2023 Northside Twin Arena Complex

Background, Utilization and Design Status Update

Presenter:

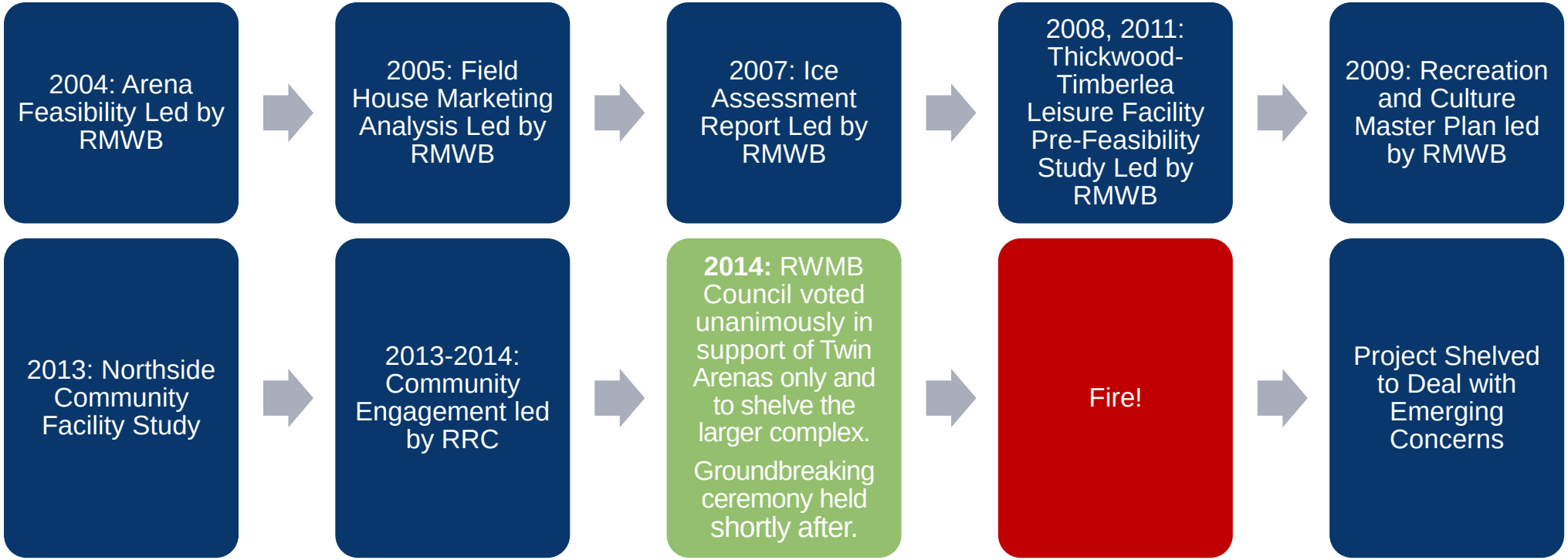
Department:

Meeting Date:

Regional Municipality of Wood Buffalo

Background

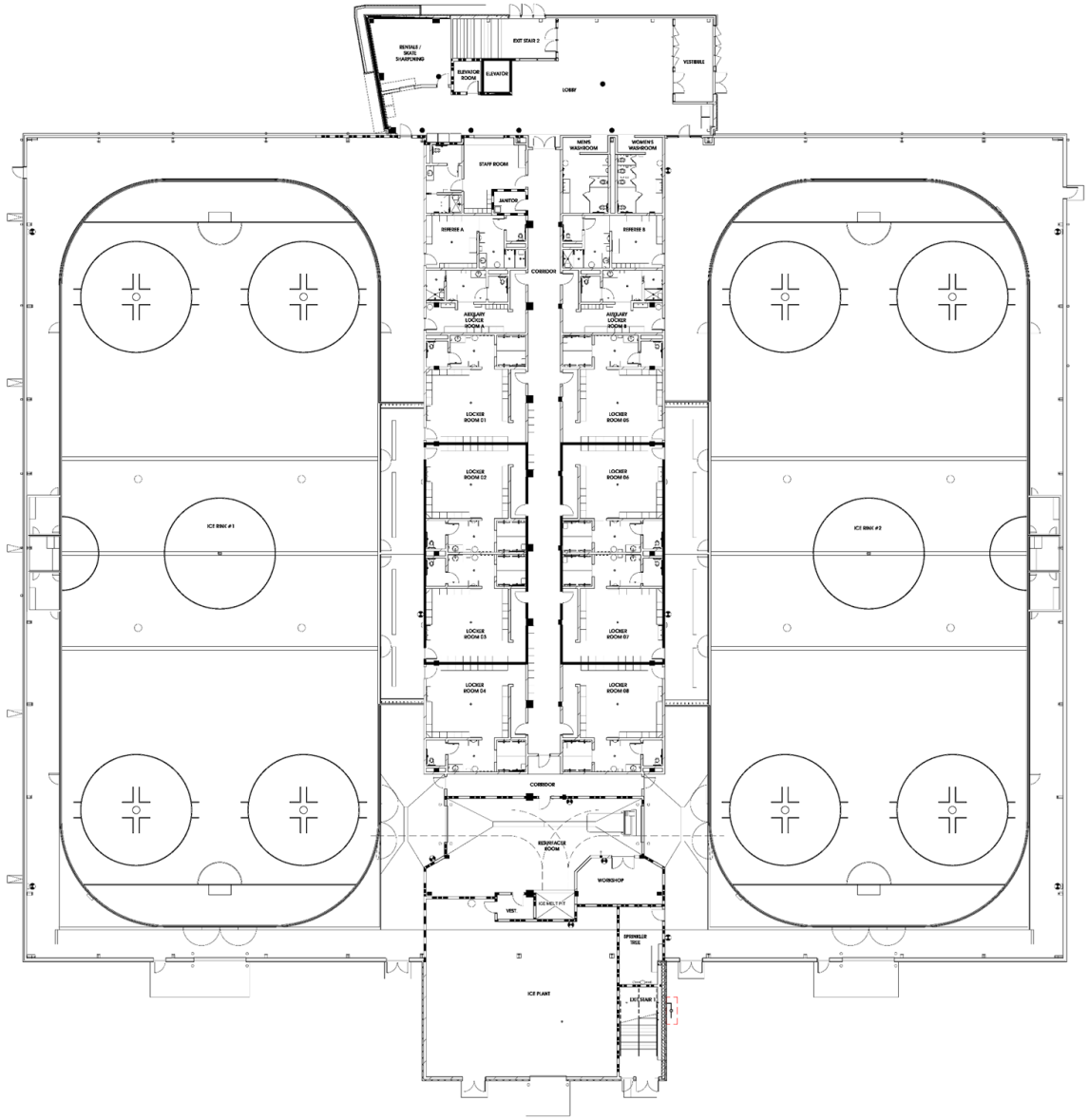
A summary of the history of the project from 2004 to 2016.



Strong community participation: 9,593 responses were received over 30 engagement sessions. In the final round of engagement, the Community voted 94% in favour of the development of the Northside Recreation Centre as outlined (2,079 responses).

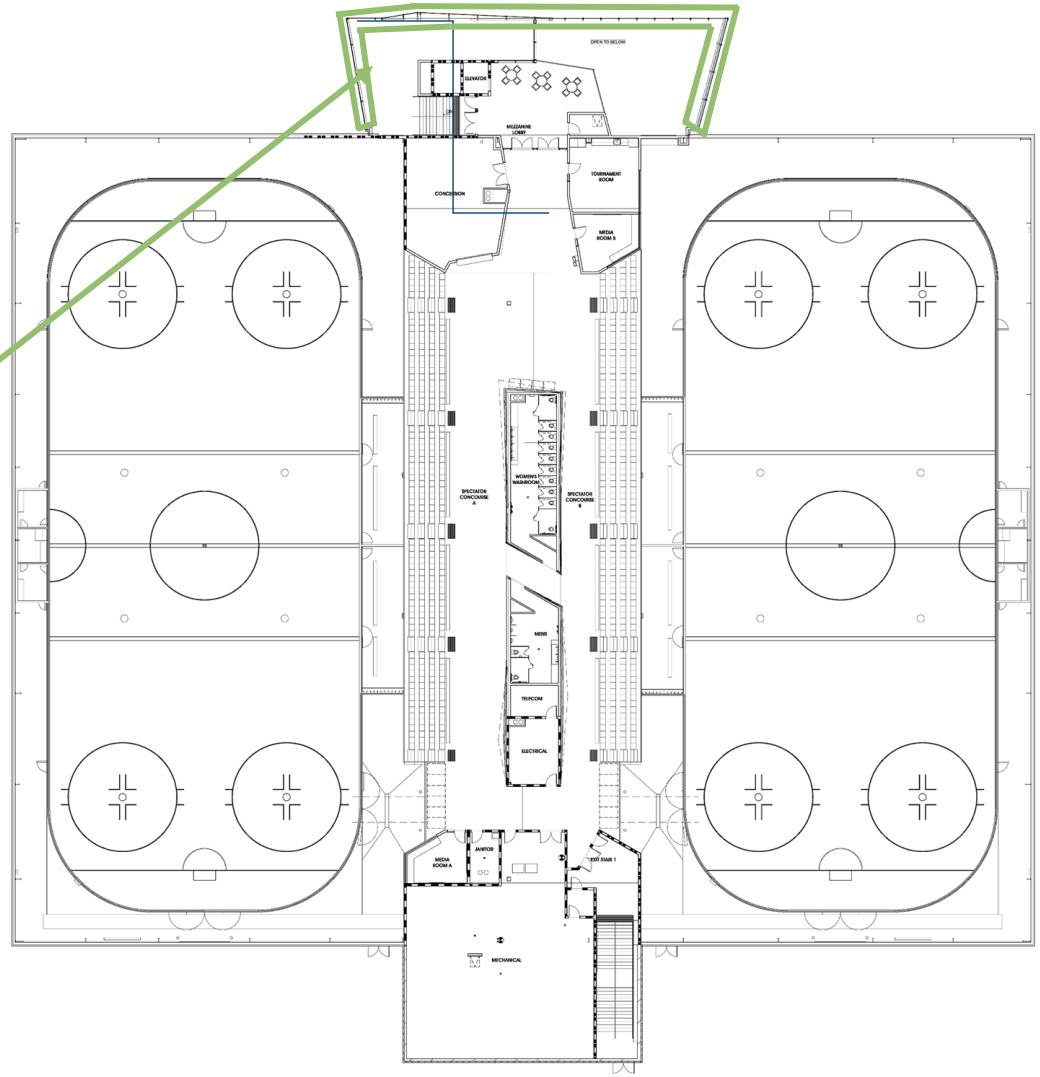
Twin Arenas – Main Floor

- 2 standard sized ice surfaces
- 4 team locker rooms,1 referee room & 1 gender change room per ice surface
- Skate sharpening space 150 SF (as per Engineering, 1/1/16)
- Vending machine space
- Office space
- Support spaces: Washrooms; Custodial; Storage; Resurfacing; Workshop
- Site includes 180 parking stalls



Twin Arenas – Second Floor

- 300 Spectator viewing per ice surface
- Concession space 300 SF (as per RMWB Engineering, 1/1/16)
- Support spaces: washrooms; custodial; storage
- Note: the Twin Arena design was completed with the intent that the exterior skin of the front lobby area could be removed to incorporate the stair into the new larger Multiplex in Phase 2.



Strategic Documents

A summary of key strategic documents and guidelines that provide relevant ice-related information.

In July 2015, the Regional Indoor Recreational and Community Facility Master Plan was completed by Sierra Planning and Management.

An established standard/guideline was introduced specific to Indoor Synthetic Ice Facilities (Arenas). The average standard for indoor synthetic ice facilities across Canada was established at **1 facility per 20,000 residents**. It was noted that this standard was impacted by the size of the community, the demand within the community, and the recreational priorities within the community.

The 2015 study recommended that the Regional Municipality of Wood Buffalo establish a standard of **1 ice pad per 20,000 residents with a transit or commute time of 20 minutes.**

Given the significant geographic size the region, the clustering of facilities to support population and accessibility as a result of commute distances should be considered.

Utilization of the Region

A summary of key recommendations to support ice utilization in the community.

In July 2015, the Regional Indoor Recreational and Community Facility Master Plan recommended several strategies in support of ice utilization specific to the servicing of residents in Fort McMurray and surrounding region.

The strategies included the following:

- Recommendation to construct a second twin arena facility at a multi-purpose recreation facility over the longer term to maintain or improve the current synthetic ice accessibility standards for residents.
- Recommendation to allocate ice utilization user groups to the Anzac Recreation facility in advance of constructing a new facility in Fort McMurray. The utilization at the Anzac Recreation facility should be monitored closely as a key decision-making tool for the development of a new facility in the City of Fort McMurray.

Summary of Utilization Data

Summary utilization data inclusive of facilities that are operational in any given month.

The following summary data considers the facilities that achieve the 20-minute commute time standard. It includes only full-size arena facilities. Months were the facility does not have ice availability have not been included.

Average Facility Utilization by Month - Fort McMurray Facilities													
Arena	May	June	July	August	September	October	November	December	January	February	March	April	Average Use by Facility
CNRL 1	0%	0%	0%	0%	46%	48%	50%	45%	44%	50%	47%	34%	**46%**
CNRL2	36%	41%	45%	38%	34%	42%	40%	39%	40%	41%	40%	21%	**38%**
MIPC Mini Ice	0%	0%	0%	0%	0%	36%	42%	34%	30%	47%	45%	0%	**39%**
Frank Lacroix	36%	25%	14%	41%	74%	88%	82%	80%	85%	81%	81%	74%	**63%**
Centerfire Place	0%	0%	0%	0%	53%	66%	63%	56%	59%	65%	62%	29%	**57%**
Average Use by Month	**36%**	**33%**	**30%**	**39%**	**52%**	**56%**	**55%**	**51%**	**51%**	**57%**	**55%**	**39%**	

The data included within this table was provided by the Facility Operations Team for the operating year of 2022/23.

Prime Time and Non-Prime Time Ice

Prime-Time Ice and Non-Prime-Time Ice were evaluated relating to ice accessibility in Fort McMurray and availability is limited.

The availability of ice accessibility is an important consideration for the determination of additional facility needs.

An important element of consideration when evaluating ice availability in a community is the average age of the participant. A community such as Wood Buffalo with a relatively low average age suggests that the availability of ice in Prime-Time should be at high demand.

The analysis clearly shows that ice availability during prime-time periods at Frank Lacroix, CNRL 1, and CNRL 2 is **often limited**. It is additionally noted that a similar experience was communicated from the operational team at the Frank Lacroix Arena.

Ice Utilization by Time Summary

A summary of average Prime Time use across key facilities in Fort McMurray, indicating high utilization and the need for increased ice availability during Prime Time.

An analysis of the Fort McMurray-based full sized arena facilities suggests that **Prime Time Ice is performing at the high utilization of industry standards and suggests that the potential for growth is limited at this time**. Future participation growth in ice sport, community growth, or the loss of a facility would impact the accessibility and availability of Prime-Time Ice to meet the needs of the local community. Similarly, the addition of new ice surfaces without population growth will increase accessibility at prime-time hours but may negatively impact the financial performance of existing faciiities untii such time as demand and suppiy can reaiign.

Month	May '22	Jun '22	Jul '22	Aug '22	Sept '22	Oct '22	Nov '22	Dec '22	Jan '23	Feb '23	Mar '23	Apr '23	Average Prime Time
FLC	53%	33%	11%	40%	93%	97%	97%	96%	92%	103%	102%	68%	74%
CNRL 1					91%	38%	89%	83%	67%	78%	87%	71%	75%
CNRL 2	30%	90%	73%	48%	77%	75%	75%	72%	61%	71%	74%	48%	66%

Centrefire Place Prime Time and Non Prime Time was not available at the time of this document completion, it is reasonable to assume based on overall facility use it would be consistent to the performance results shown above. .

Ice Utilization Across the Region Summary

Anzac 2022/23														
Month	May	June	July	August	September	October	November	December	January	February	March	April	Summary	Used Hours
Paid Hours	0	0	0	0	45.25	109.5	110.5	72.25	48.25	103.75	78.25	42.5	610.25	610.25
Unsold Hours	0	0	0	0	138.75	330.5	321.5	335.75	383.75	296.25	385.75	177.5	2369.75	
Total Available Hours	0	0	0	0	184	440	432	408	432	400	464	220	2980	Available Hours
Paid Utilization	0%	0%	0%	0%	25%	25%	26%	18%	11%	26%	17%	19%	20%	2369.75
Hours Available	**0**	**0**	**0**	**0**	**138.75**	**330.5**	**321.5**	**335.75**	**383.75**	**296.25**	**385.75**	**177.5**	**2369.75**	

CNRL 1 2022/23														
Month	May	June	July	August	September	October	November	December	January	February	March	April	Summary	Used Hours
Paid Hours	0	0	0	0	201	260.25	263.75	215.25	234	216.75	240.5	133.75	1765.25	1765.25
Unsold Hours	0	0	0	0	237	277.75	259	265	299	215	267	262	2081.75	
Total Available Hours	0	0	0	0	438	538	522.75	480.25	533	431.75	507.5	395.75	3847	Available Hours
Paid Utilization	0%	0%	0%	0%	46%	48%	50%	45%	44%	50%	47%	34%	46%	2081.75
Hours Available	**0**	**0**	**0**	**0**	**237**	**277.75**	**259**	**265**	**299**	**215**	**267**	**262**	**2081.75**	

CNRL 2 2022/23														
Month	May	June	July	August	September	October	November	December	January	February	March	April	Summary	Used Hours
Paid Hours	198	223	243	207	188	230	212	179	229	200	213	93	2414	2414
Unsold Hours	355	316	294	338	359	312	322	279	345	293	313	350	3876	
Total Available Hours	553	539	537	545	547	542	534	458	574	493	526	443	6290	Available Hours
Paid Utilization	36%	41%	45%	38%	34%	42%	40%	39%	40%	41%	40%	21%	38%	3876
Hours Available	**355**	**316**	**294**	**338**	**359**	**312**	**322**	**279**	**345**	**293**	**313**	**350**	**3876**	

The following data represents the operational performance results for each indoor arena facility that services the Fort McMurray urban population. These results were provided by the facility operator for the 2023/23 service year. It should be noted that the Anzac Recreation Facility is included for information as it currently services the Fort McMurray market while concurrently offering accessibility to the Anzac community and surrounding region. Anzac represents a commute distance of more than 20 minutes.

Ice Utilization Across the Region Summary

Mini Ice – MIP 2022/23														
Month	May	June	July	August	September	October	November	December	January	February	March	April	Summary	Used Hours
Paid Hours	0	0	0	0	0	131	189	142	138	197	209	0	1006	1006
Unsold Hours	0	0	0	0	0	235	261	278	327	223	256	0	1580	
Total Available Hours	0	0	0	0	0	366	450	420	465	420	465	0	2586	Available Hours
Paid Utilization	0%	0%	0%	0%	0%	36%	42%	34%	30%	47%	45%	0%	39%	1580
Hours Available	**0**	**0**	**0**	**0**	**0**	**235**	**261**	**278**	**327**	**223**	**256**	**0**	**1580**	

Frank Lacroix 2022/23														
Month	May	June	July	August	September	October	November	December	January	February	March	April	Summary	Used Hours
Paid Hours	136	89	47	151	268	327	294	260	307	290	293	199	2660	2660
Unsold Hours	237	271	289	221	92	45	66	64	53	70*	70*	70*	1548	
Total Available Hours	372	360	336	372	360	372	360	324	360	360	363	269	4207	Available Hours
Paid Utilization	36%	25%	14%	41%	74%	88%	82%	80%	85%	81%	81%	74%	63%	1548
Hours Available	**237**	**271**	**289**	**221**	**92**	**45**	**66**	**64**	**53**	**70**	**70**	**70**	**1548**	

Centrefire Place 2022/23														
Month	May	June	July	August	September	October	November	December	January	February	March	April	Summary	Used Hours
Paid Hours	0	0	0	136	288.75	367.5	342.5	300.25	327.75	329	343.25	156.5	2591.5	2591.5
Unsold Hours	0	0	0	134	251.25	190.5	197.5	239.75	230.25	175	214.75	383.5	2016.5	
Total Available Hours	0	0	0	270	540	558	540	540	558	504	558	540	4608	Available Hours
Paid Utilization	0%	0%	0%	0%	53%	66%	63%	56%	59%	65%	62%	29%	56%	2016.5
Hours Available	**0**	**0**	**0**	**270**	**540**	**558**	**540**	**540**	**558**	**504**	**558**	**540**	**4608**	

The Mini Ice located at MacDonald Island Park is an indoor ice surface but does not represent a regulation or full sized ice surface. Given the modified arena size for the Mini Ice it provides access to a smaller ice surface that is beneficial for the displacement of younger skaters or learn to skate participants from full sized arena facilities but will be limited for competitive play. The Mini Ice is a valuable indoor ice amenity that supports ice access and user opportunities but is limited by size. This surface supports access to ice opportunities for the Fort McMurray urban service area.

Drawing Status

An indication of the current status of the project today: The building design is 100% complete, but work is likely still required to account for current standards and requirements.

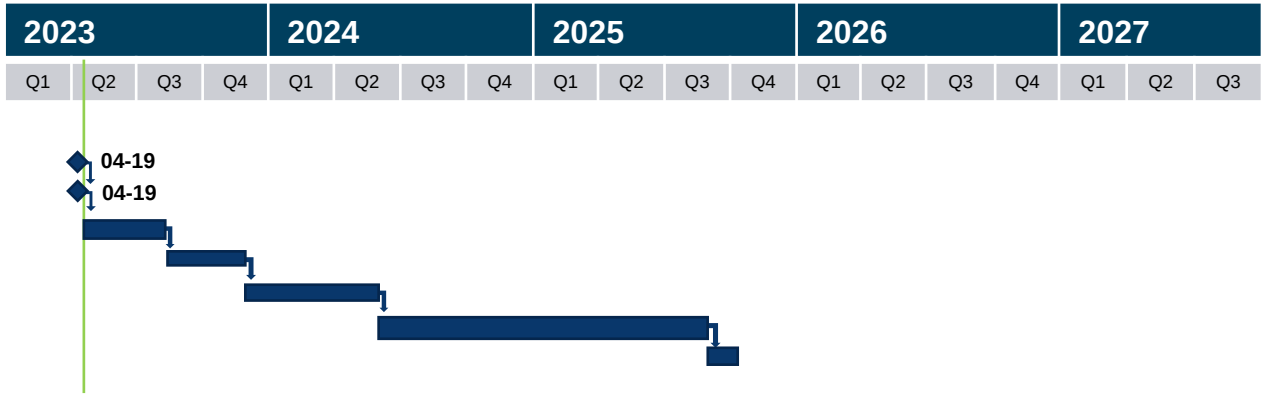
Phase 1: Current Status and Schedule for the Twin Arena Project

- Work on the building design is 100% complete. There may be some updates that are required to the drawings for energy efficiency and Building Code related.
- Development Permit was previously issued but has expired.
- Tender documents will require some rework, which is estimated at 6 months' effort.
- Since the project was shut down, there have been two updates to the National Energy Code and the Building Code that should be re-visited by the Design Team to ensure compliance.
  The Accessibility and Inclusion aspects of the project should also be reviewed at this time as well as LEED requirements for the project, as they have significant cost impacts to the project not currently reflected in the budget update.

Comment on Schedule

The scheduling options have been divided by two options listed below: Starting the process over and continuing with the existing process. Starting the process over could mean adding up to two years to the project timeline.

Task Name	Duration	Start	Finish
Procurement**	0 months	Fri 23-03-10	Fri 23-03-10
Selection**	0 days	Fri 23-03-10	Fri 23-03-10
Award**	60 days	Fri 23-03-10	Fri 23-03-10
Project Start - Design*	4 months	Fri 23-03-10	Fri 23-03-10
Contract Documents*	6 months	Fri 23-03-10	Thu 23-06-01
Construction	16 months	Fri 23-06-02	Thu 23-11-16
Commissioning	1 month	Fri 23-11-17	Thu 25-09-18



*This schedule reflects that the time saved by using existing design is approx. 60% in Design and Contract Documents

**This schedule represents a 10-month savings in Procurement of a new process

Capital Cost Update: 2023 Update

To gauge the capital cost estimate for this project, three key comparable facilities were reviewed. These are three of the most recently tendered facilities in Alberta.

Recently-Tendered Arena Projects in Alberta

Includes construction cost only (no soft costs)

Arena Project	Cost per SF	Escalated to Fort McMurray	Commentary
Lloydminster 'Twin' (1500 seat / 300 seat)	**$400**	**$520**	*very similar - good community facility, not expensive
Figure was supplied Jan 2023 – Class D level of accuracy Assumed a 105,000 SF facility			
Spruce Grove (arena and lobby only)	**$425**	**$595**	*high end finished, too "fancy" for this project
Removed the theatre component from the overall budget 115,000 SF facility			
Dale Fisher Arena Expansion (200 seats)	**$305**	**$457.50**	*undersized dressing rooms to reduce cost. This is a single ice sheet, rather than a twin, and is designed to a very lean standard.
Tender Price $13.7M : Sept 2022 Total building project area = 4,165 SM (44,800 SF)			
		Opinion of Probable Cost	
Fort McMurray Twin Arena Project	**$520**	**$42,120,000**	*assumed finish very similar to Lloydminster twin arena
81,000 SF facility			

Escalation

A comparison of the anticipated escalation in estimated construction cost from 0-15 years between the options of starting the project over completely and continuing with the existing drawings.

Escalation Allowances		0-5 Years					5-10 Years					10-15 Years
		Q1 2020 – Q1 2021	Q1 2021 – Q1 2022	Q1 2022 – Q1 2023	Q1 2023 – Q1 2024	Q1 2024 - Q1 2025	Q1 2025 – Q1 2026	Q1 2027 – Q1 2028	Q1 2028 – Q1 2029	Q1 2029 – Q1 2030	Q1 2030 – Q1 2031	Q1 2031 – Q1 2036
		0.20%	9.90%	5.80%	5.60%	5.20%	5.00%	5.00%	4.50%	4.50%	4.50%	3.50%
Area	Compounded Escalation	2%	11.86%	18.6%	25.24%	32%	38%	45%	52%	57%	62%	80+/-%
					$ -	$2,190,240.00	$4,405,752.00	$6,732,039.60	$8,930,381.38	$11,227,648.54	$13,628,292.73	$15,579,482.97
81,000	$41,120,000.00				$42,120,000.00	$44,310,240.00	$46,525,752.00	$48,852,039.60	$51,050,381.38	$53,347,648.54	$55,748,292.73	$55,748,292.73

Notes:

- Pricing excludes G.S.T
- The construction start is anticipated to be in Q1 or Q2 of next year, therefore the price escalates to the green box shown above
- If the construction start is in 2027-2028, as in the project restarting over, the price will escalate to the blue box shown above

Capital Cost Update: 2023 Update

This slide indicates the current opinion of probable cost assuming a $520 per square foot construction cost estimate.

Current Opinion of Cost:

81,000 sq. ft. X $520.00/sq. ft. = $42,120,000.00 excluding GST and soft costs*

This number escalates to **$44,310,240.00** for construction start in early 2024,

Which is shown in the next slide.

If LEED Gold is a requirement, add 15% to the budget and two months to the timeline.

This estimate is based on costs associated with a recently-tendered Arena projects in Alberta, including Lloydminster, Spruce Grove, and Devon.

Recommendations – Twin Arena Development

A summary of the total anticipated project costs based on the two options for project delivery that have been presented.

Summary of Additional Project Costs	Continue with the design process that was already started
Project Construction Cost	$44,310,240.00
Project Fees and Expenses	$1,507,430.00
Construction Engineering Support	$950,000.00
Project Fees and Expenses total	$2,457,430.00
Total Project Cost	**$46,767,670.00**
Difference (Savings) on Fees	$1,992,695.00

Recommendations – Arena Ratio

A summary of some key findings from the research and analysis that went into the recommendations presented herein.

- It is recommended that, as per the 2015 report, the arena to resident ratio be maintained at 1 synthetic ice facility for every 20,000 residents. The City of Fort McMurray is served by the Frank Lacroix arena, Centrefire Place, and CNRL Arena 1 and CNRL Arena 2.

- Currently based on the Fort McMurray population of 73,974 the ratio of 1 indoor arena for every 18,493 community members is in place. This ratio has improved since the 2015 report and the original study on the Northside Twin Arena.

- The current population and expected growth trend within the City of Fort McMurray suggests that the development of an additional arena surface (likely in the North side of the community) will be necessary to maintain the desired 1 facility for every 20,000 residents, the development of additional ice availability and accessibility should be advanced in alignment with population growth projections.

Recommendations – Driving Distance

A summary of some key findings from the research and analysis that went into the recommendations presented herein.

- It is recommended, as per the 2015 report, that the drive time for residence to access a synthetic ice facility be maintained when reasonable at a driving time of 20 minutes. As such, the Anzac Recreation Facility should be considered external to the proposed accessibility and availability models for users within the Fort McMurray region.
- It should be noted that the MIPC Mini Ice does offer expanded indoor ice opportunities for younger participants but is not a full-sized arena.
- It is recommended that the Anzac Recreation Facility not be included within the indoor ice demand model for Fort McMurray.

Recommendations – Ice Utilization

A summary of some key findings from the research and analysis that went into the recommendations presented herein.

- The analysis of Prime and Non-Prime Use of Fort McMurray-based facilities suggests **peak utilization regularly exceeds 80% during prime-time hours**. It additionally suggests that total utilization within the four facilities within Fort McMurray is comparable to industry standards across both prime and non-prime time use.

- As the return to sport recovers from COVID-19 it is anticipated that higher utilization of facilities based on projected growing sport enrollment and participation will occur. This result has yet to be defined by data but is the position of Sport Canada at this time. Increased sport participation will impact utilization models.

- Ice utilization at Prime-Time hours is currently strong and without increased supply will reach capacity as population and participation increases.

- It is recommended that the development of expanded arena facilities occur in alignment with the projected population growth. This suggests a current need for expanded arena availability.

Thank You

Regional Municipality of Wood Buffalo

Project History

Interior view of the Lobby of the Northside Recreation Centre – Full Multiplex Design – shows stair of Arenas in Phase 1. This is not the image of the Twin Arenas Phase 1 Project.

Community Engagement: Targets & Results

A summary of the community engagement sessions completed for the Northside Recreation Centre project to date.

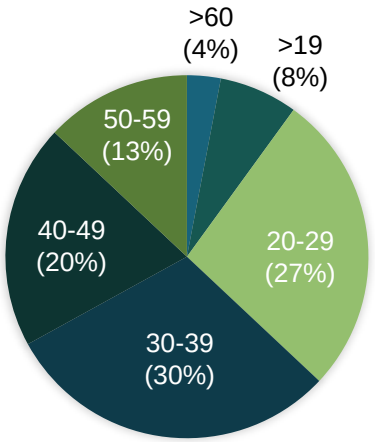
Community Engagement	Target Participation	Time Frame	Engagement Sessions	Actual	Duration	Sessions
Concept Introduction (1st)	2,000	4-8 weeks	3-6 in-person “open houses”	3,273	1 week	6
Conceptual Design 1 (2nd)	2,000	4-8 weeks	4-8 in-person presentation Q&A	2,178	9 weeks	7
Conceptual Design 2 (3rd)	2,000	4-8 weeks	4-8 in-person presentation Q&A	2,063	6 weeks	8
Conceptual Design (4th) **OPTIONAL**	2,000	4-8 weeks	4-8 in-person presentation Q&A	N/A	N/A	N/A
Recommended Design (5th)	2,000	4-8 weeks	8-12 in-person presentation Q&A	2,079	3 weeks	9

RBC Board/RMWB Council Approval	Target Participation	Time Frame			
Recommendation to RRC Board of Directors	N/A	4 weeks	RRC Board of Directors meeting	Completed January 13	
RRC Recommendation to RMWB Council	N/A	4 weeks	RRC presentation to RMWB Council	Completed January 27	
RMWB Council Direction	N/A	N/A	Council Direction		
Total	**8,000 – 10,000**	**8-12 months**	**Minimum 23 in-person sessions**	**9,593**	**30**

Engagement Summary

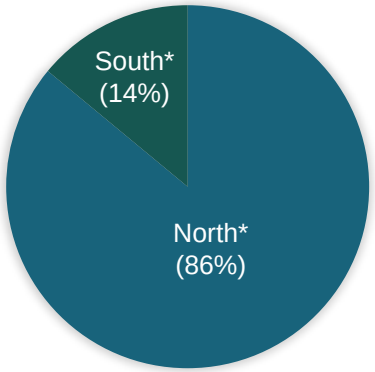
9,593 Participants

A summary of the demographic makeup of engagement participants and their level of support for the project. Complete community engagement recap can be found in the Business Plan.



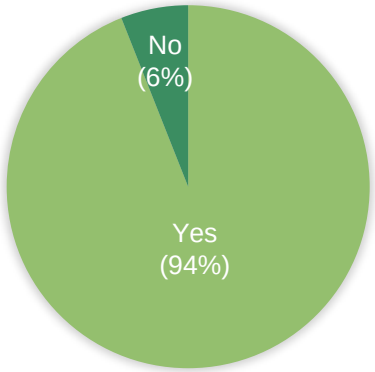
Age

Average age of all engagement participants responding to the question.



Neighbourhood

Summary of neighbourhood breakdown of all engagement participants responding to the question. “North” includes Timberlea, Thickwood, Dickinsfield and Wood Buffalo. “South” includes Downtown, Abasand, Waterways, Gregoire, Draper, Saprae Creek, Prairie Creek.



Final Round

In the final round of engagement, participants were asked if they supported the development of the Northside Recreation Centre as outlined. (2,079 responses)

Engagement Outcomes

A summary of the key findings and outcomes from the engagement sessions. An overview of the primary amenity or program opportunities desired by the participant group at the time of study.

- Strong community participation: **9,593** participation responses were received over **30 engagement sessions**
- Design concepts evolved with community direction and feedback
- All comments posted online and all materials available at buildingwithyou.ca throughout process
- Confident final design recommendation is supported by community direction
- Top six amenities the community indicated they wanted in the facility in order of preference:

1) Leisure Aquatics
2) Lease Space - Cinema
3) Fitness Centre
4) Ice Arena
5) Lease Space - Bowling
6) Children Area

Recommended Design

A summary of the basic design intent of the Northside Twin Arenas.

The Northside Twin Arenas were designed as part of a larger facility, with the intent that the front entrance could be incorporated into the larger complex later. This is shown on the following drawings.

The design for the Twin Arenas was based on a basic and cost-effective arena to the standards of the day, without overextending these standards. Gender Inclusivity and Accessibility were not as socially-relevant of a topic as they are today and, therefore, these may merit further consideration. Accessibility Guidelines are about to change, and may impact the design's compliance with modern standards.

The intent at the time for the Twin Arenas when they were managed by the RRC was to have larger events/competitions at MacDonald Island and the Family/Community facility would be in Thickwood Timberlea.

Design Update

An indication of how the project has progressed to date, including phasing and LEED considerations.

In May, 2015, Council voted to slow the process, put the larger Recreation Centre on pause (Phase 2), and to proceed with the development of the Twin Arena Project (Phase 1).

The Phase 1 Twin Arena Project was to be designed as a durable LEED Gold facility, but fundamentally as a simple design that could be easily modified with minimal expenses associated with adding the larger complex at a later date. Since this time, the cost of LEED Gold projects have increased greatly (see the Capital Cost sections of the report for the impact).

Council will need to decide if they want to proceed with the new requirements of a LEED Gold building going forward.

LEED – Energy Efficiency

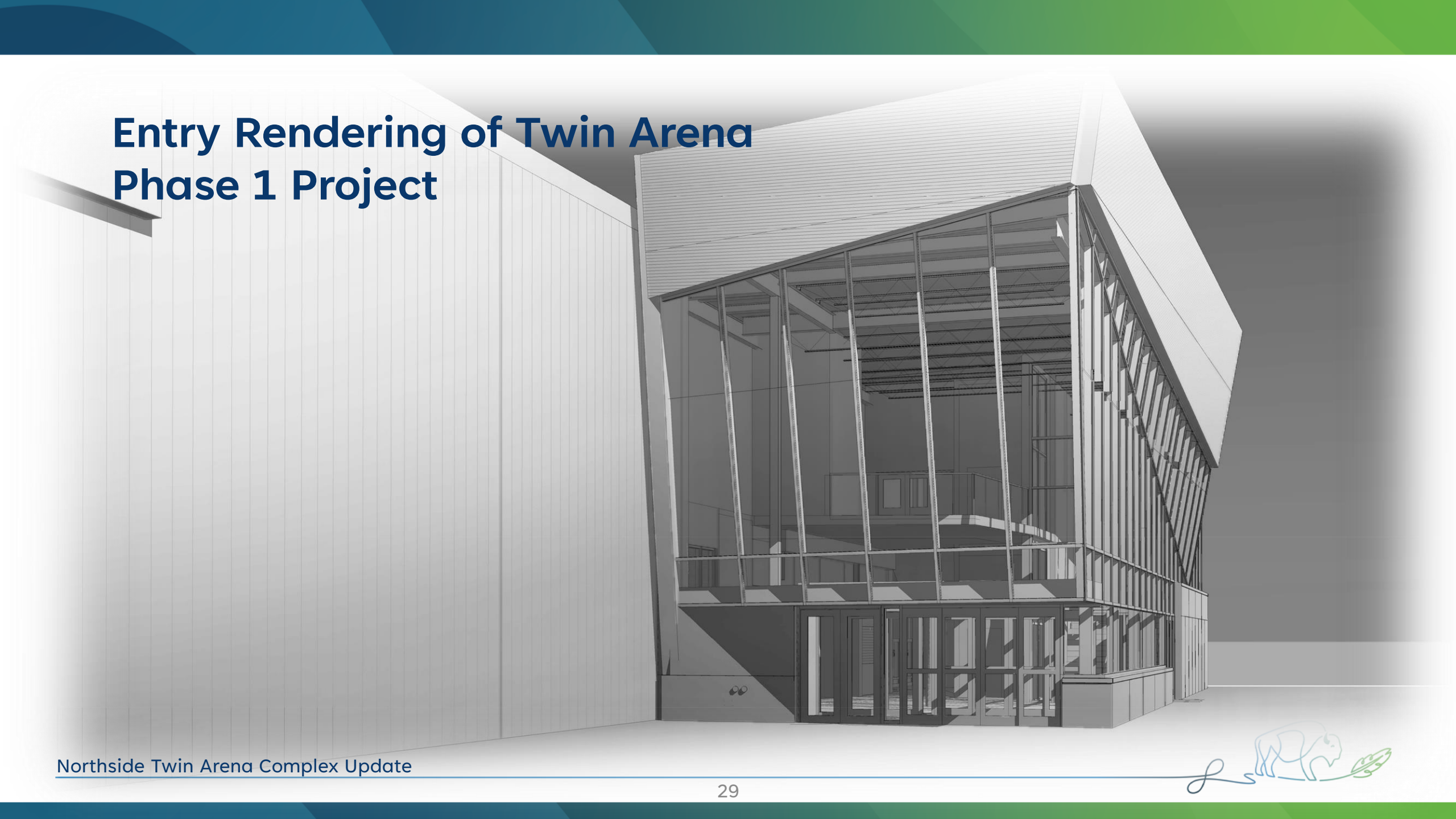
Commentary on the facility's LEED status and complications associated with continuing with the LEED certification process.

The facility was previously designed to be LEED Gold when the project was shelved.

The cost to update the design to the new LEED Gold is estimated at +/- 15%. Estimates in the report do not include this cost.

New energy criteria will necessitate more re-design time, estimated at 2 months for the project. The schedule in the report does not include this increase in time required.

Entry Rendering of Twin Arena Phase 1 Project



Dome Structure Commentary

A recommendation against the provision of a dome structure due to durability, safety, hosting and operational efficiency concerns.

Currently, the technology of Domed Structures has proven to be cost-effective for the first 8-10 years of a facility's lifespan. At the 8-10-year mark, the savings in capital construction costs are eroded by increased utility costs and the facility then becomes less operationally efficient.

Normal civic arenas are designed for a 50-year lifespan. Domed Structures are intended to be non-permanent and able to be relocated at a point in the future and, for this purpose, they are well suited.

The option for a fabric domed structure or for a concrete domed structure was investigated during the original design process and since no measurable standard or certification for use of these types of buildings in a municipal setting was established, it was determined to have too much risk for failure for a Public Assembly Building. These types of structures are often not designed to accommodate additional loads for Trade Shows and Concerts (hanging paraphernalia from the roof), etc.

For long-term durability, Public Safety and Operational Efficiency, and the ability to accommodate Special Events, a Domed Structure is not recommended for a Municipal Arena.

This previous analysis would hold true today and, with increasing utility costs, the cost-effectiveness could be shrinking.

Status of Centrefire Place and the FLC

A commentary on the infrastructural lifespan of key arenas in the area.

The Facility Reviews of Centerfire Place and FLC completed to date are limited in their scope and do not address design, operational efficiencies, or Architectural issues for the buildings. These items will increase the costs of ongoing operations and maintenance. The RMWB is currently updating these reports.

The report indicates that FLC Arena has a current lifespan of approximately 7 years remaining. With Northside Twin Arena coming on-line in 3-4 years this will transition well, although the addition of the Northside Twin Arena may not meet the demand for prime-time ice when FLC is taken off-line.

Strategic Documents

A summary of arena facility availability per population as per the 2015 Wood Buffalo Indoor Recreation and Community Facilities Master Plan.

In the 2015 report, the following Comparable Communities were reviewed:

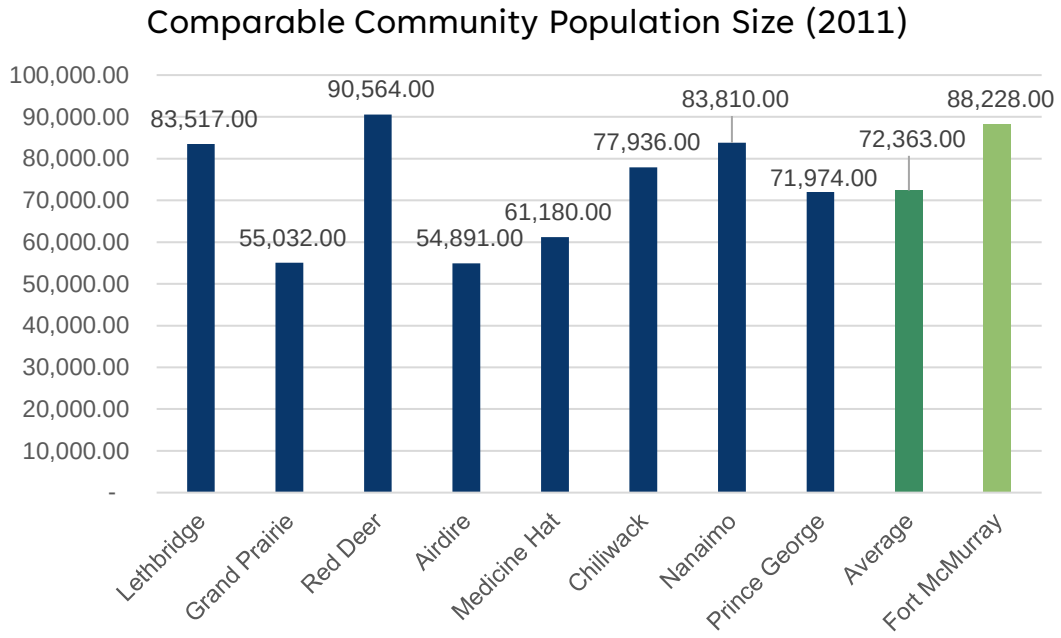
The current population of the Regional Municipality of Wood Buffalo according to the Municipal Website is 106,059. The population of Fort McMurray according to the Municipal Website is 73,974 or a reduction from (14,254) from the time of this study.

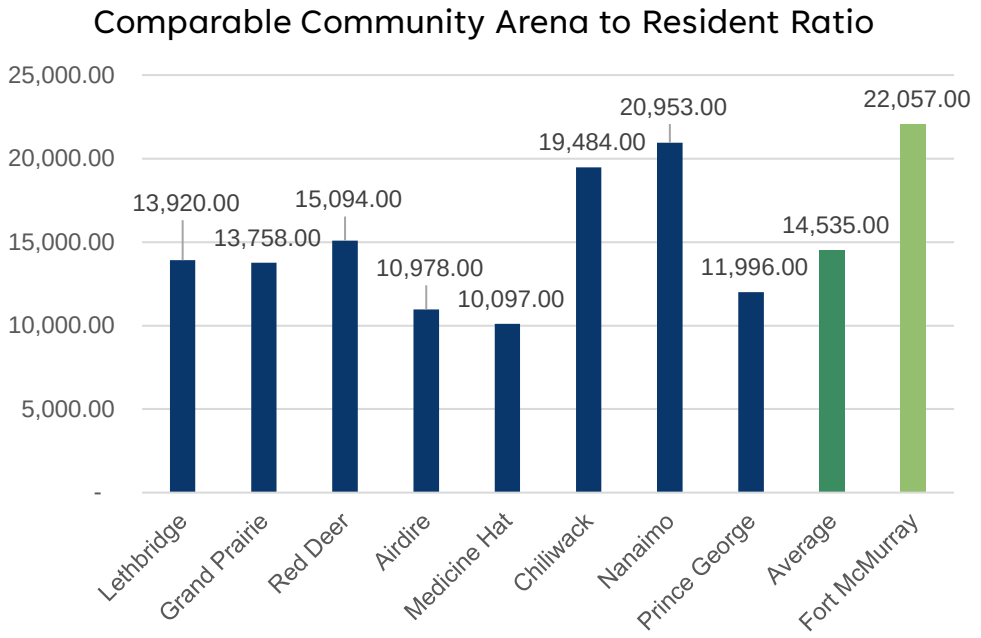
Community	Population (2011)	Arena Facility per Population
Lethbridge	83,517.00	13,920.00
Grande Prairie	55,032.00	13,758.00
Red Deer	90,564.00	15,094.00
Airdrie	54,891.00	10,978.00
Medicine Hat	61,180.00	10,097.00
Chiliwack	77,936.00	19,484.00
Nanaimo	83,810.00	20,953.00
Prince George	71,974.00	11,996.00
Average	**72,363.00**	**14,535.00**
Fort McMurray	**88,228.00**	**22,057.00**
Variance	15,865.00	7,522.00

Strategic Documents

A graphic representation of ice availability in comparable communities.

In the 2015 report, the following Comparable Communities were reviewed:





Strategic Documents

A summary of key arena recommendations amongst comparable communities.

In July 2015, the Regional Indoor Recreational and Community Facility Master Plan reviewed the indoor ice servicing and accessibility model in alignment with the recommended 1 arena to a 20,000 resident standard and the 20-minute commute plan. The findings were as follows:

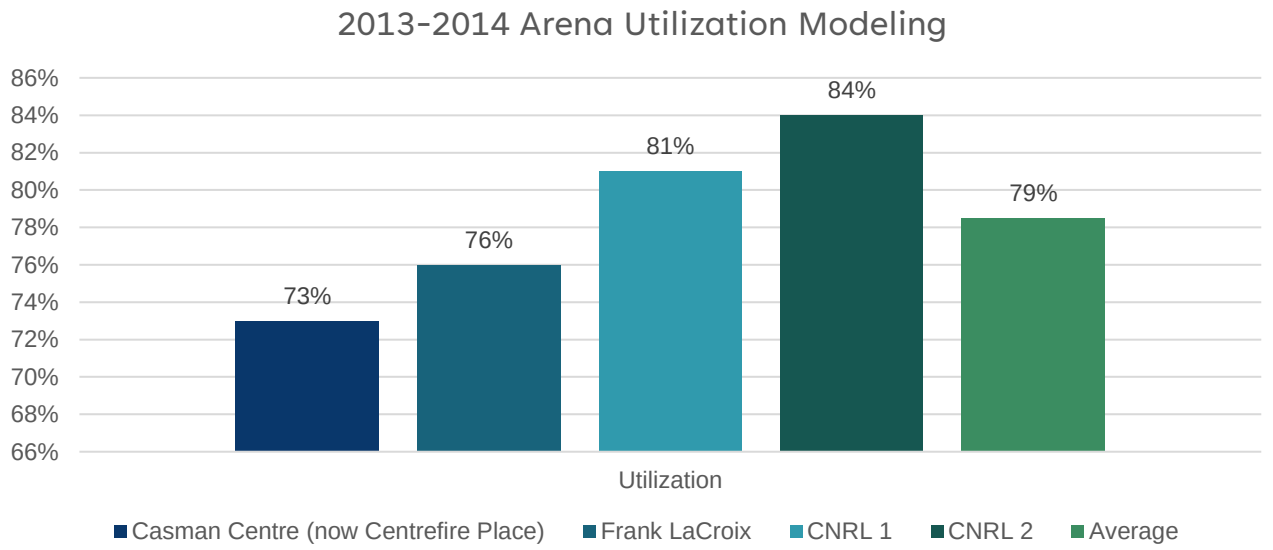
Community	Arena Servicing	Action Recommended
Anzac	Anzac Recreation Centre	No Action Required
Conklin	Conklin Multiplex Dome	No Action Required
Draper	Fort McMurray Facilities	No Action Required
Fort Chipewyan	Archie Simpson Arena	No Action Required
Fort Fitzgerald	Fort Smith NT	No Action Required
Fort McKay	Fort McKay First Nation Arena	No Action Required
Fort McMurray	Fort McMurray Facilities	Advance Northside Plan
Gregoire Lakes Estates	Anzak Recreation Centre	No Action Required
Janvier	Dome Structure	Repair the Dome
Saprae Creek	Dome Structure	No Action Required

Strategic Documents

A summary of ice utilization across major arenas in the RMWB.

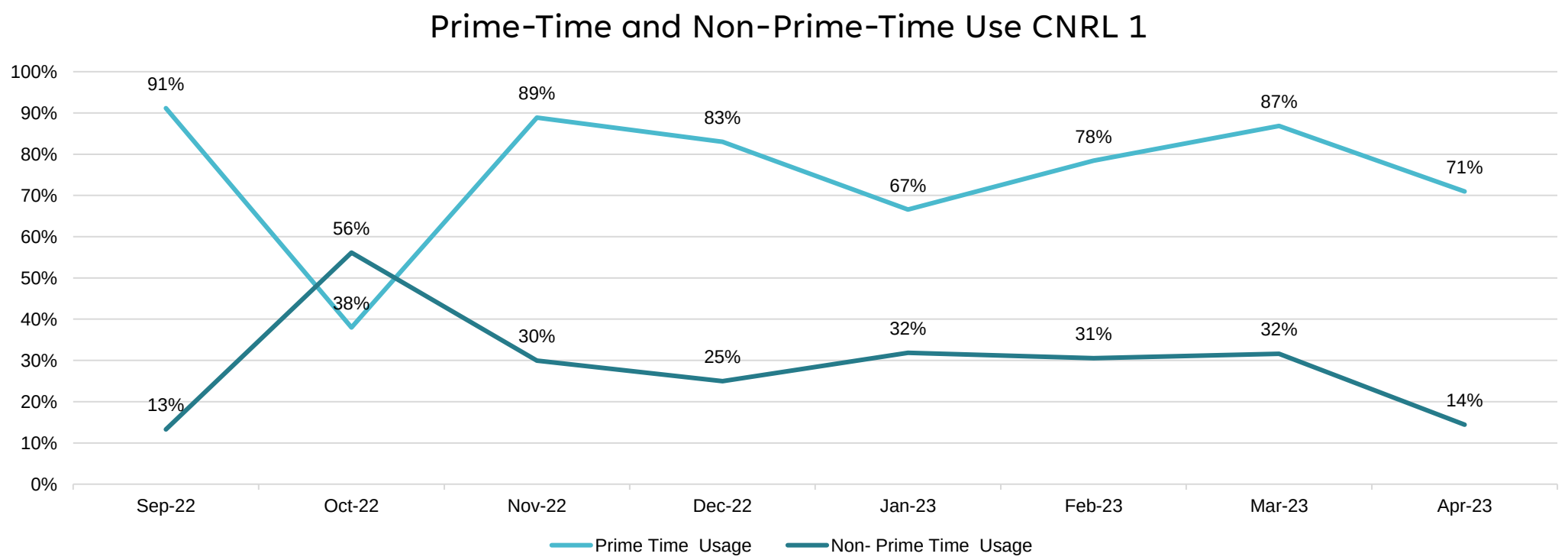
In July 2015, in the Regional Indoor Recreational and Community Facility Master Plan, the following ice utilization analysis was developed based on 2013/14 operational data.

Facility	Utilization
Casman Centre (Currently Centrefire Place)	73%
Frank Lacroix	76%
CNRL 1	81%
CNRL 2	84%
Average	79%



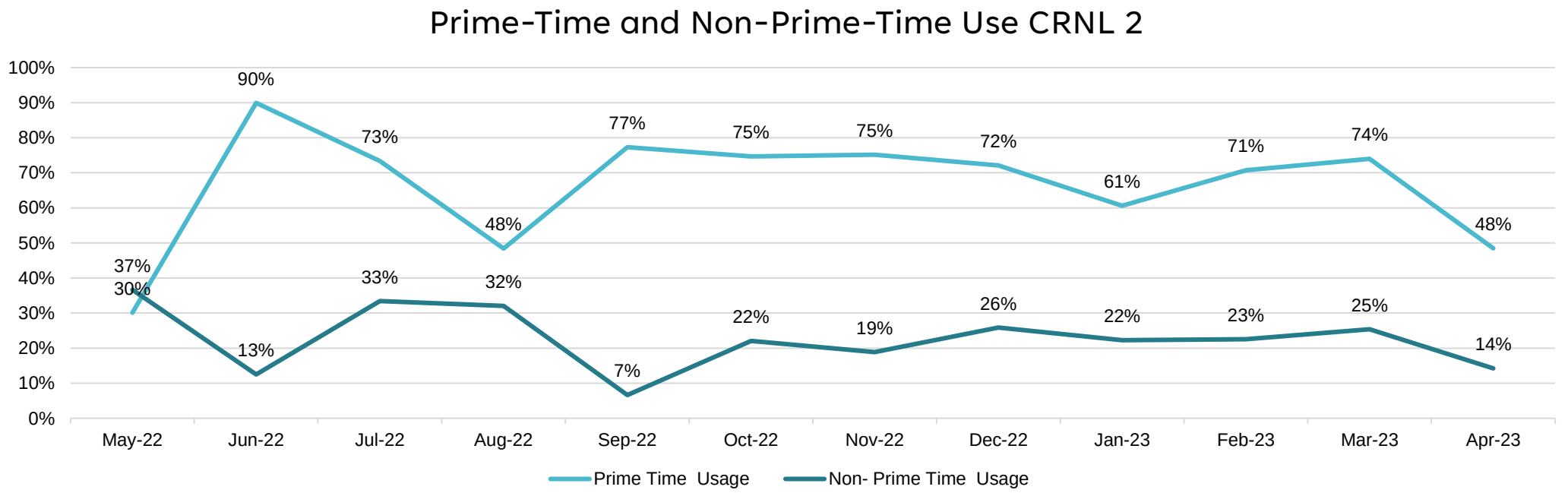
Prime Time and Non-Prime Time Ice

This table shows Prime Time and Non-Prime-Time use at CNRL 1 across one year of use.



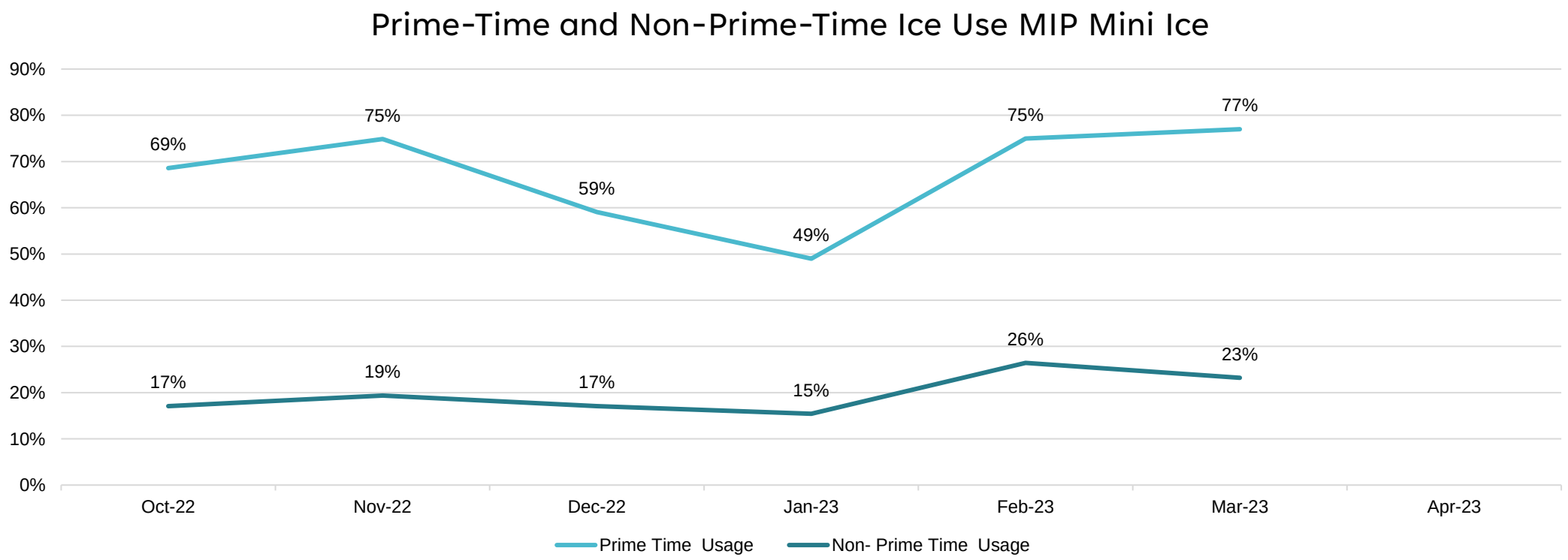
Prime Time and Non-Prime Time Ice

This table shows Prime Time and Non-Prime-Time use at CNRL 2 across one year of use.



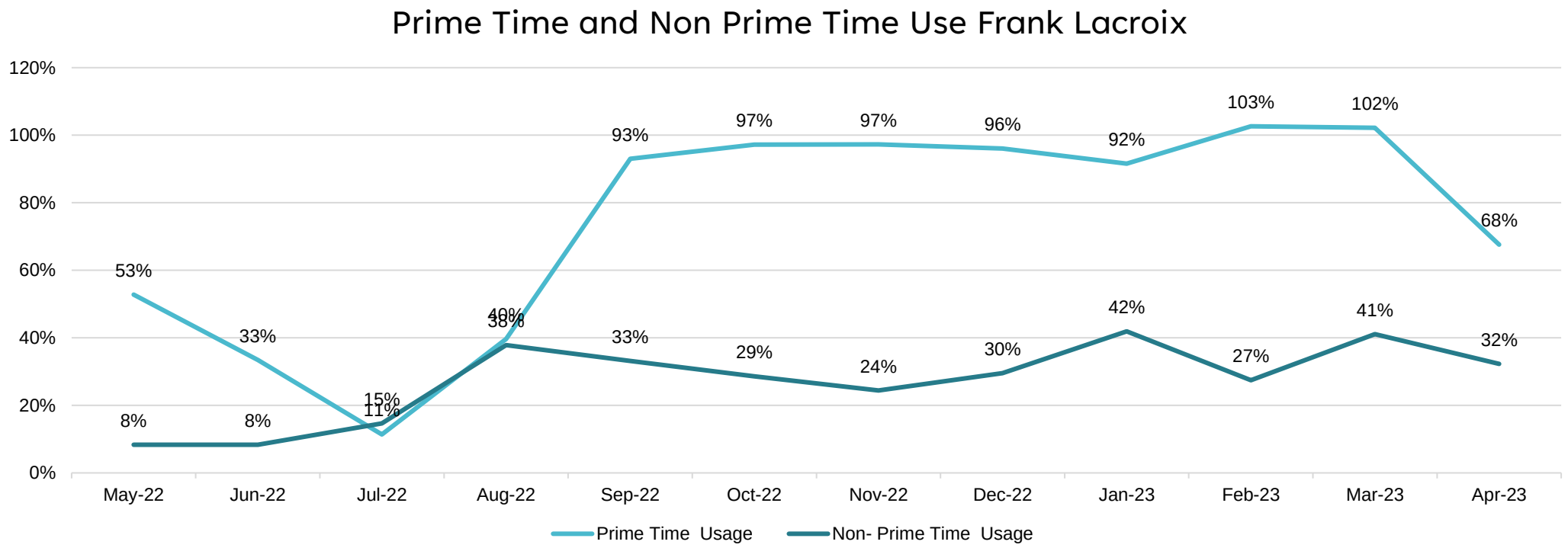
Prime Time and Non-Prime Time Ice

This table shows Prime Time and Non-Prime-Time use at MIP Mini Ice across one year of use.



Prime Time and Non-Prime Time Ice

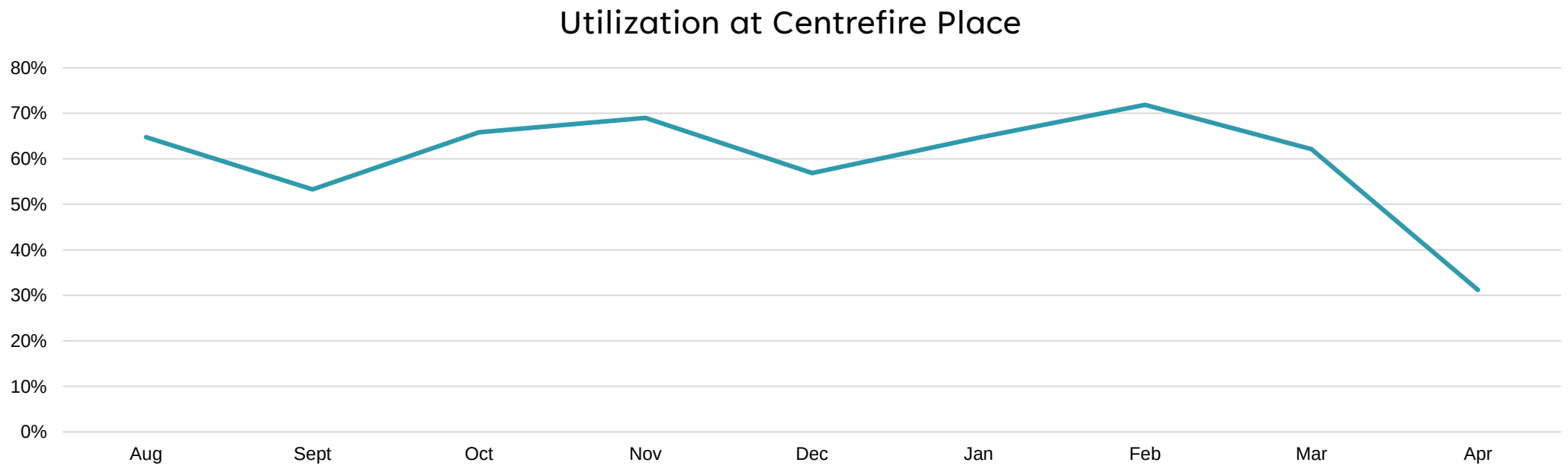
This table shows Prime Time and Non-Prime-Time use at Frank Lacroix Arena across one year of use.



Prime Time and Non-Prime Time Ice

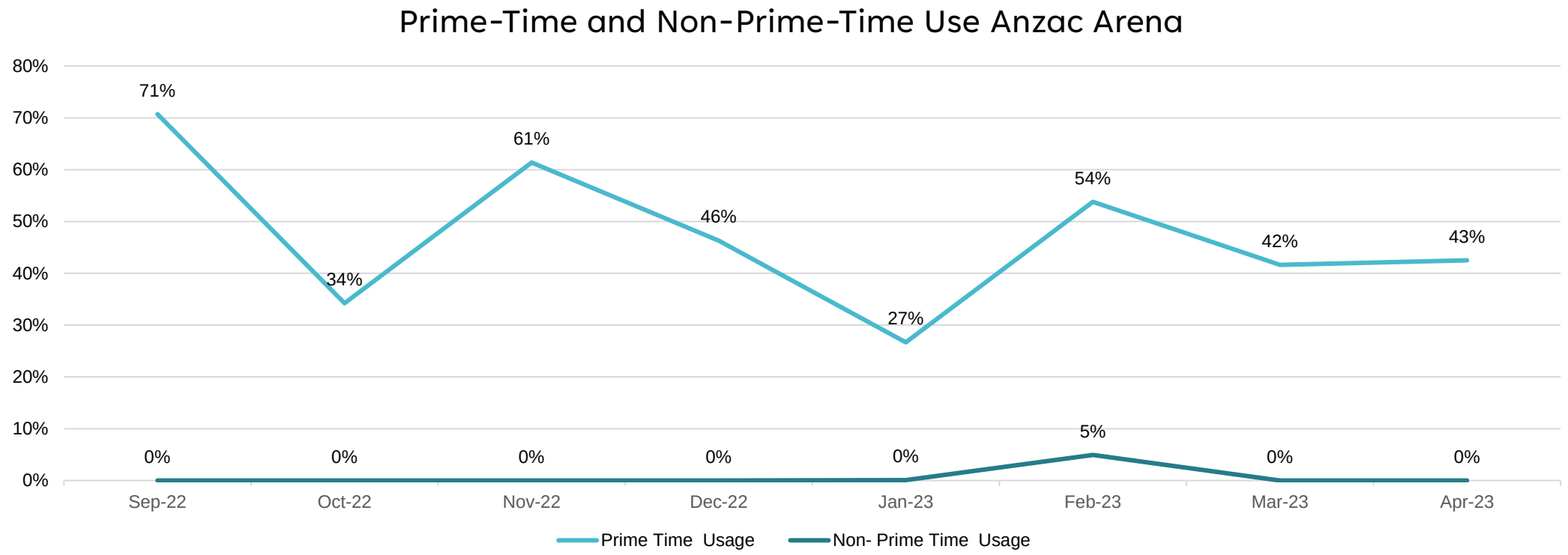
Utilization data was available for Centrefire Place but does not break down Prime and Non-Prime time.

Comments from the Facility Operations team suggest that Prime Time ice currently operates at almost full capacity during ice operation Prime Time.



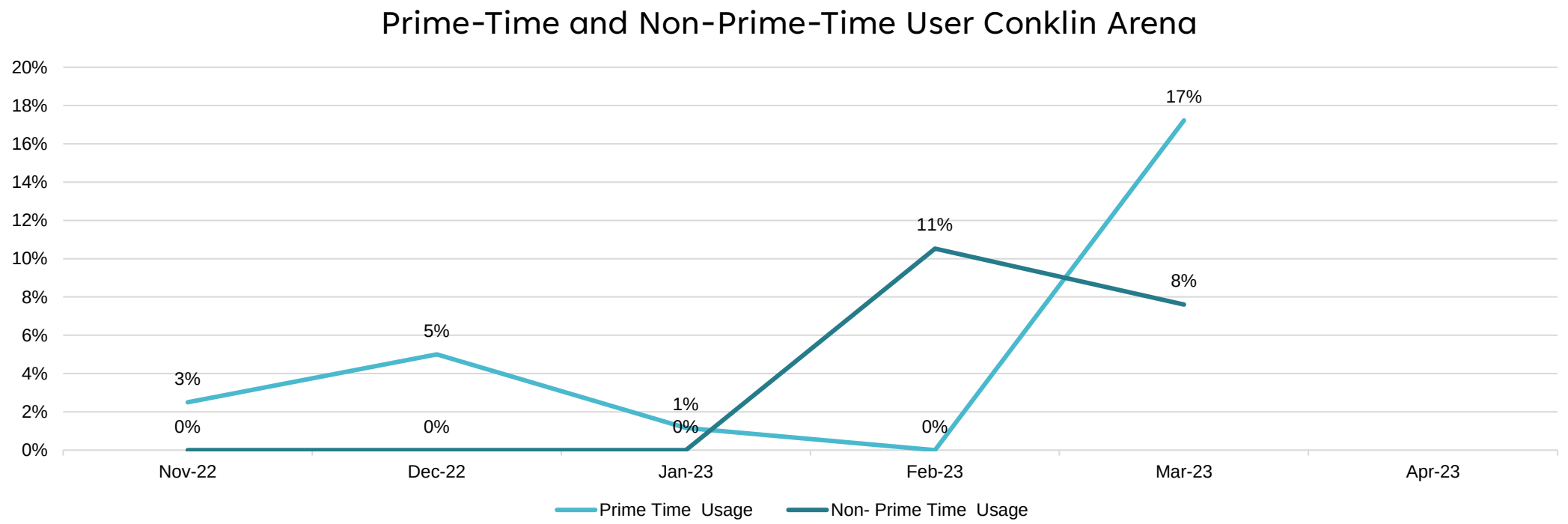
Prime Time and Non-Prime Time Ice

This table shows Prime Time and Non-Prime Time Use at Anzac Multiplex across one year of use



Prime Time and Non-Prime Time Ice

This table shows Prime Time and Non-Prime Time Use at Conklin Multiplex across one year of use.



Utilization of the Region: Conklin

A summary of utilization data at the Conklin Multiplex. Conklin is too far from Fort McMurray to offer an optimal solution.

Conklin Ice Facilities:

The commute time from Fort McMurray to Conklin is estimated at 1 hour and 42 minutes.
As it does not achieve the 20-minute commute standard, it should not be considered as a reasonable strategy for existing ice user demand from residents in Fort McMurray.

There is, however, a significant growth opportunity and availability at the Conklin Ice Facility.

Conklin (2022/23)

Month	May	June	July	August	September	October	November	December	January	February	March	April	Summary	Used Hours
Paid Hours	0	0	0	0	0	0	4	7.5	2	16	45	0	74.5	**74.5**
Unsold Hours	0	0	0	0	0	0	300	310.5	338	300	319	0	1567.5	
Total Available Hours	0	0	0	0	0	0	304	318	340	316	364	0	1642	**Available Hours**
Paid Utilization	0%	0%	0%	0%	0%	0%	1%	2%	1%	5%	12%	0%	5%	**1567.5**
Hours Available	**0**	**0**	**0**	**0**	**0**	**0**	**300**	**310.5**	**338**	**300**	**319**	**0**	**1567.5**	

Utilization of the Region: Anzac

A summary of utilization data at the Anzac Recreational Facility. Anzac is too far from Fort McMurray to offer an optimal solution.

Anzac Recreational Facility:

The commute time from Fort McMurray to Anzac is estimated at 41 minutes. As such, it does not achieve the 20-minute commute standard, and this should be considered when evaluating this facility as a reasonable strategy for existing ice user demand from residents in Fort McMurray. There is significant growth opportunity and availability at the Conklin Ice Facility.

Anzac (2022/23)

Month	May	June	July	August	September	October	November	December	January	February	March	April	Summary	Used Hours
Paid Hours	0	0	0	0	45.25	109.5	110.5	72.25	48.25	103.75	78.25	42.5	610.25	**610.25**
Unsold Hours	0	0	0	0	138.75	330.5	321.5	335.75	383.75	296.25	385.75	177.5	2369.75	
Total Available Hours	0	0	0	0	184	440	432	408	432	400	464	220	2980	**Available Hours**
Paid Utilization	0%	0%	0%	0%	25%	25%	26%	18%	11%	26%	17%	19%	20%	**2369.75**
Hours Available	**0**	**0**	**0**	**0**	**138.75**	**330.5**	**321.5**	**335.75**	**383.75**	**296.25**	**385.75**	**177.5**	**2369.75**	

Utilization of the Region: MIP Mini Ice

A summary of utilization data at the MIP Mini Ice. The MIP Mini Ice does not meet ice standards but offers a unique opportunity.

MIP Mini Ice:

The MIP Mini Ice offers a unique synthetic ice facility that (although it does not meet traditional North American ice standards) does support recreational use and sport development opportunity for young and athletes. It should be considered within the programing mix and offers valuable accessibility within the desired 20-minute commute standard.

Mini Ice - MIP (2022/23)

Month	May	June	July	August	September	October	November	December	January	February	March	April	Summary	Used Hours
Paid Hours	0	0	0	0	0	131	189	142	138	197	209	0	1006	**1006**
Unsold Hours	0	0	0	0	0	235	261	278	327	223	256	0	1580	
Total Available Hours	0	0	0	0	0	366	450	420	465	420	465	0	2586	**Available Hours**
Paid Utilization	0%	0%	0%	0%	0%	36%	42%	34%	30%	47%	45%	0%	39%	**1580**
Hours Available	**0**	**0**	**0**	**0**	**0**	**235**	**261**	**278**	**327**	**223**	**256**	**0**	**1580**	

Utilization of the Region: CNRL Arena 1

A summary of utilization data at the CNRL Arena 1. The CNRL Arena 1 is not a year-round ice facility.

CNRL Arena 1:

CNRL Arena 1 is used in the primary ice use season, but it is not a year-round ice facility at this time due to programing demand.

It does achieve the 20-minute commute standard.

CNRL 1 (2022/23)														
Month	May	June	July	August	September	October	November	December	January	February	March	April	Summary	Used Hours
Paid Hours	0	0	0	0	201	260.25	263.75	215.25	234	216.75	240.5	133.75	1765.25	**1765.25**
Unsold Hours	0	0	0	0	237	277.75	259	265	299	215	267	262	2081.75	
Total Available Hours	0	0	0	0	438	538	522.75	480.25	533	431.75	507.5	395.75	3847	**Available Hours**
Paid Utilization	0%	0%	0%	0%	46%	48%	50%	45%	44%	50%	47%	34%	46%	**2081.75**
Hours Available	**0**	**0**	**0**	**0**	**237**	**277.75**	**259**	**265**	**299**	**215**	**267**	**262**	**2081.75**	

Utilization of the Region: CNRL Arena 2

A summary of utilization data at the CNRL Arena 2 across one year (May 2022 – April 2023) The CNRL Arena 2 is a year-round facility.

CNRL Arena 2:

CNRL Arena 2 is a year-round programed synthetic ice facility.

It does achieve the 20-minute commute standard.

CNRL 2 (2022/23)

Month	May	June	July	August	September	October	November	December	January	February	March	April	Summary	Used Hours
Paid Hours	198	223	243	207	188	230	212	179	229	200	213	93	2414	**2414**
Unsold Hours	355	316	294	338	359	312	322	279	345	293	313	350	3876	
Total Available Hours	553	539	537	545	547	542	534	458	574	493	526	443	6290	**Available Hours**
Paid Utilization	36%	41%	45%	38%	34%	42%	40%	39%	40%	41%	40%	21%	38%	**3876**
Hours Available	**355**	**316**	**294**	**338**	**359**	**312**	**322**	**279**	**345**	**293**	**313**	**350**	**3876**	

Utilization of the Region: Frank Lacroix Arena

A summary of utilization data at the Frank Lacroix Arena across one year (May 2022 – April 2023)

Frank Lacroix Arena:

The Frank Lacroix Arena is a year-round programed synthetic ice facility.

It does achieve the 20-minute commute standard.

Frank Lacroix Arena (2022/23)

Month	May	June	July	August	September	October	November	December	January	February	March	April	Summary	Used Hours
Paid Hours	136	89	47	151	268	327	294	260	307	290	293	199	2660	**2660**
Unsold Hours	237	271	289	221	92	45	66	64	53	*70*	*70*	*70*	1548	
Total Available Hours	372	360	336	372	360	372	360	324	360	360	363	269	4207	**Available Hours**
Paid Utilization	36%	25%	14%	41%	74%	88%	82%	80%	85%	81%	81%	74%	63%	**1548**
Hours Available	**237**	**271**	**289**	**221**	**92**	**45**	**66**	**64**	**53**	**70**	**70**	**70**	**1548**	

Utilization of the Region: Centrefire Place

A summary of utilization data at Centrefire Place across one year (May 2022 – April 2023)

Centrefire Place:

The Centerfire Place Arena is used in the primary ice use season but is not a year-round ice facility at this time due to programing demand. It does achieve the 20-minute commute standard.

Centerfire Place (2022/23)

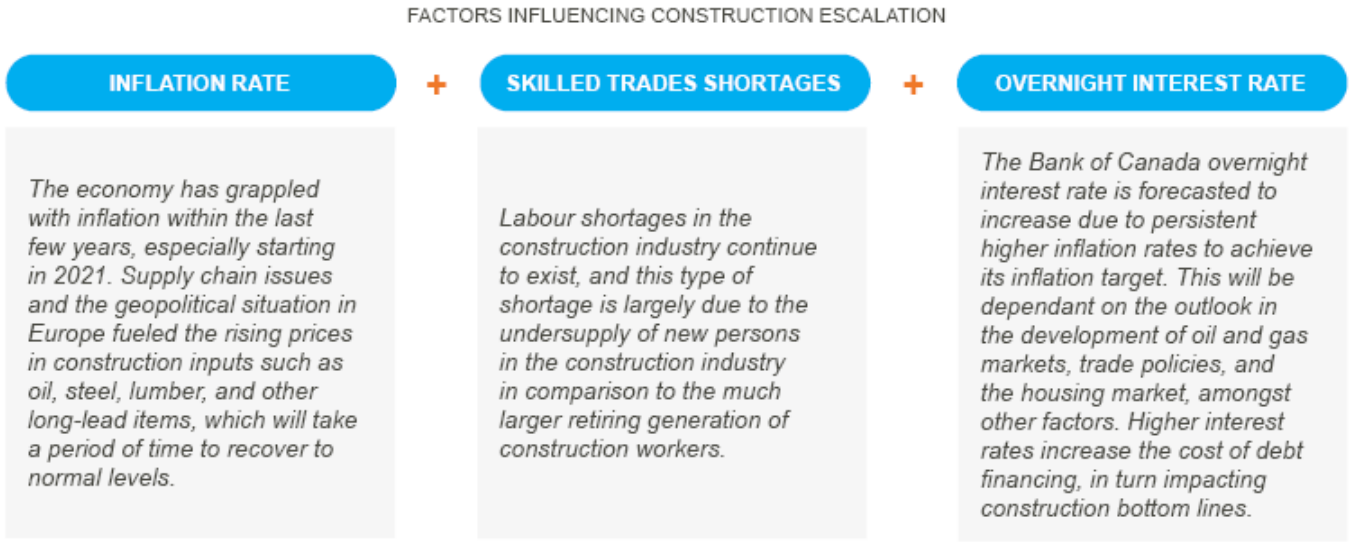
Month	May	June	July	August	September	October	November	December	January	February	March	April	Summary	Used Hours
Paid Hours	0	0	0	136	288.75	367.5	342.5	300.25	327.75	329	343.25	156.5	2591.5	**2591.5**
Unsold Hours	0	0	0	134	251.25	190.5	197.5	239.75	230.25	175	214.75	383.5	2016.5	
Total Available Hours	0	0	0	270	540	558	540	540	558	504	558	540	4608	**Available Hours**
Paid Utilization	0%	0%	0%	0%	53%	66%	63%	56%	59%	65%	62%	29%	56%	**2016.5**
Hours Available	**0**	**0**	**0**	**270**	**540**	**558**	**540**	**540**	**558**	**504**	**558**	**540**	**4608**	

Comment on Escalation

Escalation in construction is affected by the inflation rate + skilled trades shortages + overnight interest rate. Escalation for this project is a key consideration and development timelines will directly influence the cost of construction.

Escalation

The project team gauged the escalation in the construction marketplace from 2020 to 2028. For historical escalation, the Team used Statistics Canada Building Construction Price Indexes, and for escalation beyond 2028, 3.5% annual inflation was used as a baseline. It should be noted that a number of factors (such as world events and/or the volume of construction activities within Saskatchewan) can influence local construction prices. The following determinants were chosen to highlight the effect of macroeconomic factors on construction escalation:



The Consequence of Development Timelines

Recent worldwide events have caused inflation and escalation in the pricing market. Original thoughts were that the inflation would be sharp and short, but they have recently been adjusted to reflect a less aggressive rate of pricing inflation (although one that also may last longer in duration). Delaying a project in the next 10 years will almost certainly mean that the project will face greater inflation than normal escalation.

Capital Cost Update: Original Budget

Full Program Phase 1 and 2

The full program budget is listed as the table total, and the red "Arena (Two)" numbers indicate the cost estimate associated with just the twin arena at the time the project was shelved.

Amenity	Size (SF)	Cost per (SF)	Capital Cost Estimate
Aquatics Centre	37,700	$945	35.6M
Fitness Space (Cardio/Crossfit & Running/Walking Track w/Gymnasium)	17,500	$415	7.3M
Arena (Two)	**81,001**	**$383**	**31.0M**
Lease Space, Bowling (no T.I. included)	10,800	$397	4.3M
Child Play & Mind w/Sensory Room	11,100	$603	6.7M
Library	6,700	$567	3.8M
Multi-Purpose Space	8,100	$389	3.2M
Youth Area & Skate Park	10,800	$634	6.8M
Lease Space, Food Services & Retail	10,200	$385	3.9M
Art/Studio Space	5,400	$542	2.9M
Public Space	45,300	$474	21.5M
Administration	4,900	$538	2.6M
Maintenance	2,200	$389	0.9M
Site Work			21.0M
Construction Fees			3.4 M
Design Fees, FF&E, Contingency and other soft costs			23.3M
Total	**251,701**		**178.2M**

Capital Cost Update

Starting the Process Over

This slide indicates the current opinion of probable cost assuming that the project is completely restarted from design procurement.

Based on the estimated escalation, and the timeline shown in the Schedule, the cost of construction for the project if the process were to start over would be: **$55,557,543.00**

If LEED Gold is a requirement, add 15% to the budget and two months to the timeline.

This anticipates a construction start in 2027 – 2028, due to the procedural requirements of starting the process over.

Capital Cost Update

Continuing the Existing Process

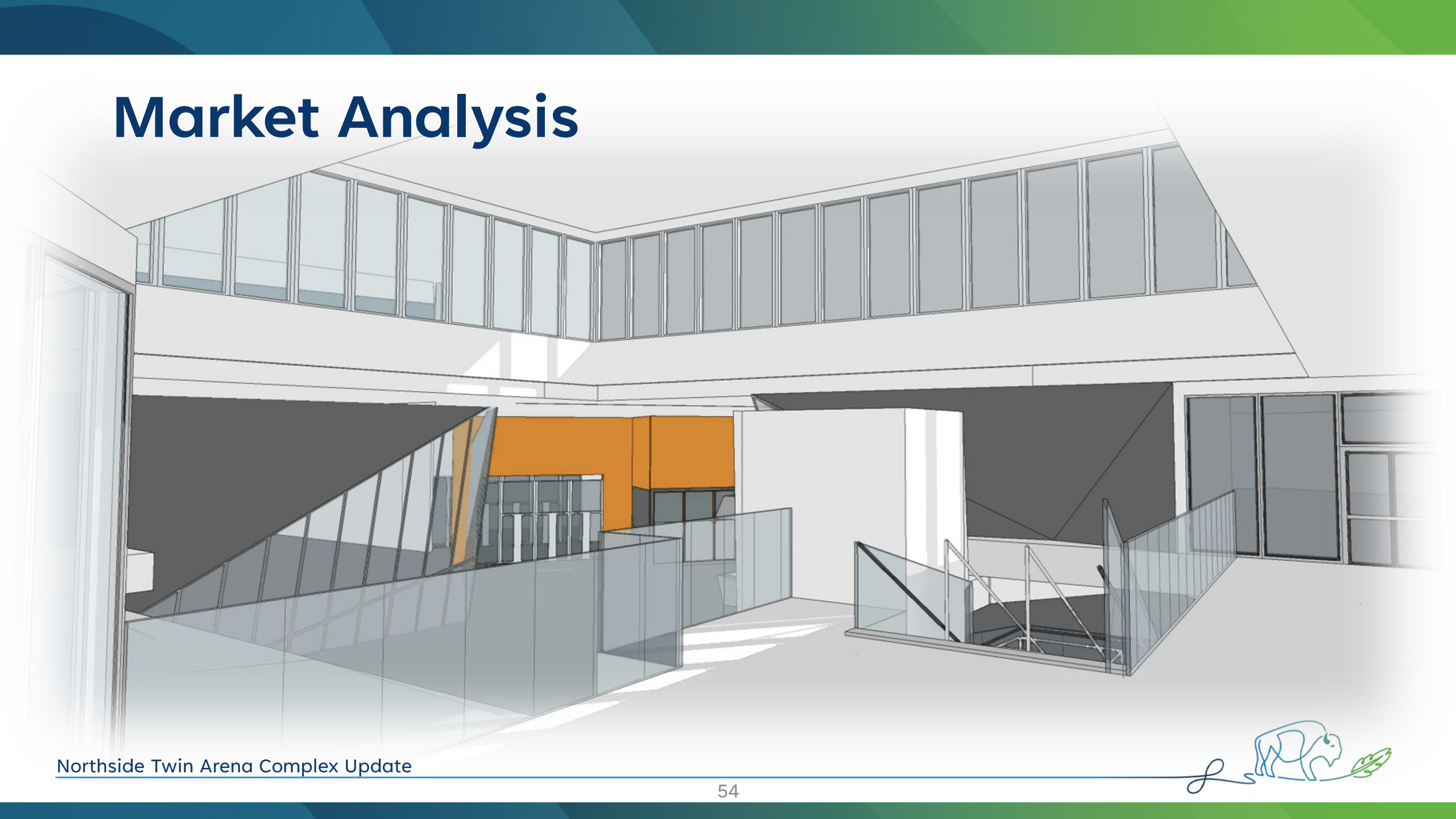
This slide indicates the current opinion of probable cost assuming that the project is restarted from the existing drawings with the same consultant team.

Based on the estimated escalation and the timeline indicated in the Schedule, the cost of construction of the project if continued would be**: $44,310,240.00**

If LEED Gold is a requirement, add 15% to the budget and two months to the timeline.

This anticipates a first or second quarter construction start in 2024.

Market Analysis



Going Forward

Recommendations

A summary of some key findings from the research and analysis that went into the recommendations presented herein.

The partnership arena operators were supportive in providing the information that was available.

The standardization of reporting created some challenges in analyzing the necessary information. There is further analysis available based on the assembly of the following information:

1. The Adult and Youth rental values for the facilities at MIPC.
2. The Adult and Youth rental values for the facilities at FLC.
3. The Prime and Non-Prime use for the Centerfire Place.
4. The total paid rental hours by month for the Centrefire Place.
5. The Income statement for arena operations for MIPC and Centrefire Place.

Recommendations

A summary of some key findings from the research and analysis that went into the recommendations presented herein.

The population of Fort McMurray at the time of the 2015 report was 88,228 based on the 2011 census data. The current municipal population for Fort McMurray is listed at 73,974 – a reduction of 14,254 based on the RMWB Website. This will impact both the population consideration of comparison Cities used in the 2015 report and the Arena per population ratio used in the 2015 report.

At the time of the 2015 report, the ice utilization analysis for 2013/14 suggested an average use of 79% for Fort McMurray based arena facilities (Casman Centre (now Centerfire Place), CNRL 1, CNRL 2, and Frank Lacroix). Based on the current utilization data provided, it suggests that the pre-COVID-19 ice utilization levels have not returned, and current ice utilization is approximately 49%. This figure was absent of the detailed ice utilization analysis for Centrefire Place that was suggested at 90%+ utilization. There may be a need to standardize the reporting material for accuracy of this report.

Recommendations – Twin Arena Development

A summary of some key findings from the research and analysis that went into the recommendations presented herein.

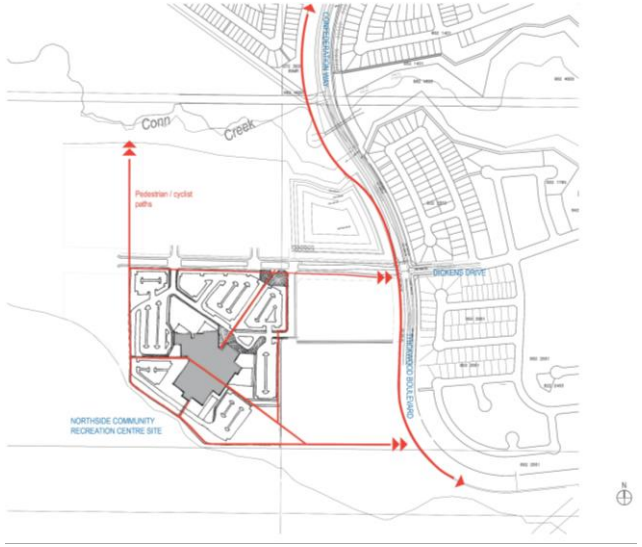
Based on the foundational principals of the 2015 report it is recommended that the development of expanded ice capacity occurs within Fort McMurray to achieve the 1 facility to 20,000 resident ration and align with the principal of facility access within a 20 minute commute time.

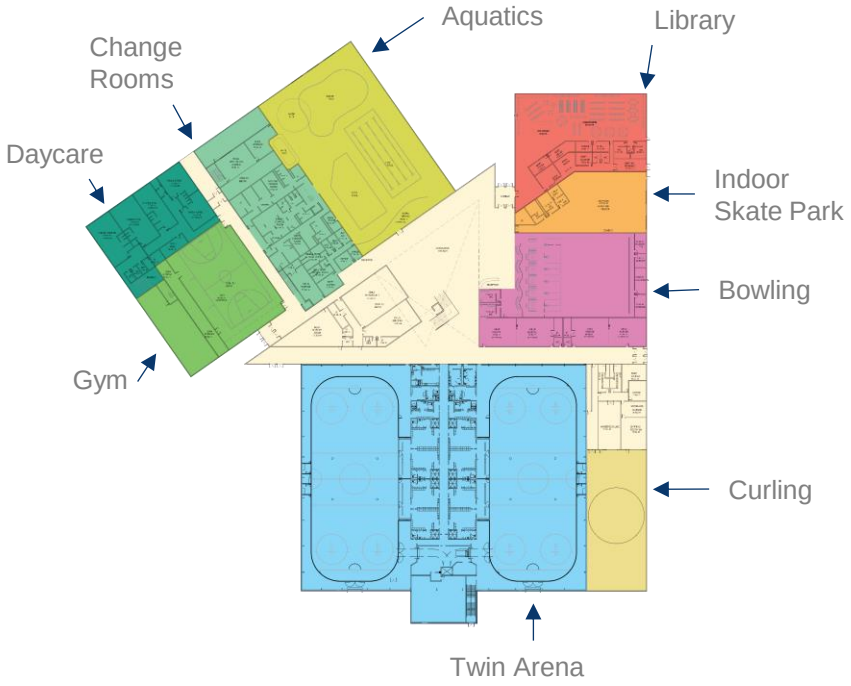
Based on the facility utilization analysis the results show that overall utilization is in keeping with performance standards and best practices. The availability and accessibility of prime-time ice is reaching capacity and will be impacted by sport recovery and participation post COVID-19, population growth, and increased participation in ice sport. There is a need for an additional ice surface within the Fort McMurray marketplace based on utilization data.

The most efficient arena development is the twin arena design as it offers significant operating efficiency (15% minimum) and enhanced sport tourism and hosting opportunities and commercial performance due to the volume of visitation. The development of a twin arena surface should be considered as an opportunity to meet the current demand within Fort McMurray and plan for the future of aging existing infrastructure.

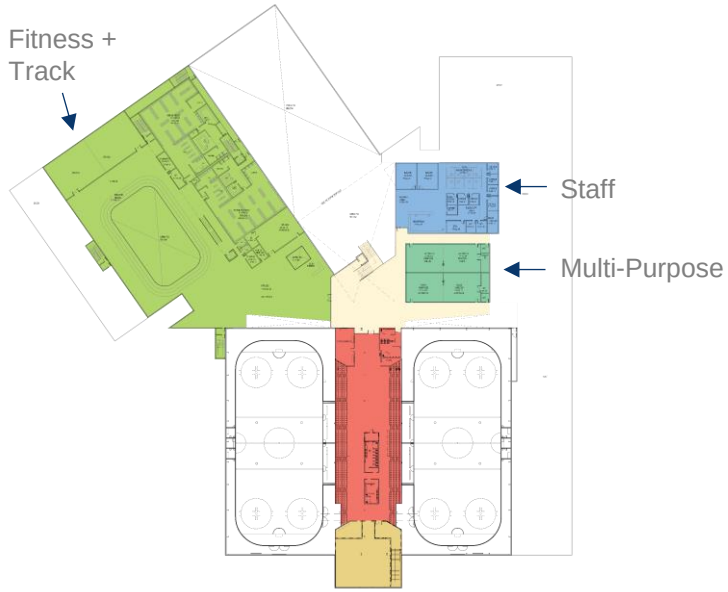
Project Phasing

The following schematics indicate the original design for the Northside Multiplex. The full buildout (Phase 2) has been faded out but the Twin Arena portion (Phase 1) is indicated in blue, plus the supporting amenities (i.e. seating and circulation) on the second floor.





Main Floor



Second Floor