



Miramichi
Wellness
Multiplex

2021

Addendum

A Vision for the Future

An Update to the Joint Funding Application

to

The Government of Canada and The Province of New Brunswick

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Overview

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 were over 50 years old.

The challenges of balancing operational costs with prioritized upgrades and maintenance on these recreational facilities were 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 both the provincial and national averages.”* 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, one of the multiple community generated **Strategic Directions for Action** was

Infrastructure: Build and improve necessary infrastructure for community wellness

Also outlined in this strategy were numerous additional 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.***

The Project

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 while simultaneously 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 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 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 economic benefits of the Miramichi Multiplex Wellness Project have been outlined in the **February 2018, Miramichi Multiplex Economic Impact Analysis**

"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."

The construction of the Miramichi Wellness 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 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 a greater access in a singular location rather than the fragmented delivery of programming throughout varying locations of the City.

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.

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

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 Wellness Multiplex will be 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 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.

Climate Change Mitigation

An additional perspective of the Miramichi Wellness Multiplex project will see it aligned with municipal greenhouse gas reduction goals. **The Greenhouse Gas Emissions Reduction Local Action Plan** for the City of Miramichi was developed by CBCL Ltd. and adopted unanimously by City Council in July 2021. This plan calls for the City to reduce corporate emissions by 22% of the 2019 levels by 2030 and reach a net zero by 2050.

The plan indicated that 47% of Corporate emissions from City operations came from the operation of municipal buildings. This is due to the fact that 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.

Having foreseen the movement towards Greenhouse gas emission (**GHG**) reductions and continuing the progressive, analytical strategy that the City has focused on throughout the development stage of the Miramichi Wellness Multiplex, *CBCL Limited* was contracted in **2018** to analyse and compare **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**. This preliminary analysis makes the ***Miramichi Wellness Multiplex project a key component of the City of Miramichi's Greenhouse Gas reduction plan.***

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.

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

As the City of Miramichi moves into the final planning stages for the complex, minimizing the carbon footprint of the facility will be an equal tenet to those of fiscal responsibility and the delivery of efficient recreation and wellness services to the community.



The Progress to Date

In its initial funding application to other levels of government, the City of Miramichi provided a complete **Technical Report Annex** outlining the information received from the numerous public consultative processes concerning this project. In addition, these reports show the strategic steps that were undertaken to ensure that the project as outlined met not only the current and future needs of the community, but also the fiscal and environmental needs of the City of Miramichi. A chronological list of the reports contained in the Annex, as well as a list of subsequent reports received by the City of Miramichi, is attached to this document in **Appendix 1**. In addition, an updated copy of the **Technical Annex Report** is included with this document submission.

Since the initial application the City of Miramichi has continued to move forward with critical elements of the necessary planning for the project. Despite the setbacks associated with the recent pandemic response requirements, the focus of the municipality has always remained on the development of a centralized recreational facility that would serve the long-term needs of not only the City of Miramichi but also the region.

As part of the initial research and development for the project, an extensive analytical search was completed by Architects 49 and WSP Inc. for the location that met the highest level of criteria that was set out by the City of Miramichi and consultants. Following the objective analysis, Miramichi City Council chose a central site for the construction of the new Multiplex that was close to the intersections of Highway 8 and Highway 11 in the Douglastown area of the City. Once the purchase of the proposed site was finalized in February 2020, **the City committed \$1,000,000.00 in funds** to build a formal access to the property as well as produce a **site development plan** that included not only the multiplex project, but also overviews of potential commercial development spaces that would follow the completion of the multiplex project. A copy of this plan is included in **Appendix 2** of this document.

Soon after the swearing in of the new City Council in June 2021, a process was initiated to create an up-to-date strategic plan for the City. In October 2021 City Council was presented with **City of Miramichi Strategic Plan 2021-2025: Building Our Future Together**. This new dynamic plan was built using five strategic pillars, and not only reiterated the priority of **“proceeding with the allocation of funding for the building of the multiplex”** as one of the actionable items, but also, stressed the need to recognize the importance of protecting the environment by placing the City of Miramichi in a leadership role for environmental sustainability. Thus, restating the significance of using environmental stewardship as a driving tenet of the multiplex as we move into the final design stages of the project.

“This plan is built on five strategic pillars designed to work together to improve the quality of life, create new opportunity, improve infrastructure and community health, improve municipal engagement and governance, to grow our economy, protect our environment and showcase to the world all the benefits Miramichi has to offer.”

In addition to this report, the City of Miramichi understood the significance of having up-to-date pricing for the project since their initial design estimates were based on a series of 2017 consultant’s reports. Again, in October 2021, City Council was presented with a current Class “C” estimate for the conceptual facility designs that had been previously produced for the project. This up-date, prepared by the same consultants who had produced the initial costing reports, provided not only a new costing based on the initial designs, but also provided staging options for the project by pricing major components of the multiplex separately. This method allowed council to delve into the project in greater detail to ensure the project met not only their fiscal responsibilities but also the specific needs of the community and the end users.

Following in depth discussions with senior staff as well as the consultants that prepared the update; council made the unanimous decision to maintain the conceptual design of the facility as originally planned. This finalized the spacial requirements for such major components as a gym, aquatic center & ice rink as well as the numerous community and administrative spaces outlined in the original report.

The report also confirmed the following:

“The proposed Multiplex facility is comparable priced to other similar projects...”

In fact, it was stated that based on the square footage price of the Multiplex, the project is in the mid-range price for facilities with similar amenities and components. Once gain reaffirming that in its planning and research, the City of Miramichi had achieved a fiscally responsible balance between addressing the needs of the community and providing a dynamic centralized facility for recreational and community program.



Renovating versus Building New

The new costing also reaffirmed that the cost of building a new centralized multiplex facility was a far better long-term investment for the City when compared to the 2018 cost of renovating and upgrading existing facilities. Although not updated to 2021 values, it also supported the lower operational costs outlined in the original research reports from 2018.

...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.

...the construction of a singular facility to house all the existing programs and services offered in the current sites would be \$55,525,638 (2021 REV) and 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%.

A summary of the costing update is provided in **Appendix 3** of this document with a full copy contained in the **Technical Report Annex**.

The Financial Update

The City of Miramichi has been focused on moving this project forward over successive terms of City Council. Currently Council has committed to **increasing the City's contribution** to the capital construction costs of this project to approximately one-third of the total. In addition to this, **the City of Miramichi has included \$2,000,000.00 in its 2022 Operating Budget to begin the final design process of the project.**

Based on the "**Class C cost estimate**" updated in 2021 the breakdown of the projected costs would be as follows:

Updated Construction Costs:	\$44,619,900
Site Development Costs:	\$ 3,663,264
Soft Costs (15% of Construction Costs)	\$ 7,242,475*
Construction Total	<u>\$ 55,525,638</u>
HST 15%	8,328,846
HST Refunded @ 71%	<u>5,913,480</u>
Overall Project Budget Estimate:	\$57,941,004

*Soft costs include: Professional design fees, Owner's Engineer & legal fees, FF&E incl. Zamboni & Rink floor cover, Building permits, misc.

Fundraising

A component of the initial application in 2018 included a commitment by the City to establish a local fundraising committee to oversee community buy-in for the Multiplex project. 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

The Regional Consultations

As the central *Hub of the Northeast* and keeping the regional nature of this project in perspective, 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 in early 2018 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.

As a result of these meetings, Letters of Support were received by all communities in the surrounding region. Copies of these letters are included in the **Technical Report Annex**.

As a continuation of these initial presentations and in keeping with the intent of the recently released *White Paper: Working together for vibrant and sustainable communities*, the City of Miramichi is preparing once again to meet with neighboring communities and regional partners to begin preliminary discussions regarding potential multiplex capital and operational cost sharing.

Included in these future meetings will be discussions with our neighboring Indigenous communities. These meetings will be extensions of current partnership projects and opportunities that are focused on the mutual benefits to the economic growth of these communities and the City of Miramichi.

The Ask

THIS APPLICATION ADDENDUM REPRESENTS THE OFFICIAL REQUEST FROM THE CITY OF MIRAMICHI FOR A COMBINED CONTRIBUTION OF \$38,000,000.00 FROM THE PROVINCE OF NEW BRUNSWICK AND THE GOVERNMENT OF CANADA.

This combined contribution can be achieved through various provincial and federal programs including those relating to environmental and green energy funding program initiatives, recreational and other municipal infrastructure programs as well as the IBA-Investing in Canada Infrastructure Program. The City of Miramichi recognizes that program flexibility and the ability of other levels of government to adapt this application to the specifics of their respective funding programs is a key component to the successful outcome of this application.

Project Funding

The 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:	\$58,000,000.00
Government of Canada & Province of NB (65.5%)	\$38,000,000.00
City of Miramichi (34.5%)	<u>\$20,000,000.00</u>
Total Investment	\$58,000,000.00

The Next Steps

In addition to the initiatives already outlined in this document, the immediate next steps in this process can be summarized by the following motion that was unanimously passed at a **Special Meeting of Miramichi City Council on November 30, 2021**:

It was moved by Councillor King and seconded by Councillor Ross-Robinson that:

- 1. City Council authorizes the submission of a funding application to the Federal and Provincial governments for \$38 million dollars towards the cost of a \$58 million dollar multiplex recreation facility;**
- 2. The City initiate planning for a community/corporate fundraising campaign for a multiplex recreation facility and**
- 3. The City of Miramichi begin discussions with neighboring communities and regional partners regarding potential multiplex capital and operational cost sharing. CARRIED.**

A complete Draft Road Map matrix for the completion of this project can also be found in **Appendix 4**.

The 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 recreation and wellness programming the City has to offer, 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 Multiplex, has the potential of exponentially increasing the ROI over the life of the facility.



The City of Miramichi is committed to the completion of this project. Over the last decade, it has continuously invested financially in strategic steps to ensure that decisions concerning all aspects are based on research and consultations. With fiscally responsible municipal budgeting, this commitment has culminated in not only funding availability for the next immediate steps in the process, but also an increase its initial financial contribution to the capital construction project by 25%. In making this public commitment of \$20,000,000.00 towards capital costs, it is confident that the project can continue to move forward with the momentum that has been created within the community and region.

Promoting wellness and healthy living is a tenant of the ***City of Miramichi's Strategic Plan 2021 to 2025: Building Our Future Together***. 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.



Appendices

Appendix 1: Consultative Report Summary & Timeline

- Wellness Strategy for Miramichi Region, **Mar 2010**
- Council Report City of Miramichi Recreation Facility Needs Assessment Plan, **Oct 2013**
- City of Miramichi Strategic Plan, **Jan 2014**
- Miramichi Recreation Infrastructure Cost Comparison Final Report, **Sept 2014**
- Revised Multiplex Program and Cost Estimate, **Oct 2014**
- *Site Selection Report*, **July 2015**
- Miramichi Multiplex Needs Assessment Business Plan, **Nov 2015**
- Miramichi Multiplex Public Presentation, **Feb 2016**
- Miramichi Multiplex Pre-Design Services, **Feb 2017**
- City of Miramichi Operational Review: Community Wellness & Recreation Dept., **Jan 2018**
- City of Miramichi – Multiplex Updated Financial Projections Report, **Dec 2017**
- Miramichi Multiplex Fundraising Report, **Jan 2018**
- Miramichi Multiplex Economic Impact Assessment, **Feb 2018**
- Analysis of GHG Reductions, **Mar 2018**

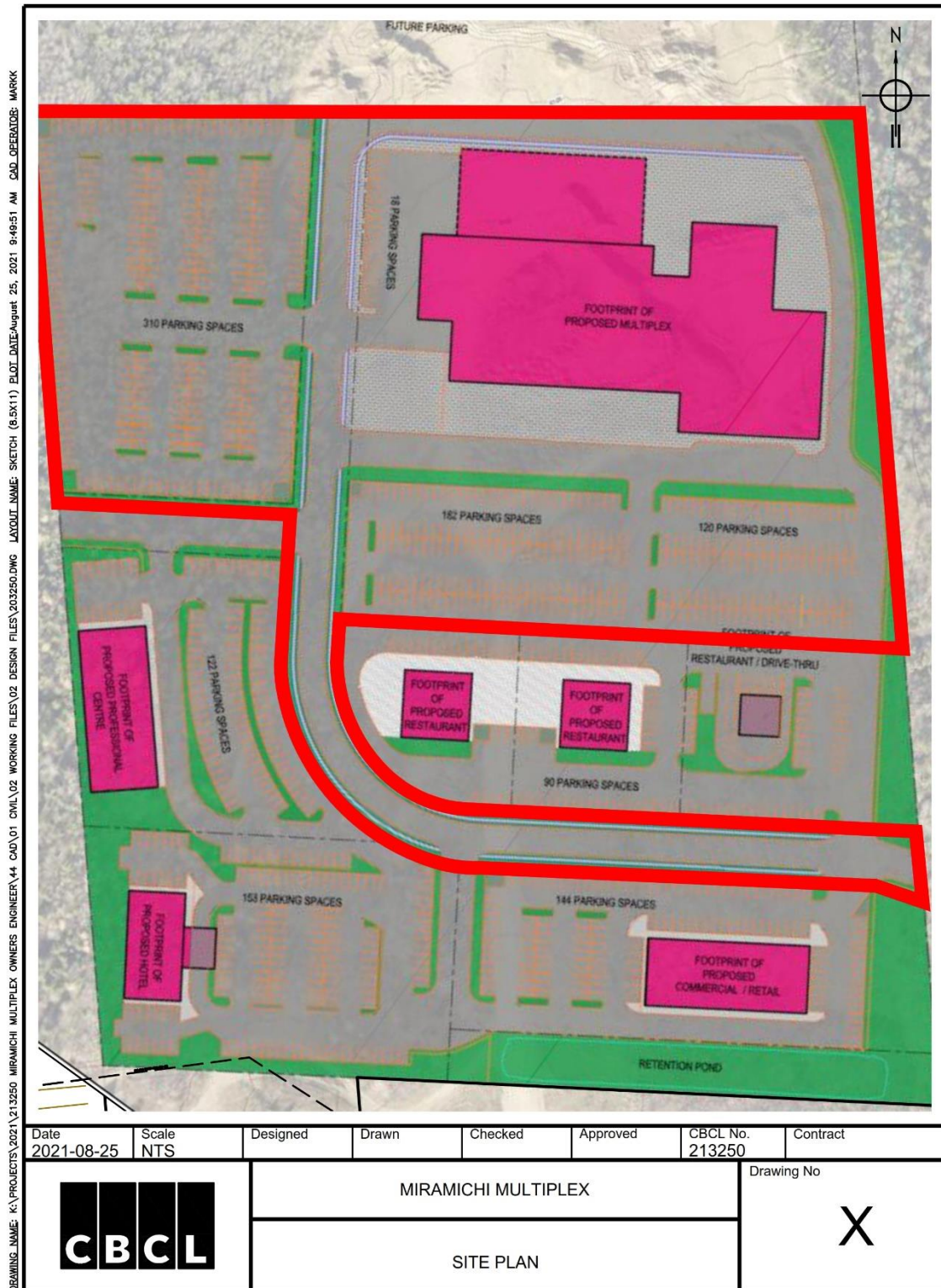
Feb 2018:

***Submission of Joint Funding Application
to the***

Province of New Brunswick and Government of Canada

- Greenhouse Gas Emissions Reduction Local Action Plan, **July 2021**
- Site Development Plan, **Aug 2021**
- **City of Miramichi Strategic Plan 2021-2025, Aug 2021**
- Updated Project Budget Estimate Summary, **Aug 2021**

Appendix 2: Site Development Plan



Appendix 3: Updated Project Estimate Summary



Solutions today | Tomorrow **in** mind

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August 27, 2021

Darren Row, P.Eng.
Director of Engineering
City of Miramichi
Engineering Department
94 General Manson Way
Miramichi, NB E1V 2N5

Dear Mr. Row:

RE: *Miramichi Multiplex – Updated Project Budget Estimate Summary*

In response to your request, CBCL Limited ("CBCL") retained Hanscomb Limited ("Hanscomb") to update their 2015 construction cost estimate for the proposed Multiplex facility to reflect 2021 dollars and the post pandemic construction market. Based on a preliminary site development plan provided by the City, CBCL also completed a preliminary site development cost estimate. The purpose of this letter, therefore, is to summarize the project's updated project budget estimate and identify potential project phasing opportunities to reduce the initial capital cost.

1.0 Background

In 2015, a predesign report was completed which studied the community's recreational needs to develop the proposed building programme, including a 6 lane competition pool and leisure pool, hockey arena and spectator area, and double gymnasium. Based on the concept design developed in the predesign report, Hanscomb completed a Class 'C' cost estimate totaling \$35.5 M for the proposed 127,535 sf facility (\$278/sf).

Site development costs were developed separately for two potential sites, ranging from \$3.8 M to \$8.3 M, and were not included in Hanscomb's construction cost estimate. Hanscomb's estimate also did not allow for typical project soft costs, including professional design fees, legal fees, permits, FF&E (fixtures, furniture & equipment), etc. A separate allowance of 25% was identified for project soft costs.

The 2015 project budget is summarized in Table 2 below.

2.0 Update

Based on the concept site plan provided by the City, CBCL's preliminary site development cost estimate is \$3.7 M. Elements included in the cost estimate are outlined in red on the attached sketch. Costs associated with developing the other 6 lots on the site (outside the red boundary) have not been included in the site development estimate. Given the very preliminary nature of the site plan design, the estimated quantities are very approximate. Unit rates are based on CBCL's data base of tendered rates. Please review the unit rates and let us know of any local discrepancies.

Hanscomb completed the updated cost estimate for the Multiplex facility to reflect 2021 dollars and the post pandemic construction market as per the attached report. The total estimated construction cost increased to \$44.6 M (\$350/sf).

The proposed Multiplex facility is comparably priced to other similar projects that Hanscomb has costing data for. For example, typical similar facilities featuring a pool, gym, and ice rink cost \$351/sf to \$447/sf.

CBCL and Hanscomb undertook a review of the project soft costs to develop a reasonable project allowance. The following summarizes the soft cost items reviewed with you in our meeting of August 20th:

TABLE 1

Soft Costs	
Professional design fees	10.0%
Owner's Engineer & legal fees	1.5%
FF&E - incl. Zamboni & Rink Floor cover	1.5%
Building Permits (\$5.50 per \$1,000)	0.6%
Other	1.4%
	15.0%

The table below summarizes the updated estimate against the 2015 estimate.

TABLE 2

Total Project Cost Budget Comparison		
	2015	2021
Class 'C' Construction Estimate	\$ 35,468,800	\$ 44,619,900
Site Development Cost	\$ 3,764,500	\$ 3,663,264
Construction Subtotal (1)	\$ 39,233,300	\$ 48,283,164
Soft Costs - 25% of total (2)	\$ 13,077,767	
Soft Costs - 15% of subtotal (1)		\$ 7,242,475
Construction Total (2)	\$ 52,311,067	\$ 55,525,638
HST - 15%	\$ 7,846,660	\$ 8,328,846
HST Refunded = 71%	-\$ 5,571,129	-\$ 5,913,480
Total Project Budget Estimate	\$ 54,586,598	\$ 57,941,004

3.0 Phasing Options

Based on Hanscomb's familiarity with similar projects and our review of the predesign report, there are no obvious items of excessively high quality that can be downgraded or extravagant design elements that are inflating the estimated cost of the project. Therefore, in order to reduce the initial capital cost of the project, phasing could be considered. It is our understanding that the pool and ice rink are the no. 1 and no. 2 priorities. For that reason, the following options were considered based on costing data developed by Hanscomb from comparable projects:

TABLE 3

REMOVE GYM				
		Construction Cost Estimate	\$	44,619,900
	Area (sf)	Unit Price	Total Savings	
Remove Gym	8600	\$ 400	\$ 3,440,000	
		Net Cost	\$	41,179,900
		Site Development Cost	\$	3,663,264
		Construction Subtotal	\$	44,843,164
		Soft Costs - 15% of construction	\$	6,726,475
			\$	51,569,638
		HST - 15%	\$	7,735,446
		HST Refunded = 71%	-\$	5,492,166
		Total Project Budget Estimate	\$	53,812,918

If the gym was constructed at a future date, phasing costs would be incurred to allow for:

- Additional contractor demobilization / remobilization;
- Removal and reworking of cladding to allow for next phase of construction;
- Reworking of roofing and flashing to allow for new roof tie-in; and
- Additional site grading, removal of temporary landscaping to prepare for addition.

Phasing costs to accommodate future construction could represent approximately 5% of the removed gym cost, or approximately \$170k, and would be incurred during the next phase of construction. That is, the \$170k phasing cost is not included in the costs summarized in Table 3.

TABLE 4

REMOVE GYM & RINK				
		Construction Cost Estimate	\$	44,619,900
	Area (sf)	Unit Price	Total Savings	
Remove Gym	8600	\$ 400	\$ 3,440,000	
Remove Rink	49120	\$ 305	\$ 14,981,600	
		Net Cost	\$	26,198,300
		Site Development Cost	\$	3,663,264
		Construction Subtotal	\$	29,861,564
		Soft Costs - 15% of construction	\$	4,479,235
			\$	34,340,798
		HST - 15%	\$	5,151,120
		HST Refunded = 71%	-\$	3,657,295
		Total Project Budget Estimate	\$	35,834,623

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Future phasing costs of approximately \$550k, or 3% of removed gym and rink cost, would be incurred during the next phase of construction and are not included in Table 4.

The phasing costs identified for the two options do not allow for escalation, which would typically be in the range of 3% to 4% per year delayed.

4.0 Closing

We trust the above information is sufficient for your current need. If you have any questions or require additional information, please do not hesitate to contact us.

Yours very truly,

CBCL Limited

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[Click and type Attachments:, If applicable]

Project No: 213250.00

Appendix 4: Multiplex Road Map

Multiplex Roadmap

TASK	TIMING	RATIONALE
Finalize funding model for City's contribution (including the 3 to 4 million community campaign)	Nov 2021	A public commitment to financing the Multiplex is key to influencing the Province and Feds to deliver funding for the project. Without this public commitment, the multiplex does not appear to be a top priority
Allocate initial budget for plan and specs prep	Nov 2021	The city will need some operational budget to continue the work towards construction
Publicly approve the funding model contingent on other level of government funding	Nov 2021	This commits council to finally completing the multiplex. It will quickly become "real"
Begin application process for Provincial and Federal Funding. Federal to come under the GICB Program (https://www.infrastructure.gc.ca/gicb-bcvi/registration-inscription/index-eng.html) as well as Canada Healthy Communities Initiative (https://www.infrastructure.gc.ca/chci-iccs/index-eng.html) the Municipal Asset Management Program delivered by FCM (https://www.fcm.ca/en/programs/municipal-asset-management-program) and the Federal Gas Tax Fund in New Brunswick (https://www.infrastructure.gc.ca/alt-format/pdf/gtf-fte/gtf-fte-NB-EN.pdf)	Nov/Dec 2021	Official application should come following conversations between City and province/Feds. Soft commitments have been made but the City now wants a concrete commitment to support the application.
Develop timeline of activities from 2013 to today.	November 2021	This will help to answer questions around community engagement, needs identification etc. It will outline the due diligence that has done into this project and that it's not a "quick" decision by council

Develop key messages around the project that will include references to budget, needs opportunity, community involvement, fed/prov funding, timelines etc.	November 2021	Key for all within City to ensure consistency of message and approach
Construct the Citizen Led Management Committee to oversee project (Multiplex Miramichi) (not including construction). This includes the development of the Terms of Reference	December 2021	A group of 5 to 6 people from within the municipality who have influence within the regional community. This committee should include a member of council and have identified staff support. This committee can be kept or disbanded once the fund raising campaign cabinet is developed
Identify and recruit members for Multiplex Miramichi (including staff support)	January 2022	Be sure to include representatives from business, education,
Finalize decision on structure (gym or no gym)	Feb/March 2022	This is key to being able to finalize the conversation around what the multiplex will deliver for residents
Collect community letters of support from community organizations	Ongoing	Key for public and government support. Any that can be obtained and included within the application would enhance the funding application and its overall importance for citizens of Miramichi
Finalize decision on Asset Divestment and how much this will offset costs	Feb/March 2022	One of the ways to begin to diminish the focus on cost is to outline the savings that will come from existing infrastructure divestiture
Finalize decision around user/access fees for non-residents	Feb/March 2022	Will be dependent on what happens with municipal reform, but deciding what to do with regional residents who are contributing to multiplex through tax-base will be an important public message

Begin looking at operating models for new Multiplex. City operated or contract operated?	Feb/March 2022	Recommend reviewing similar sized centres and look at most cost-effective model that ensures good service
RFP for fundraising campaign management	Feb 2022	The City will need support to design and execute the public fundraising campaign. It's key that this work begin early in the process. The successful proponent will then work with the city to determine when the actually public-facing portion of the campaign will be launched
Award contract for fundraising campaign	March 2022	
Proponent for Fundraising to develop plan and timeline for campaign	March/April 2022	The plan and schedule will be developed in three phases: Phase #1 - organization and structuring; (recruit cabinet, build the project structure and begin to identify donor opportunity) Phase 2 – Large donor/government commitment phase Phase 3 - community outreach, characterized by a public-oriented approach to the general public. The campaign plan will include job descriptions for each of the leadership positions.
Identification and recruitment of campaign cabinet	April/May 2022	Determine whether this group will replace Multiplex Miramichi
Proponents for Fundraising to develop a recruitment guide (working with Campaign Cabinet)		This manual should describe effective recruitment methods and provide support materials that will assist in the recruitment of volunteers.

Request for Expression of Interest (REOI) for the complex. Include Green energy options	Spring 2022	This will help to finalize the option for construction (DBB, DB or CM)
Finalize decision on DBB, DB or CM		Will dictate actions on the following
If DB then issue RFP for design	June 2022	
Award Design RFP	September 2022	
Large donor/government commitment phase begins	September 2022	
Finalize architecture design	Spring 2023	
Prep construction/contract drawings	Spring 2023	
Announce call for Tender for Construction		
Develop selection process for CM		
Procurement of Construction Management services	Spring/Summer 2023	
Finalize Construction Management firm		
Development of Campaign cabinet		<ul style="list-style-type: none"> a) Develop a list of individuals who may be interested in serving on the Campaign Cabinet and recruit a core group of members; b) Recruit the campaign chairs and then the campaign cabinet c) Ratify the campaign plan; d) Assist in the formulation of the campaign's purpose; e) Selecting the official campaign name, logo, theme and colors; f) Assist in the development of a preliminary list of prospective donors for the major, significant, general and family divisions; g) Develop procedures, systems and policies relating to the processing of donations received and expenses incurred;

		<ul style="list-style-type: none"> h) Draft and approve a solicitation guide; i) Draft and approve a communications and public relations plan j) Prepare and approve a recognition program.
Set up a fundraising campaign office		The campaign office is the visible nerve center and physical core of the campaign. It must be efficient, fully productive, and specifically designed to meet the needs of the campaign. The location and design of the campaign office is often indicative of the level of importance placed on the campaign by its leadership. If the campaign volunteers do not feel the project is important, it will be very difficult to motivate them to into action during the campaign.
		This will be for the remainder of the \$2 million. It will be key to launch this component before actual construction begins
Announce government grants/support for Multiplex		Develop communications approach around the announcement
Construction to begin		Corresponding celebration/shovel ceremony with council and Multiplex Miramichi Committee
Construction on supporting infrastructure to begin (roads etc)		Will require separate tender

Ongoing construction updates through life of construction		Consider installing live view camera onsite during construction
Hiring of management team/company		Dependant on model
Completion of construction		Will require communications strategy
Opening of Multiplex		Will require communications strategy
Community tours/celebration as part of festivities around opening		Will require communications strategy