

Saskatchewan **Multi-Purpose Entertainment** **Facility**



Operations Report & Facility Pro-Forma

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INDEX

	PAGE
INTRODUCTION.....	3
PRO FORM.....	4
DESIGN & PROGRAM REVIEW.....	8
FIT OUT COST ESTIMATES.....	9
FURNITURE, FIXTURE & EQUIPMENT AND OPERATING CAPITAL COST BUDGET.....	11
APPENDIX A.....	Conservative Pro Forma
APPENDIX B.....	Upside Potential Pro Forma
APPENDIX C.....	FF&E and Operating Capital Costs

Global Spectrum's recommendations are based on current building design and discussions with CIC and the Saskatchewan Roughriders Football Club Inc. regarding market information. This information is subject to change based on final design, project scope, and market conditions.

INTRODUCTION

Global Spectrum was hired by Crown Investments Corporation (CIC) of Saskatchewan to provide operational consulting services in connection with a feasibility study into an all-season, multi-purpose entertainment facility in downtown Regina.

CIC on behalf of its partners, the Government of Canada, the City of Regina, and the Saskatchewan Roughriders Football Club Inc. are studying the feasibility of building a 33,000 patron, expandable to 45,000 patron dome entertainment facility. This facility is intended to be a multi-purpose venue capable of hosting, CFL games, soccer, rugby, concerts, exhibitions, and other trade shows. The multi-purpose entertainment facility will be the new home of the Saskatchewan Roughriders Football Club Inc. (Roughriders) of the Canadian Football League. The proposed multi purpose entertainment facility will have modern locker room and training facilities, administrative offices for the team staff, club lounge, private suites, and restaurants.

Global Spectrum is assisting with the operational and facility business plan aspects of the project, including the scope of opportunities for the facility as a multi-purpose venue.

This report will focus on several key areas of interest.

- Global Spectrum was asked to develop a detailed Event Pro Forma which will demonstrate the potential financial performance of the multi-purpose venue. A copy of the Conservative Pro Forma is included in Appendix A, and a copy of the Upside Potential Pro Forma is included in Appendix B.
- Global Spectrum was asked to provide a Design & Program Review of the project providing input on the overall design of the multi-purpose venue and programming needs in order to ensure that the facility can meet its expected financial goals. Global Spectrum met with and discussed both design and program needs with Stadium Consultants International (SCI) which was hired to work on site planning, preliminary design options, and costing.
- Global Spectrum provided a Fit Out Cost Estimate on several major facility systems. These estimates were obtained from historical data gained from work on other facility projects and in consultation with the system providers.
- Global Spectrum has also created detailed Furniture, Fixture & Equipment, and Operating Capital Costs lists with budget information to be used in the development of the overall project budget. A copy of this budget is included as Appendix C.
- Global Spectrum also participated in conference calls with Stadium Consultants International and PCL Construction to provide comments on historical facility construction cost estimates and to work with the team in its development of the overall project budget.

Global Spectrum's recommendations are based on current building design and discussions with CIC and the Saskatchewan Roughriders Football Club Inc. regarding market information. This information is subject to change based on final design, project scope, and market conditions.

PRO FORMA

Global Spectrum has developed two pro formas for the multi-purpose facility which demonstrates the potential financial performance of the facility. The pro formas were developed based on our experience as stadium and multi-purpose facility operators, and in consultation with CIC. Global Spectrum analyzed several factors in putting these pro formas together including a market analysis of the Regina region, existing data from similar facilities, historical information gained from our experience as facility operators, and advice from CIC and the Roughriders.

The first pro forma used a conservative approach in developing the overall financial projections. The second report demonstrates an upside potential approach and in turn produces higher revenues for the facility. A copy of the summary data for each scenario immediately follows the assumptions used for creating the pro formas. A full copy of the conservative pro forma is included in Appendix A, and a full copy of the upside potential pro forma is included in Appendix B.

The conservative pro forma has a total of 31 projected events. The event schedule includes 11 CFL games, 4 additional Sporting Events, 8 Concerts of which 1 concert is a Major Concert with attendance of over 20,000, and 8 other Miscellaneous Events make up the rest of the calendar.

The upside potential pro forma has an additional 40 events for a total of 71 events in a calendar year. The additional events include 6 additional small concerts, 4 Religious conferences, 14 Meeting & Banquet Functions, 10 Regional/Local Conventions, and 6 Consumer Shows.

Each pro forma shows positive Net Operating Revenues. The conservative pro forma shows net operating revenues of \$1,084,949, and the upside potential pro forma shows net operating revenues of \$1,384,757. Net Operating Revenue is defined as revenues before Management and Incentive Fees, Capital Improvement Reserve Fund Payments & Debt Service Payments. Operating revenues include all direct revenue and expenses incurred from the operation of the facility on an annual basis.

Global Spectrum in developing the Conservative Event Pro Forma for the New Multi-Purpose Entertainment Facility used the following assumptions:

1. **EVENTS.** We utilized data from Evraz Place, Credit Union Centre and the Fargodome. Also, we included information from regional, national and international promoters regarding the market. We assumed there would be economical and efficient capabilities to present the venue in three configurations for concerts and special events: a “small” concert (7,500-10,000 capacity), a “medium” concert (10,000-15,000) and a “large” concert (16,000-25,000). These configurations would not pose a direct competitive threat to the Evraz Place, but would provide some competition for Saskatoon’s Credit Union Centre for certain shows.

Regarding conventions and regional meetings, this was kept to a minimum because the market may not be able to compete consistently for the larger conventions, due to current hotel room and travel limitations.

2. **STAFFING.** We generally used similar facilities as a model, such as the Fargodome, for staffing numbers. We assumed a fairly large Grounds Keeping staff, but it is dependent on the type of turf that is installed and the maintenance needs that it will present. It was also assumed that all facility maintenance and cleaning will be done with in-house staff.

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3. **PREMIUM SEATING.** From discussions with the Roughriders and CIC staff, it was determined that sales should be projected at 1,666 Club seats and 25 Suites in this venue, with recommended pricing of the Club Seats at \$1,925 and the Suites at an average price of \$40,000. We have assumed that the Suite pricing would get 18 tickets for every event in the Multi-Purpose Entertainment Facility as opposed to requiring the Suite owners to purchase seats for concerts and other special events. Ticket pricing for the Roughrider games has been assumed at \$175 per ticket, of which \$75 is considered Team revenue.
4. **ADVERTISING AND NAMING RIGHTS.** We are forecasting an increase to the current numbers for both these revenue streams due to ongoing research by Front Row Marketing Services and our discussions within the market. Advertising revenues should hit \$5 million while Naming Rights could be increased to \$600,000 per year. It was also assumed that an Agency would be hired to sell these items with commissions slated at 20%.
5. **ANCILLARY INCOME.** We assumed 200 paid parking spaces available as a revenue stream. We also raised the concession per caps to \$15.00 for football games based on information from the Roughriders with the expectation that new, efficient facilities will generate better sales than what is experienced currently (\$10 per cap).
6. **EXPENSES.** We once again used comparables from the Fargodome with input from other facility operations. We are making the assumption that all operations at the multi-purpose entertainment facility will be performed by the in-house staff (including maintenance and cleaning).
7. **TICKET PRICING.** We have assumed an average price of \$45.50 per game. A \$6 Facility Fee will be added on to the price of tickets for Football Games.
8. **TEAM REVENUES AND EXPENSES.** We have tried to maintain the Facility-related revenues for the team at current levels, but being mindful of increased costs for a new multi-purpose entertainment facility.

Global Spectrum also created an Upside Potential Event Pro Forma as requested. The assumptions used in developing this pro forma include the previously listed categories and added additional events to the program. These events are not high profit ones, but will drive visits to the facility and the area. In order for these additional events to occur other venues in the community may experience a reduction in activity

SASKATCHEWAN MULTI-PURPOSE ENTERTAINMENT FACILITY PRO FORMA- CONSERVATIVE
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	<u>Ref</u>	12 Month OPERATING
Number of Events	Sch. 1 & 2	31
Attendance	Sch. 1 & 2	490,381
Rental Income from Events	Sch. 1 & 2	\$1,970,817
Net- Reimbursable from Promoters/Team	Sch. 1 & 2	(1,003,000)
Facility Fee Income	Sch. 1 & 2	2,101,786
Ticket Convenience Fee Income	Sch. 1 & 2	158,129
Ancillary Income		
Concessions	Sch. 1 & 2	\$1,088,848
Catering	Sch. 1 & 2	43,478
Novelties	Sch. 1 & 2	38,185
Parking	Sch. 1 & 2	54,000
Total Ancillary Income		\$1,224,510
Total Event Income		\$4,452,242
Other Income		-
Advertising (Net after Comm.)	Sch. 3	2,000,000
Naming Rights (net after Comm.)	Sch. 3	480,000
Luxury Seating		
Club Seats	Sch. 4	1,191,190
Suites	Sch. 4	428,750
Loge Boxes	Sch. 4	0
Party Suites	Sch. 4	0
Interest	Sch. 1 & 2	4,700
Order Fee- Phone/Web	Sch. 1 & 2 (see note on sch 2a)	58,266
Miscellaneous		10,000
Total Other Income		\$4,172,906
Adjusted Gross Income		\$8,625,148
Indirect Expenses		
Salaries & Benefits (Full & Part-Time)	Sch. 5	3,040,262
Materials, Supplies & Services	Sch. 6	3,399,937
Utilities	Sch. 6	1,100,000
Total Indirect Expenses		\$7,540,199
Net Operating Revenue before Management and Incentive Fee, Capital Improvement Reserve Fund & Debt Service Payments.		\$1,084,949

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SASKATCHEWAN MULTI-PURPOSE ENTERTAINMENT FACILITY PRO FORMA- UPSIDE POTENTIAL
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	<u>Ref</u>	12 Month OPERATING
Number of Events	Sch. 1 & 2	71
Attendance	Sch. 1 & 2	658,381
Rental Income from Events	Sch. 1 & 2	\$2,099,817
Net- Reimbursable from Promoters/Team	Sch. 1 & 2	(1,084,000)
Facility Fee Income	Sch. 1 & 2	2,180,536
Ticket Convenience Fee Income	Sch. 1 & 2	210,629
Ancillary Income		
Concessions	Sch. 1 & 2	1,223,248
Catering	Sch. 1 & 2	72,498
Novelties	Sch. 1 & 2	51,790
Parking	Sch. 1 & 2	114,000
Total Ancillary Income		<u>\$1,461,535</u>
Total Event Income		<u>\$4,868,517</u>
Other Income		-
Advertising (Net after Comm.)	Sch. 3	2,000,000
Naming Rights (net after Comm.)	Sch. 3	480,000
Luxury Seating		
Club Seats	Sch. 4	1,191,190
Suites	Sch. 4	428,750
Loge Boxes	Sch. 4	0
Party Suites	Sch. 4	0
Interest	Sch. 1 & 2	4,700
Order Fee- Phone/Web	Sch. 1 & 2 (see note on sch 2a)	80,141
Miscellaneous		10,000
Total Other Income		<u>\$4,194,781</u>
Adjusted Gross Income		<u>\$9,063,298</u>
Indirect Expenses		
Salaries & Benefits (Full & Part-Time)	Sch. 5	3,138,662
Materials, Supplies & Services	Sch. 6	3,439,879
Utilities	Sch. 6	1,100,000
Total Indirect Expenses		<u>\$7,678,541</u>
Net Operating Revenue before Management and Incentive Fee, Capital Improvement Reserve Fund & Debt Service Payments.		<u><u>\$1,384,757</u></u>

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DESIGN & PROGRAM REVIEW

Global Spectrum was asked to provide input and comments on the design and program requirements for the multi-purpose entertainment facility. This was done through several means including meetings with stadium Consultants International (SCI), and several conference calls with the various members of the consulting group including CIC, PCL Construction, and SCI.

Global Spectrum reviewed the details of the project and provided comments and feedback on both program and design drawings. The program comments addressed operational requirements that could be incorporated into the design of the facility including the public seating areas, public concourses, service areas, and athletic surface. Global Spectrum also provided comments on operational efficiencies, which addressed concert load-in for tractor-trailers, storage, housekeeping, and concession locations. The design comments focused on the layout, adjacency, and movement requirements and were provided to SCI after our initial review of the facility plans. Any issues identified were resolved through subsequent meetings and conference calls.

Global Spectrum's recommendations are based on current building design and discussions with CIC and the Saskatchewan Roughriders Football Club Inc. regarding market information. This information is subject to change based on final design, project scope, and market conditions.

FIT OUT COST ESTIMATES

At the request of CIC and SCI, Global Spectrum provided estimated cost projections for major facility Fit Out Systems, including scoreboard, sound system, Food and Beverage Fit Out, and other services. These estimates have been forwarded through CIC to PCL Construction to be incorporated into the overall project budget.

Cost projections as requested

1. **Multi Purpose Entertainment Facility Sound System**

The design and installation of the facility sound system will vary based on design of the facility and the system itself. For the domed configuration as presently designed with roof sections opening, the system should carry a budget of \$2,500,000 CAD. This budget number has been confirmed with a systems designer, and a systems installer.

Related costs that will have an impact:

- Sound absorbing materials on upper walls around facility - \$700,000.
- Cushioned seats would greatly help sound quality if the project can afford it.

2. **Window Coverings, Tracks and Supports**

We would recommend budgeting \$100,000 CAD. Once the window area and mullion details are determined, then this can be revisited. We were informed by Stadium Consultants International that PCL Construction has this expense covered in their budget.

3. **Building Signage, Interior and Exterior**

After discussions with a signage fabricator and installer who provided all of the signs for a 40,000-seat open football stadium in 2008, a budget of \$500,000 CAD should be enough to provide all wayfinding and advertising panels for both interior and exterior. This budget number does not include a marquee or other naming rights signs.

4. **Suite Furniture and Furnishings (per suite typ.)**

Suite designs and fit outs vary greatly across different venues. We would recommend a budget of \$7,500 CAD per suite at this point. Based on final design, we will need to update this budget including appliances, televisions, and furniture selections to be incorporated in the suite package.

5. **Storage Racks and Storage Shelving**

We would anticipate a budget cost of \$50,000 CAD. This cost will include structural storage racks for stacking stage equipment, and other very heavy items. Also included would be open metal shelving, lockable storage cabinets, and workshop cabinets.

6. **Video Replay Boards/Marquee/Televisions**

LED Video Boards should be placed at both ends of the facility. Each Video Board should measure approximately 25' high x 80' long. The budget for this item, which includes installation, the required video equipment, locker room clocks, and cabling, should be set at \$3,500,000 CAD. An exterior marquee with naming rights on it and advertising should be budgeted differently, depending if it is free standing or mounted on the building. If free standing, the budget should be approximately \$300,000 CAD, and if mounted on the building, the budget should be approximately \$175,000 CAD. LCD televisions should be budgeted at \$1,250 CAD each, plus \$150 CAD for mounting brackets for commercial grade units that can be controlled remotely. This cost does not include labor to mount the brackets or televisions.

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7. **Cleaning and Maintenance Equipment**

We would recommend a budget cost of \$300,000 CAD that would include all scrubbers, extractors, vacuum cleaners, and housekeeping products such as brooms, mops, etc. Also included would be tools such as power equipment, electrical, plumbing, HVAC, painting and safety equipment.

8. **Kitchen and Concession Equipment**

Very often, this category gets under budgeted because of confusion over who is to provide what. The word “Equipment” in this category is very important. The equipment cost does not include final connection to utilities, or the utilities themselves. The budget should not include the fit up of the concessions and the kitchen. We would recommend a budget of \$8,000,000 CAD, which includes the following:

- Kitchen and Concession Food & Beverage Equipment that is placed or plugged in
- Point of Sale Terminals, NOT CABLING
- Lounge furniture
- Food & Beverage office furniture & Computers
- Portable Carts (power by building contractor)
- Smallwares
- Walk-in Coolers and Freezers (all hook ups and tie ins by building contractor)
- Concession signage (power and blocking, if needed, by building contractor)

It is anticipated that the expense of the kitchen and concession equipment will be carried and funded by the selected concessionaire company.

10. **Curtaining Systems**

The following budgets are based on assumptions of half-house verses house reduction curtains; we are recommending a budget of \$1,460,000 CAD, which includes the following:

- Half-house curtains - \$400,000
- House Reduction Curtains - \$1,000,000
- Vomitory Blackout Curtains - \$60,000

Please note, all of these budgets are subjected to change based on the final building design and program requirements.

FF&E and OPERATING CAPITAL COST BUDGET

Global Spectrum has proposed a detailed Furniture, Fixtures and Equipment (FF&E) and Operating Capital Cost list with budget information. The complete list is shown in APPENDIX C.

The construction contract total is typically carried in the construction budget within the overall project budget and includes items that require extensive coordination and installation by the Contractor.

The FF&E and Operating Capital Cost Budget lists all loose items or items that do not require extensive coordination with the Construction Contractor or are not permanently installed.

APPENDIX A

Global Spectrum's recommendations are based on current building design and discussions with CIC and the Saskatchewan Roughriders Football Club Inc. regarding market information. This information is subject to change based on final design, project scope, and market conditions.

SASKATCHEWAN MULTI PURPOSE ENTERTAINMENT FACILITY PRO FORMA- CONSERVATIVE
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Suites	Sch. 4	428,750
Loge Boxes	Sch. 4	0
Party Suites	Sch. 4	0
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**SASKATCHEWAN MULTI PURPOSE ENTERTAINMENT FACILITY
PRO FORMA- CONSERVATIVE
EVENT REVENUE- OPERATING YEAR**

TYPES OF EVENTS	# OF PERF	GENERAL CLUB-SIDE		SUITE		GENERAL CLUB-SIDE		SUITE		GROSS TICKET SALES	RENTAL INCOME	REIMBURSED INCOME(LOSS)	NET FACILITY FEE	(net processing fee of \$3.25 per tx fee) NET TICKET CONV	NET CONCESS	NET CATERING	NET NOVELTIES	(200 sellable spaces) PARKING	TOTALS	
		AVG. TICKET PRICE				TOTAL PAID ATTND														
CANADIAN FOOTBALL LEAGUE																				
																				(Club & Suite rent on \$75 tx)
Pre- season	0	\$45.50	\$175.00	\$175.00	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Reg- season	10	\$45.50	\$175.00	\$175.00	255,550	16,660	4,500	15,330,525	1,585,743	(750,000)	1,660,260	20,753	662,453	12,027	0	20,000	0	0	0	3,211,236
Post- season	1	\$45.50	\$175.00	\$175.00	25,555	1,666	450	1,533,053	158,574	(75,000)	166,026	2,075	66,245	1,203	0	2,000	0	0	0	321,124
Total	11	\$45.50	\$175.00	\$175.00	281,105	18,326	4,950	16,863,578	1,744,317	(825,000)	1,826,286	22,829	728,698	13,230	0	22,000	0	0	0	3,532,360
SPORTING EVENTS																				
Junior Sporting Events	4	\$28.18			44,000			1,240,000	45,000	(35,000)	64,000	2,500	100,800	2,400	0	8,000	0	0	0	187,700
CONCERTS																				
Major	1	\$75.00			20,500			1,537,500	25,000	(22,500)	30,750	30,750	49,200	3,648	10,554	2,000	0	0	0	129,402
Minor	3	\$75.00			37,500			2,812,500	60,000	(49,500)	56,250	56,250	78,750	10,368	14,711	6,000	0	0	0	232,829
Small	4	\$65.00			35,000			2,275,000	48,000	(42,000)	52,500	35,000	63,000	7,680	9,070	8,000	0	0	0	181,250
Total	8	\$71.24			93,000			6,625,000	133,000	(114,000)	139,500	122,000	190,950	21,696	34,335	16,000	0	0	0	543,481
MISCELLANEOUS																				
MotorSports	3	\$45.00			36,000			1,620,000	22,500	(18,750)	72,000	10,800	54,000	1,152	0	6,000	0	0	0	147,702
Wrestling	1	\$0.00			12,000			0	20,000	(6,250)	0	0	14,400	0	3,850	2,000	0	0	0	34,000
Meetings/Banquets	4	\$0.00			1,000			0	6,000	(4,000)	0	0	0	5,000	0	0	0	0	0	7,000
Total	8	\$33.06			49,000			1,620,000	48,500	(29,000)	72,000	10,800	68,400	6,152	3,850	8,000	0	0	0	188,702
GRAND TOTAL	31	\$56.41			467,105	18,326	4,950	\$26,348,578	\$1,970,817	(\$1,003,000)	\$2,101,786	\$158,129	\$1,088,848	\$43,478	\$38,185	\$54,000	0	0	0	\$4,452,242

**SASKATCHEWAN MULTI PURPOSE ENTERTAINMENT FACILITY
PRO FORMA- CONSERVATIVE
EVENT REVENUE - ASSUMPTIONS**

TYPES OF EVENTS	NET RENTAL RENTAL % (OF NET)	RENTAL (PER DAY)	FACILITY FEE	% OF Phone/Web SALES++	TICKET CONV FEE	CONCESSION PER CAP	CLUB PER CAP	SUITE/ TOTAL ATTND	SUITE/ CATERING PER CAP	NOVELTY PER CAP	PARKING PER CAP	EVENT INCOME PER PERFORM
<u>CANADIAN FOOTBALL LEAGUE</u>												
Pre- season	12.0%	0	6.00	5%	4.75	15.00	35.00	0	35.00	0.00	20.00	0
Reg- season	12.0%	0	6.00	5%	4.75	15.00	35.00	3,436	35.00	0.00	20.00	321,124
Post- season	12.0%	0	6.00	5%	4.75	15.00	35.00	344	35.00	0.00	20.00	321,124
<u>SPORTING EVENTS</u>												
Junior Sporting Events	0%	11,250	1.45	2%	5.75	7.64	0.00	120	25.00	0.00	10.00	46,925
<u>CONCERTS</u>												
		<i>50/50 with Promoter</i>										
Major	0%	25,000	1.50	50%	6.25	8.00	0.00	608	30.00	4.00	10.00	129,402
Minor	0%	20,000	1.50	50%	6.25	7.00	0.00	1,728	30.00	3.00	10.00	77,610
Small	0%	12,000	1.50	50%	5.25	6.00	0.00	1,280	30.00	2.00	10.00	45,313
<u>MISCELLANEOUS</u>												
MotorSports	0%	7,500	2.00	20%	4.75	5.00	0.00	384	15.00	0.00	10.00	49,234
Wrestling	0%	20,000	2.00	0%	0.00	4.00	0.00	320	0.00	2.50	10.00	34,000
Meetings/Banquets	0%	1,500	0.00	0%	0.00	0.00	0.00	0	25.00	0.00	0.00	1,750

Facility Share of Ancillaries	
Concessions	30% Building Share
Catering/Suites	20% Building Share
Novelty/Mdse- Non NFL	13% non MLS (75/25 with 50/50 split with concessionaire)
Team concession share expense	15% of Gross
Team catering share expense	
Team parking share expense	10% of Gross
	50% of Building Share

++ Order Fee Income- assumes 69,919 tickets sold via phone/web, 3 tickets per order @ \$2.50 per order

SASKATCHEWAN MULTI PURPOSE ENTERTAINMENT FACILITY PRO FORMA- CONSERVATIVE ADVERTISING
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**12 Month
OPERATING**

ADVERTISING REVENUE

Gross Advertising	\$5,000,000
Less Commissions (20% initial term of sale)	(\$1,000,000)
Less Team Share (50%)	(\$2,000,000)
Net Advertising	\$2,000,000

NAMING RIGHTS

Gross Naming Rights	\$600,000
Less Commissions (20% initial term of sale)	(\$120,000)
Less Team Share (00%)	\$0
Net Naming Rights	\$480,000

SASKATCHEWAN MULTI PURPOSE ENTERTAINMENT FACILITY PRO FORMA- CONSERVATIVE LUXURY SEATING INCOME
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	12 Month OPERATING
Club Seating	
No. of seats sold	1,666
Gross amount per seat- Includes Team Season Tx's	\$1,925
Net amount per seat (after Team Share and Commission)	\$715
Gross Amount Sold	\$3,207,050
Less: Team(s) Ticket Portion*	(\$1,374,450)
Less Commissions (20% initial term of sale)	(\$641,410)
Net to Facility	\$1,191,190
Suites	
No. of Seats per Suite	18
No. of Suites sold	25
Gross amount per suite- Includes Team Season Tx's	\$40,000
Net amount per suite (after Team Share and Commission)	\$17,150
Gross amount Sold	\$1,000,000
Less: Team(s) Ticket Portion	(\$371,250)
Less Commissions (20% initial term of sale)	(\$200,000)
Net to Facility	\$428,750

**SASKATCHEWAN MULTI PURPOSE ENTERTAINMENT FACILITY
PRO FORMA- CONSERVATIVE**

FULL TIME STAFF COSTS

Position	12 Month OPERATING
General Manager	\$165,000
Asst. General Manager	\$110,000
Adm. Assistant	\$45,000
Receptionist	\$25,000
Director of Finance	\$90,000
Controller	\$60,000
HR Manager	\$50,000
Staff Accountant	\$35,000
Box Office Manager/SAS Ticketing Mgr	\$65,000
Asst. Box Office Manager	\$60,000
Sellers - PT see part time	
Director Marketing	\$90,000
Marketing Coordinator	\$45,000
Director Of Event Services	\$75,000
Event Manager	\$45,000
Guest Services Manager	\$40,000
Public Safety Manager	\$70,000
Security Manager	\$40,000
Director Of Ops	\$90,000
Operations Manager	\$60,000
Operations Supervisor (2)	\$70,000
Utility Crew Leader (Conversions FT) (3)	\$75,000
Groundskeeper- Head	\$65,000
Groundskeeper- Assist	\$45,000
Groundskeeper- Staff (2)	\$60,000
Adm. Assistant	\$35,000
Operations - PT see part time	
Housekeeping Crew Leader (2)	\$50,000
Housekeeping FT (3)	\$60,000
Director of Engineering	\$100,000
Engineering Manager	\$60,000
HVAC technician	\$50,000
Carpenter	\$40,000
Maintenance Tech	\$50,000
Electrician	\$45,000
Plumber	\$50,000
IT Coordinator	\$40,000
Total Salary (Full Time)	\$2,155,000
42	
Benefits & Payroll Taxes - 24%	\$520,030
Total Full-Time Staff Costs	\$2,675,030

**SASKATCHEWAN MULTI PURPOSE ENTERTAINMENT FACILITY
MATERIALS, SUPPLIES & SERVICES
PRO FORMA- CONSERVATIVE**

	12 Month OPERATING
Background Checks	10,000
Banking Fees	3,000
Building/Cap Improvements (YR 1)	0
Building Security	500,000
Building Supplies	400,000
Cable TV	12,000
Cell Phone	22,050
Cleaning - See Staffing	0
Cleaning Supplies	40,000
Computer (Network)	84,000
Credit Card Fees (Billed to Prem Sales clients)	0
Customer Relations	60,000
Dues and Subscriptions	10,000
Equipment Leases	48,000
Equipment Rental	33,000
Exterminator	18,000
Grounds Repair and Maintenance	100,000
Grounds Supplies	50,000
Institutional Advertising	75,000
Insurance	317,887
Legal Fees	45,000
License and Permits	60,000
Linens	10,000
Maintenance Contracts	420,000
Meetings, Conv, Training	20,000
Meetings, Conv, Training- Corp	20,000
Miscellaneous	20,000
Office Supplies	36,000
Personnel Recruitment	10,000
Photography/Design	30,000
Postage	15,000
Printing and Stationery	30,000
Professional Fees	135,000
Promotions and Brochures	90,000
Protective Services	24,000
Relocation	22,500
Repairs and Maintenance YR 1	150,000
Selling Expense	50,000
Signage Production	100,000
Software Purchase/Maintenance	100,000
Telephone	66,000
Trash Removal	65,000
Travel and Entertainment	50,000
Uniforms and Laundry	22,500
Utilities	1,100,000
Vehicle Fuel	12,000
Vehicle Repair & Maintenance	14,000
TOTAL EXPENSES	\$4,499,937

APPENDIX B

Global Spectrum's recommendations are based on current building design and discussions with CIC and the Saskatchewan Roughriders Football Club Inc. regarding market information. This information is subject to change based on final design, project scope, and market conditions.

**SASKATCHEWAN MULTI PURPOSE ENTERTAINMENT FACILITY
PRO FORMA- UPSIDE POTENTIAL**

	<u>Ref</u>	12 Month OPERATING
Number of Events	Sch. 1 & 2	71
Attendance	Sch. 1 & 2	658,381
Rental Income from Events	Sch. 1 & 2	\$2,099,817
Net- Reimbursable from Promoters/Team	Sch. 1 & 2	(1,084,000)
Facility Fee Income	Sch. 1 & 2	2,180,536
Ticket Convenience Fee Income	Sch. 1 & 2	210,629
Ancillary Income		
Concessions	Sch. 1 & 2	1,223,248
Catering	Sch. 1 & 2	72,498
Novelties	Sch. 1 & 2	51,790
Parking	Sch. 1 & 2	114,000
Total Ancillary Income		<u>\$1,461,535</u>
Total Event Income		<u>\$4,868,517</u>
Other Income		
Advertising (Net after Comm.)	Sch. 3	2,000,000
Naming Rights (net after Comm.)	Sch. 3	480,000
Luxury Seating		
Club Seats	Sch. 4	1,191,190
Suites	Sch. 4	428,750
Loge Boxes	Sch. 4	0
Party Suites	Sch. 4	0
Interest	Sch. 1 & 2	4,700
Order Fee- Phone/Web	Sch. 1 & 2 (see note on sch 2a)	80,141
Miscellaneous		10,000
Total Other Income		<u>\$4,194,781</u>
Adjusted Gross Income		<u>\$9,063,298</u>
Indirect Expenses		
Salaries & Benefits (Full & Part-Time)	Sch. 5	3,138,662
Materials, Supplies & Services	Sch. 6	3,439,879
Utilities	Sch. 6	1,100,000
Total Indirect Expenses		<u>\$7,678,541</u>
Net Operating Revenue before Management and Incentive Fee, Capital Improvement Reserve Fund & Debt Service Payments.		<u><u>\$1,384,757</u></u>

**SASKATCHEWAN MULTI PURPOSE ENTERTAINMENT FACILITY
PRO FORMA- UPSIDE POTENTIAL
EVENT REVENUE- OPERATING YEAR**

TYPES OF EVENTS	# OF PERF	GENERAL CLUB-SIDE SUITE			GENERAL CLUB-SIDE SUITE			GROSS TICKET SALES	RENTAL INCOME	REIMBURSED INCOME(LOSS)	NET FACILITY FEE	(net processing fee of \$3.25 per tx fee)		NET CONCESS	NET CATERING	NET NOVELTIES	(200 sellable spaces) PARKING	TOTALS	
		AVG. TICKET PRICE			TOTAL PAID ATTND								NET TICKET CONV						
CANADIAN FOOTBALL LEAGUE																			
Pre- season	0	\$45.50	\$175.00	\$175.00	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
Reg- season	10	\$45.50	\$175.00	\$175.00	255,550	16,660	4,500	15,330,525	1,585,743	(750,000)	1,660,260	20,753	662,453	12,027	0	20,000	0	2,000	3,211,236
Post- season	1	\$45.50	\$175.00	\$175.00	25,555	1,666	450	1,533,053	158,574	(75,000)	166,026	2,075	66,245	1,203	0	2,000	0	2,000	321,124
Total	11	\$45.50	\$175.00	\$175.00	281,105	18,326	4,950	16,863,578	1,744,317	(825,000)	1,826,286	22,829	728,698	13,230	0	22,000	0	22,000	3,532,360
SPORTING EVENTS																			
Junior Sporting Events	4	\$28.18			44,000			1,240,000	45,000	(35,000)	64,000	2,500	100,800	2,400	0	8,000	0	8,000	187,700
CONCERTS																			
Major	1	\$75.00			20,500			1,537,500	25,000	(22,500)	30,750	30,750	49,200	3,648	10,554	2,000	0	2,000	129,402
Minor	3	\$75.00			37,500			2,812,500	60,000	(49,500)	56,250	56,250	78,750	10,368	14,711	6,000	0	6,000	232,829
Small	10	\$65.00			87,500			5,687,500	120,000	(105,000)	131,250	87,500	157,500	19,200	22,675	20,000	0	20,000	453,125
Total	14	\$68.99			145,500			10,037,500	205,000	(177,000)	218,250	174,500	285,450	33,216	47,940	28,000	0	28,000	815,356
MISCELLANEOUS																			
MotorSports	3	\$45.00			36,000			1,620,000	22,500	(18,750)	72,000	10,800	54,000	1,152	0	6,000	0	6,000	147,702
Wrestling	1	\$0.00			12,000			0	20,000	(6,250)	0	0	14,400	0	3,850	2,000	0	2,000	34,000
Religious/Non Profits	4	\$0.00			20,000			0	4,000	(800)	0	0	6,000	0	0	0	0	0	9,200
Meetings/Banquets	18	\$0.00			4,500			0	27,000	(18,000)	0	0	0	22,500	0	0	0	0	31,500
Regional/Local Conventions	10	\$0.00			50,000			0	20,000	(2,000)	0	0	15,000	0	0	30,000	0	30,000	63,000
Consumer/Trade Shows	6	\$0.00			42,000			0	12,000	(1,200)	0	0	18,900	0	0	18,000	0	18,000	47,700
Other	0	\$25.00			0			0	0	0	0	0	0	0	0	0	0	0	0
Total	42	\$9.85			164,500			1,620,000	105,500	(47,000)	72,000	10,800	108,300	23,652	3,850	56,000	0	56,000	333,102
GRAND TOTAL	71	\$46.86			635,105	18,326	4,950	\$29,761,078	\$2,099,817	(\$1,084,000)	\$2,180,536	\$210,629	\$1,223,248	\$72,498	\$51,790	\$114,000	0	\$114,000	\$4,868,517

**SASKATCHEWAN MULTI PURPOSE ENTERTAINMENT FACILITY
PRO FORMA- UPSIDE POTENTIAL
EVENT REVENUE - ASSUMPTIONS**

TYPES OF EVENTS	NET RENTAL RENTAL % (OF NET)	RENTAL (PER DAY)	FACILITY FEE	% OF Phone/Web SALES++	TICKET FEE	CONV PER CAP	CONCESSION PER CAP	CLUB PER CAP	SUITE/ TOTAL ATTND	SUITE/ CATERING PER CAP	NOVELTY PER CAP	PARKING PER CAP	EVENT INCOME PER PERFORM
CANADIAN FOOTBALL LEAGUE													
Pre- season	12.0%	0	6.00	5%	4.75	15.00	35.00	0	0	35.00	0.00	20.00	0
Reg- season	12.0%	0	6.00	5%	4.75	15.00	35.00	3,436	35.00	0.00	20.00		321,124
Post- season	12.0%	0	6.00	5%	4.75	15.00	35.00	344	35.00	0.00	20.00		321,124
SPORTING EVENTS													
Junior Sporting Events	0%	11,250	1.45	2%	5.75	7.64	0.00	120	25.00	0.00	10.00		46,925
CONCERTS													
		<i>50/50 with Promoter</i>											
Major	0%	25,000	1.50	50%	6.25	8.00	0.00	608	30.00	4.00	10.00		129,402
Minor	0%	20,000	1.50	50%	6.25	7.00	0.00	1,728	30.00	3.00	10.00		77,610
Small	0%	12,000	1.50	50%	5.25	6.00	0.00	3,200	30.00	2.00	10.00		45,313
MISCELLANEOUS													
MotorSports	0%	7,500	2.00	20%	4.75	5.00	0.00	384	15.00	0.00	10.00		49,234
Wrestling	0%	20,000	2.00	0%	0.00	4.00	0.00	320	0.00	2.50	10.00		34,000
Religious/Non Profits	0%	1,000	0.00	0%	0.00	1.00	0.00	0	0.00	0.00	0.00		2,300
Meetings/Banquets	0%	1,500	0.00	0%	0.00	0.00	0.00	0	25.00	0.00	0.00		1,750
Regional/Local Conventions	0%	2,000	0.00	0%	0.00	1.00	5.00	0	0.00	0.00	10.00		6,300
Consumer/Trade Shows	0%	2,000	0.00	0%	0.00	1.50	3.00	0	0.00	0.00	10.00		7,950
Other	0%	4,000	2.00	15%	4.75	1.00	5.00	0	5.00	0.00	10.00		0

Facility Share of Ancillaries	
Concessions	30% Building Share
Catering/Suites	20% Building Share
Novelty/Mdse- Non NFL	13% non MLS (75/25 with 50/50 split with concessionaire)
Team concession share expense	15% of Gross
Team catering share expense	
Team parking share expense	10% of Gross
	50% of Building Share

++ Order Fee Income- assumes 96,169 tickets sold via phone/web, 3 tickets per order @ \$2.50 per order

SASKATCHEWAN MULTI PURPOSE ENTERTAINMENT FACILITY PRO FORMA- UPSIDE POTENTIAL ADVERTISING
--

	12 Month OPERATING
<u>ADVERTISING REVENUE</u>	
Gross Advertising	\$5,000,000
Less Commissions (20% initial term of sale)	(\$1,000,000)
Less Team Share (50%)	(\$2,000,000)
Net Advertising	<u>\$2,000,000</u>
<u>NAMING RIGHTS</u>	
Gross Naming Rights	\$600,000
Less Commissions (20% initial term of sale)	(\$120,000)
Less Team Share (00%)	\$0
Net Naming Rights	<u>\$480,000</u>

SASKATCHEWAN MULTI PURPOSE ENTERTAINMENT FACILITY PRO FORMA- UPSIDE POTENTIAL LUXURY SEATING INCOME
--

	12 Month OPERATING
Club Seating	
<hr/>	
No. of seats sold	1,666
Gross amount per seat- Includes Team Season Tx's	\$1,925
Net amount per seat (after Team Share and Commission)	\$715
Gross Amount Sold	\$3,207,050
Less: Team(s) Ticket Portion*	(\$1,374,450)
Less Commissions (20% initial term of sale)	(\$641,410)
Net to Facility	<u><u>\$1,191,190</u></u>
Suites	
<hr/>	
No. of Seats per Suite	18
No. of Suites sold	25
Gross amount per suite- Includes Team Season Tx's	\$40,000
Net amount per suite (after Team Share and Commission)	\$17,150
Gross amount Sold	\$1,000,000
Less: Team(s) Ticket Portion	(\$371,250)
Less Commissions (20% initial term of sale)	(\$200,000)
Net to Facility	<u><u>\$428,750</u></u>

**SASKATCHEWAN MULTI PURPOSE ENTERTAINMENT FACILITY
PRO FORMA- UPSIDE POTENTIAL**

FULL TIME STAFF COSTS

Position	12 Month OPERATING
General Manager	\$165,000
Asst. General Manager	\$110,000
Adm. Assistant	\$45,000
Receptionist	\$25,000
Director of Finance	\$90,000
Controller	\$60,000
HR Manager	\$50,000
Staff Accountant	\$35,000
Box Office Manager/SAS Ticketing Mgr	\$65,000
Asst. Box Office Manager	\$60,000
Box Office Supervisor	\$35,000
Sellers - PT see part time	
Director Marketing	\$90,000
Marketing Coordinator	\$45,000
Director Of Event Services	\$75,000
Event Manager	\$45,000
Event Manager	\$45,000
Guest Services Manager	\$40,000
Public Safety Manager	\$70,000
Security Manager	\$40,000
Director Of Ops	\$90,000
Operations Manager	\$60,000
Operations Supervisor (2)	\$70,000
Utility Crew Leader (Conversions FT) (3)	\$75,000
Groundskeeper- Head	\$65,000
Groundskeeper- Assist	\$45,000
Groundskeeper- Staff (2)	\$60,000
Adm. Assistant	\$35,000
Operations - PT see part time	
Housekeeping Crew Leader (2)	\$50,000
Housekeeping FT (3)	\$60,000
Director of Engineering	\$100,000
Engineering Manager	\$60,000
HVAC technician	\$50,000
Carpenter	\$40,000
Maintenance Tech	\$50,000
Electrician	\$45,000
Plumber	\$50,000
IT Coordinator	\$40,000
Total Salary (Full Time)	\$2,235,000
44	
Benefits & Payroll Taxes - 24%	\$538,430
Total Full-Time Staff Costs	\$2,773,430

**SASKATCHEWAN MULTI PURPOSE ENTERTAINMENT FACILITY
MATERIALS, SUPPLIES & SERVICES
PRO FORMA- UPSIDE POTENTIAL**

	12 Month OPERATING
Background Checks	10,000
Banking Fees	3,000
Building/Cap Improvements (YR 1)	0
Building Security	500,000
Building Supplies	400,000
Cable TV	12,000
Cell Phone	22,050
Cleaning - See Staffing	0
Cleaning Supplies	40,000
Computer (Network)	84,000
Credit Card Fees (Billed to Prem Sales clients)	0
Customer Relations	60,000
Dues and Subscriptions	10,000
Equipment Leases	48,000
Equipment Rental	33,000
Exterminator	18,000
Grounds Repair and Maintenance	100,000
Grounds Supplies	50,000
Institutional Advertising	75,000
Insurance	357,829
Legal Fees	45,000
License and Permits	60,000
Linens	10,000
Maintenance Contracts	420,000
Meetings, Conv, Training	20,000
Meetings, Conv, Training- Corp	20,000
Miscellaneous	20,000
Office Supplies	36,000
Personnel Recruitment	10,000
Photography/Design	30,000
Postage	15,000
Printing and Stationery	30,000
Professional Fees	135,000
Promotions and Brochures	90,000
Protective Services	24,000
Relocation	22,500
Repairs and Maintenance YR 1	150,000
Selling Expense	50,000
Signage Production	100,000
Software Purchase/Maintenance	100,000
Telephone	66,000
Trash Removal	65,000
Travel and Entertainment	50,000
Uniforms and Laundry	22,500
Utilities	1,100,000
Vehicle Fuel	12,000
Vehicle Repair & Maintenance	14,000
TOTAL EXPENSES	\$4,539,879

APPENDIX C

Furniture, Fixtures and Equipment and Operating Capital Cost Budget

Saskatchewan Multi Purpose Entertainment Facility
Global Spectrum

ITEM #	EQUIPMENT	QTY.	BUDGET	REMARKS
1.00	FOOTBALL EQUIPMENT			
1.01	Football Turf	1	\$1,200,000.00	PCL Scope
1.02	Benches	2	\$15,000.00	
1.03	Training Room Equipment	Allowance	\$250,000.00	
1.04	Miscellaneous Equipment	Allowance	\$50,000.00	
1.05	Locker Room Equipment	Allowance	\$50,000.00	
2.00	FOLDING CHAIRS			
2.06	Folding Chairs	7500	\$487,500.00	
2.07	Chair Storage Trucks	150	\$75,000.00	
4.00	CROWD CONTROL			
4.01	Turnstiles w/barcode readers	30	\$105,000.00	
4.02	Ticket Drop Boxes	30	\$7,500.00	
4.03	8' Crowd Control Barricades	150	\$15,000.00	
4.04	6' Retractable Stanchions	75	\$10,000.00	
4.05	Sign Holders	20	\$2,500.00	
5.00	OPERATIONS			
5.01	Automated Time Clock Syst.	1	\$50,000.00	
5.02	Photo ID (Badge) System	1	Incl. In time clock system	
5.03	Key Machine	1	\$650.00	
5.04	Key Cabinet	2	\$300.00	
5.05	30"X96" Tables	100	\$15,000.00	
5.06	Table Carts	10	\$2,750.00	
5.07	Table Covers	60	\$3,000.00	
5.09	Uniform Racks	Allowance	\$8,000.00	
5.10	Pipe and Drape	Allowance	\$15,000.00	
5.12	Entry Mats	Allowance	\$30,000.00	

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6.00 MAINTENANCE

6.02	Recycling Equipment	1	\$15,000.00	Possible Lease
6.05	Interior Trash Receptacles	75	\$33,750.00	
6.06	Polyethylene Tilt Trucks	16	\$11,600.00	
6.07	Housekeeping Carts	15	\$2,250.00	
6.08	Mop Buckets/Wringers	25	\$1,500.00	
6.09	Mops, Buckets and Brooms	Allowance	\$3,000.00	
6.11	Forklift - 8,000 lbs	1	\$35,000.00	
6.12	Forklift - 5,000 lbs	2	\$60,000.00	
6.13	Full Size Pick up	1	\$22,000.00	
6.14	Gator w/plow/sander/cab	2	\$15,000.00	
6.15	Golf Cart Flat Bed	2	\$20,000.00	
6.16	Pallet Jack Manual - 4,000 lbs	2	\$1,200.00	
6.17	Electric Pallet Jack	1	\$5,500.00	
6.18	Hand Trucks (folding)	4	\$600.00	
6.19	Platform Trucks	2	\$750.00	
6.20	Pry Bar	2	\$170.00	
6.21	Dock Plates	2	\$700.00	
6.22	Personal Lift	2	\$8,200.00	
6.24	Landscape Eqmt. Allowance	Allowance	\$1,000.00	
6.25	Ladders	Allowance	\$4,000.00	

7.00 CLEANING EQUIPMENT

7.01	Scrubber Rider	2	\$70,000.00
7.02	Walk Behind Scrubber	2	\$24,000.00
7.03	Walk Behind Sweeper	1	\$8,500.00
7.04	17" Floor Machine	2	\$1,500.00
7.05	20" Floor Machine	1	\$2,000.00
7.06	Upright Vac. 14"	12	\$6,000.00
7.07	Upright Vac. 28"	3	\$5,100.00
7.08	Wet/Dry Vac - 16-20 gal	2	\$1,800.00
7.09	Backpack Vacuum	12	\$5,040.00
7.10	Backpack Blowers	4	\$1,400.00
7.11	Wide Area Carpet Extractors	2	\$7,700.00
7.12	Spot Carpet Extractor	2	\$4,000.00
7.13	Kaivac Restroom Cleaner	4	\$16,000.00
7.14	Hydroscrubber	8	\$52,000.00
7.15	Exterior Debris Vac - 48"	1	\$1,400.00
7.16	Carpet Blowers	12	\$3,300.00
7.17	Pressure Washer	1	\$7,000.00

8.00 SHOP EQUIPMENT

8.01	Plumbing/HVAC	Allowance	\$15,000.00
8.02	Paint	Allowance	\$15,000.00
8.03	Carpenters	Allowance	\$25,000.00
8.04	Electrical	Allowance	\$30,000.00
8.05	Power Equipment	Allowance	\$20,000.00
8.06	Safety Equipment	Allowance	\$10,000.00
8.07	Parking Lot	Allowance	\$20,000.00

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9.00	STORAGE EQUIPMENT		
9.01	Fuel Storage Cabinets	Allowance	\$750.00
9.02	Metal Storage Shelves	Allowance	\$75,000.00
9.03	Storage Cabinets	Allowance	\$2,500.00
9.04	Shop Cabinets	Allowance	\$5,000.00
9.05	Large Storage Racks	Allowance	\$15,000.00
9.06	Wire Mesh Partitions	Allowance	\$25,000.00
10.00	SECURITY		
10.01	Security Lock Boxes	1	\$1,000.00
10.02	Bullhorns	2	\$700.00
10.03	Digital Camera	1	\$250.00
10.04	Video Camera	1	\$1,000.00
10.05	Small Safe	1	\$1,000.00
10.06	Appliances	1	\$1,000.00
10.07	Cones/Traffic Control	Allowance	\$1,500.00
10.08	24hr Security Uniforms	Allowance	\$15,000.00
10.09	Miscellaneous Equipment	Allowance	\$2,000.00
10.10	Traffic Barricades	Allowance	\$25,000.00
10.11	Handheld Wands	48	\$12,000.00
11.00	FIRST AID EQUIPMENT		
11.01	Exam Table	2	\$3,000.00
11.02	AEDs	12	\$36,000.00
11.03	Supply Cabinet	2	\$2,200.00
11.04	Stretchers	2	\$2,800.00
11.05	Wheelchairs	4	\$1,800.00
11.06	First Aid Equipment Set	2	\$3,000.00
11.07	Cubical Curtain and Track	Allowance	\$10,000.00
12.00	BOX OFFICE		
12.01	Cabinets - Fireproof	1	\$500.00
12.02	Cash Drawers	33	\$1,650.00
12.03	Stools	33	\$4,455.00
12.04	Cash Counting Machine	2	\$3,200.00
12.05	Safe-Large Deposit	1	\$7,000.00
12.06	Safe-Small	2	\$5,000.00
12.07	Misc. Box Office Supplies	1	\$2,500.00

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13.00 PRESS ROOM EQUIPMENT

13.01	Press Rm tables and chairs	Allowance	\$10,000.00
13.02	Lectern w/AV	2	\$5,000.00

14.00 OFFICE EQUIPMENT

14.01	Large Copier	1	\$0.00	Possible Lease
14.02	Small Copier	4	\$0.00	Possible Lease
14.03	Calculators - Accounting	2	\$300.00	
14.04	Calculators - Printing	10	\$500.00	
14.05	Large Fax Machine	1	\$0.00	
14.06	Small Fax Machine	2	\$0.00	
14.07	Paper Shredder	1	\$1,400.00	
14.08	Televisions	5	\$2,500.00	
14.09	DVD Recorder	3	\$1,200.00	
14.10	Video Camera	1	\$1,000.00	
14.11	Check Imprinter	1	\$1,750.00	
14.12	Bulletin Boards	5	\$350.00	
14.13	Directory Boards	1	\$200.00	
14.14	Flip Chart Easels	1	\$150.00	
14.15	Office Supplies	1	\$5,000.00	

15.00 EMPLOYEE BREAK ROOM

15.01	Refrigerator	1	\$1,200.00
15.02	Refrigerator-office	1	\$275.00
15.03	Microwave	1	\$250.00
15.04	Toaster	1	\$50.00
15.05	Dishwasher	1	\$500.00
15.06	Tables 36"x36"	5	\$1,000.00
15.07	Chairs	20	\$1,000.00

16.00 COMPUTER/OFFICE FURNITURE

16.02	IT Servers and Network	Allowance	\$200,000.00
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17.00	RADIO COMMUNICATIONS			
17.01	16 Channel Radios	60	\$39,000.00	
17.02	4 Channel Radios	40	\$20,000.00	
17.03	Repeater	2	\$17,000.00	
17.04	Base Station	1	\$4,000.00	
17.05	Rapid Rate Compact Charger	40	\$2,000.00	
17.06	6 Unit Rapid Rate Charger	12	\$6,000.00	
17.07	Headsets w/mics	40	\$4,000.00	
17.08	Installation		\$7,500.00	
18.00	SOUND SYSTEM/ACOUST./TELEPHONES			
18.01	Assistive Listening System	Allowance	\$15,000.00	
18.02	A/V Package	Allowance	\$25,000.00	
18.03	Projection Screens	Allowance	\$20,000.00	
18.04	Building Sound System	Allowance	\$2,500,000.00	
18.05	Telephone System	Allowance	\$400,000.00	
18.06	Telephone Handsets	Allowance	\$75,000.00	
18.07	Absorbing Materials	Allowance	\$700,000.00	
19.00	TVs and Brackets			
19.01	TVs	200	\$250,000.00	
19.02	Brackets	200	\$50,000.00	PCL Scope
19.03	103" TVs	11	\$495,000.00	
19.04	Brackets	11	\$60,500.00	
20.00	SCOREBOARD/VIDEO/SIGNAGE			
20.01	LED Scoreboard/Video		\$3,500,000.00	
20.03	Wayfinding/Advertising Signage		\$500,000.00	

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21.00 SUITE FURNITURE AND FURNISHINGS

21.01	Furniture	Allowance	\$4,000.00
21.02	Appliances	Allowance	\$1,000.00
21.03	Television	1	\$1,250.00
21.04	Accessories	Allowance	\$1,250.00

23.00 CURTAINING

23.01	Half House		\$400,000.00
23.02	House Reduction		\$1,000,000.00
23.03	Vomitory Blackout		\$60,000.00

This Budget does not include escalation, freight, taxes, installation costs, or any items not specifically listed.