitement on the Stampede Grounds in general, each building or destination, logically, should try to maximize its ability to draw people in order that the entire neighbourhood functions well, and creates an overall positive benefit to the community.

OBSERVATIONS AND NEXT STEPS

Assuming that the Saddledome, for whatever reason, is not in a position anymore to continue its normal business operations and earn sufficient revenues, it will become a cost burden to the Foundation and City of Calgary. Decommissioning addresses the ongoing costs by immediately reducing them to the bare minimum required to secure the building and protect the major systems and infrastructure from the elements. We see decommissioning as a temporary solution to reduce costs, until a decision can be made to repurpose or demolish the facility, to ultimately make way for future development. We don't believe decommissioning the building indefinitely creates any community benefits over the long term, and at some critical point, major maintenance costs will ensue for building envelope and major equipment replacement.



DEMOLITION SCENARIO D

DEMOLITION SCENARIO

FUTURE
OPTION **D**

Stuart Olson suggests that to restore the Saddledome building and property to a Green Field site, the demolition cost would be an order of magnitude \$11-13 Million. This is consistent with the original demolition data for the following purpose-built NHL arenas:

- Winnipeg Arena, Demolition 2006
- Montreal Forum, Demolition 1998
- Boston Garden, Demolition 1998
- Detroit Joe Louis, Demolition 2016

The demolition budget costs of \$23-27 per square foot is based on the following assumptions:

- No hazardous materials abatement. Facility now assumed to be turned over for demolition as certified HazMat free. These costs to be carried by others.
- 90%+ cost recovery of recyclable metals.
- 100% concrete repurposing. Demolition concrete crushed and stored on site for future reuse by Stampede. Note that repurposing of concrete would provide for cost savings in the millions and, in general, would show a strong commitment to sustainability by the City and Stampede.

There are undoubtedly higher and better uses for the Saddledome site, if the building was to be demolished. The task of determining the best use in the absence of the Saddledome Facility is beyond the scope of this feasibility, and likely are to be addressed in the Master Planning exercise for the Stampede Grounds District that is currently in motion.

A difficult aspect of demolition is to assess the emotional attachment of Saddledome to Calgarians. What does the actual structure mean to the average citizen, and should it be maintained and given a permanent place within Calgary's building and/or sports and entertainment heritage? The external form of the building, the iconic Saddle shape is intrinsic with the Calgary City Skyline, so how do you assess the impact of removing it?

Does its demolition reduce Calgary somewhat, or does it redefine Calgary in a positive way for the next leg of the City's development and evolution?

In Toronto, in 1999, the public outcry was palpable when the Maple Leafs left The Gardens for new Air Canada Centre digs further downtown. The public quickly adapted to the new spectator facility, however, and have emotionally moved on from MLG, with its technical and spatial limitations, and antiquated infrastructure. So it is with most Pro Sports Cities across North America, that are continually 'keeping up' with competing Cities and escalating player salaries to survive. However, MLG, the most photographed building in the GTA, was able to be re-invented and preserved for the next generation, and lives on in peoples' hearts and minds, a physical representation of all of the indelible sports and music memories forged over the last several decades.

Does Saddledome have the same meaning and place if it is no longer the home of the Flames and all of the exciting events that have recorded significant memories for Calgarians, Albertans and many Canadians and International visitors?

The question of whether to repurpose or to demolish may typically be more of a financial equation, however, not in this case, especially when the subject structure has formed an emotional bond with the community like the Saddledome has.

Saddledome was purpose built for the Calgary Winter Olympics in 1988, which by many accounts, were considered transformative for the City, so it could be fitting that it serves another Olympics 38 years later. Furthermore, should the close of a 2026 Calgary Winter Olympics mark the end of Saddledome's life altogether if demolished, or just its life as a large event centre, if it was to be repurposed?

Moving forward in subsequent phases to determine whether to demolish or to repurpose, the public should be consulted via surveys and public discourse to determine the emotional attachment quotient for Saddledome, and what the public reaction might be for potential demolition of the building.

COMMUNITY IMPACTS

POSITIVE IMPACTS

- Demolishing the Saddledome would make the site available for other development, which has potential to create community payback, however this would be dependent on the project type, and its level of success at meeting its design/operation objectives.
- Demolition would eliminate ongoing operation and maintenance costs that could be burdensome, if the Saddledome does not have the ability to carry out business as usual, due to the main tenant leaving the premises for example.

NEGATIVE IMPACTS

- There would be an immediate cost to demolish the building that is not insignificant.
- Emotional loss of a revered building and prominent icon in Calgary's skyline.

OBSERVATIONS AND NEXT STEPS

There are currently other studies taking place, that will provide insight into the future possibilities for the Stampede Grounds district and beyond. The Master Plan Study for the Stampede Grounds district will look at opportunities in which to organize and better define the site, or portions of the site, and prepare it for future potential development, to keep step with the rest of the city. The master plan will bring many issues to light in order that they may be addressed. As well, Plan 'B' will examine the complexities associated with the possible development of a new downtown event centre close by. Any discussion of Demolition of the Saddledome should take place within the greater context of the other analyses that are taking place in this part of Calgary.

TEAM

The following consultant team contributed to this report:

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BROOK
BEYNON

ARCHITECTS + DIALOG®

ARCHITECTURAL

SCI STADIUM
CONSULTANTS
INTERNATIONAL

PROGRAMMING

stuartolson
people creating progress

COSTING, SCHEDULING

SPECTRA
BY COMCAST SPECTACOR

FINANCIALS

NORTHLANDS

SPECIAL CONSULTANT

ENTUITIVE

STRUCTURAL

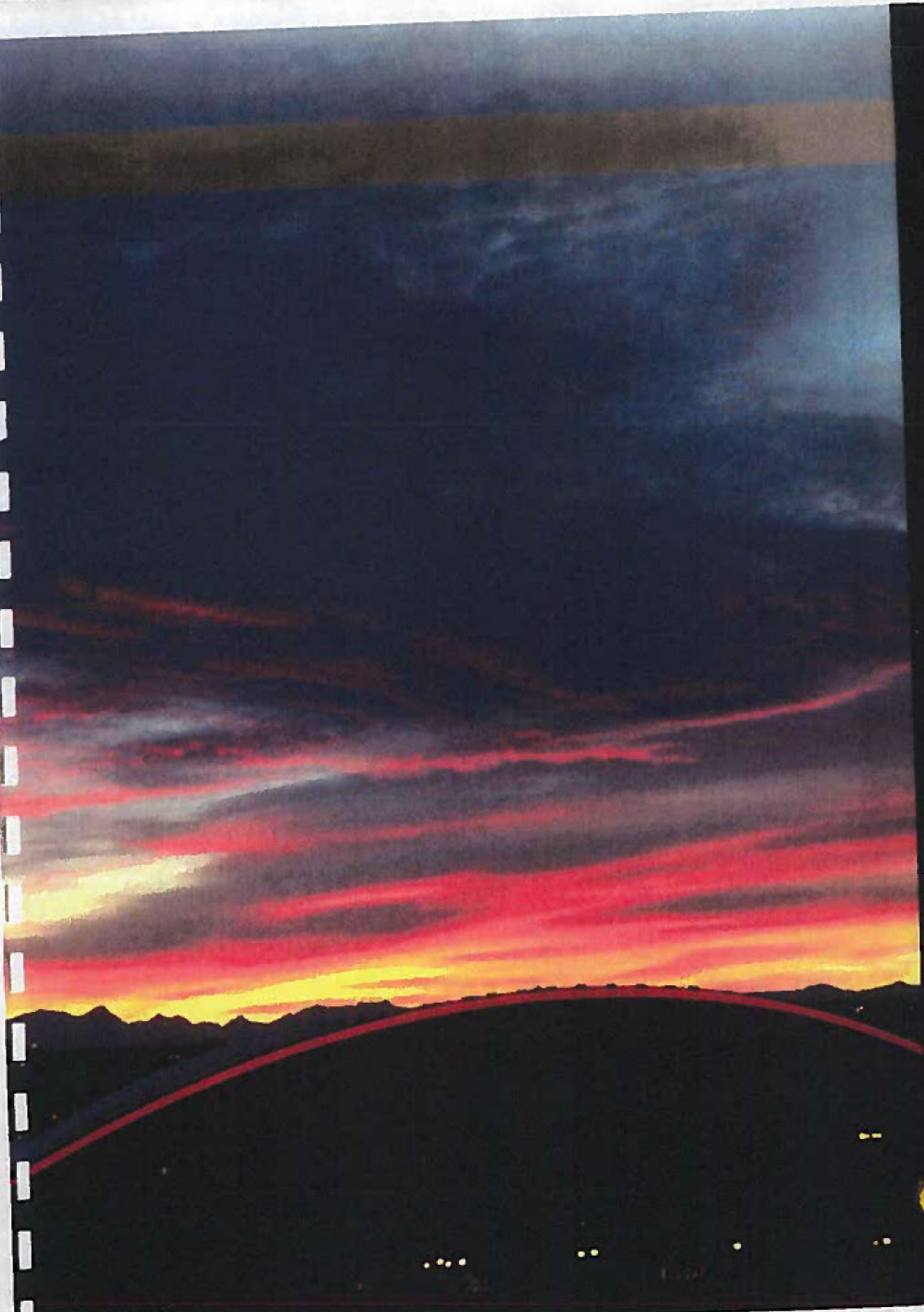
DIALOG®
ENGINEERING

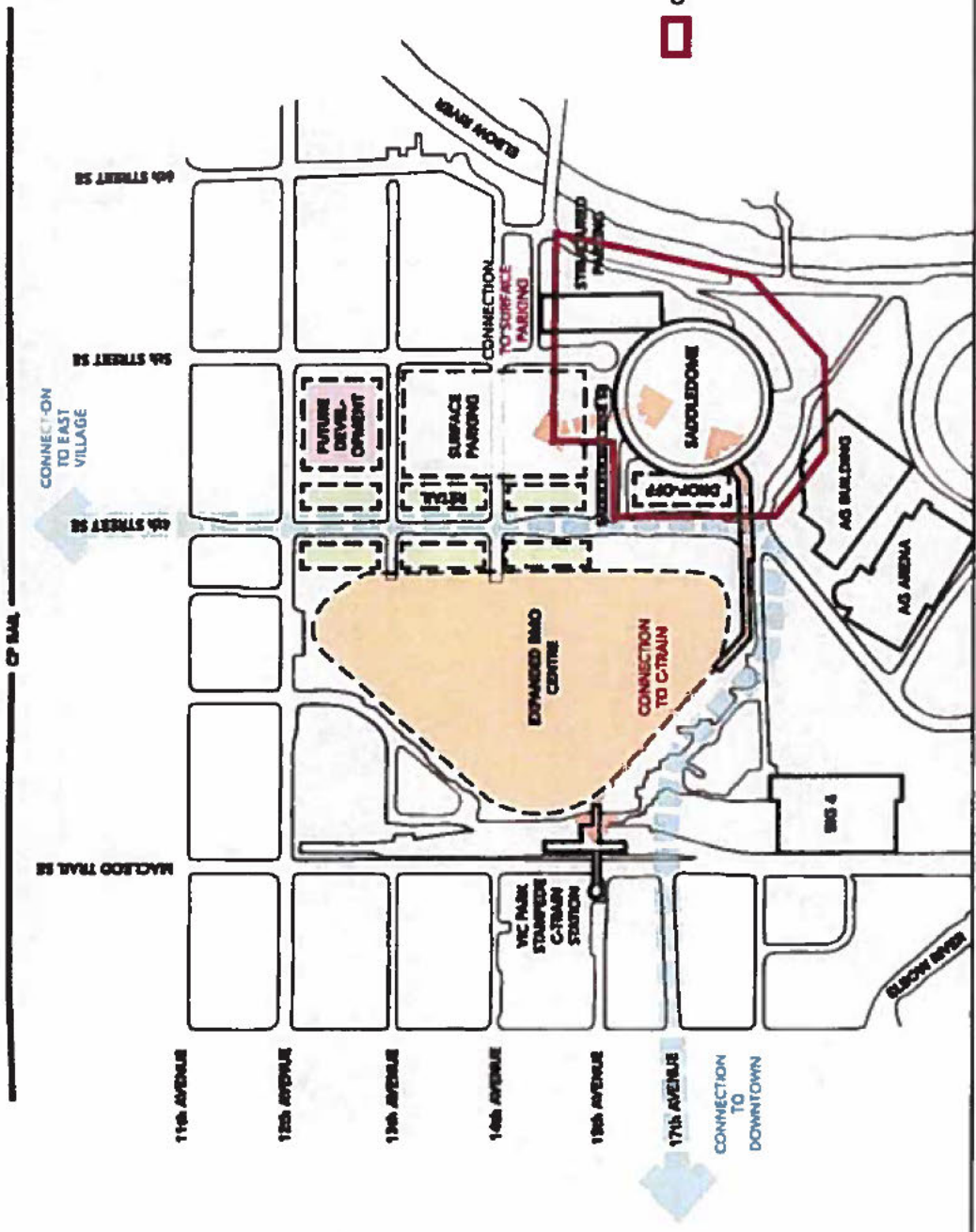
MECHANICAL, ELECTRICAL

McElhanney

CIVIL

APPENDIX - PLANS





SITE PLAN

**OPTION 1
RECREATION
DECEMBER 15, 2016**

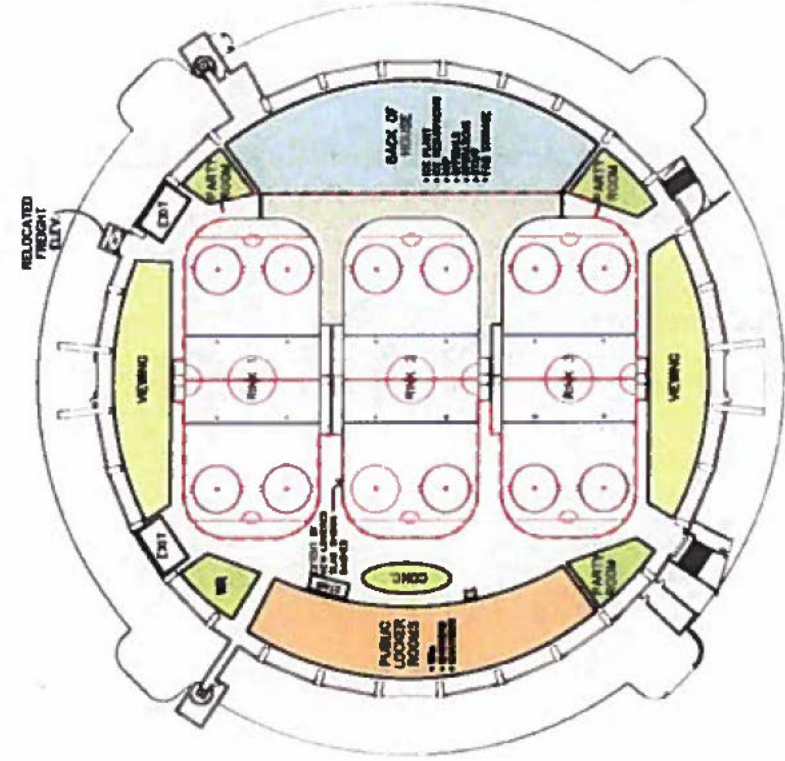
**BRISBEN
BROOK
ARCHITECTS**

DIALOG

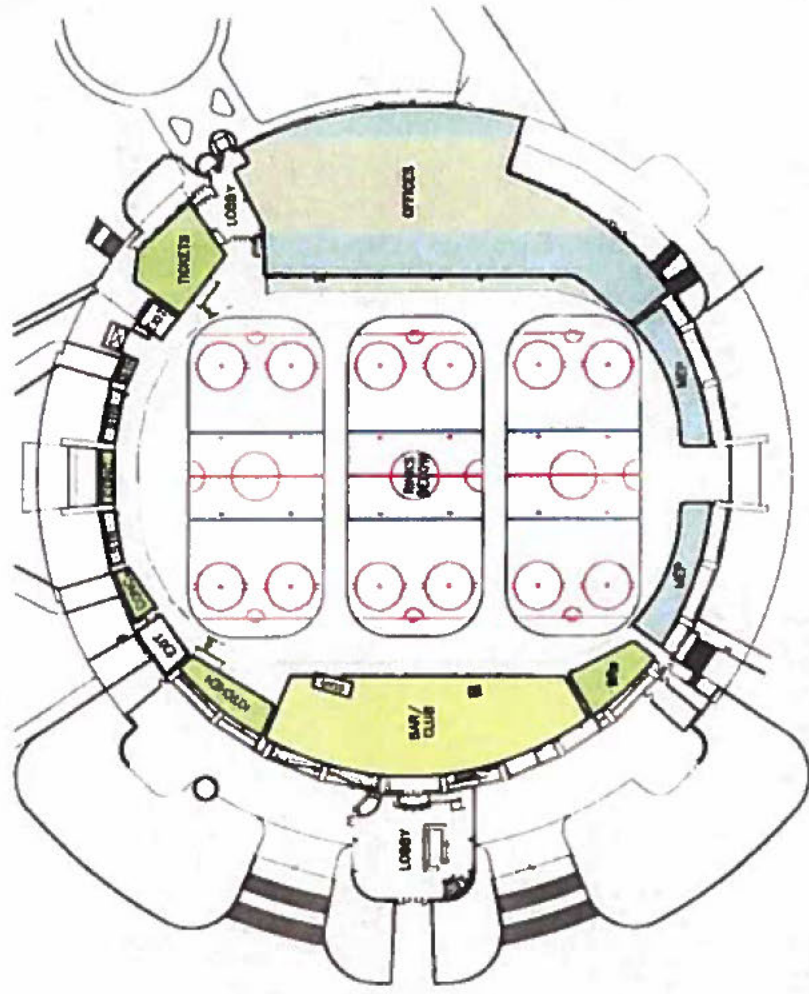
**CALGARY SADDLEDOME
FUTURE USES STUDY**



SADDLEDOME FOUNDATION



RECREATION - EVENT LEVEL



RECREATION - CLUB LEVEL

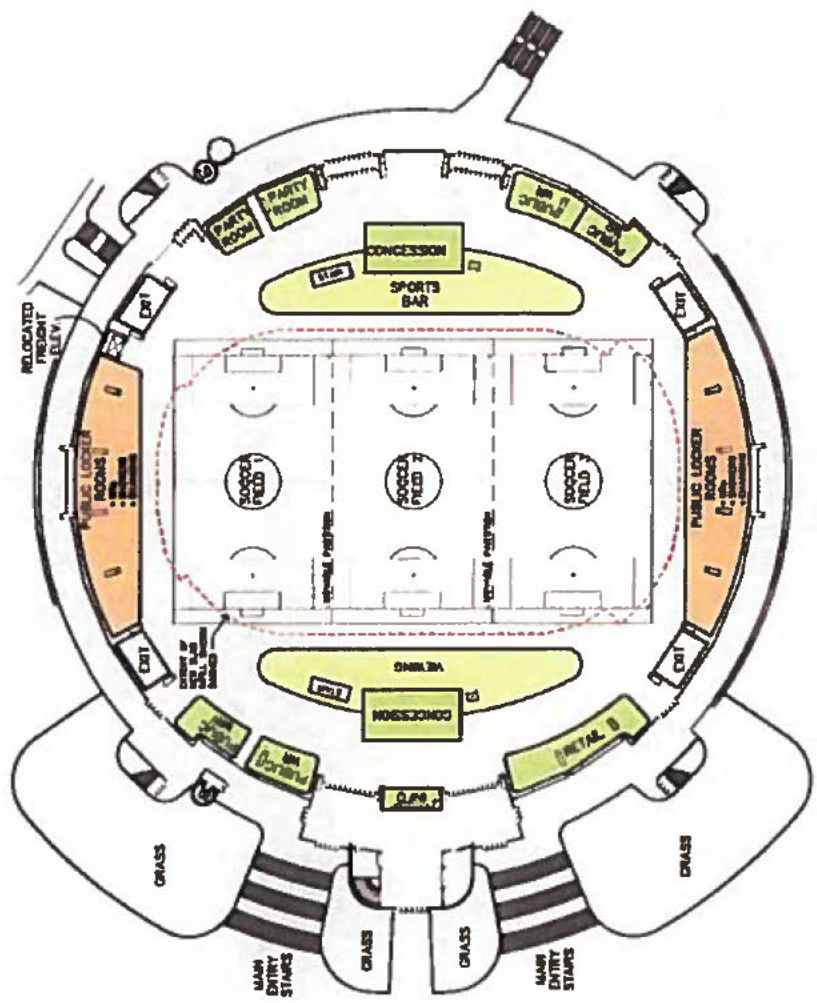
BRISBEN
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BREMON

ARCHITECTS

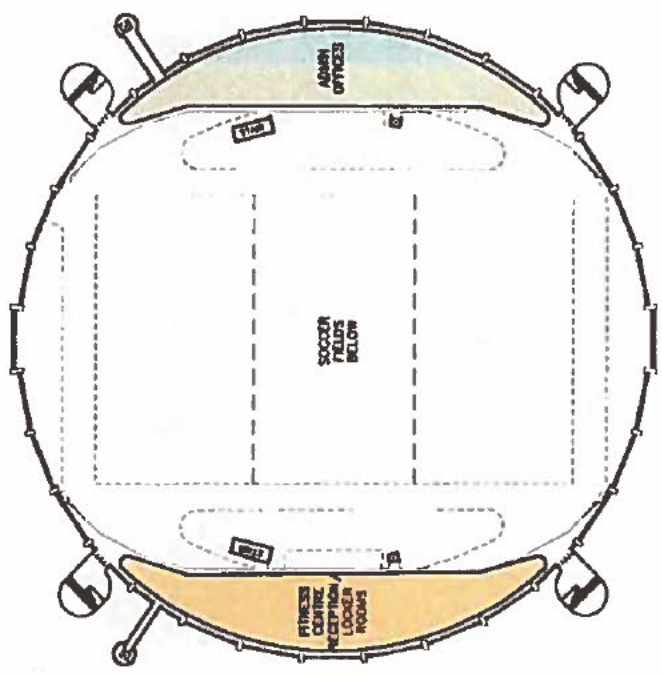
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CALGARY SADDLEDOME
FUTURE USES STUDY

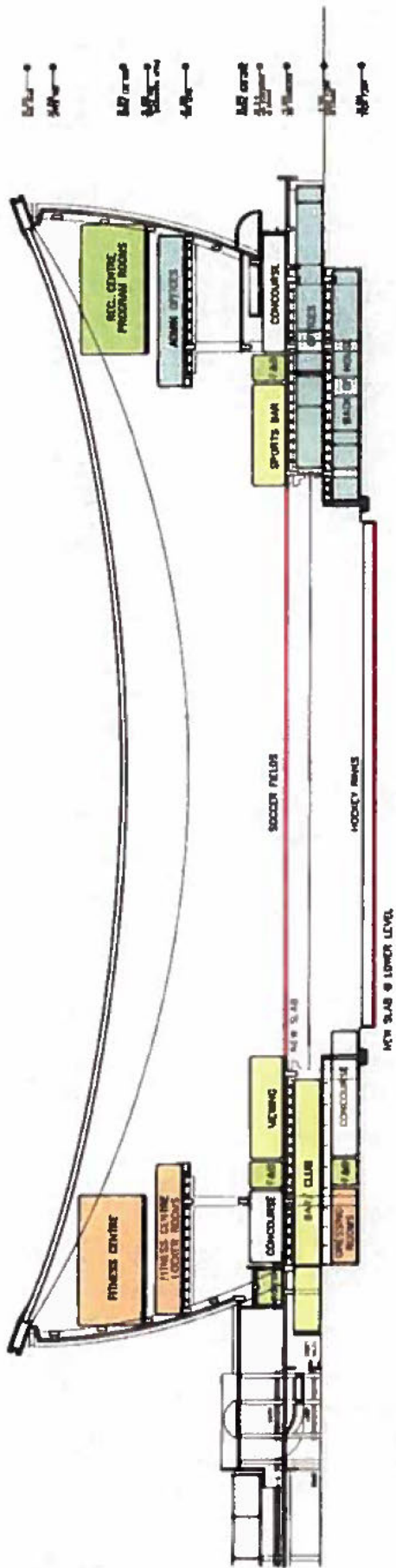




RECREATION - CONCOURSE LEVEL



RECREATION - BOX LEVEL



**OPTION 1 - RECREATION
BUILDING CROSS SECTION**

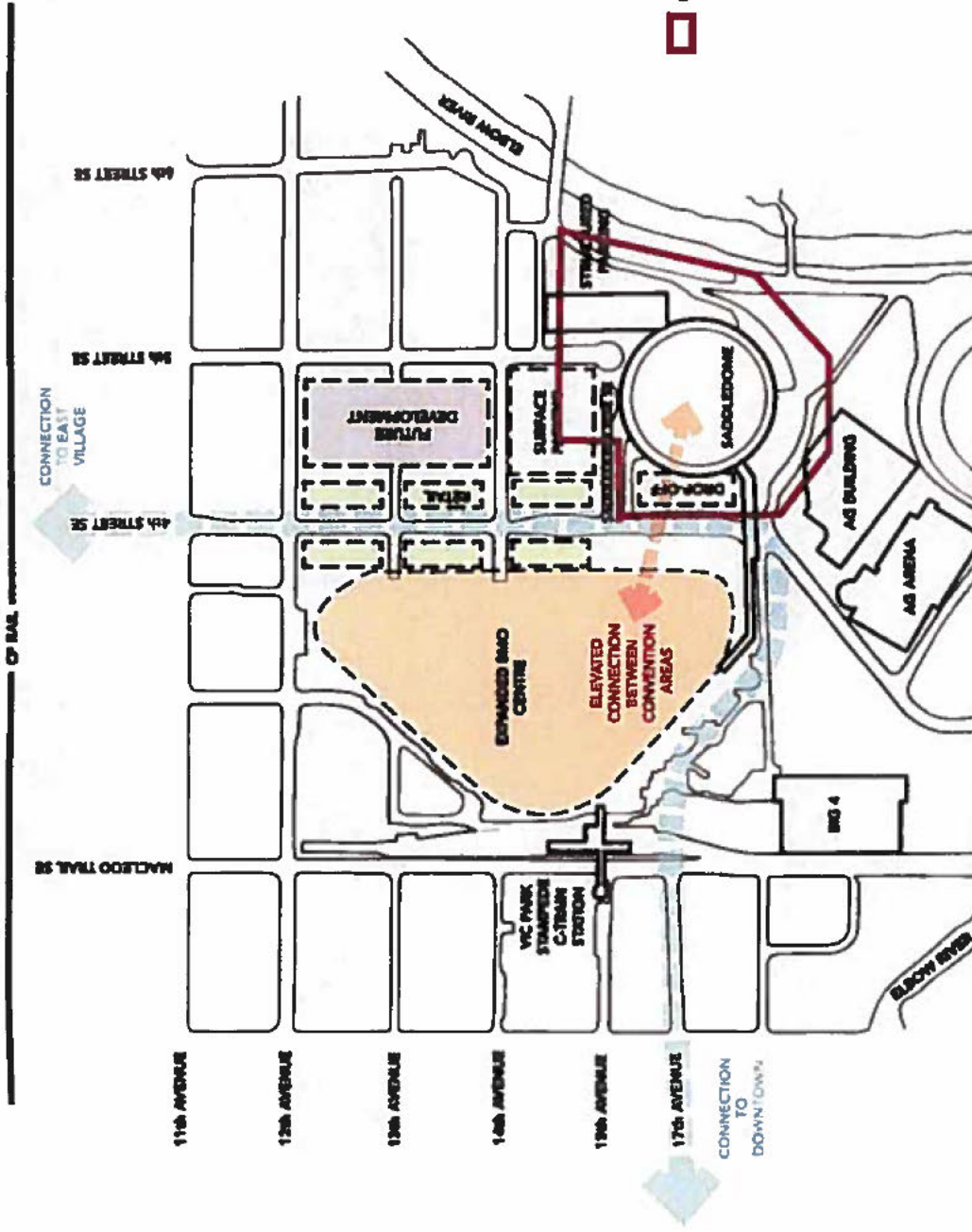
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**CALGARY SADDLEDOME
FUTURE USES STUDY**



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BENSON**
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DIALOG



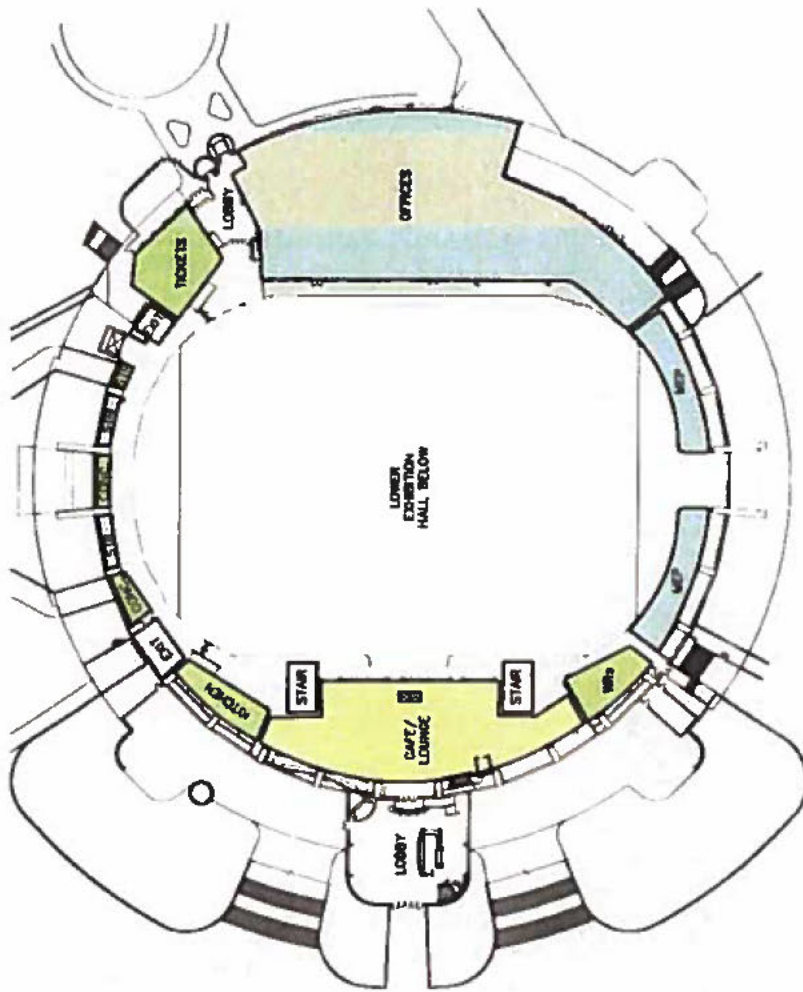
SITE PLAN

**OPTION 2
CONVENTION
DECEMBER 13, 2014**

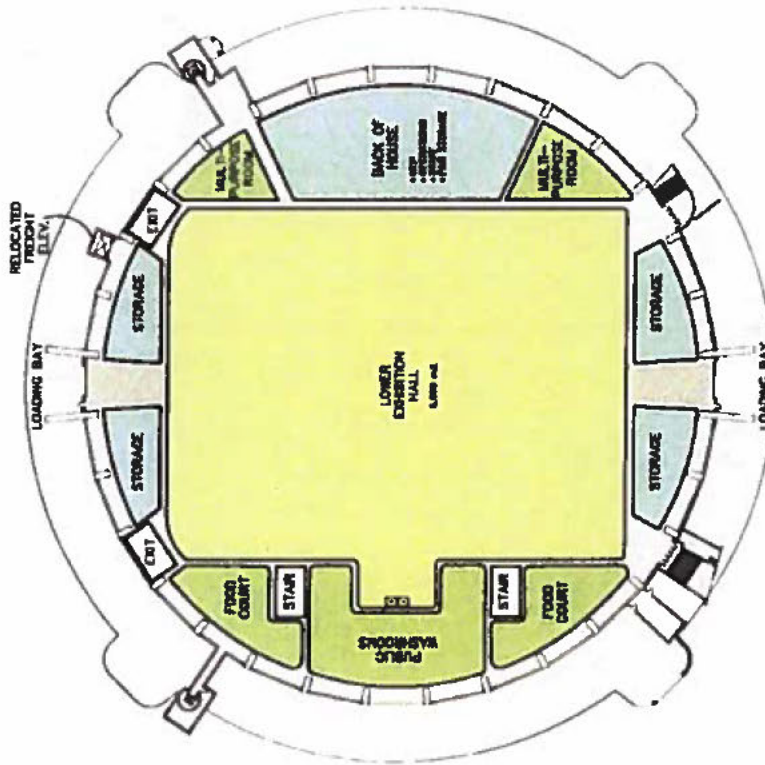
**CALGARY SADDLEDOME
FUTURE USES STUDY**



SADDLEDOME FOUNDATION

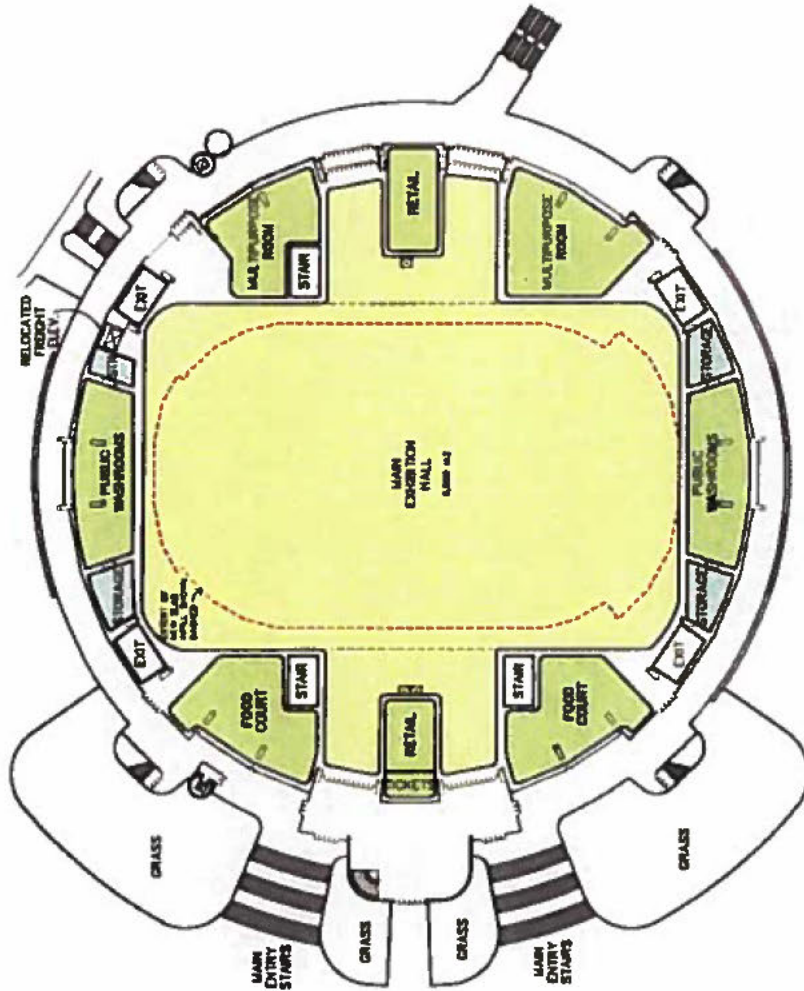


CONVENTION - CLUB LEVEL

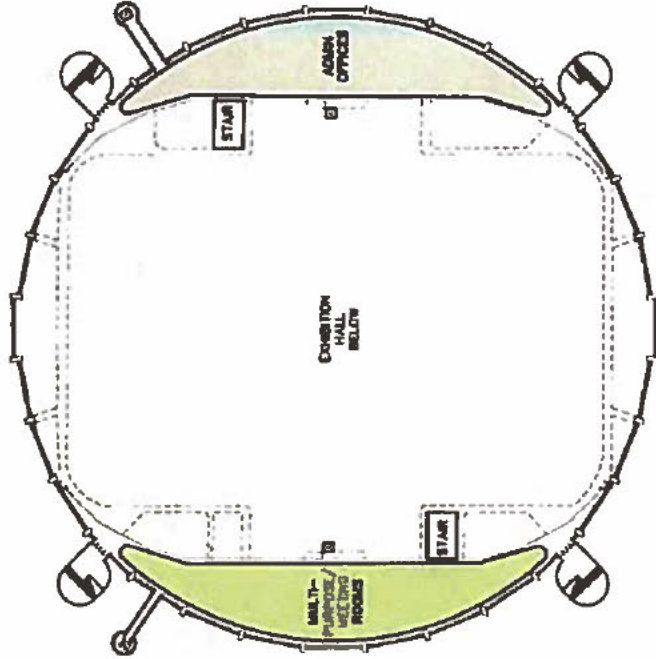


CONVENTION - EVENT LEVEL

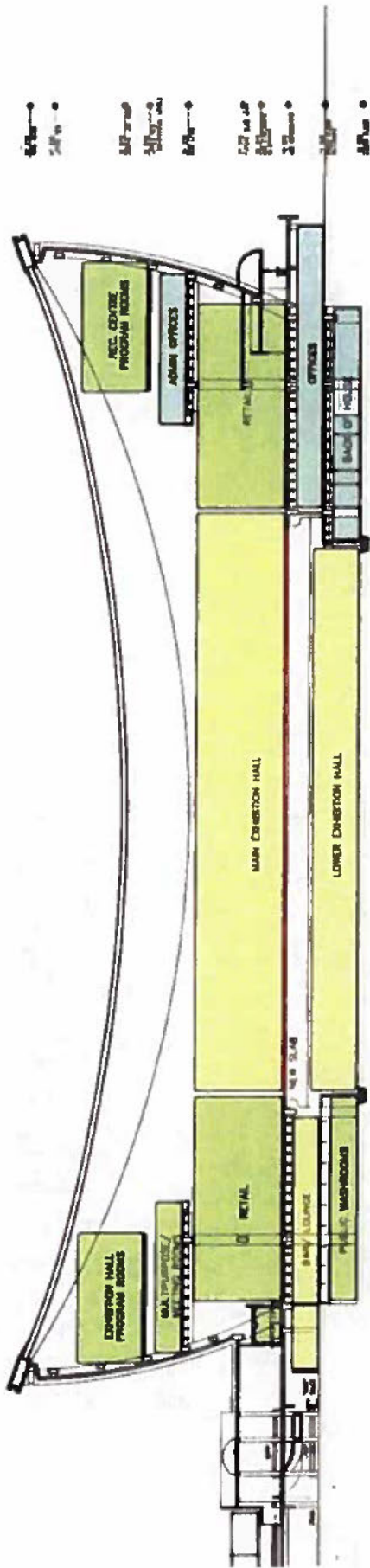




CONVENTION - CONCOURSE LEVEL



CONVENTION - BOX LEVEL



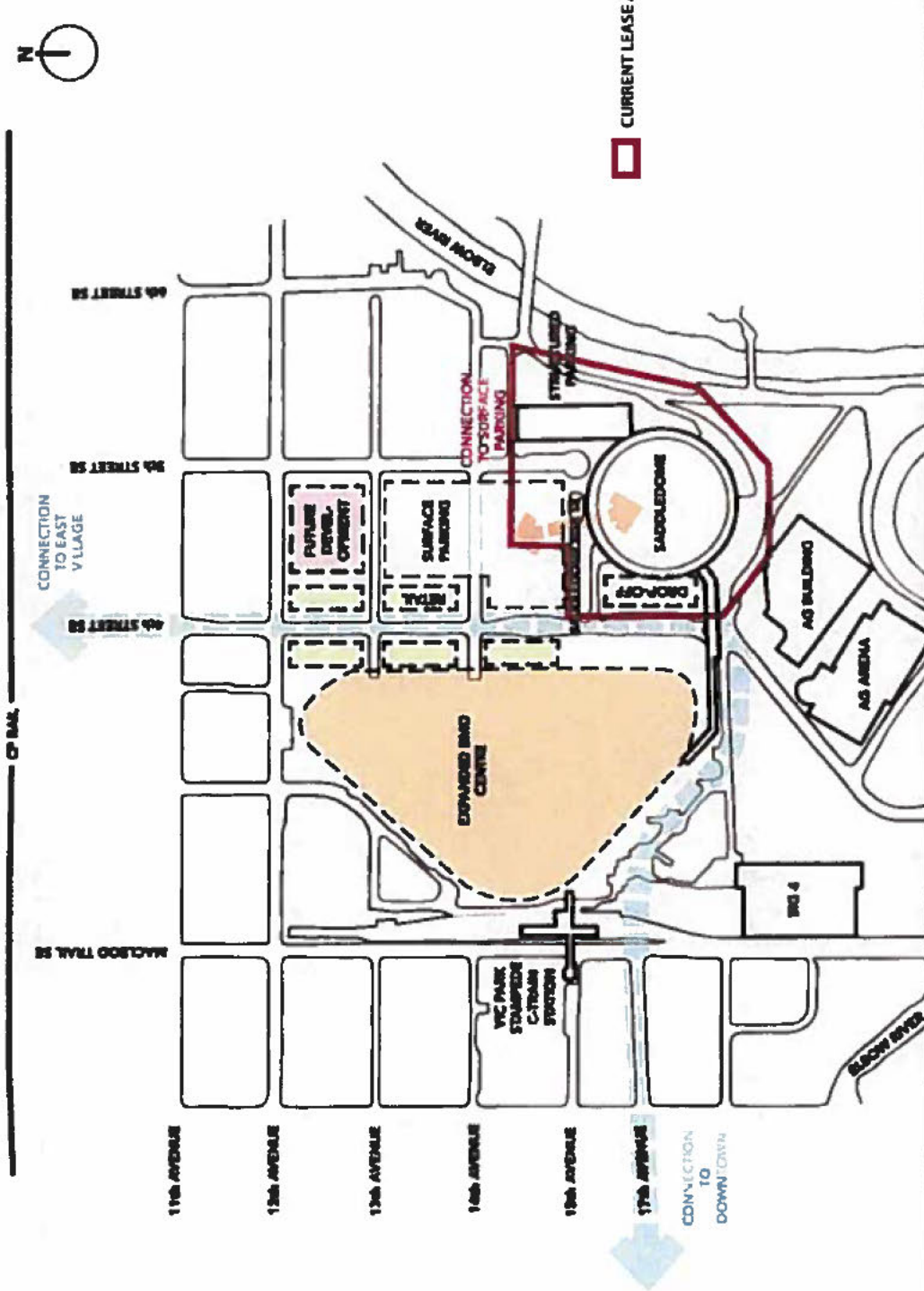
OPTION 2 - CONVENTION
BUILDING CROSS SECTION

NOVEMBER 15, 2016



CALGARY SADDLEDOME
FUTURE USES STUDY

BRISBEN
BROOK
RYNOK
ARCHITECTS
DIALOG

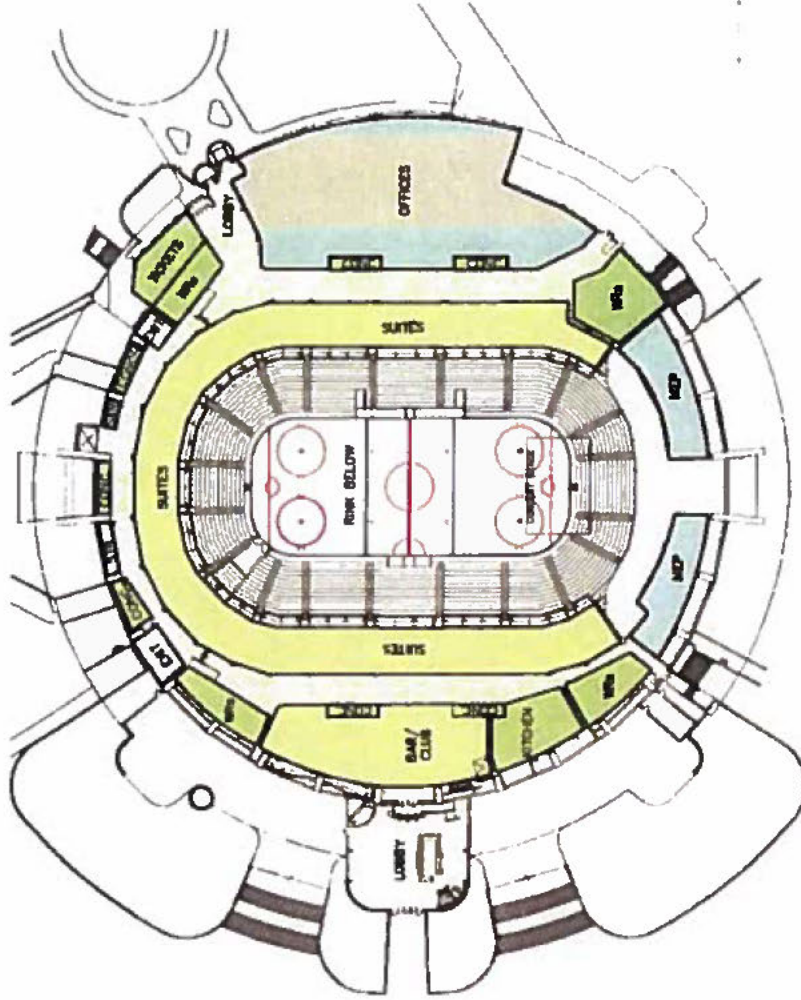


SITE PLAN
OPTION 3
6,000 SEAT
MULTI-USE ARENA
DECEMBER 15, 2016

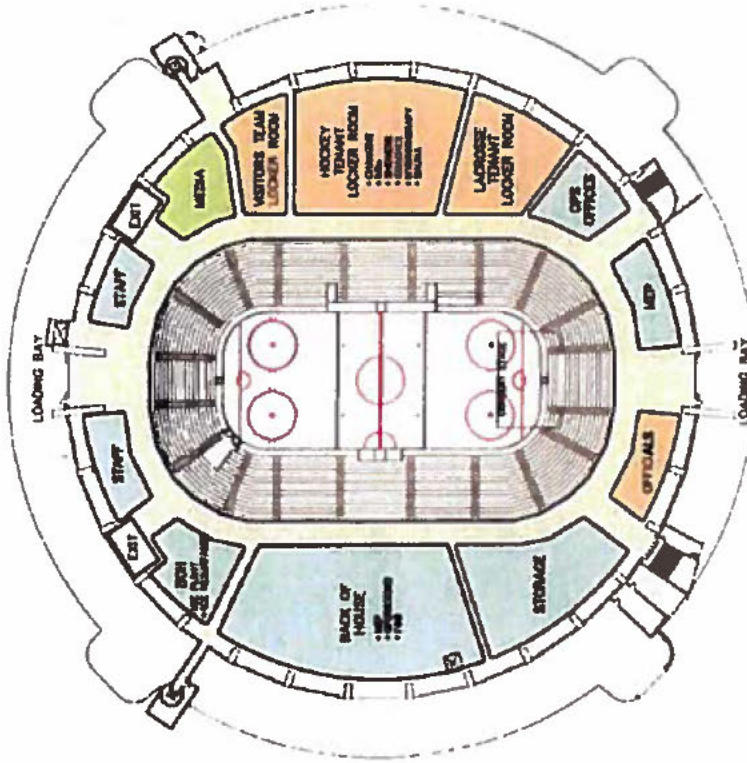


CALGARY SADDLEDOME
FUTURE USES STUDY

BRSBIM ARCHITECTS **DIALOG**
 BROOK BEYON



6,000 SEAT VENUE - CLUB LEVEL

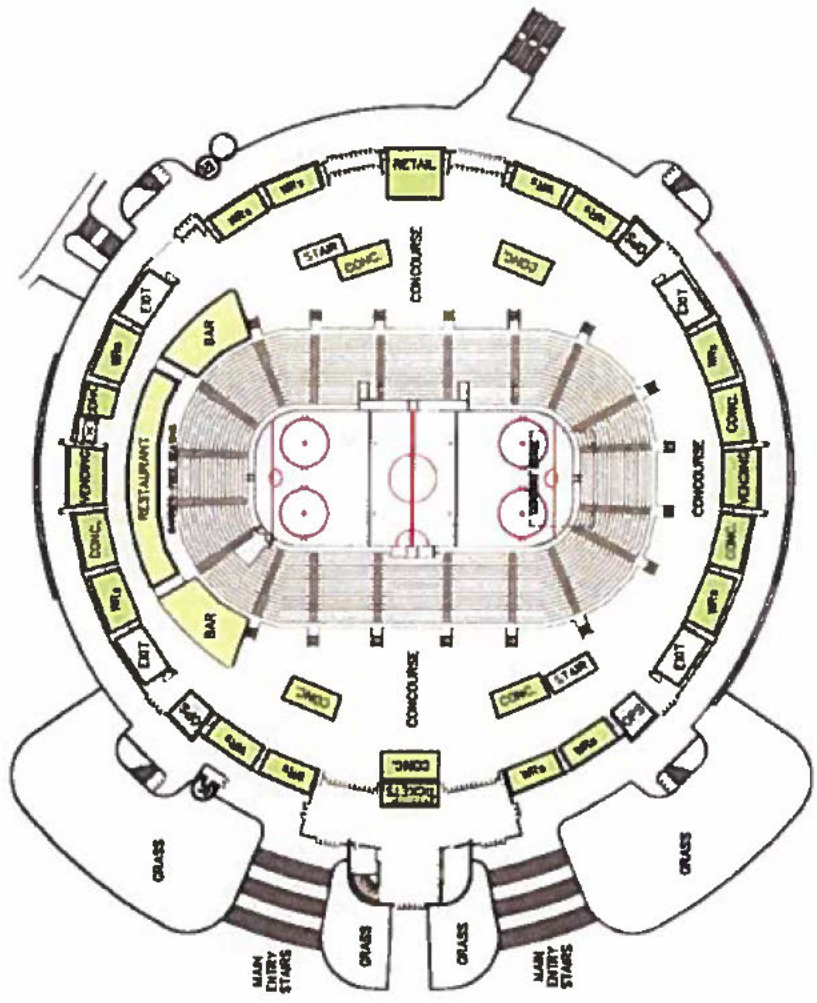


6,000 SEAT VENUE - EVENT LEVEL

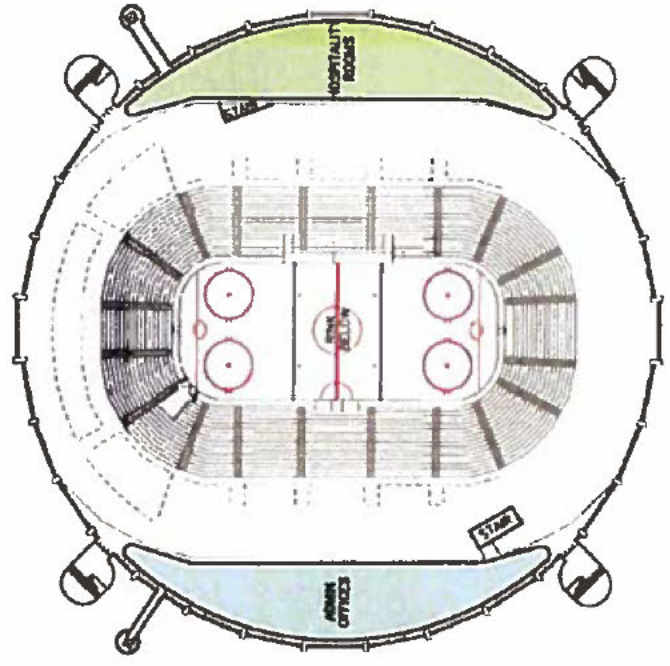


CALGARY SADDLEDOME
FUTURE USES STUDY

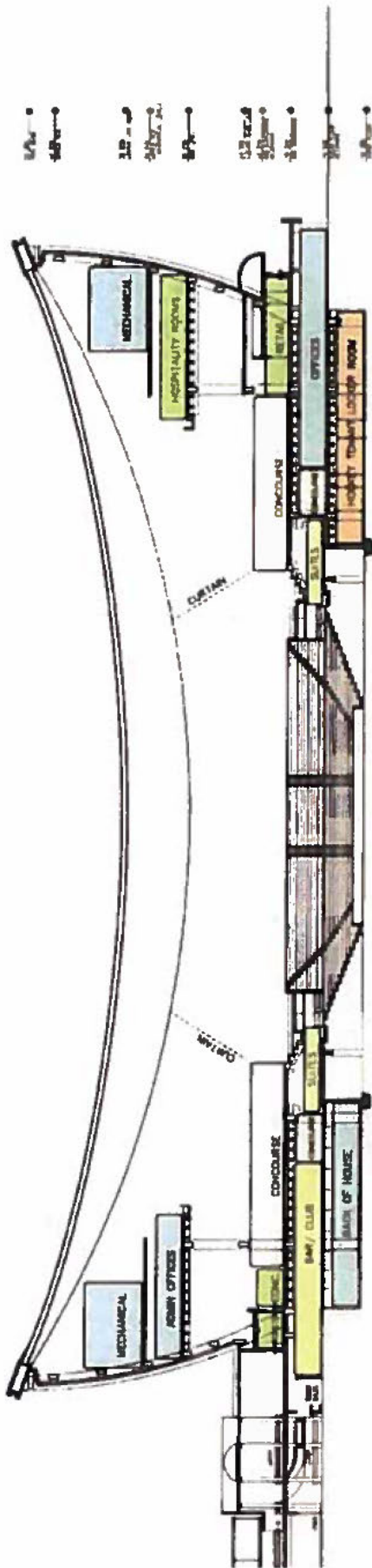
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BROOK
RYNOR
ARCHITECTS
DIALOG



6,000 SEAT VENUE - CONCOURSE LEVEL



6,000 SEAT VENUE - BOX LEVEL

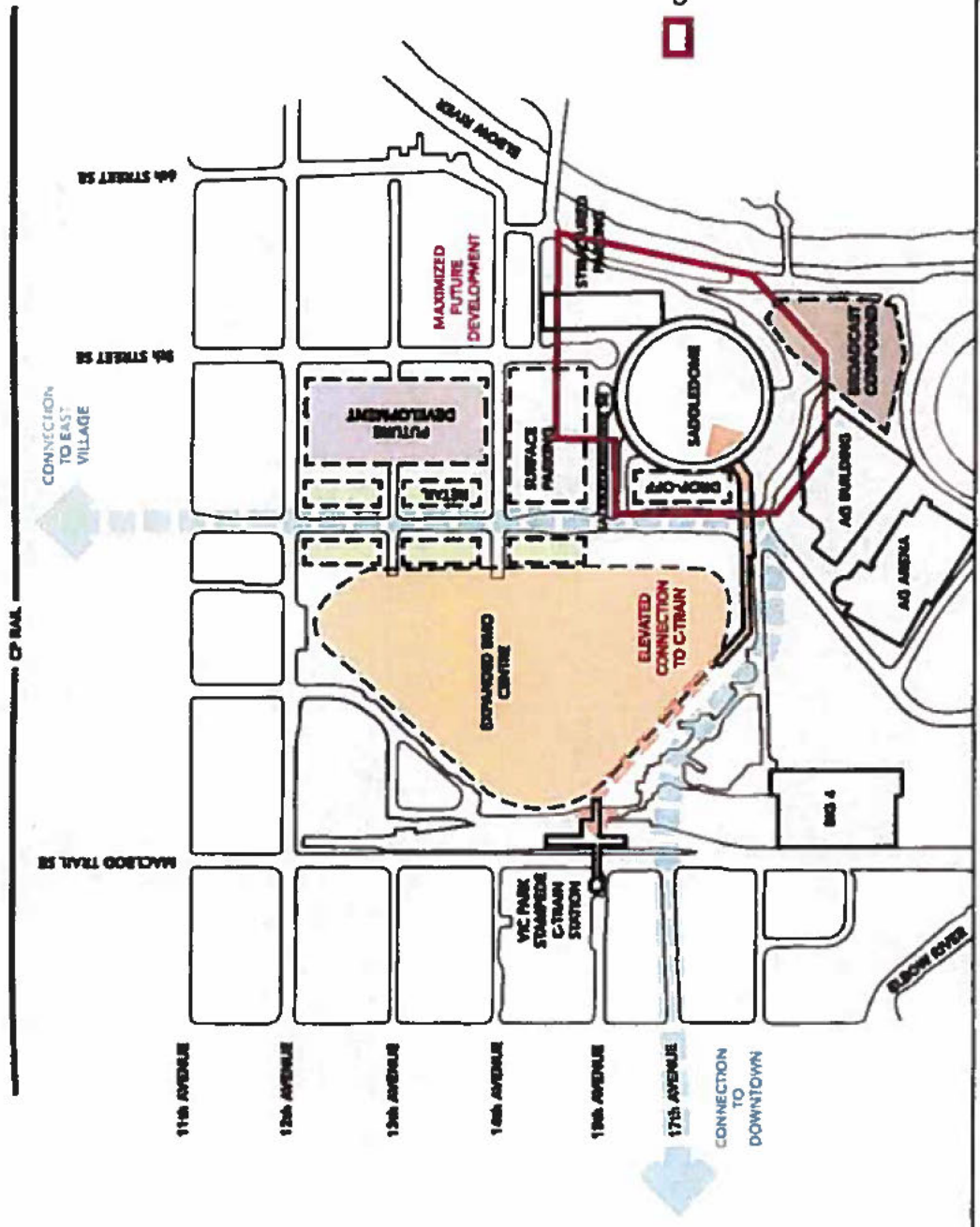


OPTION 3 - 6,000 SEAT ARENA
BUILDING CROSS SECTION
NOVEMBER 14, 2016



CALGARY SADDLEDOME FUTURE USES STUDY

**BRISBEN
BROOK
REYNOLDS** ARCHITECTS **DIALOG**



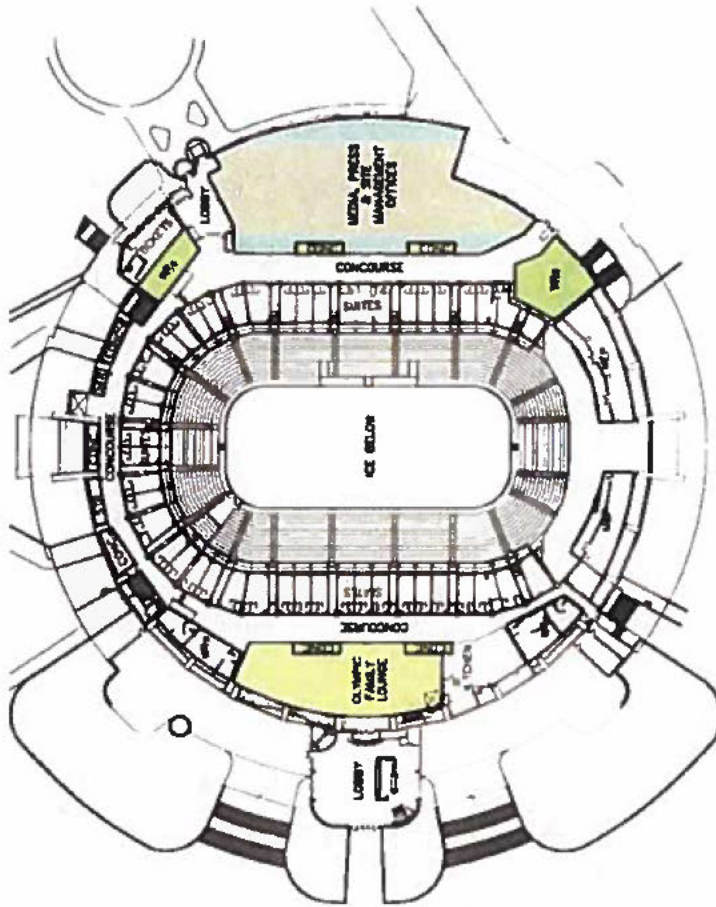
SITE PLAN
OPTION 4
OLYMPICS
DECEMBER 18, 2016

 **CURRENT LEASE AREA**

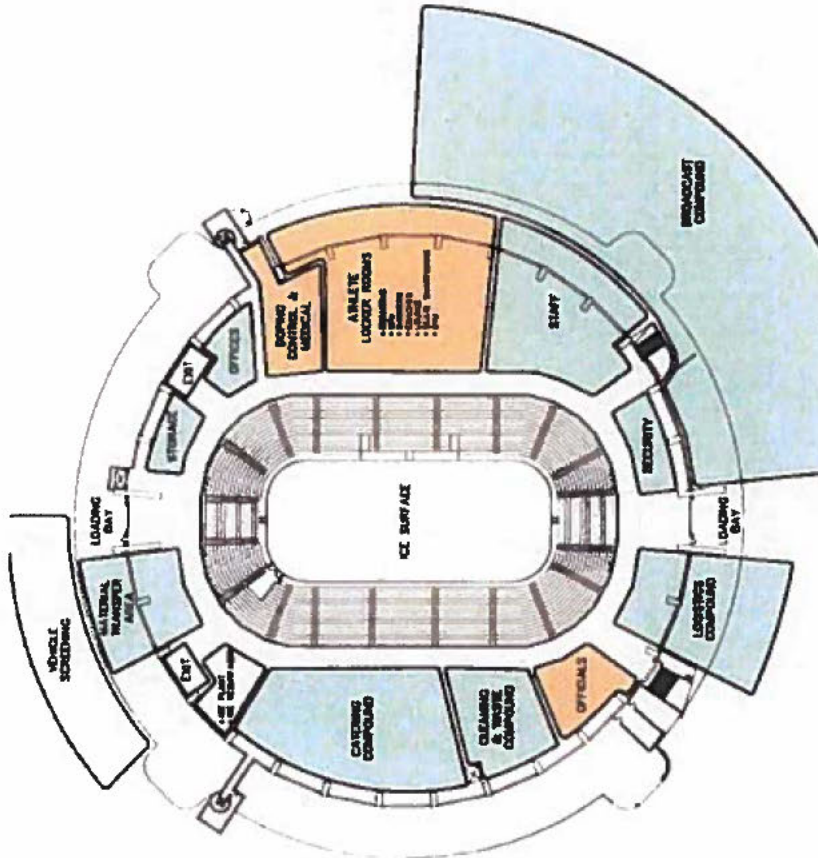


CALGARY SADDLEDOME
FUTURE USES STUDY

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DIALOG



OLYMPICS - CLUB LEVEL

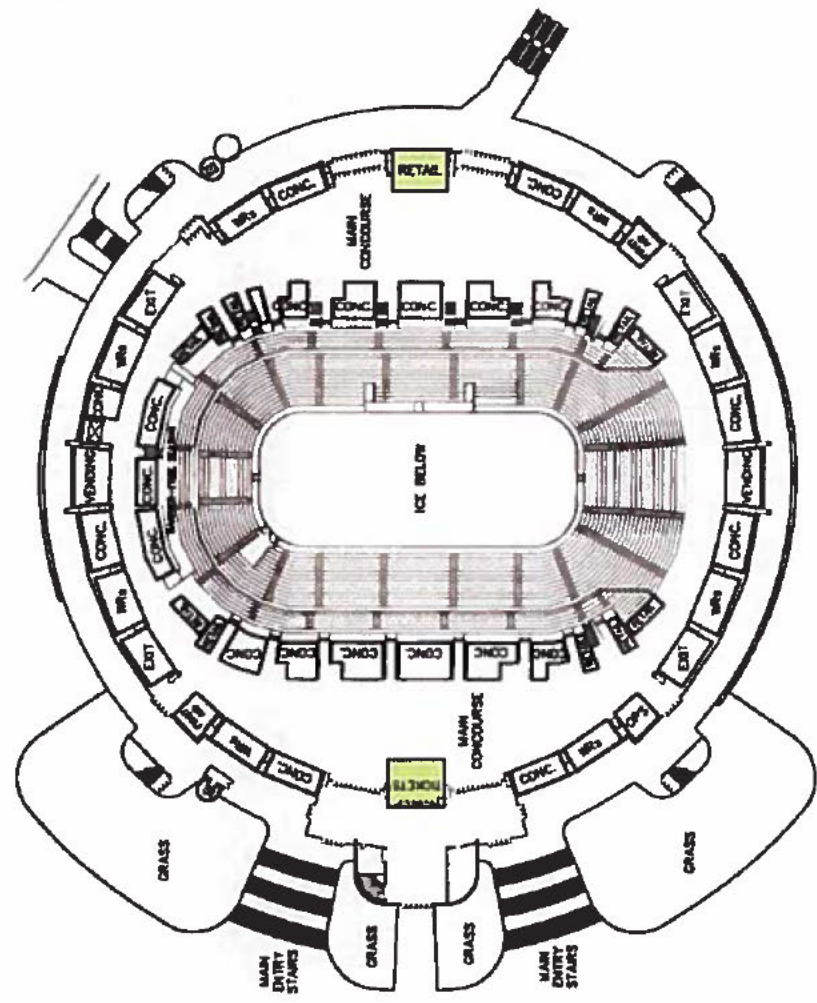


OLYMPICS - EVENT LEVEL

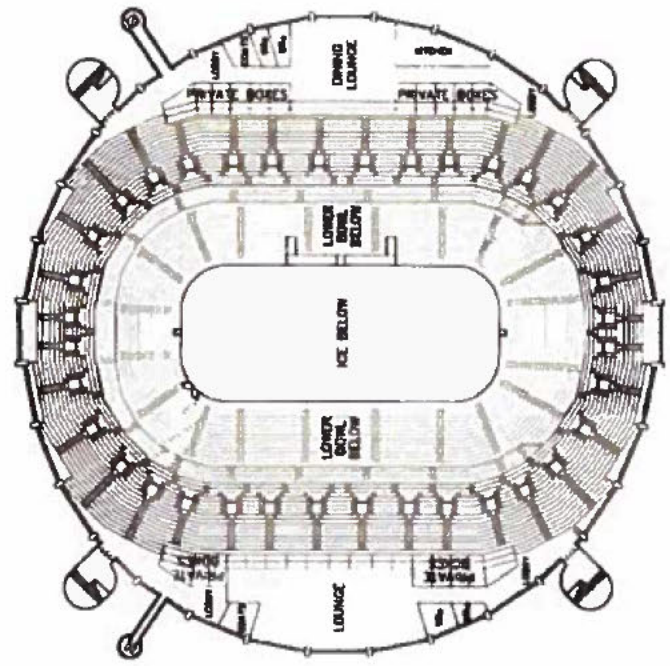


**CALGARY SADDLEDOME
FUTURE USES STUDY**

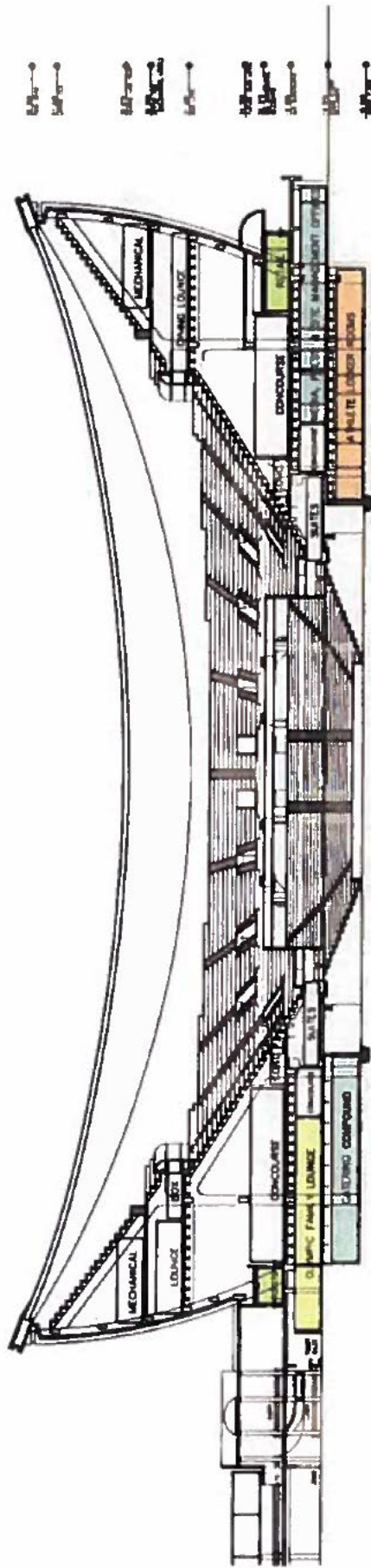
**BRISBEN
BROOK
ARCHITECTS** **DIALOG**



OLYMPICS - CONCOURSE LEVEL



OLYMPICS - BOX LEVEL



**OPTION 4 - OLYMPICS
BUILDING CROSS SECTION**

NOVEMBER 14, 2018
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**CALGARY SADDLEDOME
FUTURE USES STUDY**



**BRISBIN
BROOK
REYNON** ARCHITECTS **DIALOG**



CONTEXT PLAN

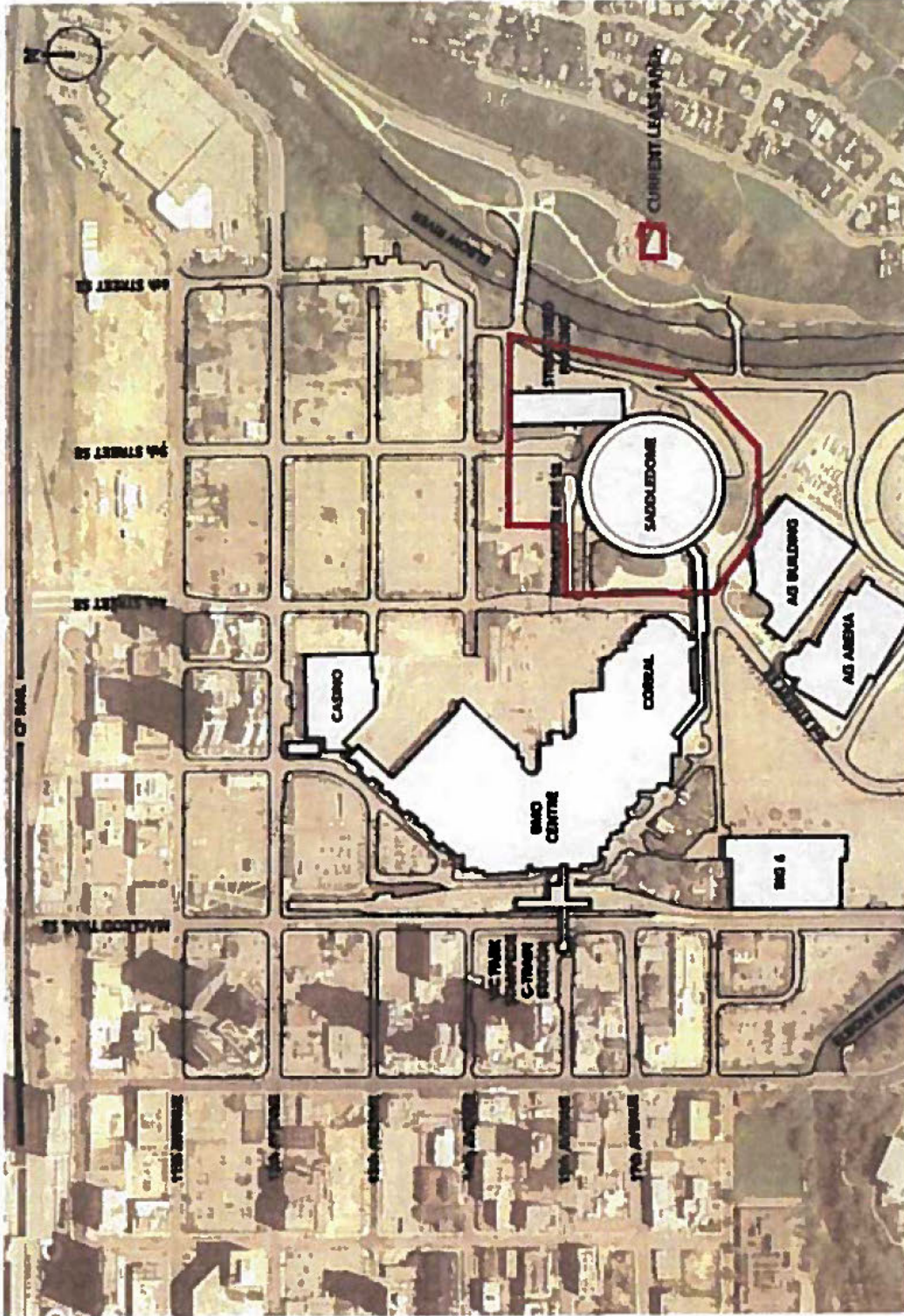
EXISTING
DECEMBER 15, 2014

**BIRSBIN
BROOK
RYNON** ARCHITECTS **DIALOG**

xvii

**CALGARY SADDLEDOME
FUTURE USES STUDY**





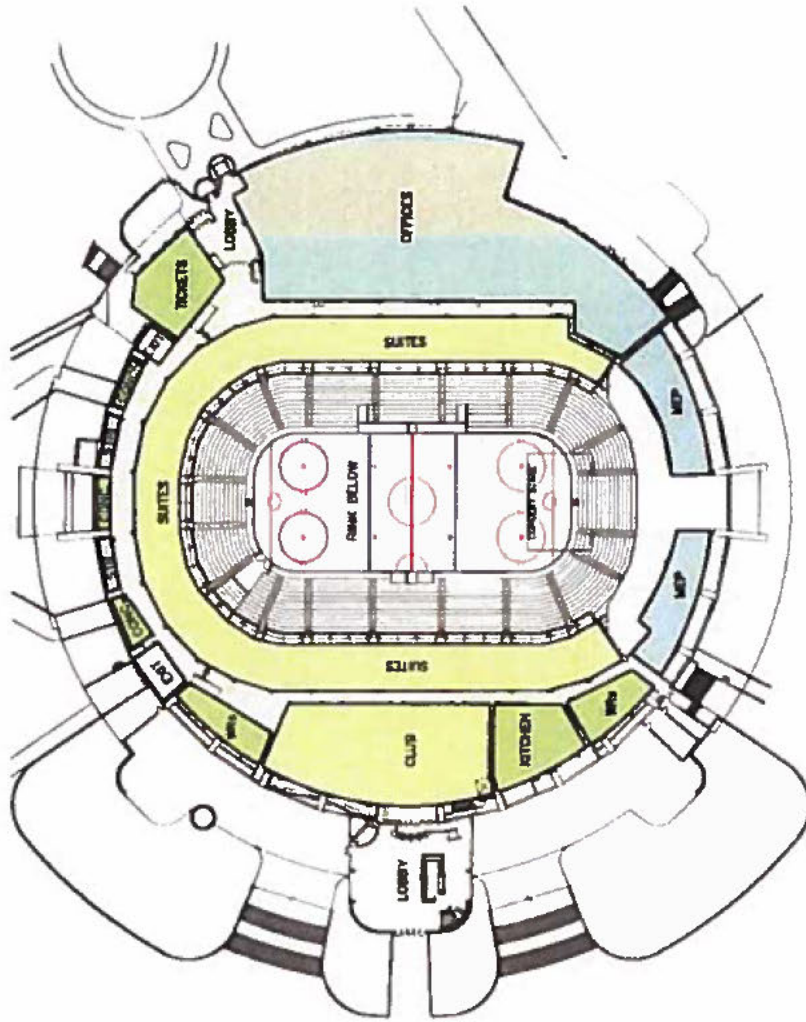
SITE PLAN

EXISTING
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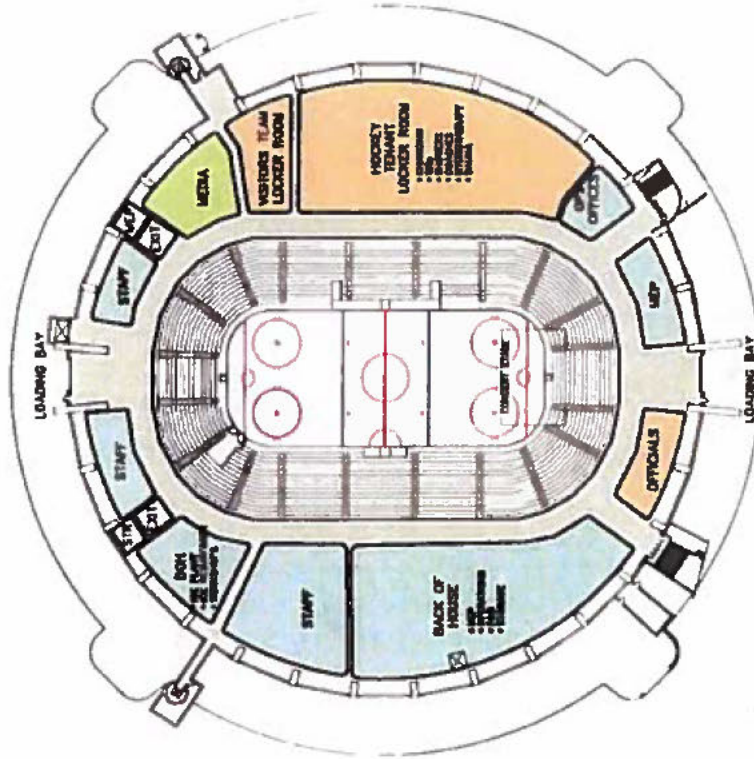


**CALGARY SADDLEDOME
FUTURE USES STUDY**

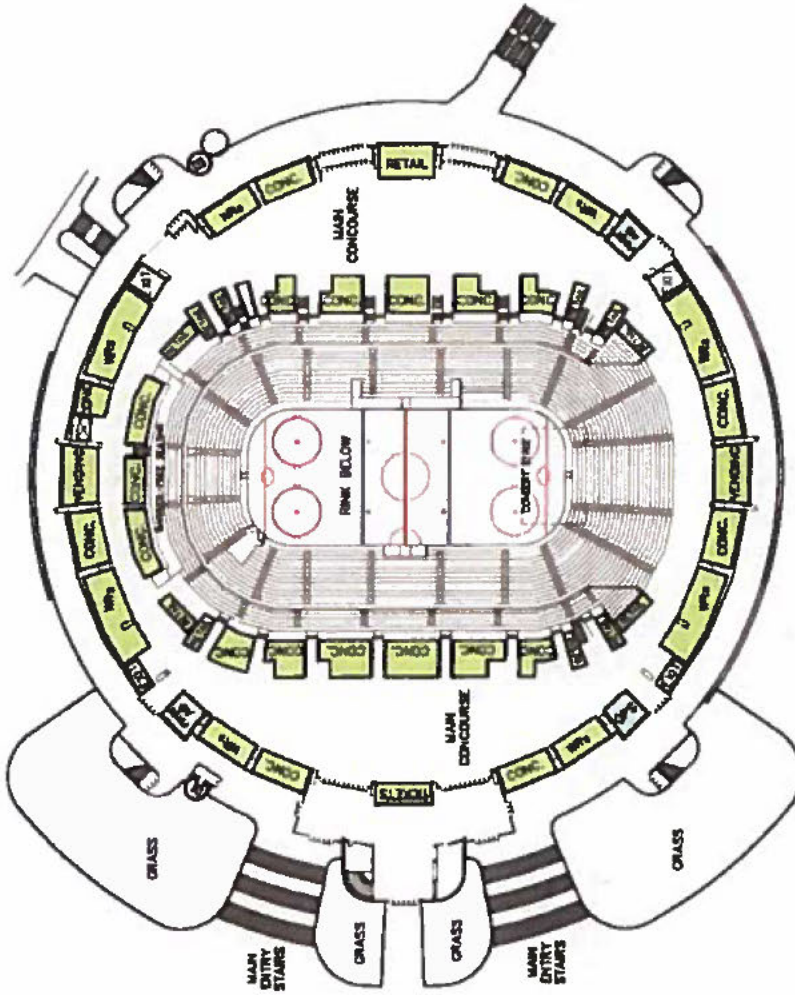
**BRISBEN
BROOK
EYNON** ARCHITECTS **DIALOG'**
xviii



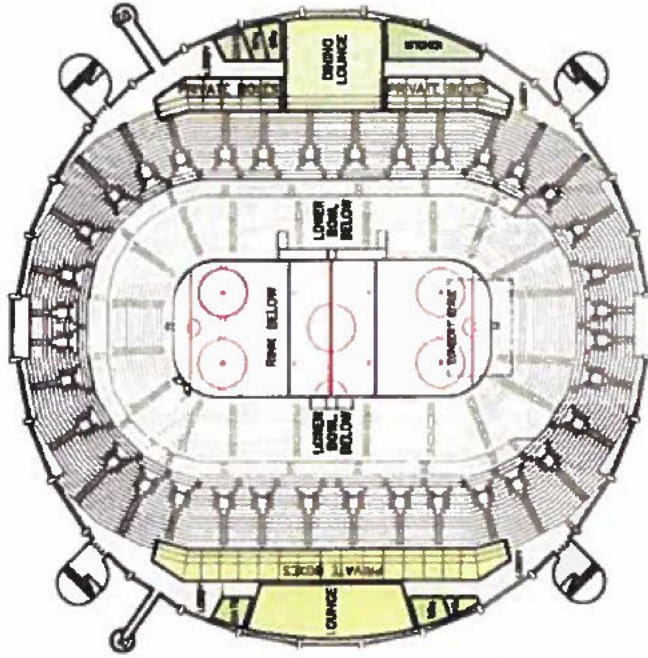
EXISTING CLUB LEVEL



EXISTING EVENT LEVEL



EXISTING CONCOURSE LEVEL

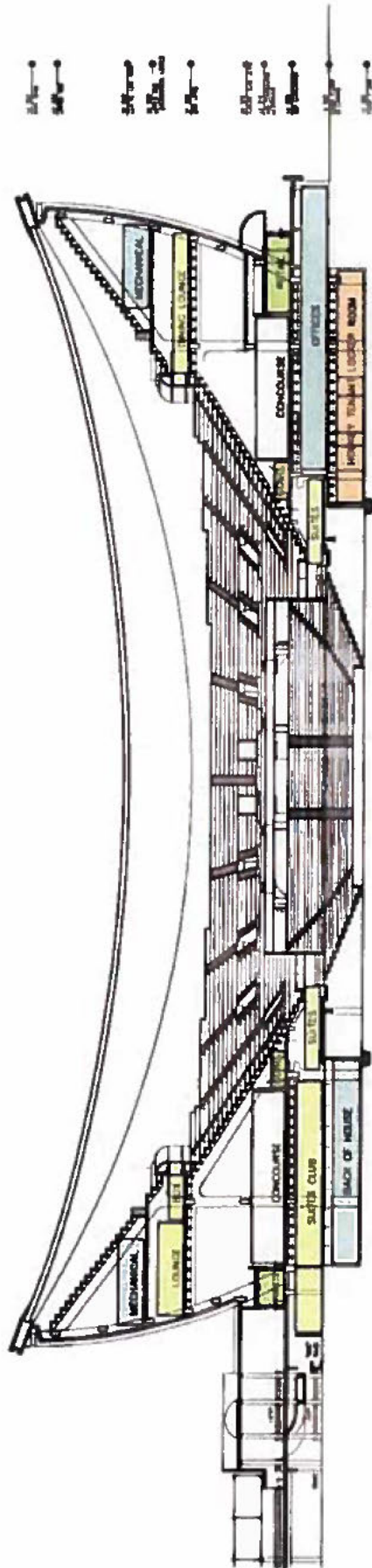


EXISTING BOX LEVEL



CALGARY SADDLEDOME
FUTURE USES STUDY

BRISBEN
BROOK
REYNOLDS
ARCHITECTS
DIALOG



EXISTING
BUILDING CROSS SECTION
NOVEMBER 14, 2016

