



Arts/Business Centre Feasibility Study

April 2007



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Funding Agencies

We gratefully acknowledge the generous support of our funding agencies:

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City of Regina Arts Commission
City of Regina

Humanities Research Institute
University of Regina

Saskatchewan Arts Board

Saskatchewan Housing Authority
Dept. of Community Resources
Province of Saskatchewan

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Anonymous survey response: I was moving out of Regina in the next 2-5 years, but if something like this were available I would not leave. It sounds great!



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Consultant's Acknowledgements

I would like to thank Dr. Christine Ramsay, Kathleen Irwin and Rory MacDonald for the opportunity to act as lead consultant on this project.

The following pages are the result of the past twelve months of research, community consultations, and numerous meetings with potential stakeholders, funding partners and building owners.

The way in which this project is evolving has been quite remarkable. The response of the community has been overwhelming. The owners of both buildings have been open to new ideas and willing to help develop a number of different scenarios as we've tried to wrestle with identifying the best uses of the buildings and the ways in which those uses might be realized. My deepest gratitude is extended to Harold Hague, and to the Executive and staff at the Royal Canadian Legion Branch 001. Much appreciation is extended to Ross Keith, Don Lussier, Randy Heathcote, Joselyn McEwen and Debbie Pittroff at the Nicor Group, and to Mo Bundon, Patti Neibergall and Chris Burrell at Harvard Developments.

Recognition is due to Brian Babish for the many hours he spent creating a preliminary design for both buildings. Having visuals to show people was a turning point in the project.

The arts organizations and individual artists who met with me on many occasions to sort through different challenges have been

enthusiastic and positive contributors to the process. Tracy Fahlman and Jennifer Blomme at Regina Downtown have been excellent sources of information. The University of Regina students (Jo-Ann Bance, Jason Gaudet and Curtis Wiebe) who assisted with the feasibility study were very helpful, as was their supervising professor Dr. Dena McMartin. The assistance of Jan Bell, Dr. Sheila Petty, Dr. Eber Hampton, Dr. Carmen Robertson, Ray Gosselin, Dr. Alan Cahoon and many others at the University of Regina needs to be acknowledged, with great respect.

Many thanks to the *Leader Post*, the CBC, CJME Radio and the *Prairie Dog* for helping us spread the word about the online surveys and the project in general. Thank you to Corwin Derkatch at the U of R's Centre for Academic Technology for the brilliant web site design.

The Advisory Board of Regina ArtsAction Inc. and the Board of Directors all deserve special mention for working to get this project off the ground.

Finally, thank you to the people who phoned, emailed or stopped me on the street to wish good luck with this project. The positive energy surrounding this project has been a treat to experience.

~Marian Donnelly, Consultant
Inner Circle Management

Anonymous Survey Response: *First of all, thank you for giving attention to our beautiful downtown. I appreciate your work. Secondly, I know that the downtown, though I already love it, could be so much more. This is a wonderful project.*

Executive Summary

Regina ArtsAction Inc. is a registered non-profit organization with a mandate to support the development of an arts and business centre that will meet many community and commercial needs in the City of Regina.

For the past twelve months, Regina arts consultant Marian Donnelly (Inner Circle Management) has been on contract with ArtsAction to produce a feasibility study of possible scenarios for the proposed building developments. During the course of her time with ArtsAction, she has prepared a market assessment, best practice analysis, reviewed funding opportunities and identified potential tenants for the two buildings selected for review. The Leader Building at 1853 Hamilton Street and the Royal Canadian Legion Branch 001 at 1820 Cornwall Street offer many unique opportunities.

The Leader Building's six floors could be ideal for three levels of live/work spaces for artists, two floors of office space, main floor retail space and a basement that could be transformed to studio and storage space. The Legion Building could serve a completely different but complementary purpose, providing museum and gallery space and a much-needed new performance venue. Together, the two buildings could conceivably help to create a new "cultural corridor" in Regina's downtown, with the Leader Building on Hamilton, the Globe Theatre and Neutral Ground on Scarth, the Legion Building on Cornwall, and the RPL/Dunlop Art Gallery, the Regina Plains Museum, and Verve Art Gallery in the immediate vicinity.

The redevelopment of heritage buildings as new centres for artistic activity is not an idea that is unique or new. The late Jane Jacobs espoused the concept in her 1961 book *The Death And Life of Great American Cities*, wherein she stated clearly:

"Old ideas can sometimes use new buildings. New ideas must use old buildings". Richard Florida brought the idea to a wider audience with his best-selling book *The Rise of the Creative Class*. Cities around the world are finding ways to rejuvenate their warehouse districts, their decaying downtowns, through cultural activities and support of the arts. Success stories abound in Toronto, Winnipeg, Calgary, Vancouver, Ottawa, and in most major cities in the United States and Europe.

The premise is simple. Take a worn out, vacant or under-utilized heritage building. Give it to the arts community, or enable them to access it at just below market rates, to offer affordable housing for artists. Provide them with some startup capital. They'll do the rest.

The recent *MacLean's* article on the state of Regina's core neighborhoods highlighted some of the issues our city is facing. The Leader Building project might serve as a catalyst for change in more than just the downtown core. With the right level of support, the development of the Leader Building could become the first of many such projects in our city. A critical piece is the support of the City of Regina in the early stages of the project development. With the support of the City, access to provincial and federal programs become more likely, and the project ultimately stands a better chance of success.

The following pages provide an overview of the options available for the development of the two buildings in Regina's downtown core. The key recommendations suggest that the development of the Leader Building should proceed as quickly as possible, while proposed developments at the Legion Building await the sanction of their members.

Anonymous Survey Response (from a Saskatoon postal code): *Don't build in Regina. Build in Saskatoon.*

Context

Regina ArtsAction - History & Mandate

About 12 years ago, a sub-committee of the Regina Arts Commission was formed to explore the idea of a municipal arts centre in Regina. A survey was done, but no action was taken to secure a building. The sub-committee remained dormant until 2002, when it was reconstituted in response to renewed community interest.

In 2004 Regina was named a Cultural Capital of Canada, a federal designation that catalyzed the occurrence of a variety of dynamic and innovative activities and programs in the city, including a Creative Cities Network conference in October of that year, and a parallel event, called “Realizing the Creative City”, which took place concurrently at the University of Regina. The end result of the Creative Cities conference was the creation of a not-for-profit organization called Regina ArtsAction Creative Consultants Inc., commonly known as Regina ArtsAction.

Regina ArtsAction has a mandate to develop an arts and business centre that will meet many community and commercial needs in the City of Regina. The mission of ArtsAction as stated in their September 2005 business plan is to:

- Support the initiatives of the City of Regina to create development in the downtown core that will help enfranchise Aboriginal citizens and encourage residents, youth, and tourists to spend time in the area
- Have a “creative cluster” providing artists with “live/studio” space, a gallery, a performance venue, a forum for the public to view artists at work, and shared administrative space
- Provide a supportive and innovative environment that will facilitate incubation of start-up small business, arts and research ventures, moving “start ups” through the system and into the city centre within two years

- Incorporate commercial and cultural activity such as retail, offices and artist-run centres to provide anchor tenants
- Showcase “state of the art” environmental and sustainability features in the design and operation of the building to support the “sustainable city initiatives”
- Preserve the use of an existing heritage building
- Enable the diverse range of Regina citizens to share in the creation of a cultural destination, an educational centre, and business opportunities in a vibrant downtown of which we can all be proud

The nucleus of this group is a trio of professors from the Fine Arts Department at the University of Regina: Dr. Christine Ramsay (Media Studies), Kathleen Irwin (Theatre) and Rory McDonald (Head of Visual Arts). Their intention was to identify a heritage building in Regina’s downtown that could be redeveloped as a “metropolitan centre” for the arts, creating a place where arts and business could co-exist, serving as a hub for artistic activity in our community. Their vision also included creating a space that was environmentally sustainable, in other words, “greening” the building.

Study Objectives

Regina ArtsAction applied for funding through the Centre for Sustainable Communities at the University of Regina, and in 2005 they were approved for a grant that would enable them to undertake a feasibility study. In November of 2005, they began initial discussions with Marian Donnelly to undertake that study. Ms. Donnelly had been working independently on the development of live/work spaces in the Leader Building at 1853 Hamilton Street, so it was a natural and synergistic move to engage her in the ArtsAction process.

In December of 2005, Ms. Donnelly began working on creating a framework for the study and drafting a work plan. Three University of Regina students were engaged to assist in the research component of this feasibility study: Master of Business Administration student Jo-Ann Bance, and Environmental Engineering students Curtis Wiebe and Jason Gaudet.

Their work began in earnest in January 2006. Jo-Ann worked with Marian on the administrative elements, including market and competitive analysis, determining best practice models and researching various resources. Jason and Curtis worked on researching the “green” technologies that could be implemented in the renovation of the building(s) in Regina’s downtown core.

Marian, Jason and Curtis met extensively and often with Stantec employee Brian Babish, who generously volunteered his time to develop preliminary designs for both buildings. These designs were intended solely to assist in the development of preliminary renovation budgets.

The study objectives were to identify the critical issues, financial implications, market analysis, strategic alliances, potential funding sources and recommended actions for the development of an arts business centre in a heritage building in Regina.

Description of Proposed Development Sites

Early in the process, it was decided that the study would focus on two buildings in Regina’s downtown, the Leader Building located at 1853 Hamilton Street and the Royal Canadian Legion Branch 001 located at 1820 Cornwall Street.

The Leader Building has been empty for almost a decade and has been designated a heritage building. The current owners are Nicor Property Management and Harvard Developments. Nicor had already been approved for a \$700,000 restoration grant for this building from the federal government. They were considering the development of the building’s upper levels as condominium residential units.

The Royal Canadian Legion Branch has been struggling to make ends meet, faced with a declining membership and decreasing annual revenues. The Legion Branch has been looking for a new opportunity for their building and the means to ensure their building remained a relevant part of the community. Of utmost concern to the Legion is the preservation of the legacy of their building, the Peace Tower and war museum. As the first Legion branch in all of Canada, they represent an important part of the history of this country, this province, and this city.



Royal Canadian Legion Branch 001
1820 Cornwall Street, Regina



The Leader Building
1853 Hamilton Street, Regina

Market Assessment

The first step in the process was to undertake an analysis of the current market place to assess the relevance of some of the basic assumptions for the proposed building developments. This involved:

- Determining if there is a market in Regina for live/work spaces for artists, what kind of space Regina artists might require, and what they might pay for monthly rental fees.
- Determining if there is a need for additional office space for arts organizations and if there was the potential to build a “creative cluster” of like-minded organizations.
- Determining if there is a need for a new performance venue, or if it would be a duplication of services already provided by existing venues in our city.
- Identifying potential anchor tenants for each building to enable the assumptions required for preliminary designs and for the development of a “green” plan.

Information was collected regarding current downtown visitor information, downtown rental and vacancy statistics, Regina’s demographic and social trends, and the size of Regina’s artistic community. In addition, interviews and meetings were conducted with a number of realtors, developers, retailers and arts organizations to gain insight into the current market place as it relates to this specific project.

Local Context

Downtown Visitor Information

Regina Downtown is the business improvement district association for downtown merchants and property owners. According to their website¹, there are over 25,000 people employed in the downtown core. Over 100,000 vehicles enter the downtown on a daily basis. The downtown core is defined as a 35-block area, bordered by Albert Street, Broad Street, Victoria Avenue and Saskatchewan Drive.

¹ Regina Downtown, www.reginadowntown.ca

The six major hotels in the downtown core include the Delta Hotel, the Hotel Saskatchewan Radisson Plaza, the Ramada Hotel, the Quality Inn, the Regina Inn and the Holiday Inn. As of October 2006, these hotels reported over 300,000 occupied room nights.²

The “Regina Residents” online survey conducted as part of this feasibility study asked residents to identify the reasons why they went downtown. The survey showed that 79.2% of respondents went downtown to shop. 69.4% went downtown to eat at a restaurant, while 61.5% identified a cultural activity as a reason to go downtown. Of those who went downtown to shop, 54% would go once or twice per month, while 25% said they shopped once or twice per week.

77% of people who visit downtown get there by driving a personal vehicle, while 8.8% take the city transit. (See Regina Residents Survey in Appendix C.)

Entertainment Destination Information

Regina’s downtown core is currently home to Casino Regina, the Globe Theatre, Applause Dinner Theatre, the Regina Public Library main branch and the RPL Film Theatre, and Victoria Park and the F.W. Hill Mall, both of which offer entertainment opportunities during the summer months. There are approximately 70 restaurants, taverns and coffee shops in the downtown core. The Cornwall Centre is the hub of shopping activity in Regina’s downtown, with 80 stores, 34 of them unique in Regina.

Casino Regina draws an average daily attendance of over 6,700 people, over 2.4 million visitors in 2005-06. The Globe Theatre and the Regina Public Library are the next two biggest entertainment attractions in Regina’s Downtown. The RPL doesn’t provide separate statistics for their nine locations, but they have over 90,000 card-carrying clients, and served over 1.2 million visitors to their locations in

² Hotel Association of Saskatchewan

2005. The Globe Theatre attracted over 60,000 ticket buyers during their 2005-06 season.

While many restaurants and coffee shops close after office and retail hours, there are still a wide variety of locations that remain open to the late hours, including O'Hanlon's Irish Pub, one of the few that caters to a younger audience. Regina landmarks like Golf's Steakhouse and the Hotel Saskatchewan Dining Room, the Copper Kettle and Memories Fine Dining are open until 11 pm or midnight. There are 37 dining rooms or lounges in Regina's downtown, and 32 of those stay open until at least 9:30 pm, with half of them staying open later than 10 pm. There are an additional 33 lunch, cafeteria or fast food outlets downtown, including 17 at the Cornwall Centre. Of the 33, only the Pita Pit on Hamilton stays open after office hours, until midnight.

There are a number of galleries and museums, including the Sports Hall of Fame, the Regina Plains Museum, the Neutral Ground Gallery, the Dunlop Art Gallery, and Verve Gallery all located within the core of the downtown area, between Victoria and 11th Avenues.

Survey Methodology

A series of online surveys were set up using a popular Internet tool called SurveyMonkey.com. The surveys were distributed by email through a number of member-based arts organizations (a list is included in Appendix E) and publicized through interviews with local media including CJME1300, CBC-AM and the *Leader Post*. The surveys were posted on the ArtsAction web site in mid-January 2006. (The web site garnered over 1200 unique visitors in its first month of operation, and has since had over 4,500 unique visitors, making over 13,400 "page hits".)

There were four surveys undertaken specifically geared to 1) individual artists, 2) arts organizations, 3) the residents of Regina, and 4) existing performance venues. The surveys were designed for anonymous responses, but with the

capacity to provide an email address for future communication. The fourth survey, of the performance venues, was not posted on the web site but was distributed directly to a targeted list of venues within Regina.

Responses were collected during the first quarter of 2006 for the artist survey and the arts organization survey. The Regina Residents survey remains available on the ArtsAction web site. The SurveyMonkey system provides immediate analysis of the data collected and in most cases, the survey questions were presented in a multiple choice answer format. There were options in all surveys for additional commentary from survey respondents, providing an element of qualitative response in addition to the quantitative data. Copies of all surveys are included in the Appendices.

Individual Artist Survey

The first survey was geared to individual artists who might be potential tenants of the live/work spaces. Questions were asked to determine what they would need for living space as well as for work space, and to ascertain whether there would be special requirements for electrical consumption, disposal of hazardous materials, sound proofing, etc. Additional questions explored their current living/working environments, their current rental payments, as well as basic demographic information including gender, age and annual income. Recognizing that these artists might also require performance space, gallery space or storage space, additional questions were asked to determine those needs. Finally, anticipating some of the options for retail tenants on the main floor, and anticipating some of the services that Regina ArtsAction might offer as part of their ongoing operations, questions were asked around the needs of the community regarding retail services (grocery, restaurant, etc.) and business services that might be offered by ArtsAction. Survey questions and summary responses are attached in Appendix A.

There were 180 responses to the individual artist survey, conducted online from mid-January to mid-March 2006. The general response from this survey indicates there is

substantial interest from the artistic community of Regina in the project. Live/work spaces appear to be of great interest to younger developing artists (ages 20-30), those who are at the earlier stages of their careers. The affordable housing market in Regina allows more established artists the opportunity to purchase their own homes, and while some of them have converted space in their homes into studio space, it would also appear that there is a substantial need for studio spaces for artists in all mediums. The Flatland Artist Cooperative is a good example of studio space utilized by visual artists, potters and sculptors. Located on Broad Street at 5th Avenue, they currently have 12 tenants, and since 1998 have had a consistent waiting list of potential tenants.

Over half of the survey respondents (62.8%) have a current annual income of less than \$25,000 from all sources of revenue, and 80.6% make less than \$40,000 per year. 54.4% of the respondents were under 30 years of age, with 17.8% between 30 and 40 years of age, 15.6% between 40 and 50 years, and the remaining 12.2% over 50 years of age.

35.3% of survey respondents rent their current homes, and the same number own their homes. The remaining third live with others (parents, friends, etc.), which means that two-thirds of the survey respondents do not own homes and could be considered as potential tenants for residential rental units.

These artists are currently paying market value for residential rents, and in some cases (14.9%), are renting both their home space as well as separate studio space. 52.9% of the survey respondents currently do not have access to any studio space. 47.4% said they would pay between \$500 and \$750 per month for live/work space, 27.4% said they would pay less than \$500 per month, and 13.3% said they would pay between \$750 and \$1000 per month.

The survey revealed the space requirements of these artists. They would require the equivalent of a one or two bedroom apartment, plus an additional 200-500 square feet for studio space.

The majority of them identified soundproofing as critical to their space, as well as floor space suitable for movement (for dance and theatre artists) or for “mucking up” (paint splatters, etc. for visual artists). Natural lighting was important to some, while high ceilings suitable for hanging specific lighting was important to others.

37.8% of the respondents were musicians who identified rehearsal space for their bands or recording projects as essential. 37.2% were visual artists or craftspeople needing lots of wall space that they could tack works in progress to, or display their finished work. Industrial sinks for cleanup, and proper ventilation were also identified as critical. 10% were dancers, and 33.3% were theatre, film or television artists who all wanted space for rehearsals, project development or collaboration. (This also speaks to the need for additional performance space.) 27.2% were writers or poets who wanted a quiet space to work, plus a place to connect with others to share ideas or workshop through their works in progress.

The concept of connecting with others was a predominant theme in the specific comments left by survey respondents. Having a place to find people to collaborate with, to network with, to collectively create new works or to find inspiration in each other's work was a common concept that people identified as currently lacking in Regina. (This is not a problem unique to Regina, but one that has been identified in a number of cities currently developing creative clusters, or art spaces. A study done in 2003 by students of Ryerson and York Universities of the building known as 401 Richmond in Toronto states: “What is clear...is that the building and its culture have been essential in nurturing cooperative working relationships. The types of mutually reinforcing business and creative working connections seem to rise organically....it's a community, not just a building.”³)

³ Cohnstaedt, Joy, John Shields, and Monica McDonald (eds.). *New Workplace Commons, a study of innovative support for cultural and social enterprises in both the not-for-profit and for-profit sectors*. Toronto: York University/Ryerson University, 2003.

Regarding the use of other spaces, 71% of survey respondents said they would use a performance space, 61% would use a gallery space, and 62% would use retail space to display and sell their works. 45.3% would prefer a 'black box' experimental or flexible space to rehearse, create and produce new performances.

56% said they would use a performance space of any sort, while 47.4% would use a shared administrative or business centre. 51.8% would like access to a classroom or workshop space, 43.8% would use rehearsal space, and 37.2% would appreciate extra storage or archive space. 54% wanted occasional use of a small meeting room, and 72% wanted access to a photocopier and other office equipment.

Regarding the business services proposed, 68.6% identified marketing and promotional assistance as a priority, while 58.4% wanted assistance with preparing grant applications and 43.8% needed help in the development of business plans. 49.6% wanted assistance with event management, and 33.6% with box office services. 46.7% would access accounting services if offered.

Retail services that they would support if offered in these buildings included a cafe (85.4%), a grocery store (78.1%), a diner or restaurant (74.5%) or a deli (73.7%).

92.7% were agreeable to the Regina downtown location proposed for these buildings, with a few specific concerns raised around parking and safety at night.

91.1% would participate in a recycling program, 69.9% would compost, and 65.8% would participate in a rooftop garden program. 95.2% would support the use of green technologies, including solar power or gray water recycling.

Fifty-seven artists identified themselves through the survey as wanting to be considered as potential tenants, with an additional 26 artists contacting the consultant directly through word of mouth.

Considering that there will likely be a maximum of 12 suites available at the Leader Building, it is this consultant's opinion that finding suitable, reliable tenants for the suites will be highly achievable through an application process that might be modeled on the one currently employed by other organizations like Toronto's Artscape, who have achieved a zero vacancy rate in their various rental properties. (More on Toronto Artscape in the Best Practices section of this document.)

Arts Organization Survey

There were 49 organizational responses to our survey. The survey was distributed to the arts organizations via email, with the assistance of umbrella organizations like SaskCulture, the Saskatchewan Arts Board and the Saskatchewan Arts Alliance. Questions and responses are attached in Appendix B.

The main focus of this survey was to identify those arts organizations that might have a serious interest in moving to new office space within the next two years, and to determine what amenities they would require of that new space to ensure their continued contribution to Regina's creative community. Additional questions were intended to ascertain the needs of arts organizations as they relate to meeting room space, classroom space and performance space, regardless of their need for administrative office space.

59.2% of respondents indicated they required classroom and workshop space, while 44.9% required meeting room space, and 42.9% required production or performance space.

83.7% indicated that a downtown location was suitable to their needs, as long as the issue of available monthly parking was addressed.

Rents currently paid by arts organizations reflect a marginally lower than average current market value in Regina, with 24.3% of respondents working on a month to month lease agreement, and the remainder working on various one year to five year lease agreements.

55% of these organizations report that they have between 2 and 5 employees, and 42.9% require additional office and/or storage space for special events during the year. 43.3% hold special events once or twice per year, while 26.7% host special events 5 to 10 times per year. 78.8% require boardroom space during the year, with 34.6% of those board meetings happening once per month.

100% of the respondents indicated they would willingly participate in a recycling program, and 82.9% said “yes” or “maybe” to an employee incentive program that encouraged using Regina Transit.

The survey results were also used to identify potential tenants. Individual face-to-face meetings were undertaken with each of those organizations, and the consultant toured their respective current office spaces. Additional meetings were held to determine specific space requirements that were then relayed to the preliminary design architect.

The list of potential tenants was narrowed down based on the concept of developing a “creative cluster” of like-minded organizations with similar mandates and membership bases. Four organizations quickly rose to the top of the list, based on their immediate need for new office space driven by a number of factors, and their connectivity in regard to a shared membership base or industry function. The four organizations that have been identified as possible tenants for one of the floors at the Leader Building are the Saskatchewan Filmpool Cooperative, the Saskatchewan Motion Picture Industry Association, the Saskatchewan Recording Industry Association and Sâkêwêwak Artists’ Collective. Additional information regarding

this proposed “creative cluster” can be found in Section F, Page 20.

Regina Residents Survey

This survey was intended to garner some baseline data for the downtown core and the reasons why people go to that area, and how often. It was also seen as a way to engage the general community in the discussion around the proposed development and to get some indication of the public opinion regarding this project. We also asked a few questions around their participation at cultural or artistic events in the downtown core.

The Regina Residents online survey showed that 60.6% of survey respondents attended the Regina Folk Festival, and 56.9% attended the Taste of Regina Festival. 47.2% attended a Buffalo Days activity downtown, while 15.6% attended the Fire and Ice Carnival. 15.3% attended other events that included the Queer City Cinema Festival, the RPL Film Theatre and the Globe Theatre.

There were 380 responses to this online survey within the first month of it being active on the ArtsAction web site. 77% of respondents drove their own personal vehicles to get downtown, while 8.8% took city transit.

79.2% of respondents shopped downtown, 69.4% went downtown to go to restaurants, 61.5% attended a cultural event or activity. 42.2% worked downtown, 38.3% attended meetings downtown, and 26.6% went to a doctor or dentist downtown. Only 16.9% identified themselves as living in the downtown core.

116 of the 380 respondents left specific comments at the end of the survey, some of which have been included throughout this document in the red framed boxes. The survey responses indicate an overwhelmingly positive reaction to the concept of developing a new performance venue and a new arts centre in Regina’s downtown.

Anonymous Survey Response: I left Regina 4 years ago because this city couldn't support the kind of work that I wanted to do. I came back to create my own work and build a community of like-minded artists. I think that having a cultural centre is vital to the survival and growth of an arts community in this city.

Best Practice Models

The consultant was able to tour buildings in Ottawa, Toronto and Winnipeg, and met with property managers in all three cities. In addition, buildings have been researched online and through telephone contact in Calgary, Vancouver and Saskatoon. While there is no one building in Canada that could provide an exact comparison, there are a number of buildings that have one or more similar attributes to the proposed developments at the Leader and Legion buildings. We have chosen four buildings and managing organizations that offer best practice models in one or more areas of development, and provide a brief outline of each below. Each of these buildings present different management models, including non-profit property management, private ownership, and publicly owned spaces.

Building: Crocus Building, Winnipeg, MB
Ownership: Shelter Canadian Properties Ltd.
Size: 57,482 square feet
Units: 5 commercial office tenants, 5 arts organization tenants, 1 retail shop, 1 food outlet, rooftop terrace
150 parking stalls, including some underground and some surface stalls.



The Crocus Building is a six-storey restored Heritage building with a two-storey annex, located in the Exchange District, on the northwest corner of Main Street and Bannatyne Avenue. The building has been transformed into a new multi-use centre for business and the arts in downtown Winnipeg. The lower floors have been redeveloped as new rehearsal and performance space for a number of arts organizations⁴.

Originally the Ashdown Warehouse building that was home to “Big 4 Sales”, this was a decrepit, dusty building that was long viewed as an eyesore in Winnipeg. A \$6 million renovation in 2001-02 brought it back to life, and it’s now home to the Winnipeg Folk Festival, the Manitoba Conservatory of Music and Arts, the Winnipeg Contemporary Dancers and the School of Contemporary Dancers. Commercial tenants occupy the top three floors. The Folk Festival operates a retail record shop on the main floor. A Pita Pit fast food outlet rounds out the current tenant list.

This building is conveniently located close to the Centennial Concert Hall, the

Manitoba Theatre Centre, and Winnipeg’s City Hall. It’s across the street from another interesting building, the Winnipeg ArtSpace facility. ArtSpace Inc. is a multi-disciplinary arts centre located in a renovated historic building in the Exchange District with production, administration and public display areas. ArtSpace was designed to provide affordable space to artists and arts groups. It houses 27 arts organizations including a movie theatre, photo-based and mixed media art galleries, two publishing houses, two lending libraries, a live-in studio apartment, film and video distribution systems, studios for video and filmmakers, painters, writers, playwrights and publishers. Over 100,000 people visit the building annually with collective memberships of groups totaling over 4,000 people.⁵

The rooftop terrace is a good example of what can be accomplished on a smaller scale than the 401 Richmond model described below. Tenants of the Crocus Building have access to the terrace, and also share a common lounge area for coffee breaks or lunches.

⁴ Shelter Canadian Properties Limited, www.spcl.com

⁵ City of Winnipeg website, www.winnipeg.ca/filmandculture/venues

Both the Crocus Building and the Winnipeg ArtSpace facility stand as best practice models for Regina ArtsAction, but the Crocus Building was chosen specifically because it is commercially owned and operated and has a mix of arts-related non-profit organizations and commercial

tenants. It also has a variety of studio spaces and rehearsal rooms that are shared by the arts organizations who are tenants there. The renovation of this building was substantial, much like what has been proposed for both the Leader Building and the Legion building.

Building: 401 Richmond, Toronto, ON
Organization: Urban Space Property Group
Ownership: Privately owned, Margaret Ziedler
Size: 200,000 square feet
Units: 138 office or studio spaces, 1 daycare centre, 1 cafe, rooftop terrace



“Urban Space Property Group owns and operates three heritage buildings in downtown Toronto. They have owned and managed **401 Richmond Street West** since 1996, and in 2002, added the **Robertson Building** at 215 Spadina Avenue and the **Gladstone Hotel** on Queen Street West to their portfolio. Urban Space's initiatives are directed toward the preservation and restoration of historic and architecturally significant spaces with the goal of adaptively reusing the buildings to provide commercial opportunities for the creative sector. All three buildings provide space for the arts and social innovation communities and foster the development of a bridge between commerce, culture and community”.⁶

401 Richmond Street was the home of the MacDonal Manufacturing Company, and was built in five stages, from 1899 to 1923. The company produced tin tiles and was the first to lithograph on metal in Canada. By the mid-1960's the plant had changed hands a number of times, and was eventually closed and the building converted to office space. By the early 1990s, the building had fallen into disrepair, and was operating with less than 40% occupancy. Aware of the need for affordable workspace in the city's downtown core, architect Margaret Ziedler purchased the property in 1994, and transformed it into a fully-leased thriving cultural and commercial centre within 18 months.

401 Richmond is now home to several art galleries, fashion designers, film makers, jewelers, architects, musicians, animators, healers, communications specialists, graphic artists, milliners, charitable organizations and even a Spanish dance school. With 138 separate tenants, the building has a lengthy waiting list of potential tenants, and has functioned at 100% occupancy since 1994.

The green roof features a functioning garden that supplies herbs and vegetables to the cafe located on the main floor. Additional produce is available for purchase by building tenants. As described on their website:

“The 6,500 square foot cedar deck is resplendent with flowers, vines and bushes – many of which have been grown from seed. There are also a number of large planters that hold trees and perennial shrubs that can winter over on the roof. In the fall of 2000, a 40-foot greenhouse was installed to provide winter shelter for large tropical plants and to act as a nursery to start spring/summer annuals from seeds that were collected the season before. The roof garden cedar deck provides an additional air pocket over part of the third floor roof, which not only helps to protect the roof membrane

⁶ Urban Space website, www.urbanspace.org.

from freeze-thaw stretching but also provides a layer of winter insulation for the suites underneath. Similarly, the roof garden deck and plants provide summer shade, which serves to cool the suites that lie directly beneath. The trees and shrubs in the roof garden also work to mitigate air pollution by trapping particulates and absorbing gaseous emissions that arise from the busy streets surrounding the building. Similarly, the many plants trap and hold rainfall that prevents polluted storm water runoff from leaving part of the building roof. Socially, the roof garden affords a great private and public benefit, attracting visitors and tenants throughout the year.”⁷



Ryerson and York University students undertook a study of 401 Richmond in 2003⁸. One of the key findings of their research was the sense of community that existed within the building’s walls. The tenants spoke of new business opportunities that arose, new partnerships and joint ventures that were created as a result of the close proximity of their respective workspaces. Recording artists would use resident graphic designers for their album graphics. Film companies would use resident musicians to design soundtracks for their films, which would then be recorded in a studio located in the building. Visual artists would collaborate to

⁷ Excerpt, transcribed from www.401richmond.net/gardens

⁸ “*New Workplace Commons, a study of innovative support for cultural and social enterprises in both the not-for-profit and for-profit sectors*”, published September 2003. Cohnstaedt et al.

host “open studio” days in which to showcase their works. A building newsletter and regular events helped to encourage those networking opportunities.



This building was identified by the consultant as a “Best Practice Model” for the ArtsAction project because of its functionality, the green roof and rooftop terrace and garden space, the main floor retail space, and the synergy that appears to exist between tenants. The level of artistic activity that now resonates from this building has transformed the neighborhood, and the building itself has become a destination.

While the scope and size of 401 Richmond (with 138 tenants) is much bigger than either of the current proposed building projects in Regina, it is the opinion of this consultant that the opportunity exists here to create a new centre of artistic activity that will result in a greater sense of community and connectivity than is currently apparent in Regina’s artistic community.

Building: Arts Court, 2 Daly Street, Ottawa, ON

Organization: Ottawa Arts Court Foundation (OACF)

Ownership: City of Ottawa (building); Member-based not for profit corporation (OACF)

Size: 87,000 square feet

Units: 28 organizational tenants, theatre, studio, galleries, rehearsal studios, etc.



The Arts Court building in Ottawa was originally the Carleton County Courthouse, built in 1870-71. In 1985 it was entrusted to the arts community by the City of Ottawa, via the Ottawa Arts Court Foundation, a not for profit member-based organization that had been incorporated the previous year. Fundraising, relocating the Courthouse operations to their new facility on Elgin Street, and renovations to 2 Daly Street took up the better part of a three-year process. In 1988, the Arts Court was officially inaugurated as the community's municipal arts centre.

The building now houses the Ottawa Art Gallery, the Arts Court Theatre, and over 30 arts organizations that provide a substantial amount of that city's artistic programming. The building is owned by the City of Ottawa, and a unique partnership between the City and the OACF exists to manage the building, the tenant relationships and the programming and artistic activities that occur on site.

The success of the Ottawa Arts Court building can be attributed in equal parts to the support of the City of Ottawa and the energy of the Ottawa arts community. The City of Ottawa has been instrumental in providing financial support, capital improvements and building maintenance, and human resources including box office and building maintenance staff. The Ottawa Arts Court Foundation (OACF) relies on civic funding, rental revenues and fundraising to maintain its operations. The OACF is responsible for maintaining tenant relations and policies for both long-term leaseholders and short-term venue renters, as well as developing and implementing

the plans for long-term capital development and fundraising.

The ability of the OACF to maintain its operations is impressive, as they are also responsible for the programming of the Arts Court Theatre, as well as the staffing of theatre operations, marketing of a season of collective works, and developing new programming including arts education and arts-related workshops.

This building was chosen as a Best Practice Model in light of the ArtsAction proposal to create a performance and museum space at the Royal Canadian Legion Branch 001 building on Cornwall Street. The practice of combining performing arts with visual art and heritage components offers specific and unique opportunities and challenges.

The other element of the Arts Court building that is relevant to this study is the number of performing arts organizations that reside within the building as tenants, and utilize the shared studio and performance space. There are opportunities for shared marketing, box office and administration services by way of the shared environment. These are critical elements when looking at creating a new performance space that will be utilized by a number of performing arts organizations, as anticipated in the proposed development of the Legion Building in Regina.

The OACF practice offers an excellent model for the proposed relationship between ArtsAction and the various identified users of the Legion Building.

It could also be argued that the member-based structure of the OACF is a model that Regina ArtsAction could consider, as the organization develops into a voice for the arts community in Regina.

The Executive Director of the OACF has generously provided the consultant with

copies of their theatre rental policy, box office report documents and templates for their venue renter package, including technical specification sheets, ticket design specs, and other forms that can be used as a starting point for Regina ArtsAction as they begin to create similar documents.

**Building: 900 Queen Street West,
Toronto, ON**
Organization: Toronto Artscape
Ownership: Artscape Non-Profit Homes Inc.
Size: 30,000 square feet
**Units: 15 rent-geared to income live/work
studios, 7 market rate live/work spaces and
6 work studios**



Toronto Artscape has become a model for like-minded organizations around the world. Established in 1986 as an extension of the Toronto Arts Council, Artscape was born out of a growing concern about the viability of artists and arts organizations continuing to live and work in downtown Toronto. In 1989, they published *No Vacancy*, the first comprehensive review of space issues and concerns of Toronto's arts community. This work was instrumental in achieving recognition and funding from the City of Toronto as its partner in addressing the space-related challenges of the arts. In 1991, Artscape made the transition into the real estate development business, with their first project at 96 Spadina Avenue creating affordable work studios in Toronto's gallery district.

Soon after, they began work on 60 Atlantic Avenue in the abandoned industrial area known as Liberty Village. The opening of 45 artist work studios proved to be the catalyst for regeneration of this area as a hot spot for artists, designers, filmmakers and new media enterprises.

900 Queen Street West was the first legal artist live/work building in Toronto, established by Artscape in 1995. The re-development of this former warehouse helped trigger the revitalization of a downtrodden part of Queen Street West.

Eight years later, 900 Queen West is in the heart of a burgeoning new gallery district. The sense of pride and ownership felt by its tenants resonates beyond the walls, through its spectacular gardens, and deep into the community. There are 15 rent-geared-to-income live/work studios, 7 market rate live/work studios, and 6 work studios. A recent tour of this facility by the consultant included the opportunity to speak with one of the artists who is a tenant in the building. He attributed the opportunity to live and work in the building as one of the turning points in his professional career as a visual artist, enabling him to work full time on his chosen profession.

Artscape is now working on their seventh large development, the recreation of four large barns previously used as a TTC streetcar repair facility situated on a 4.3-acre brownfield site in Toronto's St. Clair and Bathurst neighbourhood. As a non-profit organization with a successful history of developing multi-tenant facilities, Artscape was selected by the City of Toronto to find new uses for these old buildings. The land surrounding the barns will become a park designed by the Toronto Parks Department and will be integrated with the redeveloped barns on this City-owned site.

The programs and services that Artscape provides to the community include printed resources such as *Square Feet: An Artists' Guide to Leasing and Purchasing Space*, and producing an annual event, the Queen West Art Crawl. Through the Gibraltar Point Retreat Centre on Toronto Island, Artscape provides an environment for creative thinking to the broader non-profit, government, and education sectors. Programs that extend its reach nationally and internationally include Artscape Lodge, the Gibraltar Point International Artist Residency Program, and producing conferences such as Creative Places + Spaces, held every two years.

Artscape also offers planning and consulting services on a fee-for-service basis to support capital project planning and development in the non-profit sector. Artscape is particularly interested in supporting arts-driven, community-based development projects and helping Canadian cities create arts-focused, non-profit real estate development organizations. (The consultant and a Regina ArtsAction representative have attended two of Artscape's recent workshop sessions.)

Artscape also undertakes research projects that focus on arts infrastructure development. When artists move into a neighborhood, galleries, cafes, a vibrant street life and a process of gentrification often follow. In an effort to gain a more sophisticated understanding of the diverse impact of artists on neighborhoods, Artscape partners with universities, governments and the private sector to undertake research in this area. Their recent publications include *BEYOND ANECDOTAL EVIDENCE: The Spillover Effects of Investments in Cultural Facilities*, conducted by Ryerson University's Centre for the Study of Commercial Activity, Dr. Ken Jones, Director.

Artscape (the organization) and their building at 900 Queen West were chosen as best practice models for the purpose of this study for two reasons.

First, the building is a stunning example of affordable housing that works. While Saskatchewan does not have a comparable housing program that would enable housing subsidies for artists, there are many lessons that can be learned by using this facility as a model. The artist tenant we spoke to suggested that any live/work spaces created in Regina should not be finished to the degree that a market rental apartment would be constructed. He suggested that the future tenants be allowed to create their own interior space, putting walls where they need them, and allowing them the capacity to determine the structures that best suit their needs. This would also reduce some of the capital costs required for renovation. Secondly, he recommended that additional storage space for tenants be incorporated into any building plans. While he was fortunate to have a large closet space in his suite, it wasn't adequate for the works he created. (See below.) He also emphasized the importance of adequate ventilation in each suite, and ensuring that provision was made for the disposal of toxic materials commonly used by visual artists, such as varnish, solvents and oil paints.



Secondly, Artscape is an outstanding best practice model for what might be created in Regina. Artscape's role goes far beyond that of real estate development. In addition to developing and renovating

buildings, they have four other main areas of activity. They also manage properties and lease affordable space to professional artists of all disciplines in six different neighborhoods in Toronto. Studios under Artscape management include artist work and live/work spaces, designer/maker retail studios, offices, production, performance and exhibition facilities for non-profit arts organizations and complimentary ancillary uses.

Regina ArtsAction is uniquely positioned through its connection with the University of Regina to facilitate substantial research projects that could have positive benefits for the community at large. While Toronto's Artscape has a substantial portfolio developed over the past twenty years, the

Regina project has the capacity to quickly move into a league of its own, precisely because of the close-knit size of the community and the ability to easily access the government, business and academic communities within the city.

Proposed Development Scenarios

This section will outline the specific considerations for the two proposed developments. While each of them has unique circumstances, a number of meetings were held that had implications for both buildings, specifically in the area of capital costs, renovation budgets and financing.

The two buildings under consideration provide very different opportunities and challenges for funding renovation costs. Throughout the past twelve months, the consultant has explored a variety of funding programs and opportunities for partnerships for each of the buildings. A complete list of the agencies or departments that were contacted is included in Appendix E.

On the provincial and municipal levels, a number of meetings were held with various elected members and government officials. There was strong interest from all parties to see this project develop, in light of the positive benefits that could be achieved in a number of areas, from downtown revitalization, to engaging and retaining youth, to the preservation of the heritage implicit in this building. The Province just announced the establishment of a program that will provide funding for recreation and cultural capital projects. There have also been instances in recent years where special one-time funding is made available for capital projects from both the City and the Province (e.g. Globe Theatre, Exhibition Park).



Royal Canadian Legion Branch 001
1820 Cornwall Street, Regina



The Leader Building
1853 Hamilton Street, Regina

Anonymous Survey Response: After 5 p.m., when office workers leave work, the downtown dies. The streets are empty, and even a lot of restaurants close down. The fact that parking after 6 p.m. is free is almost inconsequential because most things close down by then. I think that the downtown would be served well by trying to make it attractive to young people. Right now the only place that is really geared towards young people is O'Hanlon's and practically every night it is filled.

The Leader Building

Building History⁹

The *Leader Post* began construction of their new building in the summer of 1911, a magnificent structure of reinforced concrete, steel and brick, with a beautiful white-glazed terra cotta exterior, a rare design element in Regina architecture. Supplied by Atlantic Terra Cotta of New York, the face of the building features a number of intricate carvings and geometric designs. Originally, it was actually two separate buildings sitting on a common basement. A six-storey office tower was at the front, on Hamilton Street. At the rear, a four-storey section housed the newspaper's composing rooms, offset presses and other mechanical operations of the paper. The basement held huge printing presses as well as boilers, mailroom and room for the newsboys. The two sections were joined by a walkway at the third floor level. In 1954, a need for more space led to the dismantling of the two exterior walls between the buildings, and a conversion to become one building resulted in the gap being filled, and a five-storey section between the two, giving it the three level exterior shown above.

Other important milestones in this building's history include the launch of CKCK Radio in 1922. Not only was this the first commercial radio station in the province, but CKCK was also the first in Canada to broadcast a hockey game (1922) and the first to broadcast a church service (1923). Radio towers installed on the rooftop made the building the highest structure in Regina throughout the 1940's. When the station built a transmitting tower north of Regina in the 30's, the unused antennae remained in place on the Leader Building until 1943, when it was dismantled and provided 20 tons of scrap metal for the war effort.

In 1964 the *Leader Post* moved to their current location at Victoria and Park. The Leader Building sat empty for four years,

⁹ Saskatchewan Culture, Youth and Recreation, "*The Old Grey Lady of Hamilton Street: The Leader Building, Regina, Saskatchewan*" Unpublished report drafted September 2003.

until it was renovated and converted to an office tower with retail space on the main floor. The grey stucco on the main floor exterior was added sometime between 1968 and 1970. Main floor tenants over the next 15 years included Tamblyn Drugs, the Hob Nob Restaurant, Birks Jewelry, and Hall & Rae Ladies Wear. Office tenants included the Canadian Labour Congress, Saskatchewan Federation of Labour, the Canada Life Insurance Company and several government offices. By 1994, only Hall & Rae remained as main floor tenants, the office tower was completely empty. Hall & Rae moved across the street in 1998-99, and since then, the building has remained vacant.

The Leader Building was designated a Municipal Heritage Property in 1987. In 2004, Ross Keith (Nicor Property Management) purchased the building. Harvard Developments acquired shares in the property in 2005. The original plans to develop condo units remain one of the options under consideration for this building.

Competitive Analysis

Office Space Rental and Vacancy Information

Current market rates for office space in Regina's downtown vary from a few locations at \$5 per square foot to an average of \$15-\$19.25 per square foot, as per the Association of Regina Realtors web site¹⁰. With the recent development of the Galleria Tower (at 11th & Hamilton) and the Century Plaza (12th & Hamilton), among others, there is a growing sense of the revitalization of Regina's downtown core area. Current office availabilities in the downtown core are limited, with only a handful listed in MLS and commercial real estate listings as of October 2006. The vacancy rate for downtown Regina is

¹⁰ Association of Regina Realtors, www.reginarealtors.com/ourservices-commercialdivision.html

currently sitting at a historically low 2.6%, with Class A space at 1.9%.¹¹

Recent downtown developments include the Derrick Building, converted to senior residential units, the Hudson Bay building, now known as Century Plaza, and the old Midtown Centre/Galleria, which has been converted to federal office space. There are more than a few properties available for development including the Leader Building at 1853 Hamilton Street, the former Western Cycle shop in the 1700 block Hamilton, the former Presiuttis Tomato Restaurant in the 1700 block of Lorne Street and the Lloyd Realty building at the corner of 11th and Albert Street.

Downtown Residential Rental and Vacancy Information

Information was collected from the City of Regina, the Regina Downtown Business Improvement District Association (Regina Downtown), the Regina Regional Economic Development Authority (RREDA), the Association of Regina Realtors, the Saskatchewan Housing Corporation and the Canada Mortgage and Housing Corporation. Additional information was provided by Doug Elliott of QED Information Systems Inc, publisher of SaskTrends Monitor.

The CMHC conducts an annual survey of rental markets in cities across Canada, including Regina. Their latest report, published in October 2005, provides a number of statistics that are relevant to this study. The current average rental rate for a one-bedroom apartment in Regina is \$505 per month. In the downtown core, the average rental rate for a one-bedroom apartment is \$475 per month. While the vacancy rate for one-bedroom apartments in Regina is 3.6%, the downtown vacancy rate is 4.4%.

The average rental rate for a two-bedroom apartment in Regina is \$607, while the downtown average rate is \$653. The vacancy rate for two bedroom apartments in Regina is 2.7%, while the downtown

vacancy rate for a two-bedroom suite is 2.2%.¹²

The CMHC study attributes these differences to the age of the buildings. Typically, the two-bedroom suites are located in relatively newer complexes, and attract an older, well-established tenant, either a working professional or a senior. The one-bedroom suites are located in older buildings without the amenities or features of the newer buildings, and are more attractive to a younger, mobile tenant.

The average rental rate information has been used by the consultant in the preparation of financial projections included in Section F, Page 23.

Resource Analysis

Funding opportunities

The Leader Building is commercially owned by Nicor Property Management and Harvard Developments. Nicor Property Management, under the Leadership of Ross Keith, has already secured a Heritage grant for over \$700,000 from Parks Canada for the restoration of the Leader Building that would include restoring the exterior of the building to its original specifications. That grant survived the recent cuts from the federal government to that specific program, as the funding agreement was signed prior to the announcement of the reduction to the program.

Conversations with representatives from the Saskatchewan Housing Authority have indicated that there could be funding available for the development of the residential units, through the Centenary Affordable Housing Program. This program could provide up to \$54,000 per residential unit or \$648,000 for a 12-suite facility, as envisioned at the Leader Building. This is the only program that exists in Saskatchewan that could enable the creation of affordable housing for artists. If

¹² All vacancy statistics are sourced from the CMHC October 2005 Residential Rental Market Report

¹¹ Colliers International 2006 Real Estate Report, Page 53

an application to this program is unsuccessful, it is likely these floors would become condos.

The City of Regina offers a Downtown Residential Incentive Program (DRIP) that would offer tax breaks for the development of residential units.

The Province of Saskatchewan announced in December 2006 the creation of a "Building Communities" program, which would "support regional cultural and recreational infrastructure". Program guidelines have not yet been clearly articulated by the Department of Culture, Youth & Recreation.

The above-mentioned programs are the only sources of funding identified by the consultant from government agencies for the renovation costs related to this building. All of the energy programs that existed in January 2006 that could have contributed to some of the "greening" initiatives have been discontinued. The property owners have indicated that they would be willing to finance the balance of the renovation costs of the building if the business case for this project proves to be viable and the office tenants that have been approached by the consultant are confirmed.

There may be additional funding available through various programs for the tenants on the main floor to finish, furnish and outfit kitchen and retail equipment for the proposed restaurant and grocery store.

Community Partners

The proposed artist business centre at the Leader Building could have strong potential for a partnership with Western Economic Development, or Women Entrepreneurs of Saskatchewan. Additional opportunities to partner include working relationships with the University of Regina, with the First Nations University of Canada, with SIAST, and with a variety of apprenticeship programs at the high school level.

Another strong partnership candidate is the Saskatchewan Cultural Industries Development Council (SCIDC). Comprised of the Saskatchewan Publishers Group,

CARFAC Saskatchewan, the Saskatchewan Professional Art Gallery Association, the Saskatchewan Craft Council, the Saskatchewan Recording Industry Association and the Saskatchewan Motion Picture Association, the SCIDC has an interest in supporting the development and market-readiness of Saskatchewan's artists in all of the cultural industries. Given that some of these organizations could be tenants on the third floor, there may be additional opportunities to have the SCIDC as an active partner in the artist business centre proposed for the second floor.

Potential Corporate/Construction Partners

As previously stated, the Leader Building is co-owned by Nicor and Harvard. They are primary partners in the development of this project. They bring with them established relationships in the construction and engineering industries.

Corporate partners could be developed as sponsors of the training components of this facility. Initial discussions with the corporate community indicate their interest in learning more about the programming that might be offered at this facility.

Political Climate

At the start of this feasibility study, the Liberal Party was the governing body federally and offered a variety of programs that would fund energy efficiency and greening technologies. Shortly after the federal election, those programs were dismantled and no longer available. The Conservative government has not yet announced any new programs that might positively impact these projects, but their recent cabinet shuffle and renewed focus on the environment gives some hope that these cuts will be reversed in some way. The Heritage Grant secured for the Leader Building was not affected by the recent cuts to Parks Canada programming. Copies of this feasibility study should be distributed to all Saskatchewan Members of Parliament to ensure their awareness of the project and the possibilities that it will bring to the community of Regina. Until the most recent cabinet shuffle, the Minister of Western

Economic Development was a Saskatchewan resident, the Honourable Carol Skelton from Saskatoon-Rosetown-Biggar. The WED portfolio has now been shifted to the Honourable Rona Ambrose.

At the provincial level, the support for this project from the NDP party has been quite positive. A presentation was made to the Regina Caucus of the NDP, and additional meetings have been held with select Cabinet Ministers and MLAs. Members of the Saskatchewan Party have been informally told of this project, and all Regina area MLAs will be provided with copies of this feasibility study to ensure that they are aware of the scope and opportunities that this project entails. A provincial election is expected in 2007.

On the municipal level, the recent election brought new faces to City Council, but we are confident the impact this project could have on Regina's Downtown will be seen as worthy of their support. While meetings were held with the Mayor and select City Councilors earlier in 2006, the fall election led us to delay any additional meetings until after completion of this study and dissemination of the final report.

Municipal issues

While some precedence has been set for tax exemption with arts organizations like the Globe Theatre and the MacKenzie Art Gallery, nothing should be taken for granted. In the case of the Leader Building,

it will qualify for a five-year tax exemption for the upper three residential floors, but will not qualify for main floor exemption once it's developed as a commercial restaurant and grocery store. There may be an opportunity to negotiate for some tax relief for the first few years of operation, in light of the dire need of a grocery store in the downtown core. There might also be a case made to have the three residential floors and the two office floors declared tax-free as long as they are housing arts organizations and artists.

Community Support

The impact of this project on the immediate vicinity, and specifically on the retail businesses on the 1800 block of Hamilton Street, cannot be understated. In 2006, a pedestrian count conducted by Regina Downtown of the 1800 blocks of Hamilton and Scarth Streets painted a clear picture. At the same time of day when there were over 500 pedestrians in a one-hour period on Scarth, there were only 47 pedestrians on the same block of Hamilton Street.

A project like the proposed Leader Building development has the capacity to inject new life into the surrounding neighborhood. A recent motion by the Board of Directors of the Regina Downtown Business Improvement District strongly endorsed the efforts of ArtsAction and the development of the Leader Building (and the Legion Building).

Anonymous Survey Response: I am really glad that this project is underway. Downtown needs more places to visit in the evenings. As someone who lives downtown, it feels empty at night (save some restaurants) and therefore less safe - I can't wait for more people to use the downtown and to make it a more vibrant place! Thanks!

Possible Development Scenarios

Option 1: Subsidized Construction

Potential tenants have been identified for three of the lower level floors and basement of the Leader Building. The main floor is set to become the home of a grocery store and a proposed Portuguese restaurant. This will be a single commercial enterprise operated by two local entrepreneurs, John Teles and J.R. Puff. They are both experienced restaurant managers, and are working on the development of a business plan and financing for this exciting new addition to Regina's downtown. A grocery store in particular has been at the top of the downtown 'wish list' for many years. Their concept paper for this store has identified that the primary target market for a grocery store are the seniors and professionals who live downtown, as well as the people who work downtown and might be looking for something to pick up on their way home for dinner. They are planning to focus their product line on items that will appeal to both those demographics, including meals to go, fresh salads, and basic staples like milk and fresh bread. Their intent to open a Portuguese restaurant not only reflects John's heritage, but also takes advantage of the fact that there are no other restaurants offering Portuguese cuisine in Regina. Given J.R.'s Aboriginal heritage, this business will qualify for financial support through agencies like the Clarence Campeau Fund, for start-up costs, equipment purchases and the cost of the interior design and construction. Teles and Puff will also be working toward creating internship opportunities for youth in food services and small business management, qualifying for some financial support for human resources.

The second floor is envisioned as the home of an artist business centre, as well as the administration headquarters for the building, and would provide shared boardroom, meeting room and classroom space for the arts community on a fee per use basis. The model that was offered by Toronto Artscape for negotiations with the building owners was to establish a contra deal for office space rental in return for property management services.

A situation like this would be necessary to enable these elements to establish themselves as viable operations. In the event that these proposed activities were not viable over the long term, there are a number of arts organizations (both non profit and commercial) that would welcome the opportunity to rent office space in this building. Another alternate use for the space that has been considered has been the establishment of a holistic healing centre. This could tie in nicely with the arts community use of the same classroom, workshop and studio space.

The organizations that have been identified as potential tenants for the third floor of the Leader Building include the Saskatchewan Motion Picture Industry Association, the Saskatchewan Recording Industry Association, the Saskatchewan Filmpool Cooperative and the Sâkêwêwak Artists' Collective. These organizations are all established provincial cultural organizations with strong member bases and relatively secure annual funding. They were chosen from the list of potential tenants because of a number of factors. First, all of them have existing leases that are expiring in 2007. Secondly, all of them have extenuating factors that are encouraging them to look for new office space, including inadequate facilities in their current location, problems with flooding or security, or increases in rent. They all share a similar membership base, as there are members of SRIA who are also members of SMPA, there are members of the Filmpool who are members of SRIA, SMPA or Sâkêwêwak, there are members of Sâkêwêwak who are members of SRIA, and so on. Finally, putting these specific organizations on the same floor in the same building, especially if the design of the space includes a shared lounge or resource centre, would enable the development of a creative cluster of like-minded organizations. The opportunities for networking, for co-producing events or workshops, for industry collaboration and development cannot be underestimated. This move should enable these organizations to better serve their members, and to provide improved support to the cultural industries in Saskatchewan.

The basement of the building is envisioned as housing rehearsal rooms and a recording studio. The Filmpool requires a space for post-production recording and a place to house their Pro-Tools recording studio. By installing this system in between two of the rehearsal rooms in the basement, one of those rehearsal spaces could become Filmpool's post-production room. The Filmpool has indicated that they would be willing to provide demo recording and music video production services to bands who were rehearsing in the basement studios, both as a means of providing additional work to their engineers and as a new revenue source.

All four of these organizations have committed to become tenants in the Leader Building, dependent on the lease rate being compatible with what they currently pay, and based on their ability to have some input into the design of the space. These are two conditions that should be achievable, considering that all four organizations are currently paying market rate rents right now, and the design process for the specific floors has not yet begun.

The top three floors of the building would provide room for 12 residential units of varying sizes. The fourth floor would hold six suites, and the fifth and sixth floors would house 3 suites each. The roof of the fourth floor at the back of the building could offer a rooftop terrace for use by the building tenants. The top of the fifth floor also holds the potential for a garden space.

The design concept for the residential floors includes the use of radiant flooring, energy efficient appliances and above standard insulation. Energy efficient windows that open and close would be installed on all floors.

A waiting list of potential tenants has been created for the twelve suites that will exist on the top three floors. A formal application process will be developed in the next six months, and artists will be invited to submit an application. The process will be as transparent as possible, but it is possible that there will be some applications that will be given priority over others. It is likely that there will have to be a percentage of the

suites rented by tenants with families, to qualify for the Sask Housing support. It is also likely that an attempt will be made to have a cross-section of tenants, i.e., a musician, a theatre artist, a dancer, a writer, a painter, and so on, in order to increase the opportunity for cross-genre collaboration. Toronto Artspace has provided the consultant with copies of their application form and guidelines, and these will certainly be used as a model in the process of creating policies and procedures in the coming months.

Based on these assumptions, the building will be 100% occupied by the time renovations are completed. Projected lease rates for the building will be set at slightly less than fair market values. Residential rental rates would also be set at just below fair market value.

Brian Babish, a Graduate Architect with Stantec, created preliminary designs for both buildings on a volunteer basis. Brian generously donated a substantial number of hours to meet with the University of Regina Environmental Engineering students and the consultant to discuss the potential uses of each building. Based on those discussions and on the results of the online surveys undertaken in the first quarter of 2006, Brian drafted preliminary designs that were useful in determining rough estimates for renovation of both buildings. (See Appendix F)

In addition, the Leader Building has been cost-estimated by Nicor Construction, a division of Nicor Property Management. Renovation estimates are based on a cost per square foot. The base renovation costs do not include the implementation of any green technologies, which are covered in a separate section below.

The estimate for the base renovation of the Leader Building is approximately \$1.7 million dollars. With the current market increase in construction costs, it is likely that this figure is somewhat conservative.

The additional expense of electrical, mechanical and plumbing reconstruction will push the total bill for the renovation to over \$3.5 million dollars, providing a conservative estimate of renovation costs

at \$85 per square foot, for a total building envelope of 42,000 square feet.

Timeline

An application to Saskatchewan Housing is being prepared by the Nicor Group. The response of this program will to some degree drive the timeline for this building development. If the application is approved, renovations will commence almost immediately.

Demolition begins	January 2007
Design Phase	January-February 2007
Commercial leases negotiated	February 2007
Construction begins	March 2007
Residential Applications	April 2007
Green Roof construction	May 2007
Occupancy	October 2007

Projected Renovation Budget

Based on the assumptions made above, both in terms of the renovation costs and the potential for fundraising from various sources, the following is a preliminary budget that might be used as a starting point for future discussions.

Leader Building Renovation Estimates

Demolition/Site Services		\$ 99,500
Roof Membrane		\$ 100,000
Building Contract		\$ 756,000
Appliances/Furniture		\$ 38,000
Building Services		\$1,090,000
Building General		\$ 600,000
Building Contingency		\$ 240,000
Green Roof		\$ 92,300
Landscaping/General Site Improvements		\$ 60,000
Consulting Fees/Expenses		\$ 332,000
Professional Fees/Expenses		\$ 41,500
Net GST		\$ 59,850
Interest Expense		\$ 86,233
Total Renovation Estimate		\$3,535,533
Heritage Canada Grant (confirmed)	\$700,000	
Sask. Housing Authority (pending)	<u>\$648,000</u>	
Total Grants	\$1,348,000	<u>\$1,348,000</u>
Balance to be financed		\$2,187,533

Other potential sources of funding:

- ❖ Saskatchewan Building Communities Program
- ❖ Federation of Canadian Municipalities Green Fund
- ❖ City of Regina Downtown Residential Incentive Program
- ❖ Aboriginal Business Development Bank
- ❖ Corporate Sponsors and Private Donors

Projected Operational Budget

Using the lease rates that have been proposed by the building owners the following outlines the potential revenue and expenses for a five-year period. These are base rough estimates only. A detailed formulated five-year plan should be created once all cost estimates are confirmed.

Projected Revenues	2007	2008	2009	2010	2011
	(3 months)				
Residential Rents	\$ 24,300	\$ 97,200	\$ 97,200	\$ 97,200	\$ 97,200
Commercial Rents	\$ 45,000	\$ 190,000	\$ 190,000	\$ 202,000	\$ 202,000
Sundry (E.g. coin laundry)	\$ 1,434	\$ 5,736	\$ 5,736	\$ 5,736	\$ 5,736
CAC	\$ 3,000	\$ 16,000	\$ 16,640	\$ 17,306	\$ 17,998
Total Revenues	\$ 73,734	\$ 308,936	\$ 309,576	\$ 322,242	\$ 322,934
Projected Expenses					
Utilities	\$ 3,425	\$ 13,700	\$ 14,248	\$ 14,818	\$ 15,411
Janitorial	\$ 2,168	\$ 8,670	\$ 9,017	\$ 9,377	\$ 9,753
Security	\$ 810	\$ 3,240	\$ 3,370	\$ 3,504	\$ 3,645
Insurance	\$ 6,750	\$ 6,750	\$ 7,020	\$ 7,301	\$ 7,593
Maintenance	\$ 1,625	\$ 6,500	\$ 6,760	\$ 7,030	\$ 7,312
M & I Reserve	\$ 2,125	\$ 8,500	\$ 8,840	\$ 9,194	\$ 9,561
Audit/Legal	\$ 1,350	\$ 1,350	\$ 1,404	\$ 1,460	\$ 1,519
Administration	\$ 3,465	\$ 14,360	\$ 14,360	\$ 14,960	\$ 14,960
Property Management Fees	\$ 15,000	\$ 30,000	\$ 30,000	\$ 30,000	\$ 30,000
Property Taxes	\$ 3,500	\$ 3,500	\$ 3,500	\$ 3,500	\$ 3,500
Amortization	\$ 32,691	\$ 130,763	\$ 130,763	\$ 130,763	\$ 130,763
GST Paid	\$ 750	\$ 3,000	\$ 3,120	\$ 3,245	\$ 3,375
Total Expenses	\$ 73,658	\$ 230,333	\$ 232,401	\$ 235,152	\$ 237,389
Net Profit	\$ 76	\$ 78,604	\$ 77,175	\$ 87,090	\$ 85,545

Anonymous Survey Response: *I think this is all very fantastic, and sounds amazing. This will really help to build a real arts community, where the artists can know one another, and respect and promote each others' work, while living in a place that is comfortable, clean, cool, modern and inspiring.*

Option 2: Commercial Development

If the application for support to the Saskatchewan Housing Authority is unsuccessful, the building owners have indicated they will proceed with their plans to create condominium residential units on the top three floors of the building.

They have confirmed their willingness to continue to work with the identified office tenants for the third floor and basement, and the main floor retail tenants. If they perceive a greater demand for residential units than for office space, they could move the arts organizations to the second floor, and convert the third floor to residential units as well.

Timeline

Again, the timeline is being driven by the response from Saskatchewan Housing. If the application is unsuccessful, the building owners will proceed to develop the building to condos. The timeline would remain as indicated on the previous page.

Projected Budget

The cost of the project would remain in the \$3.5 million range, and would be financed by the building owners.

Projected Operational Budget

Without the support of Sask. Housing, the cost of amortization would increase resulting in a corresponding increase to the base rent of the residential units.

Projected Revenues	2007	2008	2009	2010	2011
	(3 months)				
Residential Rents	\$ 28,800	\$ 115,200	\$ 119,808	\$ 124,600	\$ 129,584
Commercial Rents	\$ 45,000	\$ 190,000	\$ 190,000	\$ 202,000	\$ 202,000
Sundry	\$ 1,434	\$ 5,736	\$ 5,736	\$ 5,736	\$ 5,736
CAC	\$ 3,000	\$ 16,000	\$ 16,640	\$ 17,306	\$ 17,998
Total Revenues	\$ 78,234	\$ 326,936	\$ 332,184	\$ 349,642	\$ 355,318
Projected Expenses					
Utilities	\$ 3,425	\$ 13,700	\$ 14,248	\$ 14,818	\$ 15,411
Janitorial	\$ 2,168	\$ 8,670	\$ 9,017	\$ 9,377	\$ 9,753
Security	\$ 810	\$ 3,240	\$ 3,370	\$ 3,504	\$ 3,645
Insurance	\$ 6,750	\$ 6,750	\$ 7,020	\$ 7,301	\$ 7,593
Maintenance	\$ 1,625	\$ 6,500	\$ 6,760	\$ 7,030	\$ 7,312
M & I Reserve	\$ 2,125	\$ 8,500	\$ 8,840	\$ 9,194	\$ 9,561
Audit/Legal	\$ 1,350	\$ 1,350	\$ 1,404	\$ 1,460	\$ 1,519
Administration	\$ 3,690	\$ 15,260	\$ 15,490	\$ 16,330	\$ 16,579
Property Management Fees	\$ 11,735	\$ 32,750	\$ 33,200	\$ 35,000	\$ 35,500
Property Taxes	\$ 3,500	\$ 3,500	\$ 3,500	\$ 3,500	\$ 3,500
Amortization	\$ 36,597	\$ 146,388	\$ 146,388	\$ 146,388	\$ 146,388
GST Paid	\$ 750	\$ 3,000	\$ 3,120	\$ 3,245	\$ 3,375
Total Expenses	\$ 74,524	\$ 249,608	\$ 252,357	\$ 257,147	\$ 260,136
Net Profit	\$ 3,710	\$ 77,328	\$ 79,827	\$ 92,495	\$ 95,182

Green Development

Two University of Regina Environmental Engineering students were engaged to develop an assessment of the green technologies currently available that might be implemented in the buildings. They were also asked to determine which of those technologies would benefit the tenants of the building and present feasible alternatives. Curtis Wiebe and Jason Gaudet provided a thorough investigation of technologies, looking at green rooftops, biological waste water treatment systems, grey water recycling, geothermal heating, solid waste management, composting toilets, photovoltaic electricity, wind powered energy, and green design planning. Their complete report is attached in Appendix G.

Some of the technologies were eliminated early on in their process. Wind power was not considered a feasible option because of the location of the two buildings, and the impossibility of constructing a large enough wind field in the downtown core. Solar power (photovoltaic electricity) might generate enough power to operate a back-up emergency lighting system in either building, but would not be a stable source of electricity for the high electrical demands envisioned, given the proposed tenants of each building. Composting toilets require a large tank on the level directly beneath the location of each toilet, so those were eliminated as well, due to a lack of available space in either building. The remaining options were looked at more closely, and cost estimates were generated.

Recycling programs would be fairly easy to implement at a minimal cost. Composting, especially if there were rooftop gardens, would also be low cost and beneficial; however, the cost of installing a green roof at the Leader Building would add an additional \$92,000 to the renovation budget based on a \$13/square foot estimate.

A biological wastewater treatment system, otherwise known as a "living machine", would convert all waste materials flushed

down the toilets into grey water that could be recycled and used to flush the toilets again. The cost of a living machine, purchased and installed, is approximately \$250,000. The living machine would duplicate the same process the City's water treatment program employs. The major benefit of this machine would be greatly reducing the amount of water going into the sewage system from the building and the amount of water required to flush toilets coming into the building.

Grey water recycling captures the water that runs down the drain from the shower or bathroom sink, and reuses it for things like flushing toilets. Installing a grey water system would add \$2 per square foot to the plumbing bill or in the case of the Leader Building, an additional \$84,000. Grey water recycling has not yet been approved in Saskatchewan, so government approval would be required prior to incorporating this into the planning phase, which would greatly reduce the ability to complete this project in 2007.

A geothermal heat pump system replaces the typical furnace and air conditioning unit by transferring heat from below the earth's surface to the building via plastic piping. It can save over 50% on heating costs compared with electric resistance heating (e.g. electric furnace), and up to 30% on air conditioning costs, while providing clean, safe comfort year-round. However, the installation costs create a front-end capital investment that can be considered prohibitive. In the case of the Leader Building, the estimate to install a geothermal system was just under \$1 million.

The final recommendation of the report by Wiebe and Gaudet was that the building planning process should incorporate green design to LEEDS certification (Leadership in Energy and Environmental Design Standards) through the Canadian Green Building Council. While the design process likely will incorporate many elements of LEEDS, the actual certification can add up to an additional \$75,000 to the renovation budget.

Summary of Green Costs

Item	Approx. Cost	Cost per Sq. Foot	Notes
Green Roof	\$92,000	\$13	Included in design plan/budget
Living Machine	\$250,000		This would need to be installed at the initial renovation stage. In light of no funding options to pay for it available now, this is not feasible.
Geothermal system	\$975,000		This would need to be installed at the initial renovation stage. In light of present lack of available funding options, this is not feasible.
Grey water recycling	\$84,000	\$2	This would need to be installed at the initial renovation stage. In light of present lack of available funding options, this is not feasible. Also not yet approved in Sask.
LEEDS certification	\$50-75,000		Will likely achieve all requirements for Leeds certification, but won't want to pay for the paperwork and extra time required for certification.
Radiant flooring			Included in design and budget
R-2000 insulation			Included in design and budget
Energy efficient windows			Included in design and budget
Composting program	0	0	Will be implemented
Recycling program	0	0	Will be implemented

While all green technologies and design processes are important and valuable to the long-term sustainability of the planet, unless and until there are federal funding programs that might offset some or all of these costs, there is a reduced likelihood that many of these technologies will be affordable to this project. The City of Regina would likely support and assist in an application to the Federation of Canadian Municipalities Green Fund for certain elements of the proposed development.

It would be ideal to have a green roof installed at the Leader Building where there is the opportunity to have a rooftop garden terrace available for the residential tenants. It could also provide a source of seasonal fresh herbs and produce for the main floor restaurant. The rooftop terrace would be located at the back of the building on the

top of the fourth floor. Installing a passive green roof, with natural grasses on top of the sixth floor at the front of the building would also be beneficial for energy efficiency. Installing high energy-efficient heating and cooling systems, R-2000 insulation, and energy-efficient windows at the Leader Building would be recommended and probable.

Implementing recycling programs for tenants would also be considered standard procedure. While the building may not become the living laboratory originally envisioned at the start of this process, it will definitely be a lot more environmentally friendly and energy-efficient than many buildings currently are.

Anonymous Survey Response: *Thank you for undertaking this daunting task. It is vitally important to the development and sustenance of the arts community in Regina and the surrounding area.*

The Legion Building

Building History

Branch 001 of the Royal Canadian Legion was the first branch to receive its charter, in 1926. While the Legion members of today don't know exactly where their first meetings were held, they proudly recall the day they moved into their current home at 1820 Cornwall Street.

The War Museum displays photographs of a young Queen Elizabeth, still a princess, as she entered the building for the official opening in 1955. The regal main entrance of the building features a stunning stained glass window, installed as a gift of the Government of Saskatchewan. The main foyer features stunning murals painted by one of the "Regina Five", Kenneth Lochhead, paid for by the Ladies Auxiliary of Branch 001. The murals depict scenes from the First and Second World Wars, as well as the Korean War, the Boar Wars, the settlement of Western Canada and the Act of Remembrance.

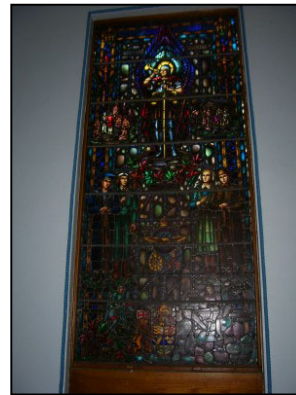
The two-level building was built over several years, beginning in 1949, with construction completed in 1955. The main hall, the Atlantic Auditorium, is in the centre of the building's upper level. The Dieppe Room, the cafeteria, is directly below it. There are two wings on either side of the centre rooms, with the north wing housing the Lancaster Lounge upstairs and the Vimy Lounge downstairs. The south wing's upper level houses the War Museum, while the lower level provides space for the Legion offices, meeting rooms and storage spaces. Each of the Legion's rooms are named to reflect the great battles of the First and Second World Wars, and to recognize the air force, navy and army services.

In the late 1950s and throughout the '60s, the Legion hall was alive with the sound of music, as dance bands kept people on their feet at regular events. Regular Legion meetings were well attended, as the Branch had over 3,000 active members.

Throughout the years, the Legion Branch

has been an active part of the community of Regina. Fundraising events held at the Legion have helped to pay for some of Regina's well known sport facilities, including the Douglas Park Track & Field facility, and the YWCA. The Legion estimates they have contributed millions of dollars to the community of Regina through their fundraising efforts, and to this day, they continue to support organizations like the United Way, the Hospitals of Regina Foundation and many more.

The Legion Branch is experiencing difficulty maintaining operations. They are



challenged with rising operating costs for their building at the same time that they are dealing with plummeting sources of revenue. Their liquor and restaurant sales dropped

substantially when the no-smoking bylaw came into effect. Their membership revenues have been dropping due to the rapidly advancing age of their primary members.

The building requires upgrades to the mechanical, electrical and plumbing infrastructure to bring it up to code. It currently operates with a mostly volunteer staff, and the primary source of revenue for the building is the rental of the Atlantic Auditorium by community groups and private events like wedding receptions and dances. The building is also supported by VLT sales, charitable donations and contributions from the Ladies Auxiliary.

The Legion Branch is now faced with determining a long-term plan for their building operations. There has been much discussion over the past few years, but there remains some resistance to change, and dissension regarding the future of the building and the future of the Branch itself.

Competitive Analysis

Performance Venues Survey

An online survey of Regina's performance venues (Appendix D) provided a clear picture of the performance space available for arts and cultural activities. Venues surveyed included the Conexus Arts Centre, the Regina Performing Arts Centre, Darke Hall, the Globe Theatre, Casino Regina, the Regina Public Library and the University's Riddell Centre.

Most of these performance venues are utilized for a variety of purposes throughout the year, everything from theatre to music to dance to corporate functions, community productions and so on. The survey results from the individual artists and arts organizations indicate that there is a need for additional performance space, and specifically for smaller venues with a seating capacity of under 250 seats.

In Regina's downtown core, the Globe Theatre offers a 400-seat main stage space, and a 100 seat secondary space. Both these rooms are primarily used for their own productions, but the rooms can be rented on a daily basis during their off season. While they currently provide space for groups like the General Fools, interviews with smaller theatre and dance companies in Regina indicate that they are usually unable to access the Globe's secondary room due to the Globe's own production schedule.

The Regina Public Library schedules film presentations over 300 nights per year, limiting the capacity to present other events during evening time slots.

The Regina Performing Arts Centre has a seating capacity of 452 seats, which is considered by many organizations to be too large for their smaller theatre and dance productions. The RPAC indicated they are

booked 200-300 nights per year, and are the home of the Regina Summer Stage, Lyric Light Opera and the Regina Little Theatre.

Darke Hall is considered one of Regina's best acoustic rooms with a capacity of 550 main floor seats plus 60 seats in the balcony, but is in need of serious repair. Broken chairs, limited lobby space, and lack of wheelchair accessibility are commonly cited as issues encountered by community groups and rental clients. (We would like to see this room given an upgrade too!)

The ShuBox Theatre at the University of Regina's Riddell Centre has a capacity of 165 seats. The University Theatre capacity is 425 seats. Both venues are booked primarily for use by University of Regina productions, but are available for outside use on "dark" days. The rental rates range from \$150-500/day for the ShuBox Theatre, and from \$200-\$900/day for the University Theatre. Unfortunately, most small theatre and dance companies interviewed indicated that while the facilities at the University are outstanding, they often have difficulty finding available days for renting the theatres, given the heavy use of the space for University productions and events.

The primary users occupy the Shubox, the University Theatre, and the Globe Theatre to the extent that other emerging groups cannot gain easy access to a performance venue.

It is the opinion of this consultant that a new performance space with approximately 250 seats or less would help to fill a gap in the performance venues available now, especially if that venue could provide affordable meeting, rehearsal and performance space for the under-funded arts organizations and collectives that are currently struggling to establish themselves in Regina.

Anonymous Survey Response: *The new theatre performance space would be awesome. There's so much new theatre going on in this city that has no place to call "home".*

Resource Analysis

Funding Opportunities

Given the non-profit charitable status of the Royal Canadian Legion Branch 001, there are unique opportunities and challenges for funding a major construction project to upgrade and renovate this building.

The greatest opportunity for funding exists if there is a tri-level commitment to the project. Federal, provincial and municipal support would enable additional access to programs like those offered through Western Economic Diversification. Meetings with WED and Saskatchewan's Department of Government Relations were very positive. There are opportunities to obtain financial support for a renovation of the scope required at the Legion building, from all three levels of government. The federal government offers the Cultural Spaces Program through the Department of Canadian Heritage. This program will fund up to 33% of renovation costs and up to 50% of specialized equipment purchases¹³. In short, if the project budget is \$3 million, this program could provide up to \$1 million of the total cost.

The success of the application to Cultural Spaces depends on the quality of the proposal submitted and the strength of the organization submitting it. While Regina ArtsAction has excellent intentions, it does not yet have the organizational structure and governance models in place to qualify for a funding application of this magnitude. Additional work on board structure and governance, strategic planning, and operational development would be necessary prior to submitting an application to Cultural Spaces through ArtsAction. (More on this in Section G.) It might be possible to submit a proposal under the auspices of the Royal Canadian Legion charitable organization structure, if support from the City of Regina and the Province of Saskatchewan were clearly indicated.

The Province of Saskatchewan recently announced the new Building Communities Program.¹⁴ While this \$100 million dollar program is intended to “support regional cultural and recreational infrastructure needs”, the specific program guidelines have not yet been announced. Meetings with the Minister and Deputy Minister of Culture Youth & Recreation indicated great interest in the development of both the Legion and Leader buildings, in light of the far-reaching impact the projects would have on the downtown core and the community of Regina.

It is the opinion of this consultant that if the business case can be made for the future sustainability of the Legion building as a performing arts centre, there would be positive reception to proposals for funding support at the provincial and municipal level, which in turn, could impact an application to the federal Cultural Spaces program.

During the course of the past twelve months, the consultant has also had the opportunity to meet with a number of prospective corporate sponsors. They are identified in Appendix E. Initial discussions resulted in a strong interest in the project. The continuation of these discussions should be a priority for the immediate future.

Additionally, in light of the Legion's charitable status, it would be possible to undertake a community capital campaign to generate funds. This campaign would not likely achieve the same level of commitment that other capital campaigns currently underway through the Hospital of Regina Foundation or the University of Regina have achieved, but there would be nothing to lose by enabling the citizens of Regina the opportunity to contribute to this project.

Finally the building itself provides the opportunity for fundraising activities to occur. The building as it currently exists can provide a venue for fundraising events that could highlight the artistic community in the city.

¹³ Canadian Heritage,
www.canadianheritage.gc.ca/pc-ch/pubs/2006/2_e.cfm#10

¹⁴ Government of Saskatchewan,
www.gov.sk.ca/newsrel/releases/2006/12/13-900.html

Recent events like the Regina Folk Festival volunteer party have shown that the building can be a warm and inviting place for social activities. It might be possible to generate 5-10% of the proposed renovation budget from special events.

Community Partners

A number of organizations have expressed an interest in participating in the development of this building. The Regina Plains Museum is looking for a new home and could make an ideal anchor tenant for the building. They would also be willing to assist with the management of the Legion's War Museum, ensuring its future. Fledgling theatre companies like Hektic Theatre, Night Wind Theatre and Hot House Productions have all expressed their strong interest in becoming "resident" within the Legion Building.

Additional discussions have been held with Street Culture Kidz around the expansion of their operations from their current home at the YMCA Lunch counter to a second operation in the kitchen at the Legion Building. The opportunity to train youth in management positions as well as in the cafeteria are appealing.

Local entrepreneur Erin McPhee has expressed an interest in expanding her Global Kitchen Catering operations from a home-based business to the Legion Building. This would provide improved in-house catering facilities for the Legion Building rental clients.

Potential Corporate/Construction Partners

There are a number of areas where partnerships can be developed, especially as connected to the proposed performance venue at the Legion Building, including naming opportunities, sponsoring of theatre and dance performances, and sponsoring training and youth-based initiatives. There will be opportunities to approach other

companies in the next few years of planning, renovating and operations on many levels. A concerted effort must be made to identify and develop relationships with potential key contributors to the development of both buildings.

Political Climate

As described in the Leader Building section of this document, the political climate has changed in the course of this study's completion and continues to evolve. While the Leader Building has a predominantly commercial capacity, the Legion Building is a different situation altogether. The primary purpose of this building will be for public use, for public gatherings. Museum space and performance space typically operate with a great degree of public funding. The opportunity in this instance to create a sustainable venue would depend on the level of financial support from all three levels of government for renovation and capital costs.

While the Legion Branch takes the time they need to determine their future plans, the governments at both the federal and provincial levels will face election campaigns in 2007 or 2008. That will likely have some degree of impact on the capacity of the building to apply for and generate government support.

Municipal issues

The Legion Building is currently tax-free, but under new management that status may change. While there has been some precedence for tax exemption set with arts organizations like the Performing Arts Centre, the Globe Theatre and the MacKenzie Art Gallery, nothing should be taken for granted. Discussions with the City of Regina should commence as soon as the Legion Branch has determined the direction they are taking with the future of their building.

Anonymous Survey Response: I'm in full support of this project. This is the direction the city has to take in order to revitalize its core and foster small business.

Possible Development Scenarios

Option 1: Status Quo, Maintaining Current Legion Operations

The members of the Royal Canadian Legion Branch 001 continue to deliberate the proposal to turn management of their building over to a new team, or to allow the building to become a new arts centre. This decision will be a difficult one for the Branch, as it is asking them to give up long-held traditions and the control of a building to which they have deeply held feelings. It is a situation that deserves a great deal of consideration and respect from all parties concerned. For the immediate future, the building will remain in a status quo position. The recent 80th Anniversary Celebration generated enough net proceeds to keep the Branch operations in the building going for at least another year; however, revenues in

the cafeteria continue to decline, as do rental/catering revenues.

Timeline

The Legion Building can only maintain status quo for a short time, as their declining revenues will not prove adequate against increasing utility and operational costs.

Projected Budget

Based on the previous three years of actual figures, declining revenues at 5%/year, and increased utilities at 4%/year, the Legion will post losses into the future. The projected loss for 2007 will be covered by the net proceeds of the recent 80th Anniversary event (not included below).

Projected Revenues/Expenses	Projected 2009	Projected 2008	Projected 2007	Actual 2006	Actual 2005	Actual 2004
REVENUES						
Canteen, catering, liquor, general sales	\$238,554	\$251,110	\$264,326	\$278,238	\$295,042	\$334,823
Donations/Sponsorships	\$29,626	\$31,185	\$32,826	\$34,554	\$47,449	\$33,808
Lotteries, VLT	\$17,436	\$18,354	\$19,320	\$20,337	\$43,665	\$34,210
	\$285,616	\$300,649	\$316,473	\$333,129	\$386,156	\$402,841
COST OF SALES	\$89,381	\$94,086	\$99,038	\$104,250	\$119,696	\$145,055
Net Revenues	\$196,235	\$206,563	\$217,435	\$228,879	\$275,417	\$283,571
EXPENSES						
Advertising & Promotion	\$1,041	\$1,157	\$1,285	\$1,428	\$747	\$2,196
Bad Debts/Amortization	\$14,000	\$14,000	\$14,000	\$13,572	\$0	\$1,268
Business Taxes	\$1,000	\$1,000	\$1,000	\$1,000	\$1,099	\$340
Entertainment	\$2,708	\$2,850	\$3,000	\$3,550	\$2,806	\$0
Equipment rental	\$2,000	\$2,000	\$2,084	\$2,315	\$2,032	\$6,677
Insurance	\$5,000	\$4,500	\$4,000	\$3,923	\$7,734	\$3,811
Interest & Bank Charges	\$1,500	\$1,500	\$1,500	\$1,576	\$1,686	\$1,771
Miscellaneous	\$9,000	\$8,000	\$7,000	\$7,158	\$0	\$9,468
Office	\$3,000	\$3,000	\$2,954	\$2,462	\$2,313	\$3,532
Professional Fees	\$5,000	\$5,000	\$5,000	\$5,000	\$3,746	\$1,200
Repairs & Maintenance	\$25,000	\$22,500	\$20,000	\$13,847	\$29,691	\$17,352
Supplies	\$3,732	\$4,147	\$4,608	\$5,120	\$6,070	\$5,078
Taxes & Licenses	\$500	\$500	\$500		\$0	\$2,631
Telephone & Utilities	\$65,707	\$63,180	\$60,750	\$58,413	\$48,409	\$49,341
Wages & Benefits	\$116,027	\$120,861	\$125,897	\$131,143	\$142,353	\$188,293
Total Expenses	\$255,215	\$254,195	\$253,578	\$250,507	\$248,686	\$292,958
Net Profit (Loss)	-\$58,979	-\$47,631	-\$36,143	-\$21,628	\$8,628	-\$29,190
Accumulated Profit(Loss)	-\$184,943	-\$125,964	-\$78,333	-\$42,190	-\$20,562	-\$29,190

Option 2: Transfer of Building Management, No Renovations

Discussions have been held with the Legion Branch toward a transfer of some of the management responsibilities of the building. This would alleviate their current situation, wherein their longtime event, cafeteria and catering manager has retired after 27 years of service. They no longer have anyone in place to handle the inquiries and logistics of clients booking their venue for special events, nor do they have anyone on full-time salary to manage the kitchen services and staff scheduling, the cafeteria and the special event catering. This is in addition to their ongoing struggle with rising operating costs at the same time that they are experiencing declining revenues. Factors explaining the revenue losses include declining membership due to the advanced age of their primary members, the smoking ban impact on their lounge sales, and a general lack of venue marketing expertise. Bringing in a younger and more energetic management team should result in a substantial increase of revenues, both from venue rentals as well as from sales in the cafeteria and lounge.

The short-term solutions proposed to the Legion by the consultant include a number of separate options that could be implemented together or separately. They include options for venue rental management, cafeteria management and catering contracting, as well as options for general administration duties in the Legion office. The venue rental management could be sub-contracted to a group of local artists, the Creative Avenue Artist Collective. The Creative Avenue group could be responsible for handling all venue rental inquiries, including contracting, setting up and tearing down any tables and chairs required, and arranging for any special requirements for sound, lights or audio visual equipment. In return, the Collective could have access to a room at the Legion to store their art supplies, and would be able to host their own events at the Legion on a regular basis.

The Legion's main kitchen could become the new home for Global Kitchen Catering, an established catering business in Regina owned and operated by Erin McPhee.

Erin currently runs her business out of her home, but is ready to expand. In addition to producing for her own clients, Erin could provide catering services to any of the events held at the Legion that require food services. While Erin is interested in exploring these options, she has already determined that she does not fit the requirements of the day-to-day management of the cafeteria business at the Legion.

To that end, preliminary discussions have been held with StreetCulture Kidz (currently running the YMCA lunch counter) about the possibility of taking on a second enterprise at the Legion. The StreetCulture Kidz management team are interested in furthering those discussions. The cafeteria can operate independently of the main kitchen if Global Kitchen Catering does move into the building. The short order grill, deep fryer and sandwich counter are all located within the cafeteria's outer kitchen, along with the dishwasher. The cafeteria utilizes those components much more than the main kitchen during their peak hours.

Administration assistance would be provided to computerize the Legion accounting systems, reducing the annual expenditure for audits and providing part-time employment to an accounting student.

Timeline

As stated previously, the Legion Branch needs to be allowed the time to process these options and determine their own course of action. Implementing the above option would require about three months of advance notice to properly negotiate operational agreements and determine the splits on any shared net revenues.

Projected Budget

Operating budgets for the past three years have been used as the starting point for generating estimates for the Legion budget. Projections for the operating budgets for the next three years were developed based on a 20% increase in revenues each year

and a corresponding increase in the cost of sales. While this might seem an ambitious target for projected increases, the expectation is that there would be a significant increase in venue rentals once new management takes over. The Legion Branch has long been operating with a minimalist approach to generating venue rentals. A concerted effort to attract new rental clients would be the first step to achieving a substantial increase in rental activity and revenues. Grant writing efforts would likely result in additional revenues.

The projected column for 2007 does not include the net proceeds from the 80th Anniversary event, which were intended for capital costs as well as to provide some operational support for the transition year. The following projections do not take into consideration any split of net revenues for the community partners outlined in the preceding paragraphs. Those negotiations remain to be held following the decision making process of the Legion Executive and membership.

Projected Revenues/Expenses	Projected 2009	Projected 2008	Projected 2007	Actual 2006	Actual 2005	Actual 2004
REVENUES						
Canteen, catering, liquor, general sales	\$480,795	\$400,663	\$333,886	\$278,238	\$295,042	\$334,823
Donations/Sponsorships/Grants	\$75,000	\$75,000	\$50,000	\$34,554	\$47,449	\$33,808
Nevada, Lotteries, VLT	\$35,142	\$29,285	\$24,404	\$20,337	\$43,665	\$34,210
	\$590,938	\$504,948	\$408,290	\$333,129	\$386,156	\$402,841
COST OF SALES	\$189,160	\$169,650	\$145,000	\$104,250	\$119,696	\$145,055
Net Revenues	\$401,778	\$335,298	\$263,290	\$228,879	\$275,417	\$283,571
EXPENSES						
Advertising & Promotion	\$10,000	\$5,000	\$1,714	\$1,428	\$747	\$2,196
Bad Debts/Amortization	\$14,000	\$14,000	\$14,000	\$13,572	\$0	\$1,268
Business Taxes	\$1,000	\$1,000	\$1,000	\$1,000	\$1,099	\$340
Entertainment	\$15,000	\$15,000	\$3,000	\$3,550	\$2,806	\$0
Equipment rental	\$5,000	\$3,500	\$2,778	\$2,315	\$2,032	\$6,677
Insurance	\$5,000	\$4,500	\$4,000	\$3,923	\$7,734	\$3,811
Interest & Bank Charges	\$2,200	\$2,100	\$2,000	\$1,576	\$1,686	\$1,771
Miscellaneous	\$10,000	\$10,000	\$8,590	\$7,158	\$0	\$9,468
Office	\$4,000	\$3,500	\$2,954	\$2,462	\$2,313	\$3,532
Professional Fees	\$3,500	\$3,500	\$3,500	\$5,000	\$3,746	\$1,200
Repairs & Maintenance	\$25,000	\$22,500	\$20,000	\$13,847	\$29,691	\$17,352
Supplies	\$7,000	\$6,500	\$6,144	\$5,120	\$6,070	\$5,078
Taxes & Licenses	\$1,000	\$1,000	\$1,000		\$0	\$2,631
Telephone & Utilities	\$65,707	\$63,180	\$60,750	\$58,413	\$48,409	\$49,341
Wages & Benefits	\$175,000	\$155,000	\$135,000	\$131,143	\$142,353	\$188,293
Total Expenses	\$343,407	\$310,280	\$266,429	\$250,507	\$248,686	\$292,958
Net Profit (Loss)	\$58,371	\$25,018	-\$3,139	-\$21,628	\$8,628	-\$29,190

Anonymous Survey Response: *I would love to see the beautiful Legion used for more performances and activities.*

Option 3: Transfer of Management, Complete Renovation

The long-term proposal for the Legion Building includes a complete renovation to bring the building up to code and to provide new opportunities for the arts community, while at the same time preserving the heritage and the legacy of the Legion.

This option would ensure the preservation of the Legion's Peace Tower, including the rooms that hold the Books of Remembrance, the Kenneth Lochhead murals and their impressive stained glass windows. The Legion's War Museum would also be maintained, but in a new configuration. The anchor tenant identified for the proposed long-term development of this building is the Regina Plains Museum, which currently leases approximately 3,000 square feet on the Scarth Street Mall, as well as another 5,000 square feet of storage space on Winnipeg Street. The preliminary designs prepared by Brian Babish (Stantec Architecture) would see the Regina Plains Museum occupy the south third of the upper level of the Legion Building, as well as over half of the lower level, giving them approximately 6,500 square feet. This concept would enable the Plains Museum to assist in the management and curatorial responsibility for the Legion's War Museum, ensuring that someone is looking after that important historical collection for generations to come. This transition would take a concerted effort on the part of the volunteers who currently manage the War Museum, and the staff of the Plains Museum. While it might be difficult for the Legion members to see this transition take place, in the sense that they may feel they are losing control of their Museum, one strong motivating factor toward this change is the hope that an end result will be a new lease on life for their Museum. Their Museum is currently not open for public viewing on a regular basis, as they don't have the human resources to keep it open. A working partnership with the Plains Museum could result in increased exposure for the War Museum, as well as proper maintenance and preservation of their artifacts, uniforms and photographs. The Plains Museum is looking for a new home that would provide them with increased museum floor space, as well as street level visibility and higher pedestrian traffic.

The proposed plans for the redesign of this building include a new street level entrance for the museum on the south side with wheelchair accessibility. The remainder of the upper level would remain in roughly the same configuration that exists now, with the large performance room in the centre of the building, and the Lancaster Lounge on the north third of the upper level. The Lancaster would become the new lobby space and provide the main entrance to the large theatre. A new entrance on the north side of the building would be created, also with wheelchair accessibility. The large room, known as the Atlantic Auditorium, would be redesigned to accommodate a larger performance space than the current stage area. The final design of this space would be undertaken with substantial input from the potential users, who in this case include four new theatre companies in Regina.

The theatre companies identified as potential tenants include Hectik Theatre, who have already booked three upcoming events into the Legion for 2006-07. Nightwind Theatre, an Aboriginal youth theatre company, is working on presenting two major shows in May 2007. Local playwright Dan McDonald is planning to present a new work for high school audiences through his company, Hothouse Productions. Local theatre maker Joey Tremblay has plans to establish a company for young adults and has offered to take on the role of Artistic Director for the building. His ideas include presenting a season that offers the theatrical work of these four companies, and augmenting those productions with dance, music and theatre performances from touring companies and local artists. There are a myriad of opportunities for cross-marketing productions and special events produced by these companies through a joint cost-shared campaign, as well as collaborating on a number of other levels. A detailed business plan should be developed for this "creative cluster", as well as for the renovation itself and the revised operations and building management structure that would exist following the renovation.

The plans for the lower level, in addition to the new space for the Plains Museum, include an upgrade to the cafeteria kitchen and to the Vimy Lounge. Earlier brainstorming on the possible uses of the kitchen included the concept of establishing a training centre for cooks or caterers. While this is still an idea that could be pursued at some point or in some revised scenario, the proposals outlined in Option 2 above would preclude that from happening in the foreseeable future. If Global Kitchen Catering and StreetCulture Kidz are successfully running the two kitchens, the main change that would occur would be the demise of the cafeteria as it currently exists, and the redesign of the Vimy Lounge. Both would become much smaller in scope, but would remain fully functional as a cafe and lounge. Preliminary designs are included in Appendix G.

Timeline

From the moment that the Legion membership and Executive determine that

they are willing to move forward with the renovation plans, it would likely take an additional two years of fundraising, grant writing, designing and planning before the renovations could begin. That would put the earliest window for development, according to this option, at 2008-2009. Renovations would likely take 6-8 months.

Projected Renovation Budget

Using the same base estimates as used for the Leader Building (conservatively set at \$85/square foot), the renovation budget for the smaller Legion Branch building, with a building envelope of 28,000 square feet, would come in at \$2.4 million dollars. Adding two wheelchair lifts and a freight elevator to the building would add an additional \$200,000. Additional capital expenses would include seating and risers in the theatre, as well as upgrades to sound and lighting equipment.

Legion Building:	Revenues	Expenses
Government of Canada	\$1,000,000	
Government of Saskatchewan	\$800,000	
City of Regina	\$700,000	
Capital Campaign/Additional Grants	\$350,000	
Fundraising Events	\$150,000	
Total Revenues	\$3,000,000	
Renovation Estimate		\$2,380,000
Wheelchair lifts, freight elevator		\$200,000
Seating, Risers		\$200,000
Sound/Lighting Equipment		\$100,000
Kitchen Upgrades		\$100,000
Furniture		\$ 20,000
Total Expenses		\$3,000,000

Green Development

The cost of installing a green roof to the sections of the Legion building that do not house mechanical units would be approximately \$65,000. (These estimates could be reduced through a partnership with the University of Regina's Environmental Engineering department,

who might be able to provide manpower and other resources.)

The Legion Building is in dire need of an energy efficiency upgrade, and is currently operating far below today's standards.

ArtsAction Structure

Operational Analysis

The original intent of this study was to determine the feasibility of a “metropolitan arts and business centre”, to determine the long-term sustainability of such a facility, and if it proved feasible, to move toward a business plan. An extension of that mandate that developed throughout the course of the past year was trying to determine the sustainability and operational structure for Regina ArtsAction as well.

This has proved difficult to articulate given the uncertainty around the activities that the organization may or may not aspire to undertake. Recent discussions with the Board of Directors of ArtsAction have confirmed their intention to keep ArtsAction focused on research opportunities relative to their positions at the University of Regina.

Trying to merge that research focus with the organizational structure, governance models and policies required for the management of a non-profit organization, especially one with potential revenue streams developing in property management, new partnerships and various business incubation opportunities, has proven to be extraordinarily difficult.

Additionally, the question of whether the building development projects (and the community) would be best served through a non-profit organizational model or a for-profit social entrepreneurial model is one that has been explored and discussed on many levels, but remains unanswered.

Regina ArtsAction Inc. could remain an integral part of the arts community in Regina, focusing on research activities that can provide a basis for policy development on many levels. Working in partnership

with the University of Regina and with organizations in the community like Regina Downtown, ArtsAction has the capacity to facilitate dialogue and strengthen the connection between the University and the community. A cultural mapping project of downtown Regina is the most recent research activity being undertaken by the principle members of the Board of Directors of Regina ArtsAction.

Any additional activities that the organization might consider should be undertaken with a zero net cost approach, i.e., *if you don't have it, don't spend it*. The other activities that have been discussed regarding the future involvement of Regina ArtsAction include artistic programming, festivals, conferences and ongoing research projects. Any activities along these lines could qualify for financial support from agencies at all three levels of government on a project by project basis. On that basis, maintaining permanent staff and administrative overhead might prove difficult for the first few years, until the organization can qualify for annual operating support. Engaging contract employees on a per project basis until that time would likely prove to be the best option for sustainability.

Keeping the operations of ArtsAction as streamlined as possible will enable the trio of University of Regina professors who are the heart and soul of ArtsAction to be as creative and flexible as they want to be in developing future research opportunities and projects.

ArtsAction has a mandate to “support the development of an arts and business centre that will meet many community and commercial needs in the City of Regina”. On many levels, they have already succeeded.

Anonymous Survey Response: *Downtown Regina definitely needs revitalization and an arts enhancement project would (a) support our local and visiting artists, (b) help them showcase and share their talents and (c) make Regina look good by showcasing our culturally rich city and would also help downtown Regina look alive, fresh, friendly and non-intimidating, safe.*

Recommendations

A project of this scope will require the cooperation and support of a large number of individuals, corporations, agencies, organizations, government at all three levels and the community at large.

Key recommendations and next steps include:

Leader Building

1. **Proceed with the development** of the Leader Building renovation. The building owners are committed to working with the arts community to make this building a vibrant part of the downtown landscape.
2. **Detailed renovation plans and renovation budgets** need to be created for the Leader Building as soon as possible. These will be essential for any future funding applications.
3. The **future tenants** of the Leader Building need to be brought into the planning phase as quickly as possible. Tenant agreements for the office space need to be developed.
4. The **application to the Sask Housing Authority** for the renovation of the residential suites should be processed as soon as possible.
5. **Detailed business plans** for each of the sub-sections of this project, including the restaurant and grocery store, and the proposed artist business centre at the Leader Building need to be developed. **Financing** for each of those entities needs to be established.
6. An **application process for the residential suites** needs to be developed and implemented.
7. Developing a **communication strategy** for the project, especially as it pertains to building relationships with government and possible funding partners, is a priority. Distributing this feasibility study to all levels of government, to funding agencies and

stakeholders in the community is a first step. Continuing to network and developing new partnerships within the city will be ongoing for everyone involved.

Legion Building

1. **Give the Legion time** to move through their process to explore their options. It is their building, and they have valid concerns about the future of their branch operations and building.
2. A **planning committee** for the renovation of the Legion building should be established. The relationship with the Legion Executive and members needs to be nurtured through ongoing discussions and collaborations. Mutual understanding and respect will be critical.
3. **Detailed renovation plans and renovation budgets** need to be created for the Legion Building once the extent of the Branch's commitment has been determined. These will be essential for any future funding applications.
4. Developing **grant applications** and funding proposals for the Legion Building renovation will be required. Presentations to all three levels of government should be coordinated as quickly as possible.
5. Establishing a **capital campaign committee** and **fundraising plan** for the Legion will be a priority.
6. Developing a **communication strategy** for the project, especially as it pertains to building relationships with government and possible funding partners, is a priority. Distributing this feasibility study to all levels of government, to funding agencies and stakeholders in the community is a first step. Continuing to network and developing new partnerships within the city will be ongoing for everyone involved.

Conclusion

This project has the potential to serve the community of Regina well and bridge gaps within the community, creating a real sense of connectedness between business and the arts; between established professional artists and emerging artists; between the University and the general population; between seniors and youth; between the Aboriginal population and non-Aboriginal people. It could also eliminate some of the barriers between artistic disciplines, fostering new working relationships between genres through the creative cluster envisioned with the Saskatchewan Motion Picture Industry Association, the Saskatchewan Recording Industry Association, the Saskatchewan Filmpool Cooperative and the Sâkêwêwak Artists' Collective. It can provide new opportunities for the Regina Plains Museum and for a new generation of theatre-makers and emerging artists in many genres. It can also save the Royal Canadian Legion Branch 001 from the fate of many of its counterparts across Canada.

This is a project that must be realized.

With an initial investment from funding agencies, government and corporate partners, as well as the owners of the buildings, the impact of rejuvenation of these two buildings on the future of the downtown area will greatly benefit the City of Regina and the Province of Saskatchewan.

- ❖ This project has the capacity to increase Regina citizens' **quality of life** on many levels, from increased arts and cultural activities, to increased pride in community, to increased economic activity, to increased safety on Regina's downtown streets at night.
- ❖ This project has the capacity to foster **new business development**, new training programs, new opportunities for both Aboriginal and non-Aboriginal youth.
- ❖ This project has the capacity to preserve and maintain the **important heritage and legacy** of two substantial properties in the downtown core.
- ❖ This project has the capacity to **preserve and maintain the legacy** of the contributions of the Legion Branch 001, their museum, and their historically relevant Peace Tower.
- ❖ This project has the capacity to be a **catalyst to ensure that our youth do not leave the province** to find new opportunities, by providing them with a myriad of opportunities in Saskatchewan.
- ❖ This project has the capacity to become a **model for future developments** in Regina, and in towns and cities throughout our province and across Canada.
- ❖ This project has the capacity to make a significant contribution to the **rebirth of the downtown** core, as well as to create **new opportunities** for the youth in our province, for the cultural industries, for the performing arts.

Anonymous Survey Response: *Congrats on taking on this excellent initiative. I think the realization of this project will give a big boost to the vitalization of our downtown and the cultural vibrancy of our community in general. This is good for artists - and for our community.*