



Buffalo Narrows Friendship Centre
Needs and Building Assessments

May 30, 2020



Prepared for:

Aboriginal Friendship Centres of
Saskatchewan
243 Robin Crescent
Saskatoon, SK

Prepared by:

Praxis Consulting Ltd.
Suite 170-2 Research Drive
Regina, SK, S4S 7H9
Phone: 306-545-3755

Stantec Architecture Ltd.
400 – 1820 Hamilton Street
Regina, SK S4P 2B8
Phone: 306-781-6400

Project Number: 144401810

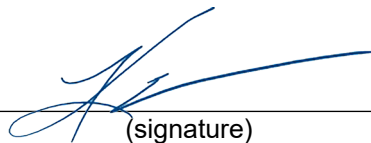
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BUFFALO NARROWS FRIENDSHIP CENTRE

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Praxis Consulting



(signature)

Kathryn Pollack

Stantec Architecture Ltd.



(signature)

Bron Nurkowski

Assistance in preparing the report provided by:

Gloria Akiri, Consultant – Praxis Consulting

Stephen Johnson, Senior Economist – Praxis Consulting

Valerie Sluth, CEO - Praxis Consulting

Tammi Denby, Stantec Architecture – Architectural consultant

Ron Selinger, Stantec Architecture – Architectural consultant

Joel Ross, Stantec Consulting Ltd. – Electrical consultant

Brad Adams, Stantec Consulting Ltd. – Mechanical consultant



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BUFFALO NARROWS FRIENDSHIP CENTRE

Assessment Determinations and Limitations

Executive Summary

Friendship Centres were created in the 1950's in Canada to help Indigenous people make the transition from living on-reserve to off-reserve. Friendship Centres serve urban Indigenous peoples and provide them with a safe, status blind, place to come together to celebrate, talk and meet in times of need. Centres and their programs help people to cope with the problems and anxieties of racial discrimination, poverty and alienation experienced in urban areas¹.

The Buffalo Narrows Friendship Centre is a small and very welcoming space. Many of the Centre's programs focus on youth and young families. The daily drop-in program and weekly soup and bannock are heavily used by members of the community looking for friendship and community. The Centre is viewed as a safe, stable and accepting space, where people are cared for without discrimination or criticism. Leadership and staff at the Centre are passionate and devoted to serving their clientele.

Buffalo Narrows Friendship Centre is located at 500 Buffalo Street, Buffalo Narrows Saskatchewan, which is located approximately 410 km northwest of Prince Albert, Saskatchewan, on Provincial Highway No. 155.

The Centre was constructed in 1980s with one addition.

Please reference Figure 1.0 below for the location of the Centre relative to Prince Albert and Figure 2.0 for location within the community.

¹ Anne-marie Pedersen, René R. Gadacz. Friendship Centres. The Canadian Encyclopedia. <https://www.thecanadianencyclopedia.ca/en/article/friendship-centres>. November 1, 2010. Accessed March 14, 2020



BUFFALO NARROWS FRIENDSHIP CENTRE

Assessment Determinations and Limitations

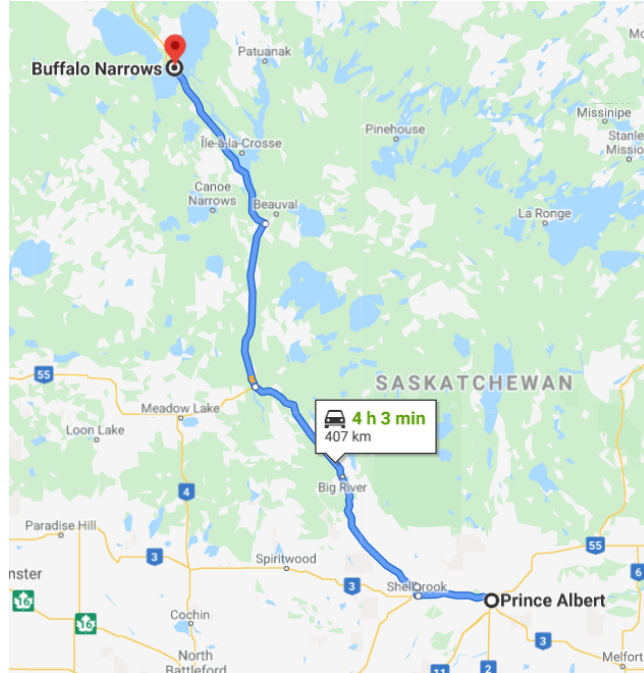


Figure 1. Buffalo Narrows Friendship Centre Location (image from Google Maps)

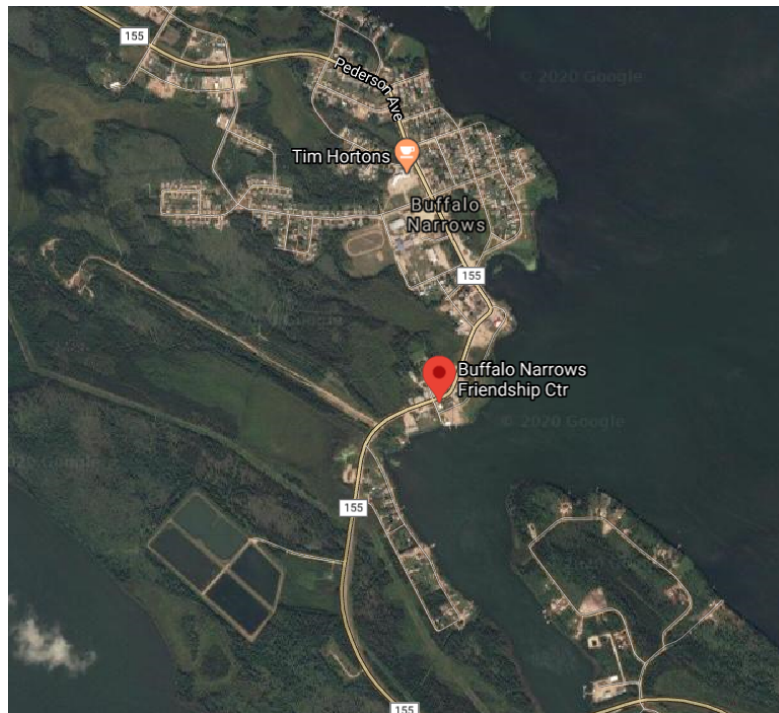


Figure 2.0 Building Location Diagram (image from Google Maps)



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BUFFALO NARROWS FRIENDSHIP CENTRE

Assessment Determinations and Limitations

The weather condition during the visit: temperatures between -24°C with approximately 150 mm of snow on the ground.

The purpose of Praxis's and Stantec's study was to meet with community representatives and staff to review the Centre's needs, program requirements, future needs, opportunities for being self-sustaining economically, review and report on the existing facility's current condition, viability and probable short and long-term capital maintenance costs. As a follow up to these discussions:

- Stantec reviewed of the Centre's needs and its potential impact on space and its implications on capital costs associated with possible renovations or additions.
- Praxis facilitated discussions with the Executive Director, staff and Friendship Centre representatives to review values, needs, programs being delivered, required programs for the future, exploring opportunities for financial sustainability.

PROGRAM AND ASSOCIATED SPACE NEEDS

Through the research conducted by Praxis and Stantec, a set of primary building infrastructure needs were consistently identified across all of Saskatchewan's Friendship Centres. These needs are separate and apart from unique programming space requirements. The common primary building infrastructure needs can be found in detail in Section 5.0.

Using the data collected from consultations and visual observations of the space, the current space was assessed against both the primary building infrastructure needs as well as the Centre's program specific needs to identify what changes to the existing infrastructure would be needed in order to accommodate these needs. General infrastructure and code upgrades required immediately and out to a 20-year time horizon were also identified.

The Buffalo Narrows Friendship Centre delivers the Aboriginal Head Start, Prenatal Nutrition, Kids First North, In-home Family Support and Creative Kids programs. They also help clients with resume building and have a games area for recreation. Through these various programs, the Centre touches community members' lives through approximately 19,659 points of service in a single year. Apart from these programs, the Centre also assists their clients with referrals to various agencies, help filling out forms and sometimes even providing transportation for people in need.

The building is in need of replacement. The Buffalo Narrows Friendship Centre building is a welcoming space. Staff are making do with the space they have and the condition that the building is in. The building is lacking proper washrooms, kitchen and support facilities. The interior and exterior are at the end of their life expectancy. In order to accommodate primary building infrastructure needs and program specific needs, it is recommended that a new facility of approximately 980 square metres be built.



BUFFALO NARROWS FRIENDSHIP CENTRE

Assessment Determinations and Limitations

Accommodating recommended Building Assessment and Program Needs

The proposed costs to accommodate Building Assessments and Program needs are costed as stand-alone items which follow a tendering process that includes professionals and a stipulated fixed fee tender. Should the Centre decide to proceed with any of these, the Building Assessment recommendations and accommodating the Program needs should be reviewed in unison. Reviewing these as one will reduce the overlap of scope and costs.

Building Infrastructure and Code upgrades.

- a. Life Safety\$ 286,665
- b. Short Term Expenditures (less than 5 years)\$ 0 (recommend rebuilding)
- c. Medium Term Expenditures (5 to 10 years).....\$ 0
- d. Long Term Expenditures (10 to 20 years).....\$ 0
- Total.....\$ 286,665 plus rebuilding**
these cost allowances do not carry project costs

- e. Deficiencies related to primary infrastructure program space needs\$ 4.97 M to 7.77M
- f. Program/operation specific building needs\$ incorporated above
- Total estimated allowance\$ 4.97 M to 7.7M**
these carry project cost

RECOMMENDATION

The facility is desperate need of upgrading and rebuilding. Priority items, before a new facility is constructed include but are not limited to:

- Test the Centre's air quality.
- Adequate number of accessible and safe washrooms.
- Upgrading the floor finish within the main hall.
- Improving the ventilation system

Addressing the Life Safety items is a high priority. We recommend that these be reviewed with the local Authority Having Jurisdiction and work with them in prioritizing the repair of them. They may have suggestions as to which may not be required immediately.

Engage a professional consultant to:

- assist with required design/drawings to upgrade/remedy Life Safety items and/or provide a compliance review of contractor's work to upgrade/remedy Life Safety to ensure the building is compliant with the current Codes
- work with you in prioritizing how the items noted within the recommended Building Assessments can be incorporated and oversee their completion.
- Develop a master plan to implement the building assessment recommendations and accommodate the program needs within your available funding. With this master planning update the costing to reduce potential overlap of construction.



BUFFALO NARROWS FRIENDSHIP CENTRE

Assessment Determinations and Limitations

- Prepare concept images which may include plans, interior or exterior images to help your Centre with fundraising and discussing with potential donors and funding agencies.

Separate and apart from infrastructure related items, the following business recommendations are tabled for the Centre's consideration:

- The practice of measuring social return on investment, or SROI, could prove to be an excellent tool in understanding the value of the Centre. SROI helps organizations be more sustainable by raising the organization's profile, creating stronger positioning for further funding and making tenders more persuasive². The Centre should consider conducting work on measuring its SROI to help tell the story of the impact the organization has on the community.
- Human capacity is at a premium at the Centre. There is no available capacity for long-term business planning or strategic partnership development. Consideration could be given to a fund development shared-services model for all Centres. The AFCS could be the location for the shared services and the shared services could be controlled through contractual or other governance means by the Centres themselves. This would allow the Centre to have consistent access to fundraising specialists who could also assist with long-term business planning, much like a Centre of Excellence. A structure such as this could help build long-term financial sustainability for the Centre.
- The Friendship Centre and its Board of Directors should put focus towards strategic planning and devote resources to building financial sustainability models that include innovative ideas to generate own-source revenue to reduce reliance on government funding.

² A Guide to Social Return on Investment. January 2012.

<http://www.socialvalueuk.org/app/uploads/2016/03/The%20Guide%20to%20Social%20Return%20on%20Investment%202015.pdf>



BUFFALO NARROWS FRIENDSHIP CENTRE

Assessment Determinations and Limitations

1.0 ASSESSMENT DETERMINATIONS AND LIMITATIONS

1.1 NOTES AND EXCLUSIONS

Roof surfaces and surrounding site area were reviewed via a combination of visual analysis, examination of background information and drawings, and discussion with maintenance staff. Since the roofs were generally difficult to access, covered in snow and/or represented a potential safety hazard due to their slope, configuration, construction, etc., they were typically not viewed from close proximity.

Due to snow cover a detailed review of the site adjacent to the building(s) was restricted.

The assessments were of a visual nature only. No destructive or intrusive observations, detailed/quantitative measurements or material take-offs (i.e., counting components), operating of systems or equipment, verifying system function or design, or testing of facility systems was performed. Furthermore, entry of “confined”, hazardous, concealed, or inaccessible areas of the facilities was not performed. Vaults that are owned by utility providers, where present, were not accessed.

The assessments were limited to base-building systems and components only. A review of “moveable” fixtures and equipment, process equipment, or other extraneous amenities (e.g., sculptures, exhibits, etc.) and kitchen cooking equipment/appliances was not performed.

The assessments did not include an evaluation of hazardous building materials or functional aspects (space effectiveness and efficiency). Commentary was made on observations that pertained to suspected violations of building code requirements. However, the assessments presumed that the existing facilities were reviewed and approved by the appropriate Authority Having Jurisdiction at the time of development, and during any subsequent additions, renovations, and/or inspections.

The review of facility documentation was limited to those documents that were made available by AFCS. A search of publicly available or municipally held documentation was not performed by Praxis / Stantec.

1.2 EXCLUSIVE USE

This report, including its information and opinions, has been prepared for the exclusive and sole use of the Friendship Centre referenced in this report and Aboriginal Friendship Centres Saskatchewan (AFCS) as required.

1.3 RELIANCE PURPOSES

This report shall not be relied upon for any purpose other than intended for AFCS within the scope of services negotiated between Praxis / Stantec Architecture Ltd. (Praxis / Stantec) and AFCS without the express prior written consent of Praxis / Stantec.



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Assessment Determinations and Limitations

1.4 THIRD PARTY RELIANCE

This report may not be relied upon by any other person or entity without the express written consent of Praxis / Stantec and AFCS. Any reliance on this report by a third party, any decisions that a third party makes based on this report, or any use at all of this report by a third party without the prior written consent of Praxis / Stantec is the sole responsibility of such parties. Praxis / Stantec accepts no responsibility for damages, if any, suffered by a third party as a result of decisions made or actions based on this report.

1.5 DISTRIBUTION

No party shall distribute this report, in its final form or in draft form, or any portion or copy thereof without the express written permission of Praxis / Stantec, except that AFCS and the Friendship Centre noted within this report, may make copies of this report as are reasonable for its own use and consistent with the intended purposes of this report.

1.6 COST OPINIONS

Any opinions of probable costs expressed in this report are partially based on consultation with industry-recognized publications on probable costs for materials and labour. While Praxis / Stantec uses information available to us combined with our judgment and past experience, the specific rationale and conditions forming the basis of contractors' bids, material or equipment pricing are beyond our knowledge and control. Praxis / Stantec can therefore not be held responsible if the final costs vary from these opinions of probable cost.

As well, any opinions of probable costs are intended for global budgeting purposes only. The scope of work and the actual costs of the work recommended can only be determined after a detailed examination of the scope in question, understanding of the site restrictions, understanding of the effects on the ongoing operations of the site/buildings, definition of the construction schedule, and preparation of tender documents. Praxis / Stantec expressly waives any responsibilities for the effects of any action taken as a result of these endeavors unless Praxis / Stantec is specifically advised of prior to, and participate in the action, at which time, Praxis / Stantec's responsibility will be negotiated.

The costing is based on 2020 costs in Canadian dollars. **NO inflation costs have been factored into any of the values.**

The costs noted within the report will reference "Construction Cost" which reflects costs associated with construction / renovations only. When "Project Cost" is referenced these costs include the construction / renovation costs, estimated professional services fees, estimated project expenses associated with the construction. The "Project Cost" does not include third party project management, any associated legal or accounting costs, inflation, applicable taxes or levies, Centres administrative costs, marketing, additional business case costs or other costs not included in the term "Project Cost".



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BUFFALO NARROWS FRIENDSHIP CENTRE

Assessment Determinations and Limitations

The costing is based on 2020 costs in Canadian dollars. **NO inflation costs have been factored into any of the values.**

Costs associated with the building assessments and planning options reflect construction costs ONLY unless noted.

The overall Opinion of Probable Costs (OPC) noted within this report are a Class D level, which has a range of plus 25% and minus 20% of the values noted within the report.

1.7 PHYSICAL LIMITATIONS TO SCOPE

Praxis / Stantec's work did not include intrusive testing / investigation, destructive testing, testing of life safety systems or quantitative testing. As such, any recommendations and opinions of probable costs associated with these recommendations, as presented in this report, are based on walk-through non-invasive observations of the parts of the building which were readily accessible during a visual review. Conditions may exist that are not as per the general condition of the system being observed and reported in this report.

1.8 BUILDING ASSESSMENTS

No legal surveys, soil tests, environmental assessments, hazardous material assessment, mold assessment, geotechnical assessments, detailed barrier-free compliance or energy assessments, seismic assessments, detailed engineering calculations, or quantity surveying compilations have been made. No responsibility, therefore, is presumed concerning these matters. Praxis / Stantec did not design or construct the building or related structures and therefore will not be held responsible for the impact of any design or construction defects, whether or not described in this report. No guarantee or warranty expressed or implied, with respect to the property, building components, building systems, property systems, or any other physical aspect of the property is made.

1.9 NEEDS ASSESSMENTS

The user's needs assessments are based on the ONE (1) meeting with user representatives to determine overall facility needs based on programs being delivered or proposed to be delivered. Following this discussion, a space allocation is allocated based on recent experience and similar building types to determine an order of magnitude space allocation and potential impact on existing space allocations. Additional follow up with users or refinement of the program spaces has not been undertaken at this phase of the project and therefore the information presented cannot be used as final functional program space allocation for the Centre. Additional follow up with the user groups is required to refine the functional program as it related to program needs, space utilization, impact on the existing facility related to renovation and possible new construction costs, as well as approved funding for capital upgrades. A blend of these will then define the functional program which suits each Centre.



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BUFFALO NARROWS FRIENDSHIP CENTRE

Assessment Determinations and Limitations

1.10 STANDARD OF CARE

The assessment outlined in this report generally captured conditions that existed at the time of the site visit. Praxis / Stantec's opinions and recommendations presented in this report are rendered in accordance with generally accepted professional standards for like services under like circumstances for similar locales. The opinions and recommendations are not to be construed as a warranty or guarantee regarding existing or future physical conditions or regarding compliance of systems / components and procedures / operations with the various regulating codes, standards, regulations, ordinances, etc.

Assessing the current condition of building components and the remaining service life is based on visual evaluation, building operator feedback and component years of service. No form of testing or disassembly was performed on the building components. With respect to estimating remaining years of equipment service life, in the absence of feedback and/or visual evidence, estimates are based on industry published reference material and/or general construction experience. These include ASHRAE Median Service Life Data, BOMA Preventative Maintenance Guide, etc. The following examples explain how an estimation(s) may be attained and how it can vary:

Example A:

Median service life is the number of years of service life at which 50% of the mechanical units in service will either totally fail or are at a point where further investment required to maintain the equipment is not warranted. It has been Praxis / Stantec's experience, these figures tend to be conservative for the following reasons.

- 1) The data is collected primarily from the United States and as such, weather differences are a factor. The published data considers cooling equipment that generally experiences more operating hours per year than it would in Regina or Saskatoon and conversely, heating equipment that experiences less.
- 2) The level of maintenance is a significant factor. It is important to understand that published data is based on 50% of the mechanical equipment failing, NOT 100%. Many components in mechanical systems will operate beyond the median service life if properly maintained.

Example B:

The replacement dates estimated in this report for mechanical equipment are consistent, based on the median service life published data. As noted, this will err on the conservative. There are however a few exceptions. The published data lists the median service life for hydronic piping, ductwork and sprinkler systems at 30 years, 30 years and 40 years respectively. It is unrealistic to assume piping and ductwork would be replaced after 30 years and a sprinkler system after 40 years. With respect to these systems, where operators have noted specific concerns such as worn domestic hot water piping, an allowance is included in the evaluation of the specific building in question to address the specific issue.



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BUFFALO NARROWS FRIENDSHIP CENTRE

Assessment Determinations and Limitations

1.11 DEFINITION OF TERMS

Primary Infrastructure Program – these are proposed spaces for the Friendship Centre which are required by all Centres to provide services to their community. For the purpose of this report a recommended standard has been determined and used as the base for analyzing potential space shortage. The intent is for all Centres to have the same base to operate from.

Additional Program – these are proposed spaces for the Friendship Centre which are required by the Centres to provide specific services to their community. These are spaces which are in addition to the “Suggested Program” space.

Building Assessments – a visual walkthrough and evaluation of the current state of the building. The costs associated with the Building Assessments, reflect a cost to bring the system or finish to its current stage. See Section 1.8 above for additional clarification. The costs allocations noted for the building assessments do not include contingency, third party project manager, professional services or related project expenses.

Needs Assessments – based on discussions with users and stakeholders present, the Needs Assessment is the consultants interpretation of what the Centre is providing and how this translates into a potential space (floor area) allocation for the purpose of determining space shortage and construction / renovation cost allowance to incorporate. Please note that further discussions are required with the Centre to review and refine these Needs.

Project Cost – factors in the estimated construction cost to complete the new construction / renovation, a 10% contingency, 4% third party project manager allowance, 8% allowance for professional services, 1.5% allowance for related project expenses. For the purpose of this report these are applied to the costs associated with incorporating the space shortages. As projects proceed, these costs will need to be refined on a per project basis.

1.12 EXISTING FACILITIES ANALYSIS

1.12.1 Project Methodology

Praxis/Stantec, as a team, utilized a variety of methods in gathering information on the current state of the Centre’s facility and the desired state based on the existing and future needs of the Centre.

- Confidential Staff Interviews - Praxis/Stantec conducted confidential interviews with the staff of the Centre to gain an understanding of the perceived value of the Centre in the community, and current and future infrastructure needs in relation to the needs of the community.
- Building Assessment - Stantec, at the request of the Buffalo Narrows Friendship Centre, undertook an on-site visual and photographic review of the subject facility(ies) between 10:30 and 11:30 am on February 5, 2020. The Facility Analysis was completed using photographic and documented observations. This Facility Analysis is intended to outline



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BUFFALO NARROWS FRIENDSHIP CENTRE

Assessment Determinations and Limitations

immediate and ongoing maintenance needs and costs for the facility(ies), as well as long term viability of the facility(ies). The discussions with the Centre's representative(s) were undertaken between 5:00 – 6:30 pm. am on February 5, 2020

- Demographic Projections – Praxis utilized a customization population forecast model to assess future demand for the Buffalo Narrows Friendship Centre.
- Economic Impact Assessment – In addition, Praxis utilized a unique economic forecasting model that focuses on the economic development and investment attraction opportunities emerging within the Buffalo Narrows area.

Summary notes and photos from the community consultations are found in Appendix A.

1.12.2 Facilities Analysis Report outline

All of the observations and information identified during the site review of each facility is documented in the Facilities Analysis Report (refer to Appendix B.)

The Facilities Analysis Report includes architectural building system descriptions, mechanical and electrical systems with structural civil observations and/or comments based on discussions with representatives at the Centre.

1.12.3 Facilities Analysis Report format

The Facilities Analysis Report is a summary that identifies the condition of each of the facilities' elements that require upcoming maintenance or upgrades along with the associated costs. The following information is provided:

1. Facility and/or Venue Name
2. Element of the Facility
3. Description of the element
4. Condition:
 - 1 Repair: *This may include replacing components, etc. so the element is operational.*
 - 2 Reconstruct: *Replace the existing element with new.*
5. Life/Safety: Meets code (No); Does not meet code and/or endangers life (Yes)



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BUFFALO NARROWS FRIENDSHIP CENTRE

Assessment Determinations and Limitations

6. Life Expectancy: 1 to 5 years for replacement (<5)
- 5 to 10 years for replacement (5-10)
- 10 to 20 years for replacement (10-20) – Please note that in some cases the current age of the building is such that it would / should be replaced within this time period, thus upgrade costs were not carried.

1.12.4 Facilities Analysis Report explanation

1. Future expansion or alterations may be discussed in this report.
2. Life/Safety Code infringements are major breaches to the current building code, the National Building Code of Canada 2015 (NBC 2015), that would affect life/safety for users and staff. It is anticipated in existing facilities that some requirements of the current code may not be met. For the purposes of this Study, only obvious infringements are identified.
3. Cost to Upgrade identifies costs to each individual system, accurate to approximately \$10,000. This level of accuracy is sufficient for this early stage of costing.
4. The facilities and system conditions and costs have been reviewed and provided by Stantec on a rudimentary basis, with input and needs/performance assessments from representatives or operational staff. They are not a detailed review or an engineering-based assessment of the systems.



BUFFALO NARROWS FRIENDSHIP CENTRE

Project Background

2.0 PROJECT BACKGROUND

2.1 AFCS AND THE FRIENDSHIP CENTRE MOVEMENT

Friendship Centres originated in the 1950s to address the needs of First Nations and Metis people moving into urban areas, and to improve the quality of life for the Aboriginal people throughout Canada. Friendship Centres provide referrals and counselling with respect to employment, housing, education, health, and liaison with other community organizations. Currently, there are 10 Friendship Centres in Saskatchewan and a corporate office in Saskatoon. The AFCS was developed to promote the goals and objectives of its member Friendship Centres and facilitate communication and cooperation among all Centres within the province of Saskatchewan.

The AFCS is controlled by a board of directors consisting of two representatives and one youth from each Centre and an elected executive committee. As a part of its mandate, the AFCS administers the Organizational Capacity (OC) and the Programs and Services (PS) on behalf of the Saskatchewan Friendship Centres. Outside of program delivery and improving the quality of life for the Aboriginal people, the AFCS was created to foster accountability, structure, and unity among the 10 Friendship Centres in Saskatchewan.

2.2 PROJECT PURPOSE

In January 2020, Praxis Consulting and Stantec were engaged by the Aboriginal Friendship Centres of Saskatchewan (AFCS) to conduct a feasibility study on infrastructure expansion for its member organizations. In completing the feasibility study, both organizations were responsible for the following;

- conduct current state assessment on the infrastructure assets of the 10 Friendship Centres in Saskatchewan;
- identify opportunities in infrastructure expansion; and,
- provide recommendations related to the expansion of infrastructure and its ability to provide sustainable programs, services and overall operations.

2.3 CONSULTATION METHODOLOGY

In February 2020, on behalf of AFCS, Praxis and Stantec conducted stakeholder consultation with the staff, Board and community members of the Buffalo Narrows Friendship Centre. The intent of the session was to gather information related to how the existing infrastructure meets the program needs of the Friendship Centre and future infrastructure needs. Included below is a summary of each engagement tactic utilized:



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BUFFALO NARROWS FRIENDSHIP CENTRE

Project Background

Staff & Board Interviews

On February 5th, Praxis conducted confidential interviews with four (4) Friendship Centre staff and two (2) board members. The individuals interviewed were randomly selected based on each individual's availability to meet with the Praxis/Stantec team. The interview questions were developed in consultation with the Executive Director of the AFCS and was forwarded to the Executive Director of the Buffalo Friendship Centre prior to the site visit.

Community Stakeholder Consultation

In addition, Praxis and Stantec facilitated a consultation session with members of the Buffalo Narrows community to understand the perceived value of the Friendship Centre and its impact to the community. The session comprised of the Friendship Centre's community members as well as some staff. In total, there were six (6) community members, seven (7) staff and one (1) representative from the AFCS.



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BUFFALO NARROWS FRIENDSHIP CENTRE

Friendship Centre Overview

3.0 FRIENDSHIP CENTRE OVERVIEW

The Buffalo Friendship Centre operates an open door, status blind policy to provide programs that support families in building stability and healthier lifestyles. The Centre offers a variety of support services from its facility - located at the entrance of the community – to community members as well as individuals from neighbouring communities. Through the programs offered, the Centre connects community members to resources and information to lead a healthier and better life. Some of these programs include;

1. Aboriginal Headstart Program
2. Kids First North
3. In Home Family Support
4. Market Garden
5. Creative Kids
6. Resume Building
7. Recreation Programs
8. Referral Service
9. Games Room Program

3.1 CURRENT STATE ASSESSMENT

Values of the Friendship Centre

Participants in the focus group identified a number of values that depict the role of the Friendship Centre in Buffalo Narrows. When asked what the Friendship Centre meant to the community, the themes in the list below were identified;

- **Friendship** – The participants unanimously agreed that the Centre provides a place of friendship and acceptance to anyone in need of their services.
- **Culture** – Through the involvement of Elders in the delivery of certain programs, the community's culture and tradition is passed on to younger generations.
- **Acceptance** – Programs and services at the Centre are open to everyone interested.
- **Hub** – The Centre provides an avenue for community members to socialize and access a variety of support services.



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BUFFALO NARROWS FRIENDSHIP CENTRE

Friendship Centre Overview

- **Support** – The participants identified that the programs offered by the Friendship Centre provide assistance and guidance to its clients.
- **Safe space** – It was noted that the Friendship Centre's atmosphere provided its clients with sense of confidence, free from discrimination or criticism.
- **Stability** – Through the Centre's programs and provision of basic needs and employment, there is more stability in the community

Community needs served by the Friendship Centre

At the stakeholder consultation, participants identified the list below as the community needs the Friendship Centre serve currently;

- **Addiction Support** – The Centre provides help and support to individuals struggling with addiction in the community by transporting them to the clinic for treatment and to the neighboring city, if need be.
- **Belongingness Needs** – The Centre provides a conducive environment that is nonjudgmental, welcoming and accepting for its clients.
- **Mentorship, education and awareness** – The Friendship Centre provides guidance and creates awareness of resources available in the community.
- **Advocacy** – Through certain programs, the Centre serves as an intermediary between the community members and the government.
- **Settlement** – For individuals who relocate to the community, the Friendship Centre provides settlement and integration support to navigate effectively through the community.

Impact of the Friendship Centre on the Community

- **Empowerment** – Through the educational programs offered by the Centre, clients are empowered to lead better lives.
- **Culture Preservation** – Through the involvement of Elders in the delivery of certain programs, the community's culture and tradition is passed on to younger generations.
- **Harm reduction** – The Centre focuses minimizing the impact of addiction and mental health challenges in the lives of the community members.
- **Family support** – Through effective partnerships and collaboration with community organizations, the Centre works to provide support to families in the community.



BUFFALO NARROWS FRIENDSHIP CENTRE

Friendship Centre Overview

3.1.1 Programs

In accomplishing its mandate, the Friendship Centre offers various programs to provide support and meet the basic needs of the Aboriginal community. The vast majority of these programs are funded provincial and federal government. The programs include;

1. **Aboriginal Headstart Program** – Initiated by the Government of Canada, the Aboriginal Headstart program is an early intervention program that focuses on early childhood development of Indigenous children off-reserve.
2. **Kids First North** – This is a voluntary early childhood development (0 – 3 years), family centred program. The program supports the healthy development of children and educate parents on the child's development.
3. In Home Family Support
4. Market Garden
5. Creative Kids
6. Resume Building
7. Recreation Programs
8. Referral Service
9. Games Room Program

Note: no description was available for programs 3-9 listed above.

3.1.2 Funding

As a registered non-profit organization, the Buffalo Friendship Centre has a mandate to provide support services to Indigenous people in the community. Also, the Centre focuses on achieving organizational stability and sustainability in order to accomplish its ultimate goal. As a result, the majority of the Centre's funding is sourced from the provincial and federal government. Based on the numbers gathered from the Aboriginal Friendship Centres of Saskatchewan, the Centre recorded a total of \$ 654,979.41 in funding from the provincial and federal government for program delivery in the fiscal year 2018-19, as outlined in the table below.

Program	Funding source	Funding
Aboriginal Headstart Program	Federal	\$ 256,890
Kids First North	Provincial	\$ 124,556
In Home Family Support	Provincial	\$ 246,230
Market Garden	Provincial	\$ 20,000
Creative Kids	Provincial	\$ 7,303



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BUFFALO NARROWS FRIENDSHIP CENTRE

Friendship Centre Overview

Resume Building	None	
Recreation Programs	None	
Referral service	None	
Games Room Program	Fundraised	
Total Funding		\$ 654,979

3.1.3 Financials

According to the audited financial statement created by Cogent Chartered Professional Accountants, the following were reported as the total revenue and expenditure of the Buffalo Friendship Centre in the fiscal year 2018-19;

REVENUES	
Urban programming for Indigenous people	\$ 162,096
Other revenue	\$ 187,569
Preschool program	\$ 287,775
Summer student grant	\$ 5,965
Urban programming for Indigenous people	\$ 114,006
Preschool Fundraising	\$ 2,572
Family Support	\$ 214,305
Kids First North	\$124,838
Bingo and Fundraising	\$ 20,812
EXPENSES	
Urban programming for Indigenous people	\$ 163,022
Other revenue	\$185,667
Preschool program	\$ 269,379
Summer student grant	\$ 7,267
Urban programming for Indigenous people	\$ 111,298
Preschool Fundraising	\$ 2,912
Family Support	\$ 232,038
Kids First North	\$ 121,979
Bingo and Fundraising	\$ 16,858

3.1.4 Demographics

As of March 2019, the total population in Buffalo Narrows was 1,500, of which 1,200 identified as Aboriginal descent. Based on the numbers gathered from the Aboriginal Friendship Centres of Saskatchewan, the Centre recorded a total of 23,346 service points in 2018/ 2019. These are the most up to date information available.

Program	Total Clients in Program	Points of Service
Aboriginal Headstart Program	40	7429
Kids First North	575	1250



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BUFFALO NARROWS FRIENDSHIP CENTRE

Friendship Centre Overview

In Home Family Support	1806	2150
Market Garden	2	Unknown
Creative Kids	0	Unknown
Resume Building	367	560
Recreation Programs	4484	4484
Referral service	3725	3725
Games Room Program	2748	3748

Demographic projections of the population Centre's catchment area will assist in informing the future demand for Centre's programs and services. The tables below show the projected population trajectory in the catchment area. With an understanding of the projected population, the Centre is able to better strategize to access funding and expand its facility in order to continually deliver programs and services to its clients.

The Buffalo Narrows Friendship Centre Catchment area sees total population grow in both total population and Indigenous populations when married with provincial average birth and death rates with more substantial growth in the 45-64 and 65+ age groups in the total population scenarios. When the Indigenous population only is considered, growth occurs in the 15-44, 45-64, and the 65+. The 0-14 population posts a modest decline as this population ages into the 15-44 age group without a corresponding offset through increased births. When considering Indigenous specific birth and death rates, growth is only observed in the 0-14 and 15-44 age groups as the population benefits from higher than provincial average birth rates.

Buffalo Narrows Friendship Centre Population Projection – Catchment – Provincial Average Birth and Death Rates

	Total	0-14	15-44	45-64	65+
2016	2,495	685	1,100	500	210
2017	2,521	661	1,106	523	231
2018	2,534	649	1,111	532	242
2019	2,547	638	1,114	541	254
2020	2,560	627	1,118	551	265
2021	2,573	614	1,132	550	277
2022	2,586	599	1,148	550	289
2023	2,598	585	1,163	550	300
2024	2,611	571	1,177	550	312
2025	2,623	558	1,190	552	323
2026	2,635	552	1,198	551	333
2027	2,646	545	1,206	550	344
2028	2,656	538	1,213	551	353
2029	2,666	532	1,220	553	361
2030	2,675	525	1,227	558	366
2031	2,684	528	1,217	563	375
2032	2,691	530	1,208	569	384
2033	2,697	531	1,200	573	393
2034	2,703	532	1,193	577	401



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BUFFALO NARROWS FRIENDSHIP CENTRE

Friendship Centre Overview

2035	2,707	531	1,188	579	409
2036	2,711	529	1,176	586	420
2037	2,714	528	1,165	590	432
2038	2,717	526	1,155	594	442
2039	2,720	523	1,147	597	453
2040	2,722	521	1,139	598	463
2041	2,723	518	1,126	614	465
2042	2,721	513	1,113	628	467
2043	2,721	510	1,106	636	469
2044	2,718	507	1,100	642	469
2045	2,719	505	1,093	650	472

Statistics Canada, 2016 Census of Population and Praxis

Buffalo Narrows Indian and Metis Friendship Centre Population Projection – Catchment – Indigenous - Provincial Average Birth and Death Rates

	Total	0-14	15-44	45-64	65+
2016	2,270	708	972	435	155
2017	2,297	681	998	446	173
2018	2,311	666	1,012	450	182
2019	2,324	654	1,025	453	192
2020	2,338	640	1,040	456	202
2021	2,351	622	1,060	455	213
2022	2,364	602	1,082	455	225
2023	2,376	582	1,104	454	236
2024	2,389	563	1,125	454	247
2025	2,401	544	1,144	455	258
2026	2,413	532	1,155	455	271
2027	2,425	519	1,165	455	285
2028	2,436	507	1,175	457	297
2029	2,448	495	1,185	460	307
2030	2,459	483	1,195	466	315
2031	2,470	487	1,184	475	324
2032	2,480	491	1,174	484	331
2033	2,490	494	1,165	492	339
2034	2,499	497	1,157	499	345
2035	2,508	500	1,150	505	352
2036	2,517	503	1,139	517	357
2037	2,525	506	1,128	528	362
2038	2,533	509	1,119	539	366
2039	2,540	511	1,111	548	370
2040	2,546	513	1,103	556	374
2041	2,553	515	1,093	570	375
2042	2,555	514	1,083	582	376
2043	2,558	513	1,078	590	377



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BUFFALO NARROWS FRIENDSHIP CENTRE

Friendship Centre Overview

2044	2,558	512	1,073	594	378
2045	2,560	511	1,068	601	379

Statistics Canada, 2016 Census of Population and Praxis

Buffalo Narrows Friendship Centre Population Projection – Catchment – Indigenous – Indigenous Specific Birth and Death Rates

	Total	0-14	15-44	45-64	65+
2016	2,270	708	972	435	155
2017	2,291	719	977	437	159
2018	2,302	723	982	436	162
2019	2,314	729	985	434	166
2020	2,325	733	989	433	169
2021	2,335	733	1,000	428	174
2022	2,345	731	1,012	423	179
2023	2,355	728	1,024	418	184
2024	2,364	726	1,035	414	189
2025	2,373	724	1,045	410	193
2026	2,382	728	1,047	406	200
2027	2,390	732	1,048	403	207
2028	2,398	737	1,049	400	212
2029	2,406	742	1,050	398	215
2030	2,414	747	1,051	399	217
2031	2,421	746	1,053	403	219
2032	2,429	745	1,057	406	220
2033	2,436	745	1,062	408	221
2034	2,443	745	1,068	409	222
2035	2,451	745	1,075	408	222
2036	2,459	745	1,078	413	222
2037	2,466	747	1,081	417	221
2038	2,473	748	1,086	420	220
2039	2,481	749	1,091	421	219
2040	2,488	751	1,098	422	217
2041	2,495	752	1,101	427	214
2042	2,503	755	1,106	431	211
2043	2,508	757	1,107	434	210
2044	2,511	759	1,110	435	208
2045	2,517	760	1,112	438	207

Statistics Canada, 2016 Census of Population and Praxis

3.2 SWOT ANALYSIS

Strength

- 1. Partnerships** – In achieving its mandate, the Centre partners with the community school.



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BUFFALO NARROWS FRIENDSHIP CENTRE

Friendship Centre Overview

2. **Open door policy** – The programs and services of the Centre are not limited to only members of the community. The staff offer support to individuals in transit or visiting from other communities.
3. **Location** – The Centre is located at the entrance of the community which makes it easily accessible to community members as well as neighbouring communities.
4. **Programs** – The programs offered at the Centre align with the need of the community and are delivered effectively by the staff of the Centre.
5. **Internal Team** – The Centre comprises of long-standing staff members that are passionate in delivering exceptional programs and services to their clients.

Challenges

1. **Limited office space** – The offices at the Centre are at maximum capacity. There is no room for an increase in the number of staff in the event of a new program. There are offices with 3 councilors in one room, and two of them are sharing a desk.
2. **Kitchen** – The existing kitchen is a small residential set up and is not compliant with the required regulations for providing food services within current health regulations. Additional sinks are required for cleaning dishes as well as preparing food. For larger events, staff use slow cookers and plug in around the facility to accommodate the needs.
3. **Entry and Gathering space**– Upon entering the Centre a visitor is welcomed by an open and inviting space. The proportions and ceiling height make the space comfortable. Easy access to coffee which is always on the go, access to games and ability to sit and talk or play pool, make this a welcoming drop-in space. Due to the heavy use of this room, the flooring requires upgrading.
4. **Program Delivery rooms** – The Centre needs additional rooms to provide programs, create space for seniors and children.
5. **Washrooms** – There is not enough washrooms. The one washroom and janitor room which has been made into a washroom provide facilities for the staff and patrons, however they do not meet current codes or standards. As well, there is not enough washrooms for the number of occupants which the facility can and does accommodate.
6. **Meeting space** – there is no dedicated meeting space. Meetings occur within an office or out in the gathering space. Privacy for one on one conversation is very difficult within this Centre.
7. **Youth/ After School Program Area** - The youth program needs a dedicated multi-purpose room for gaming, playing games such as foosball, lounging, eating, drawing, etc. Currently these activities are limited within a corner of the Gathering space, but do not provide a defined space for the youth.



BUFFALO NARROWS FRIENDSHIP CENTRE

Friendship Centre Overview

8. **Storage** - Additional storage is needed for programming supplies.
9. **Priorities**
 - a. Air quality testing to be completed as a number of staff made reference to difficulty breathing as well as rotting smells in the sprint time.
 - b. Adequate washrooms and fixing the floor.
 - c. Investigate replacement of the facility with a new facility.

Opportunities Identified During Consultations

1. **Introduce new programs** – From conversations with staff, board and community members, a couple of needs not being addressed by any organization were identified, such as a food and clothing drive, supported housing, structured mental health and addiction support. The Centre is well positioned to offer these services to the community.
2. **Recreational Centre** – During consultations, participants raised the opportunity to have a recreational Centre that caters to their community and other communities which could be an additional source of revenue for the Centre.
3. **Coffee shop and gift shop** – At the moment, there is only one coffee shop within the community. A suggestion was raised to run a coffee shop within the Centre as well as a gift shop with the works of local artists, as an additional source of revenue for the Centre.



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4.0 BUILDING ASSESSMENTS

Figure 4.1 below is a layout of the existing Friendship Centre.

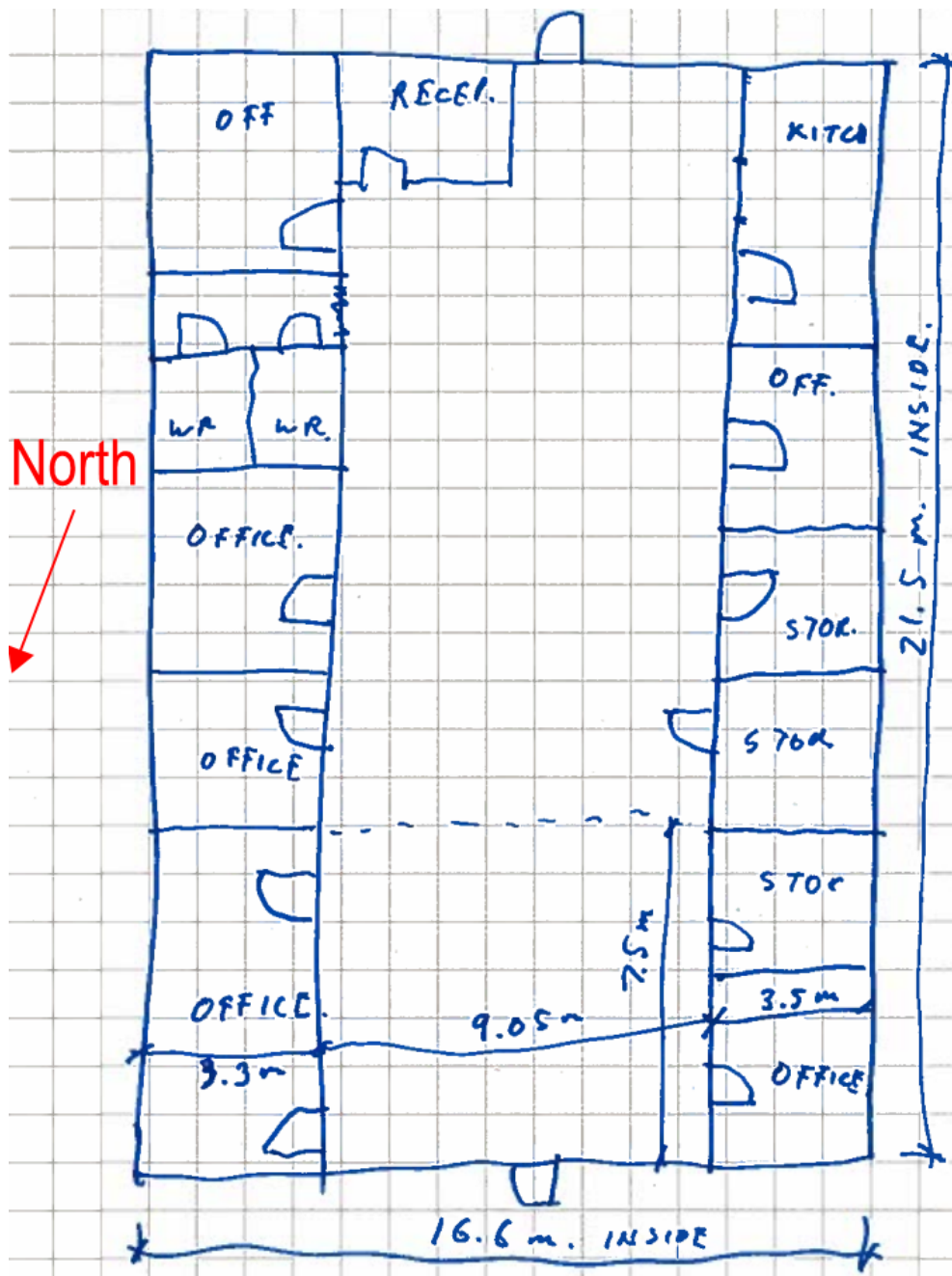


Figure 4.1 – Floor plan



BUFFALO NARROWS FRIENDSHIP CENTRE

Building Assessments

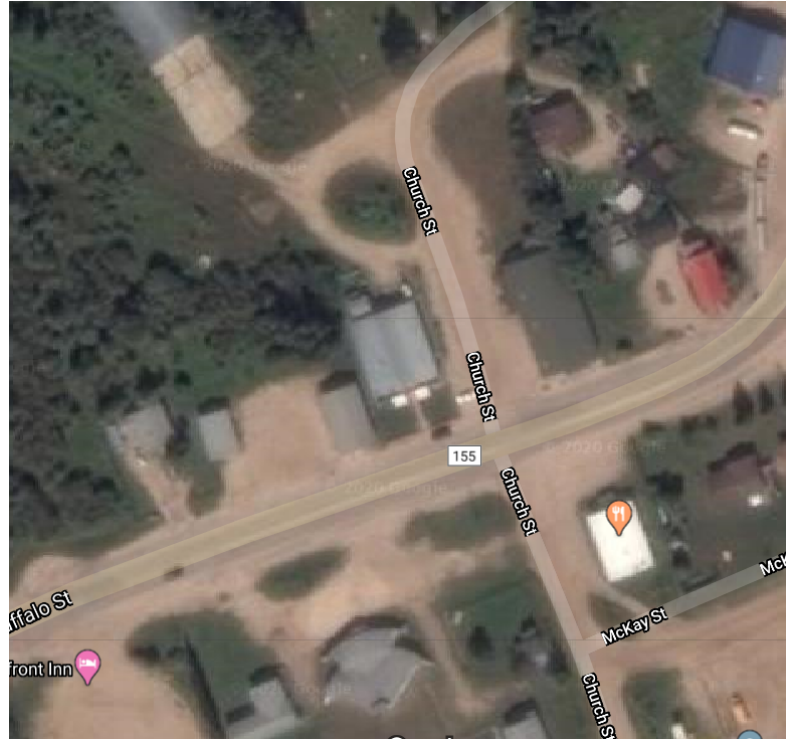


Figure 4.2 – Site Plan (image from Google Maps)

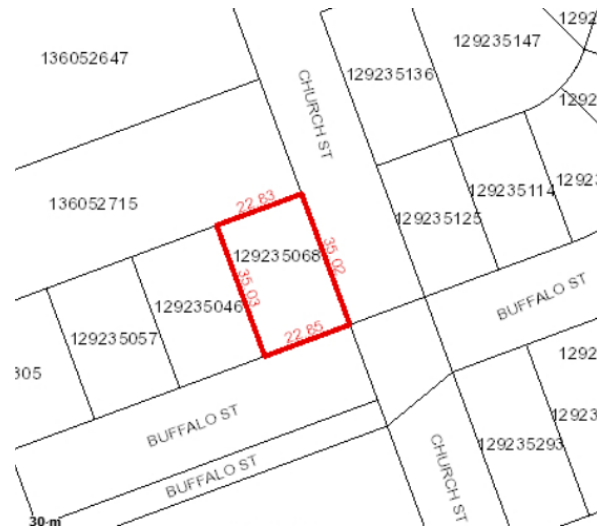


Figure 4.3 – Land Parcels (see Appendix C)



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BUFFALO NARROWS FRIENDSHIP CENTRE

Building Assessments

4.1 BUILDING CODE

The building code review is a high-level review to identify overall compliance to the current building code. If any renovations or additions are undertaken a full building code review must be completed at the time to ensure that proposed needs and anticipated occupant loads are accommodated within the facility. As well, renovations and additions must comply with overall building area as well as interior travel distances for exiting.

The Friendship Centre facility would have been designed and constructed to the building code of the day. Any proposed renovations or additions would require the current National Building Code to apply. For the purposes of this review the National Building Code (NBC) 2015 version is used. Building area is defined by the NBC as “the greatest horizontal area of a building above grade within the outside surface of exterior walls or within the outside surface of exterior walls and the centre line of firewalls.” In this calculation, any mezzanine or second floor spaces are excluded from the building area. The numbers below are for building code calculations only.

Main Floor:370 sq.m gross area (approximate)
TOTAL GROSS FLOOR AREA370 sq.m gross area (approximate)

4.1.1 NBC Classification and Requirements

- Community Hall = A2 occupancy
 - There are some offices, similar to what would be found in a school
- Building faces 2 streets
- Combustible construction
- Building is not sprinklered
- Based on the proposed building size it is under the 2,000 sq.m facing two streets. The building’s main floor level can increase by 1,630 sq.m without having to change building classification or have fire wall construction introduced. Please note that the floor area increase is not possible due to site restrictions.
- The relevant NBC 2015 classification clause 3.2.2.25 states that the building must conform to the following:



BUFFALO NARROWS FRIENDSHIP CENTRE

Building Assessments

3.2.2.25. Group A, Division 2, up to 2 Storeys

- 1) A building classified as Group A, Division 2 is permitted to conform to Sentence (2) provided
- it is not more than 2 storeys in building height, and
 - it has a building area not more than the value in Table 3.2.2.25.

Table 3.2.2.25.
Maximum Building Area, Group A, Division 2, up to 2 Storeys
Forming Part of Sentence 3.2.2.25.(1)

No. of Storeys	Maximum Area, m ²		
	Facing 1 Street	Facing 2 Streets	Facing 3 Streets
1	1 600	2 000	2 400
2	800	1 000	1 200

- 2) The building referred to in Sentence (1) is permitted to be of combustible construction or noncombustible construction used singly or in combination, and
- floor assemblies shall be fire separations and, if of combustible construction, shall have a fire-resistance rating not less than 45 min,
 - mezzanines shall have, if of combustible construction, a fire-resistance rating not less than 45 min,
 - roof assemblies shall have, if of combustible construction, a fire-resistance rating not less than 45 min, except that in a building not more than 1 storey in building height, the fire-resistance rating is permitted to be waived provided the roof assembly is constructed as a fire-retardant-treated wood roof system conforming to Article 3.1.14.1., and the building area is not more than
 - 800 m² if facing one street,
 - 1 000 m² if facing 2 streets, or
 - 1 200 m² if facing 3 streets, and
 - loadbearing walls, columns and arches supporting an assembly required to have a fire-resistance rating shall
 - have a fire-resistance rating not less than 45 min, or
 - be of noncombustible construction.

At this time, we anticipate the following fire separations:

- Exit stairs shall have a 1-hour fire-resistance rating (Article 3.4.4.1)
- Janitor room walls shall be fire separations with ¾ hour FRR (article 3.3.1.21.2).
- Furnace or mechanical rooms shall have a 1-hour FRR (article 3.6.2.1).
- Other service rooms shall have a 1-hour FRR (article 3.6.2.1).
- Combustible Refuse Storage (garbage rooms) shall have a 1-hour FRR **and be sprinklered (article 3.6.2.5)**. Because this building is not sprinklered the storage of combustible storage within a room is not possible.
- Horizontal service space penetrating a fire separation shall have a FRR equal to fire separation (article 3.6.4.2).
- Maximum travel distance to an exit is 45m (article 3.4.2.5.1.c).



BUFFALO NARROWS FRIENDSHIP CENTRE

Building Assessments

Based on the building size and use the estimated maximum occupant load is based on the gathering area being at full capacity with standing room.

- Assembly with non-fixed seating = .75 / sq.m
- Offices = 9.3 / sq.m
- 194 sq.m for the gathering area equates to an approximate max occupant load of 258 people.
- Based on occupant load the required washrooms is 3 male and 5 female. Currently there are 2 washrooms. The washrooms **do not** comply to the building code nor do they comply for convenience. There is a short fall of regular and accessible washrooms, plus the need for barrier free washrooms. **Based on the 2 stalls within the building the gathering space needs to be reduced to a maximum of 50 and they should be gender neutral and barrier free. Costs for additional required washrooms are noted in item 4.3.5.**

4.2 ZONING REVIEW

Should the Friendship Centre undertake any additions or major renovations to the building the zoning requirements associated with parking as well as setbacks and remaining zoning requirements will require review and compliance with.

The Buffalo Narrows zoning requirements identify the property as “C1-Community Service” requiring the following for parking:

- 1 stall per 30 sq.m of building space for off street parking.
- Based on an assembly area of approximately 194 sq.m 6 parking stalls would be required. Currently there are approximately 12 parking stalls available.
- Based on discussions with staff, there is a shortage of parking when functions are held, and community members are required to park on the road / street or within adjacent parking areas. The lack of dedicated parking area creates congestion when the Centre is at capacity.

4.3 VISUAL WALKTHROUGH OF FACILITY

General observations made during the walkthrough of the Friendship Centre and adjacent site. There are no construction drawings of the building available to be viewed. Therefore, construction items noted below are **presumed** based on consultant experience and conversations with facility staff.



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BUFFALO NARROWS FRIENDSHIP CENTRE

Building Assessments

4.3.1 Architectural Review

4.3.1.1 Foundation/Basement/Crawlspace (photo A7-A10)

It is presumed that a concrete grade beam (probably on piles) supports the perimeter walls of the central core of the building. There is a crawlspace under this area but it was recommended not to access it due to possible hazards. The west and east office areas were built later and do not have a crawlspace. What appear to be vents in the crawlspace wall exist periodically along the building perimeter. Most are covered with metal grilles and plastic.

The floor feels soft, is very uneven and deteriorated. A floor tripping hazard exists as one moves between the central core and the office areas. It is difficult to determine if the foundation has shifted or the floor structure is the problem. To alleviate the hazard, a layer of 19 mm plywood (or OSB) sheathing should be installed onto the existing floor.

Crawlspaces should be ventilated (warm or cold) to ensure moisture evaporates. This does not appear to be the case for this building.

4.3.1.2 Superstructure (photos A11, A12)

The superstructure is presumed to be loadbearing wood stud walls and wood trusses and rafters. The superstructure condition is difficult to ascertain because of the condition of many of the interior and exterior finishes.

4.3.1.3 Building Envelope (photos A1-A10)

The exterior wall (see Superstructure) is presumed to have batt insulation between the studs and wood sheathing, moisture barrier under the exposed siding (stained wood or cement board) on the outside. The interior side of the studs is covered with a vapour barrier (presumed) and stained wood or painted drywall finish. The exterior wall exterior finishes are mismatched but are in fair condition. The exterior wall interior finishes show damage throughout. They are patched and refinished as required to keep the facility operational.

The roof consists of metal roofing on presumed wood sheathing, moisture barrier, wood trusses or rafters (see Superstructure), cold attic space, batt insulation, vapour barrier and stippled drywall or stained wood ceiling. Metal fascia and soffits enclose the eaves and there are no gutter or downspouts to control rainwater runoff. The roof was redone in 2018 and appears to be in good condition but hanging icicles along the eaves are a hazard to pedestrians and vehicles.

4.3.1.4 Exterior Doors and Windows (photos A1-A9, A13-A16)

The exterior doors (unfinished) are insulated steel in pressed steel frames. The exterior windows are PVC double paned glass covered with a metal security mesh. The exterior doors and windows are in generally fair condition but there are some hardware items that should be repaired/replaced. And the main entrance door should have a barrier free operator and buttons.



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4.3.1.5 Interior Partitions (photos A19, A20, A22, A24)

Interior partitions are presumed to be wood studs with painted drywall, stained wood or paneling finishes. The condition of the interior partitions is uncertain because of the condition of many of the interior finishes.

4.3.1.6 Interior Doors and Windows (photos A19, A22, A24)

Interior doors (painted) are wood in wood frames and there are no interior windows. Due to structure shifting and wear and tear, the interior doors do not always close as they should. Many are damaged including on their frame and trim. The doors should be replaced but structural movement should be corrected first.

4.3.1.7 Interior Finishes (photos A15-A28)

The interior finishes are painted wood or resilient sheet flooring, stained wood or painted drywall walls and stained wood or stipple ceilings. A floor tripping hazard exists as one moves between the central core and the office areas. The flooring should be leveled and completely redone to alleviate the hazards that exist. Wall and ceiling finishes are mismatched, very dated and have been patched many times just to keep the facility operational. They should be replaced.

4.3.1.8 Miscellaneous Architectural (photos A16, A17, A19, A20, A22-A27)

The reception counter is a simple wood wall structure. There is wood millwork in the kitchen of which some appears to be home built. The lower units by the sink show mold growth. One washroom has a store-bought vanity and the other a laundry sink. Many of the washroom accessories are damaged or missing. Various tack boards exist throughout the facility but most hanging items (e.g. posters, papers, etc.) are just taped or anchored onto the walls and doors.

All the millwork and accessories should be replaced so they meet barrier free standards. Since this includes moving and adding partitions and fixtures, it will affect other spaces.

4.3.1.9 Site (photos A1-A8)

The site consists of a wood walk, ramp, stair and deck at the front entrance and a wood stair at the back door. A small grassed area at the front side is enclosed by a wood post and chain-link fence and wood planters. A gravel parking lot is located at the east side of the building. Signage and flag poles on the front side are constructed of metal poles attached to 4-by-4 wood posts.

From what can be seen (most is covered in snow), the site appears to be in fair condition. But it is certainly obvious that the available dollars were stretched as much as possible. Much on the site is not the quality of current commercial standards.



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4.3.1.10 Life Safety (photos A6, A9, A28)

The floors should be recovered to ensure tripping hazards are alleviated and rain gutters and downspouts should be added to prevent icicle formations at the eaves.

4.3.1.11 Hazardous Materials

During the site visit Hazardous Material testing was not completed. And the only hazardous items mentioned were the possibly hazardous crawlspace and the mold growth in and under the kitchen millwork. These items should be corrected immediately before staff and/or client health problems occur.

4.3.1.12 Storage Buildings (photos A29, A30)

There are a couple of portable cold storage buildings at the rear of the main building. They are a simple construction similar to those bought from a Co-Op Home Centre. They have a metal siding wall finish and asphalt shingles. Some of the metal siding is missing or may never have been installed. This leaves the OSB sheathing exposed to the weather. The siding should be installed to prevent deterioration of the wall structure.

4.3.1.13 Architectural Conclusion

The main building is at the end of its life and does not meet some building code and most barrier free requirements (e.g. barrier free main entrance operator, number of washrooms, counter heights, washroom accessory mounting heights, etc.). Regular repairs and replacements have occurred just to keep the facility operational. This building should be replaced as soon as possible.

4.3.2 Mechanical Review

4.3.2.1 General

The original facility appears to be constructed in the early 1980's with additions added to the rear and sides of the years.. The building is primarily office spaces with a small kitchen and open area. Below the original building is a conditioned crawlspace, however due to poor conditions, review of the space was not advised.

4.3.2.2 Heating, Ventilation and Air-Conditioning (HVAC) (photos M1, M2, M8)

The original building is heated with a propane gas fired furnace that is located within the gathering hall area.. The furnace appears to be a downdraft type, standard efficiency unit (about 78% efficient)Supply air is discharged at the floor level and the return air inlet is through a grille located above the furnace within the space.. The furnace does not appear to have an outside air duct that would deliver fresh air to the building, instead ventilation is only available through operable windows in the office area. The furnace is controlled from a wall mounted, low voltage thermostat located



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within the open gathering space which controls heating only as there is no air conditioning in the facility. Building occupants indicated during the assessment that the furnace has adequate heating capacity, even on very cold days. The furnace and venting appears to be original to the building and is at the end of its expected life. Recommendation would be to replace the furnace with a new condensing style type.

The two wings of the facility, consist of offices, storage and washrooms. The offices and storage rooms each are heated with individual electric baseboard heaters with built-in thermostats. Users have indicated that the electric heaters are not able to satisfy the heating demand in the spaces on cold days. Staff has added additional portable plug-in electric heaters, as well as ensuring doors remain open to allow heat from the main hall area to reach the offices.

The facility is equipped with a single public combined male/female washroom. There is additionally a separate employee only washroom/utility room. Each washroom has its own ceiling exhaust fan ducted to the exterior that is operated from local switches. Both exhaust fans appear to be in fair condition and operational.

The kitchen area has a single range with a residential style exhaust hood. The exhaust hood is vented to the outdoors and appears to be in good working condition.

The crawlspace below the main hall area does not appear to have any dedicated heating or ventilation. Although access to the crawlspace was not advised due to poor conditions, users indicated that water piping services were located in the space. The pipes were noted to not be insulated and the only form of heating is through air migration from the main floor through cracks and small openings in the floor. Recommendation would be to add dedicated heating and exhaust for the crawl space and to have a thorough review of its condition as the environment interacts with the main floor space.

4.3.2.3 Utilities

A central propane tank is located to the rear of the property with piping routing underground to a pressure regulator on the exterior of the building. The piping appears to route through the crawlspace to the furnace in the hall area.

Water and sewer are lines run underground from services in the street. The lines appear to run in the crawlspace where they then serve the building fixtures from below. Due to access to the crawl space not being available, this could not be confirmed during the assessment. It was also noted that the water entry to the building does not have a water meter.

4.3.2.4 Plumbing (photos M3, M4, M5, M7)

The kitchen in the facility has two separate sinks, a single compartment stainless steel sink and a double compartment stainless steel sink. Each sink is complete with a set of manual faucets with hot and cold water with swivel spout. Domestic water piping is primarily "PEX" plastic piping, which is used for the water lines up to the sinks. Sanitary piping is ABS type and is run in the base cabinets of



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the millwork before dropping down through the floor to the crawlspace. All piping and plumbing fixtures appear to be in fair condition.

The male/female public washroom has a wall hung vitreous china urinal complete with a flush valve operator, exposed "PEX" water supply and ABS drain piping exposed before running down to the crawlspace. A floor mount water closet in the washroom is a standard vitreous china bowl with manual flush tank and plastic seat and lid.

The lavatory is vanity style with a manual operated faucet and hot and cold-water connections. "PEX" plastic piping is used for the water lines up to the lavatory and drainage is with ABS piping. All fixtures and piping appears to be in fair condition.

The employee only washroom has a vitreous china, floor mounted water closet with manual flush tank and plastic seat and lid. The water closet appears to be in fair condition. A plastic laundry tub is also located in the employee washroom and it has a manual faucet with hot and cold-water connections and appears to be in fair condition.

Plumbing fixtures in both public washroom and employee washrooms would not be considered accessible and would require replacement to meet current standards.

4.3.2.5 Fire Protection (photos M6)

The facility is not sprinklered. Surface mount fire extinguishers are located in the hall area near the furnace and in the kitchen. The fire extinguishers are both missing inspection tags which indicate the last day of inspection and service date. . Any additional extinguishers are to be added to meet current code requirements.

4.3.2.6 Controls

Control of the propane furnace is by a local low voltage thermostat located in the main gathering hall area. The electric baseboard heaters in the offices and storage rooms are controlled by local integral thermostats.

4.3.2.7 Mechanical Conclusion

The main building is at the end of its life and does not meet some building code and most barrier free requirements. Regular repairs and replacements have occurred just to keep the facility operational. The original propane furnace may be near its end of service life and provisions should be made to replace the unit.



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4.3.3 Electrical Review

4.3.3.1 Electrical Distribution (photo E1)

A 120/240V single phase pole mount utility transformer is located on a SaskPower pole east of the building. The incoming service was originally terminated in the main portion of the building and has been extended to a residential type panel located beside the washrooms in a corridor. The main distribution panel is a Federal Pacific Electric (FPE) Stab-Lok 40-circuit, 120/240V, single phase, 200A rated panel with a main service breaker. The main distribution panel appears to be greater than 25 years old. FPE Stab-Lok panelboards are known to be fallible and are recommended to be replaced. There is a water heater located in front of the distribution panels which does not allow one-metre clearance required by the Canadian Electrical Code and the cover over the water heater does not allow the electrical panel doors to open. If the panels are not replaced, the faulty breakers with tape on them are recommended to be replaced and empty spaces in the panel are required have covers on them.

4.3.3.2 Circuits and Panelboards (photos E1 & E3)

There is one sub-panel located next to the main distribution panel in the corridor. The sub-panel is a FPE Stab-Lok 16-circuit, 120/240V, single phase, 100A rated panel with a 40A breaker in the main distribution panel. The sub-panel appears to be greater than 25 years old and is an FPE Stab-Lok panelboard which are known to be fallible and are recommended to be replaced.

4.3.3.3 General Branch Wiring and Devices (photos E2 & E5)

The branch wiring was reported to be unsafe by users. The electric heaters are not left on overnight in fear of potential fire. Electric heaters in offices do not operate. It was also reported that some of the receptacles do not operate throughout building. One receptacle near the main area heater has burn marks on it and is recommended to be replaced immediately. Some receptacle cover plates are broken or non-existent.

4.3.3.4 Interior Lighting (photos E6)

The interior lighting throughout the building are 1'x4' fluorescent surface mounted fixtures. Some of the fixtures through the building are not operational or the lamps have failed. The light fixtures are old and in poor condition and recommended to be replaced with LED lighting for energy savings, utility cost savings and less maintenance.

4.3.3.5 Telephone and Internet (photos E4)

The SaskTel incoming copper connection provides internet and telephone service to a modem located in the Executive Director's office. There are two wireless access points within the building. Desktop computers do not have access to a wired internet connection and use network antennas. Telephone service is terminated near the electrical panels. Telephone and internet wiring is exposed and hung by staples and metal cable clamps, which allows for potential damage or tampering. Due



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to the technological advancements in telecommunication and the previous reasons, the telephone and internet systems are recommended to be replaced.

4.3.3.6 Audio and Visual systems

There are two televisions located in the main area of the building. One is connected to a computer through an HDMI cord and the other is not plugged in and has a coax cable running to a back room that was not accessible. The television that is being used could use better cable management and proper storage for the computer. There are speakers located around the main room that do not operate.

4.3.3.7 Emergency Lighting and Exit Signage (photos E8 & E11)

There are two emergency remote heads with battery packs located in the main area of the building that do not function. The batteries have not been replaced and the remote heads are outdated. There are two illuminated red "EXIT" text style signs; neither one functions. The exit signs are recommended to be replaced with combo packs to provide emergency lighting and operational exit signs.

4.3.3.8 Fire Alarm

There is no existing fire alarm system in the building. It is not required by the NBC to have a fire alarm system in this building, but it recommended to place smoke alarms in service areas, kitchens and a combination carbon monoxide and smoke detector by the furnace.

4.3.3.9 Security System

There is no security system in this building. The users did not request the addition of a security system.

4.3.3.10 Exterior Site (photos E10 & E12)

There are three exterior light fixtures. Two of the exterior lights illuminate the entrances sufficiently; the other light is older and does not add much additional light. The parking lot on the east side was said to be dark and could use additional lighting. There are two receptacles located by each entrance and appear to be in good condition. The exterior storage shed has a light with a switch. The shed is fed by a single circuit that is wired free air from the main building. Site electrical overall is sufficient with a recommendation to provide additional lighting for the parking area.

4.3.3.11 Electrical Conclusion

The complete electrical systems are recommended to be replaced due to age and useful life of the installed electrical systems.



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4.3.4 Utility costs

There are no utility costs available.

4.3.5 Building upgrade cost summary

Cost are suggested for repair to extend building life until a new facility is constructed. The costs will vary and potentially increase due to the age of the existing facility.

a) Life Safety	\$ 286,665
a. Architectural	
i. Resurface the floor to eliminate tripping hazards	\$ 34,800
ii. Add rain gutters and downspouts	\$ 3,265
iii. Building Code issues	
1. Add handicapped operator to main entrance door	\$ 8,700
2. Provide required washrooms	\$ 217,500
a. 8 stalls including 2 barrier free. The amount to be confirmed with refined design and occupant load determination	
b. Mechanical	
i. Replace fire extinguishers	\$ 1,500
ii. Barrier free washrooms	cost carried above
iii. Backflow prevention on domestic water service	\$ 3,500
iv. Replace propane furnace	\$ 15,000
1. This is a temporary solution as the building requires a new mechanical HVAC and plumbing system.	
c. Electrical	
i. Replace exit signage and emergency lighting	\$ 2,000
ii. Replacing dangerous branch wiring	\$ N/A
1. No allowance carried as the building is recommended be replace.	
iii. Install CO and smoke alarms	\$ 400

b) Short Term Expenditures (less than 5 years)\$ N/A

Due to the condition of the existing building, it is recommended that the building be replaced, therefore costs for the following components is not carried.

a. Architectural	
i. Investigate floor system issues.	\$ N/A
ii. Replace floor system	\$ N/A
iii. Investigate and correct crawlspace ventilation	\$ N/A
iv. Replace exterior	\$ N/A
v. Finish exterior doors	\$ N/A
vi. Repair exterior window hardware issues	\$ N/A
vii. Replace floor finishes	\$ N/A



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viii.	Replace interior wall finishes.....	\$ N/A
ix.	Replace interior ceilings	\$ N/A
x.	Replace millwork, vanities & counters.....	\$ N/A
xi.	Replace washroom accessories, tack boards, etc.....	\$ N/A
xii.	Replace site fencing and provide flag poles.....	\$ N/A
b.	Mechanical	
i.	Full mechanical heating and plumbing system upgrade	\$N/A
c.	Electrical	
i.	Replace main electrical distribution.....	\$ N/A
ii.	Replace general branch wiring, panelboards and devices.....	\$ N/A
iii.	Replace interior lighting.....	\$ N/A
iv.	Replace telephone/internet systems	\$ N/A
v.	Replace and add security system devices	\$ N/A
vi.	Replace mechanical connections.....	\$ N/A

c) Medium Term Expenditures (5 to 10 years)\$ N/A

Due to the condition of the existing building, it is recommended that the building be replaced, therefore costs for the following components is not carried.

a.	Architectural	
i.	N/A	\$ 0
b.	Mechanical	
i.	N/A	\$ 0
c.	Electrical	
i.	N/A	\$ 0

d) Long Term Expenditures (10 to 20 years).....\$ N/A

Due to the condition of the existing building, it is recommended that the building be replaced, therefore costs for the following components is not carried.

a.	Architectural	
i.	N/A	\$ 0
b.	Mechanical	
i.	N/A	\$ 0
c.	Electrical	
i.	N/A	\$ 0

4.3.6 Building Assessment recommendations

- Public safety items and washrooms are critical.
- Building should be replaced.



5.0 OPTIONS ANALYSIS AND RECOMMENDATION

5.1 SUGGESTED PRIMARY INFRASTRUCTURE PROGRAM SPACES FOR ALL FACILITIES:

During the site visits it became apparent that there is a theme related to a need for a set of common primary infrastructure spaces which are required within each Friendship Centre. The level of need and size will vary within each Centre. To assist with bringing equality to all the Centres, these program spaces were used as one of the bases in identifying needs and possible short falls. The following spaces are proposed as part of the primary infrastructure spaces together with proposed requirements:

1. **Office for the Executive Director (12 sq. m)** – A dedicated secure office space that is soundproof with visibility to the main entry / lobby / reception area.
2. **Program workstations/open office area for staff. (10 sq. m per cubicle)** – Due to the recurring request for more office spaces across all the Centres, we suggest open workstations with defined counselling / meeting rooms so that staff work, and client meetings can occur in two distinct areas. This is to protect confidential information which may be within the workstation/cubicle area as well as providing a safe meeting area for the staff and client. The total number of workstations is dependent on full time staff and consideration for flexibility for future accommodations.
3. **Dedicated and secure workroom and copy room** with paper storage (15 sq. m), and possible secure file storage (12 sq. m)
4. **Secure reception and intake (20 sq. m)** - Centres want to create a welcoming atmosphere; however, the safety of staff is paramount. Each Centre's reception will be customized based on the needs to minimize altercations. We suggest visibility to the main entry way from the reception desk. This gives the reception an opportunity to manage/intervene with a patron, should the need arise.
5. **Counselling room (s)** – The quantity of counseling rooms will be based on the number of councilors per centre. However, as a minimum, we suggest;
 - o Two (2) smaller meeting rooms. (to be reviewed with each Centre and provide based on need.)
 - o Family oriented area to accommodate children. Room to have soft seating. (18 sq. m)
 - o Comfortable seating area for meeting with table, chairs, lounge. (15 sq. m)The following features should be considered for these rooms;
 - o Soundproof/isolation to be considered.
 - o For security reasons, provide visibility into the rooms from adjacent staff area.



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Options Analysis and Recommendation

- Depending on Centre, a second door to the meeting room can be provided to allow staff opportunity to exit should the need arise.
6. **Cultural room (60 sq. m) and/or Elder's office (12 sq. m)** – Each Centre desires an area for cultural display. The room can be multipurpose space for cultural crafts, gathering, meeting, prayer. Some Centres also wish to have a dedicated Elder's office which could also serve as a counseling room.
 7. **Staff Room (allow .95 sq. m per person using the staff room)** – A dedicated space for staff, away from the general area for clients. The size of the staff room will be based on the staff size.
 8. **Debrief Room for staff (suggest 10 sq. m)** – This room is separate from the staff room. This is a smaller quiet room where staff can debrief or decompress, if need be.
 9. **Washrooms** – Adequate washrooms are required to meet building code requirements. We suggest dedicated washrooms for staff and adequate public washrooms to accommodate occupant load.
 10. **Lobby (size to accommodate use and patrons)** – A welcoming, secure and easy to navigate lobby area for individuals who drop-in for programs and services
 11. **Kitchen (suggest 35 sq. m for kitchen and food storage)** – We recommend a kitchen that caters to serving larger gatherings, as the majority of the Centres provide some type of food service during the day, week and month. The kitchen should be designed in a manner fit for cooking classes. Whether residential or commercial equipment is used, the spaces must comply with local health regulations which require appropriate number of sinks for utensil cleaning as well as food prep, grease interceptor at the sink & dish washer, exhaust hoods with fire suppression when fried foods are prepared, appropriate mechanical system to accompany the exhaust hoods.
 12. **Storage** - Dedicated programs require storage.
 13. **Security** - Improved door security and access (Fob / card swipe) and security cameras
 14. **Gathering space/multipurpose space** (suggest .75 sq. m / per person allowance to reflect worst case scenario of standing room. If space is only used for tables and chairs, an allowance of .95 sq. m / person can be used). The occupant load will dictate the number of washrooms required within the facility. Also, the size depends on the average use and frequency of use; if not frequently utilized or rented for events by the community, we suggest using a local facility. (integration of Lobby with Gathering space to be confirmed by each facility)



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Options Analysis and Recommendation

15. **Boardroom** – We suggest a 35 sq. m room to accommodate the boardroom furniture and 10 people, with current A/V systems. The boardroom can also serve as a multipurpose to host programs.
16. **Exterior identity** - Exterior signage on the building to identify the building and main entry.

5.2 BASIC RECOMMENDATIONS

As the Centres prepare for potential future renovations or upgrades, we suggest that the following be undertaken by the Centre:

1. Hazardous Assessment review and testing, so that the results are available prior to any further renovations being completed. This should be undertaken for the safety of users and contractors. It is required by licensed contractors prior to starting any work. The costs will vary depending on the Centre's location and size.
2. Recommend Air quality testing for the facilities. The costs will vary depending on the Centre's location, size, construction, and number of required air test.
3. Comprehensive investigation of existing and ensuring clearance within spaces. This is to ensure that adequate clearances for existing the building are accommodated for as well as providing wheelchair accessibility within the Centre.
4. Overall master plan to guide renovations and additions, as monies become available.
5. Furnishing considerations for easy cleaning and wiping down. Avoid use of fabric covered furniture.
6. Crime Prevention through Environmental Design (CPTED) review to identify any potential safety concerns with the building layout and configuration.

5.3 ASSUMPTIONS

1. Building space needs based on current occupant load, programs and anticipated program. DOES NOT factor in future user growth.
2. The Project costs noted within section 5.3.2 include renovation or addition costs, associated minimal site development cost, 10% contingency, 4% client soft costs, misc. project costs, professional consultants, in 2020 CAN dollar value. Inflation is not factored in. The cost identifies a low and high range.
3. The costs noted are project cost only and do not include costs with land or building purchases or servicing new lands.



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Options Analysis and Recommendation

5.3.1 Program and Space Needs

This building does not have enough space to achieve all the needs identified. When a new facility is being considered, the design and layout should reflect the current feel and build upon the layouts.

As part of the space planning, consideration for future opportunities need to be integrated as part of the master planning study.

5.3.2 Friendship Centre space needs, functional program requirements and cost

The Centre is making do with the spaces and building condition. The building is lacking proper washrooms, kitchen, support facilities. The interior and exterior are at the end of their life expectancy. Recommend building a new facility.

The proposed costs to include Program needs are costed as stand-alone items which follow a tendering process that includes professionals and a stipulated fixed fee tender. Should the Centre decide to proceed with any of these, they together with possible Building Assessment should be reviewed as one. Reviewing these as one will reduce the overlap of scope, as these costs DO NOT factor in any Building Assessment cost being incorporated. For example, the Building Assessment may indicate renovating an area however the costs to incorporate the program noted below may impact a Building Assessment cost, thus the cost noted within Building Assessment would not be applicable if a Program Need is accommodated.

Addressing deficiencies related to the primary infrastructure space needs.....\$ 4.97M to \$7.77M

- demolish and rebuild provide new primary
- incorporate program specific needs within costs

Program specific space needs.....costs carried in new building value

- Youth / recreation room
- 4 workstations
- Weekly “soup and bannock” to bring community together. This is growing in popularity.
- Gathering space for 200, no other space for this within the community
- Computer area

Recommendations to accommodate needs

- The facility to be re-built with all new primary and program spaces.
- The following estimated building size increase is required through an addition to accommodate:
 - Additional Primary Infrastructure Space and Program specific 465 sq.m
 - Program Specific needs515 sq.m
 - Total estimated gross area.....980 sq.m*(Net and Gross Areas are to be confirmed with additional discussions with the users and refined design)*



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Financials

6.0 FINANCIALS

6.1 CAPITAL COSTS

Category	Cost	
Building infrastructure and code upgrades for current building (does not include project costs)	\$286,665	\$286,665
Addressing deficiencies related to primary infrastructure program needs & program specific needs (New Build)	\$4,970,000	\$7,770,000
Total	\$ 5,256,665	\$ 8,056,665

6.2 ANNUAL OPERATING COSTS

The typical approach to building operations and maintenance in the Friendship Centre could be classified as reactive maintenance. This means that the equipment or structure is used until there is a problem or it ceases to work.

Taking a preventative maintenance approach increases the lifespan of the capital asset and generally costs less over the long run. Experts estimate these savings at between 12% and 18% as compared to reactive maintenance³. This type of maintenance follows a schedule for different equipment or structures to mitigate degradation of equipment and avoid equipment failure.

The following are projections for operating expenses to 2028, using 2018-19 financial statements as a baseline. The expenses are based on the Centre maintaining current programming with a preventative maintenance approach for the entire square footage of the building (new). An annual inflation rate of 1.5% has been applied. This table identifies the minimum annual revenue required to maintain programs as is and apply a preventative maintenance approach to the building. These figures assume that the Centre will be accessing funding to cover capital costs as opposed to traditional lending, therefore no new mortgage or interest payments have been contemplated within these costs.

Expenses	2019*	2021	2022	2023	2024	2025	2026	2027	2028
Audit fees	14,773	15,216	15,444	15,676	15,911	16,150	16,392	16,638	16,888
Administration	21,106	21,739	22,065	22,396	22,732	23,073	23,419	23,771	24,127
Insurance	6,238	6,425	6,522	6,619	6,719	6,819	6,922	7,026	7,131
Interest on Long-term Debt / bank	1,281	1,319	1,339	1,359	1,380	1,400	1,421	1,443	1,464

³ O&M Best Practices Guide, Release 3.0. https://www1.eere.energy.gov/femp/pdfs/OM_5.pdf



BUFFALO NARROWS FRIENDSHIP CENTRE

Financials

Office equipment & supplies	15,646	16,115	16,357	16,602	16,852	17,104	17,361	17,621	17,886
Property tax	702	723	734	745	756	767	779	791	802
Rent	8,772	9,035	9,171	9,308	9,448	9,590	9,733	9,879	10,028
Travel and vehicle and workshops	70,173	72,278	73,362	74,463	75,580	76,713	77,864	79,032	80,218
Wages and benefits	658,241	677,988	688,158	698,480	708,958	719,592	730,386	741,342	752,462
Materials	28,228	29,075	29,511	29,954	30,403	30,859	31,322	31,792	32,269
Training	18,062	18,604	18,883	19,166	19,454	19,745	20,042	20,342	20,647
Programs and activities	1,519	1,565	1,588	1,612	1,636	1,661	1,685	1,711	1,736
Professional fees	7,070	7,282	7,391	7,502	7,615	7,729	7,845	7,963	8,082
Amortization of intangible assets	17,910	18,447	18,724	19,005	19,290	19,579	19,873	20,171	20,474
Telephone	22,810	23,494	23,847	24,204	24,567	24,936	25,310	25,690	26,075
Other	62,412	64,284	65,249	66,227	67,221	68,229	69,253	70,291	71,346
Building maintenance (preventative)**	N/A	147,598	149,062	155,232	158,348	163,938	169,725	175,716	181,919
Total minimum annual revenue required	-	1,131,189	1,147,407	1,168,552	1,186,868	1,207,886	1,229,332	1,251,217	1,273,553

*2019 figures do not include building maintenance costs

**Building maintenance (preventative) costs include utilities as well as routine maintenance. It does not include costs for replacement of systems which are end of their life (such as roofs, mechanical / electrical systems, etc) or systems which are damaged by others.

6.3 FUTURE CONSIDERATIONS, PARTNERSHIPS AND REVENUE GENERATION

A study in 2019 revealed a projected growth of sixteen per cent (16%) in the Saskatchewan population, of which forty-six per cent (46%) would be Indigenous⁴. Also, in 2018, the province of Saskatchewan recorded a total of 34 homicides, 22 of which were Indigenous. The homicide rate for Indigenous peoples was more than nine times higher than the rate for non-Indigenous people. The impact of intergenerational trauma experienced by Indigenous peoples has significantly impacted health and wellbeing, especially in the context of substance abuse and related mental health issues. Community-based organization like the Buffalo Narrows Friendship Centre offer programs that provides support services to individuals affected by these vices.

As the provincial population grows, it is only ideal that the right measures are put in place to curb issues affecting the mental wellbeing of the individuals in the province. As it stands, addiction and mental health issues lead to an increase in violence, and the right support is lacking in Saskatchewan. In our consultations with the staff and board of the Centre, and members of the

⁴ Future contacts with the criminal justice system in Saskatchewan: A microsimulation study. (2020). Retrieved 19 March 2020, from <https://www150.statcan.gc.ca/n1/pub/85-002-x/2019001/article/00014-eng.htm>



BUFFALO NARROWS FRIENDSHIP CENTRE

Financials

community, community needs unanimously agreed upon to be addressed by the Centre is the provision of the right support for vulnerable individuals struggling with their mental health and addictions. To be excellent in delivering this support, the participants consulted mentioned the need for a new building, as the existing building has deteriorated beyond repairs.

As the community plans for the projected growth over the next couple of years, there is an anticipated increase in program delivery by the Centre and the introduction of new programs. The existing facilities of the Centre does not meet the current needs of the Centre as most office spaces are shared by multiple staff, the air quality of the environment is poor, and the flooring of the entire facility has deteriorated significantly. However, the zeal and passion of supersedes the obstacles of the facility. The Centre's human resource is at premium. Every staff is incredibly dedicated, client focused, and community service minded and their passion for their work is evident. Staff are working hard to get funding and grant applications out the door while keeping their focus on clients. Through program delivery, the Centre creates several platforms for individuals to lead healthy lives as well a remain law-abiding citizens in the community.

Most of the Centre's work is support driven with no intention for profit making. There is no available capacity for long-term business planning or strategic partnership development due to the current funding situation through the government. Consideration could be given to a fund development shared-services model for all Centres. The AFCS could be the location for the shared services and the shared services could be controlled through contractual or other governance means by the Centres themselves. This would allow the Centre to have consistent access to fundraising specialists who could also assist with long-term business planning, much like a Centre of Excellence. A structure such as this could help build long-term financial sustainability for the Centre.

A major part of the Centre's finances is derived through federal and provincial grants; however, the value of these financial investment is unquantifiable. For one, the Friendship Centre plays a significant role in the provision of services such as, education, legal aid, and culture which reduces the pressure on governmental bodies as well as improves the economy. Also, the Centre fills an important gap in public policy and provides a sense of security to the people, which enhances their willingness to choose more productive lifestyles.

Nevertheless, a cardinal piece is understanding the social return on investment of programs and services offered by the Centre. The concept looks at the value provided for every individual that accessed the Centre's programs or services in comparison with the funds invested. The practice of measuring social return on investment, or SROI, could prove to be an excellent tool in understanding the value of the Centre due to its non-profit status. SROI looks to measure and account for a much broader concept of value than is considered in a typical financial or accounting exercise⁵. It measures change in ways that are relevant to the organizations and people that experience or contribute to it. SROI helps organizations be more sustainable by raising the organization's profile,

⁵ Measuring Value; A Guide to Social Return on Investment (SROI). 2008.

<https://commdev.org/pdf/publications/Measuring-Value-A-Guide-to-Social-Return-on-Investment.pdf>



BUFFALO NARROWS FRIENDSHIP CENTRE

Financials

creating stronger positioning for further funding and making tenders more persuasive⁶. The Centre could consider conducting work on measuring its SROI to help tell the story of the impact the organization has on the community.

As the community needs increases, there is a strain to the Centre's space and manpower. Currently, the Centre is operating at maximum capacity as it relates to its resources, including space. With the right initial financial investment for both the required space and manpower to provide mental health and addiction support, funding for a new facility and continuous funding to drive sustainability, the Centre is very well positioned to provide the right support to the community.

Human capacity is at a premium at the Centre. Staff are incredibly dedicated, client focused, and community service minded and their passion for their work is evident. Staff are working hard to get funding and grant applications out the door while keeping their focus on clients. There is no available capacity for long-term business planning or strategic partnership development. Consideration could be given to a fund development shared-services model for all Centres. The AFCS could be the location for the shared services and the shared services could be controlled through contractual or other governance means by the Centres themselves. This would allow the Centre to have consistent access to fundraising specialists who could also assist with long-term business planning, much like a Centre of Excellence. A structure such as this could help build long-term financial sustainability for the Centre.

During our consultations with staff and community partners, there were a number of dream scenarios, or blue-sky ideas, that were shared that could form part of a broader and more expansive future vision for the Centre. The cost for additional space apart from the existing facility based on the emerging needs of the community are listed below (these were not included in the building upgrade, primary needs or program needs identified earlier);

The cost for additional space apart from the existing facility based on the emerging needs of the community are listed below;

1. clothing storage.....\$ 110,000 to 175,000
2. shower and laundry area to assist homeless\$ 130,000 to 83,000
3. land base education facility – funding issue for transportation and support.....
4. bowling alley for youth and rental..... \$ 1.4M to \$2M
5. coffee shop – associated with gift shop\$ 280,000 to 440,000
6. gift shop – tied in with the Cultural Room. Selling local artist work.\$ 280,000 to 440,000
7. drop-in day care (based on 15 children)\$ 400,000 to 635,000

⁶ A Guide to Social Return on Investment. January 2012.

<http://www.socialvalueuk.org/app/uploads/2016/03/The%20Guide%20to%20Social%20Return%20on%20Investment%202015.pdf>



BUFFALO NARROWS FRIENDSHIP CENTRE

Financials

- a. Allows parents to drop off for a couple hours
- b. Can be rented in evenings / weekends for children parties. Include a ball play area
- 8. Elders / senior centre – if cultural room is not adequate (70 sq.m).....\$ 250,000 to \$385,000
 - a. Room / space for seniors to gather, potentially near the day care area.
 - b. Currently FC provides food and visits to Elders at their place of residence.
 - i. After soup and bannock, packaged up food and delivered.
 - c. Transportation of seniors is a cost which the FC has to accommodate.



BUFFALO NARROWS FRIENDSHIP CENTRE

Economic Impact

7.0 ECONOMIC IMPACT

7.1 ECONOMIC IMPACT METHODOLOGY

Beyond the Centre's significant social and cultural importance, the capital costs associated with the Centre's potential construction as well as annual operating spending creates spin-offs in the local economy. The economic impact assessment demonstrates the Centre is a key contributor to the local economy through the purchase of goods and services and the staff's spending of salaries/wages earned.

To estimate the Friendship Centre's impact, separate economic models were employed for Saskatchewan and the regions hosting an AFCS facility using the latest provincial input-output tables available. An input-output table is a means of presenting a detailed analysis of the process of production and the use of goods and services (products) and the income generated in that production. Input-output tables illustrate inter-industry relationships within an economy and show how output from one industrial sector may become an input to another industrial sector. In the inter-industry matrix, column entries typically represent inputs to an industrial sector, while row entries represent outputs from a given sector. Each column of the input-output matrix shows the monetary value of inputs to each sector and each row represents the value of each sector's outputs.

The Saskatchewan input-output model is rectangular in nature with 35 industries and 66 commodities and based on a standardized methodology (Statistics Canada's) and will yield results similar to Statistics Canada's inter-provincial model and the Conference Board of Canada's STEAM Model. Model description and definitions are available in Appendix D.

Key to this analysis was the estimation of impacts at the regional level, corresponding to the region in the province the Friendship Centre facility serves. Regional level impacts were estimated by constructing a separate economic impact model for the region using regional employment by industry to estimate regional output, a community hierarchy model to assess regional trade flows and leakages, and re-balancing to ensure model cohesiveness. The regional models are a square model with 25 industries. A more detailed discussion of the regional input-output models is available in Appendix E.

The Friendship Centre's operational impacts were calculated by creating a mixed endogenous-exogenous model. This approach allows modification of the input structure of the expanding industry to reflect the output and input structure of a new development or event. This approach is appropriate when the input structure of the event differs significantly from the input structure of the impacted industry. Under this approach, gross expenses or revenues are treated as industry gross output and expenses are assigned to either inter-industry purchases or final value-added (wages, amortization, and profits). Operations impacts include expenditures on utilities, equipment, printing, travel, etc and were derived from detailed financial statements and based on 2021 expenditures. Operational spending impacts reflect all local spending with an estimated local non-local split. Incremental gross



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BUFFALO NARROWS FRIENDSHIP CENTRE

output was assigned to the Non-Profit Institutions Serving Households Industry (which includes Friendship Centres).

Operational employment was estimated based on the Non-Profit Institutions Serving Households Industry provincial average wage and Centre wage bill. A detailed account of the mixed endogenous–exogenous model methodology is available in Appendix F.

Capital spending impacts were calculated as a demand shock to the input-output model's final demand categories of construction (for buildings). Capital outlays were also adjusted downward using model default import and inventory withdrawals leakages.

7.2 RESULTS

Buffalo Narrows Friendship Centre annual operational impacts are \$1.5M in gross economic activity, \$0.9M in GDP, and 23 jobs. Construction costs vary between \$7.77M and \$4.97M generating between \$6.4M and \$4.1M in gross economic activity, \$2.8M and \$1.8M in GDP, and 26 and 17 jobs.

Buffalo Narrows Friendship Centre Operational Impacts				
Operations	Gross Output (\$M)	Gross Domestic Product (\$M)	Employment (Jobs)	Labour Income (\$M)
Direct	1.1	0.7	20	0.7
Indirect	0.1	0.1	1	0.0
Induced	0.3	0.2	2	0.1
Total	1.5	0.9	23	0.8

Buffalo Narrows Friendship Centre Constructions Impacts - High				
Construction - High	Gross Output (\$M)	Gross Domestic Product (\$M)	Employment (Jobs)	Labour Income (\$M)
Direct	5.6	2.2	22	1.2
Indirect	0.5	0.3	2	0.1
Induced	0.4	0.2	3	0.1
Total	6.4	2.8	26	1.4

Buffalo Narrows Friendship Centre Construction Impacts - Low				
Construction - Low	Gross Output (\$M)	Gross Domestic Product (\$M)	Employment (Jobs)	Labour Income (\$M)
Direct	3.6	1.4	14	0.8
Indirect	0.3	0.2	1	0.1
Induced	0.2	0.1	2	0.1
Total	4.1	1.8	17	0.9



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BUFFALO NARROWS FRIENDSHIP CENTRE

Summary and Next Steps

8.0 SUMMARY AND NEXT STEPS

The immediate life safety and washroom issue need to be addressed as soon as possible. Planning and soliciting funding for a new building to start taking place. Land location to also be considered so that the new facility can be accommodated together with the required parking, and possible future ventures.

Any proposed upgrades to the space or expansion into adjacent spaces should be considered as part of the future plans for the Centre and its location.

Engage a professional consultant to:

- assist with required design/drawings to upgrade/remedy Life Safety items and/or provide a compliance review of contractor's work to upgrade/remedy Life Safety to ensure the building is compliant with the current Codes
- work with you in prioritizing how the items noted within the recommended Building Assessments can be incorporated and oversee their completion.
- Develop a master plan to implement the building assessment recommendations and accommodate the program needs within your available funding. With this master planning update the costing to reduce potential overlap of construction.
- Prepare concept images which may include plans, interior or exterior images to help your Centre with fundraising and discussing with potential donors and funding agencies.

The Friendship Centre and its Board of Directors should put focus towards strategic planning and devote resources to building financial sustainability models that include innovative ideas to generate own-source revenue to reduce reliance on government funding.



BUFFALO NARROWS FRIENDSHIP CENTRE

Acknowledgment

9.0 ACKNOWLEDGMENT

We would like to acknowledge and thank Buffalo Narrows Friendship Centre for the opportunity to meet with them in to assist us in preparing these assessments and report. Thank you to Therese Chartier for arranging and coordinating the community consultation.



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BUFFALO NARROWS FRIENDSHIP CENTRE

Appendix A Community Consultation

Appendix A COMMUNITY CONSULTATION



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Aboriginal Friendship Centers of Saskatchewan

Buffalo Narrows Infrastructure Consultation Summary

Values the Friendship Center portrays

- Tradition/ culture
- Hub
- Family
- Support
- Safe place
- Employment
- Stability
- Welcoming
- Acceptance
- Harm reduction

What makes the Friendship Center successful

- **The staff** – The success of the Center was attributed to the passion and quality of staff members.
- **Community partnership** – The Friendship Center collaborates effectively with the community school
- **Open door policy** – The programs and services of the Center is open to anyone in the community and the clients feel welcomed and accepted.
- **Programs** – The programs and services offered by the center positively impacts the lives of the clients
- **Location** – People in the community and neighbouring communities are familiar with the center's location
- **Leadership and staff** – Great rapport between the board and staff

What's not working well in the Friendship Center?

- **Office space** – There is limited workspace as staff grow leading to multiple individuals in small offices.
- **Funding** – The Center desires a more structured and stable funding stream from the government. The instability and uncertainty of funding for programs leads to loss of competent staff at the end of the fiscal year.
- Bad air quality, poor flooring and leaking roofs in the building.

Friendship Center's Priorities

- Provide services to individuals within the low-income spectrum

Community Needs that should be addressed by the Friendship Center

- Food and clothing drive for families
- Mental Health Wellness and Addiction support
- Housing needs
- Culture and traditional life skills for survival
- Food program – breakfast for individuals released from jail

- After hours drop-in centre that provides sandwiches and soup

New Programs

- Mental Health Wellness and Addiction support
- Food bank and clothing drive
- Educational support
- Life skills program
- Prenatal program
- Supported housing program
- Breakfast program
- Elder program
- Support for the youth
- After school program
- Transportation

Space Needs

- A new building with more office spaces and washrooms
- Washrooms
- Recreation room
- Program room
- Larger kitchen
- Gymnasium
- Meeting room setup in a homey style
- Drop-in day care
- Culture and land-based camp
- Boardroom
- Proper ventilation

Revenue Generation ideas

- Coffee shop
- Gift shop for local artist

BUFFALO NARROWS FRIENDSHIP CENTRE

Appendix B Photographs

Appendix B PHOTOGRAPHS

This section contains accompanying photographs as referenced from the individual report sections.



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A.2

ABORIGINAL FRIENDSHIP CENTRES OF SASKATCHEWAN – BUFFALO NARROWS
PROJECT NO. 144401810

APPENDIX B – PHOTOGRAPHS



A1 – Friendship Centre & parking lot



A2 – Friendship Centre & rear storage buildings



A3 – Front yard



A4 – Front & side yard



A5 – Stair & deck to main entrance



A6 – Ramp up to deck at main entrance

APPENDIX B – PHOTOGRAPHS



A7 – Back service door



A8 – Back and side



A9 – Exterior windows & finishes



A10 – Plugged grilles into crawlspace



A11 – Attic & roof structure



A12 – Attic & roof structure

APPENDIX B – PHOTOGRAPHS



A13 – Main entrance



14 – Interior view of main entrance



A15 – Reception area exterior window



A16 – Office windows



A17 – Common area



A18 – Common area

APPENDIX B – PHOTOGRAPHS



A19 – Partitions and interior doors



20 – Typical office



A21 – Typical office



A22 – Kitchen Servery



A23 – Kitchen



A24 – Kitchen

APPENDIX B – PHOTOGRAPHS



A25 – Public Washroom



26 – Staff Washroom



A27 – Reception



A28 – Floor elevation change (tripping hazard)



A29 – East cold storage shed



A30 – West cold storage shed

APPENDIX B – PHOTOGRAPHS



M1 – Propane furnace in main hall area.



M2 – Typical office electric baseboard heater



M3 – Public washroom toilet and vanity lavatory



M4 – Public washroom wall hung urinal



M5 – Employee only washroom toilet and utility sink



M6 – Typical fire extinguisher, missing inspection tag

APPENDIX B – PHOTOGRAPHS



M7 – Kitchen with 2 sinks



M8 – Kitchen range exhaust hood ducted to outdoors

M9 – No photo

M10 – No photo

M11 – No photo

M12 – No photo

APPENDIX B – PHOTOGRAPHS



E1 – Electrical panels



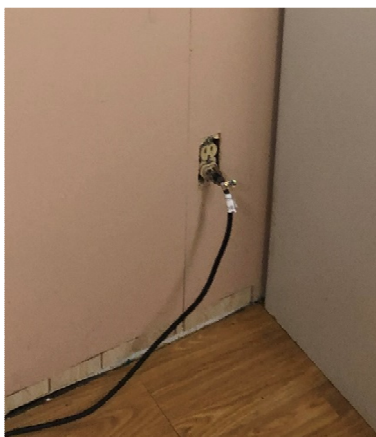
E2 – Electrical Outlet with Burn Marks



E3 – Main Distribution Panel



E4 – Exposed Telephone Wiring



E5 – Electrical Outlet Without Cover Plate



E6 – Fluorescent Light fixture

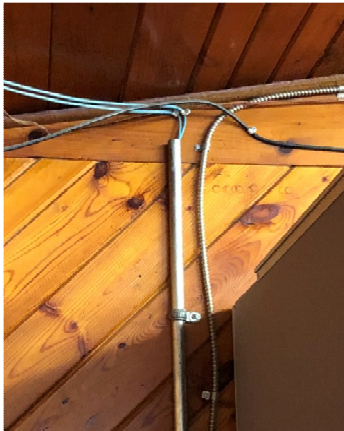
APPENDIX B – PHOTOGRAPHS



E7 – Electrical Heater



E8 – Emergency Light



E9 – Exposed Wiring



E10 – Exterior Lighting



E11 – Exit Sign



E12 – Exterior Receptacle

BUFFALO NARROWS FRIENDSHIP CENTRE

Appendix C ISC land parcels

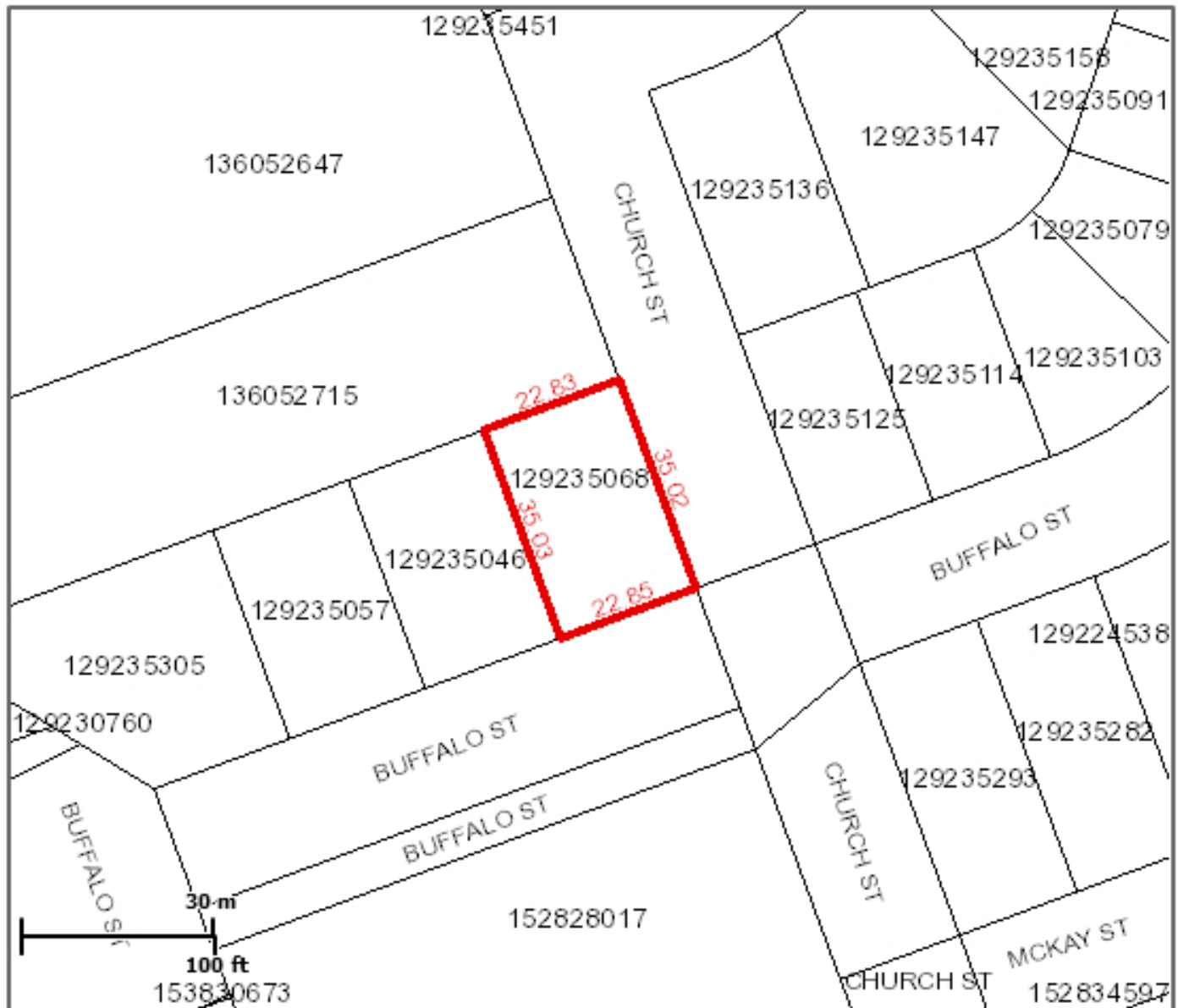
Appendix C ISC LAND PARCELS



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Surface Parcel Number: 129235068

REQUEST DATE: Tue Mar 10 12:46:21 GMT-0600 2020



Scale: 1:2257

Owner Name(s): Northern Village of Buffalo Narrows

Municipality: NORTHERN VILLAGE OF BUFFALO NARROWS **Area:** 0.08 hectares (0.2 acres)

Title Number(s): 120076130

Converted Title Number: 84B11446

Parcel Class: Parcel (Generic)

Ownership Share: 1:1

Land Description: Lot 4-Blk/Par 5-Plan BW7345 Ext 0

Source Quarter Section:

Commodity/Unit: Not Applicable

Appendix D DEFINITION AND MODEL DESCRIPTION



Appendix D: Definitions and Model Description

Direct Impact: total project expenditure, usually construction or operating outlays.

Employment: measured in positions.

Final Demand: sum of personal expenditure, government purchases of goods and services, business and government investment, and net exports.

GDP at factor cost: measure of net economic activity within a prescribed geographic area. It represents the payments made to final factors of production: labour, unincorporated business profits, and other operating surplus (corporate profits, interest income, inventory valuation adjustments, and capital consumption allowances). GDP at factor cost excludes the value of intermediate goods and services used in production.

GDP at market prices: GDP at factor cost plus indirect taxes less subsidies.

Gross Output: total expenditures on local goods and services as well as payments to labour and business profits. Gross output includes double counting because it includes the value of inputs used in production rather than net value added alone.

Indirect Impact: the secondary impact that includes inter-industry transactions, purchases of inputs from supporting industries

Induced impact: the additional impact from changes in household spending as industries modify labour input requirements in response to altered levels of demand for output.

Industry outputs are calculated as $(I - D(I - \mu - \alpha - \beta)B)^{-1}D((I - \mu - \alpha - \beta)e^* + (I - \mu - \beta)X_d + (I - \mu)X_r) = X$

Where:

I = an identity matrix of industry by industry dimension

D = a matrix of coefficients representing commodity output proportions

B = a matrix of coefficients representing commodity input proportions (technical coefficients) by industry

μ = a diagonal matrix whose elements represent the ratio of imports to use

α = a diagonal matrix whose elements represent the ratio of government production to use

β = a diagonal matrix whose elements represent the ratio of inventory withdrawals to use

e^* = final demand categories of consumption, government purchases of goods and services, business and government investment, and inventory additions.

X_d = final demand category of domestic exports

X_r = final demand category of re-exports.

Employment is calculated as a fixed number of positions per dollar of industry output.

Appendix E DEVELOPING COMMUNITY LEVEL INPUT- OUTPUT MODELS



Appendix E: Developing Community Level Input-Output Models

The latest available provincial input-output tables at the S-Level from Statistics Canada were used as the starting point. The table represents 25 industries and 18 components of final demand (based on the 2016 S-level aggregation, the latest available). The tables were converted into industry-by-industry space.

In a square input-output table, each industry in the table can be represented as a column. For example industry 1 can be represented as follows:

$$\begin{array}{|l} z_{11} \\ z_{12} \\ \cdot \\ \cdot \\ \cdot \\ z_{125} \\ w_1 \\ X_1 \end{array}$$

z_{ij} = purchases by industry i of products from industry j . The transactions matrix consists of z_{11} to z_{2525} comprise the transactions matrix of 625 (25 x 25) elements.

W_1 = value added or gross domestic product component of industry 1's output which includes wages, salaries, supplementary labour income, unincorporated business profits, incorporate income profits, other income, and depreciation.

X_1 = industry 1's total output, which equals W_1 plus the sum of z_{11} to z_{25} .

To create sub-provincial models, four challenges must be overcome:

Allocation of provincial gross output by community/region

Estimation of technical coefficients by industry at a community/regional level

Estimation of components of gross domestic product by industry at a community/regional level

Allocation of provincial final demand output by community/region.

Census data on labour force by industry will be used to allocate gross output by industry for the region/community. Regional gross output for industry i is estimated:

$$X_{Ri} = \text{Labour Force}_{Ri} / \text{Labour Force}_{Ski} \times X_{Ski}$$

Where:

X_{Ri} = regional gross output for industry i

Labour Force_{Ri} = regional labour force for industry i

$\text{Labour Force}_{Ski}$ = provincial labour force for industry i

X_{Ski} = provincial gross output for industry i

To estimate items in each regional transaction matrix (z_{ij}) it will be assumed in all cases that the provincial input structure will apply to regional industries. The components of the regional transaction matrix are estimated:

$$z_{Rij} = z_{SKij} / X_{Ski} \times X_{Ri}$$

Where:

zR_{ij} = an element of the regional transactions matrix.
 zSK_{ij} = the corresponding element of the provincial transactions matrix.

The same methodology is used for estimating the components of GDP.

$$WR_i = WSK_i / XSK_i \times XRI$$

Where:

WR_i = regional value added or gross domestic product component of industry i 's output

WSK_i = provincial value added or gross domestic product component of industry i 's output

The components of final demand are estimated as follows. Personal expenditures are based on a per capita allocation of provincial spending.

$$PER_i = PESK_i / PopSk \times PopR$$

Where:

PER_i = Regional personal expenditure on industry i 's output

$PESK_i$ = Provincial personal expenditure on industry i 's output

$PopSk$ = Provincial population

$PopR$ = Regional population

Gross capital formation (GFCF) or investment by industry is estimated applying the regional share industry to total provincial gross capital formation for each industry. The same approach is used to estimate exports (X_d), imports (M), and inventory changes by industry (VPC)

$$GFCFR_i = XRI / XSK_i \times GFCFSK_i$$

$$XdR_i = XRI / XSK_i \times XdSK_i$$

$$MR_i = XRI / XSK_i \times MSK_i$$

$$VPCR_i = XRI / XSK_i \times VPCSK_i$$

Where:

$GFCFR_i$ = Regional investment spending on industry i 's output.

$GFCFSK_i$ = Provincial investment spending on industry i 's output

XdR_i = Regional exports of industry i 's output

$XdSK_i$ = Provincial exports of industry i 's output

MR_i = Regional imports of industry i 's output

MSK_i = Provincial imports of industry i 's output

$VPCR_i$ = Regional inventory changes of industry i 's output

$VPCSK_i$ = Provincial inventory changes of industry i 's output

Regional public administration employment is used to allocate provincial government current expenditures by region.

$$GCER_i = PAER / PAESk \times GCESk_i$$

Where:

$GCER_i$ = Regional government current expenditures on industry i 's output

$PAER$ = Regional public administration labour force

PAES_k = Provincial public administration labour force
GCES_{ki} = Provincial government current expenditures on industry i's output

It is also necessary to adjust for leakages for intra-provincial imported factors of production. These are estimated residually: If the sum of the use (both Final Demand and Inter-industry sales) of industry i's output is less than X_i then, intra-provincial exports are used to balance. Similarly, if use is greater than X_i intra-provincial imports are used the balance.

Intra-provincial exports/imports and exports due to out-shopping are estimated by calculating the marginal propensity to out-shop (the ratio of major community per capita retail sales to provincial per capita retail sales and multiplying by PE. Imports and exports are adjusted by this amount.

The estimation of intra-provincial imports into a region/community and incorporation of intra-provincial imports into the region/community model's leakages will constrain local multipliers to values not exceeding provincial level multipliers.

Developing Community/Regional Impact Models

Industry outputs in response to a shock in final demand are calculated as $(I - (I - \mu - \alpha - \beta)A)^{-1}((I - \mu - \alpha - \beta)e^* + (I - \mu - \beta)X_d + (I - \mu)X_r) = X$

Where:

I = an identity matrix of industry by industry dimension

A = a matrix of technical coefficients representing inter-industry purchases (z_{ij}) divided by own industry gross output X_i .

μ = a diagonal matrix whose elements represent the ratio of imports to use

α = a diagonal matrix whose elements represent the ratio of government production to use

β = a diagonal matrix whose elements represent the ratio of inventory withdrawals to use

e^* = final demand categories of consumption, government purchases of goods and services, business and government investment, and inventory additions.

X_d = final demand category of domestic exports

X_r = final demand category of re-exports.

Employment is calculated as a fixed number of positions per dollar of industry output.

GDP components are calculated based on a fixed ratio of W_i to industry output.

Appendix F MIXED ENDOGENOUS–EXOGENOUS INPUT- OUTPUT IMPACTS



Appendix F: Mixed Endogenous–Exogenous Input-Output Impacts

In a 3 industry x 3 industry input-output model with industry 3 exogenized, endogenous industry output and final demand XM

$$\begin{pmatrix} X1 \\ X2 \\ YL \\ 3 \end{pmatrix}$$

is calculated as follows:

$$XM = M^{-1} YM$$

Where M=

$$\begin{pmatrix} (1-aL11) & -aL12 & 0 \\ -aL21 & (1-aL22) & 0 \\ -aL31 & -aL32 & -1 \end{pmatrix}$$

$$AL = (D(I - \mu - \alpha - \beta)B)$$

YM=

$$\begin{pmatrix} YL1 + aL13 \\ X3 \\ YL2 + aL23 \\ X3 \\ -(1 - aL33)X3 \end{pmatrix}$$

$$YL = D((I - \mu - \alpha - \beta)e^* + (I - \mu - \beta)Xd + (I - \mu)Xr)$$

Where:

I = an identity matrix of industry by industry dimension

D = a matrix of coefficients representing commodity output proportions

B = a matrix of coefficients representing commodity input proportions (technical coefficients) by industry

μ = a diagonal matrix whose elements represent the ratio of imports to use

α = a diagonal matrix whose elements represent the ratio of government production to use

β = a diagonal matrix whose elements represent the ratio of inventory withdrawals to use

e^* = final demand categories of consumption, government purchases of goods and services, business and government investment, and inventory additions.

X_d = final demand category of domestic exports

X_r = final demand category of re-exports.