



# Miramichi Wellness Multiplex

# 2018

## A Vision for the Future

Joint Funding Application to the Government of Canada  
and The Province of New Brunswick

This document prepared by the City of Miramichi, Department of Economic Development & Tourism  
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## Executive Summary

The City of Miramichi is a welcoming and friendly community where families live, and businesses prosper. Its strategic location makes it a retail and service destination for residents of central and northeast New Brunswick. Driven by the service industries located here, the City's economy has shown successive yearly growth over the last four years; a growth that is expected to continue into 2018<sup>1</sup>. While the City has faced its challenges over the last 25 years, the resiliency and determination of the community and its citizens has persevered and "the Miramichi's overall economic outlook is still somewhat upbeat."

The quality of life of the region has made it an attractive place to call home for not only young families but also retirees from across Canada. In a process that began over 10 years ago, the City has been analysing the recreation and wellness needs of the residents of the region and assessing the type of facilities that would be required to meet those needs over the long term in an efficient and cost-effective manner.

This in-depth assessment process revealed that the most efficient investment solution to addressing these multi-generational recreation needs lay not in a continued financial support of aging recreational infrastructure, but in the integration of existing facilities into a new state of the art building that could realize a potential beyond just meeting the recreation and wellness needs of the region.

While the Multiplex project is driven by the City of Miramichi's focus on addressing its aging recreational infrastructure, the City also realizes the value in creating a facility whose use is regional in nature and one that prioritizes the concern of community wellness. A large and accessible recreational complex will not only encourage community engagement by providing a venue for the hosting of larger sports and entertainment events but will also act as a portal for the hosting of regional and provincial conventions and events organized by the large volunteer base located within the region. A large modern facility like the Multiplex has the potential of showcasing what the region has to offer while simultaneously creating a pride of place in the people who call this region home.

The potential direct economic impact of events of all types, both sporting and non-sporting, will create a positive and far reaching influence on the sustainability of the new complex by creating a sense of ownership from within the community at large.

The construction of the Miramichi Multiplex will have long term economic, social and community impacts for not only the City of Miramichi but also the Greater Miramichi Region. The capability of resident users to enjoy modern state of the art facilities speaks to the desire of the municipality to offer a new and diverse level of services to the community. By incorporating a multiuse approach to the design, the complex will act as a center piece for regional and provincial events that will accentuate and reinforce the sense of pride that Miramichi residents have for the region. The location of the facility will motivate economic development opportunities that will generate not only more retail and service opportunities for residents but also create wealth in the community through the creation of job

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<sup>1</sup> Conference Board of Canada, Mid-Sized Cities Outlook, 2017

opportunities in the service sector. The strategic location of the Multiplex will also make it a destination for all ages including regional users who will have greater access in a singular location rather than the fragmented delivery of programming throughout varying locations of the City.

The City of Miramichi has studied the needs of the community from a recreation, wellness and economic development perspective. It has mapped a future vision for the development of recreational activities that will meet the needs of a diverse population demographic while at the same time providing an additional driver of future economic development for the region. The Miramichi Multiplex is a showpiece element for this future. A future that is progressive and focused on the wellness of the community from numerous perspectives.

*The Miramichi Wellness Multiplex project will be the largest capital project in the City's history and the long-range planning that has been undertaken over the last 10 years has included internal financial preparation for the City's contribution. The City of Miramichi is proposing a three-way funding formula for the project and active participation from all levels of government will be required for its success. The funding formula will see each of the three (3) levels of government contribute to the \$60million estimated price tag.*

## The Ask

**This application package represents the official request by the City of Miramichi to both the Government of Canada, through the Investing in Canada Infrastructure Program and the Province of New Brunswick, through the Northern Development Fund and Miramichi Fund, for funding of the Miramichi Wellness Multiplex project. The City proposes a distribution of funding from each level of government as follows:**

Government of Canada (40%)	\$24,000,000.00
Province of NB (33%)	\$20,000,000.00
City of Miramichi (27%)	<u>\$16,000,000.00</u>
Total Investment	<b>\$60,000,000.00</b>



## The City of Miramichi

The City of Miramichi was incorporated under the municipalities Act of the Province of N.B. in 1995 as an amalgamation of the Towns of Newcastle and Chatham, the Villages of Douglastown, Loggieville and Nelson-Miramichi, as well as several local service districts and other incorporated areas. As the largest municipality in Northumberland County, Miramichi is a hub of activity that ranges from cultural and sporting events to retail and manufacturing.

In the 2011 census, Statistics Canada indicates that the population of the City of Miramichi stands at 17,811, however, the serviceable population of the entire region is approximately **68,000**.<sup>2</sup> This population density is comprised of many communities throughout Central and North-eastern N.B. within an 80 Km radius of the City.

As the retail hub of the North-east, the City of Miramichi has seen significant growth in this sector with many national chains recognizing the attraction value of locating within the City, primarily in the Douglastown power center area of the City.

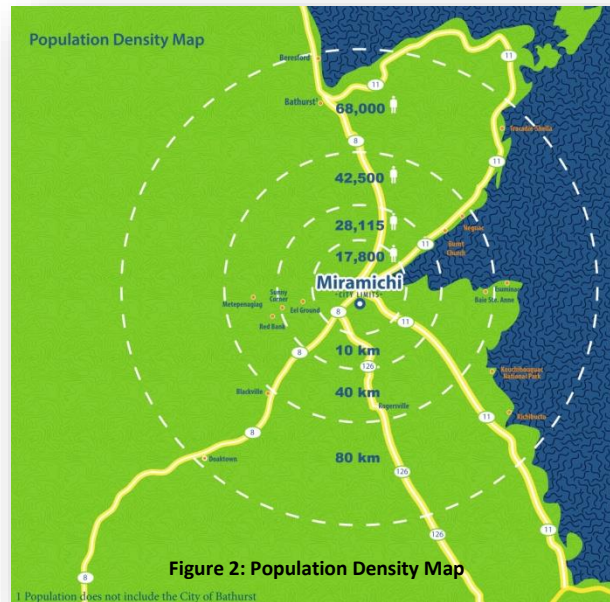


Figure 2: Population Density Map

This regional momentum has influenced the City of Miramichi in many ways, including how it would address the problem that is facing many communities throughout the country; what do to with aging infrastructure? In Miramichi's case, the infrastructure in question was specifically; recreational infrastructure and the way the City chose to approach the problem required a strategic and research-based method that would consider the City as the defacto regional hub of the Northeast.

In addition, alignment with existing wellness initiatives both regionally and provincially was paramount to the focus of the project and the ensuing planning. In the City's **Strategic Plan – 2014 and Beyond**, **encouraging active living was one of the actionable items identified to improve the quality of life of citizens of the community**. This emphasis on improving the health of the community was equal to the **addressing of aging infrastructure assets and duplication of facilities** as a focal point of the multifaceted approach to the plan.

The City has continued to work towards these goals and has made them a priority in the quest towards moving the community forward. A copy of the *City of Miramichi Strategic Plan – 2014 and Beyond* is attached to this report.

<sup>2</sup> <http://www12.statcan.gc.ca/census-recensement/2011/as-sa/fogs-spg/Facts-cma-eng.cfm?LANG=Eng&GK=CMA&GC=329>



## Background

Since the early days of amalgamation, the City has understood the need to address the age of its recreational infrastructure. Successive City Councils, as well as City staff, have spent numerous hours considering and discussing potential options, all the while maintaining and operating what was, in some cases, recreational facilities that are over 50 years old.

The challenges of balancing operational costs with prioritized upgrades and maintenance on these recreational facilities are consistently measured against the overall perspective of major upgrades that were known to be coming at a future date. This, together with the evolving needs of the community users, both from within the City and outside municipal boundaries, created unique fiscal obstacles that required staff and council to continually plan in a strategic and responsible manner.

The significance of recreational infrastructure investment became more pronounced following a series of community health and wellness surveys where Miramichi was determined to be “*one of the unhealthiest communities in the Canada with rates of obesity, asthma, diabetes, heart disease, stress and inactivity higher than the both provincial and national averages.*”<sup>3</sup> In April 2007, City Council created a mandate for the establishment of a Miramichi Wellness Committee that contained goals focused on a collaborative and integrated approach to promote healthy living in the region. In this committee’s 2010 final report, a copy of which is attached to this document, one of the multiple community generated **Strategic Directions for Action** was

***Infrastructure:** Build and improve necessary infrastructure for community wellness*<sup>4</sup>

Also outlined in this strategy were numerous gaps that existed in the availability and delivery of wellness and recreation programs in the region. Specific initiatives on how these gaps could be mitigated were outlined and community partners identified, however the question of recreational and wellness infrastructure improvements remained largely overlooked.

In 2013, City Council determined that the issue of recreational infrastructure needed to be addressed, particularly as it pertained to upgrades that had reached a critical point. Provisions were made to begin a strategic process that would not only evaluate the physical condition of the various recreational infrastructure within the City, but also look at both ***the long-term and short-term needs of the community, based on current and projected demographics.***

### Trace Consulting Report, October 2013

In October of 2013, the City prepared a Recreational Needs Assessment Plan that documented the community’s interest in up-to-date and expanded recreational facilities. This report concluded, using community input data, that a singular facility would be the most efficient way to meet the needs of the community.<sup>5</sup> Using this study as a foundation, the concept of a *Miramichi Wellness Center* was

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<sup>3</sup> The Miramichi Wellness Committee, Wellness Strategy for Miramichi Region, March 2010

<sup>4</sup> The Miramichi Wellness Committee, Wellness Strategy for Miramichi Region, March 2010 (p.23)

<sup>5</sup> Trace Consulting: Council Report. City of Miramichi. Recreation Facility Needs Assessment Plan, October 2013.



envisioned, validating a concept that had been first discussed approximately fifteen (15) years prior<sup>6</sup> and aligning itself with the *2010 Wellness Strategy for Miramichi Region*

Understanding the potential cost implications of the consolidation of recreational services in a singular building, the City determined that a necessary step in the process was to develop a cost comparison of current structures versus a new singular facility.

#### Architecture49 Report, September 2014

As a result, a consultant team lead by Architecture49 was hired to conduct an recreational infrastructure assessment for the City. A copy of their final report, **presented in September of 2014**, is attached to this document.

Upon consultation with the City staff and council, it was determined that seven (7) facilities would be considered and analysed to determine first, their overall condition, and secondly the cost of upgrading the facilities to meet the needs of users over the next twenty (20) years. It must be stated that the examinations completed to determine the overall conditions of the facilities were only **visual inspections and not invasive**. In their ensuing report the consultants described their assessment model parameters as follows:

*The quality of the buildings that we assessed in this study is described using the following terminology:*

- a. Good: Acceptable for use in current condition.*
- b. Fair: Requires some maintenance.*
- c. Outdated: Functional but requires some cosmetic maintenance or replacement to make it visually pleasing.*
- d. Poor: Requires significant maintenance, repair or replacement.*
- e. End of life: Requires replacement.<sup>7</sup>*

Given the conditions of the various facilities, and using the parameters as described, it was determined in this report that **the cost of upgrading existing facilities totalled \$20,131,800.00**. It further determined that **the operating costs of these facilities, would be \$11,314,258.00**. over the same twenty (20) year period.

As part of their analysis, instruction was given to the consultant team to also consider the costs of the construction and the operation of a new multiplex style facility to replace all the seven (7) sites under assessment. The following is a list of sites included in the **initial** analysis:

- 
1. Miramichi Civic Center
  2. Lindon Recreation Center
  3. Lord Beaverbrook Arena
  4. Golden Hawk Recreation Center
  5. Chatham Outdoor Pool
  6. Kinsmen Outdoor Pool
  7. Miramichi Valley High School Pool & Gymnasium

<sup>6</sup> dma Planning & Management Services, Multiples – Needs Assessment and Business Plan, November 2015

<sup>7</sup> WSP & Architecture49: Miramichi Recreation Infrastructure Assessment and Comparison, September 2014

To provide context for the cost estimates, a preliminary design was created. This initial design was based on the current usages of the assessed sites and represented the spacial needs of those usages.

Using the model created, the consultant team was able to determine that the construction of a singular facility to house all the existing programs and services offered in the current sites would be \$42,964,800.00 and, more significantly, the cost of operating **this** type of facility over the next twenty (20) years would be **\$9,506,450.00**. This represented a potential **reduction in operational costs of approximately 16%**. It must be noted that the construction cost estimate did not include site acquisition, preparation and soft costs.

Once again it must be noted that full details of the cost comparisons are contained in the final report attached and it includes the following declaration by the consultant group:

*These estimates are intended to provide an **order of magnitude assessment** of the total project costs associated with the proposed repair/upgrades to existing facilities and the cost for a new facility at a new location in Miramichi, New Brunswick as proposed in the Miramichi Recreation Infrastructure Assessment and Comparison report as prepared by Architecture 49 Inc.*

It was also noted in the report that the decentralisation of the current recreational facilities was a *less efficient model* and, from an operational and end user perspective, that a singular facility would provide *a better overall service to the end users in the community*.

Following the presentation of this report to members of Council and staff; and given the credibility of capital and operational costs of constructing a new and up-to date facility, it was determined that the next step in this analytical and strategic process was to commission a Needs Assessment and Business Plan to determine in a more precise manner what the community saw as necessary parts of such a building, as well as a roadmap for operational sustainability.

### **dmA Planning & Management Services Report, November 2015**

This work was completed by **dmA** Planning and Management Services; a member of the consultant team who had completed the initial report 2014 and included public consultations as part of the process. Once again, a full copy of the **dmA** report is attached to this document.

The **dmA** report includes a full analysis of the current usage and projects future use **based on population demographics** as well as current and future needs. One of the more significant recommendations that came from this report was a revision to the multiplex conceptual designs that were initially proposed by the September 2014 study to include a single ice surface rather than the two proposed with a phased in approach to the second surface, if, and when, the need was determined. In the meantime, it was recommended that the Miramichi Civic Center, one of the seven (7) buildings in the analytics, be retained and used for the remainder of its useful life span; ten (10) years.

*In our view, phasing the arena development is a preferred course of action.<sup>8</sup>*

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<sup>8</sup> **dmA** Planning & Management Services, Multiples – Needs Assessment and Business Plan, November 2015, p.18

This recommendation was made due to the projected declines in organized arena related sports as well as aging demographic trends in New Brunswick in general and Miramichi specifically<sup>9</sup>. While maintaining use of the Miramichi Civic Center will require upgrades, the report specifically indicates that these capital improvements should be measured against short term safety concerns and long-term replacement of the facility.

### Revised Program and Cost Estimate: Architecture 49, October 2014

In an ongoing effort to ensure that the proper design options were available to suit the needs of the community, the City of Miramichi once again commissioned Architecture49 to investigate a variety of options for a centralized facility.

Following a discovery session held in Miramichi, the consultant, proposed options for the consideration of senior staff and Council while setting the stage for the completion of future reports and analytics. This report was critical to the final determination of the cost effectiveness of options that would be later finalized by the City.

### Public Consultation & Transparency: Public Meetings, February 2016

Recognizing the significance of the recreational initiative and reorganization, Miramichi City Council was committed to a transparent process that would keep the community at large informed of the progress and direction of the project. With that in mind, a series of open community sessions were organized in early 2016 where the public was invited to attend and hear, directly from the consultant team involved, the results of the various studies and analyses including potential cost related factors that would affect all citizens of the community.

In turn, *all members of City Council* were present, as well as Senior Departmental staff, to hear first hand the community reaction to the proposal. Comments were noted and taken back for staff to analyse and discuss with the consultant team. In addition, copies of the consultants' reports were made available for download, in both official languages, from the City of Miramichi's website so that concerned citizens could review, analyse and critique the proposal and research-based information.

A copy of the Public Presentation document is attached to this report. It includes key financial information that outlines the City's commitment to the project and how the project will **affect the tax rate** within the City based on current projected costs and operations.

### Multiplex Pre-Design Services Alternate Schemes Cost Estimation, February 2017

As part of the on-going process of determining what type(s) of facility(ies) would address the needs of the community, City Council commissioned a cost comparison using various options. Once again, the group of consultants assembled by **dmA** was given the task of providing accurate cost estimates and projections for three (3) "multiplex schemes" of design. This report provided "probable costs for capital and operational costs over the next ten (10) years for each of the proposed design schemes". A significant result of this report was the indication that "*condition upgrades*" to the Miramichi Civic Center to extend its useful life span by an additional ten (10) years would be **\$1,392,300**.<sup>10</sup> This estimate however was based using the same Building Condition Assessments made in the 2014 **dmA** study and

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<sup>9</sup> **dmA** Planning & Management Services, Multiplex – Needs Assessment and Business Plan, November 2015, Appendix B, p.70

<sup>10</sup> **dmA** Planning & Management Services, Miramichi Multiplex Pre-Design Services: Alternate Schemes Cost Estimation, February 2017, p. c-2

**did not account for** “...life safety or accessibility requirements..., ...environmental testing or remediation... or ...unexposed problems...” (p. 2)

*A copy of the complete report is attached to this document and it is suggested that a complete review be undertaken to validate the information contained here.*

### Departmental Analytics: **dmA** Operational Review, December 2017

Items identified within the **dmA** report triggered the City to look inwards at the current structure of the Department of Community Wellness and Recreation to ensure that its operational structure and programming would be aligned with the construction of a new singular recreational facility. Following internal discussions, it was decided to commission a complete review of the operation, organization and program delivery of the Department using the vision of the multiplex as the guiding principle of the analysis. For continuity purposes, **dmA** was once again tasked with completing this next step in the process.

The review included a total of thirty-nine (39) recommendations in the following categories:



Realizing that the results of a departmental operational review could influence the original business plan of 2015, an update to the financial projections contained within the business plan was also requested from **dmA**. Their final updated projections indicated that;

*In most cases, the Operational Review recommendations **will have no impact on the conclusions reached in the 2015 report.** There will be some **additional operational efficiency** around staffing which will improve the net operating cost at the Multiplex. However, **the greatest potential impact** would be a change in the Department’s user fee and pricing policy which would significantly **increase revenues**.*

Miramichi City Council and senior level staff are currently reviewing all recommendations to determine their practicality and ensuing adoption. A copy of the ***Operational Review and Updated Financial Review Reports*** are attached to this document.



Figure 3: Exterior Elevation Concept

## Additional Reporting

While the question being addressed was the solution to aging recreational infrastructure, a visioning solution such as the construction of a singular all-inclusive recreational multiplex has more benefits than those centered inwards towards the resident users and the municipality.

While benefits such as safer and more up-to-date amenities and programming are just as important to the residents of the municipality as an efficiently run and financially responsible department, other benefits and metrics need to be considered.

The City of Miramichi has been focused on designing and building a facility that would have a regional presence and value. Simultaneous to that, the City recognized that this value could not be assumed; but would have to be proven and measured on various levels.

### Miramichi Multiplex Economic Impact Assessment: Stantec, February 2018

An integral part of the planning had to include the measurement of the variety of economic return on investment (ROI) that would be generated because of the construction and operation of a multiplex style facility. This economic impact would have to be focused on the ROI to not only the City of Miramichi but also to any other levels of government that would potentially be involved in the financing of this type of project. In addition, any potential development that would be motivated by the City's movement towards the construction of a multiplex facility would have to be considered in the overall impact analysis.

The process and reasoning for the site location of the multiplex development will be outlined in a subsequent section of this report, however, in 2017 the City of Miramichi acquired an option on seventy (70) acres of land within the Douglastown PowerCenter area of the City. This two (2) year option allowed the municipality to obtain the necessary 25-30 acres of land for the multiplex while obtaining a significant amount of property that could proactively be marketed to commercial developers who could see the potential for further growth motivated by the location and construction of the multiplex.

In the summer of 2018, the City awarded a contract to *Stantec Consulting Ltd.* in partnership with *GATN Consulting* for the creation of an economic impact assessment of the construction of a Miramichi multiplex. Included in this assessment catalytic impacts, such as the construction opportunity of a new hotel by independent developers, were also evaluated.

Through case study research methods, as well as personal interviews with a range of municipal individuals, users and business owners/managers, the qualitative and quantitative analysis included the following dimensions:



As a comparison, impact was also measured across the same spectrums using the alternative plan of renovating existing buildings and sites as defined in the *Architecture49, September 2014* report.

**Appendix 1.0** of this report contains a visual representation of the *Direct and Spin-off Construction Impacts of the Miramichi multiplex*. While detailed projections are noted in the complete report that is attached to this document; of significance is the following:

*Allowing for no interest provisions or price inflation, the Multiplex would generate total Federal and Provincial tax revenues of \$20 million within approximately 5.45 years. In the alternative event that the City repairs and operates existing facilities, it would take 109 years to accumulate \$20 million in tax revenues.*

A total of **\$50million impact<sup>11</sup>** to Northumberland County is projected with **256 man-years** of employment and additional **\$20.2million increase in GDP** for the same jurisdiction.

#### Precampaign Study Final Report: BNP Philanthropic Performance Atlantic, January 2018

Creating a feeling of ownership in the community is a vital component of any municipal project such as a multiplex. As previously stated, City Council has made it a priority to keep the planning process as transparent as possible to keep the community informed on not only its progress but also, it's community influenced direction.

This project will be that largest capital project in the history of the City of Miramichi and recognizing that the community must become part of the financing of the project itself, Council engaged, in August of 2017, BNP Philanthropic Performance Atlantic to gauge the potential of raising \$3.5million in funding from the community.

The four main goals of the study were:

1. Evaluate the image and reputation of the City
2. Determine whether a major fundraising campaign should be undertaken by the City and what the perceptions were of the proposed initiative
3. Determine the level of participation among supporters and suggest a stimulating and reasonable financial goal
4. Identify perspective leaders and determine the degree of interest

The study consisted of personal interviews with a sample gleaned from a list of approximately one hundred (100) names of key individuals provided to the consultant by the City of Miramichi. ***While the full report with all its recommendations and results is attached to this document***, the analysis of the research showed that ***79% of the sample believed that the project was valuable to the community*** and further that the community would be prepared to participate in a targeted and goal-oriented fund-

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<sup>11</sup> *Direct, Indirect and Induced impacts are included in the total amounts quoted. Stantec, Miramichi Multiplex Economic Impact Report, February 2018, p.4-4*

raising campaign. Further, based on the input of the participants, that the goal of the campaign should be adjusted down to the **\$3million** level and that **this amount was realistically achievable**.<sup>12</sup>

At the writing of this report, the City of Miramichi is considering its options for the next step in this potential fundraising campaign with the view that the \$3million goal would form part of its financial contribution to this project.

### Community Civic Support, February 2018

In keeping with the regional nature of this project and the view that Miramichi is the central *Hub of the Northeast*, gaining regional support was highlighted as a priority; now that there was clear and concise research-based evidence of the value of a multiplex.

Led by the Mayor, Miramichi City Council authorized a series of presentations to neighboring communities to personally inform them of the background data and forward-looking planning of the multiplex project. These presentations were conducted over a period of six (6) weeks and were conducted at regularly scheduled meetings of the respective Village Councils. A member of the Department of Economic Development and Tourism staff, the Department deemed responsible for the creation of this report and application, accompanied a varying combination of the Mayor, Deputy Mayor and councillors travelled to each of these communities to personally present the information and request a letter of support for the construction of the multiplex. In addition, a presentation was made to the Miramichi Regional Service Commission (RSC) to ensure that representatives from Local Service Districts (LSD) would also be informed of the direction that the City of Miramichi was pursuing.

These letters of support, *including a letter from the Miramichi RSC*, can be found within this report in **Appendix 2.0**.

### Future Analytics and Reporting

The City of Miramichi is committed to restructuring the delivery of recreation and wellness services to the city and region and firmly believes that the construction of the multiplex is a key and necessary component to an efficient and cost-effective approach.

With this in mind, it is the intent to continue with the necessary planning to achieve these goals. In the near future the City will undertake, through a public process, the awarding of the contract for the final design and construction plans for the facility as well as any and all necessary regulatory reports for the site chosen for the project.

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<sup>12</sup> BNP Philanthropic Performance Atlantic, Pre-Campaign Study Preliminary Report, January 2018, p.27



## Project Outline

As outlined previously, the project consists of the consolidation of recreational infrastructure in the City of Miramichi into a singular facility that will meet the needs of the municipality through a reduction of operating costs while simultaneously providing a more efficient model for the delivery of structured recreation and wellness activity to the community. From a community perspective, users, both individuals and groups, will have a state of the art facility that resolves safety issues that currently exists within facilities while also providing them with broader access to a variety of programming in one centralized location.

Incidental to its physical structure, the project will also act as a beacon and centerpiece for the City in its promotion of healthy, active living. A

recommendation of the 2018 Operational review of the City's Department of Community Wellness and Recreation was that more user focused programming be developed and controlled by the City. While underscoring the precaution of not duplicating or replacing programs provided by community groups, the recommendation implies programming that would fill potential gaps in the delivery of wellness and recreation programming. A valuable tool for the City to determine the gaps that exists is the Miramichi Wellness Strategy of 2010; which is still valid today.



## Community Wellness

Like many areas, Miramichi is challenged by an aging population and lower birthrates.<sup>13</sup> This coupled with the health living concerns identified in the wellness strategies of both the Miramichi region and the Province of New Brunswick, makes the establishment of an efficient model for the design, delivery and management of community wellness focused programming essential to its long-term success.

As outlined in numerous reports quoted within this document, the construction of what has recently been retagged as the **Miramichi Wellness Multiplex**, is crucial to both the personal and economic well-being of the community.



The New Brunswick Wellness Strategy defines wellness using four pillars (healthy eating, physical activity, mental fitness/resilience and tobacco-free living). Aligning this project with those pillars of wellness has been recognized and validated by current design components of the multiplex. The inclusion of public activity spaces, community kitchens, classrooms and Skills

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<sup>13</sup> TM Shears Associates, Miramichi Strategic Plan – 2014 and Beyond, October 2014

Development space, reaffirms the City's commitment to providing the community with the tools necessary to succeed with its healthy living goals.

***As the City progresses through the ensuing stages of this development, community wellness and the promotion of healthy living activities and programming will continue to be one of the driving tenants of planning.***

## Needs Assessment

### Miramichi Multiplex Needs Assessment Business Plan, October 2015

The needs assessment included with this report was prepared using parameters set out by City staff under the direction of the consultant team. The research itself however included extensive input by user groups (p.75) as well as key informants (p.81) to ensure the completeness of local data. In addition, provincial and national trends were analysed (pp.68-73) to give perspective to the recommendations of the report.

The needs assessment recommendations were clustered into two major groups: The Core Recreation Components (pp. 16-29) and The Best Practice Facilities (pp.32-33). Each of these components were based on a variety of research data outlined within the document and represented a dual focus on the efficient delivery of programming and services and the healthy living/community wellness initiatives of the City.

*A full review of the document will to determine the validity of the research data and the reasoning for the project's current direction.*

As the gateway to the Northeast, the City of Miramichi's retail sector services a population of approximately 68,000 (StatsCan) and currently there are no multiuse facilities such as this location within the service area. While there are numerous facilities that collectively offer similar services in multiple sites; the construction of the Miramichi Wellness Multiplex will be the first of its kind in the region where multiple recreation and wellness activities can be offered at a single location.

## Business Plan

### Miramichi Multiplex Needs Assessment Business Plan, October 2015

### City of Miramichi – Multiplex Updated Financial Projections Report, December 2017

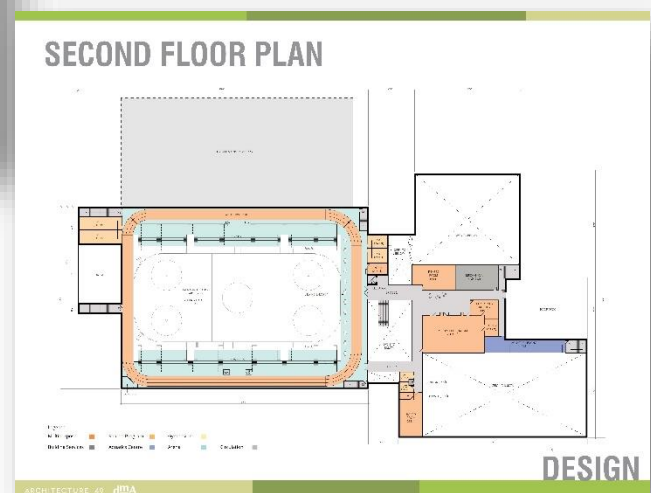
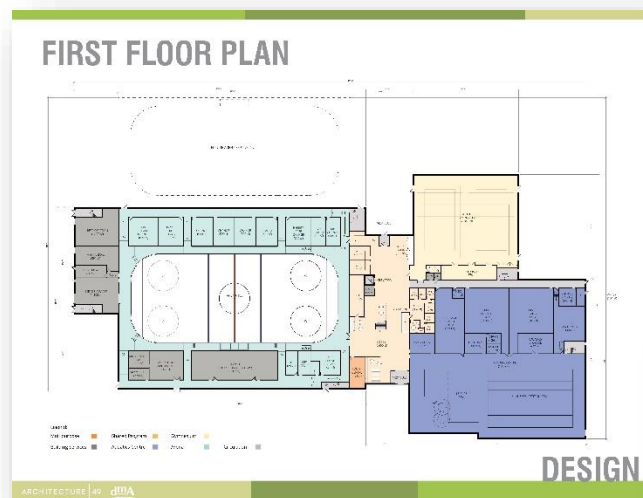
The City of Miramichi is a community that is vibrant and resilient. While population trends have shown decreases similar to other communities throughout the Maritimes, the trend has slowed and although the median age is 48.7; approximately 62% of its population is under the age of 64. Today's active living initiatives target that age group and the Miramichi Wellness Multiplex will be a key component in servicing the needs of this demographic.

However, recognizing the potential for future change in demographics of the community, the current business plan (updated in 2017) provides for a phased-in approach on the arena component of the

complex (p.36). Anticipating a change in the needs over the next ten (10) years, validated by the research conducted, the recommendation is to maintain the Miramichi Civic Center as an integral part of the recreational infrastructure while carefully assessing and monitoring potential upgrades through the lens of potentially decommissioning the structure within the next ten (10) years. This follows the national trend of a decrease in the popularity of organized recreational team sports and a greater emphasis on individual wellness programs.

In planning for the Multiplex, the City of Miramichi has considered these elements of change and has included, within the framework of the planning, facility components to service this growing market sector. With the integration of the recreation and wellness programming in one facility a greater level of efficiency will be achieved. As previously outlined, the operational costs of a new facility within this framework will see a **reduction of 16%**. This includes organizational and staffing changes as outlined in the Department operational review delivered to City Council in January 2018 and currently under consideration. In addition, the updated projections reflected the **decision of council to retain the use of the Chatham Outdoor pool and the Kinsmen Pool** following the construction of the Multiplex facility.

*A complete review of the document will attest to its validity and accuracy of projections. The models and comparables used in the research will also reinforce the credibility of assumptions made and provide context for information contained within this report.*



## Community Support

### Resident Support

Community support for the Miramichi Wellness Multiplex has been monitored throughout the development process. As has been the case with similar projects in a variety of municipalities, large community initiatives such as this have the potential of polarizing the community's perspective. However, as is evident throughout the attached supplemental reports, the concept of a singular recreation and wellness center has been a community driven proposition. Beginning with the foundational process of public consultation completed by the Wellness Strategy for Miramichi Region in 2009 and carrying through into the most recent public consultations for the Miramichi Multiplex Fundraising Report of 2018, the consensus has been that the public supports a more efficient manner for the delivery of recreation and wellness services to the community. Using the most recent report, 79% of a sample surveyed believes that the project is viable and needed for the community to grow. Further, 57% of the sample surveyed is willing to financially support the initiative through the fundraising process.<sup>14</sup>

### Opposition

While community support certainly hasn't been unanimous, the bulk of the opposition for the project, measured through the public meeting and transparency process held in 2016, centered around the operation and development costs and how these costs would affect potential property tax rates for residents.

The City of Miramichi has been consistent in its focus that the Miramichi Wellness Multiplex project is a more efficient and cost-effective model for the long-term delivery of recreation and wellness services to its residents and the region. In the initial 2015 needs assessment and business plan report, the operating costs of a new facility versus the existing facilities showed a 16% **decrease** in operational expenses.

### Operational Efficiencies

Following the 2018 departmental review and recommendations, the consultant, **dmA**, was asked to update the operational cost projections contained in the initial report. Their conclusion in 2018 was:

*The majority of Operational Review recommendation will have **no impact** on the financial performance of the Multiplex. However, this review further **confirms the suggestion that operating efficiencies will be realized** within the Department when the Multiplex replaces existing facilities. Consequently, there is further substantiation of the conclusion in the 2015 report **that Department net operating costs will improve with the Multiplex.**<sup>15</sup>*

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<sup>14</sup> BNP Philanthropic Performance Atlantic, Pre-Campaign Study Preliminary Report, January 2018, p.27

<sup>15</sup> dmA Planning & Management Services, City of Miramichi Multiplex – Updated Financial Projections, December 2018

## Effect of Property Taxes

From a tax perspective, the City of Miramichi acknowledges that *a tax rate increase is an inevitable consequence of a substantial investment* in the delivery of improved recreation and wellness services to the residents of the City.

The significant factor in this increase is the strategy behind the increased investment. In the 2014 cost comparison report the financial projections of upgrading existing facilities totalled \$20,131,800.00. It further determined that **the operating costs of these facilities, would be \$11,314,258.00** over the same twenty (20) year period. The implication of these numbers rests in the type of inspections conducted on the facilities. Understanding that ***the cost projection was based on superficial, visual inspection only***, it is recognized that this investment is a minimum projection and based on internal discussions with the City of Miramichi Engineering Department, these costs could well, far exceed these estimates. Continually investing in aged and inefficient infrastructure was one of the factors that motivated numerous community groups and successive City Councils to suggest investigating alternative approaches. While ***property tax increases would be inevitable***, because of the fluid nature of the upgrade estimates, it is reasonable to assume that ***these tax increases***, while somewhat indeterminate today, could continue for successive years due to additional issues identified and corrected over the coming 20 years.

The ***continual*** capital investment in existing infrastructure must be balanced against the ***one-time strategic investment*** in a capital project such as the Miramichi Wellness Center Multiplex. As previously stated, the City of Miramichi has been preparing a focused plan for financing its contribution to the project. This planning has determined that the cost of an investment in the Miramichi Wellness Multiplex project will require a ***one-time*** property tax increase based on the cost of servicing the debt associated with the Municipal Capital Borrowing Board. The amount of the tax increase however is fluid and based on the actual amount of debt that the City will have to absorb for this project.

Using the current funding model outlined in this document (**p. 28**) the City will be required to invest \$16million (**27%** of the total project budget). If the City is required to borrow \$15million then the resulting **tax increase would be \$0.0664 per \$100.00** in assessment. This increase represents an additional **\$99.54 in annual property taxes** on the median 3 bedroom<sup>16</sup> Miramichi home. However, *should a lesser amount of debt be required then the potential tax increase would be less.*

**For example**, the City has designated \$5million of its available Capital Reserves for use in this project. In addition, the current goal for a potential community fundraising campaign is \$3million. Barring catastrophic occurrences within the next 2-3 years, it is realistic to assume that the actual amount of debt incurred by the City will be \$7million. Under this scenario, the resulting **tax increase would be \$0.0310 per \$100.00** in assessment; representing an additional **\$46.19 in annual property taxes** on the previously stated Miramichi home.

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<sup>16</sup> <https://www.canadianrealestatemagazine.ca/top-neighbourhoods/miramichi-nb-19786.aspx>, \$149,900.00, August 2016

*The City of Miramichi feels that the fiscally responsible approach to solving its aging recreational infrastructure is, and will continue to be, the construction of the Miramichi Wellness Multiplex. While it acknowledges the fact that a property tax increase is inevitable, this strategic and calculated focus on capital investment ensures a balance between improved, more efficient delivery of services, stable operational costs and a minimized tax increase for property owners within the City.*

## Business Community Support

The general support from the business community is noted in the *Miramichi Multiplex Economic Impact Assessment Report* as well as the *Miramichi Multiplex Fundraising Report* that are attached to this document, however, the City of Miramichi has received a specific letter of support from the Miramichi River Tourism Association (**MRTA**) whose 75 regional members stand to realize concrete benefits from the project. The support received within these documents reiterates the significance of the project within the context of the business environment which, once again, validates the direction that the City is taking for efficient and centralized delivery of recreation and wellness programming. Their letter of support can be found in **Appendix 2.0**.

## Regional Support

As previously stated, regional support for this project has been a priority of the Miramichi City Council and a proactive plan was put in place to inform and request support. Letters of support are contained in **Appendix 3.0**

## Fundraising Plan

Community involvement in this project has been a vital focus for the City of Miramichi and a focused and goal oriented fundraising plan has been recognized as an important tool in creating not only community ownership in the project but also minimizing the long-term financial burden on property owners within the City.

The Miramichi Multiplex Fundraising Report presented to City Council in January 2018 outlines a plan that would see \$3million raised as part of the City of Miramichi's contribution to this project. This community initiative would be driven by an independent committee of community leaders. This approach would once again reinforce the community level support for this project; creating a sense of ownership and community pride. In the report commissioned by the City, **57% of the business representatives who responded to the survey were interested in contributing to the campaign.**

*These results are above the average of other cities or community organizations that were successful with their campaigns<sup>17</sup>*

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<sup>17</sup> BNP Philanthropic Performance Atlantic, Miramichi Multiplex Fundraising Report, January 2018, (p.22)



## Sustainability

From the community perspective, sustainability can be defined as “meeting the needs of the present without compromising the ability of future generations to meet theirs”<sup>18</sup>. It has three main **pillars**: economic, environmental and social, each with their own set of metrics that align with the value of the community involved.

## Economic Benefits

The economic benefits of the Miramichi Wellness Multiplex project have been outlined in the **February 2018, Miramichi Multiplex Economic Impact Assessment**; a copy of which is attached to this report. However, the economic benefits of a project such as this have more far-reaching benefits than those that can be numerically quantified. In today’s competitive economic environment, it is acknowledged that communities with quality recreation and wellness infrastructure have a competitive advantage over other communities competing for new investment.



Figure 4: Community Hub Concept

It must be noted that contained within the **Multiplex – Needs Assessment and Business Plan (November 2015)** is a complete discussion of the Community Development, Health and Social Benefits of recreation infrastructure investment (p.58) where the qualitative nature of the economic benefits of the Miramichi Multiplex are outlined. Specifically,

*A new multiuse complex will send a different message to potential investors by introducing a signature facility, state of the art design, and a quality community focal point with something for everyone. It (the Miramichi Multiplex Wellness Facility) is the type of facility that could be the center piece of a marketing and promotional strategy for the region.*

## Operational Costs & Sustainability

Included in the economic sustainability of the Multiplex is the Operational Sustainability of the project over the long term. As previously stated within this report and verified by the attached **Needs Assessment & Business Plan (November 2015) and Updated Financial Projections (December 2017)**, the operational sustainability of this project is reflected in the operational cost review that has projected a relatively cost neutral operational comparison between existing facilities and a singular facility due to increase efficiencies with the potential of reductions of up to 16%.

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<sup>18</sup> S. Beeton, *Community Development Through Tourism*, Landlinks Press, Collingwood: Australia. 2006



*In addition to providing modern, full service sport, recreation and wellness facilities, multiuse complexes create unique opportunities for more cost-effective service delivery.*

Currently the City of Miramichi projects no significant increases in the operating budget of the Department of Community Wellness & Recreation related to the operation of the Miramichi Wellness Multiplex validating the focus of investing in the integration of recreation and wellness facilities.

### **Environmental Sustainability**

The energy efficiency of the existing facilities is based on standards that are, in some cases, 50+ years old. The use of fossil fuels for heating is prevalent and the presence of any type of green energy components is minimal or non-existent within the structures.

The construction of the Miramichi Wellness Multiplex offers a unique opportunity for the City of Miramichi. Not only will it have the advantage of constructing a building that will meet or exceeds today's standards as it pertains to energy efficiencies, but it will also give the City the opportunity to implement energy reduction programs using new technologies pertaining to climate control, energy recovery and energy production.

Continuing the progressive analytical strategy that the City has focused on throughout this development stage, *CBCL Limited* was contracted to analyse and compare the Green House Gas (**GHG**) emissions of the current facilities against the **GHG** of the proposed Multiplex facility using the conceptual predesign report and projected operating estimates of the *Architecture49* group. The results of the analysis confirmed that a new facility would reduce the **GHG** emissions by 70kg/hr, or **42% per operating hour** and **23% reduction in total annual GHG emissions**.

*The Multiplex project represents a unique opportunity to achieve a significant reduction in the City's greenhouse gas emissions. Through the detailed design phase, it is expected that even greater efficiency improvements could be possible.<sup>19</sup>*

*The complete document outlining CBCL's analysis is attached to this document as **Appendix 4.0***

Programs such as solar generated energy, heat recovery, ground water heat recovery generation and various digital/virtual energy control systems will make the Miramichi Wellness Multiplex, and by extension, the City of Miramichi, a showcase in the delivery of exceptional recreation and wellness services in a manner that minimizes the carbon footprint of the community. Sustainable building practices for this project are discussed in the ***Needs Assessment & Business Plan (November 2015)*** (p.63)

*The existing older facilities can be improved, but they cannot reasonably be expected to meet the same standards of sustainability as new facilities.*

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<sup>19</sup> CBCL Limited, Analysis of GHG Emission Reductions Associated with the Construction of the New Multi-Plex Facility, March 2018

**As the final planning for the complex is undertaken, minimizing the carbon footprint of the facility will be an equal tenant to those of fiscal responsibility and the delivery of efficient recreation and wellness services to the community.**

### Social Sustainability

The benefits of social wellness have permeated this entire report and numerous support documents that are attached validate these benefits. Both the City of Miramichi and the Province of New Brunswick have made targeted commitments to increasing the emphasis on physical activity and healthy lifestyles for the citizens of Miramichi and the Province. In the case of Miramichi, it is a valid assumption to expect that, because of the potential for integrated and additional programming, as well as wellness-oriented space, that the positive health impacts of a multiplex complex will be more significant than those associated with updating or renovating the existing facilities<sup>20</sup>.

*Multiuse complexes will generally increase the use of recreational facilities and, more importantly, **frequently attract new users**. In addition, because all facilities are under one roof – these complexes can make significant contribution to a wide range of social objectives including higher levels of community cohesion and social interaction; intergenerational contact; and opportunities for shared program delivery. (p.59)*

It is suggested that a complete review of the **Multiplex – Needs Assessment and Business Plan** created by **dmA** (copy attached) is necessary to understand the full range of social benefits that the Miramichi Multiplex Wellness Center will bring to the community and region.



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<sup>20</sup> dmA Planning & Management Services Inc. City of Miramichi Multiplex – Needs Assessment and Business Plan, November 2015.

## Provincial ROI

The Return on Investment (**ROI**) for the Province of New Brunswick rests in four (4) segments. **First**, the direct tax generation of the project. **Second**, the additional tax generation expected from future developments that are motivated by the construction of the Miramichi Wellness Multiplex in its current location. **Third**, the employment generated by the construction as well as the employment supported over the lifetime of the facility. **Fourth**, the social & wellness impacts of the facility.

## Primary Tax Generation

The *Miramichi Multiplex Economic Impact Assessment (February 2018)* commissioned by the City of Miramichi outlines the full economic benefits to the Province of New Brunswick (**pp. 4.2-4.14**) and is broad in its approach. As a summary the following table represents the overall tax impacts and compares the construction of a new facility with the alternative of renovating existing facilities (p.5.3).

Table 0-1 Tax Impacts, Miramichi Multiplex and Repairs and Upgrades to Existing Buildings

TOTAL TAX IMPACTS	New Multiplex	Repair Existing Facilities
From Construction (one-time)	\$14.4	\$3.9
From Operation (per year)	\$1.0	\$0.15
Time in years to generate \$20 million in combined cumulative Federal and Provincial Taxes	5.45	109
<b>FEDERAL IMPACTS</b>		
From Construction (one-time)	\$6.0	\$1.6
From Operation (per year)	\$0.4	\$0.06
Time in years to generate \$20 million in cumulative Federal Taxes	33.23	304
<b>PROVINCIAL IMPACTS</b>		
From Construction (one-time)	\$8.4	\$2.3
From Operation (per year)	\$0.6	\$0.09
Time in years to generate \$20 million in cumulative Provincial Taxes	19.08	203

Source GATN Consulting

## Secondary Tax Generation

While the taxes generated directly from the project can be calculated, there is a significant potential for additional **ROI** being generated through the additional development that will be driven by the construction of a new multiplex facility. The **Stantec** economic impact assessment attached to this report contains a *Hotel Opportunity Assessment (p.3.8)*. In that assessment, the catalytic impacts of the multiplex construction, while unmeasured, are acknowledged and were validated (**Section 2.3**) during the interview process of the primary research conducted by the company.

*The Multiplex can be expected to boost both new and established business in the area, while facilitating the establishment of new businesses attracted by Multiplex traffic and clientele. New business opportunities noted by case study informants included restaurants and businesses such as sporting goods outlets.*

It is worth noting for a second time, that the City of Miramichi has already fielded initial inquiries concerning the location of the Miramichi Wellness Multiplex and the potential of property availability

near the complex for commercial development. ***The City of Miramichi estimates that the potential tax implications of new private developments can equal or surpass those projected directly by the Multiplex.***

## Employment

Once again, the employment generation and employment supported projections are contained in the attached *Miramichi Multiplex Economic Impact Assessment (February 2018)*.

***It is suggested that a complete review of Section 4.0 of the report for a full assessment of the employment benefits of the Miramichi Multiplex Project, however the report estimates that***

***620 person years in total employment accruing to the entire province of New Brunswick***

***\$36million in household income accruing to the entire province of New Brunswick***

## Social & Wellness

The social and wellness benefits have been referenced many times within this document and form an integral part of the Miramichi Wellness Multiplex project. The social benefits of the project include community image and building a strong and vibrant sense of place for not only potential investors but also residents. Historically the Miramichi has faced a series of economic hardships however recent reports by the Conference Board of Canada<sup>21</sup> as well as statistical reporting from StatsCan<sup>22</sup> have indicated an upwards trend for the community. The Miramichi Wellness Multiplex will assist the community in re-imaging itself as a community on the rebound as opposed to the decline; this fact has the potential of rejuvenating the entrepreneurial spirit in the region through the reestablishment of stronger community pride and value.

*...the Multiplex can be expected to enhance the image of the Miramichi community and produce a range of less tangible benefits for residents and local government.<sup>23</sup>*



Figure 5: Exterior Elevation Concept

<sup>21</sup> Conference Board of Canada, Mid-Sized Cities Outlook, 2017

<sup>22</sup> <http://www.cbc.ca/news/canada/new-brunswick/new-brunswick-lowest-median-income-1.4287073>

<sup>23</sup> Stantec, Miramichi Multiplex Economic Impact Report, February 2018,

## Location

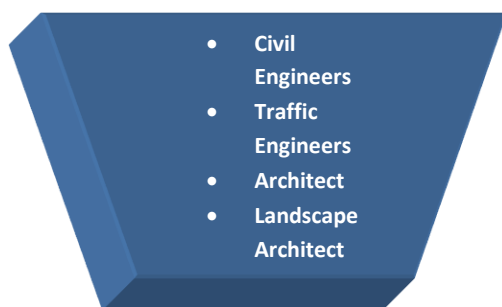
Site location is critical to not only the successful development of any project within a municipality but also has an influence on the community buy-in and sense of ownership in the project. This is very significant in Miramichi. As a relatively “young” City, the parochial nature of the Miramichi community is strong and vibrant and has the potential of perceptually affecting decisions and directions taken by municipal councils. Recognizing that this characteristic exists, City Council prioritized the site selection using the same strategic methodology that drove the entire multiplex process since 2013.

As part of their initial contract, Architecture49 consultant group was tasked with developing an objective, data driven process to choose a proper site for potential development based on the needs of the potential new facility while maximizing community access as well as economic return on investment potential.

Following a pre-screening process of twelve (12) potential sites; **seven (7) sites**, located throughout the City of Miramichi, were chosen to meet the special needs of the facility and the criteria was customized by the consultants to meet the specific requirements and priorities expressed by City staff for this project. The Matrix draft was then approved by staff prior to the final scoring by the consultant group.

*The site evaluation methodology was based on the use of a Site Evaluation Matrix to record the objective scoring of the seven candidate sites against -pre-established criteria.<sup>24</sup>*

The Site Evaluation Matrix contained eighteen (18) pre-established criteria that were broken down into **three (3) specific categories: A) Physical, B) Economic, C) Planning & Other**. The consultants used a multidisciplinary team to evaluate all sites and consisted of the following:



Their recommendations were then reviewed by staff with the final decision on site location resting with City Council. A sample copy of the site evaluation matrix is contained in **Appendix 5.0** of this report.

Following this analytical process City Council chose a site location in the Douglastown area of the City adjacent to the retail power center. The site met a variety of parameters including but not limited to, a central location that would be easily accessible to residents from the community and the region; the location at the intersection of Highway 8 and Highway 11 would provide adequate traffic flow control and visibility; the potential for additional retail/commercial development including a new hotel; access

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<sup>24</sup> Confidential Memorandum, Multiplex Pre-Design Services – Site Matrix Evaluation, Architecture49/WSP, July 2015



to neighboring residential developments; ease of access to municipal water/sewerage services as well as public transit services.

The City proceeded to negotiate a price with the owner of the property resulting in a two (2) year option to purchase seventy (70) acres.



Figure 6: Property Location

The footprint of the multiplex complex will require approximately twenty-five (25) acres. The acquisition of an additional forty-five (45) acres of property will allow the City to strategically work towards future commercial and retail developments. Anecdotally, the City has already received inquiries and interest in additional developments in and around the chosen location which it has attributed to the project site being unveiled. The City is also continuing to actively pursue a hotel developer and has made progress with this file, although no concrete proposal has been presented thus far.

As part of the Economic Impact Report completed by Stantec Consulting Inc., a hotel development was deemed to be justifiable given the site chosen and the anticipated increase in demand once the multiplex project is complete.

Full site location information is contained within this report in **Appendix 7.0**.

## Project Funding

The current proposal for funding of this project will see all three levels of government share in the funding required. Based on the current maximum estimate of project costs the funding formula would be as follows:

Total Estimated Project Costs:	<b>\$60,000,000.00</b>
Government of Canada ( <b>40%</b> )	\$24,000,000.00
Province of NB ( <b>33%</b> )	\$20,000,000.00
City of Miramichi ( <b>27%</b> )	<u>\$16,000,000.00</u>
Total Investment	<b>\$60,000,000.00</b>

### Government of Canada - \$24,000,000.00

It is expected that the Government of Canada contribution to this project will be designated from the new ***Investing in Canada Infrastructure Program*** that is currently being negotiated with the Government of New Brunswick. As of the writing of this application, it is the understanding of the City of Miramichi. Through preliminary discussion with Federal Government officials, that the new program will contribute ***up to 40% of eligible project costs*** and further, that the program will contain numerous guidelines to determine the qualifications of funding for any project submission. With that in mind, the following points need to be emphasised about the Miramichi Wellness Multiplex Project.

### Architectural Design

The conceptual designs outlined in the ***Miramichi Recreation Infrastructure Cost Comparison Final Report***, (Sept. 2014) by *Architecture49 (pp.57-62)* indicates the spatial requirements, layout and external elevations of the facility based on the ***initial discussions and decisions made by municipal staff and City Council***. The next stages of preplanning for this project will focus on the final architectural designs with a firm chosen by the City using a public tendering process. **This process will see the final determination of what components will be included in the complex.** While the determination of these final design components will be paramount to the process; driving the overall design will include the following foundational principles.

### *Better Access to Community Wellness and Recreation Infrastructure*

A key recommendation of the ***Wellness Strategy for Miramichi Region (2010)***, was to improve programming and the quality of wellness facilities available to the Miramichi Region. As outlined and emphasised in numerous parts of this application, a centralized multi-faceted facility will not only provide better service to current users of the various locations throughout the City, but also has the potential of increasing the user base for recreational and wellness programming in the region because of the centralized program delivery model in a new state of the art facility.

Support documentation attached to this application also indicates that the strategic location of the Miramichi Wellness Multiplex, in the Douglastown corridor of the City, will also provide potential existing and new users with an easier and more visible access to programming offered by private volunteer groups as well as the City's Community Wellness and Recreation Department. The potential



for future commercial development in the area directly adjacent to the Multiplex has also been signaled as a potential benefit that would provide an increase in visibility resulting in greater usability and access.

### *Accessibility*

While an increase in usage is not a motivating factor for this project, accessibility by all members of the community is a foundational driver of this new development. Within the planning parameters the City intends to make it a priority to not only meet current standards for barrier-free access and accessibility but also, where possible and practical, exceed these standards to ensure full and complete access to all the benefits of that the Miramichi Wellness Multiplex for all citizens of the region, regardless of personal physical limitations.

### *Green Infrastructure*

As previously stated the Miramichi Wellness Multiplex will be a centre piece in the delivery of integrated recreation and wellness programming for the Miramichi Region. One of the foundational drivers of this initiative has been to develop and design a more efficient model for the delivery of these services. A model that includes utilizing the highest level of green energy initiatives that are available today and will provide a sustained operational value to the City. Green energy initiatives will be another one of the design drivers for this project and inclusion of this technology would allow the City to take advantage of an *“increased energy efficiency of”* the complex. Throughout the design stages that will follow, implemented green design techniques will include components such as heat recovery technology, control technology and possibly solar as well as geothermal heat recovery technology. The underlying goal for this project will be the creation of a focused delivery of recreation and wellness services in a singular showcase facility while minimizing the carbon footprint and maximizing the efficiency of operations.

### *The Province of New Brunswick: \$20,000,000.00*

As previously stated the return on investment to the province of New Brunswick will be substantial<sup>25</sup> and justifies investment from the **Northern New Brunswick Economic Development and Innovation Fund** as well as the **Miramichi Region Economic Development and Innovation Fund**. The Miramichi Wellness Multiplex addresses numerous issues of community wellness that has been the focus of the Government of New Brunswick and for the Miramichi Region this focus transcends many levels of the priorities of these two funds.

### *Northern N. B. & Miramichi Region Economic Development and Innovation Funds*

Both funds contain priorities targeted towards the investment in ***“Strategic Infrastructure for Economic Growth”*** as well as ***“New public infrastructure facilitating future private business development”***.

Throughout this document the economic impact to both the Miramichi region as well as the Province of N.B. are outlined and validate the return on investment required for funding under these programs.

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<sup>25</sup> Stantec, Miramichi Multiplex Economic Impact Report, February 2018,

## The City of Miramichi: \$16,000,000.00+

In preparation for the Miramichi Multiplex project the City of Miramichi has secured its share of the \$60million investment within the framework of its 2018 Budget. ***It has established \$5,000,000.00 within its Capital Reserves*** with the balance of up to ***\$15,000,000.00*** being approved by Council for ***inclusion in a future application to the Municipal Capital Borrowing Board*** which is expected to be ready for submission by Spring of 2018. Due to its solid financial position and debt to service ratio, the City anticipates full approval of its application.

## Additional Investment

The City is committed to the construction of the Miramichi Wellness Multiplex and firmly believes that it is a key component in the future of community development and wellness within the city as well as having the potential to be a major economic driver for the City and the region. To that end, the City has continued to invest in the planning of the facility and as of the writing of this document, the *total of the City's financial investment so far*, excluding man-hours and VIK services of municipal employees, *exceeds \$625,000.00*.

In addition, the City is preparing to invest additional funds to undertake its community fundraising final planning and execution as well as the final site preparation plans for the facility, including the necessary Legislative requirements for the project. These additional costs, including the costs of selecting an architect for the final design, will bring the City's total financial investment in the background preparation for this project up to approximately **\$800,000.000**.

## Budget

The current budget estimates for the Miramichi Wellness Multiplex are based on an approximate 165,000 square foot facility and is contained in the ***September 2014 Miramichi Recreation Infrastructure Assessment and Comparison Final Report*** prepared by ***Architecture/49*** that attached to this document (p.p.277-291).

## Capital Budget

The Capital Budget is projected using an ***order of magnitude assessment*** and is based on ***2014 values*** and based on ***"probable costs"***. ***Not included*** in the estimate are site development costs associated with the project and the risks associated with various sites are outlined within the document (p. 291).

## Operating Budget

Included in the same document is the projected operating budget over the next 20 years (pp.288-290). **The operating budget must be considered in conjunction with the department operational review which confirms that the operating costs of the new facility will be cost neutral when compared to the operation of the existing facilities.**

## Legislative Requirements

The City of Miramichi has been addressing various regulatory requirements specific to the location as the planning for the Miramichi Wellness Multiplex moves forward.

## Environmental Impact Assessment (EIA)

The City of Miramichi has confirmed that an EIA is not required for this site. **Appendix 8.0** contains a copy of the email from the Department of Environment and Local Government with the conformation details.

## Right to Consult

As part of its ongoing process of regional collaboration the City of Miramichi is currently obtaining support documentation for this project from neighboring Indigenous communities. ***Confirmation of this support will be forwarded under a separate document once documents are received.***

## Planning Services Approval

All necessary zoning and land use issues will be addressed, and approval documents will be sourced from the Miramichi Regional Services Commission – Planning Services Division once the final construction plans are completed. ***All approval documentation will be forwarded once it becomes available.***

## Traffic Study

As part of the planning approval process a full traffic study will be undertaken to ensure that the location needs are met or exceeded. Although the City does not anticipate any serious infrastructure upgrades other than those directly related to the site; it is prepared to undertake any necessary adjustments to existing infrastructure to accommodate the new Miramichi Wellness Multiplex. Results of the traffic study and any resulting changes that needs to be addressed ***will be forwarded when they become available.***

## Geotechnical Study

The property in question will also require a Geotechnical study and the City of Miramichi will, once again, will undertake this initiative in the Spring of 2018. It is anticipated that no negative reporting will occur from this study.



Figure 7: Exterior Elevation Concept

## Timeline

The timing of this project is dependent on the final approval of the necessary funding; however, based on funding being secured by June 2018 it will follow this approximate schedule:

- **Selection of Architect:** May – July 2018 (Costs to be absorbed by the City of Miramichi)
- **Design of Building:** September 2018 – June 2019
- **Construction of Roadway and access:** September – October 2018
- **Tender:** June 2019
- **Construction:** July 2019 – September 2021
- **Opening:** October 2021

## Summary

The Miramichi Wellness Multiplex will be the largest capital project in the history of the City of Miramichi. As a result, the City has been strategic in its approach to planning a facility that addresses the aging recreational infrastructure within its boundaries.

Seizing the opportunity that presented itself to revitalize not only the recreational facilities structure within the City but also the programming related to recreation and wellness programming it has, through public input, and, with the assistance of qualified and experienced consultants, created a plan that will see the Miramichi Wellness Multiplex become a beacon within the Miramichi Region.

This plan, using realistic and validated cost projections, will create a long-term use facility that will generate significant return on investment (ROI) for all three levels of government. Incidental to this development, the economic activity based on future private development motivated by the location of the Miramichi Wellness Center, has the potential of exponentially increasing the ROI over the life of the facility.



Promoting wellness and healthy living is a tenant of the City of Miramichi's Strategic Plan 2014 and Beyond. The Miramichi Wellness Multiplex will stand as a testament to this commitment to improve the quality of life for residents and make the City of Miramichi the center of choice for new residents and potential investors.

## **Briefing Document**

The attached briefing document is meant to summarize the Main aspects of this application and is meant to be used as a quick access to the items outlined in detail in this application.

## **Technical Report Annex**

The following reports are attached to this funding application and form an integral part of its presentation:

City of Miramichi Strategic Plan

Wellness Strategy for Miramichi Region, March 2010

Council Report City of Miramichi Recreation Facility Needs Assessment Plan, October 2013

Miramichi Recreation Infrastructure Cost Comparison Final Report, September 2014

Revised Multiplex Program and Cost Estimate, October 2014

Miramichi Multiplex Needs Assessment Business Plan, November 2015

Miramichi Multiplex Public Presentation, February 2016

Miramichi Multiplex Pre-Design Services: Alternate Schemes Cost Estimate, February 2017

City of Miramichi – Multiplex Updated Financial Projections Report, December 2017

City of Miramichi Operational Review: Community Wellness & Recreation, January 2018

Miramichi Multiplex Fundraising Report, January 2018

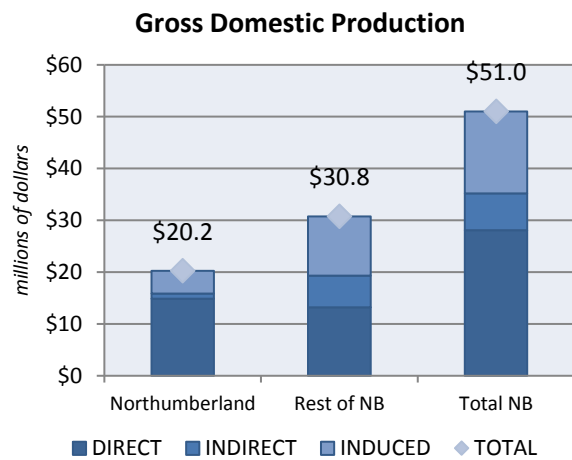
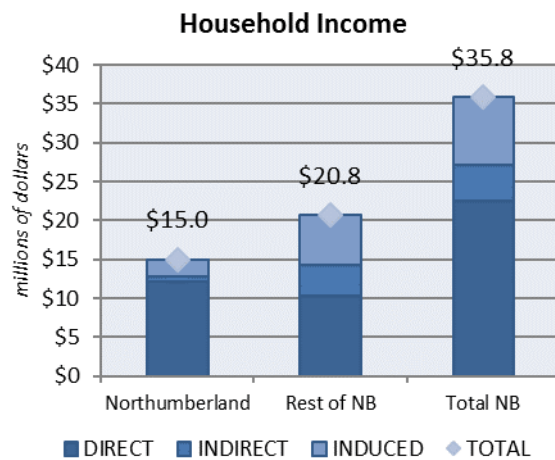
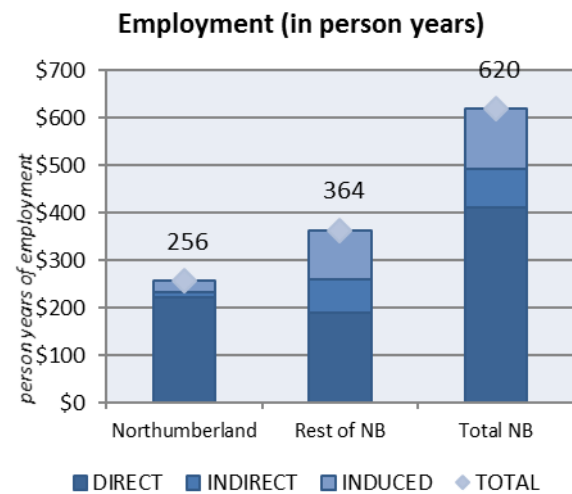
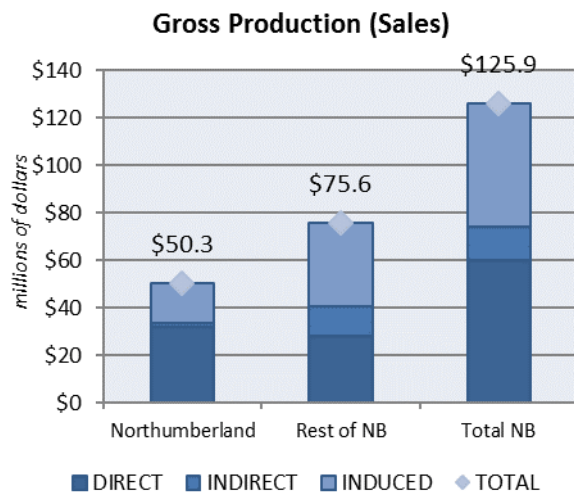
Miramichi Multiplex Economic Impact Assessment, February 2018

## Appendix Summary

The following documents are included as Appendices to this report:

1. Appendix 1.0: Direct and Spin-off Construction Impacts, Miramichi Multiplex
2. Appendix 2.0 Miramichi River Tourism Association Letter of Support
3. Appendix 3.0: Civic Letters of Support
4. Appendix 4.0: CBCL Greenhouse Gas Emissions Analysis
5. Appendix 5.0: Site Evaluation Matrix
6. Appendix 6.0: Population Demographic
7. Appendix 7.0: Site Location Details
8. Appendix 8.0: Confirmation of EIA

## Appendix 1.0: Direct and Spin-off Construction Impacts, Miramichi Multiplex



	Northumberland	Rest of NB	Total NB	Rest of Canada	Canada
Total Sales (Gross Production)	\$50.3	\$75.6	\$125.9	\$42.1	\$168.0
Employment	256.3	363.5	619.8	181.5	\$801.3
Household Income	\$15.0	\$20.8	\$35.8	\$10.9	\$46.7
Gross Domestic Product	\$20.2	\$30.8	\$51.0	\$17.8	\$68.8
Government Tax Revenues	\$2.8	\$4.6	\$7.4	\$3.7	\$11.1

Source: GATN Consulting



## Appendix 2.0: Miramichi River Tourism Association Letter of Support



MIRAMICHI RIVER TOURISM ASSOCIATION  
ASSOCIATION RIVERAINE TOURISTIQUE DE MIRAMICHI

PO BOX 4001 STATION D | MIRAMICHI, NB

506.773.4414  
MRTA@NB.AIBN.COM  
WWW.DISCOVERMIRAMICHI.COM

February 21, 2018

Paul R. McGraw, MA, Ec.D.  
Economic Development Officer  
City of Miramichi  
141 Henry St.  
Miramichi, NB  
E1V 2N5

Dear Paul,

The Miramichi River Tourism Association is a member driven organization representing 75 members throughout the Miramichi Region who are actively involved, or, interested in the development and promotion of this area as a major tourism destination in the Province of New Brunswick and Atlantic Canada.

As such, we applaud the City of Miramichi's efforts and direction in the integration of recreation and wellness programming in a centralized location within the City. We see this as not only a major component of a strategic and efficient model for the delivery of these services to the community but also as a major economic driver for the region.

A central tenant of developing unique visitor focused experiences is exposure to the sense of place that is unique to each community. This sense of place is developed over time and represents the pride that exists within the respective communities. We see the Miramichi Wellness Multiplex project as a beacon of Miramichi pride and the services offered there will support, through the emphasis of healthy living, the strong and unique sense of place that is Miramichi.

From an economic development perspective, the location and construction of the Miramichi Multiplex will generate additional business clientele for our members while simultaneously offering opportunities for new service-oriented businesses to be established here. The complex has the potential to encourage a variety of developments from the addition of new accommodations into the entrepreneurial sector of smaller owner operated businesses.

As an organization we look forward to this project and we encourage the City of Miramichi to continue progressing towards the construction phase. Once this project is completed; together we can work towards bringing the Miramichi experience to a new, larger segment of the tourism market so that more people can enjoy: ***Atlantic Canada's Great Outdoors.***

Sincerely,

  
Monique Mills  
Executive Director



## Appendix 3.0: Civic Letters of Support

### Appendix 3.1: Miramichi Regional Service Commission

#### GREATER MIRAMICHI REGIONAL SERVICE COMMISSION



#### COMMISSION DE SERVICES RÉGIONAUX DU GRAND MIRAMICHI

1773, rue Water Street, 2<sup>nd</sup> fl  
Miramichi NB E1N 1B2  
Office: (506) 778-5359  
Fax: (506) 778-5360  
Toll free 1-855-647-5359  
Email: [info@rsc5.ca](mailto:info@rsc5.ca)  
[www.greatermiramichirsc.ca](http://www.greatermiramichirsc.ca)

February 2, 2018

Mayor Lordon and Members of Council  
City Of Miramichi  
141 Henry Street  
Miramichi, NB E1V 2N5

**Re: Miramichi Wellness Multiplex**

Dear Mayor Lordon and Members of Council:

The Greater Miramichi Regional Service Commission supports the initiative of the City of Miramichi to construct and operate a multiplex recreational facility in Miramichi.

The GMRSC considers such a facility to be a regional asset and that would contribute in a significant manner to the social, recreational and economic development of the entire region.

Yours truly,

Wilson W. Bell, MCIP, RPP  
*Executive Director*

## VILLAGE DE ROGERSVILLE

10 989, rue Principale, Rogersville, N.-B. E4Y 2L6  
rogervil@nbnet.nb.ca



Tél. : 506 775-2080  
Fax : 506 775-2090

Le mercredi 31 janvier 2018

Maire Adam Lordon  
Ville de Miramichi  
141 rue Henry  
Miramichi, NB  
E1V 2N5

Objet: Appui au projet du centre multifonctionnel du grand Miramichi

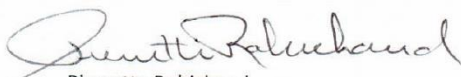
M. Lordon,

Au nom du conseil municipal et des citoyens de la grande région de Rogersville, j'aimerais appuyer, sans réserve, l'initiative de votre conseil municipal d'entamer un tel beau projet pour la région, soit le projet du centre multifonctionnel du grand Miramichi.

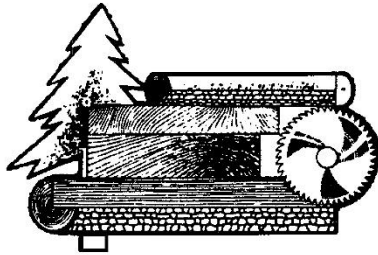
Un projet comme lui là portera une grande valeur pour la région de Miramichi ainsi que les communautés voisines comme Rogersville. Puisque ce centre augmentera grandement les services offerts à la communauté du grand Miramichi, le potentiel d'impact économique et communautaire risque d'être très positif pour la région y incluant notre communauté.

Je tiens à vous féliciter et vous remercier pour l'initiative du développement d'un centre multifonctionnel pour la région de Miramichi, vos citoyens seront privilégiés d'avoir une telle infrastructure dans leur municipalité. De plus, les gens de la grande région de Rogersville, étant à proximité de votre ville, sauront bien tirer avantage des services offerts dans ce centre.

En vous assurant la collaboration du village de Rogersville pour faire de ce projet un succès, je vous prie d'agréer, Maire Lordon, l'expression de mes salutations les plus cordiales.

  
Pierrette Robichaud,  
Maire

### Appendix 3.3: Village of Blackville



## **VILLAGE of BLACKVILLE**

*Incorporated 1966*

12 SOUTH BARTHOLOMEW RD., BLACKVILLE, NEW BRUNSWICK E9B 1N2

TEL. (506) 843-6337 FAX: (506) 843-6043

E-MAIL: blackvl@nb.sympatico.ca

February 20, 2018

Mayor Lordon and Members of Council

City of Miramichi

141 Henry Street

Miramichi, NB E1V 2N5

Re: Miramichi Wellness Multiplex

Dear Mayor Lordon and Members of Council:

The Village of Blackville supports the City of Miramichi in their plans to construct and operate a multiplex recreational facility in Miramichi.

We feel the multiplex would be a wonderful asset to the city and surrounding areas. It will also contribute to the economic development of our area.

Yours truly,

A handwritten signature in black ink, appearing to read "Chris Hennessy", with a long horizontal flourish extending to the right.

Christopher Hennessy

Mayor

Village of Blackville



## Appendix 3.4: Village de Neguac



Le 5 mars 2018

Maire Adam Lordon  
Ville de Miramichi  
141 rue Henry  
Miramichi, NB  
E1V 2N5

Objet : Appui au projet du centre multifonctionnel du grand Miramichi


Monsieur Lordon,

Au nom du conseil municipal et des citoyens de la grande région de Neguac, j'aimerais appuyer, sans réserve, l'initiative de votre conseil municipal d'entamer un tel beau projet pour la région, soit le projet du centre multifonctionnel du grand Miramichi.

Un projet de cette envergure portera une grande valeur pour la région de Miramichi ainsi que les communautés avoisinantes comme Neguac. Puisque ce centre augmentera grandement les services offerts à la communauté du grand Miramichi, le potentiel d'impact économique et communautaire risque d'être très positif pour la région y incluant notre communauté.

Je tiens à vous féliciter et vous remercier pour l'initiative du développement d'un centre multifonctionnel pour la région de Miramichi, vos citoyens seront privilégiés d'avoir une telle infrastructure dans leur municipalité. De plus, les gens de la grande région de Neguac, étant à proximité de votre ville, sauront bien tirer avantage des services offerts dans ce centre.

En vous assurant la collaboration de la municipalité de Neguac pour faire ce projet un succès, je vous prie d'agréer, Maire Lordon, l'expression de mes salutations les plus cordiales.



Georges Savoie  
Maire

1175, rue Principale, Suite 1, Neguac N.B. E9G 1T1  
Téléphone: 776-3950 Télécopieur: 776-3975 info@neguac.com www.neguac.com

## Appendix 3.5: Rural Community of Upper Miramichi



*Rural Community of Upper Miramichi*  
6094 Route 8, Boiestown, NB E6A 1M7

Phone: 506-369-9810 Fax: 506-369-8180

Email: [uppermiramichi1@nb.aibn.com](mailto:uppermiramichi1@nb.aibn.com)

February 28, 2018

City of Miramichi  
141 Henry Street  
Miramichi, NB  
E1v 2N5

Dear Mayor and Council,

The Rural Community of Upper Miramichi would like to express their support of the Miramichi Wellness Multiplex.

Council feels that a multiplex would better serve the Miramichi area. Health and wellness is one of the mandates of councils. Bringing people together under one roof to participate in various activities is a great way to foster communities. Buildings of this sort will help with save communities much needed monies. It will build better, healthier and stronger bonds between communities.

Yours truly,

MA Douglas Munn, Mayor  
Rural Community of Upper Miramichi

## Appendix 4.0: CBCL Greenhouse Gas Emission Analysis



1489 Hollis Street  
PO Box 606  
Halifax, Nova Scotia  
Canada B3J 2R7

Telephone: 902 421 7241  
Fax: 902 423 3938  
E-mail: [info@cbcl.ca](mailto:info@cbcl.ca)  
[www.cbcl.ca](http://www.cbcl.ca)

**Solving  
today's  
problems  
with  
tomorrow  
in mind**



March 1, 2018

Darren Row, P. Eng.  
Director of Engineering  
City of Miramichi  
191 Henry Street  
Miramichi, NB  
E1V 2N5

Dear Mr. Row:

RE: *Analysis of GHG Emission Reductions Associated with the Construction of the New Multi-Plex Facility*

Please accept this letter as our report on the above noted analysis. The proposed Multi-Plex facility in Miramichi is intended to replace several existing free standing recreational facilities located throughout the city. These facilities vary in age, condition, and annual operating hours. Energy records for each of these facilities was obtained and reviewed. These are listed below in Table 1.

**Table 1: Annual Utilities for Existing Facilities**

Facility	Annual Electricity Consumption (kWh)	Annual Oil Consumption (L)
Golden Hawk Rec Centre	188,680	125,460.75
Lindon Rec Centre	59,160	19,037.05
Lord Beaverbrook Arena	611,460	-
MVHS Pool*	71,103	-
Kinsmen Pool	19,456.5	-
Chatham Pool	31,813.5	-

**Note:** Consumption figures are annual average based on multi-year records.

- \* MVHS pool consumption is the differential between the current annual consumption and its estimated consumption when the space is repurposed as heated dry storage.

In order to determine the greenhouse gas emissions associated with the energy consumption listed above, it was necessary to determine the emission intensity associated with each form of energy used. No. 2 heating oil has a published emission intensity of 10.21 kg CO<sub>2</sub>e/USG<sup>1</sup>. This equates to a factor per litre of 2.7 kg CO<sub>2</sub>e/litre. The emission intensity of electricity produced and distributed in New Brunswick in 2015 was 0.29 kg CO<sub>2</sub>e/kWh<sup>2</sup>.

Using these emission factors and the annual energy consumption figures for the facilities to be replaced, the total GHG emissions of the existing facilities are as follows in Table 2.

<sup>1</sup> [www.epa.gov/sites/production/files/2015-07/documents/emission-factors\\_2014.pdf](http://www.epa.gov/sites/production/files/2015-07/documents/emission-factors_2014.pdf)

<sup>2</sup> NB Power Annual Report 2016, page 19





**CBCL LIMITED**  
Consulting Engineers

Mr. Darren Row, P.Eng.  
March 1, 2018  
Page 2 of 4

**Table 2: GHG Emissions for Existing Facilities**

Facility	Annual Electricity Consumption (kWh)	Electric Emission Intensity (kg CO <sub>2</sub> e/kWh)	GHG's From Electricity (kg)	Annual Oil Consumption (L)	Oil Emission Intensity (kg CO <sub>2</sub> e/kWh)	GHG's From Oil (kg)	Total GHG's
Golden Hawk Rec Centre	188,680	0.29	54,717	125,461	2.7	338,744	393,461
Lindon Rec Centre	59,160	0.29	17,156	19,037	2.7	51,400	68,556
Lord Beaverbrook Arena	611,460	0.29	177,323	-	-	-	177,323
MVHS Pool	71,103	0.29	20,620	-	-	-	20,620
Kinsmen Pool	19,456.5	0.29	5,642	-	-	-	5,642
Chatham Pool	31,813.5	0.29	9,226	-	-	-	9,226
<b>TOTAL</b>			<b>284,684</b>			<b>390,145</b>	<b>674,830</b>

We also reviewed the annual operating hours for each of the existing facilities in order to be able to compare the emission intensity per operating hour of the existing and proposed facilities since total available facility hours will be different. The analysis for the existing facilities is as follows.

**Table 3: GHG per Operating Hours**

Facility	Annual Hours	Total GHG	GHG/hr
Golden Hawk Rec Centre	5,430	393,461	72.46
Lindon Rec Centre	4,706	68,556	14.57
Lord Beaverbrook Arena	2,385	177,323	74.35
MVHS Pool	4,256	20,620	4.84
Kinsmen Pool	864	5,642	6.53
Chatham Pool	864	9,226	10.68

The indoor facilities can also be assessed based on energy consumption per unit of floor area as follows.

**Table 4: GHG per Operating Hours**

Facility	Floor Area (m <sup>2</sup> )	Energy Consumption (GJ)	GJ/m <sup>2</sup>
Golden Hawk Rec Centre	2,486	5,214	2.10
Lindon Rec Centre	827	906	1.10
Lord Beaverbrook Arena	3,044	2,201	0.72
The national benchmark average for arenas is 1.15 GJ/m <sup>2</sup> , for gymnasium buildings is 1.11 GJ/m <sup>2</sup> , and for swimming pools and multiplexes is 1.51 GJ/m <sup>23</sup> .			



<sup>3</sup> [www.portfoliomanager.energystar.gov/pdf/reference/Canadian%20National%20Median%20Table.pdf](http://www.portfoliomanager.energystar.gov/pdf/reference/Canadian%20National%20Median%20Table.pdf)

**Mr. Darren Row, P.Eng.**

March 1, 2018

Page 3 of 4

The proposed Multi-Plex facility will incorporate an NHL size ice surface with 1,800 spectator seats, a 25m competition pool, a recreational pool, a double gymnasium, a fitness facility, and a multipurpose space. The pre design report from December 2015 identifies a facility with a gross floor space of 11,803m<sup>2</sup>. Operating hours are not specifically mentioned but the revenue projections assume a facility operating at least as many hours as the current year round indoor facilities, which is approximately fifteen (15) hours per day, seven (7) days per week. The facility would be closed for only a few significant holidays per year such as Christmas, New Years, and Easter.

The pre-design report did not detail the expected energy consumption for the new facility but instead estimated the annual cost for electricity and fuel. The report describes a highly energy efficient facility with advanced lighting, controls, and HVAC systems. The heating fuel will be propane.

Using the costs provided in the pre design report, we estimated the annual energy use for the new facility based upon the following assumptions:

- The facility will use NB Power general service rate (peak demand 300 kW).
- Propane price is based on the mid-level between the minimum and maximum propane price currently posted by the NB Energy and Utility Board (\$0.95/litre including taxes).

The pre-design report assigns the following annual energy costs for the new facility:

- Electricity: \$169,882
- Propane: \$114,385

Based on the assumed energy rates, the following annual consumption figures for the new facility were calculated:

- Electricity: 1,163,922 kWh per year
- Propane: 120,405 litres per year

The emission intensity for propane is 1.52 kg CO<sub>2</sub>e/litre.<sup>4</sup>

The estimated annual GHG emissions for the proposed facility are 520 tonnes CO<sub>2</sub>e broken down as follows:

- Electricity: 337.5 tonnes
- Propane: 182.5 tonnes

This represents a reduction of 159.8 tonnes, or 23%, compared to the current facilities.

The energy use per unit of floor area for the proposed facility will be 0.595 GJ/m<sup>2</sup>. This is well below the other year round facilities being replaced and also well below the national average benchmark for existing multiplexes of 1.51GJ/m<sup>2</sup>.

The estimated GHG emissions per operating hour for the proposed facility will be 95.7 kg CO<sub>2</sub>e/hr. When compared with the combined hourly emissions from the indoor facilities being replaced, the reduction is approximately 70 kg/hr or 42%.

<sup>4</sup> [www.epa.gov/sites/production/files/2015-07/documents/emission-factors\\_2014.pdf](http://www.epa.gov/sites/production/files/2015-07/documents/emission-factors_2014.pdf)



**Mr. Darren Row, P.Eng.**

March 1, 2018

Page 4 of 4

The Multi-Plex project represents a unique opportunity to achieve a significant reduction in the city's greenhouse gas emissions. Through the detailed design phase, it is expected that even greater energy efficiency improvements could be possible.

Please contact the undersigned if you have any questions.

Yours truly,

CBCL Limited

A handwritten signature in blue ink, appearing to read 'D Lea'.

David Lea, P.Eng.  
Senior Project Manager  
Direct: 902-492-6758  
E-Mail: davidlea@cbcl.ca

A handwritten signature in blue ink, appearing to read 'Jonathan Fullarton'.

Jonathan Fullarton, P.Eng.  
Manager, Fredericton Office

Project No: 187550.00

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187550.00RE01(ANALYSIS OF GHG EMISSION REDUCTIONS MIRAMICHI MULTI-PLEX-2018-03-01)-DRAFT/ST  
ED: 3/1/2018 4:32:00 PM/PD: 3/1/2018 4:32:00 PM

Experience • Vision • Commitment



# CONFIDENTIAL

## MIRAMICHI: SITE EVALUATION MATRIX (Page 1 of 2)

GIVEN SCORES: 0 = POOR / N/A    1 = LIMITED / ADEQUATE  
2 = GOOD    3 = VERY GOOD

WEIGHTED SCORE = WEIGHT FACTOR x GIVEN SCORE

CATEGORY A: PHYSICAL CRITERIA		
CRITERIA	CRITERIA DESCRIPTION	WEIGHT FACTOR
A1	<b>Site Capacity:</b> the ability of the site to accommodate the recommended building program, site program and all exterior amenities etc. Is the scale and configuration of the property suitable. Are there any likely physical or topographical restrictions or environmental constraints e.g wetlands and wellfield zones? Are there any other site capacity restrictions?	4
A2	<b>Site Access:</b> access to collector roads, emergency access, impact on local road network. Does the road frontage offer good site access potential. Will the site access require off-site works such as turning lanes or traffic signals?	4
A3	<b>Transit:</b> access to public transit network. Does the site have a regular, convenient bus service, or can that be readily achieved through enhancement of existing service?	3
A4	<b>Visibility &amp; Legibility:</b> visibility of the site, and building, from the community and potential for prominence, legibility and easy navigation. Any strong visual connections from major transportation routes and/or from other key locations into the site? Potential for good site legibility or building prominence? Will the site, and building location, promote easy navigation to the facility?	3
A5	<b>Neighbourhood Compatibility:</b> overall compatibility of the proposed development with adjacent uses. Will the development have a significant visual or physical impact on the neighbourhood? Will any neighbouring land uses impact future users of the site? Will there be any significant negative impact on adjacent development potential?	2
A6	<b>Site Synergies:</b> existing, or potential, positive site adjacencies. Does the site have positive adjacencies with other recreational facilities, parkland, educational facilities or other attractors and generators. Is there potential to share site elements e.g. overflow parking, site access, stormwater detention etc?	2
A7	<b>Future Expansion Potential:</b> issues related to future expansion of programs or facilities Does the site offer potential for future expansion of programs or facilities? An estimated 20% expansion room has been used for this criterion.	2
A8	<b>Active Transportation (AT):</b> safe sidewalk connections, access to AT network transit. Is the site 'walkable'? Are there any sidewalks, crosswalks, designated bike routes and trails?	1
A9	<b>Security:</b> potential public safety, or security, concerns. Does the site location raise any public, or staff, security concerns either during or after public hours? Does the site offer any natural surveillance opportunities and can it likely be developed in accordance with CPTED principles?	1
A10	<b>Site Features:</b> any key natural, built or cultural features associated with the site. Are there any natural, built or cultural features on, or adjacent to, the site that can add value to the character or public enjoyment to site development?	1
CATEGORY A: SITE SUBTOTALS (MAX. 69 POINTS PER SITE)		

**MIRAMICHI: SITE EVALUATION MATRIX (Page 2 of 2)**

<b>GIVEN SCORES: 0 = POOR / NA 1 = LIMITED / ADEQUATE</b> <b>2 = GOOD 3 = VERY GOOD</b>
<b>WEIGHTED SCORE = WEIGHT FACTOR x GIVEN SCORE</b>

<b>CATEGORY B: ECONOMIC CRITERIA</b>		
<b>CRITERIA</b>	<b>CRITERIA DESCRIPTION</b>	<b>WEIGHT FACTOR</b>
<b>B1</b>	<b>On-site Development Costs &amp; Building Capital Costs:</b> likely costs associated with earthworks and/or environmental operations. Any site dis/advantages related to building capital construction costs Are there any anticipated costs such as demolition, contamination remediation, or clearing and grubbing? Will mitigation of microclimatic conditions involve significant effort and cost? <del>Does the existing sitework or buildings offer any relative capital cost saving?</del>	<b>3</b>
<b>B2</b>	<b>Servicing Costs:</b> availability of water, sanitary, storm or power service and associated issues and/or likely costs Is water supply and sanitary sewer connections available or space available for on site septic? Is storm sewer connection available or space available for on site storage? Is power or natural gas on site? Will off-site sidewalk connections be required?	<b>3</b>
<b>B3</b>	<b>Site Acquisition Costs:</b> likely acquisition costs and terms of ownership of the site What is current ownership status and what effect will that have on site acquisition costs? Are there any access, service or drainage easements, or other covenants, which may limit development potential or affect acquisition costs.	<b>2</b>
<b>B4</b>	<b>Operating Expenses:</b> any site dis/advantages related to potential operating costs Does the site affect any occupancy costs, administrative expenses, programming expenses and/or other operating costs?	<b>1</b>
<b>CATEGORY B: SITE SUBTOTALS: (MAX. 27 POINTS PER SITE)</b>		

<b>CATEGORY C: PLANNING &amp; OTHER CONSIDERATIONS</b>		
<b>CRITERIA</b>	<b>CRITERIA DESCRIPTION</b>	<b>WEIGHT FACTOR</b>
<b>C1</b>	<b>Population Catchment:</b> proximity of candidate site to target user catchment (i.e. existing population, anticipated growth areas, senior and youth populations) Proximity of candidate site to existing residents, and anticipated future residential growth. Consideration of youth and senior populations.	<b>3</b>
<b>C2</b>	<b>Site Availability:</b> issues related to site availability and timeliness or phasing of proposed development. Is the site readily available or would development be subject delays associated with transfer of land? Would development be contingent on action by other parties or require phasing with other projects.	<b>2</b>
<b>C3</b>	<b>Municipal Development Plan:</b> consideration of the site's ability to meet goals and direction of the City's Municipal Development Plan. Is the site consistent with policies of the Municipal Planning Strategy?	<b>2</b>
<b>C4</b>	<b>Zoning Regulations:</b> compliance with and consideration of zoning regulations. Are zoning regulations such as land use or height controls consistent with proposed development or would a rezoning be required?	<b>1</b>
<b>CATEGORY C: SITE SUBTOTALS: (MAX. 24 POINTS PER SITE)</b>		

<b>OVERALL SITE SCORES (MAX. 120 POINTS PER SITE)</b>
-------------------------------------------------------

## Appendix 6.0: Population Demographics

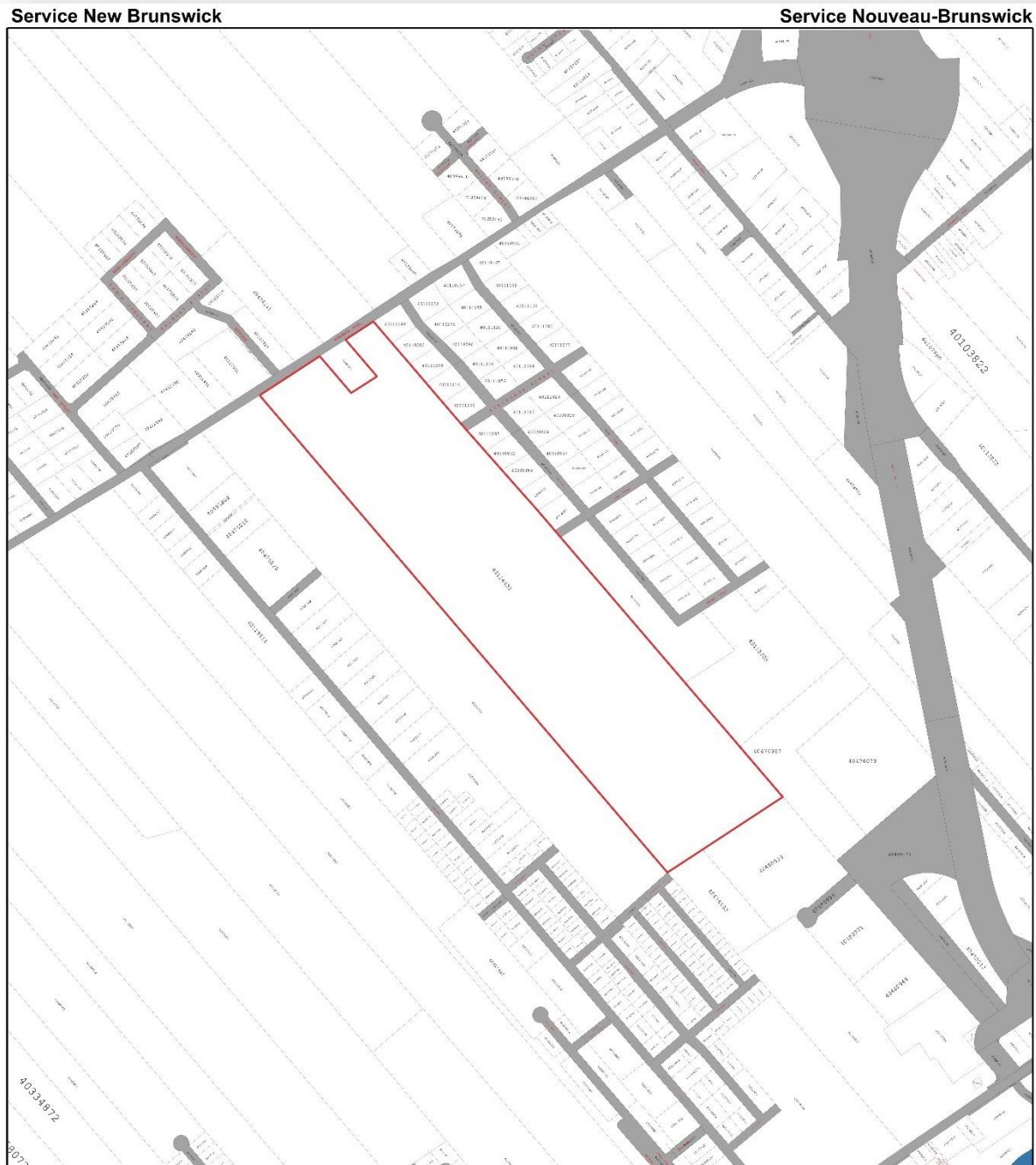
Census Profile, 2016 Miramichi City, NB			
	Total	Male	Female
0 to 14 years	2465	1240	1220
0 to 4 years	780	380	405
5 to 9 years	855	435	415
10 to 14 years	835	430	405
15 to 64 years	10895	5120	5775
15 to 19 years	925	455	470
20 to 24 years	905	460	445
25 to 29 years	790	375	410
30 to 34 years	865	390	475
35 to 39 years	895	425	470
40 to 44 years	1085	530	550
45 to 49 years	1170	530	635
50 to 54 years	1320	605	710
55 to 59 years	1420	655	765
60 to 64 years	1535	690	845
65 years and over	4175	1880	2295
65 to 69 years	1440	695	745
70 to 74 years	970	485	485
75 to 79 years	755	325	430
80 to 84 years	520	220	305
85 years and over	490	160	330
85 to 89 years	315	110	205
90 to 94 years	125	40	90
95 to 99 years	45	10	35
100 years and over	5	0	5
Total	17540	8245	9290
0 to 14 years	14.1	15	13.1
15 to 64 years	62.1	62.1	62.2
65 years and over	23.8	22.8	24.7
85 years and over	2.8	1.9	3.6
Total	100	100	100
<b>Average age of the population</b>	<b>45.6</b>	<b>44.5</b>	<b>46.7</b>
<b>Median age of the population</b>	<b>48.7</b>	<b>47.3</b>	<b>49.8</b>

Source: <http://www12.statcan.gc.ca/census-recensement/2016/dp-pd/prof/details/page.cfm?Lang=E&Geo1=CSD&Code1=1309050&Geo2=PR&Code2=13&Data=Count&SearchText=Miramichi&SearchType=Beginns&SearchPR=01&B1=All>



## Appendix 7.0: Site Location Details PID #40114431

### Appendix 7.1: SNB Map PID #40114431



**Map Scale / Échelle cartographique 1 : 12028**

While this map may not be free from error or omission, care has been taken to ensure the best possible quality. This map is a graphical representation of property boundaries which approximates the size, configuration and location of properties. It is not a survey and is not intended to be used for legal descriptions or to calculate exact dimensions or area.

Même si cette carte n'est peut-être pas libre de toute erreur ou omission, toutes les précautions ont été prises pour en assurer la meilleure qualité possible. Cette carte est une représentation graphique approximative des terrains (limites, dimensions, configuration et emplacement). Elle n'a aucun caractère officiel et ne doit donc pas servir à la rédaction de la description officielle d'un terrain ni au calcul de ses dimensions exactes ou de sa superficie.



## Appendix 7.2: PID Report PID #40114431

Service New Brunswick

### Parcel Information

Service Nouveau-Brunswick

<b>PID:</b>	40114431	<b>County:</b>	Northumberland
<b>Status:</b>	Active	<b>Active Date/Time:</b>	1981-04-09 00:00:00
<b>Land Related Description:</b>	Land	<b>Management Unit:</b>	NB0806
<b>Area:</b>	42.6	<b>Area Unit:</b>	Hectares
<b>Date Last Updated:</b>	2006-12-07 11:20:30	<b>Harmonization Status:</b>	Harmonized
<b>Land Titles Status:</b>	Not Land Titles	<b>Land Titles Date/Time:</b>	
<b>Date of Last CRO:</b>		<b>Manner of Tenure:</b>	Not Applicable
<b>Land Gazette Information:</b>	NO		
<b>Description of Tenure:</b>			

#### Public Comments:

MAP / CARTE 0247040065480, 21P04T4SE, 22R18, 22R19

### Parcel Interest Holders

Owner	Qualifier	Interest Type
McKinley, Catherine Mary Jane		Owner
Mackinley, Catherine		Owner

### Assessment Reference

<b>PAN</b>	<b>PAN Type</b>	<b>Taxing Authority Code</b>	<b>Taxing Authority</b>
5791193		750	City of/Cité de Miramichi

### Parcel Locations

Civic Number	Street Name	Street Type	Street Direction	Place Name
	Mckinnon	Road		Miramichi

### County Parish

<b>County</b>	<b>Parish</b>
Northumberland	Newcastle

### Documents

Number	Registration Date	Book	Page	Code	Description
13718953	2002-02-21	1240	150	1900	Deed of a Partial Interest
11563260	2000-11-28	1212	210	2200	Easement
70869	1993-03-08	855	319	110	Letters
98	1941-01-01	130	99	105	Will
148	1900-04-02	76	371	101	Deed

**Plans**

Number	Suffix	Registration Date	Code	Description	Lot Information	Orientation
23178727		2006-12-06	9050	Subdivision & Amalgamations		Provincial Grid
18280041		2004-05-04	9050	Subdivision & Amalgamations		Provincial Grid
11563138		2000-11-28	9040	Retracement & Plan or Return of Survey		Provincial Grid

**Parcel Relations**

Related PID	Type Of Relation	Lot Information
40476095	Infant	Lot 04-3
40476103	Infant	Parcel 04-A
40476111	Infant	Future Street
40488314	Infant	Lot 06-1

**Non-Registered Instruments**

No Records Returned

## Appendix 7.3: PAN Report PID #40114431

Service New Brunswick

### PAN Information

Service Nouveau-Brunswick

<b>PAN:</b>	5791193	<b>Status:</b>	Open
<b>Assessed Owner(s):</b>	MACKINLEY,CATHERINE	<b>Mailing Address:</b>	388 MCKINNON RD MIRAMICHI NB
<b>Assessment Year:</b>	2017	<b>Postal Code:</b>	E1V 6G1
<b>Current Assessment:</b>	\$ 12,500	<b>Current Levy:</b>	\$ 370.83
<b>Location:</b>	MCKINNON RD	<b>County:</b>	Northumberland
<b>Property Description:</b>	LAND-GT 27	<b>Tax Class:</b>	Fully Taxable
<b>Property Type Code:</b>	701	<b>Property Type Name:</b>	Timberland
<b>Taxing Authority Code:</b>	750	<b>Neighbourhood Code:</b>	08
<b>Taxing Authority Description:</b>	City of/Cité de Miramichi	<b>Neighbourhood Description:</b>	FORMER MOOREFIELD LSD (788-01)
<b>Sequence Number:</b>	MK380	<b>Sub Unit:</b>	0
<b>Harmonization:</b>	COMPLETED (One to one match of parcels )	<b>Farm Land Identification Program:</b>	No
<b>PID:</b>	40114431	<b>PID (2nd):</b>	-
<b>More PID(s):</b>	No		

### Sale Price Information

No Records Returned

## Appendix 8.0: EIA Confirmation

**From:** "Ward, Christie (ELG/EGL)" <[Christie.Ward@gnb.ca](mailto:Christie.Ward@gnb.ca)>

**To:** "Darren Row" <[Darren.Row@miramichi.org](mailto:Darren.Row@miramichi.org)>

**Cc:** "Bertin, Joanie (ELG/EGL)" <[Joanie.Bertin@gnb.ca](mailto:Joanie.Bertin@gnb.ca)>

**Subject:** RE: EIA for recreation facility

Hi Darren,

Based on the submitted information and given this project is on municipal services, the Department of Environment and Local Government's (DELG) Environmental Assessment Section has determined that the project does **not** require registration for an environmental impact assessment (EIA) review. If there are any modifications to the project description, they should be provided to DELG so that it can be determined if they affect this decision. Also, please note that the project must still follow all other applicable acts and regulations, and all appropriate authorizations must be obtained before the start of project activities.

Should you wish to discuss further please feel free to contact me.

Thanks

Christie

Christie Ward

Project Manager

Environmental Assessment Section

Department of Environment and Local Government

506-453-2480