

THE NORTH END HAS SPOKEN

Transforming Lorne School into a Community-Supported Neighbourhood Asset: **A Feasibility Study**



Legal Notification

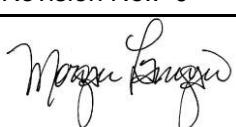
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1 Foreword

The North End has spoken!

The public engagement surrounding the concept of “transforming Lorne School into a community-supported neighbourhood asset” is contagious. Participants at the public consultation sessions were motivated and convinced that they can make a difference in this neighbourhood with the proper infrastructure. The transformation of the now-closed school is the ideal vehicle for such a community transformation. The focus is the importance of the community and its people, while the former Lorne School’s transformation will become the “PLACE” to build capacity, develop skills, and create opportunities for residents of the greater North End. Consequently, the project has appropriately been dubbed the “Newman Street Opportunity Centre” in many informal circles.

Caring and Loving of our community is at the heart of ONE Change Inc.’s mission and the citizens of the North End are looking to them and their elected officials for leadership to turn this dream into a reality. ONE Change Inc. has the interest, skills, and passion to grab this opportunity and optimize this asset in the same way they have done with the operation of the adjacent Nick Nicolle Community Centre. With a 10-year track record of measurable success in the North End, ONE Change is equally confident that a grassroots effort to transform Lorne School into a valuable community asset is achievable and will bear fruit for this deserving neighbourhood.

2 Executive Summary

At the request of ONE Change Inc., **exp** Architects Inc. (**exp**) and Gagnon Strategix were engaged to complete a Building Condition Assessment of the former Lorne School building on Newman Street in the North End of Saint John and to develop a business case or feasibility study for redeveloping the facility into a neighbourhood-supported community asset. At the center of this process were a series of community dialogues to engage the citizens of the North End in a discussion about their needs, skills, and vision for the transformed facility.

In total, 467 comments, ideas, and suggestions were received from 60+ residents, supporters, and stakeholders during the community consultation sessions (see Appendix B). As facilitators to the community's feedback, **exp** and Gagnon Strategix summarized the data into 8 primary themes:

1. Activity
2. Community Spirit
3. Education
4. Employment
5. Health
6. Resources
7. Services
8. Sustainability

These themes were used, along with generous feedback from the project's steering committee, to develop a series of conceptual designs that outline the changes necessary to the facility to suit the community's goals. These plans and proposed renderings can be viewed in Appendices G, H & I.

The facility is proposed to be anchored by an expanded wellness clinic operated by Horizon Health Network (HHN) with retail opportunities to support local needs and support local entrepreneurs. A renovated gymnasium, a small theatre, and dedicated art studios would continue to support the recreation, cultural, and convention needs of the community. A business incubation centre would be available to build entrepreneurial training and capacity in the neighbourhood while providing space for established businesses serving the residents of the North End with valuable services, such as tax and legal assistance. Training rooms, classrooms, and a commercial kitchen would also be established to provide residents with valuable education, training, and support for personal growth and support. Finally, expanded outdoor opportunities could include gardens, trails, and public gathering spaces to create a warm and inviting community gathering space for important celebrations, and a greenhouse on a new green roof will provide valuable nutrition, gardening skills, and business opportunities for the neighbourhood. In accordance with previous master plans for the Nick Nicolle Community Centre (NNCC), one block of Durham Street immediately adjacent to the Lorne School and NNCC could also be converted into a pedestrian plaza to create an important community gathering space and give prominence to such an important facility within the neighbourhood.

Subsequently, these plans and the proposed renovations and operating costs were used by Gagnon Strategix to develop a business plan for the planned facility.

The facility contains three floors with a gross building area of 45,000 square feet (4,180 square metres) and, based on the proposed redevelopment plans, a net leasable area of 30,750 square feet (2,850 square metres) for a ratio of net to gross of 0.68. Using market research and advice from the steering committee, conservative rent values were used to calculate potential revenue from the facility. In the specific case of HHN-occupied areas, rent was not calculated but instead conservative compensatory measures were used in lieu of rent, such as the payment of maintenance and custodial staff roughly equivalent to the market rental price per square foot.

Operationally, based upon the net leasable area and assumptions developed in conjunction with the project steering committee, total revenues upon full implementation of the proposed renovations and maximized leasing are conservatively projected to be in the order of \$309,000 against expenses of \$322,000 leaving a slight operating deficit of \$13,000, or approximately 5% of the budget. This presents a requirement from ONE Change or the operators / owners of the facility to absorb the loss, raise supplementary funds to compensate, or reduce operating expenditures for a profitable operation. Considering the neighbourhood and economic impacts that a facility of this nature will have, securing \$13,000 for operations is seen a worthwhile investment.

Of, perhaps, greater concern, however, is the financing of the capital expenditures and deficits that will be incurred as the project is phased in. These elements are explained in the paragraphs below.

An opinion of probable cost magnitude was developed for the complete renovations, as they are currently presented, to the tune of approximately \$2,054,000. This figure is in addition to approximately \$1,241,800 required in maintenance and upgrades of the existing building and equipment (see Appendix L) for a total investment of \$3,295,800. Much of this investment can be phased in over a period of 10 or so years as capital funds become available or as the needs of the operations change. The costs of financing this investment has not been calculated in the operational expenses described above.

It is also understood or expected that the project, from "day one," may not operate at full capacity. The financial projections conservatively assume a 4-year phase-in window at which time it is expected that the operation of the facility would incur a cumulative deficit of approximately \$348,000 over that time. Funds should be set aside to cover these losses to avoid putting financial strain on the owning / operating organization. It may be possible, however, by using less conservative numbers, developing and adhering to an aggressive implementation schedule, and incorporating outside expertise in leasing may help to reduce the implementation time and improve the deficit figures.

Considering the significant investment necessary in initiating this very worthwhile project, it may be prudent to revisit many of the assumptions that were used in developing this scenario, such as reducing the "wish list" to reduce capital expenditures or developing a stable implementation schedule that phases the required investments as capital funds are raised or come available.

Baring this, there remains a compelling argument to undertake a project of this nature. Though not studied in this report, the economic impacts of a project that integrates itself so wonderfully into the lives and needs of the neighbourhood will, by many accounts, be massive. It has been well studied over many years that improved health outcomes reduce the burden on the healthcare system. The proposed wellness centre will likely improve health outcome in the North End and the green roof and gardens will provide nutritious food and food security to the area. Increased education, literacy levels, and training make it easier for people to pull themselves out of poverty, become productive members of society who pay income taxes, and become less reliant on government programs for support. The opportunity centre at Newman Street will also tackle those initiatives for the betterment of the community.

With that said, though it may be beyond the reach of an organization such as ONE Change to finance these costs on their own, it will be necessary to garner the outside support to fund these commitments, such as municipal, provincial, and federal governments. A compelling argument can be made for these various levels of government since they may be the largest beneficiaries from the successes of a vibrant opportunity centre. Recent announcements by the federal government to use Saint John as a pilot project for the reduction of child poverty may prove to be a fruitful avenue for piloting such a project as a model to be used across the country. Alternately, it may be possible to appeal to private and charitable donors to finance the proposed renovations who may find tax receipts from ONE Change Inc. (a duly registered charitable organization) to be a lucrative exchange in addition to positively influencing the North End and the city in general. Several such donors have expressed interest in this project during the course of preparing this feasibility study.

3 Contextual Framework

3.1 Sustainability

Feasibility, as defined by the Cambridge Dictionary, is:

- 1: *capable of being done or carried out (a feasible plan),*
- 2: *capable of being used or dealt with successfully: suitable,*
- 3: *reasonable, likely the possibility that can be made, done, or achieved, or is reasonable*

For the Newman Street Facility there are endless possibilities, but what is the right thing to do for the Old North End and for the One Change community group that is taking the project on? Somewhere there has to be a starting point. For the Newman Street Facility Feasibility Study, the starting point is captured in the phrase “**sustainable development**”.

In 1987 the World Commission on Environment and Development published a report titled “Our Common Future”, more commonly known as the Brundtland Report, in which sustainable development was defined as “Development that meets the needs of the present without compromising the ability of future generations to meet their own needs.” The three main pillars of sustainable development are:

1. Social
2. Economical
3. Environmental

We have to take care of each other and we have to take care of the environment, and we have to achieve these two fundamental goals within our economic means. By understanding the economic and social needs of the people in the area around the Newman Street Facility a combination of businesses, training programs and activities can be identified which will have a significant, lasting and positive change on both the social fabric and wellness of the people in the areas and their economic growth and development. As the building and grounds are reinvented to accommodate the new building purposes, the impact on the environment of any construction or changes can be monitored to mitigate harm to the environment and make improvements where possible.

3.1.1 Beyond the Four Walls

In their paper “12 Features of Sustainable Community Development: Social, Economic and Environmental Benefits and Two Case Studies”, Steven Peck (Peck & Associates) and Guy Dauncey (Sustainable Communities Consultancy) identify “three major scales, or levels, at which actions in support of sustainable community development and barriers to implementation take place”:

- The building level
- The development site level
- The planning and infrastructure level (the broader community level)

In developing a plan for the future use of the Newman Street Facility which is integral to the creation of a sustainable community in the Old North End, the focus is the building, but the work and impact has to move beyond the four walls to the space immediately surrounding the building and into the community itself.

The building level includes the businesses and activities that will take place in the building. The businesses will improve the local economy and activities will provide educational opportunities and social support and development. It also includes steps that are taken to improve the energy efficiency of the building, the inclusion of “green” building materials and other “greening” of the building such as improved interior air quality and increasing daylighting and views.

The development site level is the area surrounding the building which is still part of the building property. Open air markets can contribute to the local economy. The inclusion of food gardens can support both on site food service businesses and food service training programs or educational healthy cooking and eating initiatives. Food gardens and other green space also improves the environment through the ability of rain water to infiltrate the ground and to improve the immediate biodiversity.

The level of planning and infrastructure is the work in the broader community to promote and create environmental protection initiatives, affordable housing, community transit solutions, and improvements to the local economy.

3.1.2 Economic Development

Economic development is the creation of business resources in the community, locally owned enterprises that generate income and act as consumers of local goods and employers of people in the area. These small businesses also invite customers into the neighborhood, resulting in an influx of dollars and activity. For the Newman Street Facility small businesses that are being considered are a small variety and coffee shop, a restaurant and catering business, small appliance repair and other small service oriented ventures. The proposed anchor for the building is a wellness clinic. Although this is a not-for-profit activity, it will bring a number of jobs into the neighborhood and has the potential for allied businesses such as a pharmacy. The health and wellness aspect of a health clinic also contributes directly to the social development of the area.

The economic development of the neighborhood is also supported by the educational and training programs that would be part of the Newman Street Facility programming. These activities would include GED classes, job readiness programs, specific training in the areas of the food service industry, small maintenance and repairs, and cottage craft industries. This will allow people of the area to have improved access jobs and to become individually economically sustainable.

3.1.3 Social Development

Social development is the glue that ties a community together. As defined by the Centre for Sustainable Communities at Simon Fraser University it is “community cohesion, connectedness, reciprocity, tolerance, compassion, patience, forbearance, fellowship, love, commonly accepted standards of honesty, discipline and ethics, and commonly shared rules, laws and information.” The Newman Street Facility can build on the current work of the Nick Nicolle Community Centre to be a beacon for social development in the Old North End by providing additional space and resources for seniors’ social activities, community events, clubs, service groups, support groups, and a broad spectrum of religious and spiritual groups. The community input has identified that there is a desire to have informational and learning sessions on everything from understanding the various levels of local and provincial

government, how to develop healthy lifestyle habits, cooking for wellness and economics, and personal financing. Also identified was a desire for music and other creative outlets for children and adults.

The key to social development is to create initiatives at the grassroots level, initiatives that the people of the community have identified as desired and tapping into the human capital of the neighborhood to deliver programming. Developing the social capital of the neighborhood will take time and careful nurturing, but it can be incredibly powerful and be a source of strength and resiliency for the community.

3.1.4 Environmental Protection

To make progress towards environmental sustainability broad goals should be established with specific, measurable objectives which are the steps to meet those goals. For this project, the environmental sustainability goals are:

- To reduce the carbon footprint of the Newman Street Facility.
- To achieve a high quality for the indoor environment for the staff and users of the facility.
- To connect staff and users with and reduce the human impact on the surrounding natural environment.

Progress towards environmental sustainability is a collective, community activity that is rooted in the designed environment. Decisions as to the steps to be taken to reduce the facility's carbon footprint and achieve a measure of all three goals is made by representation from the owner, community members, designers, and contractors as projects unfold.

3.1.5 Reducing the Carbon Footprint

A carbon footprint is defined as the total amount of greenhouse gases produced to directly and indirectly support human activities, usually expressed in equivalent tons of carbon dioxide (CO₂). The human activities that generate carbon dioxide are many. Primary activities are such things as when cars or other vehicles burn fuel and the fuel burned to heat buildings. The fuel that is burned in the production of food and goods also emit some quantities of CO₂. Some of the ways in which the carbon footprint may be reduced at the Newman Street facility are:

Transportation

Reduce the number of times that fuel burning vehicles are used to provide transportation or ways to reduce the amount of CO₂ emitted by:

- Developing a culture where bicycles are used more often through a bike share program; workshops to teach bike repair and maintenance; a program to gather and distribute bike accessories such as baskets, pouches and bells.
- Actively participating in the broader community to promote the creation of bike lanes and trails.
- Providing a “pay as you go” refueling station for electric cars on site.
- Promoting the use of public transportation and work with the city to provide routes and times that support the broadest use of the local community.
- Developing ride share programs and carpooling.

Waste Management

Reduce the amount of new and raw material that is being used and material that is being sent to landfills by:

- Generating a culture where bottled water is not the norm by promoting the use of personal water bottles, the use of pitchers and reusable glasses in the facility and providing educational information about the reduction of plastic bottle use.
- Providing recycling stations at strategic locations, inside and outside, so that recyclable materials can be collected.
- Providing opportunities for “swap meets” for items such as unused or gently used clothes, school supplies, household goods etc.

Building Energy

Improve the energy efficiency of the building by:

- Using energy modeling of the building at the design phase to improve the energy efficiency as new businesses and initiatives are created in the building.
- Building energy efficiency achievement through: improved building envelope R values; installation of energy efficient doors and windows; energy efficient heating systems; LED lighting; occupancy sensors for lighting; and heating management to improve energy consumption.

Building Materials

Wherever possible reduce the amount of new and raw materials in the building materials and increase the amount of local materials used. This item is very significant during the major renovations phase of the building.

Building Commissioning

Commissioning of the building systems (heating, ventilation, etc.) takes place at the end of the construction/installation of the equipment to ensure that the equipment has been installed and is operating to meet the owner requirements.

3.1.6 High Quality Indoor Environment

Indoor Environmental Quality (IEQ) is most simply described as the conditions inside the building. It includes air quality, but also access to daylight and views, pleasant acoustic conditions, and occupant control over lighting and thermal comfort. It may also include the functional aspects of space such as whether the layout provides easy access to tools and people when needed and whether there is sufficient space for occupants. Keeping smoking areas away from the building, using low VOC materials and cleaning solutions, and considering the inclusion of plants in the building also contribute positively to an improved indoor air quality. Building managers and operators can increase the satisfaction of the people in the building by considering all of the aspects of IEQ rather than narrowly focusing on temperature or air quality alone. Canadians spend the majority of their time indoors; not surprisingly, studies have shown an increase in worker productivity and overall satisfaction of people when improvements are made to a space's IEQ.

3.1.7 Connection and impact of the surrounding natural environment

As we spend more time indoors and increasingly in urban environment we lose our connection with the natural environment. There are a number of ways in which the Newman Street Facility can assist in reconnecting the neighbourhood with the natural world:

- Establishing a food garden for the food service activities in the building and a community garden for the neighbourhood.
- Landscaping the areas with native planting that support local fauna such as birds, butterflies and bats. Gardens and natural landscaping also allow for rain water to infiltrate the ground.
- Establishing exterior lighting that provides a level of safety for the neighbourhood, but that does not light upward generating unnecessary light pollution.
- Reducing the water consumption of the activities in the building through low flow toilets and other water saving measures.
- Use captured rain water to water the gardens and possibly to use within the buildings in application such as toilets.

3.1.8 Are we there yet? – Goal measurement

With a goal of creating a sustainable community a method of measurement should be included in the overall planning in order to verify progress.

There are two primary rating systems in wide use in Canada as tools for the environmental sustainability certification of newly constructed or significantly renovated buildings. These rating systems are LEED (Leadership in Environmental and Energy Design), which is under the auspices of the Canada Green Building Council (CaGBC) and Green Globes which is the rating system of the Green Building Initiative. There are also rating systems which can be used to certify building on an ongoing basis for the level of the environmental sustainability of the operation and maintenance of the building. The primary systems are the CaGBC's LEED rating system Existing Buildings: Operation and Maintenance (EB:O&M) and BOMA BEST which is the system of the Building Owners and Managers Association (BOMA) of Canada. LEED also has a rating system for Sustainable Neighbourhoods. All of these systems are good programs that have had significant impact on the construction and buildings industry in terms of moving the industry forward to be more sustainable. There are, however, costs to these systems, for registration, facilitation and reviews.

Maintaining economic sustainability means working within the parameters of the project budget and it may be a challenge to earmark cash funds at the level that would be required for these certification programs. The requirements for certification are also very specific and primarily addresses the physical building and development. What is being considered for the Newman Street Facility is so much more than the building in all aspects and the method selected to evaluate the achievement level of the goals of the sustainability plan should be one which reflects the holistic nature of the project and give more weight to the people and activities associated with the facility.

The Centre for Sustainable Community Development at Simon Fraser University (CSCD) in collaboration with Telos, Brabant Center for Sustainable Development, Tilburg University, Netherlands has developed a Community Capital Framework as a way to understand sustainable community development. As part of the framework is the Community Capital Tool which is a decision support and assessment tool which is fully functional and ready to use free online at <http://www.ccscan->

ca.cscd.sfu.ca/. The elements which are assessed with the tool are listed below with their respective subgroups. What can be seen is that the broad scope of the emerging sustainable community is taken into consideration with the assessment tool.

- Natural Capital
- Land
- Soil
- Groundwater
- Surface Water
- Air
- Minerals and Non-Renewable Resources
- Physical Capital
- Infrastructure
- Land
- Transportation
- Housing and Living Conditions
- Public Facilities
- Economic Capital
- Labour
- Financial Resources
- Economic Structure
- Human Capital
- Education
- Health and Well Being
- Social Capital
- Citizenship
- Safety
- Cultural Capital
- Cultural Heritage
- Identify and Diversity

The Community Capital Tool can be used to assess the existing conditions in the area and then further points in the work of developing the Newman Street Facility as a catalyst for the creation of a sustainable community in the area to monitor improvements. The assessment tools will inform decision as the work progresses as well.

This tool fits very well into the work of the project to date as the first step was a Building Condition Assessment. The BCA provided the information necessary to understand the current physical capital. The staff of the Nick Nicolle Community Centre and the active and involved community who have been participating in the project through community information evenings provide a large group to draw upon to assess the current state of the other areas of capital.

3.2 Project Summary

The former Lorne Middle School was an anchor, like most schools in most communities, for life in the Old North End. Not only was it a vehicle for educating our future generations, it was a device that supported the community and families by providing critical resources and support, from making community connections, to providing key services and engagement of families, in addition to academic learning opportunities.

Recognizing its importance to the neighborhood, the local community had successfully fought off closure of the school once before in a bitter battle. It was a particularly emotional win knowing the level of effort the community has taken over the past decade to battle poverty and crime and successfully, day by day, turn the neighborhood around. The school was the beacon and an integral part of the support system in the community.

Unfortunately, it wasn't to last. The school was shut down in June of 2015. The closure was met by a strong reaction; the wounds were still raw and had not healed yet from the previous fight. It was perceived as yet another attack on a community that, with great effort, was improving itself. The fight

to stave off closure – again – was a distraction from the other priorities and fights that needed to be waged on other fronts. Legal battles were fought with no success.

After the realization that the school would not reopen, ONE Change quickly turned to the community to ask: “How can we, as a community, find success in our losses; successes that could be even more successful than those we had known before?” This was the start of a groundswell of support. As the North End has done many times before, it dusted itself off and decided that they would take control of their situation to make the best of it. Grassroots efforts at its finest moment.

Leading the charge, ONE Change engaged the services of **exp** Architects to assess the Lorne Middle School facility’s current condition and facilitate the development of a business plan with the assistance of Gagnon Strategix that would redevelop the building into a facility that would continue to support the needs, and foster the growth and development of the North End. **Exp** has a long history of support and engaging the North End through its many community consultation sessions and the subsequent redevelopment of the Nick Nicolle Community Centre. The plan would be one that must be supported at the grassroots level showcasing the skills and talents that are already available in the community. One that shows the value that already exists in the neighborhood and shows that the community can pull itself up by the bootstraps to help itself.

The decision was a sound one. The City of Saint John recently invested nearly \$3M in the adjacent Nick Nicolle Community Centre directly attached to the school and, under the operation of ONE Change, was already becoming a community focal point in its own right. The former Lorne Middle School was also reputed as being one of the newest and best maintained schools in the region. This report expands on the various possibilities that these factors, combined with community will and spirit, can create a successful facility which, at its completion, can be an even bigger beacon for an entire region of the City of Saint John than Lorne School was in its heyday.

3.3 Design Premise

The design premise for this report and the proposed modifications to the former Lorne Middle School is simple:

The Community.

It is not for a company like **exp** or any other consultant or outsider to tell a community what it needs best. The community is the expert. Since receiving this mandate, we have felt our role here is as a facilitator only. Our goal is to support the community using their own ideas but balancing and supporting them with design and a plan to make them real. We’ll use our professional experiences and best practices from around the globe to shape the implementation of the ideas but the fact remains that this is the community’s plan, not ours.

The Steering Committee, made up of volunteers from various organizations across Saint John, such as the YMCA, Horizon Health Network, Living SJ, and the City of Saint John, among others, was adamant on this same point: the focus of our efforts must be on the community, people, and skills. Community consultations would be a key part of this focus to know that the plan that is developed is supported in all facets by the very people who will use this facility and benefit from its continued success. A failure in support would most certainly doom the facility before ever opening its doors.

To start the community dialogue, on May 18, 2016 dozens of residents, stakeholders, and supporters came together from all over the broader North End and surrounding areas to gather the best mix of

viewpoints, experiences, and ideas that would garner support from the broader community. The community consultation was not fixated on the usual and straightforward question of “what do you want in this building”, but instead on gathering a deeper assessment and understanding of the community’s needs and assets. As part of discussing these topics in small random groups, each participant would themselves gather a deeper understanding of the skills and needs and experiences of the people sitting directly across from them. This deeper understanding would come to shape preconceived notions and have a profound effect on their vision of the facility.

We asked three very simple but incredible meaningful questions (see Appendix A):

- What are your needs?
- What are your skills?
- What is your vision?

The responses were both fascinating and enlightening. The atmosphere in the packed room at the Nick Nicolle Community Centre was electric with ideas, positivity, and excitement. Hundreds of post-it notes filled to the brim with thoughts and ideas were being stuck to the walls at an alarming rate – all told, 467 individual ideas by 60+ people in less than 2 hours – and the scent of fresh markers wafted throughout the room as people were sketching and scribbling their ideas on the provided maps and plans. Dozens of comments cards were filled out extolling the values of the exercises and the excitement of the opportunities that lie ahead (see Appendix C).

Following the successful community consultation, we analyzed and codified the data (see Appendix B) to uncover 8 major themes identified by the residents, stakeholders, and supporters:

- 1 **Activity**
- 2 **Community Spirit**
- 3 **Education**
- 4 **Employment**
- 5 **Health**
- 6 **Resources**
- 7 **Services**
- 8 **Sustainability**

“Themes,” however, can seem like a hollow notion at times. They often are a neat and tidy surface treatment used to categorize data, or a feeling, or a mission; rarely do the themes address the underlying needs that cause the theme to exist. It was apparent from the results of the community that, underlying these themes, are basic human needs of varying degrees that this facility needs to support in order to thrive.

Some needs are incredibly basic: food, shelter, water, and employment. Others address social needs, like friendship and belonging, to a sense of accomplishment, confidence, and inner fulfillment. The relationship to Maslow’s Hierarchy of Needs is undeniable. The nature of much of the community’s feedback can be related back to their current needs or situation and we can track, over time, the

community's success by the increase or decrease in response rates to the individual needs identified in Maslow's Hierarchy.

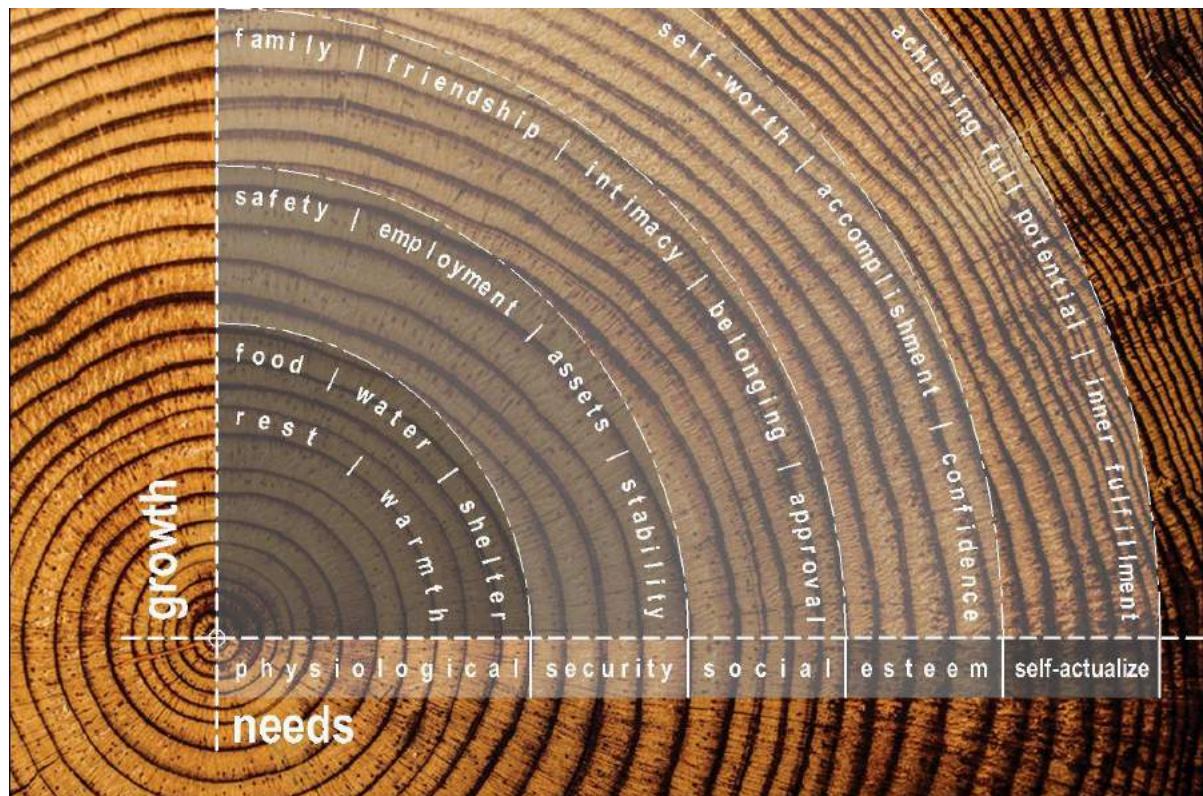


Figure 1: Maslow's hierarchy of needs

Upon fulfilling each need, the human spirit and a community grow year by year. Looking back in retrospect, we can see growth, each step, like the rings of a tree. Personal and community development is much like a tree: sunlight, water, and good soil allows a seedling to take root and it must have these critical elements before it can grow to bear flowers and fruit.

ONE Change, as an organization is much the same. Its history and its successes are a reflection of meeting the underlying needs of the community. Now, it is visible that the organization has grown, and become stable. The surrounding community is starting to bloom again as a result of ONE Change's successes. Redeveloping the Newman Street Facility into a facility that continues to support the Old North End and grow to serve the greater North End as well is the organization's largest attempt yet at bearing fruit.

These themes, the underlying needs, and a deep understanding of the community's organic growth became critical to formulating a plan for the new facility; this information became our design brief to underlie all decisions and be kept top of mind at all times.

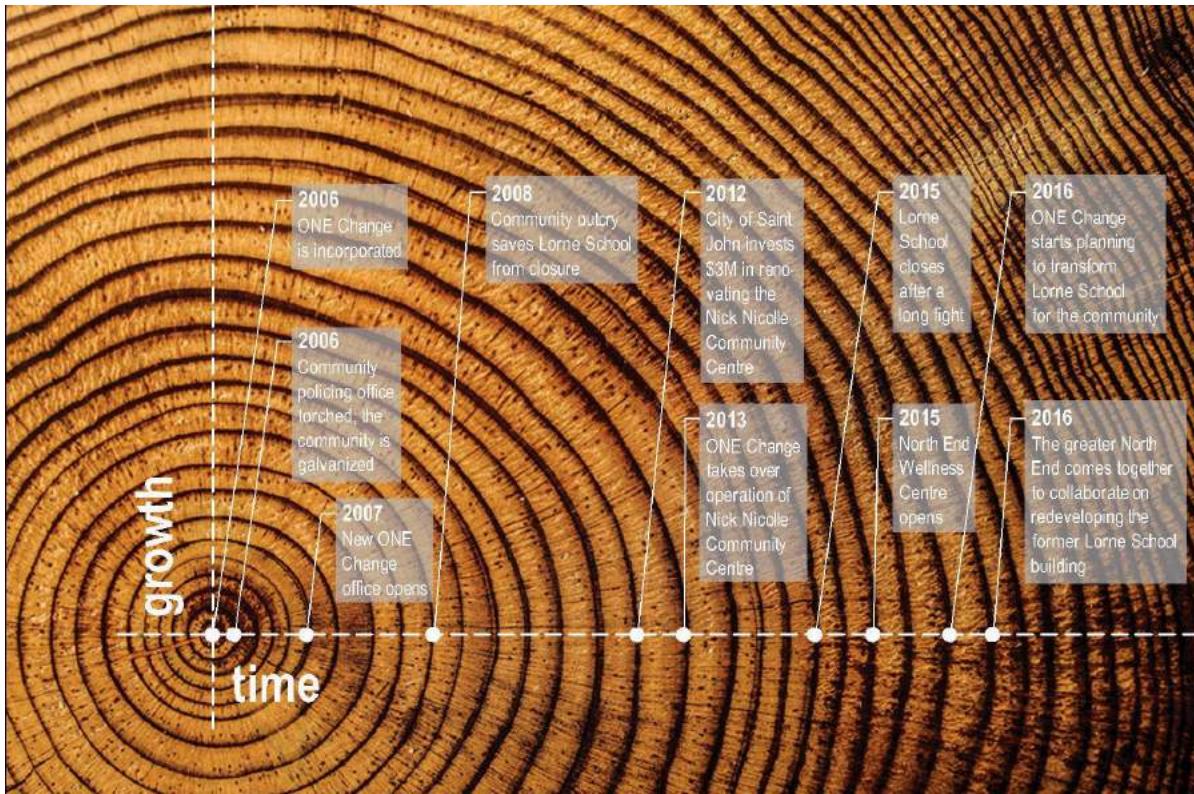


Figure 2: Growth of ONE Change

Architecture is a language like any other. Architecture must speak the ideals and goals of the people who built it without uttering a single word. Our job as consultants is to take the words and ideas expressed by the community and translate them into the architecture language, that speaks back to the residents and communicates their ideas, needs, and wants for their community.

This language is expressed throughout this report and in the various drawings attached at the back of this report.

3.3.1 Design Brief

ONE Change has long discussed the growing corridor of community services surrounding the Nick Nicolle Community Centre. The design focuses on extending and expanding this corridor that exist in the neighborhood, from the Rivercross Church on Main Street, the food bank, future playground on the corner of Victoria and Durham, Nick Nicolle Community Centre, and Shamrock Park to the former Lorne Middle School.

A kinship and symbiosis exists between the Nick Nicolle Community Centre and the Newman Street facility with shared spaces and programs, particularly focused on the gymnasium, though this connection could stand to be improved to exploit the natural benefits that these facilities provide to the neighbourhood. By combining these facilities, the size and scale of its potential offerings shoots from one suiting the immediate neighbourhood to one capable of servicing a broader region of the City; specifically, the entire North End, from the far end of Douglas Avenue to Sandy Point Road and from the point where Millidge Avenue meets Somerset Street all the way to Paradise Row.

As a result, a simple but strategic design move is necessary to improve and make seamless the linkage between the two facilities. A small but important design gesture to relocate the existing stairs creates clear circulation patterns and facilitates staffing and security by permitting the existing NNCC lobby to function as the main entry point for both facilities. The existing entrance to the Newman Street Facility would be minimized. The new stairwell also creates access to the roof for new rooftop occupancies (described later) and creates a focal point on the corner of Newman and Durham.

3.3.2 Main Floor – Level 1

Clear to the wishes of the community, the facility is anchored by a new centre and is envisioned to be expanded as part of an overall wellness centre concept. The wellness centre is the primary draw and located accordingly on the main floor. The health centre would be relocated and expanded from its current location on Victoria Street to include a collaborative care model and could offer a myriad of services from medical needs, to dentistry, physiotherapy, and diabetes clinics, to name only a few examples, where independent practitioners that complement the health system could rent exam and treatment spaces for a one-stop-shop of sorts. Like other jurisdictions, the space could also be supported by and become a hands-on training centre for the local nursing and medical school.

With the wellness centre acting as a major traffic generator, this presents an opportunity to add small-scale retail services on the ground floor, an internal “Main Street” corridor, so to speak, to provide complimentary services for the community. It wouldn’t be out of the range of possibilities to have spaces such as a small café showcasing art produced by the community, a pharmacy outlet supporting the wellness centre activities, to a “dollar store” providing day-to-day basics. This also presents an opportunity for residents to try their hand at small scale entrepreneurship and creating neighbourhood employment opportunities by opening their own shops supported by the local community, such as a hairdresser, a small appliance and electronics repair shop, or small restaurant to support the needs of the community.

3.3.3 Lower Floor – Level 0

The lower floor of the facility is perfectly suited to training and education. The former music room of the school becomes a perfect small theatre for holding classes and lectures, or even functioning as a place for theatrical plays, concerts, or hosting spiritual services for other learning opportunities in the most holistic sense of the term. Large spaces are available to host a maker space or trades training and the existing cafeteria kitchen can be retrofitted for commercial cooking that could be rented as part of a meal prep business or for teaching cooking classes as skills training for employment in the food service industry or for supporting family development. Classrooms for teaching and offices spaces are also available to house public or private education tenants such the YMCA, New Brunswick Post-Secondary Education and Training, Sylvan Learning, and others.

3.3.4 Upper Floor – Level 2

The upper floor of the building, with its slew of existing classrooms, is an ideal space to house businesses who need office space in the community but who do not need to rely on a steady stream of traffic in order to operate. These could be spaces used as a neighbourhood business incubator to allow residents to try their hand at entrepreneurship or to provided necessary services, such as an accountant, legal aid, counselling, and tax help, that directly addresses the needs of the residents.

These existing classrooms can be fit up easily in any number of configurations to suit a variety of small business types.

An existing art room in the building could easily continue to host art classes for kids, adults, and seniors, or be the basis of starting an artist-in residence program with their art showcased throughout the facility and injected into the greater community.

The existing gymnasium and stage would continue to function as it does currently but with a few directed investments to give the space more flexibility. A curtain divider system could let the space be configured in a variety of ways to suit events of various sizes or to house multiple events at one time to increase revenue opportunities. Investment in a small satellite kitchen or canteen could allow the gym to serve large catered events in conjunction with commercial kitchen on the lower floor.

3.3.5 Exterior

As an added feature, taking advantage of the new vertical circulation and lobby proposed for the corner of Newman and Durham, the stairwell could extend to the roof level where a green roof would be installed. This provides for a number of additional activities that support many of the sustainability goals of the facility. A greenhouse and raised planter beds could be installed to supply the new kitchen with fresh, hyper-local produce and teach residents gardening skills to use in their own backyards. Space could also be provided for an outdoor classroom or simply a place to practice tai chi on nice days with a beautiful view of the Street John River and the North End.

There are also ample opportunities to add to the facility's capabilities on the site. A new plaza along with the new lobby and stairwell addition at the corner of Durham and Newman Streets provides space for a new café, a place to gather for the community, and provides a focal point to the facility. The former basketball court in the rear of the building can have multiple uses by converting to a public gathering space for activities such as a farmer's market, community dance, or bingo under the stars. It could also be ringed with raised planter beds for the community to grow flowers and more vegetables for an outdoor kitchen linked to the new kitchen inside.

Landscaped pathways behind the building could connect to activities at the NNCC and provide planting and gardening activities for the community. In addition, the activity and greenery in the yard will likely result in better health outcomes for patients overlooking that space from the wellness centre above.

4 Business Plan Assumptions

The previous sections dealt with the architectural perspectives on this project along with the sustainability issues surrounding it. In this section of the report, we will elaborate on the merits of the project from a business perspective while considering the initial capital investment.

We have developed financial assumptions that will support the financial implications of the project while providing pro-forma financial statements demonstrating the revenue generation and expenditures of the building. Although some of the space is not considered leasable given its social support definition, it is fair to say that these uses would continue to provide strong revenues to the community. In addition, the financial contributions of this project to the local economy would be important, although we haven't produced an Economic Impact Assessment as this is outside the scope of this report. We recognize that the lessees of space will require staff, will purchase goods/services to operate their business, and will support other activities being held within this complex. These contributions will be important and although not quantified, would certainly give hope and pride to the residents of the neighborhood.

The Business Plan has focused on the type of ownership models that would meet the needs of this project, while considering the layout proposed by the architect to optimize the commercial value of leasable space. It is fair to say that every square foot has been laid out to maximize the revenue generation model.

Revenue and expenditure projections are based on financial assumptions that are identified in the report, and are intended to provide a general appreciation of what this project would require to break-even. The pro formas are intended to be used as a tool to assist with business modelling and financial planning.

The flow of the business plan is to consider the ownership scenarios, select a preferred model, and develop financial assumptions that are used to produce pro forma financial statements.

5 Ownership Structures + Tax Implications

As part of the feasibility study's scope of work, proposed ownership structures need to be analyzed objectively to provide pros and cons of each scenario. Each ownership structure has particular tax implications, which are discussed in this section.

Given the nature of the project and the mix of potential clients, we are using as a premise that the main tenants will be a combination of public users (medical clinic, training & education providers, community support programs, etc.) and private sector tenants (retail, café, pharmacy, etc.). This unique blend of public/private operations will add a layer of complexity to the tax assessment, combined with the impact of each owner's tax treatment (for example, if the building is owned by Province of New Brunswick, it is not subject to provincial taxes; if owned by municipality, it is not subject to municipal taxes, etc.).

We have included a primer on municipal taxation in New Brunswick to provide the reader with a simplified view of tax treatment. The specific tax treatment associated with the selected ownership structure has been included in the financial assumptions used to produce the pro-forma financial statements in the section of the report dealing with financial projections.

5.1 Existing and Potential Property Taxes

EXISTING PROPERTY TAX TREATMENT – SCHOOL OWNED BY PROVINCE					
Owner	Property Description	Tax Category	Assessment Value	Tax Rate	Annual Tax Levy
PNB	Lorne School	Schools	\$2,160,200	1.785	\$38,559.57
City of Saint John	Nick Nicolle Center	Community Center	\$1,185,300	1.25	\$14,816.25

PROPERTY TAX TREATMENT - SCHOOL BECOMES CITY PROPERTY					
Owner	Property Description	Tax Category	Assessment Value	Tax Rate	Annual Tax Levy
City of Saint John	Former Lorne School	Community Center	\$2,160,200	1.25	\$27,002.50
City of Saint John	Nick Nicolle Center	Community Center	\$1,185,300	1.25	\$14,816.25

PROPERTY TAX TREATMENT - SCHOOL BECOMES PRIVATE SECTOR					
Owner	Property Description	Tax Category	Assessment Value	Tax Rate	Annual Tax Levy
Private Sector Company	Former Lorne School	Community Center	\$2,160,200	4.95	\$106,929.90

5.2 Prospective Ownership Scenarios

For the purpose of this study, we have reviewed 5 ownership scenarios for consideration and we have performed a SWOT analysis (Strengths, Weaknesses, Opportunities, and Threats) for each one. Further to an earlier review with the project Steering Committee, some scenarios have not been retained for further consideration as they were not conducive to, and could potentially jeopardize, the advancement of the project.

We considered a status quo scenario, where the Province of New Brunswick (“the Province”) would maintain ownership, however given the facility’s recent closure and the excess properties already in the possession of the Province, we feel that it would be very difficult to move this project forward with the existing owner.

We also considered the possibility of seeking a transfer of the facility to ONE Change Inc. (a not-for-profit corporation), but given their limited capacity of holding assets over \$50,000 as per their letters patent and their inability to leverage capital investments, it was not a scenario that could be sustained on the long-run.

A scenario of finding a private-sector investor that would be interested in taking over the former school was also analyzed, but the main challenge with that scenario is the ability to retain the building as a community asset in the long term. There is a concern that an outside investor could take this building and turn it into other uses or exercise influence or legal maneuvering that would not be complimentary with the principles used to design this project or with the mandate of ONE Change. Should a decision be made to explore this avenue with potential investors, appropriate legal agreements should be drafted and carefully reviewed to ensure the continuing success and mission of the project.

One scenario that appears highly agreeable to the project values is to seek a transfer of this Provincial asset to the City of Saint John (“the City”). Although we understand that this scenario will require more discussions with Common Council of the City to persuade them that this is a key investment for the neighborhood, we are convinced that the social and economic benefits will far outweigh the initial investments required to acquire this new community asset. In addition, the integration of this former school with the Nick Nicolle Center is very seamless and will provide a strong statement about the importance of this neighborhood for the City.

The tax treatment in all scenarios has been based on the existing assessment value and at the same tax rate as the Nick Nicolle Center. Given the capital investments required, the assessment value could be impacted but that impact is unknown at the time of this report. For illustration purposes, an increase in property assessment of \$500,000 would trigger additional tax exposure of \$6,250 per annum based on the existing computations.

5.3 Governance Structure

One Change Inc. currently has a Board of Directors to oversee its operations and the operation of the Nick Nicole Community Center. This body has capacity and the required skills to oversee the addition of the Lorne School to their portfolio, however, it may be appropriate to include a Collaborative Leadership process to this existing Board by adding a User Advisory Group that will provide input and recommendations to oversee the Lorne School project.

Given the massive turnout during the public consultation and the level of interest/buy-in, it would be wise to empower the users to suggest improvements, changes and programming ideas into the mix. The existing Board of Directors could be working on the 2 projects in concurrence, while making sure that the existing mandate of the Nick Nicole Center is respected. A Strategic Plan will need to be developed once the funding is confirmed for the Lorne School project. This Plan will be crafted with the participation of users, citizens and stakeholders of the project.

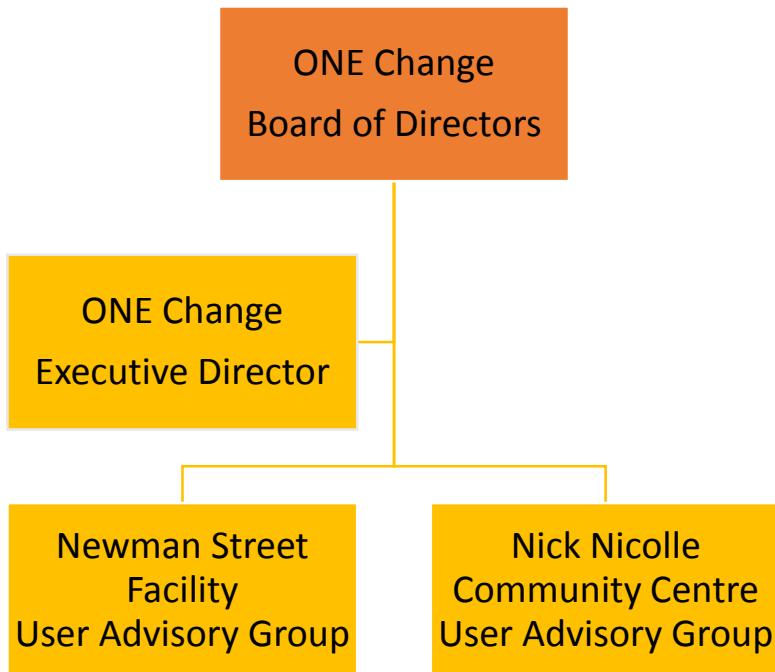


Figure 3: Proposed Governance Structure

5.4 S.W.O.T Analysis of Proposed Ownership Structures

5.4.1 SCENARIO 1: Province (PNB) Retains Ownership

STRENGTHS

- The promoter does not have to acquire ownership
- Property tax treatment is preferential (PNB does not pay the provincial portion of taxes)
- The owner, not ONE Change, needs to keep property to code and meet certain minimum standards
- Liability insurance is not an issue
- Leverage for grants is good

WEAKNESSES

- Property is currently vacant
- PNB has large inventory of old schools and is not in the business of retaining them for alternate use
- Municipality receives less property taxes
- The facility is subject to closure and political motivations without much reaction time
- PNB not as inclined to acquire commercial tenants, not their core business

OPPORTUNITIES

- Might be a good transition for an eventual transfer to Municipality and/or not-for-profit corporation
- Great message from PNB that this neighborhood is important and needs some support
- Could be easier to convince Health authorities to set-up a medical clinic
- Incentive for the neighborhood to find a way to acquire property at a pre-established price
- ONE Change could negotiate a right of first refusal for any future sale at a pre-determined value.
- Develop a community model / pilot for reuse of existing close schools.

THREATS

- When issues arise that require negative position with PNB, the Board might be in a position of not being able to express their views as easily
- The possibility of closure on change of government
- Other funding requests might be associated with this process, putting pressure on other initiatives
- Political influence might be exercised during the selection of future tenants, adding a layer of red-tape.

5.4.2 SCENARIO 2: Province Transfers Ownership to City of Saint John;

STRENGTHS

- The promoter does not have to come up with initial investment
- The property tax treatment is preferential as municipalities only pay provincial tax portion on its owned properties
- The municipality has borrowing capacity to undertake capital investments
- The municipality could influence the transfer of certain operations in the facility
- The municipality has the ability to provide strong support from an infrastructure point of view
- The location is strategic to support urban renewal

WEAKNESSES

- The municipality assumes a building that needs retrofit
- The municipality assumes liability
- Expectations will be high for capital investments
- If tenants are not secured, the operating costs would be assumed by taxpayers if ONE Change cannot sustain the project
- The current City Council has stated publically that they are not interested in becoming owners. Reference June 9, 2016 Telegraph-Journal article. (see Appendix K)

OPPORTUNITIES

- Might provide a strong signal to the neighborhood that City Council wants to invest in this area of town
- Property values in the immediate proximity might increase, providing additional tax revenues
- ONE Change has a good track record and is able to leverage positive attention and participation
- Municipality might have some influence to attract major commercial tenants

THREATS

- The building will compete against lots of municipal priorities for capital investments
- Funding requests might need to be prioritized with other municipal initiatives

5.4.3 SCENARIO 3: Province Transfers Ownership to ONE Change

STRENGTHS

- The promoter has full control of the implementation of its future direction and its strategic plan
- The integration of the overall plans with the other facilities located in Nick Nicolle Community Center would be facilitated
- There is an experienced Board of Directors in place
- May be easier to recruit certain funding programs geared to not-for-profit corporations (i.e.: foundations)

WEAKNESSES

- Property tax costs will be at full municipal/provincial rate
- Limited financial capacity to borrow funds, not-for-profit corporation
- Promoter doesn't have the same notoriety as PNB or Municipality to attract tenants

OPPORTUNITIES

- Ability to think outside the box and to recruit commercial tenants by providing custom solutions
- Create a new innovative approach to blend commercial/community programs
- Develop exterior activities

THREATS

- No borrowing capacity
- Will be competing with private sector for commercial space while trying to get secure financial support/donations from private sector for other activities
- Capital upgrades will be borne by the promoter
- Tenants might be concerned about the long-term financial sustainability of the promoter
- Budget shortfalls could affect ONE Change's ability to carry out its mandate.

5.4.4 SCENARIO 4: Private Sector Investor Acquires the Property

STRENGTHS

- The real-estate value of the property will similar to market value, since it is arm's length transaction
- No public funding required
- Perception is that taxpayers are not responsible for this property
- Future investments are business case driven and the capital upgrades can form part of the initial investments
- Commercial tenants may be easier to attract, and new owner might have negotiated tenants in place
- PNB/Municipality would receive the best property tax contributions in this ownership structure

WEAKNESSES

- Owner might have different plans than the ones proposed by the current promoter
- Owner might not want to have joint developments and may not be open to have external stakeholders input
- Community tenants may not have access to subsidized/low cost space
- The overall architectural plans developed by One-change might not be applicable
- Any shared developments/activities might not be financially appealing to the owner

OPPORTUNITIES

- Might be a good opportunity to get commercial activity in the neighbourhood
- No fundraising/grant identification required to secure that the facility stays in place
- Private sector may want to be involved with other programs/activities operating at the Nick Nicole center

THREATS

- New owner might want to limit usage of common space, parking, shared costs
- Medical clinic and community presence might not be the types of tenancy the new owner is looking for
- The vision of the new owner could be inconsistent with the overall plans of One-change and the community consultations held during the course of this business case

5.4.5 SCENARIO 5: Public-Private Partnership

During the course of the study, another scenario involving the private sector appeared and has been reported as Public-Private partnership in our SWOT analysis. Although it is unlikely and uncertain that this scenario would be implemented prior to the termination of this study, we felt obligated to report the potential impact of this partnership to allow the reader to get a general appreciation of this scenario.

STRENGTHS

- The promoter has similar objectives/mandates than One Change Inc. and is interested in contributing to the advancement of community based projects
- The real-estate value of the property is at market value, since it is arm's length transaction
- No public funding required for acquisition
- Initial investment is based on business case and the capital upgrades will form part of the initial investment
- Commercial tenants will be paying market value
- PNB/Municipality would receive the best property tax contributions in this ownership structure

WEAKNESSES

- Community tenants may not have access to subsidized/low cost space
- The overall architectural plans developed by One-change might not be applicable
- New community partners might not have available space once all spaces are rented to private sector
- With more commercial tenants, there could be some challenges with parking, so will need to ensure customers of the commercial tenant have some preferential parking spots

OPPORTUNITIES

- Great opportunity to create jobs in community
- More paying tenants will provide additional re-investment capacity
- Investor has great programs to bring new initiatives to the neighborhood

THREATS

- Need to negotiate a reasonable space arrangement for medical clinic on a paying basis
- Other commercial owners might not be supportive of this community/private-sector partnership, as it could have a detrimental effect on their rental spaces
- The new owner could eventually decide to sell the property, which could pose some challenge if new buyers were not aligned strategically with community tenants.

5.5 Opinion of Probable Cost Magnitude for Conceptual Design

Based on the feedback provided during the community consultation sessions (see Appendix B), there are plenty of options and ideas available to repurpose the former Lorne School building into an “opportunity centre,” of sorts, for the community. These options and ideas have crystallized into the proposed concept plans and renderings shown in Appendices G, H & I.

To facilitate the community’s aspirations for the building, strategic capital investments will be required and are broken down by floors below. In addition, based on the visual review of the facility as part of the Building Condition Assessment (see Appendix L), additional maintenance upkeep costs will be incurred and are shown below.

LEVEL 0

Area: **Offices and Classrooms**

Cost Magnitude: \$30,000

Priority: Low

Scope: This work would consist primarily of minor repairs and alterations to the existing classrooms to suit the new requirements. It would be expected that flooring replacement and painting of all walls would be completed as well as minor alterations to classrooms, including installation of new doors, folding partitions, repairing / altering existing casework.

Area: **Kitchen and Training Areas**

Cost Magnitude: \$117,500

Priority: Medium

Scope: Renovations in this area would include basics, such as flooring replacement and wall painting, but also include repairing and fitting out the kitchen for teaching and commercial cooking as well as preparing the training area for training-specific equipment, such as electrical upgrades, data installation, or mechanical system upgrades.

LEVEL 1

Area: **Lobby and Vertical Circulation**

Cost Magnitude: \$450,000

Priority: High

Scope: Among the keys to success for this building is increasing the connection between this facility and the adjacent Nick Nicolle Community Center. This requires the removal of an existing stairwell as well as the addition of a new stairwell on the exterior of the building reaching all levels, including the roof. With this move, a lobby space is created within the facility and a small canteen space is provided within the gymnasium.

Area: **Commercial Corridor**

Cost Magnitude: \$260,000

Priority: High

Scope: Connecting with the lobby and vertical circulation renovations, the commercial corridor requires the creation of the individual tenant spaces in preparation of the tenant’s fit up, as well as the storefronts for each tenant. This may also include

separating electrical and mechanical systems to suit each tenant and permit better expense control.

Area:	Wellness Centre
Cost Magnitude:	\$1,015,000
Priority:	High
Scope:	The anchor for this facility is a new wellness centre. To accommodate this anchor tenant, it is assumed based on conversations with the project's Steering Committee that renovations would include new dedicated mechanical and electrical systems as well as a full tenant fit-up, including partitions, casework, flooring, painting, etc.

LEVEL 2

Area:	Gymnasium
Cost Magnitude:	\$62,500
Priority:	Low
Scope:	Renovations in the gymnasium are limited primarily to updating finishes, such as relining the sports floor and painting / repairing the concrete block walls. Strategic investment in a curtain divider system will allow programming flexibility for the users.
Area:	Office and Classrooms
Cost Magnitude:	\$44,000
Priority:	Low
Scope:	This work would consist primarily of minor repairs and alterations to the existing classrooms to suit the new requirements. It would be expected that flooring replacement and painting of all walls would be completed as well as minor alterations to classrooms. It is anticipated that tenant fit-ups would be completed by each individual tenant.

LEVEL 3

Area:	Green Roof
Cost Magnitude:	\$75,000
Priority:	Low
Scope:	To best maximize the available building area, the installation of a green roof may provide for additional opportunities for the operation of the facility. This could include a small greenhouse, raised planters, or an area for outdoor teaching activities.

General Building Maintenance and Upgrades

Area:	Throughout, as identified in Appendix L
Cost Magnitude:	\$1,241,800
Priority:	Medium
Scope:	This scope of work entails various repairs and maintenance upgrades that are needed to maintain an average state of repair throughout the facility. This is a normal part of building ownership as amenities and equipment age and require replacement. Much of this investment can, if desired, be staged over many years to minimize the cash outlays required. See Appendix L for further information.

SUMMARY OF PROBABLE COST MAGNITUDE:

Level 0:	\$ 147,500
Level 1:	\$1,725,000
Level 2:	\$ 106,500
Level 3:	\$ 75,000
SUBTOTAL:	\$2,054,000
Appendix L:	\$1,241,800
TOTAL:	\$3,295,800

Additional opportunities exist within this project to add many additional value added features, depending on the available budget or the specific goals of ONE Change. Several of these potential features are listed below:

- Community solar power micro generation on the roof
- Community greenhouse and raised planting beds in the paved courtyard
- Outdoor kitchen and stage for large celebrations
- Trails, pathways, and landscaping throughout the site
- Outdoor café at the corner of Durham and Newman Streets
- Conversion of Durham Street into a public plaza
- Signage for ONE Change and building tenants

Please note that the above figures represent hard costs (direct construction costs) only. It may be possible that there are other project costs, known as soft costs, that are not reflected here. Soft costs could include such items as professional fees (such as architecture and engineering consultants), financing fees, legal costs, temporary accommodations, marketing and communications, etc.

It is also important to note that the above figures are based upon high-level concept sketches only. These concepts do not necessarily constitute a finalized or feasible design and there remains many unknowns of the existing building composition and the impact of the proposed alterations, in addition to the desired level of finishes and exact design elements which have not yet been determined. These components will be developed and refined through subsequent design phases where pricing will also be refined. The figures provided above are based upon many assumptions and experience with similar project though they should not be construed as a guarantee of the project costs.

Considering the above, it is strongly recommended that a design contingency of at least 25% be set aside for unknown design elements that have not been included or for existing site conditions that are not yet known. In addition, a construction contingency of at least 10% should be set aside for overages during construction for uncovered elements and changes in the work that are inevitable during complex renovation projects.

6 Marketing and Communications

A logo is an organization's unique factor that allows their product or service to have an identity to gain recognition over a short period of time.

A definition is found in Merriam-Webster's Learner's Dictionary as follows:

logo: a graphic mark, emblem, or symbol commonly used by commercial enterprises and organizations to aid and promote instant public recognition. Logos are either purely graphic (symbols/icons) or are composed of the name of the organization (a logotype or wordmark).

For purposes of this feasibility study, we want to ensure that the addition of the Newman Street building would be complimentary to the overall One Change Inc. philosophy. The current identity allowed the organization to get to its current state and produced important accomplishments.

Existing logo:



The notion is that the original logo represented the scope and vision of the organization at the time of its inception. It reflected a grassroots effort to change the conditions and attitude surrounding the Old North End. In 10 years, the organization has achieved a great transformation from the neighbourhood's distinction of having the highest crime rate in the City to now having the lowest among the 5 priority neighborhoods, among other successes.

With the plans to expand the operations beyond the Nick Nicolle Community Centre and into the Newman facility as a broader regional facility, there is a growing perception that the "change" in ONE Change has already occurred and that the organization must expand its mandate and successes to incorporate the entire North End of Saint John, not just the dozen or so blocks that consist of the Old

North End. This brings an opportunity to revisit naming, branding, and logos to suits its new and broader mandate.

As part of its brainstorming sessions, the consulting team felt that a new integrated look may provide opportunities to give the project additional meaning, while allowing for future signage and branding solutions to the physical space. Crude conceptual ideas were developed to give general direction to a graphic artist that could refine the ideas and be asked to provide external ideas. The following inspiration was provided by the project team for consideration:



Among the various ideas considered, one is to drop the “Change” out of the name “ONE Change” reflecting the idea that change in the community has happened or is already in progress. This also references the broader mandate that the Newman Street facility provides by uniting the various neighbourhoods of the broader North End into one. The c-shaped rings are a subtle reference to the “C” in “Change” that was dropped. The rings are also symbolic for two reasons:

- 1 they are similar to the rings of a tree that catalogues the evolution and increasing strength and breadth of the organization over time, and
- 2 they form a target or focal point that represents the pivotal role, central location, and targeted function of the organization in the North End.

Another rendition was developed in-house to support the same concepts identified above. This concept, on the other hand, is one that is more vibrant, playful, kaleidoscopic, and appears more as an evolution of the existing ONE Change logo. Less emphasis is placed on the target-like symbol which could have negative reactions or connotations considering the history of the neighbourhood, and more comparisons with the rings of a tree can be drawn from this logo. Drawing in blue and green colours, in particular, tie back to the earth image in the existing logo and the entire effect allows for a broad number of branding possibilities by allowing a large variety of colours to be utilized under various scenarios.



Based on the original logo and the inspiration from the project team, an external graphic artist has also provided new concepts that should allow the Board of Directors to have a meaningful conversation on where it wants to bring the organization visually and what it wishes to communicate through its logo.

Concept logos by external graphic artist:



LOGO EVOLUTION

Organizations all over the world are constantly trying to stay relevant and modern, and their brand is one of their most recognizable assets. During strategic planning exercises and/or strategic think tanks, questions are asked and answers are provided as to what do we want to convey to the general public and to our stakeholders?

Some corporations choose to make bold changes, and re-brand their identity completely, while others prefer subtle changes that give the impression of evolution while maintaining a recognized color scheme, pattern, indicator etc. In the case of the YMCA, it seems that the evolution over the last 150 years has been consistently applied with the red and black colors being consistently used, while the triangular patterns have remained throughout most of the renditions.

It is certainly one of the most recognized brands in the not-for-profit sector and it seems to be working well, as the Y has become a household icon for many families around the globe. Here are some renditions of the logos since the beginning of the YMCA:



There was a new logo introduced in 2010 which is not present in some current websites that we searched, which causes us to believe that the re-branded look introduced that year might not be fully rolled out or accepted by all organizations. Their graphic standards manual certainly provided ample background information on the merits of the new design and the principles of branding themselves as what the public uses, namely "the Y". For more information on their design principles and accepted uses, you can refer to the following link:

http://yoymca.org/wp-content/uploads/2014/01/Graphic_Standards_for_3rd_Parties.pdf

Here is what the re-branded logo introduced in 2010 looks like:

OUR LOGO

Bold, active and welcoming, our logo adds color and vibrancy to our identity.

When designing, you can choose from five different color combinations, and each has a color family that showcases the diversity of our organization and the communities we serve.

You'll also notice that our logo now reflects our familiar name: the Y.

**WELCOMING
ACTIVE
DIVERSE
VIBRANT
BOLD**



THIRD PARTIES & VENDORS

For the purpose of this report, the concept is not to evaluate the merit of the YMCA brand, but merely to suggest to the Board of Directors that changes are happening in other organizations, and it is normal to consider new looks from time to time.

From a communication point of view, it will be important to position One Change Inc. as a driver, leader and champion of the North End. The logo must demonstrate the organization's continued commitment to make a difference by being the conduit of positive energy in the region. The users are proud of having this important modern infrastructure in their neighborhood and it's an important statement from the City of Saint John to its citizens, that together things can get better. Having a strong visual identity will contribute to this feeling of pride and ownership.

Through strategic planning initiatives as an organization, it will be important to drive home the Vision/Mission statements by developing a comprehensive communication plan. The following elements/questions should find their way into that communication plan, given the importance of increasing the awareness of One Change Inc. for residents of Saint John:

- Who are we?
- What do we do?
- Where are we located?
- When is the best time to visit?
- With 30 seconds to speak, what would you tell me?
- What are our top 3 issues?
- Who drives the organization?
- Who is the spokesperson?

The Centre for Community Organizations produces a very valuable handbook produced by the Institute for Media, Policy and Civil Society for the Centre for Community Organizations. This relevant document could be used by One Change Inc. as it ventures into its strategic communication plans. The link to this relevant handbook is as follows:

<http://bit.ly/2azbrxL>

7 Revenue Generation Model

7.1 Balance Sheets

Newman Street Project

Balance Sheets

December 31, 2015, 2016, 2017, 2018, 2019 and 2020

	Historical 31/12/2015	Forecast 31/12/2016	Forecast 31/12/2017	Forecast 31/12/2018	Forecast 31/12/2019	Forecast 31/12/2020
Current Assets						
Cash and cash equivalents	\$0	-\$156,200	-\$259,220	-\$317,155	-\$330,120	-\$348,360
Total Current Assets	0	-156,200	-259,220	-317,155	-330,120	-348,360
Property and Equipment						
Building	2,160,200	2,160,200	2,160,200	2,160,200	2,160,200	2,160,200
Capital Improvements	0	3,365,000	3,365,000	3,365,000	3,365,000	3,365,000
Grants and Contributions	0	-3,365,000	-3,365,000	-3,365,000	-3,365,000	-3,365,000
Total Property and Equipment	2,160,200	2,160,200	2,160,200	2,160,200	2,160,200	2,160,200
Total	\$2,160,200	\$2,004,000	\$1,900,980	\$1,843,045	\$1,830,080	\$1,811,840
Net Assets						
Retained earnings	\$2,160,200	\$2,004,000	\$1,900,980	\$1,843,045	\$1,830,080	\$1,811,840
Total Net Assets	2,160,200	2,004,000	1,900,980	1,843,045	1,830,080	1,811,840
Total	\$2,160,200	\$2,004,000	\$1,900,980	\$1,843,045	\$1,830,080	\$1,811,840

7.2 Statement of Operations

Newman Street Project
Statement of Operations
For the years ending December 31, 2016, 2017, 2018, 2019 and 2020

	Forecast 31/12/2016	Forecast 31/12/2017	Forecast 31/12/2018	Forecast 31/12/2019	Forecast 31/12/2020
Revenue					
Rentals	\$92,300	\$150,450	\$200,600	\$250,750	\$250,750
Cost Recovery	55,000	56,100	57,225	58,365	59,525
Total Revenue	147,300	206,550	257,825	309,115	310,275
Operating Expenses					
Salaries	120,000	122,400	124,850	127,345	129,890
Benefits	18,000	18,360	18,730	19,100	19,485
Insurance	12,000	12,240	12,485	12,735	12,990
Accounting and bookkeeping	4,800	4,895	4,995	5,095	5,185
Bank fees	600	610	625	635	650
Professional Services	7,500	7,650	7,805	7,960	8,120
Office Supplies	2,400	2,450	2,495	2,545	2,600
Misc. Expenses	2,400	2,450	2,495	2,545	2,600
Electricity, Heat, AC	80,000	81,600	83,230	84,900	86,595
Property Tax	27,000	27,540	28,090	28,655	29,225
Repair and Maintenance	20,000	20,400	20,805	21,225	21,650
Lawn & Snow Removal	4,000	4,080	4,160	4,245	4,330
Telephone & Internet	4,800	4,895	4,995	5,095	5,195
Total Operating Expenses	303,500	309,570	315,760	322,080	328,515
Net Income	-\$156,200	-\$103,020	-\$57,935	-\$12,965	-\$18,240

7.3 Statement of Cash Flows

Newman Street Project
Statement of Cash Flows
December 31, 2016, 2017, 2018, 2019 and 2020

	Forecast 31/12/2016	Forecast 31/12/2017	Forecast 31/12/2018	Forecast 31/12/2019	Forecast 31/12/2020
Cash Flows from Operating Activities					
Operating revenues	\$147,300	\$206,550	\$257,825	\$309,115	\$310,275
Cash received from customers	147,300	206,550	257,825	309,115	310,275
Operating expenses	303,500	309,570	315,760	322,080	328,515
Cash paid to supplies and employees	303,500	309,570	315,760	322,080	328,515
Total Cash Flows from Operating Activities	-\$156,200	-\$103,020	-\$57,935	-\$12,965	-\$18,240
Cash Flows from Investment Activities					
Change in Building	0	0	0	0	0
Change in Equipment	-3,365,000	0	0	0	0
Change in Grants and Contributions	3,365,000	0	0	0	0
Total Cash Flows from Investment Activities	0	0	0	0	0
Cash Flows from Financing Activities					
Distribution/Adj. to retained earnings	0	0	0	0	0
Total Cash Flows from Financing Activities	0	0	0	0	0
Net Increase(Decrease) in Cash	-156,200	-103,020	-57,935	-12,965	-18,240
Cash at Beginning of Period	0	-156,200	-259,220	-317,155	-330,120
Cash at End of Period	-\$156,200	-\$259,220	-\$317,155	-\$330,120	-\$348,360

8 Conclusions

As stated in the Executive Summary at the request of ONE Change Inc., **exp** Architects Inc. (**exp**) and Gagnon Strategix were engaged to complete a Building Condition Assessment of the former Lorne School building on Newman Street in the North End of Saint John and to develop a business case or feasibility study for redeveloping the facility into a neighbourhood-supported community asset. At the center of this process were a series of community dialogues to engage the citizens of the North End in a discussion about their needs, skills, and vision for the transformed facility.

In total, 467 comments, ideas, and suggestions were received from 60+ residents, supporters, and stakeholders during the community consultation sessions (see Appendix B). As facilitators to the community's feedback, **exp** and Gagnon Strategix summarized the data into 8 primary themes:

1. Activity
2. Community Spirit
3. Education
4. Employment
5. Health
6. Resources
7. Services
8. Sustainability

These themes were used, along with generous feedback from the project's steering committee, to develop a series of conceptual designs that outline the changes necessary to the facility to suit the community's goals. These plans and proposed renderings can be viewed in Appendices G, H & I.

The facility is proposed to be anchored by an expanded wellness clinic operated by Horizon Health Network (HHN) with retail opportunities to support local needs and support local entrepreneurs. A renovated gymnasium, a small theatre, and dedicated art studios would continue to support the recreation, cultural, and convention needs of the community. A business incubation centre would be available to build entrepreneurial training and capacity in the neighbourhood while providing space for established businesses serving the residents of the North End with valuable services, such as tax and legal assistance. Training rooms, classrooms, and a commercial kitchen would also be established to provide residents with valuable education, training, and support for personal growth and support. Finally, expanded outdoor opportunities could include gardens, trails, and public gathering spaces to create a warm and inviting community gathering space for important celebrations, and a greenhouse on a new green roof will provide valuable nutrition, gardening skills, and business opportunities for the neighbourhood. In accordance with previous master plans for the Nick Nicolle Community Centre (NNCC), one block of Durham Street immediately adjacent to the Lorne School and NNCC could also be converted into a pedestrian plaza to create an important community gathering space and give prominence to such an important facility within the neighbourhood.

Subsequently, these plans and the proposed renovations and operating costs were used by Gagnon Strategix to develop a business plan for the planned facility.

The facility contains three floors with a gross building area of 45,000 square feet (4,180 square metres) and, based on the proposed redevelopment plans, a net leasable area of 30,750 square feet (2,850

square metres) for a ratio of net to gross of 0.68. Using market research and advice from the steering committee, conservative rent values were used to calculate potential revenue from the facility. In the specific case of HHN-occupied areas, rent was not calculated but instead conservative compensatory measures were used in lieu of rent, such as the payment of maintenance and custodial staff roughly equivalent to the market rental price per square foot.

Operationally, based upon the net leasable area and assumptions developed in conjunction with the project steering committee, total revenues upon full implementation of the proposed renovations and maximized leasing are conservatively projected to be in the order of \$309,000 against expenses of \$322,000 leaving a slight operating deficit of \$13,000, or approximately 5% of the budget. This presents a requirement from ONE Change or the operators / owners of the facility to absorb the loss, raise supplementary funds to compensate, or reduce operating expenditures for a profitable operation. Considering the neighbourhood and economic impacts that a facility of this nature will have, securing \$13,000 for operations is seen a worthwhile investment.

Of, perhaps, greater concern, however, is the financing of the capital expenditures and deficits that will be incurred as the project is phased in. These elements are explained in the paragraphs below.

An opinion of probable cost magnitude was developed for the complete renovations, as they are currently presented, to the tune of approximately \$2,054,000. This figure is in addition to approximately \$1,241,800 required in maintenance and upgrades of the existing building and equipment (see Appendix L) for a total investment of \$3,295,800. Much of this investment can be phased in over a period of 10 or so years as capital funds become available or as the needs of the operations change. The costs of financing this investment has not been calculated in the operational expenses described above.

It is also understood or expected that the project, from “day one,” may not operate at full capacity. The financial projections conservatively assume a 4-year phase-in window at which time it is expected that the operation of the facility would incur a cumulative deficit of approximately \$348,000 over that time. Funds should be set aside to cover these losses to avoid putting financial strain on the owning / operating organization. It may be possible, however, by using less conservative numbers, developing and adhering to an aggressive implementation schedule, and incorporating outside expertise in leasing may help to reduce the implementation time and improve the deficit figures.

Considering the significant investment necessary in initiating this very worthwhile project, it may be prudent to revisit many of the assumptions that were used in developing this scenario, such as reducing the “wish list” to reduce capital expenditures or developing a stable implementation schedule that phases the required investments as capital funds are raised or come available.

Baring this, there remains a compelling argument to undertake a project of this nature. Though not studied in this report, the economic impacts of a project that integrates itself so wonderfully into the lives and needs of the neighbourhood will, by many accounts, be massive. It has been well studied over many years that improved health outcomes reduce the burden on the healthcare system. The proposed wellness centre will likely improve health outcome in the North End and the green roof and gardens will provide nutritious food and food security to the area. Increased education, literacy levels, and training make it easier for people to pull themselves out of poverty, become productive members of society who pay income taxes, and become less reliant on government programs for support. The opportunity centre at Newman Street will also tackle those initiatives for the betterment of the community.

With that said, though it may be beyond the reach of an organization such as ONE Change to finance these costs on their own, it will be necessary to garner the outside support to fund these commitments, such as municipal, provincial, and federal governments. A compelling argument can be made for these various levels of government since they may be the largest beneficiaries from the successes of a vibrant opportunity centre. Recent announcements by the federal government to use Saint John as a pilot project for the reduction of child poverty may prove to be a fruitful avenue for piloting such a project as a model to be used across the country. Alternately, it may be possible to appeal to private and charitable donors to finance the proposed renovations who may find tax receipts from ONE Change Inc. (a duly registered charitable organization) to be a lucrative exchange in addition to positively influencing the North End and the city in general. Several such donors have expressed interest in this project during the course of preparing this feasibility study.

Appendix A – Community Consultation Questions





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DATE: 2016. May. 18

PROJECT: Newman Street Facility Feasibility Study

SUBJECT: Community Consultation Session #1

AGENDA

6:30 – 6:40 INTRODUCTIONS

6:40 – 7:00 GENERAL OVERVIEW – ‘WHY ARE WE HERE?’

7:00 – 7:25 EXERCISE #1: ‘WHAT ARE YOUR NEEDS?’

Explore what it is that you or others might need or want in your community in order to thrive. What barriers exist to making that happen? What needs, if they could be met, would make people speak proudly of the North End and want to set down roots or set up a business in your neighbourhood? How could this facility help that?

7:25 – 7:50 EXERCISE #2: ‘WHAT ARE YOUR TALENTS?’

Giving back to your community helps it grow and thrive. Explore what skills you and your neighbours have that would be valuable to others if they were put to use. Are you a great cook? A good listener? Have you overcome obstacles? Do you make clothing? Do taxes? Know how to garden? Fix a vehicle? Repair a house? These are all valuable skills that you might have to share. Compliment your neighbours for all the valuable things they’re good at that could help others succeed.

7:50 – 8:15 EXERCISE #3: ‘WHAT IS YOUR VISION?’

Knowing what needs and talents exist in your neighbourhood, explore how you can turn these facts into a vision for improving life in the North End. How does the facility on Newman Street fit in with this vision? How can the facility support your needs and talents? What changes are necessary to remove barriers to achieving your vision?

8:15 – 8:30 WRAP UP AND NEXT STEPS

Appendix B – Community Consultation Data



Categorized Community Consultation Data
 Community Consultation Session No.1 - May 18, 2016



#	Grp	Comment	Category	Subcategory
200	6	Making jewelry	Activity	Adults
203	6	Gardening	Activity	Adults
204	6	Sewing	Activity	Adults
205	6	Poet	Activity	Adults
10	1	Astronomy club	Activity	Children
138	6	Summer programs for kids and adults	Activity	Children
169	6	Clubs (chess, writing, poetry, story telling, plays, crafts)	Activity	Children
250	7	Kids bingo	Activity	Children
243	7	Drop-in	Activity	Community
34	1	Craft	Activity	Culture
95	4	Teach little kids arts classes (pottery)	Activity	Culture
134	6	Arts & Crafts	Activity	Culture
136	6	Music and dancing	Activity	Culture
206	6	Crafts	Activity	Culture
207	6	Knitting	Activity	Culture
208	6	Crochet	Activity	Culture
213	6	Acting	Activity	Culture
214	6	Dancing	Activity	Culture
215	6	Singing	Activity	Culture
227	6	Comedy	Activity	Culture
286	7	More movie night for adult / children	Activity	Culture
355	10	Entertainment Night	Activity	Culture
395	11	Decorating artistic	Activity	Culture
413	12	Extracurricular Activities - Crafts for Seniors	Activity	Culture
224	6	Genealogy	Activity	History
96	4	Dancer - taught line dancing and clogging	Activity	Recreation
139	6	Outdoor activities	Activity	Recreation
151	6	Playground	Activity	Recreation
171	6	Sports	Activity	Recreation
226	6	Chess - 45's - poker - gin - crib	Activity	Recreation
235	7	Park - supervised - fenced in - wheel chair accessible /friendly - swing set)	Activity	Recreation
247	7	Gardening	Activity	Recreation
254	7	Zumba for kids	Activity	Recreation
278	7	Wheelchair accessible playground	Activity	Recreation
289	7	Street dance for community for ending of school year	Activity	Recreation
347	9	Existing amenities (Rockwood, Victoria & Shamrock Parks)	Activity	Recreation
368	11	Parks, playgrounds, recreation and sport facilities	Activity	Recreation
388	11	Athletic skills	Activity	Recreation

Categorized Community Consultation Data
Community Consultation Session No.1 - May 18, 2016



#	Grp	Comment	Category	Subcategory
434	12	Playground	Activity	Recreation
177	6	A place for seniors to play cards & chat	Activity	Seniors
198	6	Quilting	Activity	Seniors
11	1	Hip Hop dance classes	Activity	Teens
294	7	Yard sales	Activity	Community
7	1	BBQ	Community	Celebration
8	1	Celebration Sunday	Community	Celebration
3	1	Connect with adults	Community	Connections
144	6	Seniors: we need to help our young people	Community	Connections
300	8	3 communities - transition to 1	Community	Connections
438	12	A program to bring 3 communities together	Community	Connections
48	2	The History of the North End	Community	History
229	6	Know the history of this community	Community	History
9	1	Room for teens	Community	Inclusion
35	1	Young + old	Community	Inclusion
36	1	Parents	Community	Inclusion
65	3	Get people engaged	Community	Inclusion
68	3	Contact with neighbours	Community	Inclusion
77	3	Get people involved	Community	Inclusion
85	3	Feel part of a community	Community	Inclusion
310	8	"Welcoming" Community Hub (Friendly greeter / welcomer)	Community	Inclusion
365	11	Create partnerships / Multiple use	Community	Inclusion
371	11	Community as family, caring for each other and working together	Community	Inclusion
440	12	Greeting the people involved in the community.	Community	Inclusion
466	14	Once we build the trust and rapport with the community, we need to have this facility to remain open to us	Community	Inclusion
28	1	Quality of life	Community	Quality of life
149	6	to save the neighbourhood	Community	Quality of life
315	9	Quality of Life	Community	Quality of life
361	11	Marketing selling neighbourhood as best place to live	Community	Quality of life
363	11	Sustainable (Environment, Economically, Green, recycling, energy, solar, green roofs)	Community	Quality of life
364	11	Lorne school - Hub of community	Community	Quality of life
372	11	Most desirable community where people are looking to live	Community	Quality of life
373	11	Clean and green community	Community	Quality of life
374	11	Proud residents taking ownership of their community	Community	Quality of life
277	7	Self-patrol	Community	Safety
69	3	Vision - Make this the most sought neighbourhood in the city	Community	Vision
132	6	Vision We are Building Community	Community	Vision

Categorized Community Consultation Data
Community Consultation Session No.1 - May 18, 2016



#	Grp	Comment	Category	Subcategory
308	8	Growth	Community	Vision
154	6	We need to connect adults with their children	Education	Connections
98	4	Library - working with Arabic new families in their language and do programming with kids and help teacher	Education	Culture
99	4	Working with International students	Education	Culture
111	5	Music	Education	Culture
117	5	Music	Education	Culture
182	6	Music (orchestra, acting, talent)	Education	Culture
392	11	Musical talent	Education	Culture
400	11	Teacher of the arts	Education	Culture
456	13	Arts, Music, Theatre	Education	Culture
23	1	How to shop	Education	Learning
24	1	How to cook	Education	Learning
27	1	Digital learning centre to develop business	Education	Learning
33	1	Learning	Education	Learning
39	1	Coding + mindcraft for kids - digital learning	Education	Learning
50	2	Heritage Educator	Education	Learning
52	2	Kids teaching technology	Education	Learning
67	3	Mentoring kids	Education	Learning
76	3	Resources library	Education	Learning
86	3	Teach music & entertainment	Education	Learning
90	3	Teaching communication	Education	Learning
91	3	Cooking classes	Education	Learning
100	4	Offer cooking sessions	Education	Learning
102	5	Resumes / Interview skills	Education	Learning
104	5	Managing Money	Education	Learning
105	5	Public speaking / Communications	Education	Learning
119	5	Financial Literacy	Education	Learning
121	5	Communication skills	Education	Learning
128	5	Entrepreneurship	Education	Learning
135	6	Life skills	Education	Learning
137	6	Education	Education	Learning
178	6	Cooking classes	Education	Learning
184	6	Adult education (self esteem - assertiveness - cooking)	Education	Learning
191	6	How to participate in election (federal - municipal - provincial)	Education	Learning
202	6	Cooking classes	Education	Learning
222	6	Computer skills	Education	Learning
228	6	Parenting	Education	Learning
231	6	Life skills	Education	Learning

Categorized Community Consultation Data
Community Consultation Session No.1 - May 18, 2016



#	Grp	Comment	Category	Subcategory
234	7	Computers programs training	Education	Learning
311	9	Promotion Skills	Education	Learning
352	10	Cooking classes	Education	Learning
389	11	Cooking classes	Education	Learning
391	11	Leadership skills	Education	Learning
393	11	Leadership training	Education	Learning
396	11	Organizational skills	Education	Learning
402	11	Training	Education	Learning
417	12	Parenting classes	Education	Learning
418	12	Cooking classes	Education	Learning
419	12	Life skill classes	Education	Learning
1	1	Literacy Adult & Families - Community Activities - Community Building	Education	Literacy
2	1	Kids lose 50% of reading gains in the summer	Education	Literacy
6	1	Story tents	Education	Literacy
13	1	Partner with library	Education	Literacy
14	1	Story tents go to all neighbourhoods	Education	Literacy
25	1	Library	Education	Literacy
383	11	Children literacy	Education	Literacy
426	12	Library	Education	Literacy
47	1	New location for the Autism Centre - warm / cold / no mold, no gym	Education	Support
94	4	Assets - Teacher at UNBSJ (immigrants - community building - culture) Put on mini courses about these issues	Education	Support
97	4	Helping people with reading. Recreational programs - crafts and games with kids	Education	Support
112	5	Mentors	Education	Support
123	5	Space for education - manageable rent	Education	Support
124	5	Special needs facility	Education	Support
127	5	Mentoring young people	Education	Support
131	5	Workroom for employability schools	Education	Support
318	9	Place of tutoring	Education	Support
342	9	How to parent	Education	Support
398	11	Tutoring	Education	Support
401	11	Teaching	Education	Support
407	11	Skill sharing	Education	Support
416	12	Preschool Program	Education	Support
421	12	Senior / youth / adult mentor program	Education	Support
448	12	This facility is meeting the needs of the youth in a wide range of ages - being taught skills - getting kids off the street and being there for them.	Education	Support
452	13	Teachers in areas of spiritual needs: day to day practical needs (helping teaching, reading)	Education	Support

Categorized Community Consultation Data
Community Consultation Session No.1 - May 18, 2016



#	Grp	Comment	Category	Subcategory
459	13	Teaching talents and much more	Education	Support
17	1	High School repair shop NBCC Trades	Education	Trades
53	2	Teaching trades (Basic plumbing - electrical - carpentry)	Education	Trades
71	3	Trades	Education	Trades
175	6	Vocations	Education	Trades
181	6	Shop for male & female (carpentry - electrical - home ec - sewing)	Education	Trades
387	11	Trade skills	Education	Trades
457	13	Vocational - training and partnering those who can teach / learn	Education	Trades
21	1	Healthy cooking business - freezer?	Employment	Entrepreneurship
103	5	Entrepreneurship	Employment	Entrepreneurship
118	5	Entrepreneurship	Employment	Entrepreneurship
146	6	Generate income (cooking classes - café)	Employment	Entrepreneurship
147	6	Generate income (music classes - dance classes - plays & musicals)	Employment	Entrepreneurship
159	6	From home i.e.: arts & crafts, craft sales, craft classes	Employment	Entrepreneurship
197	6	Paint (art - houses)	Employment	Entrepreneurship
211	6	Carpentry	Employment	Entrepreneurship
212	6	Repairing items	Employment	Entrepreneurship
285	7	Ice cream place - closer to the centre	Employment	Entrepreneurship
409	11	Business start up - Entrepreneurship	Employment	Entrepreneurship
369	11	Thriving businesses and opportunity for valued employment	Employment	Opportunities
430	12	More job opportunities	Employment	Opportunities
87	3	Start up business communication - public speaking	Employment	Skills
163	6	Help to find a job	Employment	Support
322	9	Employment Counselling training	Employment	Support
70	3	Hiring people	Employment	Support
32	1	Recreation	Health	Active living
115	5	Exercise	Health	Active living
152	6	Seniors exercise programs	Health	Active living
164	6	Exercise programs (special 60+ and 90 +)	Health	Active living
219	6	Running Programs	Health	Active living
333	9	Physical activity	Health	Active living
420	12	Exercise class (Zumba)	Health	Active living
439	12	Walking track around shamrock park (Use Shamrock Park more - hidden gem!)	Health	Active living
18	1	Food box + group cooking	Health	Nutrition
22	1	Health (Nutrition - diabetes - high blood pressure)	Health	Nutrition
74	3	Community garden	Health	Nutrition
113	5	Community Garden	Health	Nutrition
116	5	Nutrition	Health	Nutrition

Categorized Community Consultation Data
Community Consultation Session No.1 - May 18, 2016



#	Grp	Comment	Category	Subcategory
172	6	Garden - veggies - herbs	Health	Nutrition
179	6	Nutrition / cooking Young moms and dads	Health	Nutrition
180	6	Meals to take home	Health	Nutrition
190	6	Weight management	Health	Nutrition
341	9	Affordable and healthy eating, cooking, learning, opportunities	Health	Nutrition
422	12	Expansion of community garden	Health	Nutrition
423	12	Dietary programs (Dietitian / Nutritionist)	Health	Nutrition
4	1	Health Centre with other quality of life services	Health	Quality of life
26	1	Pharmacy	Health	Services
40	1	Include the health Centre in the building as HUB for other needs & possibilities i.e.: exercise, healthy eating, recreation programs, cooking, seniors	Health	Services
45	1	Hygiene (showers)	Health	Services
66	3	Mental health	Health	Services
107	5	Mental Health	Health	Services
126	5	Mental health issues	Health	Services
129	5	Prescription coverage - sometimes a barrier to taking meds is finance	Health	Services
185	6	Health clinic - whole person	Health	Services
186	6	Diabetes support (foot care - pump support)	Health	Services
187	6	Dental Office (Retired dentists and dental assistants to volunteer services	Health	Services
189	6	Moms to be - check ups	Health	Services
192	6	Eye doctor	Health	Services
193	6	Counsellor / psychologist	Health	Services
194	6	Blood work	Health	Services
195	6	Blood pressure	Health	Services
255	7	Anger Management	Health	Services
271	7	Drug Addiction	Health	Services
275	7	Addiction Services	Health	Services
280	7	Drop off for aids Saint John - box for used needles	Health	Services
288	7	Needle boxes	Health	Services
296	7	Mental Health Support - Children	Health	Services
301	8	NEW-C	Health	Services
314	9	Personal Care	Health	Services
316	9	Medical Services (Holistic)	Health	Services
320	9	Addiction Services	Health	Services
324	9	Drug Rehab	Health	Services
350	9	Professional emotional needs	Health	Services
356	11	Physical and emotional needs	Health	Services
357	11	Personal Care	Health	Services

Categorized Community Consultation Data
 Community Consultation Session No.1 - May 18, 2016



#	Grp	Comment	Category	Subcategory
358	11	Hygiene / foot care	Health	Services
424	12	Mental health	Health	Services
427	12	Dental care	Health	Services
428	12	Vision care	Health	Services
432	12	Foot care	Health	Services
437	12	Counselling Services	Health	Services
81	3	Special needs and mental health from church	Health	Support
122	5	Health Centre - team-based approach	Health	Support
266	7	Feedback after programs "How they overcame their addiction"	Health	Support
339	9	Shower relief	Health	Support
340	9	Feel Cold buildings	Health	Support
377	11	Healthy Communities, families, individuals	Health	Support
60	3	Spiritual - educational - physical	Health	Support
321	9	Confidentiality - Open Up	Health	Support
262	7	Need more housing for single parents / families	Housing	Affordability
304	8	Affordability	Housing	Affordability
370	11	Safe, affordable, quality housing	Housing	Affordability
5	1	Quality of housing stock "It's Old North End for a reason"	Housing	Quality of life
114	5	Fix up the condemned buildings to have people speak proudly of the North End.	Housing	Quality of life
264	7	Abandoned buildings need to be removed to build new ones	Housing	Quality of life
382	11	Painting houses not pictures	Housing	Quality of life
162	6	Help to find affordable housing	Housing	Support
30	1	Not just watching budgets	Other	
82	3	Challenge - building operating cost \$	Other	
142	6	Obtaining funding (sales - events- grants - lotteries)	Other	
263	7	More crosswalks / speedbumps	Other	
269	7	Time limit - outsiders	Other	
276	7	Outdoors accessibility	Other	
279	7	More funding to make this happen	Other	
287	7	Smoking friendly place	Other	
447	12	There is a gap here in the youth	Other	
258	7	Additional garbage bins to clean-up neighbourhood "Pooper Scooper"	Resource	Community
274	7	Block parent program	Resource	Community
281	7	Community policing	Resource	Community
120	5	Auditorium - important to keep	Resource	Facility
125	5	Leisure space and sharing it with community	Resource	Facility
245	7	Assets	Resource	Facility

Categorized Community Consultation Data
Community Consultation Session No.1 - May 18, 2016



#	Grp	Comment	Category	Subcategory
442	12	An actual location for this resource - including the Church and ONE Change.	Resource	Facility
414	12	More promoting of events / activities	Resource	Information
415	12	Information Board - Community has access to be able to see what's available (outside) / Pictures / Videos	Resource	Information
19	1	Coupon sharing	Resource	Support
46	1	Interview clothing?	Resource	Support
54	2	Volunteers	Resource	Support
80	3	Newman St. facility is a resource for the community. It fulfills the list	Resource	Support
83	3	Challenge - volunteers to fulfill vision	Resource	Support
140	6	Reach out to create an army of volunteers	Resource	Support
141	6	Accepting help from outside of the community to make the community stronger	Resource	Support
143	6	Seniors are the main source of volunteers	Resource	Support
155	6	Volunteer program (for odd jobs around the house - just to visit)	Resource	Support
199	6	Community Activist	Resource	Support
201	6	Volunteering	Resource	Support
233	7	Resource centre for playgroups for NB - 5 yrs.	Resource	Support
246	7	Community BBQ Volunteers	Resource	Support
293	7	Volunteers	Resource	Support
366	11	Facilitor of opportunities	Resource	Support
408	11	Couponing - smart shopping	Resource	Support
433	12	Community advisory committee	Resource	Support
436	12	Volunteer Committee	Resource	Support
460	14	The resource - community connection	Resource	Support
12	1	Have repair shop at Lorne (Student experience)	Services	Commercial
16	1	"No Frills" Groceries (Dan's Giant Tiger)	Services	Commercial
20	1	Sewing - hemming - tailoring	Services	Commercial
42	1	Utilize school space for businesses (Sewing - repairs - freezers - food prep)	Services	Commercial
57	3	One stop shopping solution to All Needs in one spot	Services	Commercial
88	3	HR - Banking - Manage money	Services	Commercial
92	3	Farmers Market - Local people make and sell goods	Services	Commercial
93	4	Electrician	Services	Commercial
109	5	Cooks	Services	Commercial
110	5	Vendor's Market	Services	Commercial
157	6	To have (stores - shops - education - everything)	Services	Commercial
161	6	Tax help	Services	Commercial
167	6	Weddings / showers	Services	Commercial
174	6	Stores - Chase the Ace	Services	Commercial
176	6	Kitchen	Services	Commercial

Categorized Community Consultation Data
Community Consultation Session No.1 - May 18, 2016



#	Grp	Comment	Category	Subcategory
188	6	Beauty shop (hair - nails)	Services	Commercial
196	6	Clothes (Dress for success - maternity clothes- home makers)	Services	Commercial
238	7	Interior decorating	Services	Commercial
240	7	Cleaning	Services	Commercial
251	7	Tax return Preparation	Services	Commercial
297	7	Grocery Store - Giant Tiger	Services	Commercial
338	9	Coffee	Services	Commercial
349	9	Child minding service	Services	Commercial
351	10	North End Market	Services	Commercial
359	11	Place to obtain needed supplies	Services	Commercial
405	11	Computer Technician	Services	Commercial
411	11	Mr. Fix It	Services	Commercial
435	12	Hair salons	Services	Commercial
257	7	Recycling Program "Depot"	Services	Community
312	9	HUB	Services	Community
317	9	One stop shop for all services	Services	Community
31	1	Getting the seniors out of the house	Services	Support
44	1	Community Service	Services	Support
51	2	Faith Community	Services	Support
58	3	Expanding the community centre	Services	Support
78	3	Offer free BBQ	Services	Support
106	5	Special Needs Children	Services	Support
160	6	Babysitting service	Services	Support
168	6	Legal (wills, funeral arrangements, custody, divorce)	Services	Support
170	6	Meetings (AA, Alanon, Alateen, NA)	Services	Support
183	6	Faith activities	Services	Support
217	6	Grant Writing	Services	Support
218	6	Organizing	Services	Support
220	6	Accounting / Tracking funds	Services	Support
223	6	Babysitting	Services	Support
237	7	Child care	Services	Support
239	7	Custodian	Services	Support
241	7	Intervener	Services	Support
242	7	Advise	Services	Support
244	7	Coffee 'n Support	Services	Support
252	7	Coffee social	Services	Support
253	7	Weight Watchers	Services	Support
256	7	Violence	Services	Support

Categorized Community Consultation Data
Community Consultation Session No.1 - May 18, 2016



#	Grp	Comment	Category	Subcategory
260	7	Autism ASD interveners (supervision)	Services	Support
272	7	Children counselling	Services	Support
273	7	Food bank	Services	Support
283	7	Parenting support "Respite"	Services	Support
284	7	Emergency clothing / supplies	Services	Support
326	9	Basic needs	Services	Support
327	9	Food bank	Services	Support
353	10	Child Care	Services	Support
360	11	Services offered by community for community	Services	Support
362	11	Navigation for systems and services	Services	Support
367	11	Resource for citizens and business	Services	Support
386	11	Child programing	Services	Support
397	11	Coordinator	Services	Support
399	11	Administrator	Services	Support
406	11	Bible lessons	Services	Support
410	11	Coaching	Services	Support
429	12	DSD involvement (Outreach worker)	Services	Support
431	12	Civil lawyer advocate	Services	Support
29	1	Coordinate with the city on transit	Services	Transportation
37	1	Better bus service to attract businesses	Services	Transportation
38	1	If you can't get around.....	Services	Transportation
41	1	Need to change public transportation	Services	Transportation
43	1	No clear way to identify bus stops or schedule (ESL? - FSL?)	Services	Transportation
145	6	Transportation	Services	Transportation
165	6	Transportation help	Services	Transportation
166	6	Dedicated bus for the centre for transportation	Services	Transportation
334	9	Transportation	Services	Transportation
384	11	Driving	Services	Transportation
425	12	Better transportation	Services	Transportation
295	7	Face painting	Spirit	Community
332	9	Need family oriented place	Spirit	Community
343	9	Informal gathering space	Spirit	Community
412	11	Creative	Spirit	Community
464	14	To be a hub to bring people together to invest in the community	Spirit	Community
467	14	The Harbour - the church body of believers is a central resource for the community. The community already seems to be embracing us and	Spirit	Community
56	3	Body, Mind & Spirit	Spirit	Support
75	3	Hope - provide - give	Spirit	Support
89	3	Coaching positivity	Spirit	Support

Categorized Community Consultation Data
Community Consultation Session No.1 - May 18, 2016



#	Grp	Comment	Category	Subcategory
156	6	To be family	Spirit	Support
173	6	Celebrations of Life	Spirit	Support
216	6	Good company	Spirit	Support
221	6	Dependable	Spirit	Support
225	6	Philanthropy - giving back to the community	Spirit	Support
230	6	Being good friends	Spirit	Support
249	7	Motivation - Make a difference	Spirit	Support
259	7	Needs	Spirit	Support
261	7	Bullying - Safe place for kids	Spirit	Support
270	7	I love to cook	Spirit	Support
282	7	What is going on	Spirit	Support
290	7	Fundraising	Spirit	Support
292	7	Accessibility	Spirit	Support
298	7	Funding \$	Spirit	Support
303	8	Accessibility	Spirit	Support
305	8	Awareness	Spirit	Support
307	8	All residents are in the "know"	Spirit	Support
319	9	Socialization	Spirit	Support
323	9	Facilities that are accessible, physically, economically and socially	Spirit	Support
325	9	Need that they belong	Spirit	Support
328	9	Physical needs	Spirit	Support
331	9	Quiet time	Spirit	Support
335	9	Feel safe	Spirit	Support
336	9	Place of Quietness	Spirit	Support
337	9	Place of self help	Spirit	Support
344	9	Need for warmth and fellowship	Spirit	Support
345	9	Need to feel welcomed	Spirit	Support
348	9	Social needs	Spirit	Support
378	11	Physically	Spirit	Support
379	11	Mental	Spirit	Support
380	11	Emotional	Spirit	Support
381	11	Spiritual	Spirit	Support
385	11	Good listener and finding solutions	Spirit	Support
403	11	Patience	Spirit	Support
404	11	Encouragement	Spirit	Support
441	12	To be a source of spiritual, emotional resource, so the community in time will know we are there for them when we are needed	Spirit	Support
443	12	Barriers - the security of knowing we have permanent use of this building.	Spirit	Support

Categorized Community Consultation Data
Community Consultation Session No.1 - May 18, 2016



#	Grp	Comment	Category	Subcategory
444	12	Trust Issues - we need the time to reach the people and allow the change to get to know what we offer, to know we will be here for them long term.	Spirit	Support
446	12	Our facility here is definitely reaching out and being a place of comfort and refuge.	Spirit	Support
449	13	The Harbour - A collective talent even if we are / were here only on Sunday mornings	Spirit	Support
450	13	People are coming in after a bad week - they leave feeling so much better.	Spirit	Support
451	13	We are meeting needs with the individual talents of our people	Spirit	Support
453	13	We have a comfortable environment to share their deep down needs (celebrate recovery) give them something else to focus on and be encouraged	Spirit	Support
455	13	Social talents	Spirit	Support
458	13	Leadership - walking alongside not behind or in front of people - to bring out their skills	Spirit	Support
461	14	The people here are known and can be reached with the answers to their question	Spirit	Support
462	14	We are stable here - so people know they can come here	Spirit	Support
463	14	Barriers - we need this place to allow the work to continue	Spirit	Support
465	14	To show people are valuable and to encourage their value in life.	Spirit	Support
49	2	Talent	Spirit	Talent
59	3	Identify fruitfulness	Spirit	Talent
101	5	Talents	Spirit	Talent
55	2	Teamwork	Spirit	Team
108	5	Teamwork	Spirit	Team
248	7	Leadership	Spirit	Team
291	7	Bring people	Spirit	Team
306	8	Communication through Services	Spirit	Team
309	8	Collaboration	Spirit	Team
313	9	Sense of belonging	Spirit	Team
329	9	Ownership	Spirit	Team
330	9	Contribute	Spirit	Team
346	9	Group ownership	Spirit	Team
375	11	Nobody is excluded / Everyone is included	Spirit	Team
390	11	Communication	Spirit	Team
394	11	Team building	Spirit	Team
454	13	This facility could be a source of encouragement for people to share their talents and feel useful.	Spirit	Team
209	6	Knowing traditions	Spirit	Tean
15	1	Building trust	Spirit	Trust
61	3	Share vision via social media	Spirit	Vision
62	3	Core group of people to share vision	Spirit	Vision
63	3	Casting vision creates hope	Spirit	Vision

Categorized Community Consultation Data
Community Consultation Session No.1 - May 18, 2016



#	Grp	Comment	Category	Subcategory
64	3	Vision! Raise the op hope	Spirit	Vision
72	3	Goals / 10 years	Spirit	Vision
73	3	Dream	Spirit	Vision
79	3	Cast vision	Spirit	Vision
84	3	Challenge - stigma	Spirit	Vision
130	5	Replace hopelessness with hope	Spirit	Vision
133	6	To be here participating for the next 30 yrs	Spirit	Vision
148	6	To be financial sustainable for 50++ years to look after the building	Spirit	Vision
150	6	To stand up	Spirit	Vision
153	6	Celebrations of Life	Spirit	Vision
158	6	We need the government to stay somewhere else!! (Except their money)	Spirit	Vision
210	6	Security	Spirit	Vision
232	7	Vision - Help - More People Engagement	Spirit	Vision
236	7	Single point for safety in community	Spirit	Vision
265	7	Suggestion box	Spirit	Vision
267	7	Surveys	Spirit	Vision
268	7	People can drop ideas	Spirit	Vision
299	8	Vision	Spirit	Vision
302	8	Space to grow	Spirit	Vision
354	10	Suggestion box	Spirit	Vision
376	11	Diversity & Strength (Cultural, racially, economically, ability)	Spirit	Vision
445	12	What needs - could be met: to make people speak proudly of the North End - safety - unity - a place to come and meet other residents of the community.	Spirit	Vision

Appendix C – Public Feedback Forms



Public Feedback Form

Thank you for taking the time to participate in the discussion of the future of the Newman Street Facility. Please let us know what you think, as your comments and suggestions will be used to finalise the study.

Together we can get the community moving forward!



- Do you support the efforts of ONE Change to re-purpose the Newman Street Facility?

yes no unsure

Comments:

I would like to see
the new c there

- Do you feel that the revitalized facility would be a benefit to your neighbourhood?

yes no unsure

Comments:

- What opportunities discussed here tonight would you **MOST** like to see incorporated?

Comments:

- What opportunities discussed here tonight would you **LEAST** like to see incorporated?

Comments:

- Do you have any other suggestions you would like to see incorporated in the study?

Comments:

Thank You
Please leave this form with one of the presenters
or you can email your comments to
morgan.lanigan@exp.com

Public Feedback Form

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- Do you support the efforts of ONE Change to re-purpose the Newman Street Facility?

yes no unsure

Comments:

All inclusive

- Do you feel that the revitalized facility would be a benefit to your neighbourhood?

yes no unsure

Comments:

*Absolutely - A place where
you "dare to dream"*

- What opportunities discussed here tonight would you **MOST** like to see incorporated?

Comments: *Safety bus Service
Use the skill available in
the hood*

- What opportunities discussed here tonight would you **LEAST** like to see incorporated?

Comments:

- Do you have any other suggestions you would like to see incorporated in the study?

Comments:

Thank You

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Public Feedback Form

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- Do you support the efforts of ONE Change to re-purpose the Newman Street Facility?

yes

no

unsure

Comments:

- Do you feel that the revitalized facility would be a benefit to your neighbourhood?

yes

no

unsure

Comments:

- What opportunities discussed here tonight would you **MOST** like to see incorporated?

Comments:

I would like to see the facility used for a health centre and to be used as a space for teaching cooking skills teaching people how to make nutritious and meals that aren't expensive to make.

- What opportunities discussed here tonight would you **LEAST** like to see incorporated?

Comments:

- Do you have any other suggestions you would like to see incorporated in the study?

Comments: *Don't want to see the building sold.*

Thank You
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- Do you support the efforts of ONE Change to re-purpose the Newman Street Facility?

yes

no

unsure

Comments:

- Do you feel that the revitalized facility would be a benefit to your neighbourhood?

yes

no

unsure

Comments:

- What opportunities discussed here tonight would you **MOST** like to see incorporated?

Comments: *Make sure all elements of a healthy community + healthy person are met: physical, mental, emotional, spiritual*

- What opportunities discussed here tonight would you **LEAST** like to see incorporated?

Comments:

- Do you have any other suggestions you would like to see incorporated in the study?

Comments:

Thank You

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morgan.lanigan@exp.com

Public Feedback Form

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- Do you support the efforts of ONE Change to re-purpose the Newman Street Facility?

yes no unsure

Comments:

ONE Change has is in the best position to work in conjunction with the neighbourhood.

- Do you feel that the revitalized facility would be a benefit to your neighbourhood?

yes no unsure

Comments: Any revitalized facilities will benefit our neighbourhood.

This is a key facility in the heart of the Old North End

- What opportunities discussed here tonight would you **MOST** like to see incorporated?

Comments: Health clinic - Team-based approach
The Harbour church - rent one floor and allow use for other organizations

- What opportunities discussed here tonight would you **LEAST** like to see incorporated?

Comments: N/A

- Do you have any other suggestions you would like to see incorporated in the study?

Comments: This is all very exciting!

Thank You

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Public Feedback Form

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Together we can get the community moving forward!



- Do you support the efforts of ONE Change to re-purpose the Newman Street Facility?

yes no unsure

Comments:

Wonderful for the neighbourhood

- Do you feel that the revitalized facility would be a benefit to your neighbourhood?

yes no unsure

Comments:

- What opportunities discussed here tonight would you **MOST** like to see incorporated?

Comments:

One Stop Shopping -
All services in one
spot.

- What opportunities discussed here tonight would you **LEAST** like to see incorporated?

Comments:

- Do you have any other suggestions you would like to see incorporated in the study?

Comments:

Computer Based
Testing for GED's

Thank You
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- Do you support the efforts of ONE Change to re-purpose the Newman Street Facility?

yes

no

unsure

Comments:

- Do you feel that the revitalized facility would be a benefit to your neighbourhood?

yes

no

unsure

Comments:

- What opportunities discussed here tonight would you **MOST** like to see incorporated?

Comments:

**Children Safety
Community living**

- What opportunities discussed here tonight would you **LEAST** like to see incorporated?

Comments:

- Do you have any other suggestions you would like to see incorporated in the study?

Comments:

Thank You

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Public Feedback Form

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- Do you support the efforts of ONE Change to re-purpose the Newman Street Facility?

 yes no unsure

Comments:

- Do you feel that the revitalized facility would be a benefit to your neighbourhood?

 yes no unsure

Comments:

- What opportunities discussed here tonight would you **MOST** like to see incorporated?

Comments:

- What opportunities discussed here tonight would you **LEAST** like to see incorporated?

Comments:

- Do you have any other suggestions you would like to see incorporated in the study?

Comments:

Thank You

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Public Feedback Form

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Together we can get the community moving forward!



- Do you support the efforts of ONE Change to re-purpose the Newman Street Facility?

yes no unsure

Comments:

- Do you feel that the revitalized facility would be a benefit to your neighbourhood?

yes no unsure

Comments:

- What opportunities discussed here tonight would you **MOST** like to see incorporated?

Comments:

*Celebrations of Life
Skills.*

- What opportunities discussed here tonight would you **LEAST** like to see incorporated?

Comments: *Not doing anything*

- Do you have any other suggestions you would like to see incorporated in the study?

Comments:

Thank You

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or you can email your comments to
morgan.lanigan@exp.com

Public Feedback Form

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Together we can get the community moving forward!



- Do you support the efforts of ONE Change to re-purpose the Newman Street Facility?

yes

no

unsure

Comments:

- Do you feel that the revitalized facility would be a benefit to your neighbourhood?

yes

no

unsure

Comments:

- What opportunities discussed here tonight would you **MOST** like to see incorporated?

Comments:

The space is an ideal place to house the talents and outreach opportunities to meet physical, financial, ^{social} needs

- What opportunities discussed here tonight would you **LEAST** like to see incorporated?

Comments: for the building not to be used. would be a waste

- Do you have any other suggestions you would like to see incorporated in the study?

Comments: door to questions to the community for the changes or ideas for their neighbourhood and needs for the community.

Thank You

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Public Feedback Form

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Together we can get the community moving forward!



- Do you support the efforts of ONE Change to re-purpose the Newman Street Facility?

yes no unsure

Comments:

The North End needs to have more facilities to share & nourish the resources present in our community.

- Do you feel that the revitalized facility would be a benefit to your neighbourhood?

yes no unsure

Comments:

Having a place to meet and see folks within a shared space to build connections and recognize similar needs / resources builds culture & investment.

- What opportunities discussed here tonight would you **MOST** like to see incorporated?

Comments: The facility needs to have a health centre to serve the complex needs of our community. Health first, as a community asset.

- What opportunities discussed here tonight would you **LEAST** like to see incorporated?

Comments: It's concerning to visualize the space as 'self-sustaining' if that means fewer resources or reduced service to people in need.

- Do you have any other suggestions you would like to see incorporated in the study?

Comments: A space for practicing trades and providing opportunity for people to share their talents.

Thank You
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Together we can get the community moving forward!



- Do you support the efforts of ONE Change to re-purpose the Newman Street Facility?

yes no unsure

Comments:

- Do you feel that the revitalized facility would be a benefit to your neighbourhood?

yes no unsure

Comments: Definitely options for making connections, building community, learning, family literacy, building capacity.

- What opportunities discussed here tonight would you **MOST** like to see incorporated?

Comments: The health centre must be in "Lorne": the hub for healthcare + connected healthy living services for all ages - from seniors to young parents. Community engagement + ONE STOP Learning

- What opportunities discussed here tonight would you **LEAST** like to see incorporated?

Comments: I understand "self-sustaining" but am wary that goals will be reduced to training + employment at the cost of quality of life.

- Do you have any other suggestions you would like to see incorporated in the study?

Comments: Must have improved public transit: routes, when buses run, shuttles for Syrian families with many kids, clearly identified bus stops + schedules.

Thank You

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morgan.lanigan@exp.com

Public Feedback Form



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Together we can get the community moving forward!



- Do you support the efforts of ONE Change to re-purpose the Newman Street Facility?

yes no unsure

Comments: So much opportunity in this building to help establish a vibrant community where everyone has the opportunity to use their skills & talents

- Do you feel that the revitalized facility would be a benefit to your neighbourhood?

yes no unsure

Comments: A very big benefit as so many have oodles of skills and talents that are not being tapped into.

- What opportunities discussed here tonight would you **MOST** like to see incorporated?

Comments: Family oriented place where no one is left out. Not only a place for services but a place to develop skills + talent + to use those talents + skills.

- What opportunities discussed here tonight would you **LEAST** like to see incorporated?

Comments: I don't want it to be just a place offering services but rather but a place where the community can also offer their services, skills, talents.

- Do you have any other suggestions you would like to see incorporated in the study?

Comments: I would love to see it be a place of deployment in that people discover + establish their skills and then help them enter the work force.

Thank You

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morgan.lanigan@exp.com

Public Feedback Form

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Together we can get the community moving forward!



- Do you support the efforts of ONE Change to re-purpose the Newman Street Facility?

yes no unsure

Comments: It would be a business.

- Do you feel that the revitalized facility would be a benefit to your neighbourhood?

yes no unsure

Comments: it would relieve overcrowding at the hospital and long wait lists for seniors in need (Bed blockers)

- What opportunities discussed here tonight would you **MOST** like to see incorporated?

Comments: I have spoken to Trevor Holder and Roger Melanson. I think the Lorne former School could best serve this community being a seniors complex

- What opportunities discussed here tonight would you **LEAST** like to see incorporated?

Comments: or a Hospice. Helping with end of life plans, or wills.

- Do you have any other suggestions you would like to see incorporated in the study?

Comments: To use courtyard to relieve suffering dementia patients (can be Locked)
I can be contacted at 506 944-6202
Mandy Stevens.

Thank You
Please leave this form with one of the presenters
or you can email your comments to
morgan.lanigan@exp.com

Appendix D – Asset Legend & Map



Neighbourhood Asset Mapping Legend



1.

FAMILY

1. Children
 1. Family / teen resource centre
 2. Daycare + after school
2. Adults
 1. Employment search agencies
 2. Rooming houses
 3. Subsidized housing
 4. Housing cooperatives
3. Seniors
 1. Senior centres
 2. Senior / retirement homes
 3. Long term care homes

5.

CULTURE + RECREATION

1. Parks
2. Arena / rink
3. Playground
4. Pool / Gym
5. Recreation centre
6. Beach
7. Splash pad
8. Skate park
9. Dog park
10. Tennis / volley ball court
11. Field house / indoor sports
12. Baseball / football / soccer field
13. Museums / galleries
14. Theatre / stage

2.

EDUCATION

1. Library
2. Literacy and adult education
3. Schools
4. Private education centres

6.

TRANSPORTATION

1. Transit
2. Bike lanes
3. Walking trails
4. Park + ride
5. Pedestrian shed

3.

HEALTH

1. Hospital
2. Health Centre
3. Clinic
4. Health practitioners (physician, physiotherapy, dentist, optometrist, etc.)
5. Pharmacy
6. Counselling

7.

RESOURCES

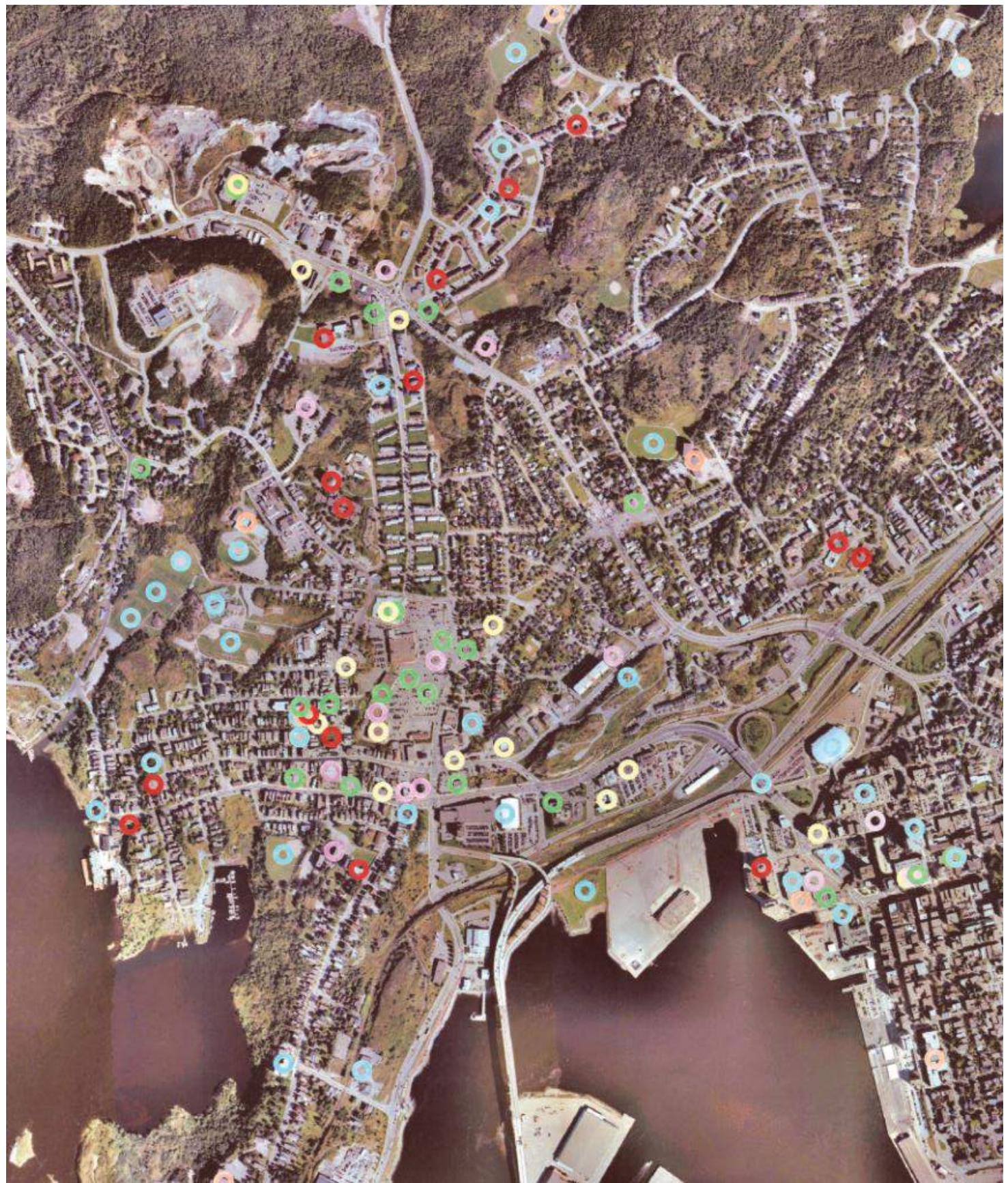
1. Protective services
2. Newcomer agencies
3. Places of worship
4. Shopping
5. Financial services

4.

FOOD ACCESS

1. Community garden
2. Convenience store
3. Farmer's market
4. Restaurant / fast food
5. Grocery store
6. Specialty food store
7. Food bank

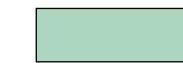
Neighbourhood Asset Map



Appendix E – Existing Floor Plans



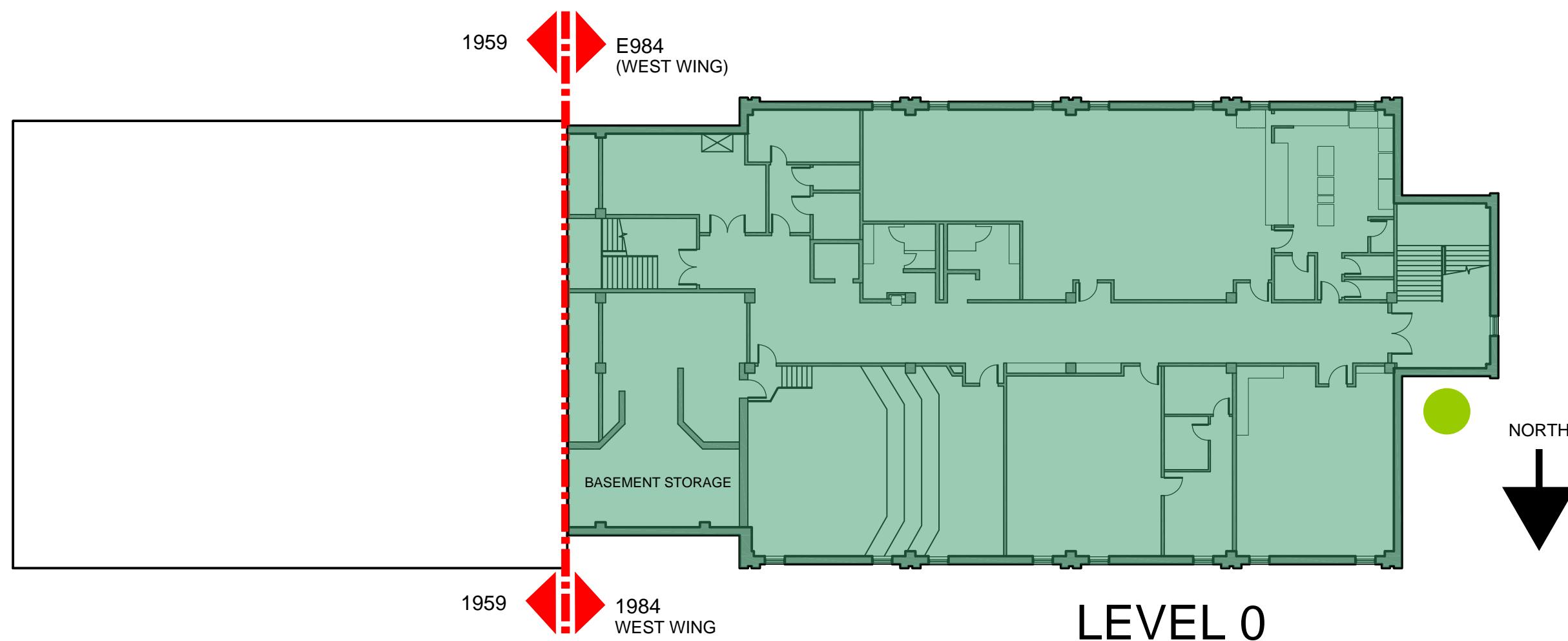
LEGEND

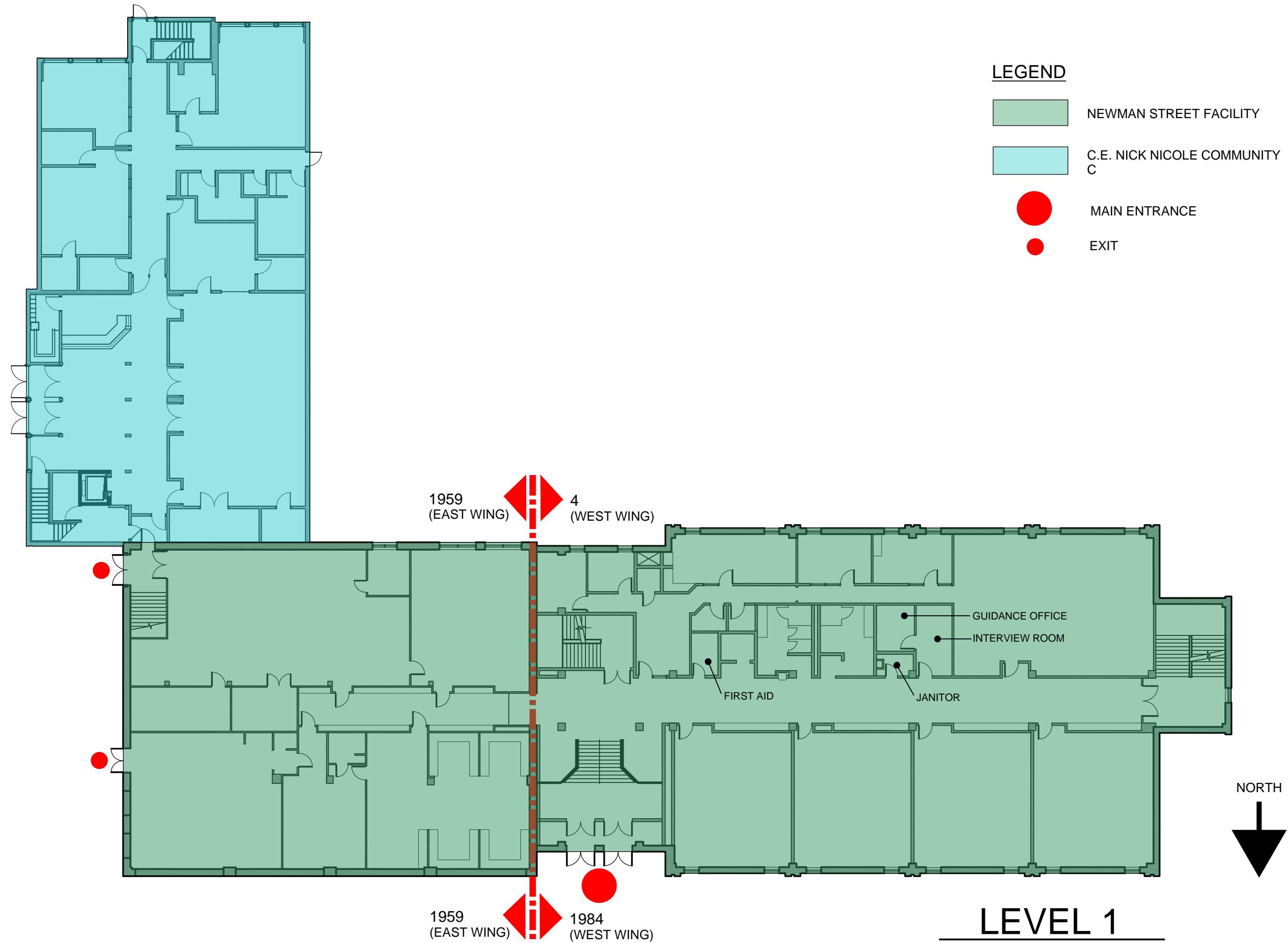


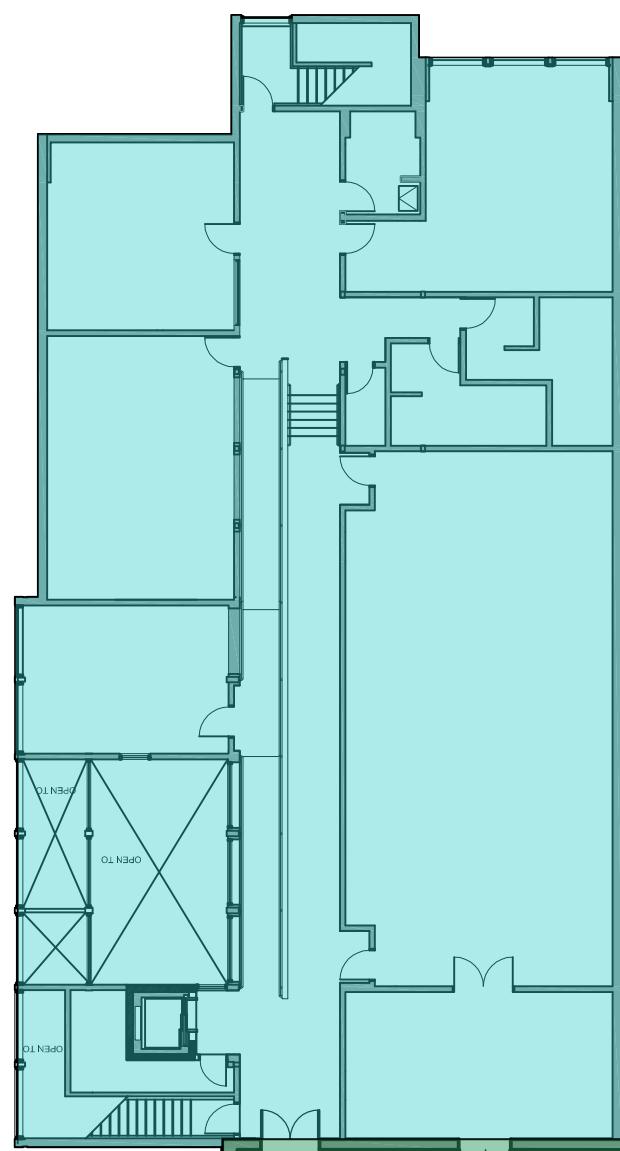
NEWMAN STREET FACILITY



SECONDARY ENTRANCE / EXIT

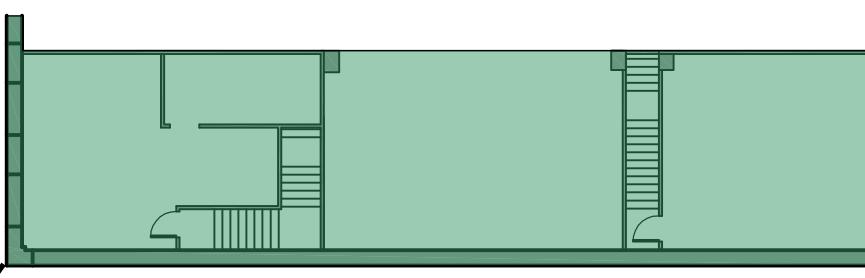






LEGEND

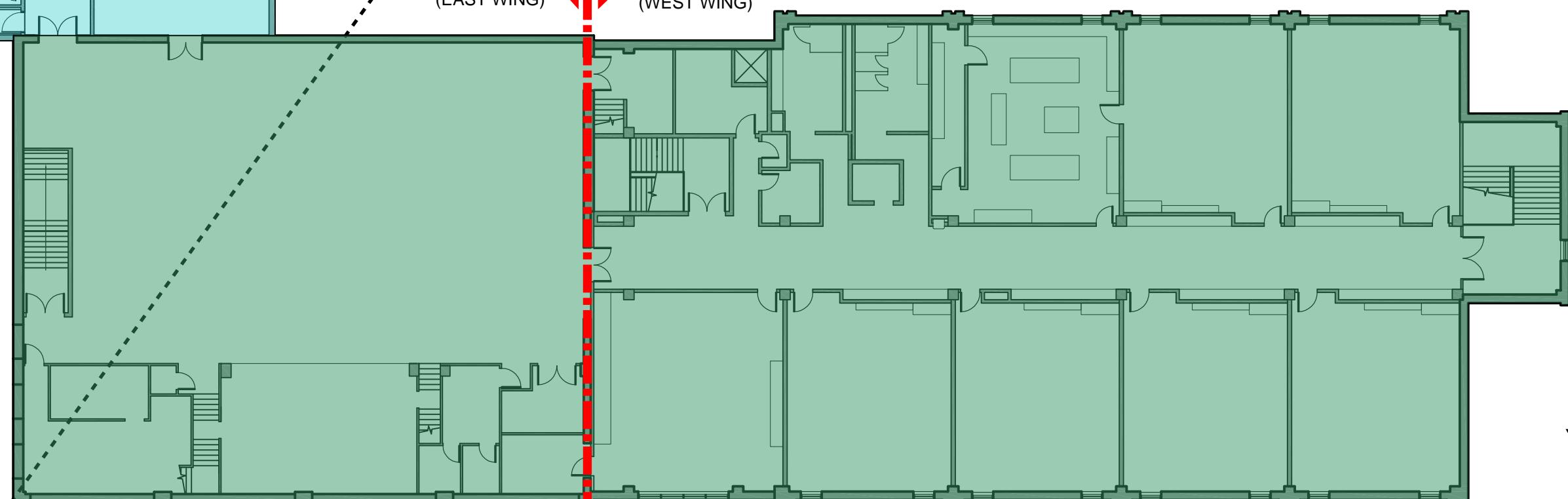
- NEWMAN STREET FACILITY
- C.E. NICK NICOLE COMMUNITY CENTRE



MEZZANINE LEVEL

1959
(EAST WING)

1984
(WEST WING)

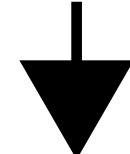


1959
(EAST WING)

1984
(WEST WING)

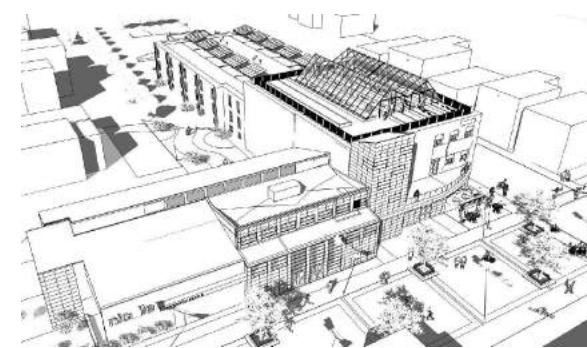
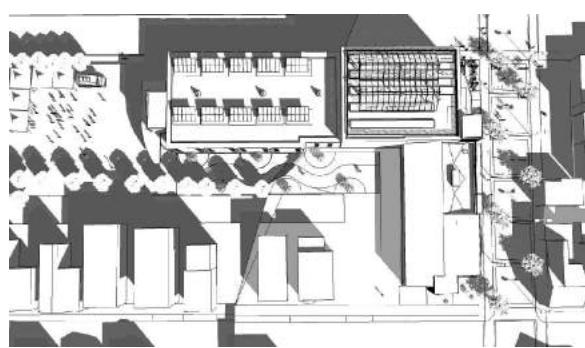
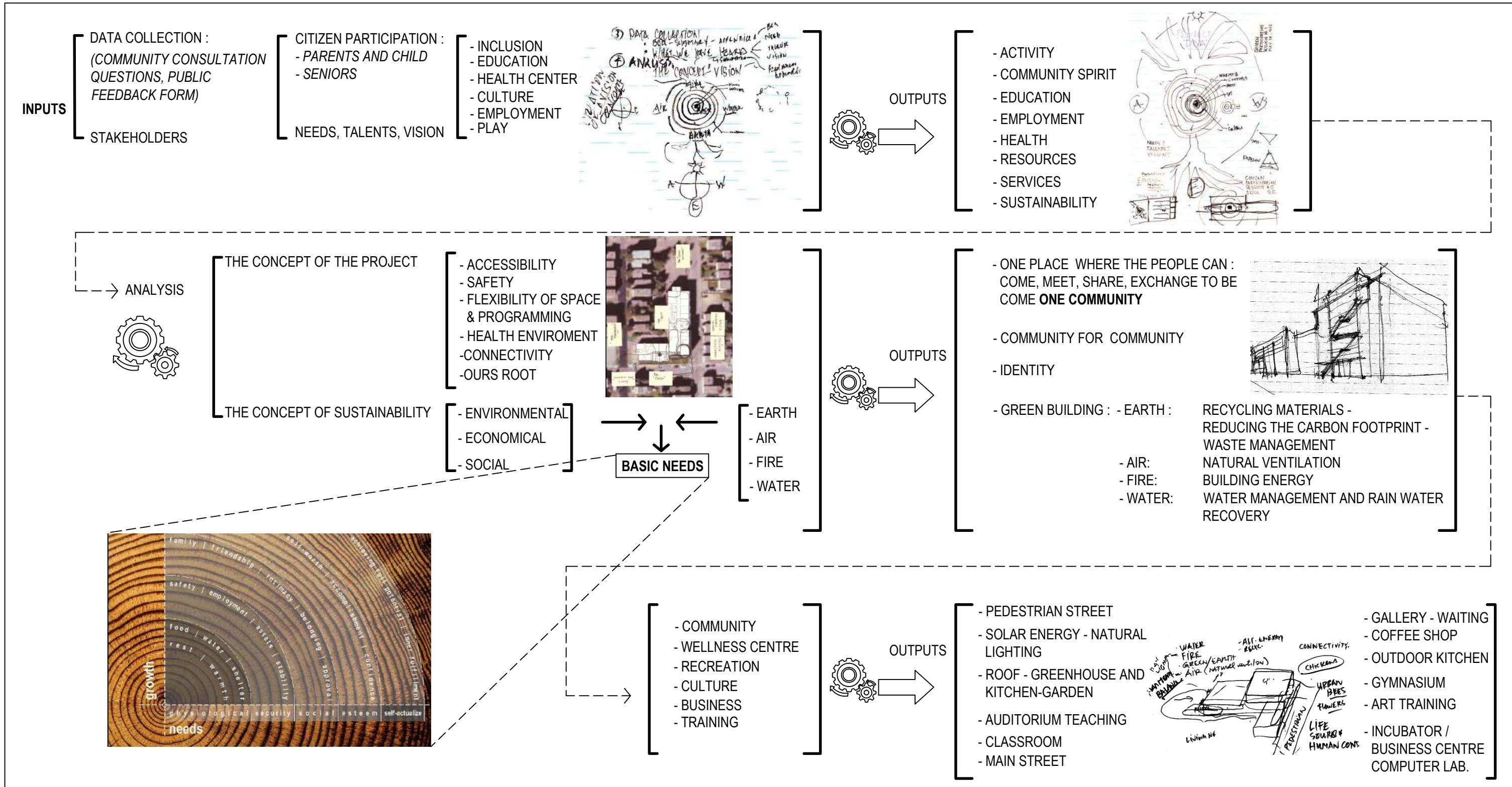
LEVEL 2

NORTH



Appendix F – Concept Development Memory (Sketches & Notes)



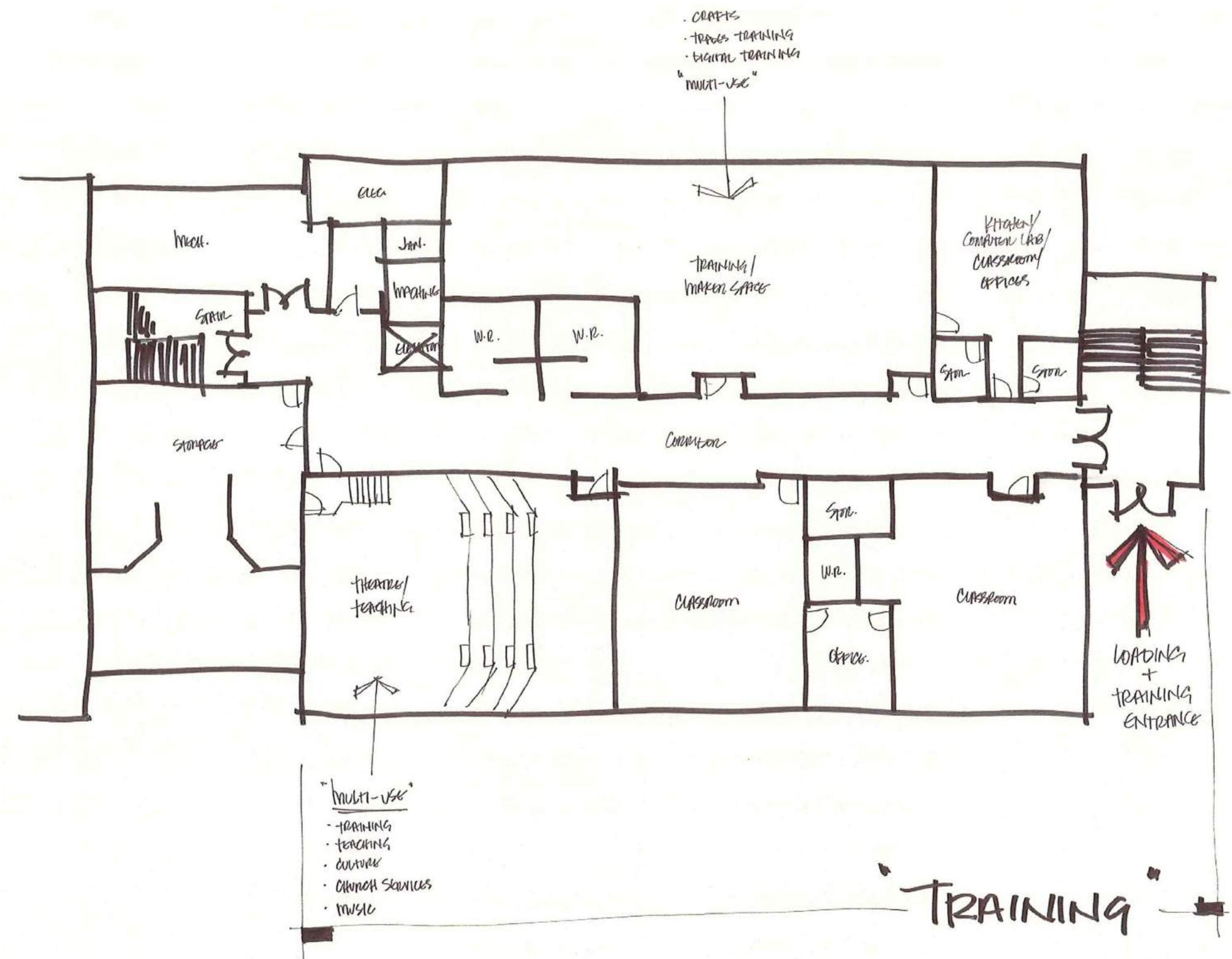


exp. architects

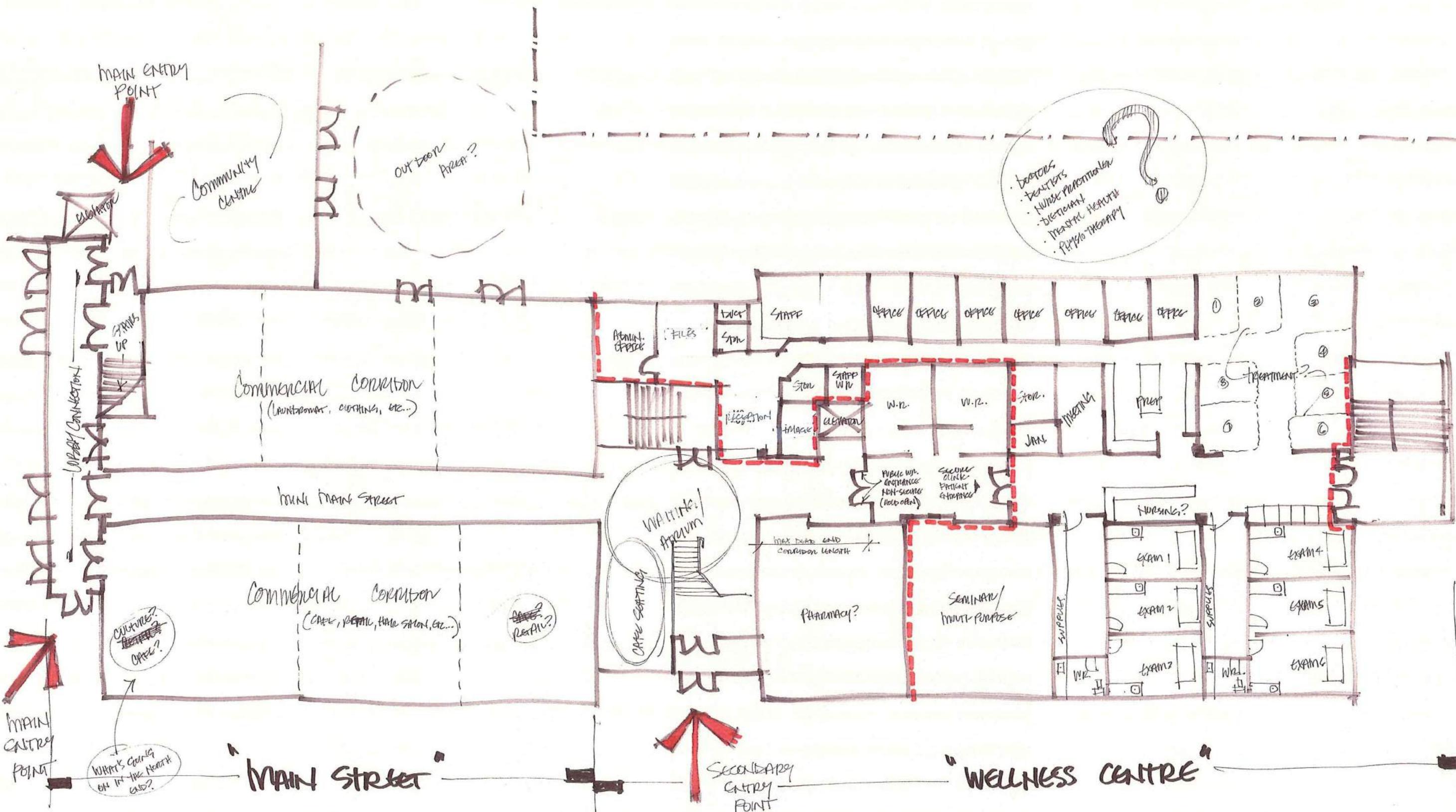
CONCEPT DEVELOPMENT MEMORY
NOT TO SCALE

Appendix G – Block Planning: Concept

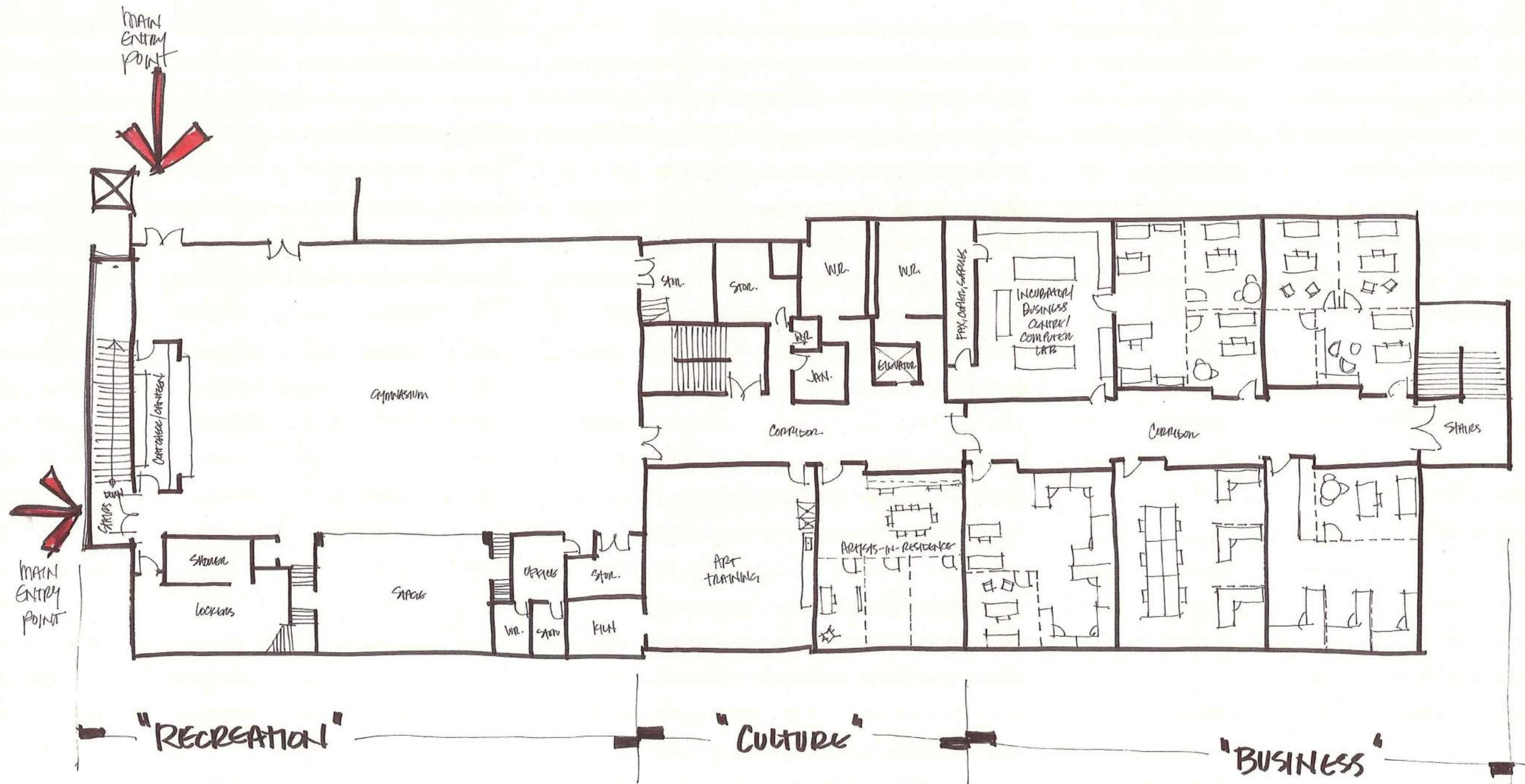




CONCEPTUAL BLOCK PLANNING:
LEVEL 0



CONCEPTUAL BLOCK PLANNING: LEVEL 1



CONCEPTUAL BLOCK PLANNING: LEVEL 2

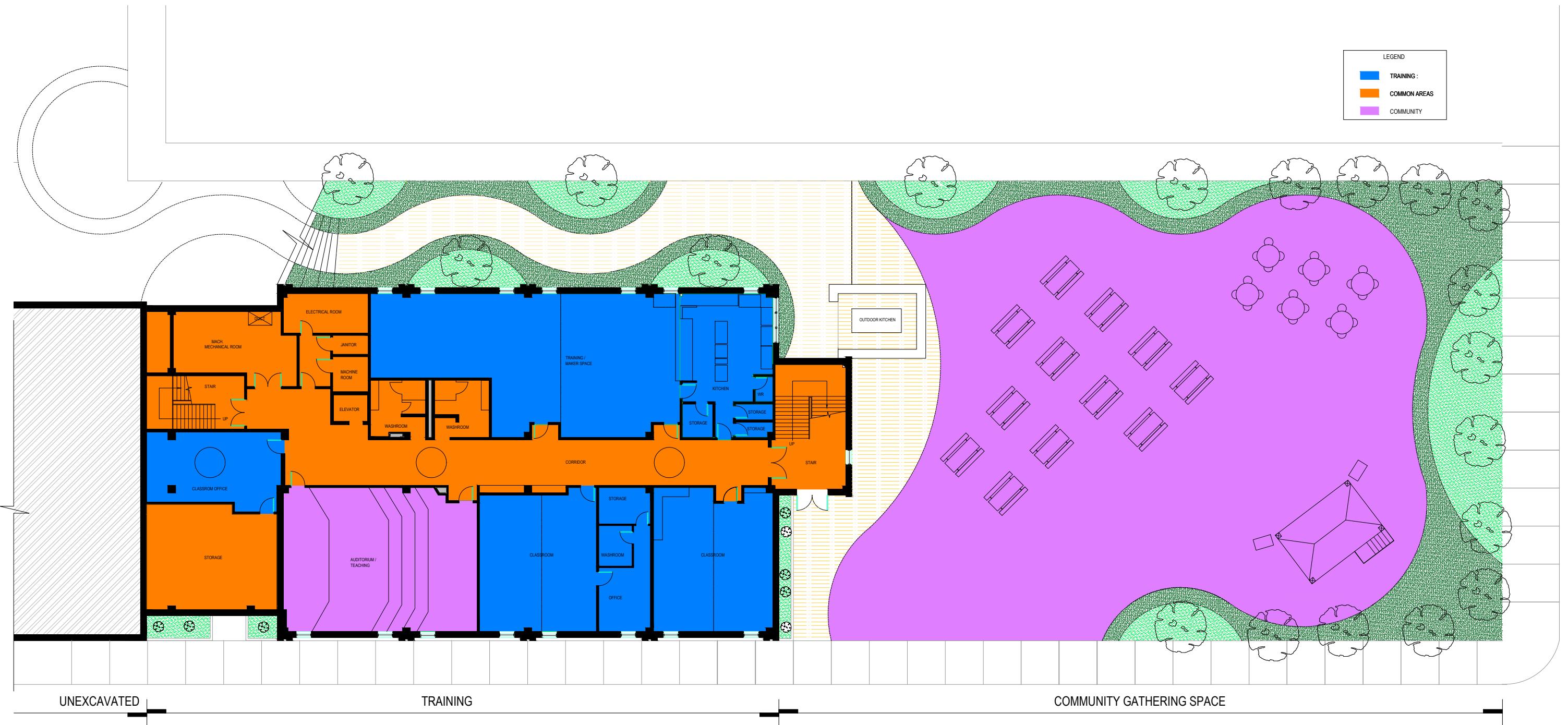
Appendix H – Block Planning: Final





exp.
architects

SITE PLAN
SCALE 1 : 200



 **exp.** architects

BLOCK PLANNING : LEVEL 0
SCALE 1:100



exp. architects

BLOCK PLANNING : LEVEL1

SCALE 1 : 100



 exp. architects

BLOCK PLANNING : LEVEL 2
SCALE 1 : 100

Appendix I – Proposed Renderings





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RENDER DAYTIME
NOT TO SCALE



 **exp.** architects

RENDER NIGHT TIME
NOT TO SCALE



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ELEVATION : DURHAM STREET
NOT TO SCALE



 **exp.** architects

ELEVATION : NEWMAN STREET
NOT TO SCALE



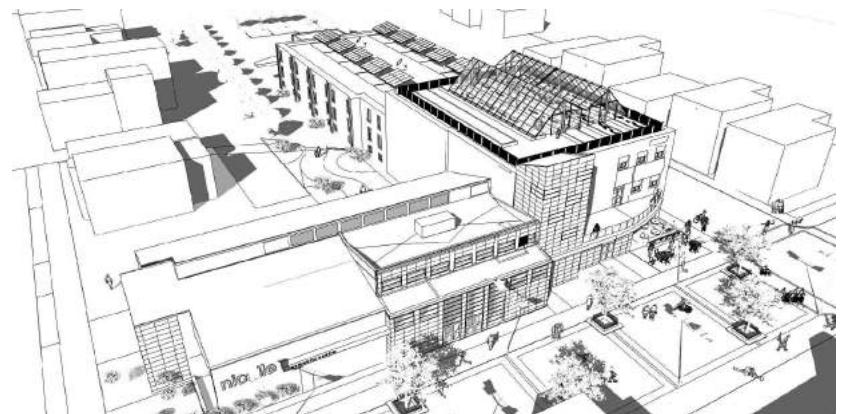
exp. architects

AERIAL : CORNER OF DURHAM AND NEWMAN
NOT TO SCALE



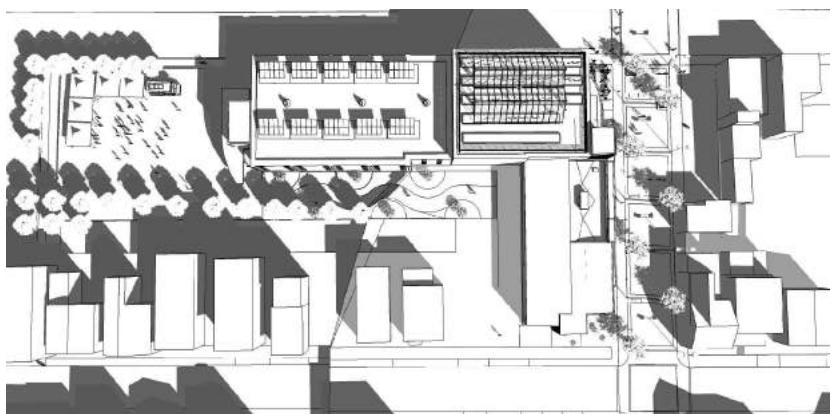
PERSPECTIVE : CORNER OF DURHAM AND NEWMAN STREET
NOT TO SCALE

 **exp.** architects



exp. architects

AERIAL : DURHAM STREET
NOT TO SCALE



 **exp.** architects

AERIAL : NEWMAN PROJECT
NOT TO SCALE

Appendix J – Community Bulletin





THE NORTH END HAS SPOKEN!

Join us!

DATE 00 @ 6PM

FOR THE COMMUNITY BY THE COMMUNITY

TRANSFORMING LORNE SCHOOL INTO A COMMUNITY-SUPPORTED NEIGHBOURHOOD ASSET



...and we heard you, too.

60+

RESIDENTS,
FRIENDS, AND
STAKEHOLDERS

dozens of neighbours

crescent valley
anglin drive
old north end
rifle range
wright street
portland place
cranston avenue
and more...

3

QUESTIONS

what are your needs?
what are your talents?
what is your vision?

467

COMMENTS,
SUGGESTIONS,
AND IDEAS

8 MAJOR THEMES

1

ACTIVITY

STAYING ACTIVE, GETTING OUT, AND COMING TOGETHER ARE IMPORTANT TO YOU; EVERYTHING FROM GARDENING, TO DANCE CLASSES, AND SENIORS PROGRAMS TO MOVIE NIGHT – WITH POPCORN!

2

COMMUNITY

MAKING BROADER CONNECTIONS BETWEEN OUR NEIGHBOURHOODS AND THE PEOPLE IN THEM WAS A CLEAR THEME; BE OPEN, ENCOURAGING, AND TAKE OWNERSHIP TO IMPROVE QUALITY OF LIFE.

3

EDUCATION

EDUCATION IS THE KEY TO IMPROVING OUR LIFE OUTCOMES WITH SO MANY OPPORTUNITIES: A LIBRARY, TRADES TRAINING, ART CLASSES, COOKING CLASS, ENTREPRENEURSHIP SKILLS, LITERACY & MUCH MORE.

4

EMPLOYMENT

HAVING A JOB GIVES US PURPOSE – AND CASH TO BUY THE THINGS WE NEED! HAVING SPACE TO START A BUSINESS, HAVING ACCESS TO TRAINING, AND HELP TO FIND A NEW JOB WILL HELP THE NORTH END FLOURISH.

5

WELLNESS

MAKING THE BUILDING A CENTER FOR WELLNESS: EVERYTHING FROM HEALTH SERVICES, TO EXERCISE, NUTRITION, AND FOOD SECURITY, TO ADDICTION SERVICES, COUNSELLING, A PHARMACY, AND MORE.

6

RESOURCES

AN ARMY OF VOLUNTEERS, OR COUPON SHARING, AN INFO BOARD, OR JUST HAVING A SHOWER AND NICE CLOTHES FOR A JOB INTERVIEW; SOMETIMES A LITTLE EXTRA SUPPORT IS ALL IT TAKES TO FIND SUCCESS.

7

SERVICES

HAVING VITAL SERVICES IN A WALKABLE AREA IS ESSENTIAL TO A GROWING NEIGHBOURHOOD, FROM BABYSITTING TO TAX HELP, TO RETAIL SHOPS, GOOD TRANSPORTATION, LEGAL HELP, FOOD, AND FAITH.

8

SUSTAINABILITY

FOCUSING ON THE THREE PILLARS OF SUSTAINABILITY – ECONOMIC, SOCIAL, AND ENVIRONMENTAL – IS ESSENTIAL TO CREATING LASTING IMPACTS ON OURSELVES, OUR CITY, AND OUR COLLECTIVE FUTURE.

Appendix K – Telegraph Journal Article June 9, 2016



Council declines province's offer to purchase former Lorne School building

SARAH SEELEY Telegraph-Journal

June 9, 2016

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Common Council made a resolution to decline the province's request to purchase the former Lorne Middle School building. Council also asked that the province maintain the building for an 18-month period.

Photo: Colin McPhail/Telegraph-Journal

SAINT JOHN • The City of Saint John will not be purchasing the former Lorne School building, says a councillor.

At the Common Council meeting on May 30, council made a resolution stating that the city "respectfully declines" the offer to purchase the former Lorne Middle School building on Newman Street.

The school has been sitting vacant since closing last year. It is currently the property of the New Brunswick Department of Transportation and Infrastructure.

Ward 2 Coun. John MacKenzie said the city does not have the money in the budget to purchase the building.

"We've got a number of buildings now that we're trying to maintain, and so therefore at this point in time we really can't do it."

In the council's resolution, the council requested that the province maintains the Lorne School building during an 18-month period. MacKenzie said the city asked the province to maintain the building while the community groups develop a plan of sustainability.

"There's a group right now that's trying to do that. We don't want the building to be sold out from under them until they get a plan in place," he said.

ONE Change Inc. is one of the groups trying to compile the sustainability plan. Barry Galloway, its executive director, said he hopes the council will reconsider purchasing the building.

"I'm hoping the council will even consider moving some of their offices. Other than having space uptown, I'd be really encouraged if they'd look at reinvesting if they have some of their offices operate from this building," he said.

"We are really encouraged that the province approached the city to see if they were interested in taking possession of the building, but ultimately the city's not really in a position to make that decision until we can finish our feasibility study."

MacKenzie said the Lorne School building is important to the residents of the north end.

"Right now there's no money in the budget for it and we don't want to lose the opportunity for the community groups, but we can't afford to buy it."

The gymnasium of Lorne School is attached to the Nick Nicolle Community Centre. The gym is an essential part of the community centre's services and activities, said Galloway.

"If we lost access to that, it would have a serious impact on our ability to deliver services to children and youth in our community."

Currently, the community centre uses the gym for their after-school and evening youth programs, church services and sports activities, said Galloway.

"The gymnasium is being used for centre activities pretty much every hour the centre's open."

Galloway said he received assurance from the province that there will not be any changes until after its feasibility study is completed.

"I think we're safe until the study is done, but if we're not able to demonstrate the sustainability, it's going to be quite challenging."

The Telegraph-Journal reached out the Department of Transportation and Infrastructure, but it did not comment on Wednesday.

ONE Change held a focus group on May 18 with members of the community and representatives from exp, an architecture company, as part of its feasibility study on the Lorne School building.

Galloway said ONE Change and exp are planning to hold another meeting with the community to give an update on the progress of the study.

"That's basically to bring back to the community, 'This is what we've heard.' "

The last step in the feasibility study is to create a business plan on the sustainability of maintaining the building, he said.

"We figure that'll take another two or three weeks to wrap that up and then we'll be ready to present it to the province."

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Appendix L – Building Condition Assessment





exp.

Newman Street Facility - Building Condition Assessment

Client:
One Change Inc.

Property Name and Address:
Newman Street Facility (Previously Lorne Middle School)
90 Newman Street
Saint John, NB

Project Number:
SNB-00232403-A0

Prepared By:
exp Architects Inc.
602 Rothesay Ave.
Saint John, NB E2H 2H1

Submitted to:
Barry Galloway

Date Submitted:
July 29, 2016

Legal Notification

This report was prepared by **exp** Architects Inc. for the account of **ONE Change Inc.**

Any use which a third party makes of this report, or any reliance on or decisions to be made based on it, are the responsibility of such third parties unless a reliance letter has been addressed to, or otherwise provides reliance to, such third party. **Exp** Architects Inc. accepts no responsibility for damages, if any, suffered by any other third party as a result of decisions made or actions based on this report.

exp Quality System Checks	
Project No.: SNB-00232403-A0	Date: July 29, 2016
Type of Document: Final Report	Revision No.: 0
Prepared By: Aaron Taylor	
Reviewed By: Morgan Lanigan	

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Project Team

In April 2016, **exp** Architects Inc. (**exp**) was retained by One Change Inc. to perform a building condition assessment on the Newman Street Facility (previously known as Lorne Middle School), located at 90 Newman Street in Saint John, New Brunswick. The tasks included onsite Architectural, Mechanical and Electrical review in order to make an assessment of the current condition of components. Recommended actions required to maintain the asset in operating condition for the next 10-year horizon to year 2026 are included. The following personnel were involved in review and assembly of this report:

Project Manager:

Morgan Lanigan, Architecture Lead - **exp** Architects Inc.

Architectural:

Jean-Philippe Foisy, Architect - **exp** Architects Inc.

Aaron Taylor, PTech - **exp** Architects Inc.

Mechanical:

Chantal Daigle-Verrier – P.Eng - **exp** Services Inc.

Electrical:

Mitch Gallant, P.Tech, **exp** Services Inc.

Executive Summary

Exp Architects Inc. (**exp**) was retained by ONE Change Inc. to perform a Building Condition Assessment (BCA) of the Newman Street Facility in Saint John, NB.

The information presented in this report provides a review of the current condition of the building and surface site features, excluding all components that are normally considered part of regular building maintenance. **Exp** has been asked to make recommendations and give opinions based solely on a visual review of existing components. Test cuts, coring, design review, quantity surveys, destructive testing or instrument testing were not carried out. Further investigation(s) or additional testing may change current recommendations and opinions. **Exp** was not provided access to, nor able to provide condition assessment of the following rooms: Interview Room, Guidance Office, First Aid and the Janitor Room located on the main floor; basement Storage Room. See Appendix E for existing floor plans.

Site:

The civic address of 90 Newman Street in the City of Saint John is in an area commonly referred to by residents as the “Old North End”. According to “As-Built” documentation, the facility was constructed in two distinct time spans; A double height 2nd floor gymnasium with accompanying classroom space below was completed in July 1959, followed by an expansion accommodating 3 levels of classroom and service space in March 1984 which in turn replaced an original structure which had succumbed to fire. In total, these spaces provide 1525 m² (16215 Sq.Ft.) of useable area, 625 m² (6727 Sq.Ft.) of which belongs to double height gymnasium.

The red brick clad structure originally built as a school has distinctive architectural detailing; there are terrazzo infill panels and window sills on the 1959 portion, and brick column reveals on the 1984 portion. A break in the red brick façade is made via a central entrance with a curved metal soffit turned wall.

With few exterior site features, the facility is established in an primarily urban residential setting and has accessibility on three sides: grass vegetation provided by a +/- 9 meter (+/- 29.5 ft.) set back on the east side facing Durham Street; a city sidewalk along the front facing north elevation creates a +/- 1.5 meter (5 ft.) set back; and a fenced in paved parking lot caps the west end of the property. Most notably the facility is directly connected to the recently upgraded and renovated C.E. Nick Nicolle Community Centre on the south east corner of the building. The remaining south elevation is accessible by foot with access from the parking lot, however, a chain link fence prevents accessibility to the adjacent properties. Secondary exits on the north and east facades are serviced by either concrete side walks or by a paved driveway / parking entrance.

Roofing System:

The roofing system on the 1984 portion of the building is comprised of a “Polymer Modified Bitumen (Mod. Bit.) Roof Membrane Assembly”. The roof appears to be in good condition with no leaks being reported. There is indication of water pooling (standing water) in the center point of the roof between the drains evidenced by water staining. Concentrated sediment deposits, possibly consisting of debris and roofing granules, have also accumulated in these areas, with higher concentrations nearby the drains. There are a few small areas of

the roof membrane (cap sheet) which may have delaminated from the base sheet evidenced by air pockets below the cap sheet. The two roof drains c/w straining basket covers appeared to be in good condition and free of debris. There is no roof parapet, however the gravel stop edge flashing and terminations at the penthouse wall both appeared to have proper flashings and caulk where required. According to close out submittal documents, the 15 year old roof was completed in 2001 by Wm. P. Dowd & Sons Ltd.

The mechanical penthouse roofing system appears to be an EPDM roof assembly. Only a small sampling of roof area was able to be viewed due to the ballast covering the membrane. The single roof drain c/w drainage basket appears to be in good condition and free of debris. It appears this roofing system continues over an expansion / control joint separating the mechanical penthouse roof from the 1959 roof, however the full 1959 portion does not have ballast except for concrete pavers at the north east corner. It was not known at the time of visit the age of this roof or who it was installed by, however, no leaks were reported at the time of visit despite visual evidence of patching, existing holes and significant lifting of the membrane when the wind blew. Two roof drains service the entire roof with elevation differences in the roof to direct drainage. Vent stacks and other mechanical penetrations appeared to be in fair to good condition with adequate flashing and sealing. This roof will require replacement in the near-immediate future.

Exterior Walls:

The exterior walls are generally comprised of a brick masonry veneer with concrete block back up wall. Exterior sealants are present at the window and door perimeters as well as at control joints, between dissimilar materials and other wall penetrations. The main entrance doors located at the front of the buildings north side are painted metal and protected by an aluminum clad overhang. An exit door on the north west corner, as well as the two exit doors on the east elevation are also painted metal, however, there is no overhang or recess to protect the doors. The exterior doors and frames have significant corrosion at their base and remediation will need to be carried out. There is minor graffiti on the brick veneer on the north and south elevations however based solely on visual inspection, the exterior wall overall appears to be in good condition with only minor isolated areas of deteriorated mortar and or brick masonry.

Windows in the 1984 portion of the building are bronzed aluminum with operable vents. According to the as-built drawings provided, these non-insulated units have an acrylic sheet as the exterior unit. Although daylighting is transmitted through these, one cannot visually see through their cloudy appearance. The glazed units at grade are covered with a welded wire mesh. In some instances, these are corroded and depositing rust staining on the brick veneer below. The original window openings of the 1959 portion of the building have been infilled with clear anodized aluminum strip windows with brick masonry above.

Based on visual observations, recommended repairs or replacement need to be carried out to the entrance and exit / service doors; repointing of isolated deteriorated or cracked mortar and damaged brick masonry, cleaning of isolated graffiti and rust staining on the brick veneer; all exterior sealants to be removed with joints cleaned and re-caulked; replace the aging windows; and remove existing welded wire mesh security screens.

Interior Components:

Interior walls of the facility are generally comprised of painted concrete block with the exception of the main lobby and gymnasium; an unpainted ribbed face block is located in the lobby and a glazed concrete block located on the lower half of the wall in the gymnasium (approximately +/- 3.5m or 10 ft. in height). Overall the painted concrete block and the unpainted ribbed face block appear to be in good to excellent condition with very little evidence of cracking or deteriorated mortar joints. The glazed blocks in the gymnasium are in fair to good condition; previous isolated repairs have been executed where glazed units have been replaced with standard concrete block units. The glazed block on the north and west walls have been patched with mortar but done so in what looks to be a pattern, possibly indicating objects were at one time mounted or secured to the block, therefore it is possible the repairs may not be a result of deterioration or failure. Washrooms and shower rooms utilize ceramic tiles as part of the wall treatment where it is found both on the wall and the floor; they appear to be in fair to good condition.

Flooring in other areas of the facility varies. Common to both the 1959 and 1984 portions of the facility is concrete in service and storage spaces and sheet good in the stairs and music room. 228mm x 228mm (9"x9") tiles are located in the 1959 portion of the facility and 305mm x 305mm (12" x 12") VCT tiles in the 1984 portion. It is not uncommon for a 228mm x 228mm floor tile to contain asbestos, however, this cannot be confirmed on visual inspection alone; further investigation would be required and is beyond the mandate of this scope. Rubber flooring makes up the remainder of the floor finishes and is located in the gymnasium and on most public stairs. The painted lines on the gym floor are worn off and some of the rubber nosing strips on the stairs are damaged along the edge and need to be replaced. Flooring in other areas are in fair to good condition where general cleaning and minor maintenance would be required, except where lockers have been removed which will require replacement.

Ceiling compositions are mainly suspended acoustic ceilings in classrooms and corridors; painted gypsum or plaster in service spaces such as washrooms, janitor closets and machine room; and exposed structure in storage rooms, mechanical rooms and the gymnasium. There are isolated areas of water staining on the suspended acoustic ceiling tiles in the 1984 portion of the 3rd floor. There is water / mould damage on ceiling in the machine room and washroom area in the basement that will require immediate remediation.

Interior doors and frames in egress routes and possible fire separations are metal, whereas typical doors to classrooms are wood in metal frames. Overall the door hardware is functional, however, there are some instances where it is missing. It is recommended that all door hardware be switched over time to an ergonomic lever style to support universal barrier-free design.

There is casework throughout the facility and overall they appear to be in fair condition. Doors and drawers are operational with isolated areas having broken or damaged hardware. The plastic laminate counter tops are also in fair to good condition.

Areas in the basement have had some partial demolition work completed. It is unknown at the time of the site visit if the demolition work is ongoing.

Mechanical Systems:

Though approaching 35 years in age, the Newman Street Facility is heated by a relatively new Buderus natural gas boiler that appears to have been replaced within the past 3 to 4 years. In addition, the domestic hot water systems appear to have also been replaced recently. No drawings were immediately available to review the details of these installations, though it is highly likely that these exist and should be acquired and reviewed for more information on the nature, size and capabilities of these systems. Heating of the spaces is via hydronic baseboards at the building perimeter and the controls are pneumatic.

Based on visual observations, piping systems throughout the facility appear to be original to the building and give the impression that they are generally in good condition and well maintained based on the neat and tidy appearance of the mechanical areas. The water entrance shows mild rusting and condensation and consists solely of a water meter and bypass valve. No backflow prevention was noted. This should be reviewed against the requirements of the current City of Saint John bylaws to confirm conformance. Plumbing fixtures are generally older, less water-efficient models, and are in need of replacement in the near future. In various locations of the facility, abandoned plumbing had been noted that is in need of removal.

Airflow throughout the building is supplied through linear diffusers that appear to be consistent with the original building design. Though consistent with the time the systems were installed, it is suspected that there is insufficient fresh air distribution to meet the requirements of the more current ASHRAE 62 standards as the air handlers serving them mix air in what is likely a low fresh air ratio. The penthouses contained air handlers, supply and return fans, and all appeared to be well maintained and in good condition but with some noise noted from the fans. A compressor for the pneumatic controls, however, was noted by the building staff as being "borrowed" from another location and is in need of replacement.

Electrical Systems:

The Newman Street Facility is powered by a 1000A, 600V, 3Ph, 4W electrical service which enters the building underground from an adjacent utility padmount transformer. A service entrance board (SEB) is located in the main electrical room in the basement and it is complete with a 1000A main breaker and a distribution section. The 600V distribution section of the SEB is feeding the elevator, boiler, penthouse MCC, dust collector and 600-120/208V step down transformer which then feeds the rest of the building.

Interior lighting consists of surface mounted fluorescent wraparound fixtures and parabolic wall washers in the classrooms and corridors, recessed HID pot lights in the front lobby, surface mounted fluorescent parabolic fixtures in the service rooms, HID high-bay fixtures in the gym and incandescent high-bay fixtures on the stage and in the penthouse. Emergency and exit lighting is present throughout the facility. Additional electrical equipment includes, fire alarm system, CCTV cameras and intrusion alarm system. There are telephone/data outlets located through the facility.

All building electrical systems appear in fair order and working condition. Panel boards and light fixtures look to be approximately 30 years old. The fire alarm system also looks to be 30 years old while the intrusion alarm system appears to be 5-10 years old. Although the power distribution, lighting, and fire alarm system have reached end of life expectancy, they appear to be in good condition. In order to reach an extended life expectancy for the building, it is recommended to replace these systems with new systems.

Fire & Life Safety Systems:

This building is constructed of combustible and non-combustible construction materials. Three exits located on the main level, and one exit to grade located in the basement level provide the egress from the building. The building is fully equipped with sprinkler systems as well as a fire alarm and detection system consisting of a control panel, manual pull stations, smoke detectors, and alarm bells. Illuminated exit signage and emergency exit lighting units are located within the building's means of egress. Portable fire extinguishers were observed throughout the building.

Opinion of Probable Cost Magnitude:

Based on the condition of the building as reviewed in April 2016, it is projected that the Opinion of Probable Cost Magnitude for all anticipated capital expenditures over the next 10 years is in the order of \$991,800.

This executive summary is a brief synopsis of the report and should not be read in lieu of reading the report in its entirety.

1 Introduction

1.1 Scope of Work

The assessment of the building and surface site features consisted of an on-site visual walk-through, review of the building and site elements, a review of provided records referenced herein and informal interviews. The information collected is presented under the following general headings:

- Building Envelope
- Mechanical Systems
- Electrical Systems
- Fire and Life Safety Components

The evaluation and conclusions contained in the Report are based on conditions in evidence at the time of site reviews and information provided to **exp** by the Client and others. The Report has been prepared for the specific site, building, or building assessment objectives and purpose as communicated by the Client. Unless **exp** has reason to believe information is incorrect exercising the standard of care set out in the Proposal, **exp** has relied in good faith upon such representations, information and instructions and accepts no responsibility for any deficiency, misstatement or inaccuracy contained in the Report as a result of any misstatements, omissions, misrepresentation or fraudulent acts of persons providing information. The applicability and reliability of the findings, recommendations, suggestions or opinions expressed in the Report may not be accurate if there has been a material alteration to or variation from the information provided to **exp**. If new information about the conditions at the Site is found, the information should be provided to **exp** so that it can be reviewed and revisions to the conclusions and/or recommendations can be made, if warranted.

Due to the nature of the tour of the facility, there may be conditions which may be unexpected or encountered which may have not been explored within the scope of this report.

1.2 Description of Terms

The following is a list of some of the subjective terms used in this report to describe the observed condition of the various elements:

Excellent condition:	The element is an original installation or, has recently been installed/replaced, with no visible reduction in anticipated performance, and should remain serviceable for several more years, provided that proper maintenance is performed on a regular basis.
Good condition:	The element is in a condition which is typical of its age or, based on use or location has been exposed to duress which has accelerated its typical serviceable life expectancy, however, it is expected to achieve its full service life provided that proper maintenance is performed on a regular basis.

Fair condition: The element is serviceable but is nearing or at the end of its useful service life or, has been poorly maintained/serviced and should be replaced/repaired in the near future.

Poor condition: The element is beyond its useful life and requires immediate replacement.

The cost projections and remaining service life forecasts referenced herein are based on adequate regular service (manufacturer's recommendation) and timely maintenance by trained mechanics and technicians. Deferred maintenance could result in premature capital costs or premature failure requiring capital type expenditures. It is recommended that service and preventative maintenance activities be properly and regularly carried out and that this report be updated as required to properly reflect the level of ongoing yearly maintenance to help ensure projections remain accurate.

Opinions of cost magnitude provided in this report are intended only as an indication of the order of magnitude of the remedial work. More precise cost estimates would require additional investigations, possibly including more detailed examination to better define the scope of work. This additional scope was not part of this report. The most reliable cost of a repair or replacement is provided by qualified contractors quoting competitively on an accurately defined scope of work as well as drawings and specifications.

The opinion of cost magnitude provided herein do not include engineering or consulting costs to prepare specifications or drawings for remedial work, tendering, contract administration or field review nor do they include any permit fees, hazardous materials surveying or abatement, contract management, contingencies or loss of use costs. A capital cost minimum threshold value per item for this report was not established (ie. threshold value). All regular maintenance, repair or replacement expenditures are not identified in this report. It is assumed that the Site tenants/occupants have a prudent level of ongoing maintenance and this will continue to be carried out. Costs for general maintenance and upkeep are not included in the opinion of cost magnitude.

2 Roofing Systems

There are two types of roofing systems on this facility, one on the 1984 portion and one on the 1959 portion. The system on the 1984 portion is comprised of a “Polymer Modified Bitumen (mod bit) Roof Membrane Assembly” (See Photograph 2.1). According to “As-Built” documentation, the roof was installed in 2001 by Wm. P. Dowd & Sons Ltd. (now known as Dowd Roofing Inc.) and is therefore 15 years old at the time of this report.

In general, a mod bit system usually consists of overlapping modified bituminous membrane sheets which are torch bonded together and/or to the underlying fiberboard, insulation, vapour barrier and/or existing roofing/deck system with mopping of molten asphalt. The vapour barrier minimizes the transfer of interior moisture into the roofing system. The rigid thermal insulation minimizes heat loss through the roof and provides structural support for the waterproof membrane. The modified bituminous sheets contain a fibreglass mesh which provides the reinforcement and separation of the layers of bitumen, which serves as both the moisture proofing and the bonding agent. The cap sheet or top layer of membrane contains a granular layer that protects the membrane surface from damage due to pedestrian traffic and exposure to UV light.

The exposed mod bit roofing system appears to be in good condition based on visual observations and no leaks reported during the time of visit. A +/- 305mm x 203mm (+/- 12" x 8") air pocket was noted in the roof membrane (cap sheet) which is an indication the membrane layers have delaminated from the underlying insulation. This, however, does not appear to be a common condition and a typical patch repair could be completed in this area.

It appears the flat roof slopes from the outer edges toward the centerline of the roof where two drains are located. Although there was no standing water at the time of the site visit, there is evidence that this does occur by the presence of water staining in this area (See Photograph 2.2). Efficient drainage relies on positive roof slopes to direct water to the drains. Water typically collects in low lying flat areas, often relying on wind and sun to dissipate the water within a couple of days. Introducing crickets at low lying areas when the roof is replaced would enhance the flow of water to the drains thus preventing standing water.

There is a moderate amount of sediment deposits gathered in the low lying areas of the roof, and in particular near roof drains (See Photographs 2.3 to 2.6). Without testing the material, we are unable to confirm its composition, however, it is plausible that it is the collection of roof granulars and some atmospheric debris. The cap sheet membrane does show evidence that the thin layer of granulars is being washed away, most likely from rain and wind over time (See Photograph 2.7). This could be considered typical wear and an acceptable condition of a roof this age.

There is organic growth at the corner where the penthouse meets the 1959 building (See Photograph 2.8). This portion of the roof would receive very little sun and wind exposure thus providing the conditions to support organic growth. The organic growth should be carefully removed with every attempt to not damage the cap sheet (e.g. do not scrape off the granular finish). The area should be maintained as part of a regular maintenance program for the duration of the roof’s life. High concentrations of organic growth will retain moisture and possibly degrade the life expectancy of the roof. It is recommended the roof slope in this area be increased at the time of a roof replacement to encourage positive water flow away from this area.

Mod bit roofing systems typically have a life span of between 20 to 25 years, however, the life span is dependent on several factors including the original design specifications, installation quality control, ongoing maintenance throughout its life, and the owner's tolerance for managing periodic leaks and other higher annual maintenance costs. Based on the visual observations of the cap sheet, the forecast for replacement of the cap sheet membrane of the roofing system may be required in the future (5 - 7 years).

Roof curb flashings are present at all abutting wall locations and are continuously caulked at the top joint and appear to be in fair condition (See Photograph 2.9). These flashing could be reused at the time when the roof is replaced. Similar to this, the roof edge flashings appear to be in good condition and could be reused at the time when the roof is replaced (See Photograph 2.10).

The drains have proper straining baskets and both appear to be free of blockage and in good condition (See Photograph 2.11).

The penthouse and 1959 portion of the building are covered with an EPDM roofing system (Ethylene Propylene Diene Monomer) which is a single-ply rubber roofing membrane commonly used for low-slope applications. There are multiple ways in which the system is applied: The ballasted system, which is found on the penthouse, in general has a loose-laid EPDM membrane over insulation held down by river-washed stones (See Photograph 2.12). In some cases, the product is held down with concrete pavers. There is no river-washed stone on the 1959 portion of the building which would imply a mechanically attached or fully adhered system, both of which require the membrane to be either securely fastened or bonded to the insulation (See Photograph 2.13). However, as witnessed onsite, the EPDM membrane is free floating in that it billows in the wind and is separated from the roof divider curb along the north side of the roof (See Photograph 2.14). There are approximately 10 concrete pavers on the north east corner which are presumably used to hold the system down, although insufficient for a roof this size.

There were no reports of leaking at the time of the visit despite the visual evidence of previous patching and repairs; existing holes; water staining on the interior and wrinkling of the membrane in several areas (See Photograph 2.15). A thermo-scan would confirm whether or not moisture has penetrated the membrane and reached the roofing insulation. Typically, an EPDM system can have a life expectancy of 25 – 30 years, however, the age of the exiting roof, and who it was installed by is unknown at this time. Due to evidence of numerous repairs and the free-floating effects by the wind, it is recommended that it is patched and repaired immediately with the intent to fully replace the system with a new system within in 1-3 years, depending on the level of immediate intervention.

Vent stacks and mechanical units appeared to be well secured. The roof edge flashing also appears to be in good condition and could possibly be reused when the roof is replaced (See Photograph 2.16).



Photograph 2.1



Photograph 2.2



Photograph 2.3



Photograph 2.4



Photograph 2.5



Photograph 2.6



Photograph 2.7



Photograph 2.8



Photograph 2.9



Photograph 2.10



Photograph 2.11



Photograph 2.12



Photograph 2.13



Photograph 2.14



Photograph 2.15



Photograph 2.16

3 Exterior Walls

The exterior walls are generally comprised of a brick masonry veneer with concrete block back up wall. The exception to this is a concentrated area above the main entrance where exterior metal cladding is backed by steel stud walls. All windows are either clear anodized on the 1959 portion or bronzed aluminum on the 1984 portion. All exterior doors and frames are painted metal. The main entrance is recessed in the wall and protected by the metal soffit above; the remaining exterior doors do not have a canopy cover. Exterior sealants are present at window and door perimeters as well as brick masonry control joints and between dissimilar materials.

3.1 Exterior Walls

Overall the exterior wall system appears to be in good condition at the time of visit with no widespread areas of deterioration noted. However, the following specific observations were made:

1. There are localized areas of deteriorated mortar joints on the west elevation of the 1959 portion of the building. While the joints appear sound and well bonded to the brick masonry, there are some areas where the mortar joints have become recessed between the brick masonry units (See Photographs 3.1 & 3.2). In these instances, water has the opportunity to rest in the joints; when exposed to the freeze thaw cycle there is potential for accelerated damage to both to the joint and adjacent brick masonry. It may be plausible the south-west facing orientation of this wall experiences enhanced weather exposure thus causing higher rates of deterioration. Repointing the deteriorated mortar joints should be completed in 1 – 2 years. It is estimated about 5% of the wall in this area would require repointing.
2. There is a localized area of deteriorated mortar joints and a cracked brick masonry unit on the south-east corner of the 1959 portion of the building. The bond between the mortar joint and adjacent brick masonry unit is broken from the bottom left corner of the concrete windowsill down to the foundation. The cracking passes through a brick masonry unit (See Photograph 3.3). Open mortar joints and cracking provide an opportunity to accept water and additional damage can result from the freeze thaw cycle. It appears this joint was previously repaired as it appears that a different mortar mixture has been utilized and follows the existing crack pattern (See Photograph 3.4). This suggest the root cause has not been adequately addressed. Although the concrete window sill above has been continuously caulked it is unknown at what point this work was completed. There is also the possibility water infiltration is getting into the wall cavity by other means such as through a window or flashing failure. A thorough examination to ensure the window system is properly sealed and draining followed by repair or replacement as required, re-caulking the joints and repointing damaged mortar and brick masonry should be completed within 1 year.
3. There is localized deteriorated mortar joints at steel angle window lintels. (See Photographs 3.5 & 3.6). In addition to the expansion and contraction of the steel angle, water draining above the window angle is being trapped by the mortar and causing deterioration through freeze thaw cycle in addition to differential expansion and

contraction of the steel angle and mortar. All mortar should be removed in front of steel angles within 1 year and replaced with flexible sealant.

4. There are localized areas of damaged brick masonry units on the north-east corner and the base of the wall on the 1984 portion of the building (See Photograph 3.7). Due to the highly exposed traffic location and the height above grade at which the damage occurs, it is plausible this damage is caused by physical contact and not a performance failure. As such, replacement if desired would be primarily for aesthetic purposes; it is important to note that over time defaced brick masonry units may deteriorate sooner than those not damaged. Including this scope of work with the other identified areas would limit the cost to replace this isolated area than if to treat it independently.
5. There are localized areas of graffiti on the east and west elevations (See Photographs 3.8 to 3.10). Surface cleaning of the brick masonry is recommended in the next 5 -10 years) to avoid long term damage to the brick masonry, though immediate removal may deter repeat offences.
6. The exterior brick shows signs of localized staining, primarily in areas where rusted metal is present (e.g. metal window screens, mast, electrical conduit, etc.). Surface cleaning of the brick masonry is recommended in the next 5 – 10 years.
7. The paint on the wood trim around the perimeter of the window infills is flaking and peeling off (typical). Upon visual inspection, there did not appear to be any rot in the wood. It is recommended all wood trim be scrapped, primed and painted within 1 year to prevent further deterioration. (See Photograph 3.11).
8. Visible deterioration to the exterior sealants was noted throughout, primarily around windows and most portions of the 1959 building (See Photograph 3.12). The caulked control joints of the 1984 portion of the building were somewhat flexible and well bonded to the adjacent surface, however, they showed significant surface cracking and are presumed to be near the end of its life expectancy (See Photograph 3.13). It is recommended all exterior sealants be removed and the joints cleaned and re-caulked within 1 year.
9. The aluminum cladded entry overall appears to be in good condition with no dents, discolouration or rust staining, however, it is dirty from atmospheric soiling. A thorough cleaning is recommended within 1 – 5 years (See Photograph 3.14).
10. Weep vents above openings and along the base of the brick masonry wall of the 1984 portion were noted and they appeared to be free of blockages (See Photograph 3.15). There did not appear to be any weep vents above openings, (See Photograph 3.16), or along the base of the brick masonry wall on the 1959 portion of the building; the brick pattern here suggests there is no air cavity behind the brick veneer and as such, weeping is not achieved in the same manner and the absence of weep vents should not be considered abnormal for a building of this era.
11. There is evidence of thru wall flashings at the base of the brick masonry wall on the 1984 portion of the building (See Photographs 3.17 & 3.18). This is an indication the water that may enter behind the veneer is being properly drained.
12. Overall there did not appear to be significant cracking in the foundation wall on the 1984 portion of the building. A regular spacing of cracks was noted on the east side of the 1959 portion of the building (See Photographs 3.19 to 3.21). Visual evidence

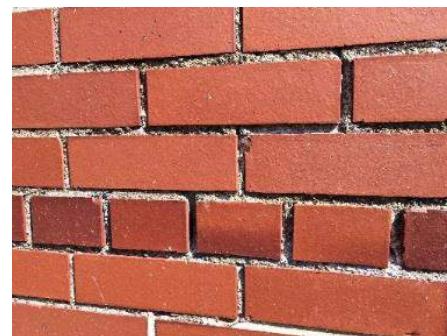
does not allude to structural implications, however, review by a Structural Engineer certified to practice in the Province of New Brunswick would be required to confirm this. Further investigation is recommended prior to any alterations or additions of loads to the exterior façade.

13. The metal chimney on the west side of the building is dented at the base. It does not appear to be adversely effecting the performance of the flue based solely on visual observation. Dented / damaged metal could overtime break down the protective coating at the ridges of the dents and therefore create opportunity for rusting. It is recommended the dents be removed to extend the life of the material and to maintain a positive aesthetics perspective.

Based on visual observations, some localized repairs should be carried out to the exterior wall systems in the near future. In general, this work should include: repairs to the deteriorated mortar joints and damaged brick masonry; cleaning brick façade of graffiti and rust staining; clean metal façade from atmospheric soiling; paint wood trim and replace; repair dented steel chimney flue and redo all exterior sealant.



Photograph 3.1



Photograph 3.2



Photograph 3.3



Photograph 3.4



Photograph 3.5



Photograph 3.6



Photograph 3.7



Photograph 3.8



Photograph 3.9



Photograph 3.10



Photograph 3.11



Photograph 3.12



Photograph 3.13



Photograph 3.14



Photograph 3.15



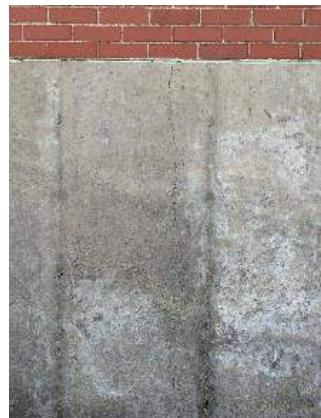
Photograph 3.16



Photograph 3.17



Photograph 3.18



Photograph 3.19



Photograph 3.20



Photograph 3.21

3.2 Exterior Windows

There are two types of exterior aluminum windows present at the building. Windows in the 1984 portion of the building are of bronzed aluminum (See Photograph 3.22), while the windows on the 1959 portion are of clear anodized aluminum (See Photograph 3.23). All of the original window openings in the 1959 portion of the facility have been retrofitted with aluminum strip windows at the base of the opening with brick masonry infill above. It appears that the window system contains sealed insulating glass units. The normal effective service life of sealed insulated glass units (IGUs) is in the order of 25 to 30 years. According to the date stamps on the aluminum spacers of the IGUs, the majority of these units were manufactured circa 1985 thus placing them just over their maximum expected life expectancy. Removal and replacement of these IGUs should be anticipated within 1-3 years.

The exterior aluminum window frames were generally observed to be in good condition. The expected useful life of these types of window frames is in the order of 35 to 40 years, however, the life expectancy of an aluminum window frame can be extended with a moderate amount of maintenance to the exposed gaskets and sealants. Aluminum frames are inherently corrosion resistant in many environments, but the sealants and hardware tend to breakdown due to prolonged exposure of water, heat/sun/UV degradation and repeated use. Changing the external sealants will help with the longevity of the internal sealants. The normal effective service life of exterior window sealants is in the order of 10 to 15 years, depending on the sealant product used and installation. Sealants should be replaced around windows and can be carried out as part of routine building maintenance. Worn or damaged window hardware should be replaced to maintain their functionality, however, it is not uncommon for hardware of this age to be discontinued. In such cases, new hardware must be custom fabricated or the window replaced.

A date stamp could not be located on the bronzed aluminum windows of the 1984 portion of the building therefore it is unclear as to the age of these windows. Given the relatively newness of this side of the building, it could be assumed they are original to the building thereby making them circa 1984 (32 years old); as-built drawings appear to corroborate this conclusion. The outer glazing has been assembled using an acrylic sheet and its clarity is cloudy in all of the units. It is in our opinion that the opacity was not intentionally designed in this manner but rather is a result of environmental damage and u/v degradation. Provided the assumed age of the units, removal and replacement should be expected within 1 -3 years.

The aluminum frames appear to be in good condition however painted wire mesh metal screens are present over many windows thus making full visual observation difficult. Typically, the paint has peeled off and the wire mesh is rusting (See Photograph 3.24). The weathered metal screens are also causing rust staining on the brick façade below (See Photograph 3.25). Removal of screens is recommended at the time of window maintenance including the replacement of all perimeter sealants. It is important to note that it could not be determined through visual observation how the metal screens were secured to the windows; therefore, it could not be determined if damage was present to the frames.

Based on our visual observations, it is recommended all of the windows be replaced with insulated glazing units within 1-3 years.



Photograph 3.22



Photograph 3.23



Photograph 3.24



Photograph 3.25

3.3 Exterior Doorways

Both the main entrance as well as all secondary entrances are painted metal doors and frames (See Photographs 3.26 to 3.28). The doors and frames appear to be in poor condition. Significant corrosion was observed at the base of the doors and frames which is most likely a result of sanding salts (See Photographs 3.29 to 3.31). In the short term, further investigation should be taken to remediate the corrosion that has occurred and prevent further damage. In the long term, exit doors and frames should be removed within 1 year and replaced with new aluminum store front curtain wall systems; de-icing materials with less corrosive features (such as sand) should be utilized in the future as part of the ongoing building maintenance program.

None of the doors have powered operators for accessibility.



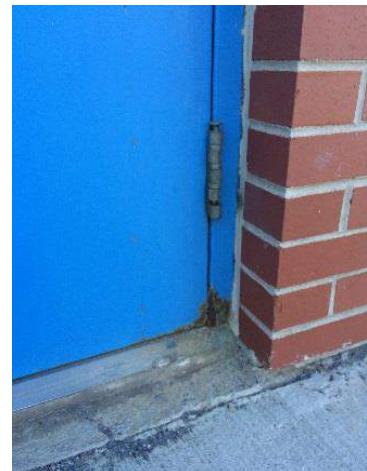
Photograph 3.26



Photograph 3.27



Photograph 3.28



Photograph 3.29



Photograph 3.30



Photograph 3.31

4 Interior Components

4.1 Floors

Flooring materials vary throughout the facility and are comprised of ceramic tile in washrooms; sheet goods in common corridors; vinyl composition tile in classrooms, carpet in the music room; concrete in service spaces and some stairs, and rubber flooring in the gymnasium and some stairs. Overall, the interior floors appear to be in fair to good condition and no widespread areas of deterioration were noted. However, the following specific observations were noted with regards to the condition of the floors:

1. The composite tile floor in the 1959 portion of the building is a 228mm x 228mm (9"x9") tile and believed to be original to this portion of the building. Commonly, tiles manufactured during this era are smaller than todays tile proportions and typically contain asbestos. This cannot be confirmed on visual inspection alone and as such further investigation and testing would be required, and is recommended. Although the existing tile is in fair to good condition, if the presence of asbestos is confirmed, our recommendation is to have the tile removed as per local environmental health by-laws and regulations.
2. The composite tile floor in the 1984 portion of the building is 305mm x 305mm (12" x 12") Vinyl Composite Tile (VCT) and could be considered relatively new and in good condition. Some tiles have been previously replaced in the washrooms given a "patch-work" appearance (See Photograph 4.1). A good cleaning and waxing is recommended.
3. Overall, the ceramic tile in the washroom / locker areas is in good condition with no major defects (See Photographs 4.2 & 4.3). The third floor washrooms in the 1984 portion appear to have some deteriorated mortar. All tile work could be cleaned as part of an ongoing building maintenance program.
4. A sheet good product is found in the corridors and stair landings of the 1984 portion of the building. Overall the flooring is in good condition. The corridor lockers in this side of the building have been removed leaving an exposed floor substrate (concrete) (See Photograph 4.4). A new sheet good product matching in style, colour and thickness would need to be seamed in if possible for continuity, or complete replacement of the flooring may be preferable for long term durability.
5. A sheet good product is also found in the basement music room along with carpet on the stepped flooring areas (See Photographs 4.5 & 4.6). The sheet good appears to be in good condition, however, the carpet is showing signs of wear. Life expectancy of carpet can vary depending on grade, quality and application. Residential grades may have a life expectancy of 10 years while commercial grades may have a 20 – 40-year life cycle. The age and type of existing carpet is unknown. It is recommended to be replaced.
6. Rubber floor is located on the stair treads and is in poor to fair condition. There are many locations where the rubber is broken and missing pieces which could present a tripping / slipping hazard (See Photograph 4.7). Immediate replacement with new rubber nosings is recommended.

7. The rubber floor in the gymnasium is thoroughly marked-up from use and the painted lines are worn and faded. A good cleaning and refinishing with new painted lines is recommended (See Photograph 4.8).
8. Stairs leading from the gymnasium to the second floor men's locker room and bonus room are painted concrete with tiled nosing. The paint is significantly worn off and some of the tile nosing pieces have chips in them (See Photograph 4.9). It is recommended to remove the tile nosing and replace it with a non-slip material such as textured rubber as well as to repaint exposed concrete surfaces.

Based on visual observations, some localized repairs should be carried out to the floor systems in the near future. In general, this work should include: remove 228mm x 228mm (9"x9") floor tile; minor mortar repair to the ceramic tile work in the washrooms; replace all rubber stair tread nosings; clean and repaint gymnasium floor and provide a thorough cleaning and continuing monitoring as part of an ongoing routine building maintenance program for all reaming floor systems.



Photograph 4.1



Photograph 4.2



Photograph 4.3



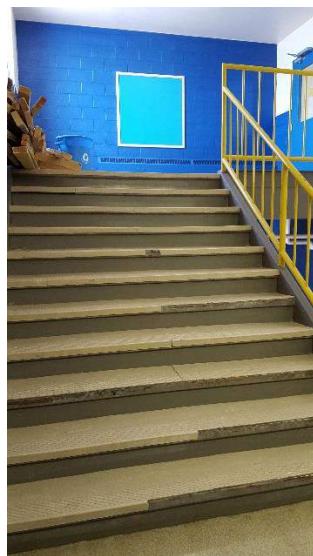
Photograph 4.4



Photograph 4.5



Photograph 4.6



Photograph 4.7



Photograph 4.8



Photograph 4.9

4.2 Walls

The interior walls in the facility are generally of non-combustible construction. Common throughout the 1959 and 1984 portion of the facility is painted concrete block. Deviating from this is unpainted ribbed face block at the main entrance lobby and a glazed concrete block located on the lower half of the walls in the gymnasium.

Overall, the interior painted concrete block walls and the ribbed face block walls appear to be in good to excellent condition, however, the following specific observations were noted with regards to the condition of the walls.

Interior walls of the facility are generally comprised of painted concrete block with the exception of the main lobby and gymnasium; an unpainted ribbed face block is located in the lobby and a glazed concrete block located on the lower half of the wall in the gymnasium (approximately +/- 3.5m or 10 ft. in height). Overall the painted concrete block and the unpainted ribbed face block appear to be in good to excellent condition with very little evidence of cracking or deteriorated mortar joints. The glazed blocks in the gymnasium are in fair condition; previous isolated repairs have been executed where glazed units have been replaced with standard concrete block units. The glazed block on the north and west walls have been patched with mortar but done so in what looks to be a pattern, possibly indicating objects were at one time mounted or secured to the block, therefore, the repairs may not be a result of deterioration or failure. Washrooms utilize ceramic tiles as part of the wall treatment as well as the shower rooms where it is found both on the wall and the floor and are in fair to good condition.

1. Localized cracks in the painted concrete block walls were noted. Generally, stepped cracks can be a result of the building settling whereas vertical (straight) cracks are often a result of the absence of control joints (See Photograph 4.10). It is

- recommended to have the cracks repaired and control joints introduced in the concrete block masonry throughout the building.
2. The walls of the gymnasium are comprised of two types of concrete block: Approximately +/- 3.5m or 10 ft. from floor level is a glazed concrete block; the remainder of the wall is painted concrete block, which appears to be in good condition. Previous repairs have been completed to the glazed block where by full units were replaced with standard units (See Photograph 4.11). There were no control joints in place. Previous repairs to mortar joints were noted (See Photograph 4.12) and some of the existing mortar repairs are cracked (See Photograph 4.13). This could be an indication the curing time was accelerated and the mortar dried (shrank) too quickly. The glazed blocks on the north and west walls have been patched with mortar but done so in what looks to be a pattern (See Photographs 4.14 & 4.15). It is possible objects were at one time mounted or secured to the block, therefore the repairs may not be a result of deterioration or failure. There were no control joints present.
 3. The tiles in the washroom and shower room appear to be in good condition, however they could be considered outdated in style (See Photographs 4.16 & 4.17).

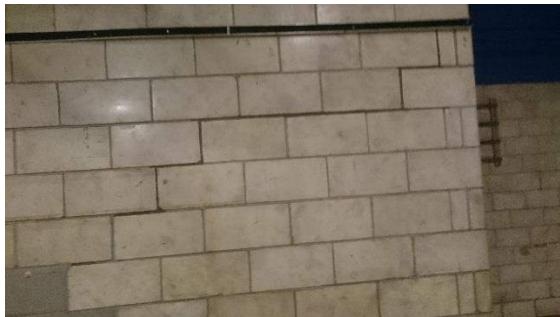
Based on visual observations, some localized repairs should be carried out to the interior wall systems. In general, this work should include repair crack concrete block walls; introduce control joints to all concrete block walls; repoint joints in glazed concrete block wall and clean and repaint walls as part of an ongoing routine building maintenance program.



Photograph 4.10



Photograph 4.11



Photograph 4.12



Photograph 4.13



Photograph 4.14



Photograph 4.15



Photograph 4.16



Photograph 4.17

4.3 Ceilings

Ceiling compositions are mainly suspended acoustic ceilings in classrooms and corridors; painted gypsum or plaster in service spaces such as washrooms, janitor closets and machine room; and exposed structure in storage rooms, mechanical rooms and the gymnasium.

Overall the ceilings appear to be in the range of poor to good condition. The following specific observations were noted with regards to the conditions of the ceilings:

There are isolated areas of water staining on the suspended acoustic ceiling tiles in the 1984 corridor 3rd floor as well as in classrooms ceiling areas near the corridor wall; water / mould damage on ceiling in the machine room and washroom area in the basement.

1. The acoustic ceiling tiles overall are in good condition however there is localized areas of water staining on the third floor (See Photograph 4.18). It was undetermined at the time of visit if the stains were recent or not, but there were no reports of water leakage during the time of the visit. The ceiling tiles were not removed during the review and further investigation would be required to determine possible source within the ceiling plenum.
2. Significant water damage and mould was noted in the mechanical and electrical areas in the basement (See Photograph 4.19) and should be repaired immediately.
3. Water staining was noted in basement ceilings where washrooms were located above (See Photographs 4.20 & 4.21)
4. The plaster ceilings in other areas of the 1959 portion of the building (such as in the locker rooms) appear to be in good condition (See Photograph 4.22). However, provided the age of the facility, it is not uncommon that such products could contain Asbestos. A hazardous materials testing report was not provided at the time of the review and as such this observation is only speculation. Further investigation is recommended prior to any modifications within the facility.
5. The exposed ceiling in the gymnasium reveals wood slat decking supported by OWSJ. Based on visual inspection from the ground, the wood decking appears to be in good condition with no evidence of water staining (See Photograph 4.23)

Based on visual observations, some localized repairs should be carried out to the ceiling systems in the near future. In general, this work should include: further investigate potential water source by reviewing ceiling plenum space where possible; replace damaged acoustic ceiling tiles, repair damaged plaster ceilings. Areas where mold has been identified or suspected should be removed, cleaned of mold, and replaced immediately.



Photograph 4.18



Photograph 4.19



Photograph 4.20



Photograph 4.21



Photograph 4.22



Photograph 4.23

5 Exterior Pavements and Site Features

The Newman Street Facility is located within PID # 00375865. The site includes a fenced in paved parking lot on the west end of the building. On the north side, the city sidewalk separates the facility from Newman Street and provides access to the main entrance which is located approximately within the centre of this elevation. The south end of the building is set back from Durham Street approximately 9 meters (29 feet) thus providing a small area of green space. Concrete walkways lead from the exit doors to the sidewalk on this side.

The facility is connected to a recently renovated and utilized C.E. Nick Nicolle Community Centre on the south east corner of the building. The community centre sits approximately 6.4 meters (21 feet) closer to Durham Street. Access between the two facilities is at approximately the center point of the community centre. (See photograph 5.1)

The remaining south elevation of the Newman Street facility faces residential properties. The chain link fence surrounding the parking lot on the west side continues along this elevation and turns toward the building. The fence terminates at the corner of the 1959 portion of the facility thus preventing access between the Newman Street Facility and C.E. Nick Nicolle Community Center properties.



Photograph 5.1

6 Electrical Systems

This section of the report presents technical observations, general condition, assessment and recommendations for the electrical system and components of the Newman Street Facility. The site visit included review of the following:

- Power Distribution
- Lighting and Receptacles
- Fire Detection and Alarm System
- Intrusion Alarm System
- Communications

6.1 Power Distribution

The Newman Street Facility electrical service enters the building underground from an adjacent utility padmount transformer. This is a 1000A, 600V, 3-Phase service that connects to a Westinghouse service entrance board equipped with a 1000A main breaker (See Photograph 6.1). This panel feeds the boiler, elevator, mechanical equipment and the 600-120.208V step down transformer which feeds the remainder of the building. Metering includes a single utility meter for the entire facility (See Photograph 6.2).

Based on our observations, the main distribution equipment appears to be original to the building (30 years old). The equipment appears to be in fair condition but has reached its end of life. They may remain serviceable for several more years provided it is well maintained and serviced, however, replacement should be planned in the near future.



Photograph 6.1



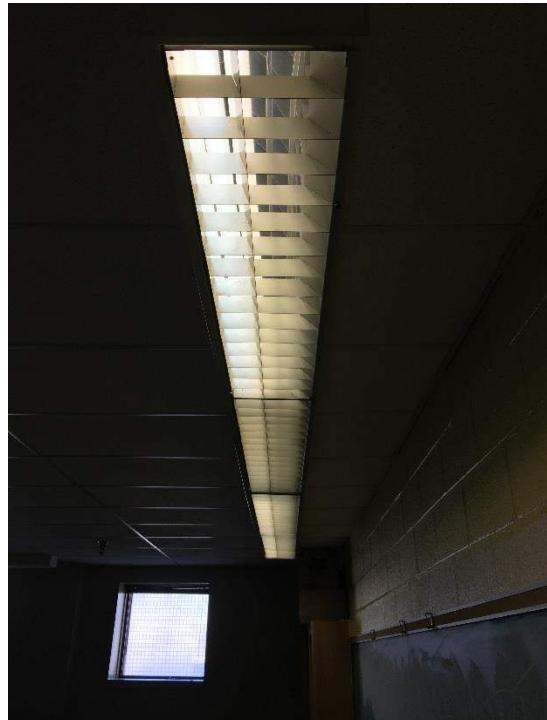
Photograph 6-2

6.2 Lighting

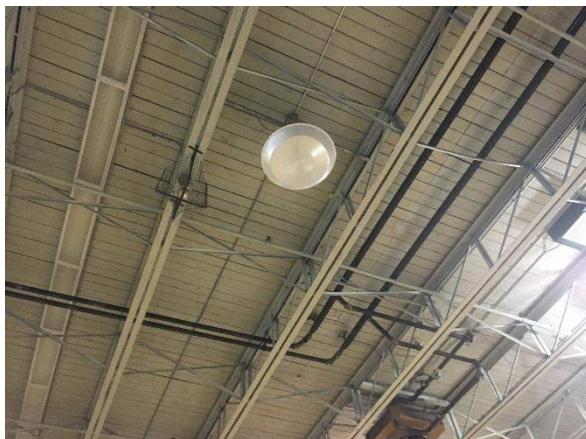
Interior lighting for the building consists of a few different types of fixtures. The classrooms have surface mounted fluorescent wraparound fixtures (See Photograph 6.3) as well as surface mounted fluorescent parabolic wall washers (See Photograph 6.4). Lighting in the front lobby consists of recessed HID pot lights while lighting in the corridors consists of surface mounted fluorescent wraparound fixtures. The gymnasium has HID high-bay fixtures (See photograph 6.5) while the stage in the gymnasium has incandescent high-bay fixtures. Interior light fixtures appear to be original to the building and have reached end of life. All fluorescent light fixtures appear to have 40W T12 lamps with magnetic ballasts. It is recommended that all fixtures be replaced with LED equivalents for increased energy efficiency and lower operational costs.



Photograph 6.3



Photograph 6.4



Photograph 6.5

Exterior lighting is minimal and is confined to above the entrances. Fixtures are wall mounted HID (See Photographs 6.6 & 6.7). Exterior fixtures appear to be original to the building and have reached end of life. It is recommended that they be replaced with LED fixtures.



Photograph 6.6



Photograph 6.7

Emergency lighting in the facility consists of battery units with dual MR16 heads (See Photograph 6.8). There are also single and dual remote head units located throughout the facility that are wired back to battery units (See Photograph 6.9). There is no emergency lighting in the boiler room, electrical room, and elevator machine room. Emergency lighting needs to be added within the next year. All battery packs and remote heads look to be in good condition and may remain serviceable for years to come with regular maintenance being done. Exit lighting is accomplished with red 'EXIT' signs located over all exterior doors, vestibule doors, and stairwell doors. It was noted in a couple locations in corridors that the surface mounted light fixtures impeded the view of the exit light at the end of the corridor. Exit signs are in good condition but no longer do they meet the latest edition of the National Building Code. Exit signs need to be replaced within the next 5 years.



Photograph 6-8



Photograph 6-9

6.3 Fire Detection and Alarm Systems

The building contains an existing, conventional Edwards Custom 6500 fire alarm system (See Photograph 6.10). The main panel is located in the front lobby. The building is furnished throughout with pull stations, heat detectors and alarm bells and horns. There are two (2) pull stations missing on the stairwell near the front entrance. One on the second floor and one on the ground floor. Based on our observations, the fire alarm system appears to be operational and in good condition. However, care should be taken to ensure the system is inspected regularly. The fire alarm system has reach end of life and should be replace within the next 5 years.



Photograph 6.10

6.4 Intrusion Alarm

The building has an intrusion alarm system with the main keypad located in the front lobby adjacent to the fire alarm panel (See Photograph 6-11). The system consists of motion detectors (See Photograph 6-12) and door contacts. The system appears to be in fair condition and may remain serviceable for years to come if maintained regularly.



Photograph 6.11



Photograph 6.12

6.5 Communications

The communications entrance is located in the main electrical room (See Photograph 6-13). Telephone and data outlets are located throughout the building. There is also a P.A. system installed in the building c/w speakers in all rooms and corridors as well as call switches in most rooms. The head-end equipment rack has been removed. CCTV cameras are located on the exterior of the building (See Photograph 6-14).



Photograph 6-13



Photograph 6-14

6.6 Electrical Summary

Overall the various electrical systems reviewed during the assessment appeared in fair working order and condition. Most of the electrical devices and components in the building are original to the building (30 years) and have reached end of life. Although these items have reached end of life, they are in working order and may remain installed provided that are well maintained. However, some consideration should be given to planning to replace these items in the near future.



7 Limitations

This report is intended for the use of **ONE Change Inc.** **Exp** Architects Inc. will not be responsible for any use of this report, or any reliance on or decisions made based on this report by a third party, unless a reliance letter has been addressed to, or otherwise provides reliance to, such third party.

Exp Architects Inc. will also not be responsible for the consequential effects of the resulting factual report, or the discovery of certain conditions and/or taking preventive measures relative to these conditions, on the real or perceived property values, or on the ability to sell, finance or insure the property.

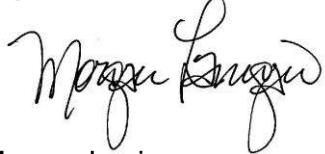
In order to achieve the objectives outlined, we arrived at conclusions based upon the best information presently known to us. No investigative method can completely eliminate the possibility of obtaining partially imprecise or incomplete information; it can only reduce the possibility to an acceptable level. Professional judgment was exercised in gathering and analyzing the information obtained and in the formulation of the conclusions. Like all professional persons rendering advice, we do not act as absolute insurers of the conclusions we reach, but we commit ourselves to care and competence in reaching those conclusions.

The client has agreed that **exp's** employees, officers, directors and agents shall have no personal liability to the client in respect of a claim, whether in contract, tort and/or any other cause of action in law related to this report. Accordingly, the client expressly agrees that it will bring no proceedings and take no action in any court of law against any of **exp's** employees, officers, directors, or agents in their personal capacity.

In order to properly understand the suggestions, recommendations and opinions expressed in the Report, reference must be made to the Report in its entirety, including the Services Agreement and its amendments. **Exp** is not responsible for use by any party of portions of the Report.

We trust this report satisfies your immediate requirements. If you have any questions regarding the information in this report, please do not hesitate to contact this office.

On behalf of,
exp Architects Inc.



Morgan Lanigan
Architecture Lead – Saint John

Building Condition Assessment

										Recommended Corrective Work (2016 \$s)			
Item Number	Description	Remedial Work Required or Comments on Deficiency	Reason(s) for Remediation	Normal Life (Years)	Present Life (Years)	Remaining Life (Years)	Full Replacement Cost (2016 \$s)	Immediate (2016)	Short Term (2017 – 2019)	Medium Term (2020 – 2023)	Long Term (2024 – 2027)	Total	
2.0	Roofing Systems – 1984 Wing												
2.1	Roofing Systems	Repair air pocket in modified cap sheet membrane	Repair	20-25	15	10	\$175,000	\$500				\$500	
2.2	Roofing System	Provide crickets to increase efficiency of water flow and reduce duration of standing water	Repair	20-25					\$3,000			\$3,000	
2.3	Roofing System	Remove organic growth	Building Maintenance					\$500		\$500		\$1,000	
2.4	Roof Caulking	Replace caulking around roof curb	Replacement	5-10	Unknown	0-2	\$800		\$800			\$800	
2.5	Roofing System	Replace roof assembly	Replacement	20-25	15	10	\$175,000				\$175,000	\$175,000	
	Roofing Systems – 1959 Wing												
2.6	Roofing System	Remove existing EPDM membrane roof and replace with new roof system	Replacement	25-30	± 30	<1	\$115,000	\$3,000	\$115,000			\$118,000	
Sub-Totals								\$4,000	\$118,800	\$500	\$175,000	\$298,300	
3.0	Exterior Walls – 1984 Wing												
3.1	Exterior Walls	Cleaning of exterior brick	Building Maintenance	80-90	32	>48					\$7,500	\$7,500	
3.2	Exterior Windows	Remove metal screens and remove corrosion staining on brick masonry – West wing	Building Maintenance	25-30	Unknown	<1		\$2,500				\$2,500	
3.3	Exterior Windows	Replace aluminum window frames and glazing	Replacement	35-40	32	3-8+	\$100,000		\$65,000	\$35,000		\$100,000	
3.4	Exterior Walls	Repoint existing mortar joints for brick – East	Repair	50-80	57	0-2			\$6,000		\$10,000	\$16,000	
	Exterior Walls – 1959 Wing												
3.5	Exterior Windows	Replace aluminum window frames and glazing	Replacement	35-40	31	4-9+	\$30,000			\$30,000		\$30,000	
	Exterior Walls – 1959 & 1984 Wings												
3.6	Exterior Walls	Repair damaged Brick Work	Repair	100+	57	43			\$5,000			\$5,000	
3.7	Exterior Walls	Paint existing wood trim	Building Maintenance	5-7	Unknown	0			\$2,500			\$2,500	
3.8	Exterior Doors	Remove existing exterior metal doors and frames and replace with new aluminum doors and frames	Replacement	25-30	Unknown	0-5	\$7,500	\$7,500				\$7,500	
3.9	Exterior Caulking	Re-caulk around exterior windows, doors, and penetrations	Building Maintenance	5-10	Unknown	0-2	\$6,000		\$6,000			\$6,000	
Sub-Totals								\$10,000	\$84,500	\$65,000	\$17,500	\$177,000	
4.0	Interior Components – 1984 Wing												
4.1	Interior Floors	Provide new sheet good flooring material where lockers were removed	New	10-25				\$7,500			\$7,500	\$15,000	
4.2	Interior Floors	Replace carpet in basement auditorium	Replace	7-10	Unknown	0-1	\$8,500			\$8,500	\$8,500	\$17,000	
4.3	Interior Ceilings	Repair damaged ceilings	Repair	30-70	32	0		\$10,000			\$10,000	\$20,000	
4.4	Interior Ceilings	Repair damaged suspended acoustic ceiling tiles	Repair	25+	32	0			\$1,000		\$1,000	\$2,000	
	Interior Components – 1959 Wing												
4.5	Interior Floors	Replace 200mm X 200mm floor tile (Possible asbestos abatement required)	Replace	10-25	57	0	\$62,500		\$12,500	\$50,000	\$62,500	\$125,000	
4.6	Interior Floors	Repaint gymnasium floor sports lines	Building Maintenance	5-7	Unknown	0			\$10,000		\$10,000	\$20,000	
4.7	Interior Floors	Repaint concrete stairs	Building Maintenance	5-7	Unknown	0		\$1,500			\$1,500	\$3,000	

Building Condition Assessment

										Recommended Corrective Work (2016 \$s)			
Item Number	Description	Remedial Work Required or Comments on Deficiency	Reason(s) for Remediation	Normal Life (Years)	Present Life (Years)	Remaining Life (Years)	Full Replacement Cost (2016 \$s)	Immediate (2016)	Short Term (2017 – 2019)	Medium Term (2020 – 2023)	Long Term (2024 – 2027)	Total	
4.8	Interior Floors	Repair / replace tile stair nosing on mezzanine stairs	Repair					\$3,500			\$3,500	\$7,000	
Interior Components – 1959 & 1984 Wing													
4.9	Interior Floors	Repair ceramic tile	Repair	50+	50					\$7,500	\$7,500	\$15,000	
4.10	Interior Walls	Repair cracks in concrete block walls.	Repair	100+						\$2,500	\$2,500	\$5,000	
Sub-Totals								\$22,500	\$23,500	\$68,500	\$114,500	\$229,000	
5.0 Exterior Pavements and Site Features													
5.1	Chimney flue	Repair dented flue	Building Maintenance	60-70	Unknown					\$2,500		\$2,500	
Sub-Totals								\$0	\$0	\$2,500	\$0	\$2,500	
6.0 Mechanical Systems													
6.1	General Repairs, Upgrades and Maintenance	General Repairs, Upgrades and Maintenance											\$250,000
Sub-Totals								\$0	\$0	\$0	\$0	\$0	\$250,000
7.0 Electrical Systems													
7.1	Lighting	Removal and replacement of building interior lighting	Replacement	25	30-50	1-2	\$175,000		\$87,500	\$87,500		\$175,000	
7.2	Exit and Emergency lighting	Removal and replacement of all exit and emergency lighting	Replacement	25	30-50	1-2	\$40,000		\$20,000	\$20,000		\$40,000	
7.3	Fire Alarm System	Removal and replace of fire alarm system	Replacement	25	30-50	1-2	\$70,000		\$70,000			\$70,000	
Sub-Totals								\$0	\$177,500	\$107,500	\$0	\$285,000	
Grand Totals													
								\$36,500.00	\$404,300.00	\$244,000.00	\$307,000.00	\$1,241,800.00	