



The Town of Niagara-On-The-Lake

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Report: OPS-18-018 **Committee Date: June 04, 2018**

Due in Council: June 11, 2018

Report To: Operations Advisory Committee
Subject: Facilities Master Plan - WalterFedy's Building Condition Assessment
Summary dated May 7, 2018

1. RECOMMENDATION

It is respectfully recommended

- 1.1 that Council receive the Facilities Master Plan report prepared by the consulting firm WalterFedy; and
- 1.2 that the Facilities Master Plan report be considered as part of future budget deliberations.

2. PURPOSE / PROPOSAL

The purpose of this report is to have Council receive the Facilities Master Plan report prepared by WalterFedy and review the recommendations annually as part of the budget consideration.

3. BACKGROUND

In 2016, Council approved the Operations Advisory Committee report OPS-16-033, Operations Centre Renovations. Recommendation 1.3 of the report states:

- 1.3 that a Facilities Master Plan, in an amount not to exceed \$100,000.00 be added to the 2017 budget deliberations.

During the 2017 capital budget process Council approved the capital project. Town staff solicited a Request for Proposal and WalterFedy was the successful firm.

4. DISCUSSION / ANALYSIS

In spring and summer of 2017, WalterFedy completed Building Condition Assessments on thirty-three (33) Town owned facilities.

The assessments focused on identifying:

- Existing condition deficiencies
- Future capital requirements

- Repair and replacement costs

WalterFedy used a 30-year forecast of estimated repair or replacement costs (2017-2046). To identify priorities, a Facility Condition Index was used for each facility. This is calculated by adding the renewal cost with the repair cost and dividing by the replacement costs.

During this process WalterFedy held interviews with the majority tenants in all of our buildings. Meetings were held with the following groups:

- Town staff - including Senior Management Team
- Chamber of Commerce
- Fire Department for the Firehalls
- Minor Hockey/ Figure Skating Club
- Lawn Bowling Club
- Niagara Nursery School & Child Care Centre
- Junior A Hockey Club

On Monday May 7, 2018, a workshop was held in the Council Chambers where WalterFedy presented their findings of the Facilities Master Plan to those in attendance. The electronic presentation was forwarded to all Council Members following the workshop.

5. STRATEGIC PLAN

This satisfies the strategic plan:

7.2 To develop a Long-Range Plan for Parks and Recreation

6. OPTIONS

n/a

7. FINANCIAL IMPLICATIONS

The recommendations outlined in WalterFedy's report will be reviewed annually at budget time. In order to maintain current facilities, WalterFedy recommended that a range between \$700,00 - \$950,000 per year on average be set aside.

8. COMMUNICATIONS

A copy of WalterFedy's Facilities Master Plan report is attached to this report and will be available on the Towns website and the Join the Conversation page.

9. CONCLUSION

Staff is requesting that Council receive WalterFedy's Facilities Master Plan report and consider working towards a more sustainable funding model for the Town facilities.

Respectfully submitted,



**Kevin Turcotte
Manager, Parks & Recreation**



**Sheldon Randall
Director of Operations**



**Holly Dowd
Chief Administrative Officer**

ATTACHMENTS



2017-0761-10 NOTL Master Plan Report.pdf



Council Workshop Presentation - May 7.pdf

WEB ATTACHMENTS

ATTACHMENTS FOR LINK
OPS-18-018.pdf

First Capital of Upper Canada - 1792



BUILDING CONDITION ASSESSMENT SUMMARY

TOWN OF NIAGARA-ON-THE-LAKE

FACILITIES MASTER PLAN

Project No.: 2017-0761-10

May 7, 2018



WALTERFEDY

TOWN OF NIAGARA-ON-THE-LAKE

BUILDING CONDITION ASSESSMENT SUMMARY

Facilities Master Plan

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EXECUTIVE SUMMARY

During the spring and summer of 2017, the Town of Niagara-on-the-Lake engaged WalterFedy to complete a series of Building Condition Assessment studies on the Town-owned buildings. This work was successfully completed and led to a request from the Town to complete a Facility Master Plan that is to provide the Town with a tool to assist decision makers in understanding the needs and priorities for the next 20 years.

This report identifies the results of that study and contains a summary of information obtained during meetings with Town staff, stakeholders who use the Town facilities, and representatives from the Town Senior Management staff. The results of this work are represented in the final recommendations for new major capital projects and repairs or upgrades to the existing facilities. Included with the descriptions of the recommended work is a financial forecast that identifies the estimated costs as well as recommended timelines for implementation of the recommended work.

The majority of the Niagara-on-the-Lake facilities are presently in good condition and are able to provide the desired levels of service to the residents of and visitors to the Town. Provided that the recommended actions for maintenance, repair, and normal lifecycle replacement needs are followed, the facilities should remain in this state for the foreseeable future.

To supplement the existing facilities and services to the Town, as well as to mitigate risks identified with some of the facilities, a series of recommended new major capital projects were identified. These works would present an increased annual capital budgetary need to the Town; but would result in modern facilities that increase the levels of service able to be offered.

WHO WE ARE: WALTERFEDY AND AEC DEVELOPMENTS

WalterFedy was formed in 1951 as HK Walter & Associates, a firm of mechanical and electrical engineers that would eventually join forces with three different structural and civil engineering firms, becoming Walter Fedy McCarger Hacborn in 1969. Two years later, we added architects Horton & Ball Limited, creating one of Canada's first integrated design firms. Our predecessors knew that they had achieved something truly innovative by meshing the various disciplines into a cohesive whole that dramatically improved both speed and quality. Construction management was added in 1974, completing the strong base of services for which we are known.

Over the past 66 years, our firm has evolved into the multidisciplinary practice we are today, with 180 staff in the areas of facility and asset management, energy management, structural, mechanical and electrical engineering, civil engineering, architecture, sustainable and interior design and construction and project management. As a result of this unique integrated arrangement, the assessment process is greatly simplified, as our integrated team is able to offer total project delivery.

1.0 INTRODUCTION

During the Spring and Summer of 2017, the Town of Niagara-on-the-Lake (the Town) engaged WalterFedy to complete a series of Building Condition Assessment (BCA) studies on the Town owned or managed buildings and related facilities. This work was successfully completed and led to a request from the Town to complete a Facility Master Plan that is to provide Town staff a tool to assist them with understanding the capital needs and priorities for the next 20 years.

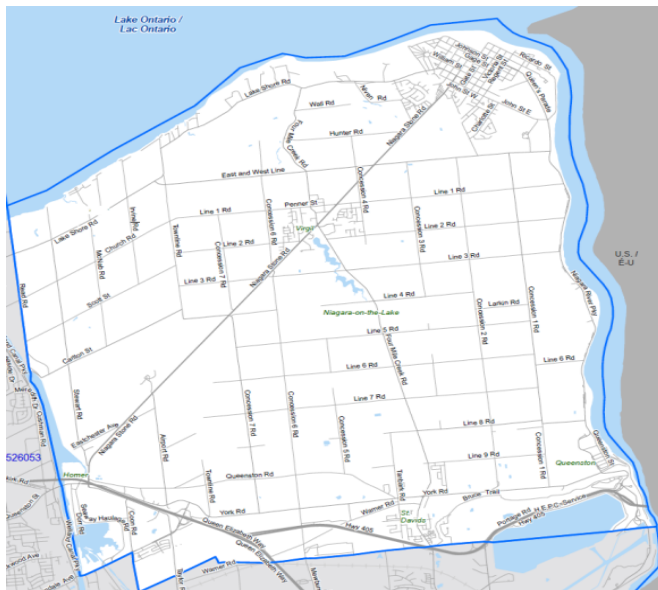
WalterFedy assessed 33 buildings throughout the municipality including the fire stations, arenas, the Community Centre, the Town Operations facility, Administration Building (Town Hall), public pools and public washroom facilities. WalterFedy used the results of these assessments and met with multiple Town staff and tenant stakeholders who shared an interest in the facilities in order to gain an understanding of how the facilities are working for them today, and how might the facilities may need to be modified in order to provide better service in future years. Upon the completion of these meetings WalterFedy met with the Town Senior Management Team to present the results of the stakeholder meetings and to discuss the viability of various ideas regarding the future of the Town facilities that had been discussed. Subsequently, a meeting with the Town Treasurer was undertaken to understand the financial situation of the Town and any financial parameters which the Master Plan recommendations may be limited by.

The results of the above process are documented and included in this report.

2.0 BACKGROUND

Niagara-on-the-Lake (Niagara-on-the-Lake) has been a part of the historic fabric of Canada, since before the Country officially became a nation. Towns and villages in this part of the Niagara Peninsula have played roles in some of the key moments in the formation of Canada. Over time, the various towns have undergone multiple names, configurations and changes in boundaries before adopting the current name unofficially in the 1880s. Niagara-on-the-Lake was officially adopted as the Town name in 1970.

The Town as it currently stands is made of up five (5) villages including Niagara Old Town, Queenston, St. Davids, Virgil and Glendale. Niagara-on-the-Lake occupies approximately 132.81 km² and has a population density of 131.8 persons for km².



Currently, Niagara-on-the-Lake has a population of 17,511 people with approximately 7,964 private dwellings as per the 2016 Census Profile¹. This represents a population increase of 13.6% from the 2011 Census of 15,400 persons and 6,633 dwellings². This rate of growth was approximately 8.7% higher than the national average from 2011 to 2016. The average age of a resident is 49.6 years and the median resident age is 55.0, which are approximately 8.6 years and 13.8 years higher than the national average respectively.

Within the larger Niagara Region, Niagara-on-the-Lake had the highest increase in population between 2011 and 2016, significantly higher than the other municipalities. Niagara-on-the-Lake maintains the highest average age by 3.1 years and the highest median age by 5.0 years.

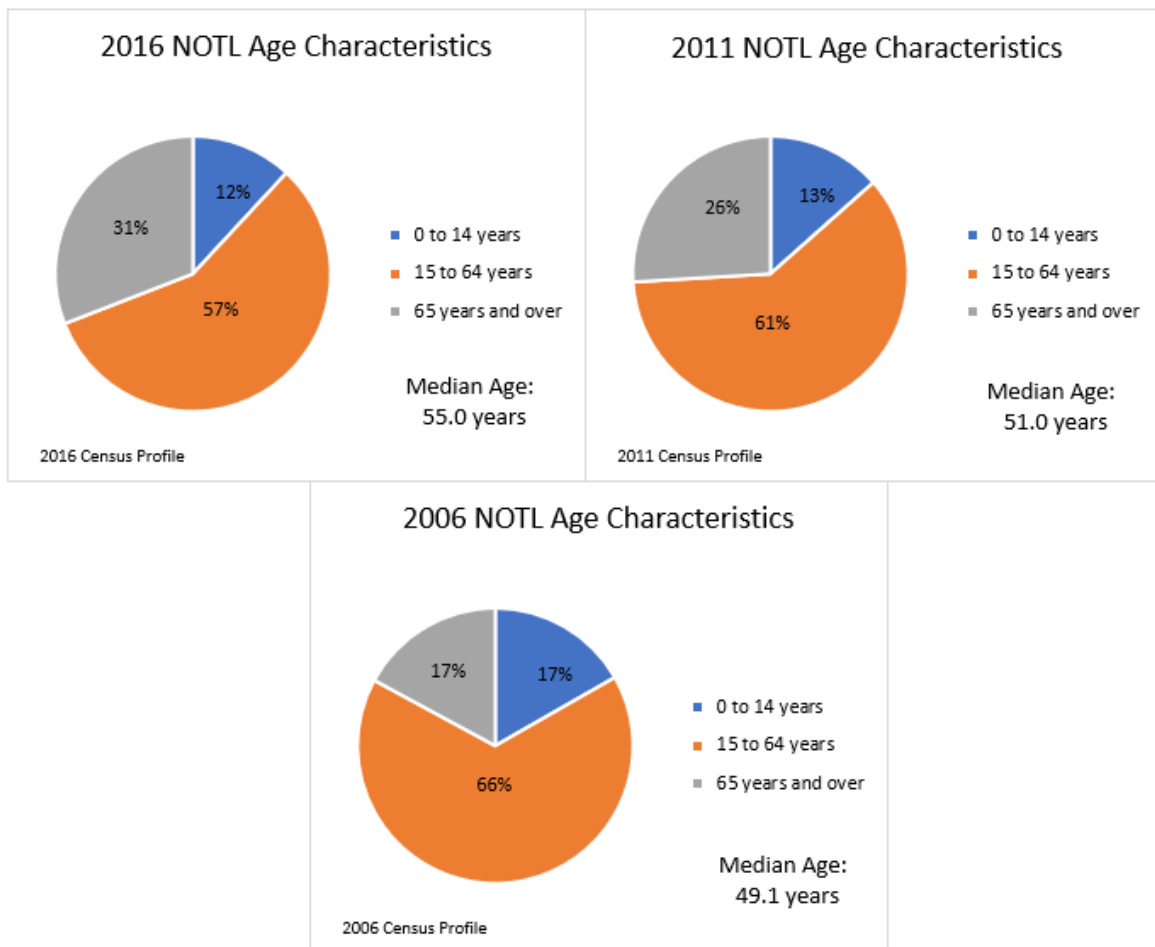
¹ Information from the Census was located at <http://www12.statcan.gc.ca/census-recensement/index-eng.cfm>

² Information from the Census was located at <http://www12.statcan.gc.ca/census-recensement/index-eng.cfm>

The population increase has almost entirely due to persons in the 65-year-old and over age group. This age-category comprises about 67.2% of the total population while the 15 to 64-year-old age group comprises about 32.4%. The Town has seen minimal growth in the 0 to 14-year-old age (0.4%) group. Overall, by age group in comparison to the 2011 Census the number of 0 to 14-year-olds has declined by 0.3, 15 to 64-year-olds have declined by 3.4%, while 65 plus age-group has increased by 5.0%. This increase has resulted in the median age of Niagara-on-the-Lake to increase 4 full years.

Figure 1 below illustrates the changes in Niagara-on-the-Lake's population characteristics in the last decade. It is noted that the population of Niagara-on-the-Lake is growing in persons 65 and older, while the remaining population groups are decreasing. This is partly due to the generation aging, but more so with the influx of retirees moving to the area.

Figure 1 – Niagara-on-the-Lake Population Characteristics



Due to the Town's history, its location and its many amenities, it attracts millions of visitors a year. A large portion of the total Town revenue is generated from these visitors, both for the municipality directly, and private businesses within the Town.

Niagara-on-the-Lake offers a variety of amenities including world-class wineries, vineyards, heritage landmarks, golf courses, beautiful gardens and parks, Fort George and Sir Isaac Brock's monument, as well as many period restored homes. In addition, the world-famous Shaw Festival Theatre runs from April to the end of October annually. The Town also has a number lovely restaurants and pubs.

3.0 BUILDING AND FACILITY CONDITION ASSESSMENT

During the spring and summer of 2017 WalterFedy staff completed Building Condition Assessments (BCAs) of 35 buildings owned and/or managed by the Town of Niagara-on-the-Lake. These include the Town administrative and operations buildings, the Town fire stations, pools and other small recreational facilities, and facilities used by the general public.

The assessments were conducted in order to identify the current physical condition of the buildings, capital replacement cost estimates due to lifecycle needs, and other deficiencies requiring repair. This was accomplished by completing visual, non-destructive assessments of the components and elements in each building and comparing the findings to industry standards for lifecycle replacement needs. Replacement or repair costs were estimated using preliminary, order of magnitude cost estimates based on WalterFedy's industry experience and similar work on other projects. For the Niagara-on-the-Lake assessments a 30-year forecast of estimated repair or replacement costs was prepared. Other costs were identified for recommendations that include installing new elements on an asset, or for further studies³. For each building, a separate Building Condition Report was prepared that identifies the specific deficiencies and recommended action items to correct the deficiencies. Within this report the results of the individual BCRs are analyzed at the whole Niagara-on-the-Lake building portfolio level.

The buildings in the Niagara-on-the-Lake portfolio consist of a mix of construction styles and ages, and several of the buildings are old enough that heritage design and construction considerations factor into future recommendations. The Facility Condition Index (FCI) is a preliminary condition metric that is used to provide a preliminary first-look at the general condition of a building or building portfolio, and to help identify priorities for determining annual budgets. The FCI is calculated as:

$$\text{FCI} = \frac{\$ \text{Renewal} + \$ \text{Repair}}{\$ \text{Replacement}}$$

The results of the FCI calculation are interpreted based on the following criteria:

FCI Calculation	Rating
0%-5%	Good
5%-10%	Fair
10%-30%	Poor
>30%	Critical, replacement recommended

The replacement cost represents the cost to construct a new building equal in size and function of the existing building but constructed to modern codes and standards. In the case of Niagara-on-the-Lake, the replacement costs were typically calculated using general construction cost per square foot values. There are multiple designated heritage buildings and unique structures within Niagara-on-the-Lake, which are irreplaceable and, for these buildings a unique cost estimate was prepared. The total building portfolio replacement cost for the Niagara-on-the-Lake buildings was calculated to be approximately \$69.6 million. Table 1 provides a summary of the list of buildings assessed and their estimated replacement costs.

³ The costs associated with new installations or further studies represent less than 1% of the total identified costs over 30 years.

Table 1: Niagara-on-the-Lake Building Portfolio and Replacement Costs

Building	Address	Build Year	Size (SF)	Replacement Cost per SF ⁴	Estimated Facility Replacement Cost
Former Hospital Dormitory	120 Byron	1953	5,000	\$175	\$875,000
92 Queen St Washrooms	92 Queen Street	1980	500	\$150 ⁵	\$150,000
Administration Building	1593 Four Mile Creek Road	1956	16,000	\$250	\$4,000,000
Cenotaph	Island on Queen Street	1921	100	* refer to footnote 4	\$400,000
Centennial Arena	1565 Four Mile Creek Road	1967	32,222	\$250	\$8,055,500
Community Centre	14 Anderson Lane	2010	30,547	\$250	\$7,636,750
Court House	26 Queen Street	1847	20,880	\$250	\$5,220,000
Fire Station 1	2 Anderson Lane	2000	10,000	\$250	\$2,500,000
Fire Station 2	745 Warner Road	1984	7,000	\$250	\$1,750,000
Fire Station 3	1391 Concession 6 Road	2008	10,309	\$250	\$2,577,250
Fire Station 4	5 Dumfries Street	1974	5,200	\$250	\$1,300,000
Fire Station 5	350 Townline Road	2005	9,003	\$250	\$2,250,750
Fort George Information Centre	51 Queens Parade	1993	1,500	\$150	\$225,000
Library	10 Anderson Lane	2000	9,967	\$250	\$2,491,750
Market St Washrooms	38 Market Street	2008	1,700	\$295	\$500,000
Memorial Park Pavilion	370 King Street	1990	1,521	\$100	\$152,100
Meridian Credit Union Arena	1567 Four Mile Creek Road	2003	34,154	\$250	\$8,538,500
Niagara Lakeshore Cemetery	1483 Lakeshore Road	1970	1,700	\$150	\$255,000

⁴ The buildings with no replacement cost per square foot are unique and therefore a unique estimate for each building was calculated.

⁵ The Queen St. washrooms are located in a leased facility and the replacement cost includes the assumption that Town of Niagara-on-the-Lake is responsible for the construction and continued maintenance and repair of the leased portion of the facility.

Building	Address	Build Year	Size (SF)	Replacement Cost per SF ⁴	Estimated Facility Replacement Cost
Niagara Pool	370 King Street	2000	3,218		\$3,500,000
Niagara-on-the-Lake Hospital	176 Wellington Street	1953	28,429	\$250	\$7,107,250
Operation Centre - Back	3 Lorraine Street	2015	10,500	\$175	\$1,837,500
Operation Centre - Front	3 Lorraine Street	1970	4,923	\$200	\$984,600
Operation Centre - Middle	3 Lorraine Street	1955	4,596	\$175	\$804,300
Operations Yard - Barn	3 Lorraine Street	1991	1,743	\$100	\$174,300
Pumphouse Art Centre	247 Ricardo Street	1891	4,855	\$300	\$1,456,500
Pumphouse Art Centre Gazebo	248 Ricardo Street			* refer to footnote 4	\$20,000
Queens Royal Park Gazebo	45 Front Street	2015	50	* refer to footnote 4	\$50,000
Queens Royal Park Washrooms	45 Front Street	1999	635	\$150	\$95,250
Queenston Library	32 Queenston Street	1842	2,625	\$300	\$787,500
Simcoe Park Bandshell	25 Picton Street	1987	20	* refer to footnote 4	\$75,000
Simcoe Park Washrooms	25 Picton Street	1987	557	* refer to footnote 4	\$200,000
St Davids Lions Pool	1446 York Road	1969	1,900	* refer to footnote 4	\$2,500,000
VBA Building	1595 Four Mile Creek Road	1985	2,900	\$100	\$290,000
Virgil Pavilion	1595 Four Mile Creek Road	1988	2,736	\$100	\$273,600
Virgil Slashpad	1595 Four Mile Creek Road	2013	2,500	* refer to footnote 4	\$600,000
Totals for All NOTL Buildings			269,490		\$69,633,400

Costs to repair identified deficiencies in the assets, as well as costs to replace asset components as they reach the end of their useable life were identified during the building condition assessment process. These are presented in the form of “actions” on the BCA reports. The vast majority of the actions can be categorized as normal lifecycle replacement needs. Regardless of how well building components are maintained, physical and mechanical components in a building require regular replacement. Each individual component will have a typical lifecycle ranging from 15-40 years, depending on the type of component. Within the 30-year forecast period some elements may, in fact, be identified as requiring replacement more

than once and this is identified when calculating the FCI and future capital cost needs. Other deficiencies are identified as repairs, and include items like waterproofing foundations, repairs to damaged building materials etc. The building condition report for each individual building contains full details which are summarized at a portfolio level for this report.

The total recommended repair, replacement, installation and study costs identified during the BCAs for the 30-year forecast period total approximately \$28.55M resulting in an overall FCI for the portfolio of 41% - a rate that falls into the poor category. This value must be considered in the context that it includes costs over the 30-year forecast of the BCA study period, and not the current 2018 condition of the assets – thus this FCI calculation represents the FCI of the assets in 30 years' time (2047) if none of the recommended repair or replacement work is completed on the assets, a situation that is highly unlikely to occur.

Based on the 2017 assessments, the majority of Niagara-on-the-Lake buildings are currently in a good condition and appeared well maintained with many years of useable service life available. With one exception, no facilities are identified for complete replacement. One facility is rated in “poor” condition, two are rated in “fair” condition and all the other assets are rated in “good” condition. Refer to Table 2 for more details.

Table 2: Town of Niagara-on-the-Lake Buildings - 2018 FCI values

Building	2018 Deficiency Cost Estimates	2018 FCI
120 Byron (Former Hospital Dormitory)	\$159,500	18.23%
92 Queen St Washrooms	\$ -	0.00%
Administration Building	\$2,000	0.05%
Cenotaph	\$1,000	0.25%
Centennial Arena	\$54,500	0.68%
Community Centre	\$27,500	0.36%
Court House	\$36,500	0.70%
Fire Station 1	\$48,000	1.92%
Fire Station 2	\$ 800	0.05%
Fire Station 3	\$12,500	0.49%
Fire Station 4	\$ -	0.00%
Fire Station 5	\$ -	0.00%
Fort George Information Centre	\$ 200	0.09%
Library	\$ 750	0.03%
Market St Washrooms	\$ -	0.00%
Memorial Park Pavilion	\$ -	0.00%
Meridian Credit Union Arena	\$34,500	0.40%
Niagara Lakeshore Cemetery	\$2,500	0.98%

Building	2018 Deficiency Cost Estimates	2018 FCI
Niagara Pool	\$17,000	0.49%
Niagara-on-the-Lake Hospital	\$100,000	1.41%
Operation Centre – Back	\$ -	0.00%
Operation Centre – Front	\$ -	0.00%
Operation Centre - Middle	\$1,000	0.12%
Operations Yard – Barn	\$ -	0.00%
Pumphouse Art Centre	\$ -	0.00%
Pumphouse Art Centre Gazebo	\$ -	0.00%
Queens Royal Park Gazebo	\$ -	0.00%
Queens Royal Park Washrooms	\$ -	0.00%
Queenston Library	\$47,000	5.97%
Simcoe Park Bandshell	\$ -	0.00%
Simcoe Park Washrooms	\$5,500	2.75%
St Davids Lions Pool	\$2,047,500	81.90%
VBA Building	\$ -	0.00%
Virgil Pavilion	\$ -	0.00%
Virgil Splashpad	\$ -	0.00%

Total: All Facilities	\$2,598,250	3.73%
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Based solely on the physical condition assessments, most of the buildings are in a condition where they will be able to continue in satisfactory service for a number of years provided that good maintenance and necessary component lifecycle replacement needs are performed. St. Davids Lions Pool is the one exception, the pool and changeroom building have reached the end of their useable life and possible repair projects will not enable the facility to mitigate the code deficiencies that exist at that facility, nor provide qualitative improvements to the facility that would warrant recommending keeping the existing facility.

Over time, as the buildings age, the condition and related FCI of each building will change. Using the condition assessment data, the future FCI values for each building can be predicted. Within each individual building condition report the future FCI is calculated year-by-year. For reasons of simplicity within this report the FCI values have been summarized at 10-year intervals. Refer to Table 3 for more details.

As stated previously the future FCI values are calculated assuming that none of the recommended repair or replacement actions will be completed. This is unlikely to occur in reality, but the exercise provides a good tool to help identify priorities when making decisions about which buildings and which actions to focus future funding priorities.

Table 3: Town of Niagara-on-the-Lake Buildings - Future FCI

Building	2018 FCI	2026 FCI	2036 FCI	2046 FCI
120 Byron (Former Hospital Dormitory)	18.23%	25.54%	30.11%	34.74%
92 Queen St Washrooms	0.00%	29.60%	65.37%	71.70%
Administration Building	0.05%	7.43%	14.99%	21.13%
Cenotaph	0.25%	2.00%	4.00%	6.25%
Centennial Arena	0.68%	10.02%	20.78%	28.67%
Community Centre	0.36%	3.29%	14.71%	29.53%
Court House	0.70%	12.19%	17.53%	24.17%
Fire Station 1	1.92%	14.52%	29.20%	42.58%
Fire Station 2	0.05%	20.21%	35.96%	51.40%
Fire Station 3	0.49%	7.26%	18.05%	33.32%
Fire Station 4	0.00%	11.80%	26.27%	42.38%
Fire Station 5	0.00%	11.53%	27.71%	43.49%
Fort George Information Centre	0.09%	26.36%	50.07%	83.09%
Library	0.03%	11.77%	22.41%	44.38%
Market St Washrooms	0.00%	5.45%	13.80%	29.37%
Memorial Park Pavilion	0.00%	0.00%	0.00%	4.60%
Meridian Credit Union Arena	0.40%	4.90%	17.81%	26.06%
Niagara Lakeshore Cemetery	0.98%	25.22%	41.43%	87.89%
Niagara Pool	0.49%	3.73%	60.31%	64.76%
Niagara-on-the-Lake Hospital	1.41%	14.85%	21.88%	28.75%
Operation Centre - Back	0.00%	5.70%	15.10%	35.90%
Operation Centre - Front	0.00%	2.94%	28.75%	39.03%
Operation Centre - Middle	0.12%	34.17%	44.75%	68.50%
Operations Yard - Barn	0.00%	20.37%	24.67%	56.74%
Pumphouse Art Centre	0.00%	10.34%	31.33%	39.54%

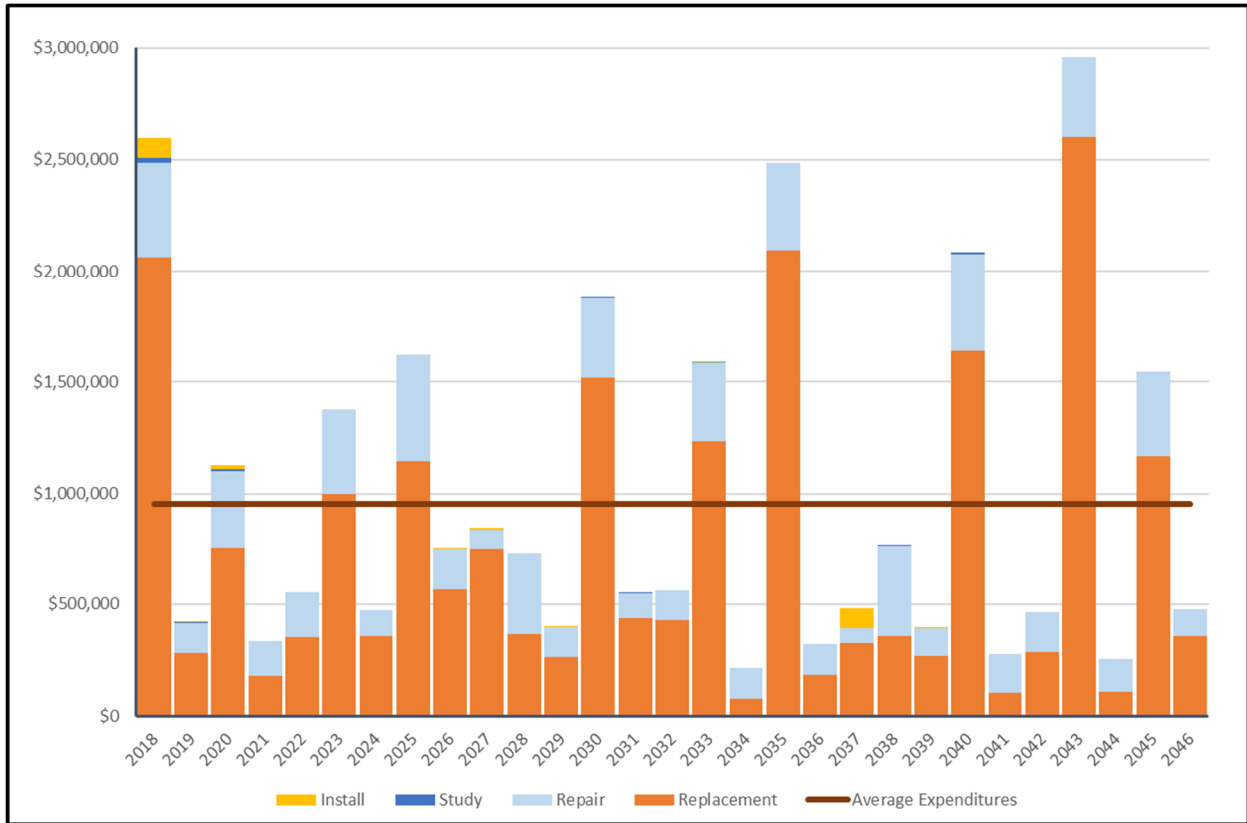
Building	2018 FCI	2026 FCI	2036 FCI	2046 FCI
Pumphouse Art Centre Gazebo	0.00%	12.75%	17.25%	21.75%
Queens Royal Park Gazebo	0.00%	3.50%	10.00%	21.50%
Queens Royal Park Washrooms	0.00%	7.61%	68.03%	77.06%
Queenston Library	5.97%	32.46%	47.45%	68.25%
Simcoe Park Bandshell	0.00%	8.67%	17.33%	21.33%
Simcoe Park Washrooms	2.75%	8.50%	20.18%	27.68%
St Davids Lions Pool	81.90%	105.18%	127.62%	223.12%
VBA Building	0.00%	21.95%	44.57%	57.50%
Virgil Pavilion	0.00%	11.15%	14.14%	17.07%
Virgil Splashpad	0.00%	4.33%	9.18%	20.18%
Total NOTL Portfolio	3.73%	13.31%	27.06%	40.99%

The FCI forecasts do not identify exact action requirements, nor actual capital expenses – for details regarding these items the specific building condition report and associated capital plan for each building must be referenced. At a whole portfolio level, the graph in Figure 2 presents the annual forecast spending by recommended action type for the 30-year study period, for all the buildings included in the Niagara-on-the-Lake portfolio, while Figure 3 summarizes the total estimated capital replacement and repair cost estimates for the Niagara-on-the-Lake buildings by building component category. The average annual capital cost forecast over the 30-year study period is approximately \$951,500.

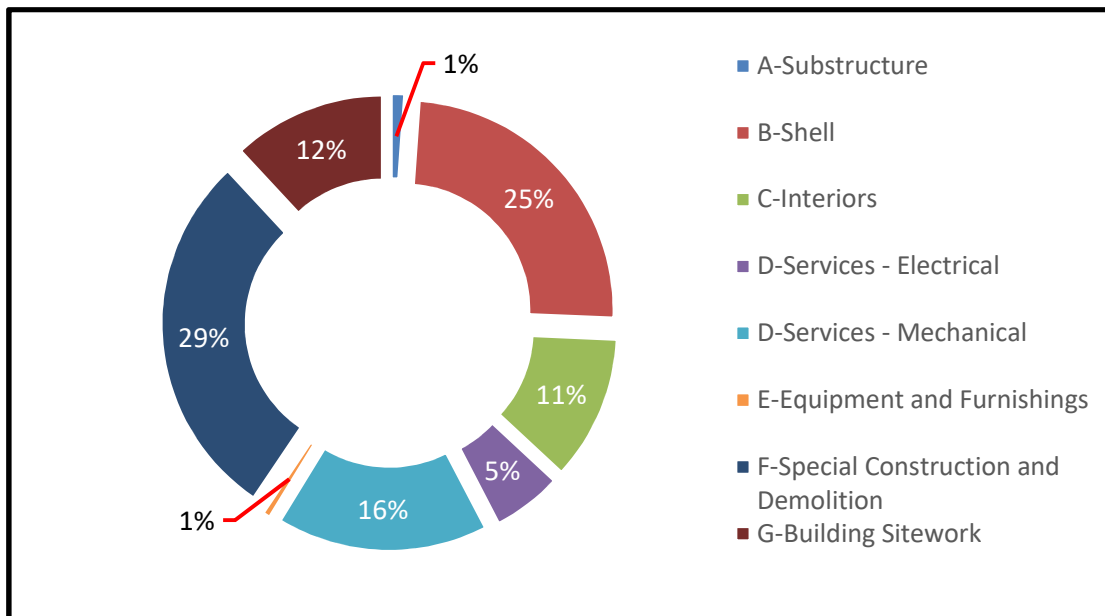
While the 30-year capital expenditure forecast graph identifies peaks and valleys in the timing of the recommended actions costs, the actual dates of action items can be adjusted so as to provide a more realistic expenditure cycle. Items in the forecast beyond the first 5 years, while considered good estimates based on best practices and expertise, may be required sooner or later than initially anticipated.

The 2017 building condition information and the related FCI ratings and recommended actions represent the most recent assessment. In general, it is considered best practice if this type of exercise is recommended to be repeated every 5 years in order to validate the previous assessment, identify any new deficiencies that may have developed and to monitor the ever-changing condition of the assets. In the case of Niagara-on-the-Lake the next condition assessments would be recommended for 2022.

**Figure 2: Total 30-Year Capital Expenditure Forecast
All Facilities, based on BCA**

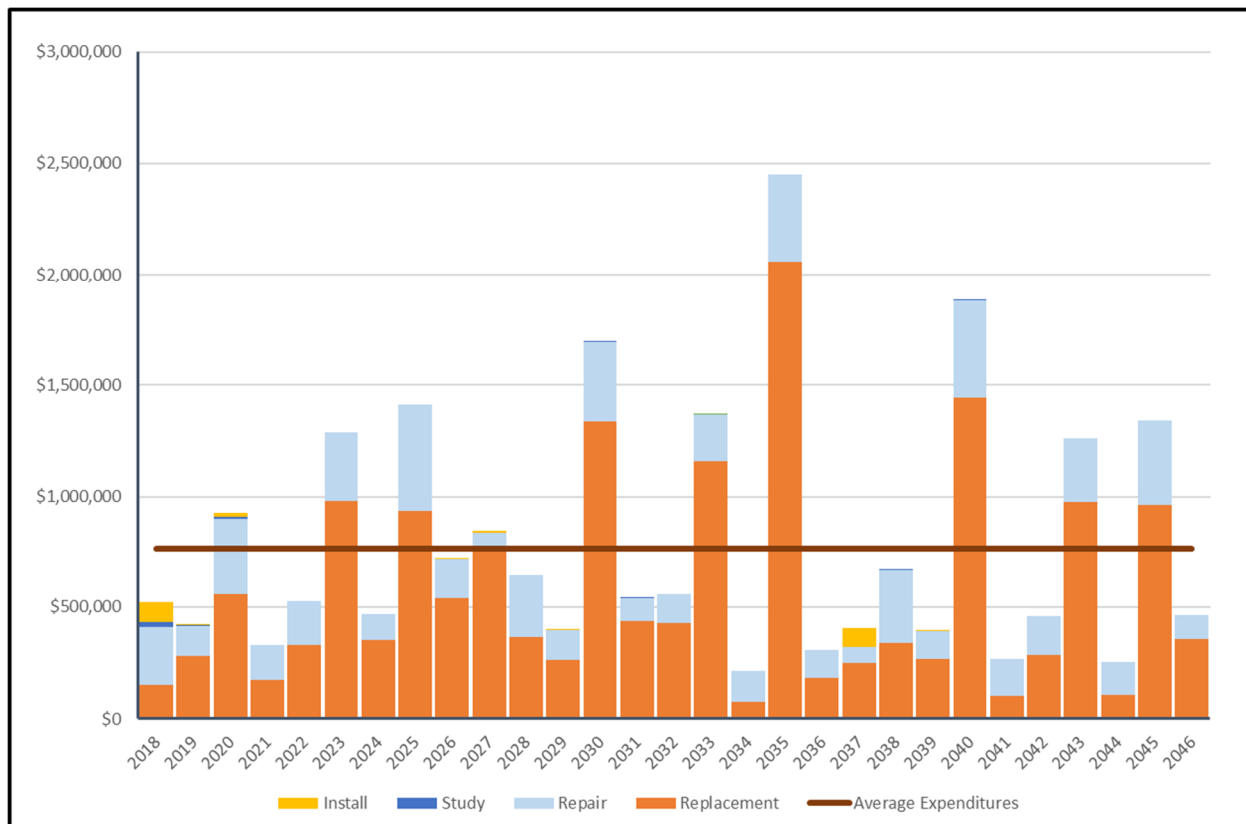


**Figure 3: Total 30-Year Capital Replacement and Repair Expenditure
Breakdown by Category**



As identified previously, the St. Davids Lions Pool has reached a physical and functional condition where replacement of the facility is the recommended best option. To illustrate the impact the current condition of the facility and its required actions (replacements and repairs) has on the Town’s overall facility portfolio, the costs associated with St. Davids Lions Pool were removed from the overall analysis. A revised 30-year capital expenditure forecast graph is shown below in Figure 4. The resulting average annual spending over the 30-year study period is approximately \$766,000 – a difference of \$185,500 or 20%. In total the pool facility alone has approximately \$5.6 million in identified actions over the 30-year report study period with 37% (\$2.04 million) of the cost identified in 2018. Despite these high value costs, the actions identified would not resolve all of the concerns and issues at the facility.

**Figure 4: Total 30-Year Capital Expenditure Forecast
All Facilities Excluding St. Davids Lions Pool, based on BCA**



The overall results and identified deficiency costs that form the building condition assessments were used as part of the development of the recommendations included in this Master Plan Report. The physical needs of the facilities were considered in conjunction with the functional and capacity issues identified during meetings with staff and stakeholders to determine the future demand needs expected of the facilities.

Error! Reference source not found. contains a table that identifies the summarized annual costs identified in the BCA reports for each of the Town facilities that was assessed.

4.0 SUMMARY OF MEETINGS WITH KEY STAKEHOLDERS AND STAFF

In order to assess future needs of the facilities it was essential to gather input from people who use the facilities – the stakeholders – to ensure that their perspectives on how the facilities function in relation to the needs and desires of the users could be understood. Stakeholders were asked about their current impressions of the facilities, and their ideas regarding potential changes that they would like to see. This information provided input into determining if the capacity of the facilities is currently adequate, and helps with predicting what the future capacity needs will be. Stakeholder needs can then be assessed in consideration with the physical deficiencies as another tool to identify priority recommendations.

With the assistance of Town staff, WalterFedy engaged in a series of meetings with the stakeholders to obtain the necessary feedback. Meetings were held with representatives from the following stakeholder groups:

- Town staff
- Chamber of Commerce
- Fire Department
- Minor Hockey League
- Lawn Bowling Club
- Niagara Nursery School and Child Care Centre
- Figure Skating Club
- Junior A Hockey Club (future tenant at Meridian Credit Union Arena)

Stakeholders were asked approximately 10 basic questions, which resulted in a more detailed conversation based on their answers. The following is condensed summary of the questions asked:

- What facilities are you using?
- What is the membership count and makeup of your organization?
- Are the facilities meeting your needs and expectations? Why or Why not?
- What are the organization's future expectations?
- What would you do to change the facility if you had no restrictions to do what you want (pie-in-the-sky)?

The general feedback from all the stakeholders who provided input to this report was positive, with regards to the condition of the facilities the stakeholders use, no major concerns were brought forward. Minor concerns were expressed with the capacity and/or size of some of the facilities, but all stakeholders expressed a perspective that the facilities are presently meeting the needs and expectations of the users.

The most immediate topics presented by some stakeholders related to the anticipated growth of the Town and the resulting expected increase in staff that would be required to continue to provide the same levels of service the Town currently offers residents. A significant area of discussion centred around the operations and administration facilities of not being adequate in size to accommodate the anticipated growth, as well as requests for new features that would help provide more efficient service.

The following sections outline the general comments from each stakeholder group related to the facilities they were interested in.

4.1 Administration Staff – Town Hall

The Town's administration functions are centered in the Administration building located at 1593 Four Mile Creek Road. This building was constructed in 1956 with an addition in 1989 and major renovations in 2012. The building houses office space for Town staff, meeting rooms and council chambers for public meetings.

Administration staff indicated that the building is at/near maximum occupancy, with no available space for the predicted increase in staff. The elevator within the facility is, according to Town staff, insufficient to meet the desired functionality, it is incapable of carrying large loads and the equipment is dated. A major retrofit or replacement is recommended within the next 3-5 years. The heating and cooling system, while functioning, is not ideal. Staff reported hot and cold spots throughout the facility and at multiple times during the day.

Figure 5: Town of Niagara-on-the-Lake Administration Building



With regards to the overall site, staff noted the site parking lot is too small to meet the demands for staff and the public: there are days when there is no parking available. The parking lot is shared by Town Hall and Operations Centre staff, in addition to the public.

Based on the growth projections provided in the Niagara Region Growth Management Strategy, 2041, if the Town maintains its staff to population ratio, it is expected that an additional 20-30 full-time staff may be required to augment the various administration functions provided by the Town. Due to the near-full capacity of the facility, alternative accommodation options are required. The following options were discussed, including the benefits and drawbacks of each:

- (1) Construct an addition plus a renovation to the current Administration facility
 - The general idea is to add more space to the existing building either by expanding the building outward (i.e. increasing building footprint on the site) or by adding additional floors to the top of the existing building.
 - The implementation of this option would require staff to be temporarily relocated at an alternate location for at least part of the construction period.
 - As this facility has already undergone an addition and a renovation, another one could be difficult, and would limit the ability to fix some the issues noted within the current facility.
 - In addition to the increase in building size this solution would require an increase to the volume of parking that is available.
 - The current site layout and site features present some challenges to the efficient and effective design of a building addition and increased numbers of parking spaces
- (2) Construct an entirely new Town Hall on a new site

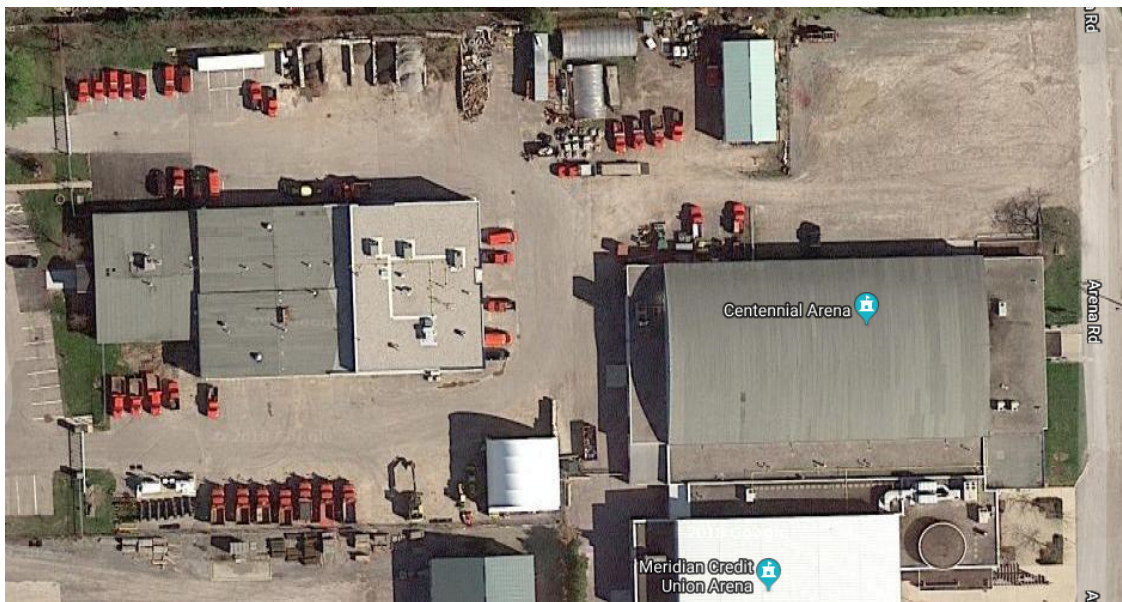
- This option would require the purchase of land in addition to the cost of construction a new facility.
 - The implementation of this option would not require staff to be relocated during construction, however once complete this would require travel (likely by vehicle) by staff between the Operations Centre and the Town Hall
- (3) Construct a New Town Hall adjacent to the Operations centre, effectively converting the two facilities into one.
- The implementation of this option would not require staff to relocate during construction (though there will be inconveniences to site access and parking concerns during construction)
 - Once the new facility is completed the old facility would be demolished and converted to parking, which would provide the increased space needed.

4.2 Operations Staff – Operations Centre

Operations, Parks and Recreation staff and roles are focused at the Operations Centre on Lorraine Street, adjacent to the Town Administration Building and the two arenas. Currently the Fire Department's administration staff is also located at the Operations Centre. As discussed in the previous section, the Town of Niagara-on-the-Lake is anticipated to grow significantly within the next 20 years and will require an increase in Operations staff, as well as a related increase in Operations vehicles and other equipment.

The front section of the Operations Centre was constructed in 1970 and underwent major renovations in 2016. This section, contains the principal Operations staff office space, meeting room and a small lunch room. The middle and original portion of the building was constructed in 1955 and contains vehicle workshops and storage space. The rear section of the building was constructed in 2015 and provides additional workshop space, office space on a mezzanine level, a larger lunch room and staff locker/change room facilities. The Operations Centre site also includes outdoor parking, a storage barn, a tent-like salt and sand storage facility and a green house.

Figure 6: General Site View of Existing Niagara-on-the-Lake Lorraine St. Operations Facility



A common concern among Operations Staff was the lack of sufficient or suitable storage space for a variety of equipment including tractors, lawn mowers and the like. Operations staff also identified the desire to have a covered facility where winter control vehicles (i.e. snow plows) could be parked: the installation of such a

structure would be expected to provide worker efficiencies by reducing the time required for staff to prepare the vehicles for use.

The Operations Facility and the Town Hall, share a parking lot and it was reported that it can be difficult to get parking on days when public attendance at the Town Hall is high. There is a gravel lot at the rear of the facility, next to the Centennial Arena. The possibility to convert this empty lot to paved parking, would allow operations staff to park in the lot (and be closer to the building than current parking allows) during business hours, and the residents/guest to use the lot in the evening when attending events at the arenas.

Separate to the current Operations Centre, Operations staff has raised concerns in regard to the regulations and costs for the disposal of bulk fill material. The possibility of acquiring a parcel of land that would either let the Town dump fill, process the fill and / or re-grade the property and then sell that parcel at a future date or a parcel of land that would allow the Town to store fill and sift and treat it on site was put forward. Staff has had a preliminary meeting with the Region of Niagara, in regard to the possibility of obtaining a parcel of their surplus land.

4.3 Fire Department – Operations Centre / Fire Stations

The Town's Fire Department is primarily a volunteer service with only 5.6 full-time equivalent administration staff and approximately 110 volunteer firefighters. At present the fire department administration staff has offices within the Operations Facility. There are five (5) fire stations located throughout the Niagara-on-the-Lake geographic region, generally one station in each of the villages that make up the Town. The condition of the Fire Station buildings was generally felt to be acceptable from the Fire Department's needs perspective. The BCAs did not identify any critical deficiencies, only regular maintenance, repair and lifecycle replacement needs.

The Fire Chief, as well as other Town staff identified the possibility that the fire department administration staff currently working in the Operations facility could be re-located to another facility in order to allow the space in the Operations Facility to be re-assigned for Operations staff growth. This move would also allow for growth and improved efficiency within the Fire Department work processes. The idea of housing the Fire Department administration staff at one of the Fire Stations was presented as a desirable situation. The most suitable fire station identified for this solution was Fire Station #1, and to be able to accommodate the Fire Department administration staff would require an office space extension to the building.

Figure 7: Fire Station #1



Alternatively, Senior Town staff identified the benefits of keeping the Fire Department Administration staff in close working proximity to the rest of the Town Operations department. A possible solution to the current space limitations proposed the possibility of relocating the fire administration. During a discussion regarding the need for a larger Town Hall, the idea of locating the Fire Department Administration staff within the Town Hall was presented as a viable solution. Prior to a new Town Hall being constructed there would be a temporary re-location of the staff required. The option of using space on the Mezzanine in the Operations building as a temporary fire department administration office area was also proposed, but as that area is currently not accessible (i.e. no elevator to the mezzanine) this move in turn would require accessibility improvements within the Operations building.

The Town Fire Chief raised a concern in regard to access to Fire Station #1, the access to the Station can be limited by traffic on Niagara Stone Road during peak travel times, resulting in delays for fire fighters responding to an emergency call to report to the Station. The option of a back entrance controlled by a gate at Niagara Stone road leading to a rear entry to the fire station parking lot with access limited to

responding firefighters was proposed. The potential location of the access road entry to Niagara Stone Rd. already has a curb cut where the potential entrance could be installed, and a simple gravel surface road is all that would be required.

4.4 Parks and Recreation Staff – Washrooms / Community Centre / Pools / Cemetery

Most of the Town's Parks and Recreation staff office are located at the Town Operations Building. However, there are other staff located at various facilities throughout the Town, including the Community Centre, both arenas, the cemetery and the pools in the summer.

4.5 St. Davids Lions Pool

Staff raised serious concerns in regards to St. Davids Lions Pool. While the Town has been diligent in trying to maintain the facility for many years, there are a number of issues with the pool and building that cannot be resolved without complex and expensive repairs. Even by implementing the possible repairs, major issues would remain unresolved. The building housing the changerooms / washrooms and the mechanical room is very small, does not meet current code standards, and does not meet current requirements for universal accessibility. Shower facilities are located on the outside of the building. Problems with the pool filtration and drainage systems cannot be repaired; interim solutions have been put in place, but these do not solve the primary issues.

With regards to usage of the pool, Town staff noted and provided data demonstrating that the facility has not been operating near its potential capacity level for a number of years. With this information in mind, potential alternatives to continuing to repair the outdated facility were discussed. The options include removing the existing pool and building entirely and constructing a new pool and changeroom building that would include modern pool features and code requirements or removal of the existing pool with the building and installing a splashpad and pavilion in its place.

Figure 8: St. Davids Lions Pool: Outdoor Shower



4.6 Niagara Lakeshore Cemetery

The Niagara Lakeshore Cemetery is a Town managed cemetery facility. The Parks and Recreation Department is responsible for all day-to-day administrative and maintenance activities at the Cemetery.

Located on the grounds of the Cemetery is a small public washroom and workshop type building that provides storage space for equipment and material used by staff in their maintenance work. Town staff expressed a need for an increased amount of storage, and proposed an addition measuring about 1,500ft² that could be added on to the rear of the existing building while being architecturally incorporated into the current design. The space essentially equals new garage and workshop for the staff.

4.7 Community Centre

The Community Centre was constructed in 2010 adjacent and connected to the Library (which was built in 2000) and provides many modern amenities to Town residents and guests, including fitness programs, rentable meeting rooms, a small café and other features. By all accounts the Centre is popular with residents and well used.

From a functional perspective, at the time the Community Centre was constructed there were numerous schools in and around the Town which provided rentable athletic facilities to the residents. This in turn reduced the priority of including such facilities in the Community Centre. However, in subsequent years, a number of the schools have been closed, thus reducing availability and access to rentable gym facilities. The addition of a gymnasium at the community centre would increase the availability of recreational space to the community and also allow the Town to offer more public programs. There was also a brief discussion regarding the benefits of constructing a “field house” facility that would include indoor turf facilities for soccer, football or other such sports. These types of facilities have become increasingly popular in many communities not just because they provide a winter indoor space for traditional summer sports, but because the space can also be used for events like trade-shows. If a field house were available, a number of new revenue streams for Niagara-on-the-Lake would be available.

Figure 9: Town of Niagara-on-the-Lake Community Centre



4.8 Public Washrooms

The Town provides residents and visitors access to multiple public washroom facilities throughout Niagara-on-the-Lake, particularly in the core Heritage area. One of these locations is located at 92 Queen Street in a space leased by the Town. This particular washroom facility is not fully accessible and the location in relation to the main Queen St. tourist area is seen as not advantageous: the entry to the washrooms is located at the rear of the building and visibility from the street is low. Staff proposed the prospect of seeking an alternate location, where an updated accessible facility could be built. There were no concerns raised in regard to any of the other washroom facilities within the Town.

4.9 Chamber of Commerce and Parks Canada – Court House / Information Centre

Figure 10: NOTL Historic Court House



The Chamber of Commerce (Chamber) staff has staff offices and space used by the general public within the Court House building on Queen Street. The lower level of the Court House functions as a small Information Centre for the general public; Chamber staff has offices mixed in throughout this public space. The Chamber staff helps coordinate public meetings or gatherings, making use of several rooms within the Court House building that are available for rent for multiple potential uses.

The Court House was originally constructed in 1847. Given its age, its place in the history of the Town of Niagara-on-the-Lake, and its design, portions of the building have been given a heritage designation. Such a designation can have limiting effects on the potential modifications that are either desired or required to improve the building.

In general, the Chamber staff was satisfied with the facility, identifying some concerns with physical problems in the building, most notably the floor in the market room, the inaccessible design features and the lack of private work space in the lower level. The physical problems were also identified during the BCA process.

Some concern was expressed in regard to lack of sufficient and private office space, with the offices being located in the public space and in small confined areas (i.e. nooks off the side of the main space). Chamber staff also expressed a need for additional storage space, particularly for seasonal items. At present they are currently renting two (2) off site storage facilities that while effective, do create extra work for staff when there is a need to access them. Improved and increased storage space closer to the Chamber's actual work locations would create a benefit to the Chamber and their clients.

Chamber of Commerce staff noted that none of the current public washroom facilities provide showers and/or secure bike storage; these features were identified as a beneficial addition to the suite of facilities the Town could offer as a means to attract more cyclist's touring through the municipality.

While no representatives of Parks Canada were contacted as part of this study, the relationship between the Town and Parks Canada is such that they must be considered. Currently, a portion of the main floor of the Court House is leased by Parks Canada as office space for their staff though it is understood that Parks Canada staff will be vacating the Court House space prior to the end of 2018, if not sooner.

The Chamber would be interested in expanding their current space by occupying the space vacated by Parks Canada in addition to the space they currently occupy. This would allow the Chamber to move offices up to the main floor providing staff with proper space and privacy to complete their work. In addition, the move might potentially provide the Chamber with additional storage space.

Fort George, which is managed by Parks Canada, is a primary visitor destination in Niagara-on-the-Lake. Parks Canada, the Chamber of Commerce and the Town have combined to jointly manage a Tourist Information Centre and parking area located just outside the grounds of the Fort. The Town also provides a visitor's shuttle bus that visitors parking at the Fort can use to get to the main Queen St. tourist area.

The existing Tourist Information Centre building has no major physical deficiencies, but it is small and dated in appearance, with little to no visibility from the road. The Parking facility is considered adequate, but the surface requires some repair, and at peak times the parking availability is limited. The possible relocation of the Information Centre to a location with a larger parking area was presented as a desirable option. It is noted that a new site could possibly bring an end to the business partnership currently in place between Parks Canada, the Chamber and the Town as well as possibly eliminate the need to provide a shuttle service, and while noting those points, the analysis of them is outside the scope of this report.

Chamber staff, as well as Town Operations staff also raised a point that during the peak summer month tourist season, parking for visitors throughout the core Niagara-on-the-Lake area is at a premium. There is a parking area for personal vehicles and commercial buses at the Fort George tourist info centre with a shuttle bus service to bring visitors from the Fort to a drop off location behind the Courthouse but with the exception of some street parking, there are few, limited locations for other parking.

Figure 11: Tourist Information Centre at Fort George Parking Area



4.10 Niagara Nursery School and Child Care Centre – Community Centre

The Niagara Nursery School and Child Care Centre (the School) has occupied a number of locations within Niagara-on-the-Lake since its inception in 1972. The School is currently located at the Niagara Community Centre at 14 Anderson Lane. With the exception of home daycare facilities, it is the only child care facility within the Town.



The School is in the 7th year of a 10-year lease of the Robertson Room on a full-time basis (i.e. 24/7/365). Additionally, the School rents the neighbouring Penner Room for their weekday after-school program. At the time of the meeting with School staff, there were 53 children enrolled in a mix of school programs including: nursery school, full-day child care, before/after school program and PA days care.

The School staff raised no concerns with the condition of the facilities and they conveyed the staff and children's enjoyment of the location and its amenities. The School programs activities that take advantage of the Community Centre building and location in what seems by all accounts to be a well received program.

Staff did express some concern in regards to the limited size of the room and insufficient storage space, as well as the lack of dedicated Staff washrooms. Currently, Town staff has found the School additional storage space within the Community Centre, however the space is not always accessible to the School staff due to concurrent activities in the Community Centre.

Staff expressed a desire to add the Penner Room to their lease on a full-time basis in a belief that the extra room would alleviate the need to move their programming supplies to and from the room each day. The addition of the Penner Room would also allow the School to expand its program offerings to include toddler care.

4.11 Lawn Bowling Club – Community Centre

The Niagara-on-the-Lake Lawn Bowling Club - a private members organization - is the oldest lawn bowling club in Canada, having been in operation since 1877. The membership of the Club is holding steady at approximately 70 members. The Club had played on grass courts in two previous locations within the Town until 2011 when it relocated to the Community Centre and an artificial playing green was constructed, with shade structures on the South side of the green.

The playing green and structures are maintained by Town staff. Club representatives identified a concern that the playing green is in deteriorating condition: the carpet surface is considered in acceptable condition however the base layer is not. While exact construction details were not made available it is believed the base is constructed of a permeable asphalt material. It is expected that the playing green will continue to deteriorate at such a rate that if no repair work is completed within 5 years the green will be unusable.

The Club mentioned that the current layout of the green (i.e. east/west), presents an issue with games being played at sunset, as the sun sets into the faces of the players, making play difficult. In addition, the current shade structures are located on the South side of the green which limits the use during play as only spectators can use the structures. The possibility of re-orienting the playing green at the time of repairs

Figure 22: Niagara-on-the-Lake Lawn Bowling Club



noted above would eliminate the setting sun factor, while allowing the players at the South end use of the shade structures during the games. The addition of a shade structure(s) on the North end would provide all players protection from the sun.

Additionally, there have been issues with the artificial lighting in previous years. Town staff has previously been looking into the issue and efforts have begun to find a satisfactory resolution.

The Club has some storage space inside the Community Centre building, however this space is not effective for either the Club, or others due to the location of the storage being within the Mori Room. If the room is being used by a different organization, Club members cannot access their equipment. Conversely, if Club members wish to access their equipment, the room cannot be used by other groups.

An alternate arrangement is desired by both the Club and the Town staff so that this situation can be mitigated. To alleviate this issue, the option of closing off the storage space entrance into the Mori Room and creating an entrance off the hallway into the storage space was presented, as accepted as desirable.

4.12 Minor Hockey League – Centennial and Meridian Credit Union Arenas

Centennial Arena was constructed in 1967 and the Meridian Credit Union (MCU) Arena was constructed in 2003. Though considered two separate facilities by the Town, and during the BCA process, the two arenas share a common entry lobby area. The arenas are actively used during the hockey months (Labour Day to end of April), and are well maintained to support the level of use.

Niagara-on-the-Lake Minor Hockey League (the League) has an annual membership of approximately 365 children and they hold two tournaments annually (traditionally at March Break and Christmas time). Each year there are approximately 9/10 travel teams and 9/10 house league teams. Each team has a 28-game schedule resulting a range of 252 to 280 home games (depending on the number of teams). In addition, each team holds one practice a week. The League operates out of both of the arenas. Generally, the younger teams play out of the Centennial arena as the change rooms are smaller therefore more suitable to younger children, and the older-age teams play out of the MCU arena. There have been some ice time conflicts with the Figure Skating Club, however, the Town staff has been active in addressing and mediating the concerns to be fair to both groups.

Figure 13: Entry to Centennial Arena



Overall the League is happy with the levels of service and condition offered by the two arenas. One issue presented as a potential problem to overcome relates to the regulations from Hockey Canada for children under age 8. New regulations require the use of temporary boards to make the normal size ice rink smaller. The League has purchased the required boards and Town staff has found a storage location for them, while they are not yet in use. However, once the League needs to access the boards on a regular basis, a new system will be required and a storage solution for the boards will need to be developed that will enable them to be accessed quickly and easily.

When both arena facilities are at their maximum use parking for visitors can be difficult: in addition to the paved lot to the East of MCU, parking expands into the soccer/baseball field parking lot east of Centennial Arena which is viewed as almost too far away by some users, especially during cold and snowy weather. A desired solution would be to grade and paved the empty lot next to the Centennial arena.

Neither arena has the capability to support summer ice (i.e. ice during April to September) which does put the league at a disadvantage compared to other leagues in the Niagara Region: the lack of summer ice limits the timing of some seasonal activities (i.e. spring tryouts and pre-season practices), which forces Niagara-on-the-Lake League to rent ice at other locations. Though inconvenient, the League does work within the limits of the Niagara-on-the-Lake arenas.

4.13 Niagara-on-the-Lake Skating Club – Centennial and Meridian Credit Union Arenas

The Niagara-on-the-Lake Skating Club (the Club) celebrated their 50th anniversary in 2017, providing figure skating lessons and training to Town residents since 1967. The Club has a membership of approximately 280 people ranging in age from 3 to 60-years-old and operates 7 days a week (29.5 hours per week) out of both arenas. The membership of the Club has been increasing in recent years and Club staff expressed a desire to grow the club even more.

It was noted by the Club staff that the Town staff are very friendly and accommodating and have been able to maintaining a clean facility, with excellent ice resurfacing. The standard of service provided is considered far beyond other arenas in the area.

Figure 14: Entry to MCU Arena



The Club noted that the Town has recently provided them with additional office space in the Centennial Arena to go along with the existing space they were using. The Club also makes use of a storage room that is very close to capacity. While appreciated by the Club, the rooms are not conveniently located near each other. It would be ideal, if possible, to have the office spaces near each other, plus additional storage space.

The music and audio system adaptor wall plate plugs in the arenas have been tampered with in the past, which has presented problems with using the sound system. It has been suggested that access to the plugs be limited (i.e. locked) to prevent tampering in the future.

The only drawback to the facility, from the Club's perspective, is the lack of off-ice training space. Ideally the Club would like a dedicated room or space to hold the fitness/yoga/dancing training requirements for a competitive skater. Currently the Club holds this training in the lobby area of the arenas where there is rubberized flooring, but this situation causes conflicts at times when the arenas are busy.

It was noted above that there have been some ice time conflicts with the Minor Hockey League, however, the Town has been active in addressing and mediating the concerns to be fair to both groups. As with the Minor Hockey League, the absence of summer ice has led the Club to seek out alternate arrangements annually from May to August. The Club rents ice from Niagara Falls, however, it noted that there is not sufficient ice time at their summer location for their higher-level athletes.

4.14 Junior A Hockey Club –Meridian Credit Union Arena

For the 2018/2019 season a new Junior A hockey team will be located in Niagara-on-the-Lake using the Meridian Credit Union Arena as their home arena. Team representatives stated that based on their preliminary review of the MCU facility they are very pleased with the existing level of service the arena provides. A few minor modifications to the facility were included in the contract to meet the needs of the team.

Once the team is actively using the arena, there are a few components they desire for replacement or upgrade including the sound system and the lighting namely in the rink area to LED. An addition to the facility, which would provide a permanent larger dressing room with direct access to a therapy room and expanded laundry facilities with storage capabilities would be beneficial as it would allow a more efficient room layout to match the needs and activities of the Team. While desirable, none of these items were seen as absolutely essential to the continued operation of the Team.

With the absence of summer ice at either of the arenas, the Team has had to make arrangements to hold their training camp at an arena outside of Niagara-on-the-Lake during the month of August.

4.15 Lacrosse League – Centennial and Meridian Credit Union Arenas

A meeting with the Lacrosse League was not able to occur. Through discussions with Town staff and in reviewing the Lacrosse League website, WalterFedy was able to ascertain an approximate level of service required. The Lacrosse League operates out the arenas from May to August, in the evenings (Monday to Thursday). The Lacrosse league offers box lacrosse (indoor) and field lacrosse (outdoor) for children aged 3-years to 16-years.

5.0 ANALYSIS AND RECOMMENDATIONS

Based on WalterFedy's discussions with staff and stakeholders, our knowledge and experience in combination with analysis of the actions identified in the BCAs, the following recommendations were developed. The ideas, preferences, desires and alternatives that were presented or raised by stakeholders during the meeting process were taken seriously and reviewed considering the estimated capital costs to implement the proposals, the estimated ongoing operating and maintenance costs that would be required once the facilities would be constructed or modified, and the estimated benefits to the Town community.

The recommendations below generally do not include the specific repairs, replacements or other capital expenditures already identified in the Building Condition Assessments (BCAs). Instead, these recommendations represent major capital expenses associated with new, major projects.

5.1 St. Davids Lions Pool

As noted previously St. Davids Lions Pool is the one Town facility that was determined to be in critical condition. In addition to the physical condition assessment, a review of visitor data (public swim visits and numbers of persons enrolled in scheduled lesson) suggest that the pool is not being used to the capacity it could be capable of supporting given the size of the pool.

Based on the 2017 condition assessment the facility has an FCI rating of 81.9%. Possible repairs that could bring the facility to an improved condition are estimated to cost approximately \$2.3 million within the next 5 years, but these repairs provide no long-lasting tangible benefits to users of the facility. An estimated replacement cost, which would include a slightly larger pool with equipment and provisions for users that meets all current code and functional requirements is estimated to cost approximately \$2.5M-\$3M and would have an expected lifecycle of 25-30 years.

For these reasons it is strongly recommended to close and demolish the existing St. Davids Lions Pool facility. Appendix B contains an assessment of the pool and its equipment conducted by a pool design and construction specialist as well as costs to complete repairs and replaced the facility as it stands (excluding the construction of a new building).

Continued operation of an aquatic facility has been expressed by stakeholders and residents as beneficial and desired at the St. Davids location. Alternative options that can be considered are:

- Construction of a new pool facility similar to the existing pool but built to modern standards
- Construction of a wading pool with a picnic shelter facility, containing changerooms
- Construction of a splashpad with a picnic shelter facility, containing changerooms

Based on the estimated capital costs and consideration of annual operating costs, combined with the level of use statistics that were provided to WalterFedy, it is recommended to replace the pool with a splashpad facility. Such a facility would provide residents with increased access hours, as it would be available for use all day with no restrictions. A splashpad is also fully accessible to persons with mobility issues. A pavilion similar to the splashpad pavilion in Virgil would include larger washrooms than are presently available and they also would be accessible. The pavilion would provide shade for visitors to the facility.

The loss of swimming lessons at St. Davids pool is not seen as a barrier to the proposed replacement with a splashpad; the Town will continue to operate the Niagara Memorial Pool where lessons are offered, along with public swim sessions and rentals. There is also the wading pool in Simcoe Park that would remain in operation.

Figure 15: Virgil Splashpad and Pavilion located at 1595 Four Mile Creek Road, Virgil



5.2 Administration Building

The Administration building that is currently in use was constructed in 1956, and has undergone several renovations in the ensuing years, most recently in 2012. One of the renovations included an addition to the original building. The 2017 condition assessment identified no major condition problems with the building components, generally only a need for regular maintenance and replacement of components as the lifecycle expectancy of each item ends. Using the info in the BCA, there will be a peak of recommended capital spending around 2032.

Despite the efforts to maintain the building in a good condition, there are certain features in the building that do not meet current levels of service or expectations for features within a Town Hall building. Further to this, information provided by Town staff indicates that the capacity of the building has been reached and there is no further room to accommodate expected increases in staff levels, or changes in service offerings to the members of the public.

To accommodate future capacity requirements, there are three basic options available to the Town:

- Expand the size of the current building (See

- Figure16)
- Accommodate future growth at a second location (i.e. a satellite office)
- Construct a new, larger building sized to accommodate current and future expected capacity expectations, on the current site

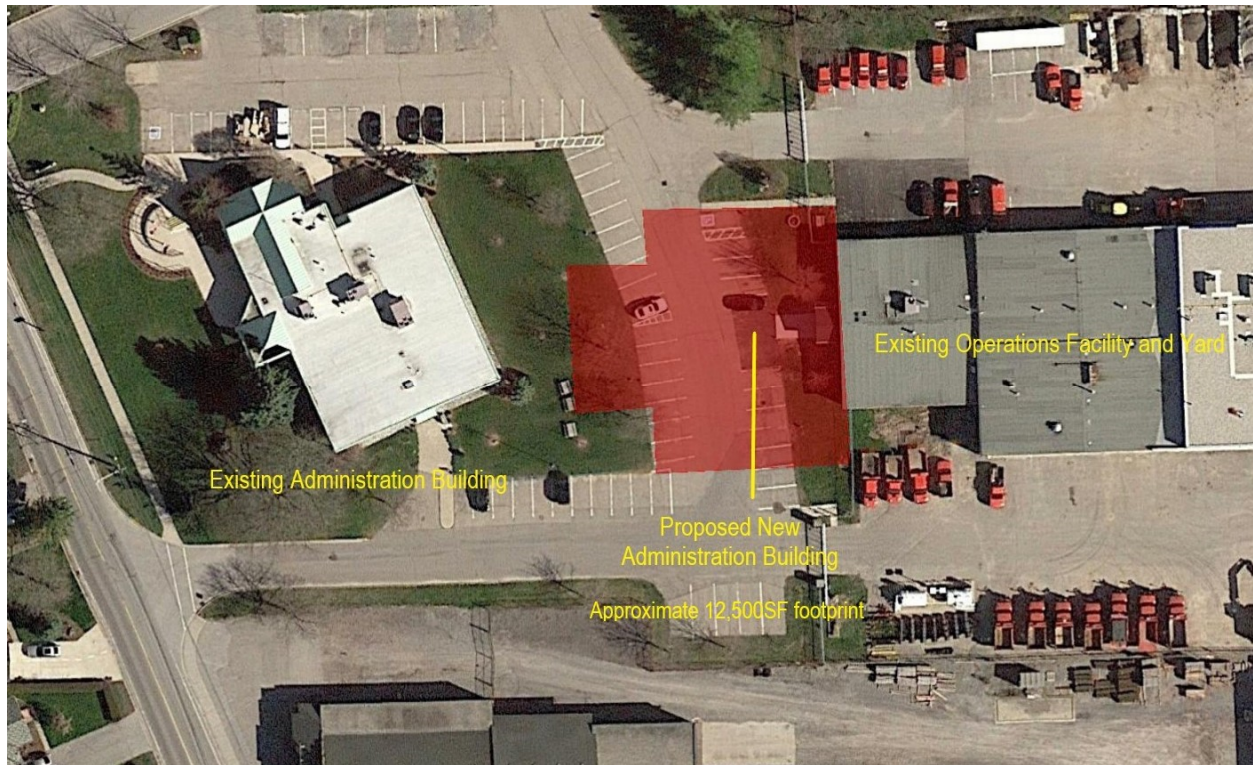
Given the configuration of the current building on the site, there is limited room for outward expansion of the building; it is possible but would not provide the most efficient benefit to the building or site. There is a possibility that additional floors could be added, extending the vertical height of the building, however this may not be desirable from a visual aesthetic. Both of these options represent a large renovation project that would result in extreme disruption to the operations in and around the building and most likely require temporary relocation at the staff and services at great expense. This is not seen as a desirable course of action for the Town to follow.

Figure 16: Potential Addition to Administration Building

Acquiring a second location for the Town administration staff would result in a situation where Town functions would be split between two locations which may result in functional inefficiencies for staff and residents trying to access the services. The availability and acquisition of a second location is also not a task that may be easily accomplished: such an option would require the purchase of a suitable parcel of land or an existing building along with the construction or renovation costs.

Therefore, the recommended action is to construct a new Administration Building. The recommended location for this new building is immediately adjacent to the existing Operations building to the rear of the existing Administration Building. There are a number of advantages to this solution:

- The Town already owns the property; no additional land purchase would be required.
- This location provides residents with centralized and consolidated access to Town facilities and functions.
- Locating the Administration building adjacent to the Operations Centre, introduces efficiencies in the Town staff work flow, allowing employees to easily access needed functions and personnel.
- Improvements to vehicle access and parking would be provided as part of the project: Providing parking at the front of the facility, would allow residents easier access to the public entrance to the facility.
- A new building can be designed with modern features, functionality, accessibility and energy sustainability features in mind resulting in improvements over continued use of the existing Administration building.

Figure 17: Proposed Location of New Administration Building

The construction of this new facility, would eliminate most, if not all, of the capital and lifecycle costs identified within the BCA study. The requirements for replacement and repair of the elements may not have to be undertaken based upon the timing of construction of the new facility. During the interim period before a new building would be built there would be a moderate amount of maintenance and repair costs required, but the value of these costs should be within the normal operating budget of the facility.

5.3 Fire Department Administration Staff

During the stakeholder meetings the need to relocate the Fire Administration staff - who currently occupy space in the Operations Centre - was raised. The reasons for this relate to a desire to locate the fire department administration staff closer to other fire department staff, and also to free space for an expected increase in the numbers of other Town administration staff and the need to locate those staff near their respective business units. Two options were discussed to accommodate this increase in space:

- Construct an addition to the building at Fire Station 1
- Construct space within a New Administration Building

Both of these options are feasible: there is sufficient space at the Fire Station 1 site to accommodate a suitable building addition and including appropriate square footage to the recommended new Administration Building prior to design is easily accomplished. The costs for either option would be relatively equal.

The recommendation presented below, assumes that additional square footage will be added to the Administration Building. Under this scenario, a temporary relocation of staff within the Operations Centre would need to occur, staff would need to be moved to the mezzanine, this would also require the installation of the elevator within the next 5 years.

5.4 Fire Station #1

As previously discussed, during peak travel times, traffic on Niagara Stone Rd. can impede timely access of firefighters responding to an alarm call at Fire Station #1. The installation of a new entrance from Niagara Stone Rd. to the fire station parking area would enable the firefighters to access the station more quickly during an emergency call when the volunteers are responding to the call. (See Figure 8). To ensure that the general public does not use this as an additional entrance to the community centre it is recommended to install a controlled access gate at the roadway intersection with Niagara Stone Rd.

Construction of this new road is viewed as relatively simple: there is already a “curb cut” in the side of Niagara Stone Rd. (that allows service vehicle access to a tower on the property) and the new road would be recommended to be a single lane, gravel surface road. If feasible, it is recommended that Town staff construct the road, saving contractor fees.

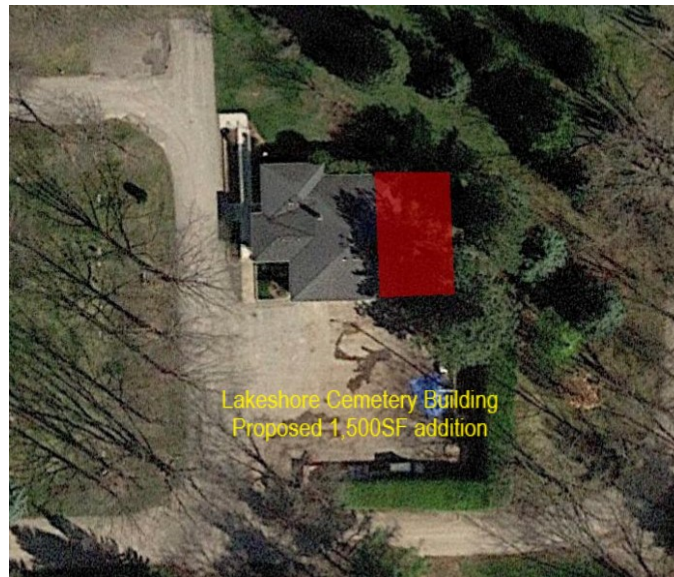
Figure 18: Proposed New Access Road to Fire Station 1



5.5 Niagara Lakeshore Cemetery

A small addition to the existing service building at the Cemetery is recommended. The desired arrangement was presented by staff as an extension to be added to the rear of the existing building, consisting of about 1,500ft², and including an overhead door. The design of the addition would be such that it would seamlessly match the design of the existing building. The purpose of the addition is to provide additional storage and workshop space to the Cemetery staff so the interior fittings and finish will be limited in scope.

Information provided by Town staff indicates that the cost of this project will be approximately \$80,000 which includes a small contingency.

Figure 19: Niagara Lakeshore Cemetery Building: Proposed Addition

5.6 Community Centre

A number of ideas were presented for changes/improvements to the Community Centre – some large, some small. Subsequent to our meetings with stakeholders Town staff recommended that with two exceptions any recommendations related to the Community Centre would be included as part of a future Parks and Recreation Study the Town is planning to conduct.

The exceptions both relate to the Lawn Bowling facility. The playing area of the lawn bowling field was identified by club members and town staff as fast approaching a condition where it would be unplayable, so replacement is recommended. This need was identified and a cost estimate included in the BCA for the Community Centre and was already included in the Town's Capital Budget Forecast.

The second item is small improvement regarding access to the storage space in the Mori Room that is used by the Lawn Bowling Club. Currently the storage space can only be accessed from within the Mori room, which as previously explained has presented conflicts to users. It is recommended to install a new entry door to the storage space from the hallway, thus allowing unlimited access to the Lawn Bowling club storage area. This minor improvement will also increase the available rental times for the Mori Room (since the room will no longer need to be reserved for access by the Lawn Bowling club members). The cost of this work is expected to be less the \$5,000.

5.7 Former Niagara-on-the-Lake Hospital and Dormitory

The existing hospital building is no longer being used as a primary care hospital, nor is it forecast that it will ever be used as such. At present about 25% of the hospital building space is being used by a medical tenant as a general practice medical clinic. The building was originally constructed during the 1950s and does not have the physical layout, services or other equipment associated with a modern hospital. Modern hospital services for Niagara-on-the-Lake residents are available in St. Catharines or Niagara Falls.

The dormitory building at 120 Byron St. is also no longer being used for its intended purpose, and only about 25% of that building is being used by a tenant leasing the space for a physiotherapy office. The annual operating and maintenance costs of the buildings, combined with the specialized design and equipment of the buildings to accommodate their original uses and occupancies imply that modifying the buildings for any other use would entail significant re-capitalization costs.

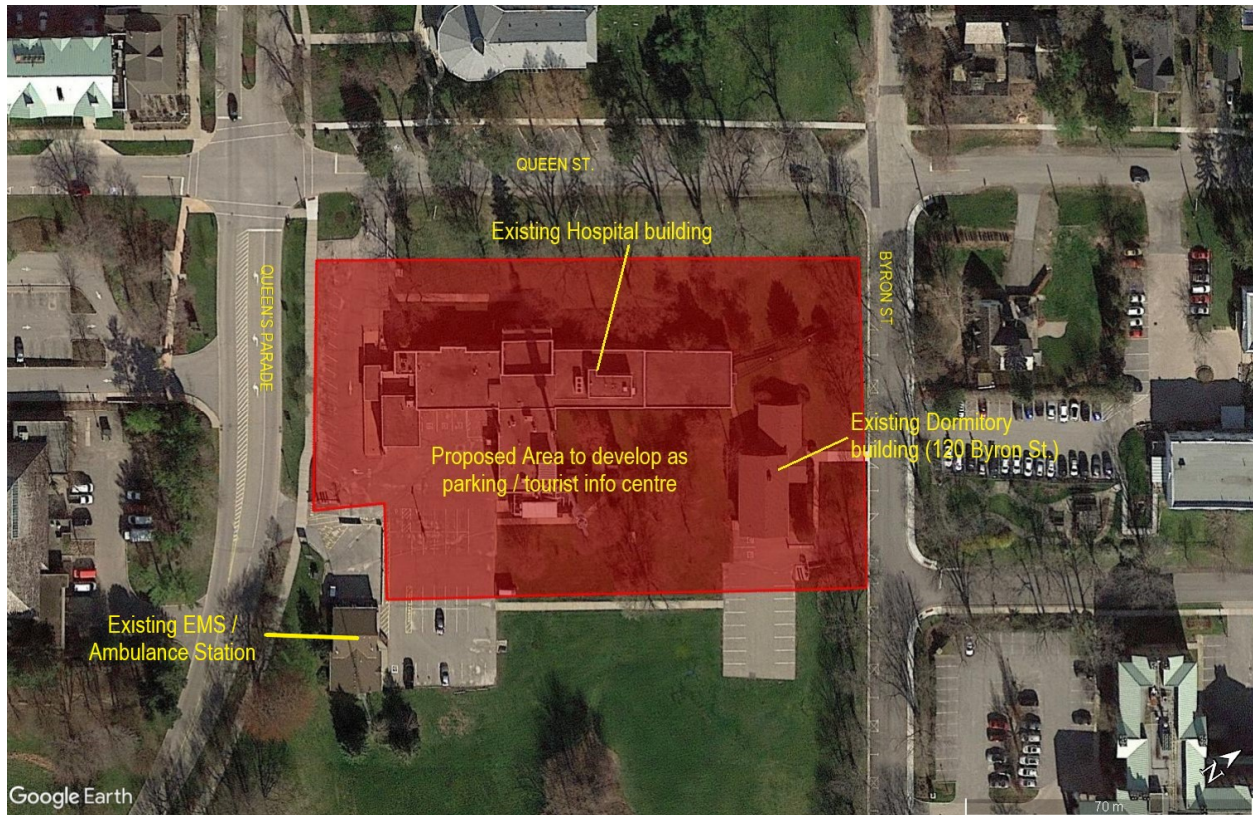
The two buildings are situated on prime property located very close to the central Niagara-on-the-Lake tourist attractions of Fort George and the Queen St. heritage area, as well as Shaw Festival facilities. Town staff repeatedly indicated that parking for tourists to the Town travelling in their own vehicles or using commercial buses is often at a premium and more parking facilities are required – particularly during the peak summer tourist months.

It was noted by both Town staff, the Chamber of Commerce, and WalterFedy that the current location of the Information Centre at Fort George, has very poor visibility from the Queen's Parade roadway. Physically the current facility is in Poor condition: the 2017 BCA identified only lifecycle repairs and normal maintenance requirements as being needed, however, the facility is small and appears dated looking on both the interior and exterior. The building does not present the image desired by the Town as the ideal first impression to visitors that is desired to be presented.

Considering the above facts, it is recommended to demolish the existing hospital and dormitory buildings and convert the property to be used as a primary parking area for visitors and residents, along with the construction of a new, modern tourist info centre. The construction of the new parking lot and tourist building could include the addition of new public washrooms, and a publicly accessible shower and secure bike storage area for cycle tourists to the Town. The parking should include space for commercial coaches (buses), cars, accessible parking spots, and bicycles. A preliminary estimate based on the size of the available property compared to typical parking lot space sizes shows that the site might be able to accommodate 25 coaches and between 250-275 cars, as well as the new building and space for bike parking. See Figure 20 for a sketch of the proposed redevelopment. An estimated cost of this development is between \$3M-\$3.5M. There is an active EMS/Ambulance station located on the south-west corner of the hospital property: future plans regarding this facility are beyond the scope of this report to address, however, maintaining the Ambulance station is not seen to cause any problems to the proposed parking lot development.

The proposed development is recommended to retain as many of the existing mature trees and existing landscaping as possible site in order to maintain a “green” look and feel. This solution provides resolution to the parking, and tourist information centre concerns expressed by the Chamber of Commerce and Town staff.

There is a Telus communication tower located on the roof of the former hospital building: demolition of the hospital would require the tower and related infrastructure to be relocated. Details of this work would require discussion with Telus, however, it is suggested that the Town could allow the tower to be reconstructed somewhere else on the property with site development that would help visual appeal of having the tower on the lands.

Figure 20: Proposed Redevelopment of Hospital Property

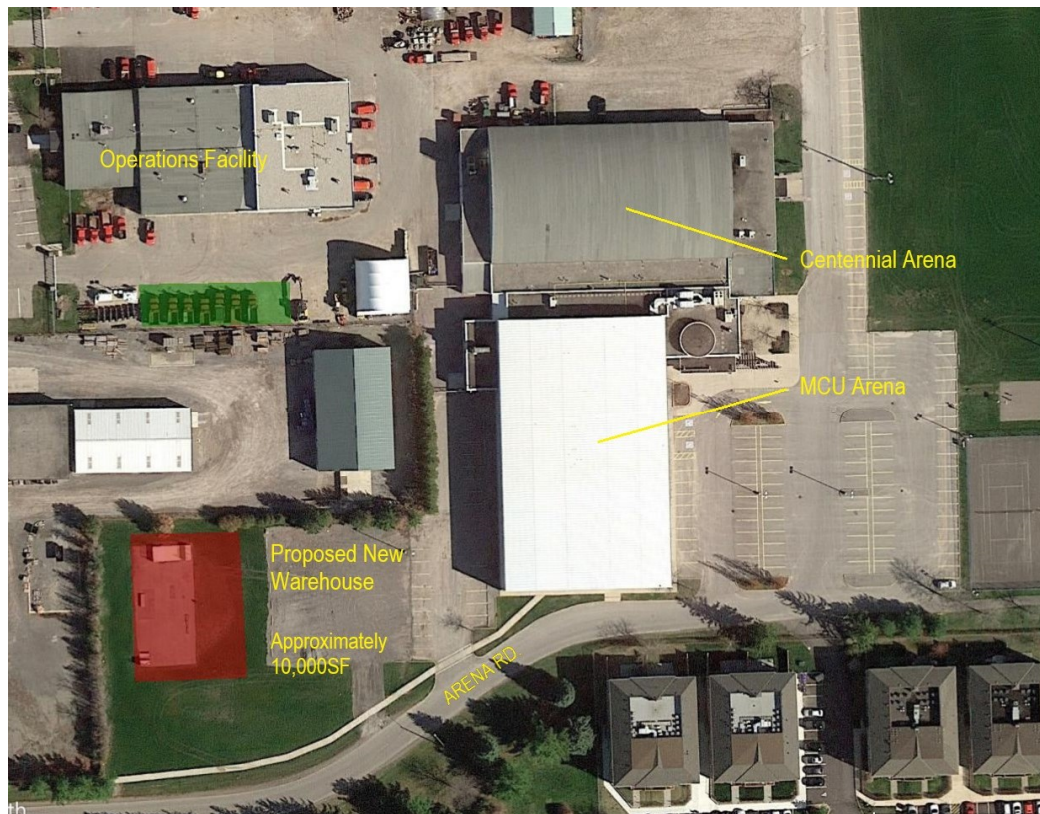
5.8 Operations Centre

The main Operations Centre building itself has undergone significant changes in the recent past and currently is in good condition with only normal maintenance or lifecycle replacement needs identified. Functionally the building is meeting the needs of the staff and there is some space available on the mezzanine level where more staff could be accommodated if desired. This action would likely mandate the installation of an elevator to the mezzanine in order to allow the facility to be fully accessible. Outside of the building, several upgrades to the site or features around the site were highlighted as preferred by Town staff.

The most pressing issue presented is the lack of sufficient storage space for equipment like small tractors, grass-cutting machinery and other material. While some protected storage space exists, Operations (and other) staff repeatedly emphasized the need for increased covered storage space for the current and expected growing fleet of equipment, vehicles and material that requires safe storage. The easiest, lowest impact solution identified involves construction of a covered warehouse between 8,000-10,000 ft² on Town owned land adjacent to MCU Arena, on a site currently used for the Town Skatepark.

Figure 31 represents the proposed location. The benefits to this option are:

- The land is Town owned
- The site is adjacent to several major Town facilities
- The skatepark can be easily re-located: suggested new location near the Virgil Splashpad and related infrastructure

Figure 31: Proposed New Warehouse Building

Parking and access to the parking for staff working at, or whose jobs require them to travel to/from the Operations facility was identified as problematic and difficult at times. At present, staff parking is available at the front of the building (towards the Administration Building) in a paved lot where spaces are shared with members of the public visiting either the Administration or Operations buildings. There is another unpaved lot at the rear of the Operations yard, adjacent to the Centennial Arena.

The rear lot is mostly unused during normal working hours but is partly used on weekends and after-normal hours as people visit the arenas at peak recreation times. There were some comments that staff did not like parking there because of the distance required to walk from there to their offices: this is a fact that cannot be easily alleviated.

It is proposed that the rear lot be paved and upgraded to include improved lighting and traffic control for parking lots be added, along with improved directional signage and encouragement to Town staff so that this area becomes the primary parking area for staff and Town vehicle access to and from the Operations yard. This will alleviate the pressure on the front parking area while providing a more suitable public parking facility for visitors to the arenas.

Figure 22: Operations Yard - Centennial Arena Parking

The second identified upgrade in the Operations yard regards the construction of a shelter for the Town's winter control vehicles. Currently, the vehicles are parked in an open area on the South side of the Operations Centre Site and sit exposed to the elements year-round. The construction of a roofed shelter, with interior lighting, would help staff both maintain the vehicles and be able to expedite the tasks required prior to being able to use the vehicles for their intended purpose. The time required for cleaning snow and ice off the vehicles would be reduced, allowing road clearing operations to proceed more efficiently. With the anticipated growth of the Town, the shelter should be constructed to accommodate more than the seven vehicles currently in the fleet.

Figure 43 shows a proposed location and layout of a new shelter building large enough to house 8 or 9 vehicles, while Figure4 is a photograph of a typical shelter building such as is being proposed.

Figure 43: Proposed Location for Vehicle Shelter**Figure 24: Typical Winter Control Vehicle Shelter**

5.9 Meridian Credit Union Addition

The Meridian Credit Union (MCU) Arena was assessed to be in generally good condition, with an adequate number and breakdown of rooms and features in the building that were meeting the needs of the present level of use and variety of users. With the arrival of the new Junior hockey team, the levels of service being offered in MCU may no longer meet the needs of this new stakeholder.

While expressing general satisfaction with the features currently available in the arena, a representative of the new hockey team did also describe a desire for larger team changeroom facilities, as well as the addition of team offices, and a location where a team physiotherapist could work immediately adjacent to the other team rooms. The easiest way to accommodate this request would be to add a small single storey addition to the West side of the MCU with the appropriate desired room configuration. This addition would free the already existing changeroom and other facilities for more use by other teams or other functions. See Figure 55 for a sketch of this proposal.

Figure 55: Proposed Addition to MCU

From an architectural / engineering perspective such an addition is relatively simple, however, given that this addition is intended primarily to meet the unique needs of the new Junior hockey team, this recommendation should not be considered until the viability of the team is assured for multiple years. The timing of this work is proposed for 2021. If the Junior hockey team is not resident at the MCU arena at that time, and no other needs present themselves to justify the addition, the expansion will not be required.

6.0 MAJOR CAPITAL PROJECT RECOMMENDATIONS AND FINANCIAL ANALYSIS

Using all of the information gathered, analysed and presented in the completion of this report, WalterFedy has developed a series of recommended major capital projects that are intended to address the deficiencies and forecast gaps in the level of service the Town's current facilities currently offer.

These capital recommendations are in addition to and/or instead of the items identified in the BCA's: the items in the BCA should remain in the attention of Town staff and an annual repair and maintenance plan that addresses those items should be developed (or revised if one already exists) based on the BCA info.

The cost estimates for each of the recommendations include projected construction, design and project management costs. The costs do not include any additional equipment and/or furnishings that may be required to occupy the facility (i.e. desks, computers, printers, etc.) The recommendations have been grouped below by priority.

WalterFedy has also prepared a provisional reserve fund study using budgetary information made available to us and the inclusion of the major capital projects.

6.1 Phase 1 Major Capital Projects: 0-5 Years

6.1.1 Community Centre – Mori Room

Recommendation: Close off current access to the storage from the Mori Room and entry to the storage space in the hallway
 Estimated Cost: \$3,000
 Timeline: 2018
 Funding: Town (Reserves)

6.1.2 Fire Station #1

Recommendation: Construct a roadway to rear entrance for staff with an electronic gate
 Estimated Cost: \$30,000
 Timeline: 2018
 Funding: Town (Reserves)

6.1.3 St. Davids Lions Pool

Recommendation: Demolish existing facility and replace with a splashpad and pavilion
 Estimated Cost: \$875,000 total project
 \$750,000 for construction of new facility
 \$125,000 for demolition of the current facility
 Timeline: 2019
 Funding: 1/3 by Donations / Community Support and 2/3 by Town (Reserves/Debt)

The pool is in immediate need of repairs, it is recommended that the replacement of the pool is undertaken in the immediate future.

6.1.4 Operations Centre/Centennial Arena – Parking Lot

Recommendation: Convert lands to paved parking for Town staff and arena visitors
 Estimated Cost: \$300,000
 Timeline: 2019
 Funding: Town (Reserves)

This recommendation provides additional parking for both the Arena and Town staff. This new lot should relieve some of the pressure on the parking available at the Administration Building and Operations Centre during the day and the Arenas in the evenings.

6.1.5 Niagara Lakeshore Cemetery

Recommendation:	Construction of an addition to the existing workshop building at Niagara Lakeshore Cemetery
Estimated Cost:	\$80,000
Timeline:	2019
Funding:	Town (Reserves)

It is desired that the addition be designed and built so that it seamlessly matches the existing building. The size of the addition is about 1,500SF and is intended to be a simple storage space with overhead door.

6.1.6 Operations Centre

Recommendation:	Installation of elevator
Estimated Cost:	\$100,000
Timeline:	2020
Funding:	Town (Reserves)

This recommendation assumes that the Town has chosen to move the fire administrative staff into the new Administration Building. If the Town instead chooses to move the fire administration staff to an addition at Fire Station #1, the installation of the elevator could be moved out further in the future. The elevator will need to be installed when the mezzanine space becomes occupied.

6.1.7 Operations Centre – Shelter for Winter Control Vehicles

Recommendation:	Construction of a three-sided shelter for the winter control vehicles
Estimated Cost:	\$460,000
Timeline:	2021
Funding:	Town (Reserves/Debt)

It is suggested that the structure be constructed in such a way that so that the entire building could be enclosed in the future with overhead doors allowing vehicle access to the building.

6.1.8 Addition at Meridian Credit Union Arena

Recommendation:	Construction of arena addition
Estimated Cost:	\$720,000
Timeline:	2021
Funding:	2/3 by Junior Hockey Team and 1/3 by Town (Reserves/Debt)

It is encouraged that this recommended be re-assessed closer to the forecast timing of construction to ensure that the need still exists. The funding of this addition is recommended to be split 1/3 funded by the Town and 2/3 funded directly by the Team. If the anticipated sustained success of the team does not continue or is not certain, this capital requirement can be cancelled.

6.1.9 Former Niagara-on-the-Lake Hospital and Dormitory and Related Lands

Recommendation:	Demolition of the current structures, construction of a new parking lot and information centre building.
Estimated Cost:	\$3,645,000 total project \$615,000 for the demolition of the hospital facilities \$2,500,000 for the construction of the parking lot and site development \$500,000 for the construction of the new information centre \$30,000 the demolition of the old information centre
Timeline:	2022
Funding:	Town (Reserves/Debt) – to be recovered via revenue from parking

This recommendation is predicted to be a self-funding one, it is recommended that the Town fund the project initially by debenture and repay the debenture fully from the revenue funds generated by users of the parking lot. Included in the construction cost of the new parking lot are pay-parking machines.

6.2 Phase 2 Major Capital Projects: 6-10 Years**6.2.1 Warehouse for Storage of Tractors, Mowers and Other Equipment**

Recommendation:	Purchase and/or Construction of Warehouse for Storage
Estimated Cost:	\$1,300,000
Timeline:	2026
Funding:	Town (Reserves/Debt)

This recommendation provides the Town with the choice to purchase lands and construct a warehouse/structure or to purchase a site that already has an appropriate structure on it. With either of these options the Town is recommended to be flexible in the timing of this work so as to either accelerate or decelerate the timing of this option depending on the availability of properties.

6.3 Phase 3 Major Capital Projects: 11-15 Years**6.3.1 Administration Building (i.e. Town Hall)**

Recommendation:	Construct a new administration building on the current site adjacent to the Operations Centre; Demolish the existing facility and redevelop the site with improved parking and vehicle access
Estimated Cost:	\$10,500,000 in total \$9,000,000 for the construction of the new facility \$1,500,000 for demolition, site development and parking lot
Size:	25,000 ft ²
Timeline:	2028-2029
Funding:	Town (Reserves/Debt), with a portion to be recovered via revenue from parking from the new lot

The recommendation presented above assumes that the Town has chosen to move the fire administrative staff into the new Administration Building. If the Town instead chooses to move the fire administration staff to an addition at Fire Station #1 the above costs would be reduced by approximately \$1,080,000 and a reduction of approximately 3,000 square feet. The cost of an addition at Fire Station #1 would be equal the reductions noted above.

Additionally, it is recommended that the project be funded by debenture with 67% of the repayment of the building construction and 100% of the site development of the parking lot, be from the funds generated from the new parking lot on the hospital lands.

6.4 Phase 3 Major Capital Projects: 15 Years and Beyond

6.4.1 Purchase of Lands for Bulk Storage

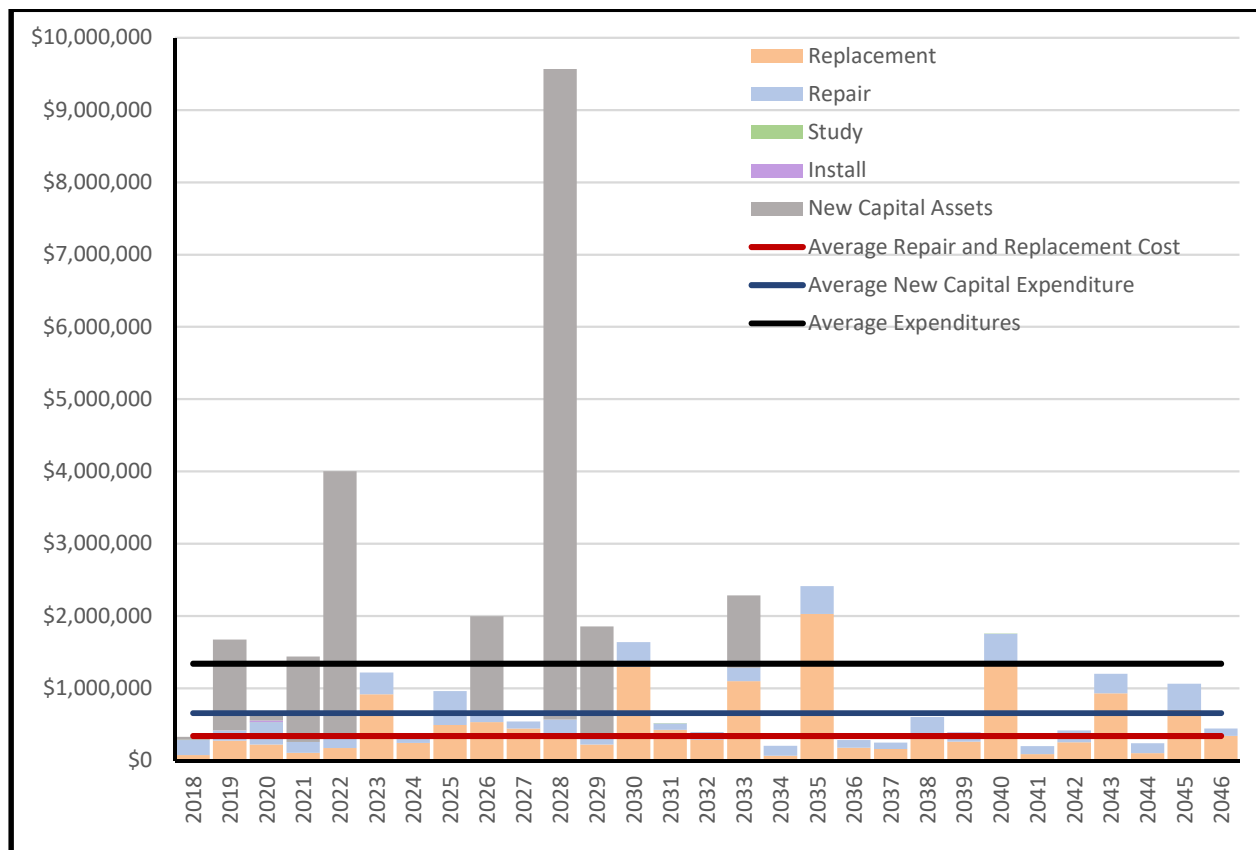
Recommendation: Purchase Lands for Bulk Storage
 Estimated Cost: \$1,000,000
 Timeline: 2033
 Funding: Town (Reserves/Debt); potential for land transaction with partner

This recommendation provides the Town with the choice to purchase lands and construct a warehouse/structure or to purchase a site that already have an appropriate structure on it. With either of the options provided the availability of appropriate properties may require the Town to either accelerate or decelerate the timing of this option. The Town is also encouraged to explore the possibility of land exchanges with partnering agencies.

6.5 Revised Capital Forecast

Following the development of the new major capital project recommendations, a revised 30-year capital forecast was prepared in order to evaluate the impact of the recommendations on the Niagara-on-the-Lake annual capital budget. This was done by adding the new capital project costs to the capital cost table that was prepared using the BCA data and editing or removing any existing costs associated with the facilities being replaced were removed. For those facilities where the replacement project is not proposed until many years in the future, the costs identified in the BCAs were removed and a general maintenance cost allowance was added to account for a level of repair and maintenance to ensure the facility remains safe to users. A revised capital cost forecast graph can be seen in Figure 66.

Figure 66: Revised 30-Year Capital Cost Forecast



The addition of the recommended capital costs increases the forecast average annual capital expenditures to \$1.34 million per year over the study period, about a 29% increase over the average annual capital cost forecast using only recommended capital work from the BCAs (\$951,500). Capital spending spikes are forecast in the years that the major capital is recommended to be completed in, most significantly in 2022 (new parking area / tourist info centre at Hospital site) and 2029 (new administration building).

In another context, the proposed new 30-year capital expenditure forecast reduces the average annual repair and replacement expenditure to about \$341,000 per year⁶, with an average expenditure dedicated to new capital assets at \$655,600.

Though the new major capital projects present a significant increase in the annual capital budget of the Town of Niagara-on-the-Lake, the benefits these projects would bring to the Town must be considered. These include:

- Replacement of a seasonal facility that no longer provides the desired and/or legally mandated levels of service with a new facility that does
- Modern, improved tourist info centre
- Increased and improved parking for visitors (with related increase in revenue to the Town)
- Removal of buildings that are past their useable lifecycle and could not be reused without significant re-capitalization (Hospital and dormitory at 120 Byron)
- Improvements to the Town operations capability and organization
- Larger, modern Administration building for Town staff and residents will result in improved service offerings

Further to the above benefits, it is possible that some of the projects may be partially or completely self-funding (i.e. predicted implementation costs would be offset by expected revenues), or result in lower annual operating and maintenance costs after they are implemented. These points are examined in the next section.

6.6 Financial Analysis

WalterFedy met with the Treasurer to receive a brief summary and overview of the Town's current financial status, in addition to reviewing the Town's 2018 Capital and Operating Budgets. This meeting and review revealed that at the present time there are no reserve funds specifically identified for the Town's future facilities needs.

Based on the information received, WalterFedy assumed an opening reserve balance of zero dollars. An initial allocation of \$500,000 in 2018 is recommended, with contributions increasing annually to a value of \$1,075,000 by 2028 and the ensuing years. This opening contribution was determined by a review of previous years capital budgets, and calculating the total funds allocated to the general capital reserve that were earmarked for facility needs. To that end it is also suggested that a portion of the funds earmarked for the capital reserve fund be reallocated to a separate facilities reserve and capital facilities-related expenditures be funded from that reserve.

Although exact sources of funding are not certain at this time, the analysis has assumed multiple potential sources including, reserves, debentures, donations and parking revenue. The creation of the new parking lot on the old hospital grounds in 2022 is anticipated to be generating funds for the Town in 2023. Using an estimated number of parking spaces and a conservative estimate for the hourly parking rate, plus consideration of the seasonal nature of the popularity of visitor parking in Niagara-on-the-Lake, it is forecast that parking revenue may reach \$600,000 per year. In the forecast, this projected revenue is applied to

⁶ This value does not include annual costs for recommended "study" or "install" action items as they disproportionately affect the average expenditure because they are relatively low value.

offset the debt payments and capital expenditures for the parking lot project, as well as the construction of a new administration centre and related siteworks.

There may also be opportunities to engage in public/private partnerships, additional fundraising, development charge projects and grants funding in order to supplement the already identified sources. If any of these opportunities arise the financial forecast in this report would need to be adjusted accordingly. All debenture funding was calculated using Infrastructure Ontario rates as at Feb 1, 2018, these rates are subject to change.

The financial forecast for the Facilities Master Plan, is presented in summary form in Table 4. The detailed expenditures by building and recommendations, and debenture calculations are included in Appendix C. T

The forecast includes the revised forecast presented in Table 26, with minor adjustments recommended timing of the BCA actions, in order to provide a more balanced expenditure timeline. This was accomplished by adjusting recommended years of work for certain action items where the original timing identified in the BCAs resulted in annual forecast expenditures significantly higher than the year previous and/or prior. This represents a more realistic perspective of how the work would likely be completed.

The recommended timeline presented would leave the Town with approximately \$1.08 million in the facilities reserve and \$2.4 million in the parking revenue. It is noted that the parking reserve identified in the forecast analysis, only includes funds generated from the new parking lot. This is for illustrative purposes only, WalterFedy is not recommending maintaining two parking revenue reserves.

Table 4: 30-Year Financial Analysis of Facilities Master Plan

Facilities Reserve	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Opening Balance	\$0	\$175,950	(\$26,800)	\$17,114	\$165,098	\$59,751	\$43,728	\$148,355	\$106,249	\$353,392	\$630,673	\$903,404	\$783,304	\$463,434
Revenues														
Annual Allocation	500,000	600,000	650,000	700,000	750,000	850,000	950,000	1,000,000	1,025,000	1,050,000	1,075,000	1,075,000	1,075,000	1,075,000
Donations / Junior Team Contribution		292,000		480,000										
Debentures - Funds Received		583,000		700,000	3,645,000				1,300,000		9,000,000	1,500,000		
Revenue from Parking at Former Hospital Lands						430,145	430,145	430,145	430,145	430,145	430,145	757,593	934,608	934,608
Expenditures														
Debt Payments - Principal & Interest			(126,466)	(126,466)	(209,073)	(639,218)	(639,218)	(512,752)	(512,752)	(666,164)	(666,164)	(1,154,893)	(1,331,908)	(1,331,908)
Capital Expenditures - BCA	(291,050)	(422,750)	(379,620)	(425,550)	(646,275)	(656,950)	(636,300)	(959,500)	(695,250)	(536,700)	(566,250)	(797,800)	(997,570)	(711,355)
Capital Expenditures - Recommendations	(33,000)	(1,255,000)	(100,000)	(1,180,000)	(3,645,000)				(1,300,000)		(9,000,000)	(1,500,000)		
Closing Balance	\$175,950	(\$26,800)	\$17,114	\$165,098	\$59,751	\$43,728	\$148,355	\$106,249	\$353,392	\$630,673	\$903,404	\$783,304	\$463,434	\$429,779

Note: Projects for the Splashpad is assumed 1/3 funding by donations and 2/3 funding by the Town. The MCU Addition funding is assumed with 2/3 funding from the Junior Team and 1/3 funding by the Town.

Revenue from - Parking Lot on Hospital Lands	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Opening Balance	\$0	\$0	\$0	\$0	\$0	\$0	\$169,855	\$339,710	\$509,565	\$679,420	\$834,275	\$1,004,130	\$846,537	\$511,929
Revenues														
Revenue from Parking at Former Hospital Lands						600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000
Expenditures														
Debt Payments - Principal & Interest						(430,145)	(430,145)	(430,145)	(430,145)	(430,145)	(430,145)	(757,593)	(934,608)	(934,608)
Capital Expenditures - Recommendations										(15,000)				
Closing Balance	\$0	\$0	\$0	\$0	\$0	\$169,855	\$339,710	\$509,565	\$679,420	\$834,275	\$1,004,130	\$846,537	\$511,929	\$177,321

Note:
Use the funds from the Parking Lot at the Hospital lands to Fund the work at the Hospital land, 67% of the Town Hall and Site Development and Parking Lot at the Town Hall
Parking Lot Revenue Assumption \$1.50 per hour, 8 Hours per day for 182 days (50% of the year) 275 parking spots = Approximately \$600,000 annually

Facilities Reserve	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045	2046
Opening Balance	\$429,779	\$498,886	\$625,393	\$717,141	\$858,088	(\$695,165)	(\$263,855)	\$52,555	\$210,015	\$30,755	\$99,709	\$282,569	\$320,454	\$572,373	\$739,093
Revenues															
Annual Allocation	1,075,000	1,075,000	1,075,000	1,075,000	1,075,000	1,075,000	1,075,000	1,075,000	1,075,000	1,075,000	1,075,000	1,075,000	1,075,000	1,075,000	1,075,000
Donations / Junior Team Contribution															
Debentures - Funds Received		1,000,000													
Revenue from Parking at Former Hospital Lands	934,608	504,463	504,463	504,463	504,463	504,463	504,463	504,463	327,448	327,448	327,448	327,448	327,448	327,448	327,448
Expenditures															
Debt Payments - Principal & Interest	(1,249,301)	(819,156)	(937,166)	(937,166)	(937,166)	(783,753)	(783,753)	(783,753)	(606,739)	(606,739)	(606,739)	(606,739)	(488,729)	(488,729)	(488,729)
Capital Expenditures - BCA	(691,200)	(633,800)	(550,550)	(501,350)	(2,195,550)	(364,400)	(479,300)	(638,250)	(974,970)	(726,755)	(612,850)	(757,825)	(661,800)	(747,000)	(571,350)
Capital Expenditures - Recommendations		(1,000,000)													
Closing Balance	\$498,886	\$625,393	\$717,141	\$858,088	(\$695,165)	(\$263,855)	\$52,555	\$210,015	\$30,755	\$99,709	\$282,569	\$320,454	\$572,373	\$739,093	\$1,081,462

Revenue from - Parking Lot on Hospital Lands	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045	2046
Opening Balance	\$177,321	(\$172,286)	(\$76,749)	\$18,788	\$114,325	\$209,862	\$290,399	\$385,936	\$481,474	\$754,025	\$1,026,577	\$1,284,128	\$1,556,680	\$1,829,231	\$2,101,783
Revenues															
Revenue from Parking at Former Hospital Lands	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000
Expenditures															
Debt Payments - Principal & Interest	(934,608)	(504,463)	(504,463)	(504,463)	(504,463)	(504,463)	(504,463)	(504,463)	(327,448)	(327,448)	(327,448)	(327,448)	(327,448)	(327,448)	(327,448)
Capital Expenditures - Recommendations	(15,000)					(15,000)					(15,000)				
Closing Balance	(\$172,286)	(\$76,749)	\$18,788	\$114,325	\$209,862	\$290,399	\$385,936	\$481,474	\$754,025	\$1,026,577	\$1,284,128	\$1,556,680	\$1,829,231	\$2,101,783	\$2,374,334

Note:
Use the funds from the Parking Lot at the Hospital lands to Fund the work at the Hospital land, 67% of the Town Hall and Site Development and Parking Lot at the Town Hall
Parking Lot Revenue Assumption \$1.50 per hour, 8 Hours per day for 182 days (50% of the year) 275 parking spots = Approximately \$600,000 annually

7.0 CONCLUSION

Owning and managing capital facilities that provide services to residents is a significant function, and expense, that the Town of Niagara-on-the-Lake is responsible for and care must be taken when determining the future needs and related expenditures required.

The recommendations for new major capital projects presented in this report, combined with the recommendations identified in the 2017 Building Condition Assessments, if implemented, will result in the Town of Niagara-on-the-Lake having corporate assets that will be able to meet the increasing demands and levels of service expected by the Town residents well into the future. These recommendations have been determined in consideration of the data obtained by WalterFedy through on-site assessments, a review of asset and facility management best practices, and by interviewing stakeholders with an interest in a continued future of the Niagara-on-the-Lake facilities.

Though the construction of new capital facilities comes with an increased cost to the Town, it is felt that the benefits of the new facilities outweigh the cost increases. Some of the forecast costs can be offset by revenue being generated at the new facilities, and by lower annual operating and maintenance costs that modern facilities bring compared to older facilities.

WalterFedy respectfully submits these recommendations to the Town of Niagara-on-the-Lake for their consideration

Kevin Nelson EIT
Asset Management Specialist

Amy Vesprini B.Comm
Financial Analyst



APPENDIX A

Summary of Building Condition Assessment Actions by Facility

Appendix A: Summary of Building Condition Assessment Actions by Facility

Facility	Address	2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045	2046	Total	
TOTAL		-	2,598,250	424,500	1,129,320	333,550	551,950	1,374,975	474,500	1,623,500	757,250	846,450	726,450	398,250	1,881,970	553,255	559,550	1,590,700	215,750	2,486,350	318,750	482,150	768,800	394,000	2,083,325	276,150	462,100	2,957,925	253,450	1,547,600	474,850	28,545,620	
Administration Building	1593 Four Mile Creek Road	-	2,000	7,000	9,000	109,000	16,250	12,500	9,000	127,600	5,000	16,500	16,500	34,050	13,700	20,500	153,350	12,500	4,000	12,500	18,500	69,500	2,500	8,500	5,000	61,500	37,250	12,500	19,000	18,100	12,000	845,300	
Operation Centre - Back	3 Lorraine Street	-	-	5,000	5,000	-	-	-	8,700	86,000	-	-	-	5,000	37,000	-	-	-	8,700	122,000	-	-	-	92,000	102,705	-	-	-	8,700	178,850	-	659,655	
Operation Centre - Middle	3 Lorraine Street	-	1,000	133,150	3,500	18,700	-	80,000	10,000	13,500	15,000	-	21,500	7,400	-	5,150	-	4,000	16,000	16,000	15,000	-	6,500	119,900	7,500	7,500	10,000	-	18,500	13,500	7,650	550,950	
Operation Centre - Front	3 Lorraine Street	-	-	-	-	5,000	-	-	5,000	5,000	13,950	3,250	10,000	-	100,000	15,750	5,000	-	-	5,000	115,100	3,250	1,500	-	8,500	23,500	-	5,000	-	5,000	54,450	384,250	
Operation Centre - Barn	3 Lorraine Street	-	-	1,000	2,500	25,500	-	-	-	400	6,100	-	-	-	2,500	5,000	-	-	-	-	-	-	-	-	2,900	53,000	-	-	-	-	-	98,900	
VBA Building	1595 Four Mile Creek Road	-	-	1,500	1,350	4,650	14,000	8,000	13,250	11,900	9,000	14,250	28,000	-	8,850	-	1,500	7,000	1,500	4,500	-	-	1,000	1,500	6,350	9,000	1,500	7,000	1,500	5,000	4,650	166,750	
Virgil Splashpad	1595 Four Mile Creek Road	-	-	-	1,500	-	-	17,000	-	-	7,500	-	5,100	-	1,500	-	-	12,000	-	3,000	7,500	-	11,850	-	1,500	-	-	45,100	-	-	7,500	121,050	
Centennial Arena	1565 Four Mile Creek Road	-	54,500	35,500	22,350	31,500	38,400	372,000	35,000	98,000	120,150	238,000	62,500	18,000	31,000	12,500	10,500	413,300	19,500	53,500	8,000	11,750	23,000	26,000	46,350	13,500	73,150	352,000	20,000	17,500	52,000	2,309,450	
Meridian Credit Union Arena	1567 Four Mile Creek Road	-	34,500	23,500	19,000	27,000	-	289,375	15,650	7,000	2,000	15,500	166,450	24,500	28,000	88,500	18,650	736,800	-	22,000	2,500	16,000	137,200	14,000	14,650	15,500	500	391,275	-	93,500	22,000	2,225,550	
Virgil Pavilion	1595 Four Mile Creek Road	-	-	26,500	-	-	-	-	2,000	-	-	-	3,700	2,500	-	-	-	-	2,000	-	-	-	2,000	2,500	-	-	-	1,500	-	2,000	-	46,700	
Fire Station 1	2 Anderson Lane	-	48,000	1,500	52,800	5,000	31,000	33,000	63,500	39,200	89,000	2,500	10,000	1,500	254,100	5,000	12,000	3,000	14,500	31,500	33,000	7,000	35,000	1,500	67,400	5,000	30,500	48,000	66,500	56,100	17,500	1,064,600	
Fire Station 2	745 Warner Road	-	800	-	12,000	23,400	34,000	136,000	5,500	107,000	34,950	6,500	15,400	35,400	154,000	2,400	4,000	12,000	12,900	22,500	10,500	8,500	45,000	-	23,800	16,900	36,000	96,000	13,500	28,000	2,500	899,450	
Fire Station 3	1391 Concession 6 Road	-	12,500	-	9,000	11,000	2,500	61,000	2,500	78,500	10,000	-	43,500	2,500	19,000	70,000	74,000	28,250	19,500	3,500	18,000	30,000	171,250	4,000	25,250	11,000	7,500	58,500	2,500	78,500	5,000	858,750	
Fire Station 4	5 Dumfries Street	-	-	-	13,000	-	20,500	1,200	34,750	77,000	7,000	51,900	21,500	-	36,000	650	33,500	6,200	3,500	17,000	17,800	14,700	2,500	-	15,000	5,000	72,500	1,200	24,500	67,000	7,000	550,900	
Fire Station 5	350 Townline Road	-	-	-	20,000	5,000	5,000	12,500	11,750	42,000	163,200	-	12,500	89,500	164,900	5,000	-	12,500	30,750	44,000	5,000	-	20,000	-	71,750	5,000	-	20,000	16,750	53,500	168,200	978,800	
Queens Royal Park Gazebo	45 Front Street	-	-	-	-	-	-	-	-	1,750	-	2,500	-	-	-	-	-	-	750	-	-	2,500	-	-	2,500	-	-	-	-	750	-	10,750	
Queens Royal Park Washrooms	45 Front Street	-	-	1,500	1,250	-	-	-	-	1,750	2,750	-	-	30,000	24,300	1,250	-	-	-	1,500	500	-	-	-	1,500	1,250	-	-	-	1,750	500	3,600	73,400
Fort George Info. Centre	51 Queens Parade	-	200	1,750	11,500	-	7,000	24,900	4,450	4,500	5,000	1,250	-	-	2,500	16,000	22,900	6,200	4,500	-	1,250	2,000	-	41,500	-	3,000	12,600	4,450	4,500	5,000	-	186,950	
Court House	26 Queen Street	-	36,500	63,000	71,500	17,000	147,000	-	112,000	137,500	52,000	108,000	11,000	49,000	48,500	5,000	1,000	5,000	23,000	23,500	4,500	9,000	15,000	37,500	155,500	5,000	45,000	-	16,000	54,000	9,500	1,261,500	
92 Queen Street Washrooms	92 Queen Street (Lease)	-	-	35,000	2,500	-	2,000	-	-	1,400	3,500	1,500	6,000	3,000	20,950	2,700	-	-	1,500	16,000	2,000	3,500	-	2,500	-	-	-	-	-	-	3,500	107,550	
Community Centre	14 Anderson Lane	-	27,500	6,000	55,000	7,000	13,000	13,000	5,000	90,000	34,400	8,000	6,500	31,000	485,150	129,000	94,500	13,000	30,000	66,000	9,400	8,000	29,000	3,000	772,950	7,000	38,000	13,000	5,000	246,000	9,400	2,254,800	
Library	10 Anderson Lane	-	750	8,800	109,800	3,500	-	132,750	300	25,500	12,000	22,500	27,750	3,800	58,500	3,500	3,500	12,750	300	102,300	30,000	55,000	750	3,800	264,050	3,500	-	142,750	18,300	47,500	12,000	1,105,950	
Queenston Library	32 Queenston Street	-	47,000	-	81,000	-	16,000	-	600	36,500	74,500	500	1,500	-	52,500	12,000	1,800	1,000	600	48,200	-	500	45,000	-	50,500	-	16,000	-	600	39,200	12,000	537,500	
Niagara Lakeshore Cemetery Bldg	1483 Lakeshore Road	-	2,500	1,500	9,520	3,550	2,500	28,750	1,500	12,500	2,000	6,800	11,500	-	9,520	750	5,250	2,500	1,500	2,000	1,500	10,250	-	37,870	1,250	39,700	2,000	1,500	20,100	4,300	224,110		
Pumphouse Art Centre	247 Ricardo Street	-	-	68,300	8,500	8,500	9,000	8,000	15,300	-	33,000	33,500	28,000	47,800	63,500	92,500	25,500	-	5,300	9,600	-	3,500	2,000	67,800	11,000	8,500	15,500	-	7,700	-	3,600	575,900	
Pumphouse Art Centre - Gazebo	247 Ricardo Street	-	-	-	550	-	-	-	-	2,000	-	-	350	-	550	-	-	-	-	-	-	-	350	-	550	-	-	-	-	-	-	4,350	
Cenotaph	Island on Queen Street	-	1,000	-	5,500	-	-	1,000	-	500	-	-	1,000	-	5,500	-	-	1,000	-	500	-	-	1,000	-	5,500	-	-	1,000	-	1,500	-	25,000	
Niagara Pool	370 King Street	-	17,000	-	36,500	-	5,000	7,000	-	65,000	-	-	17,000	-	51,500	35,000	75,000	7,000	-	1,795,000	-	-	17,000	-	41,500	-	5,000	7,000	-	50,000	35,000	2,266,500	
St. David's Lion's Pool	1446 York Road	-	2,047,500	-	200,700	6,000	25,300	87,000	6,000	211,500	45,500	8,000	86,200	-	183,500	10,000	2,500	221,000	3,500	36,000	10,200	163,000	102,000	-	197,000	10,000	2,500	1,696,000	200	207,000	10,000	5,578,100	
Memorial Park Pavilion	370 King Street	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	7,000	-	-	-	-	-	-	-	-	-	7,000	
Simcoe Park Bandshell	25 Picton Street	-	-	-	-	5,000	1,500	-	-	-	-	1,500	-	-	-	-	5,000	-	-	-	-	1,500	-	-	-	-	-	1,500	-	-	-	16,000	
Simcoe Park Washrooms	25 Picton Street	-	5,500	-	4,000	-	-	5,500	-	2,000	-	-	5,500	-	-	10,355	-	5,500	-	2,000	-	-	5,500	-	2,000	-	-	5,500	-	2,000	-	55,355	
Market St Washrooms	38 Market Street	-	-	-	500	9,250	500	4,500	6,500	5,000	1,000	-	20,000	-	500	15,500	500	1,000	-	500	3,750	41,200	16,650	6,500	5,000	6,500	500	1,000	-	500	-	146,850	
NOTL Hospital	176 Wellington Street	-	100,000	4,000	360,000	8,000	111,500	24,000	106,500	330,000	11,500	304,000	41,500	19,000	50,000	4,000	16,500	26,500	11,500	20,000	6,500	19,000	44,000	4,000	93,500	8,000	26,500	25,000	6,500	255,000	6,500	2,043,000	
NOTL Hospital - Dormitory	120 Byron	-	159,500	-	-	-	50,000	14,000	-	-	-	-	16,000	-	-	-	-	24,000	-	-	-	5,000	19,000	-	-	-	-	14,000	-	2,500	-	304,000	



APPENDIX B

St. Davids Lions Pool Report from Acapulco Pools



December 12, 2017
Q17.11.4774

Attn: Kevin Nelson

Walter Fedy

675 Queen Street South, Suite 111
Kitchener, ON N2M 1A1

Re: St. David's Outdoor Pool

Dear Mr Nelson;

We attended a site meeting at the St David's outdoor pool on November 21, 2017.

The intent of the meeting was to comment on the swimming pool and the swimming pool equipment based on a visual high level inspection.

1.0 Observations

	Observations	Condition	Comments
1.1	Rectangular pool size 42' x 82'		Steps interfere with lap swimming
1.2	Pool depth 3' to 12' 6"		No bench or ramp
1.3	Gunite concrete tank	Poor	Very rough, allows algae to grow
1.4	Epoxy paint interior finish	Poor	Requires sand blasting and 2 coats of epoxy paint
1.5	No water line tile border	Poor	Difficult to clean scum line
1.6	Painted lane line and targets	Poor	Requires 2 coats of epoxy paint
1.7	Cast in steps with SS grab rails	Good	No identifying marks on steps. Steps are slippery
1.8	Skimmer system with no safety grilles	Good	Skimmers require safety grilles
1.9	Chemical Controller	Good	
1.10	Chlorine sanitizer, acid for pH control	Good	
1.11	Stairs in shallow end of pool	Good	Interfere with lap swimming
1.12	Precast coping, concrete deck	Poor	Coping stones require repointing, some are loose
1.13	Horizontal sand filters	Poor	Nearing end of life span
1.14	Bronze self priming pump	Good	Grandfathered. Flow rate does not meet current code
1.15	Wall returns	Good	Grandfathered. Flow rate does not meet current code
1.16	Main Drains	Not visable	No comment. Must be VGBA
1.17	Deck Slide	Good	
1.18	Pool deck is concrete	Poor	Uneven, cracking. Requires replacement
1.19	No Handicap lift	Poor	Lift required or a ramp
1.20	Underground piping	Unknown	Grandfathered. Pipe sizes do not meet current codes

1.0 Budget for Renovation

1. Hydroblast and provide 2 coats of epoxy paint	\$30,000.00 - \$40,000.00
2. Replace pool deck - removal - concrete deck	\$65,000.00 - \$75,000.00
3. Replace pool coping	\$25,000.00 - \$30,000.00
4. Provide additional skimmer and returns	\$65,000.00 - \$80,000.00
5. Replace filter and pump to meet current codes	\$155,000.00 - \$175,000.00
6. Replace the underground piping to meet current code	\$160,000.00 - \$200,000.00
7. Provide handicap lift	\$6,000.00 - \$8,000.00
8. Provide an access ramp	\$55,000.00 - \$75,000.00
9. Replace deck equipment	\$50,000.00 - \$75,000.00
10. Contingency	\$30,000.00 - \$40,000.00

2.0 Budget for New Pool

1. Remove existing pool and deck	\$95,000.00 - \$125,000.00
2. New pool 4,600 sq. ft. complete with beach area and lap lanes	\$1,200,000.00 - \$1,500,000.00
3. Equipment room and bathhouse	By Others
4. Fencing, landscaping	By Others

Note: All prices are HST Extra

Thank you for the opportunity to provide you with this budget. Please feel free to contact me if you have any questions.

Sincerely,

Acapulco Pools Limited

Bernhard G. Gall
President

BG/tp



APPENDIX C

Financial Analysis – Revenues and Expenditures

Appendix C: Financial Analysis - Revenues and Expenditures

	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045	2046	Total
Facilities Reserve																														
Opening Balance	\$0	\$175,950	(\$26,800)	\$17,114	\$165,098	\$59,751	\$43,728	\$148,355	\$106,249	\$353,392	\$630,673	\$903,404	\$783,304	\$463,434	\$429,779	\$498,886	\$625,393	\$717,141	\$858,088	(\$695,165)	(\$263,855)	\$52,555	\$210,015	\$30,755	\$99,709	\$282,569	\$320,454	\$572,373	\$739,093	\$0
Revenues																														
Annual Allocation	500,000	600,000	650,000	700,000	750,000	850,000	950,000	1,000,000	1,025,000	1,050,000	1,075,000	1,075,000	1,075,000	1,075,000	1,075,000	1,075,000	1,075,000	1,075,000	1,075,000	1,075,000	1,075,000	1,075,000	1,075,000	1,075,000	1,075,000	1,075,000	1,075,000	1,075,000	1,075,000	28,500,000
Donations / Junior Team Contribution		292,000		480,000																										772,000
Debitures - Funds Received		583,000		700,000	3,645,000				1,300,000		9,000,000	1,500,000				1,000,000														17,728,000
Revenue from Parking at Former Hospital Lands						430,145	430,145	430,145	430,145	430,145	430,145	757,593	934,608	934,608	934,608	504,463	504,463	504,463	504,463	504,463	504,463	504,463	327,448	327,448	327,448	327,448	327,448	327,448	327,448	11,965,666
Expenditures																														
Debt Payments - Principal & Interest			(126,466)	(126,466)	(209,073)	(639,218)	(639,218)	(512,752)	(512,752)	(666,164)	(666,164)	(1,154,893)	(1,331,908)	(1,331,908)	(1,249,301)	(819,156)	(937,166)	(937,166)	(937,166)	(783,753)	(783,753)	(783,753)	(606,739)	(606,739)	(606,739)	(606,739)	(488,729)	(488,729)	(488,729)	(19,041,334)
Capital Expenditures - BCA	(291,050)	(422,750)	(379,620)	(425,550)	(646,275)	(656,950)	(636,300)	(959,500)	(695,250)	(536,700)	(566,250)	(797,800)	(997,570)	(711,355)	(691,200)	(633,800)	(550,550)	(501,350)	(2,195,550)	(364,400)	(479,300)	(638,250)	(974,970)	(726,755)	(612,850)	(757,825)	(661,800)	(747,000)	(571,350)	(19,829,870)
Capital Expenditures - Recommendations	(33,000)	(1,255,000)	(100,000)	(1,180,000)	(3,645,000)				(1,300,000)		(9,000,000)	(1,500,000)				(1,000,000)														(19,013,000)
Closing Balance	\$175,950	(\$26,800)	\$17,114	\$165,098	\$59,751	\$43,728	\$148,355	\$106,249	\$353,392	\$630,673	\$903,404	\$783,304	\$463,434	\$429,779	\$498,886	\$625,393	\$717,141	\$858,088	(\$695,165)	(\$263,855)	\$52,555	\$210,015	\$30,755	\$99,709	\$282,569	\$320,454	\$572,373	\$739,093	\$1,081,462	

	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045	2046	Total
Revenue from - Parking Lot on Hospital Lands																														
Opening Balance	\$0	\$0	\$0	\$0	\$0	\$0	\$169,855	\$339,710	\$509,565	\$679,420	\$834,275	\$1,004,130	\$846,537	\$511,929	\$177,321	(\$172,286)	(\$76,749)	\$18,788	\$114,325	\$209,862	\$290,399	\$385,936	\$481,474	\$754,025	\$1,026,577	\$1,284,128	\$1,556,680	\$1,829,231	\$2,101,783	\$0
Revenues																														
Revenue from Parking at Former Hospital Lands						600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	14,400,000
Expenditures																														
Debt Payments - Principal & Interest						(430,145)	(430,145)	(430,145)	(430,145)	(430,145)	(430,145)	(757,593)	(934,608)	(934,608)	(934,608)	(504,463)	(504,463)	(504,463)	(504,463)	(504,463)	(504,463)	(504,463)	(327,448)	(327,448)	(327,448)	(327,448)	(327,448)	(327,448)	(327,448)	(11,965,666)
Capital Expenditures - Recommendations																(15,000)														(60,000)
Closing Balance	\$0	\$0	\$0	\$0	\$0	\$169,855	\$339,710	\$509,565	\$679,420	\$834,275	\$1,004,130	\$846,537	\$511,929	\$177,321	(\$172,286)	(\$76,749)	\$18,788	\$114,325	\$209,862	\$290,399	\$385,936	\$481,474	\$754,025	\$1,026,577	\$1,284,128	\$1,556,680	\$1,829,231	\$2,101,783	\$2,374,334	

Note:
Use the funds from the Parking Lot at the Hospital lands to fund the work at the Hospital land, 67% of the Town Hall and Site Development and Parking Lot at the Town Hall
Parking Lot Revenue Assumption \$1.50 per hour, 8 Hours per day for 182 days (50% of the year) 275 parking spots = Approximately \$600,000 annually

Facility	Address	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045	2046	Total	
Expenditures - BCA	TOTAL	291,050	422,750	379,620	425,550	646,275	656,950	636,300	959,500	695,250	536,700	566,250	797,800	997,570	711,355	691,200	633,800	550,550	501,350	2,195,550	364,400	479,300	638,250	974,970	726,755	612,850	757,825	661,800	747,000	571,350	19,829,870	
Administration Building	1593 Four Mile Creek Road	2,000	7,000	9,000	109,000	16,250	12,500	9,000	127,600	5,000	16,500	16,500	34,050	13,700	20,500	153,350	12,500	4,000	12,500	18,500	69,500	2,500	8,500	5,000	61,500	37,250	12,500	19,000	18,100	12,000	845,300	
Administration Building	Removal due to replacement	(2,000)	(7,000)	(9,000)	(109,000)	(16,250)	(12,500)	(9,000)	(127,600)	(5,000)	(16,500)	(16,500)	(34,050)	(13,700)	(20,500)	(153,350)	(12,500)	(4,000)	(12,500)	(18,500)	(69,500)	(2,500)	(8,500)	(5,000)	(61,500)	(37,250)	(12,500)	(19,000)	(18,100)	(12,000)	(845,300)	
Administration Building	Works to Maintain until Replacement	2,000			46,500	15,000	2,500	9,000	9,600	5,000																					89,600	
Operation Centre - Back	3 Lorraine Street		5,000	5,000				8,700	86,000				5,000	37,000									92,000		102,705			8,700	138,850	40,000	659,655	
Operation Centre - Back	Maintenance of New Paved Parking Lot							10,000															10,000								50,000	
Operation Centre - Middle	3 Lorraine Street	1,000	133,150	3,500	18,700		80,000	10,000	13,500	15,000		21,500	7,400		5,150		4,000	16,000	16,000	15,000		6,500	119,900	7,500	7,500	10,000		18,500	13,500	7,650	550,950	
Operation Centre - Front	3 Lorraine Street				5,000			5,000	5,000	13,950	3,250	10,000	100,000		15,750	5,000		5,000	115,100	5,000	115,100	3,250	1,500		8,500	23,500		5,000		54,450	384,250	
Operation Centre - Barn	3 Lorraine Street		1,000	2,500	25,500				400	6,100				2,500	5,000									2,900	53,000						98,900	
Operations Centre	Maint. of Shelter for Winter Control Vehicles							0																5,000							5,000	
Warehouse for Storage	Maintenance of New Warehouse						0																								5,000	
VBA Building	1595 Four Mile Creek Road		1,500	1,350	4,650	14,000	8,000	13,250	11,900	9,000	14,250	28,000			8,850	1,500	7,000	1,500	4,500			1,000	1,500	6,350	9,000	1,500	7,000	1,500	5,000	4,650	166,750	
Virgil Splashpad	1595 Four Mile Creek Road			1,500					7,500						1,500																7,500	121,050
Centennial Arena	1565 Four Mile Creek Road	54,500	35,500	22,350	31,500	38,400	372,000	35,000	98,000	120,150	238,000	62,500	18,000		43,500	10,500	63,800	369,500	53,500	8,000	11,750	23,000	26,000	46,350	13,500	73,150	112,000	260,000	17,500	52,000	2,309,450	
Meridian Credit Union Arena	1567 Four Mile Creek Road	34,500	23,500	19,000	27,000	289,375		15,650	7,000	2,000	15,500	166,450	24,500	28,000	88,500	318,650	436,800		22,000	2,500	136,000	17,200	14,000	14,650	15,500	200,500	191,275	93,500		22,000	2,225,550	
Virgil Pavilion	1595 Four Mile Creek Road		26,500				2,000		2,000			3,700	2,500											2,000							46,700	
Fire Station 1	2 Anderson Lane	48,000	1,500	52,800	5,000	31,000	33,000	63,500	39,200	89,000	2,500	10,000	255,600		5,000	12,000	3,000	14,500	31,500	33,000	7,000	35,000	1,500		72,400	30,500	48,000	66,500	56,100	17,500	1,064,600	
Fire Station 1	Maintenance for New Rear Entrance														500																1,000	
Fire Station 2	745 Warner Road	800																														



Facility Master Plan



Monday May 7, 2018

Kevin Nelson EIT, Asset Management Specialist

Amy Vesprini B.Comm, Financial Analyst

WALTERFEDY



WALTERFEDY AND AEC DEVELOPMENTS

Niagara-on-the-Lake
May 7, 2018

WalterFedy was formed in 1951 as HK Walter & Associates, a firm of mechanical and electrical engineers that would eventually join forces with three different structural and civil engineering firms, becoming Walter Fedy McCarger Hacborn in 1969. Two years later, we added architects Horton & Ball Limited, creating one of Canada's first integrated design firms. Construction management was added in 1974, completing the strong base of services for which we are known.

Over the past 67 years, WalterFedy has evolved into the multidisciplinary practice we are today, with 200 staff in the areas of facility and asset management, energy management, structural, mechanical and electrical engineering, civil engineering, architecture, sustainable and interior design and construction and project management. As a result of this unique integrated arrangement, the assessment process is greatly simplified, as our integrated team is able to offer total project delivery.



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Agenda

Niagara-on-the-Lake
May 7, 2018

1. Introduction
2. 2017 Facility Condition Assessments
3. Stakeholders and Staff Meetings
4. Analysis and Recommendations
5. Financial Analysis
6. Comments / Discussion



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1. Introduction – Project History

Niagara-on-the-Lake
May 7, 2018

Building Condition Assessments

- During the Spring and Summer of 2017 the Town of Niagara-on-the-Lake engaged WalterFedy to complete a series of Building Condition Assessment (BCA) studies
- 33 buildings: fire stations, arenas, the Community Centre, Town Operations facility, Administration Building (Town Hall), public pools and public washroom facilities

Stakeholder Meetings

- Following the BCA program, meetings were organized with multiple Town staff and public stakeholders who shared an interest in the facilities.
 - The purpose of the meetings was to learn how the facilities are working for them today, and how might the facilities be modified in order to provide better service in future years



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2. 2017 Facility Condition Assessments

Niagara-on-the-Lake
May 7, 2018

Assessments focused on identifying:

- Existing condition deficiencies
- Future capital requirements (repair or replacement needs) on an element by element basis
 - Structural, building envelope, interiors, mechanical, electrical, plumbing, fire and life safety, site features and unique items per each building
- Repair and replacement costs are identified as “actions” in the BCA

For each facility a 30-year forecast of estimated repair or replacement costs was prepared (2017-2046).





Identifying Priorities

Facility Condition Index (FCI)

- A preliminary rating metric that is used to provide a high-level, first-look at the general condition of a building or building portfolio, and to help identify priorities within the portfolio for determining annual and forecast budgets.

- FCI is calculated as:

$$\text{FCI} = \frac{\$Renewal + \$Repair}{\$Replacement}$$

- The results of the FCI calculation are interpreted based on the following criteria:

<u>FCI Calculation</u>	<u>Rating</u>
0% - 5%	Good
5% - 10%	Fair
10% - 30%	Poor
>30%	Critical, replacement recommended





2. 2017 FCI Summary

Niagara-on-the-Lake
May 7, 2018

- Majority of the Town buildings are currently in a good condition and appeared well maintained with many years of useable service life available.
- With one exception, no facilities are identified for complete replacement.
 - St. Davids pool is rated in “very poor” condition,
- Total of \$2.6M in deficiency costs identified for 2018*
 - *\$2M of this value is exclusively St. Davids Pool
- Portfolio wide FCI = 3.73%



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2017 FCI Status

Niagara-on-the-Lake
May 7, 2018

Building	2018 Deficiency Cost Estimates	2018 FCI
120 Byron (Former Hospital Dormitory)	\$159,500	18.23%
92 Queen St Washrooms	\$ -	0.00%
Administration Building	\$2,000	0.05%
Cenotaph	\$1,000	0.25%
Centennial Arena	\$54,500	0.68%
Community Centre	\$27,500	0.36%
Court House	\$36,500	0.70%
Fire Station 1	\$48,000	1.92%
Fire Station 2	\$ 800	0.05%
Fire Station 3	\$12,500	0.49%
Fire Station 4	\$ -	0.00%
Fire Station 5	\$ -	0.00%
Fort George Information Centre	\$ 200	0.09%
Library	\$ 750	0.03%
Market St Washrooms	\$ -	0.00%
Memorial Park Pavilion	\$ -	0.00%
Meridian Credit Union Arena	\$34,500	0.40%
Niagara Lakeshore Cemetery	\$2,500	0.98%

Building	2018 Deficiency Cost Estimates	2018 FCI
Niagara Pool	\$17,000	0.49%
Niagara-on-the-Lake Hospital	\$100,000	1.41%
Operation Centre – Back	\$ -	0.00%
Operation Centre – Front	\$ -	0.00%
Operation Centre - Middle	\$1,000	0.12%
Operations Yard – Barn	\$ -	0.00%
Pumphouse Art Centre	\$ -	0.00%
Pumphouse Art Centre Gazebo	\$ -	0.00%
Queens Royal Park Gazebo	\$ -	0.00%
Queens Royal Park Washrooms	\$ -	0.00%
Queenston Library	\$47,000	5.97%
Simcoe Park Bandshell	\$ -	0.00%
Simcoe Park Washrooms	\$5,500	2.75%
St Davids Lions Pool	\$2,047,500	81.90%
VBA Building	\$ -	0.00%
Virgil Pavilion	\$ -	0.00%
Virgil Splashpad	\$ -	0.00%
Total: All Facilities	\$2,598,250	3.73%





30 Year Forecast – All NOTL Buildings

Niagara-on-the-Lake
May 7, 2018

Status Quo:

- \$28.55M Total repair / renewal costs
- \$951,500 per year (average)
- FCI in 2046 = 41%*

- Most of the identified actions represent “lifecycle” replacement needs

Removing St. Davids Pool

- \$23.0M Total repair / renewal costs
- \$765,600 per year (average) – 20% reduction

*worst case scenario, assumes no repair / renewal is done



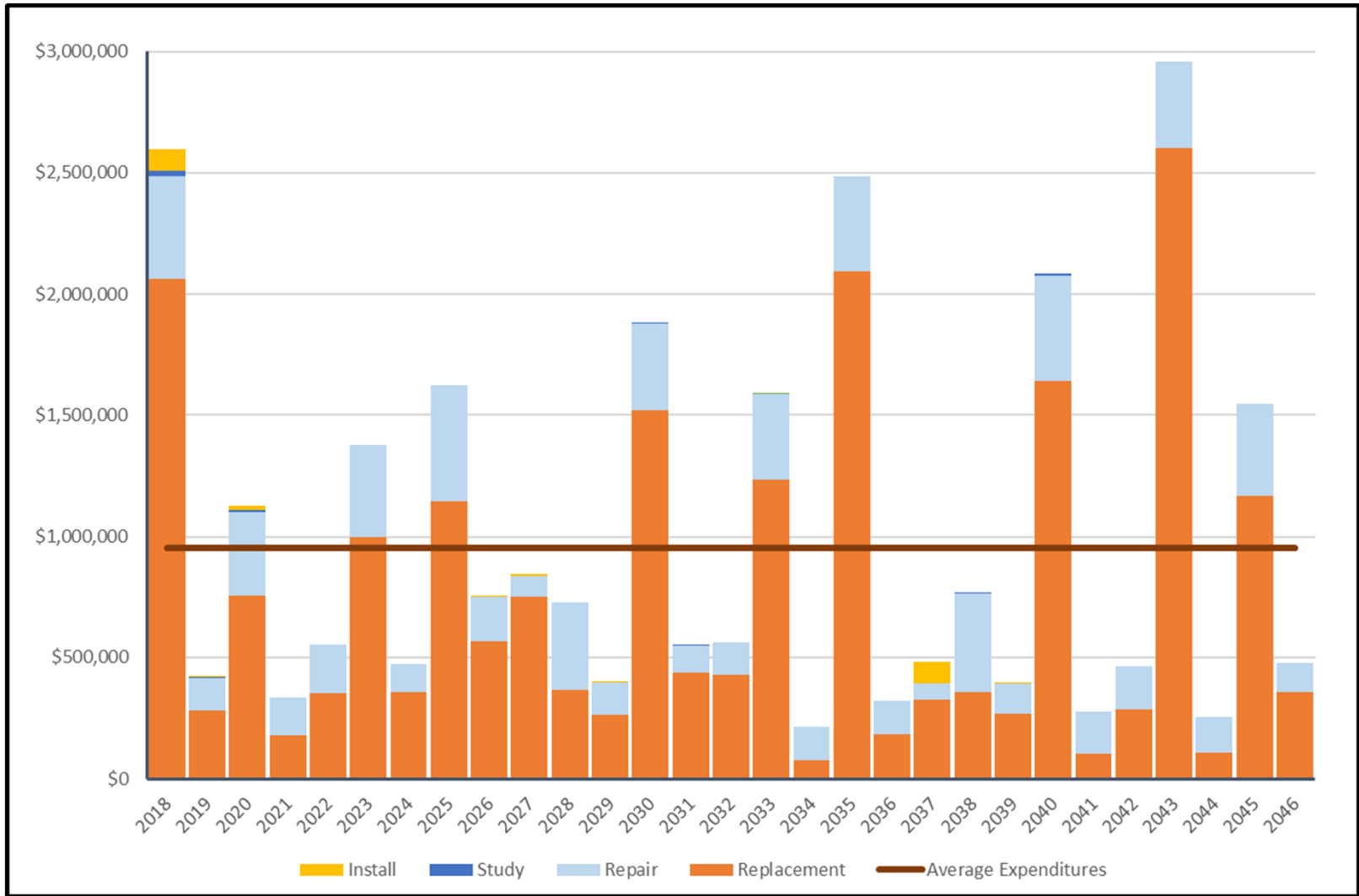
30 Year FCI Progression

Building	2018 FCI	2026 FCI	2036 FCI	2046 FCI
120 Byron (Former Hospital Dormitory)	18.23%	25.54%	30.11%	34.74%
92 Queen St Washrooms	0.00%	29.60%	65.37%	71.70%
Administration Building	0.05%	7.43%	14.99%	21.13%
Cenotaph	0.25%	2.00%	4.00%	6.25%
Centennial Arena	0.68%	10.02%	20.78%	28.67%
Community Centre	0.36%	3.29%	14.71%	29.53%
Court House	0.70%	12.19%	17.53%	24.17%
Fire Station 1	1.92%	14.52%	29.20%	42.58%
Fire Station 2	0.05%	20.21%	35.96%	51.40%
Fire Station 3	0.49%	7.26%	18.05%	33.32%
Fire Station 4	0.00%	11.80%	26.27%	42.38%
Fire Station 5	0.00%	11.53%	27.71%	43.49%
Fort George Information Centre	0.09%	26.36%	50.07%	83.09%
Library	0.03%	11.77%	22.41%	44.38%
Market St Washrooms	0.00%	5.45%	13.80%	29.37%
Memorial Park Pavilion	0.00%	0.00%	0.00%	4.60%
Meridian Credit Union Arena	0.40%	4.90%	17.81%	26.06%
Niagara Lakeshore Cemetery	0.98%	25.22%	41.43%	87.89%

Building	2018 FCI	2026 FCI	2036 FCI	2046 FCI
Niagara Pool	0.49%	3.73%	60.31%	64.76%
Niagara-on-the-Lake Hospital	1.41%	14.85%	21.88%	28.75%
Operation Centre - Back	0.00%	5.70%	15.10%	35.90%
Operation Centre - Front	0.00%	2.94%	28.75%	39.03%
Operation Centre - Middle	0.12%	34.17%	44.75%	68.50%
Operations Yard - Barn	0.00%	20.37%	24.67%	56.74%
Pumphouse Art Centre	0.00%	10.34%	31.33%	39.54%
Pumphouse Art Centre Gazebo	0.00%	12.75%	17.25%	21.75%
Queens Royal Park Gazebo	0.00%	3.50%	10.00%	21.50%
Queens Royal Park Washrooms	0.00%	7.61%	68.03%	77.06%
Queenston Library	5.97%	32.46%	47.45%	68.25%
Simcoe Park Bandshell	0.00%	8.67%	17.33%	21.33%
Simcoe Park Washrooms	2.75%	8.50%	20.18%	27.68%
St Davids Lions Pool	81.90%	105.18%	127.62%	223.12%
VBA Building	0.00%	21.95%	44.57%	57.50%
Virgil Pavilion	0.00%	11.15%	14.14%	17.07%
Virgil Splashpad	0.00%	4.33%	9.18%	20.18%
Total NOTL Portfolio	3.73%	13.31%	27.06%	40.99%

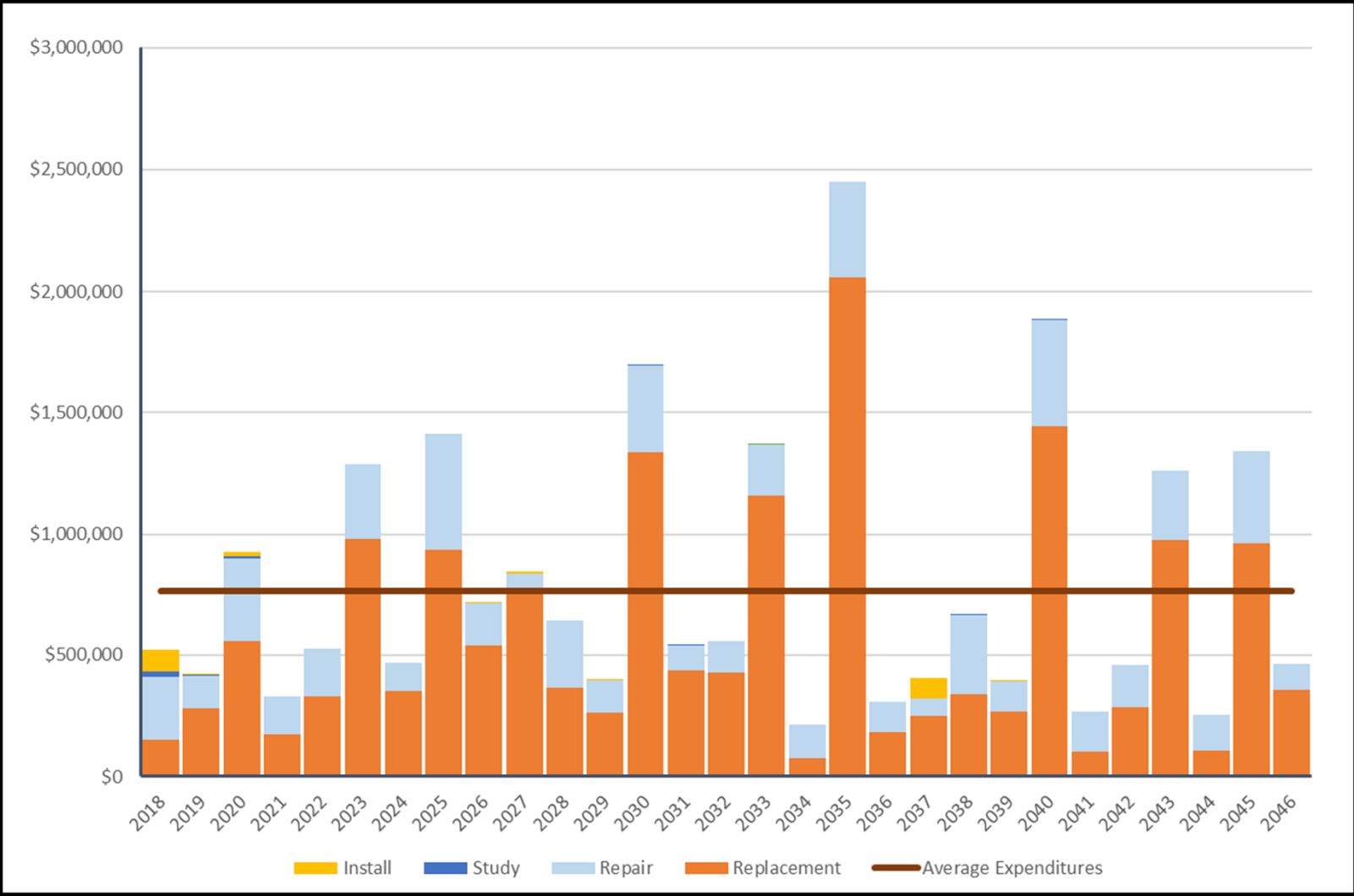


30-Year BCA Capital Expenditures





Expenditures Without St. Davids



3. Stakeholder and Staff Meetings

With the assistance of Town staff, WalterFedy engaged in a series of meetings with the stakeholders to obtain the necessary feedback.

Meetings were held with representatives from the following groups:

- Town staff
- Chamber of Commerce
- Fire Department
- Minor Hockey League
- Lawn Bowling Club
- Niagara Nursery School and Child Care Centre
- Figure Skating Club
- Junior A Hockey Club (future Meridian Credit Union Arena tenant)



3. Stakeholders and Staff Meetings

Niagara-on-the-Lake
May 7, 2018

Each stakeholder was asked the same basic questions with the focus on learning each groups opinions regarding:

- What facility is each group is using?
- What is the membership count and demographic composition of your organization? Future growth forecast?
- Are the facilities meeting needs and expectations? Why or Why not?
- What are the organization's future expectations?
- What would you do to change the facility if you had no restrictions to do what you want (pie-in-the-sky)?



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3. Stakeholders and Staff Meetings

Niagara-on-the-Lake
May 7, 2018

General Feedback

- Very positive; no major concerns presented
- Minor concerns were expressed with the capacity and/or size of some of the facilities (mostly storage space), but all stakeholders expressed a perspective that the facilities are presently meeting the needs and expectations of the users

Key themes:

- Anticipated growth of the Town population may require an increase in Town resource levels and the infrastructure required to support those levels to be able:
 - To continue to offer the same levels of service
 - To be adequate in size to accommodate the anticipated growth
- New features can help provide more efficient service to residents



Summary of Meetings

Administration Staff:

- *Town Hall:* building is at capacity – little to no room for growth. Aging facility

Operations Staff:

- *Operations Centre:* insufficient / not suitable storage space, but flexibility in remaining space

Fire Department:

- *Operations Centre / Fire Stations:* Stations are located well and in good condition; re-locating of Fire Department Administration staff may be beneficial

Parks and Recreation Staff:

- *St. Davids Lions Pool:* low usage numbers and facility requires major upgrades
- *Niagara Lakeshore Cemetery:* Need for additional storage and workshop space
- *Community Centre:* The closure of schools in the Town area in recent years has limited the availability of gymnasium space for rental by community groups.
- *Public Washrooms:* location of 92 Queen St. washroom is not ideal; the facility is inaccessible. Other public washroom buildings in good condition



Summary of Meetings

Niagara-on-the-Lake
May 7, 2018

Chamber of Commerce:

- *Court House*: more space desired for offices and storage; offices are currently within public areas and in nooks and crannies
- *Fort George Information Centre*: small, aged building (partnership with Parks Canada), low visibility from roadway; parking can be limited at peak times

Niagara Nursery School and Child Care Centre

- *Community Centre*: Ideal location for their business; Desire more space on a permanent lease with some new amenities

Lawn Bowling Club

- *Community Centre Field*: The field is deteriorating and if not repaired the viability of the club to continue to operate at that location will be affected
- Equipment storage issues

Junior A Hockey Team

- *MCU Arena*: First Season 2018/2019; Team is content with support and current condition of facility as it exists today, but in future may desire future upgrades to arena sound system rink lights, larger dressing room, with connected treatment room, with storage and laundry facilities



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Summary of Meetings

Niagara-on-the-Lake
May 7, 2018

Minor Hockey League – Arenas

- Occasional, minor conflicts with Figure Skating club in regard to available ice times: very pleased with support Town staff provide to mediate this
- Potential storage issues with the new boards mandated by Hockey Canada to shrink the ice for younger aged players
- Parking can be an issue when both rinks are being used
- Lack of summer ice (i.e. April to August) has local teams - including new Junior A team - making arrangements for pre-season training at ice outside of the Town.

Niagara-on-the-Lake Figure Skating Club – Arenas

- Minor conflicts with Minor Hockey League in regard to available ice times
- Lack of summer ice (i.e. April to August), required the club to use ice outside the Town during these months
- Lack of space for off-ice training; members use arena lobby but would love a more dedicated space and equipment



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4. Analysis and Recommendation

Niagara-on-the-Lake
May 7, 2018

The information learned in the stakeholder meetings was compared to the BCA information:

The physical condition of the buildings and the forecast 30-year change in those conditions was used in combination with information from the stakeholder meetings to analyze possible changes and make recommendations regarding the future capital needs of the Town facilities





Niagara-on-the-Lake
May 7, 2018

Major Capital Recommendations



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St. Davids Pool

Niagara-on-the-Lake
May 7, 2018

Demolish St. Davids Pool facility

- Replace with a splash-pad
Total estimated cost \$875,000; 2019



Niagara
-on-the-Lake
EST. 1791

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Operations Centre Improvements

Niagara-on-the-Lake
May 7, 2018

Construct a new winter vehicle storage building
Total estimated cost \$460,000; 2021



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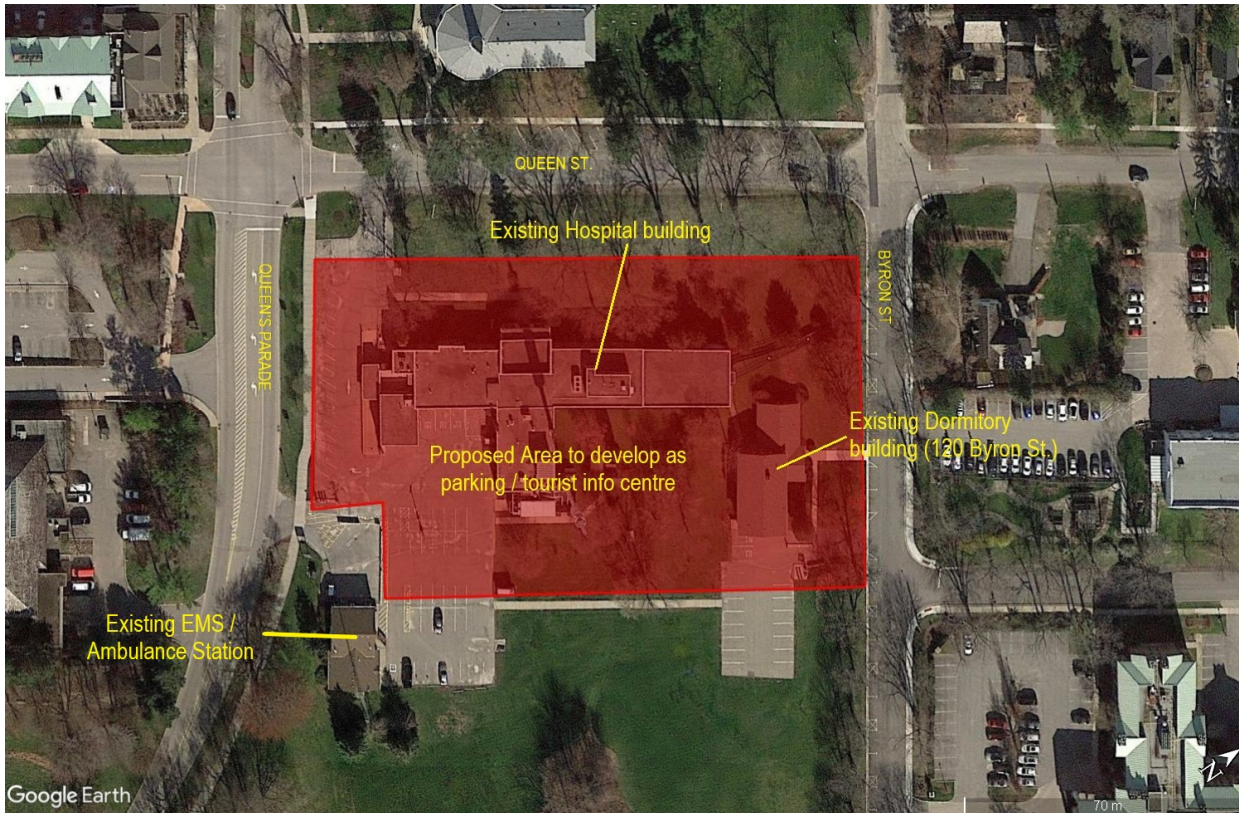


New Public Parking – Visitor Info Centre

Niagara-on-the-Lake
May 7, 2018

Demolish Hospital building and 120 Byron

- Use the property to construct a parking facility and a new visitor's information centre
Total estimated cost \$3.6M; 2022



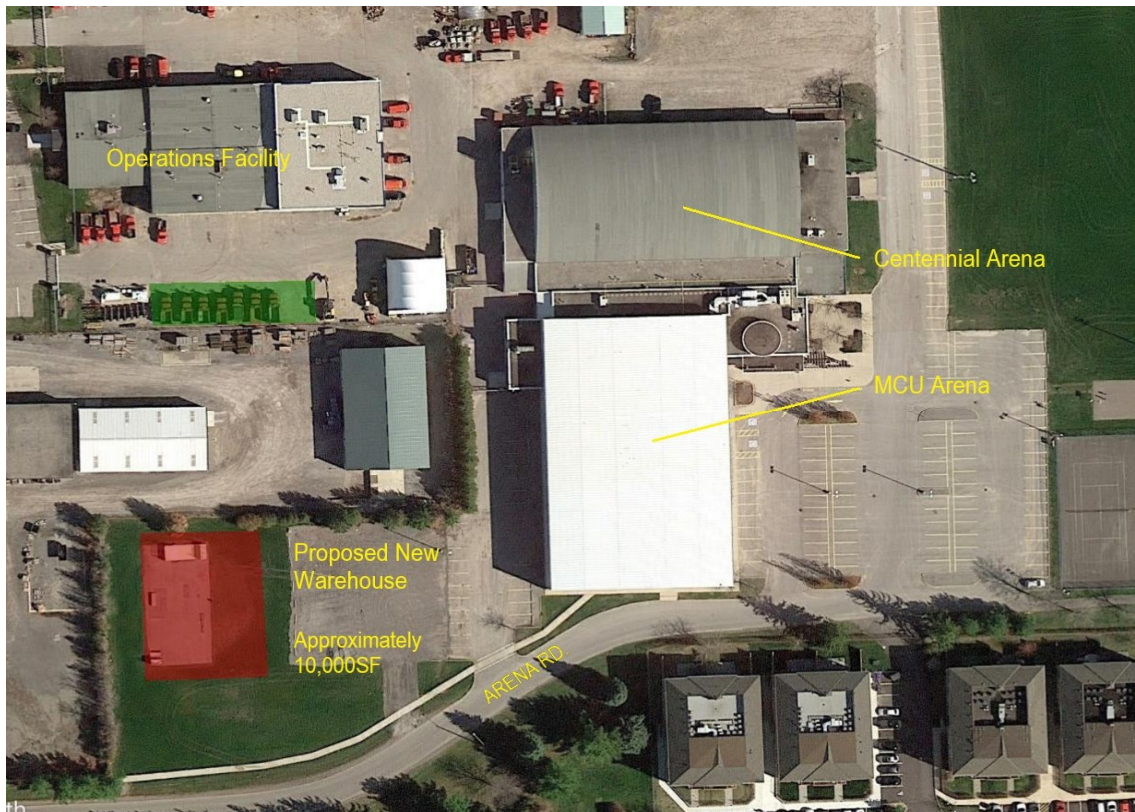
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Operations Centre Improvements

Niagara-on-the-Lake
May 7, 2018

Construct a new warehouse for storage of equipment and material
Total Estimated cost \$1.3M; 2026





New Town Hall – Administration Building

Niagara-on-the-Lake
May 7, 2018

Construct a new Town Hall / Administration Building
Total estimated cost \$10.5M; 2028 - 2029



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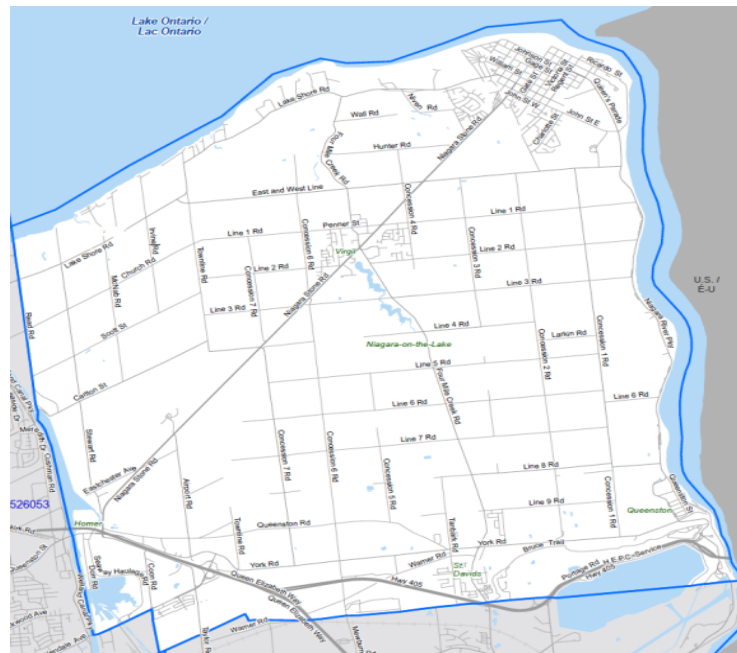


New Lands for Bulk Material Storage

Niagara-on-the-Lake
May 7, 2018

Town Operations requires a facility for the storage and processing of bulk materials (soil, sand, mulch, gravel etc.)

- Total estimate \$1.0M; 2033



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Niagara-on-the-Lake
May 7, 2018

All Capital Recommendations



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Phase 1: 0-5 Years (2018-2022)

Niagara-on-the-Lake
May 7, 2018

BCA Identified Works

- Estimated Costs: \$2.17M

Recommendations

- Community Centre – Mori Room Modifications
Estimated Cost: \$3,000 (2018)
- Fire Station #1 – New Access Road
Estimated Cost: \$30,000 (2018)
- St. Davids Lions Pool – Demolish; Construct Splashpad
Estimated Cost: \$875,000 total project (2019)
 - \$125,000 for demolition , \$750,000 for construction
- Niagara Lakeshore Cemetery – Workshop Addition
Estimated Cost: \$80,000 (2019)





Phase 1: 0-5 Years (2018-2022)

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- Operations Centre - Elevator
Estimated Cost: \$100,000 (2020)
- Operations Centre – Shelter for Winter Control Vehicles
Estimated Cost: \$460,000 (2021)
- Meridian Credit Union – Addition
Estimated Cost: \$720,000 (2021)
- Niagara-on-the-Lake Hospital and Dormitory
– Parking Lot and Information Centre
Estimated Cost: \$3,645,000 total project
 - \$615,000 for the demolition of the hospital facilities
 - \$2,500,000 for the construction of the parking lot and siteworks
 - \$500,000 for the construction of the new information centre
 - \$30,000 the demolition of the old information centre





Phase 2: 6-10 Years (2023-2027)

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BCA Identified Works

- Estimated Costs: \$3.48M

Recommendations

- Operations Centre Warehouse – Construct New
Estimated Cost: \$1,300,000





Phase 3: 11-15 Years (2028 – 2032)

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BCA Identified Works

- Estimated Costs: \$3.76M

Recommendations

- Administration Building - Construct New Building

Estimated Cost: \$10,500,000 in total

- \$9,000,000 for the construction of the new facility
- \$1,500,000 for demolition, site development and parking lot



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Beyond 15 years (2033 – 2046)

Niagara-on-the-Lake
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BCA Identified Works

- Estimated Costs: \$10.42M

Recommendations

- Purchase of Land for Bulk Storage
Estimated Cost: \$1,000,000



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Revised 30 Year Capital Plan

Niagara-on-the-Lake
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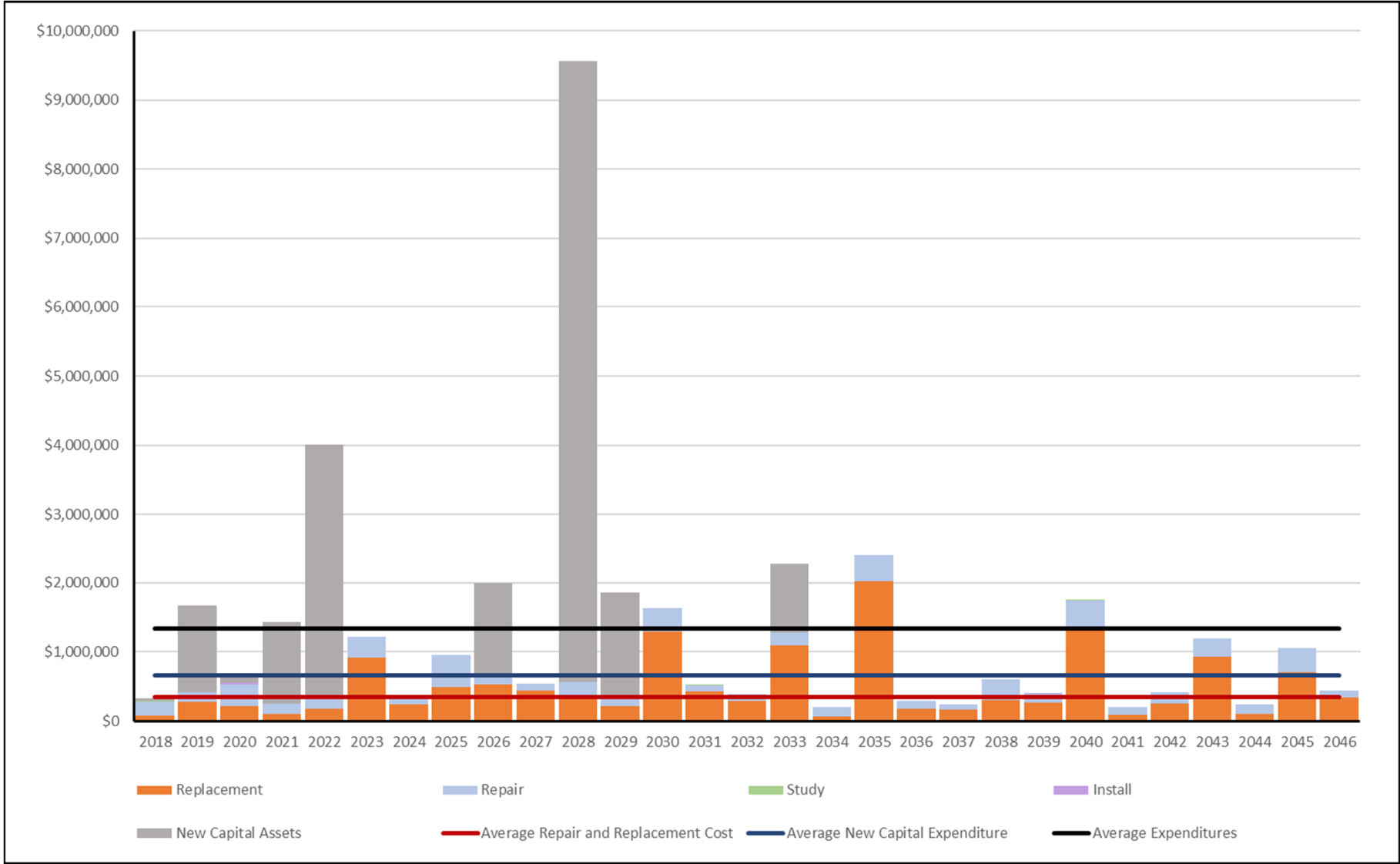
Following the analysis and development of recommendations a revised 30-year capital plan was developed.

- Expenditures were input for the new capital projects
- Allowances for repairs were input for new/replacement facilities
- For the buildings recommended for demolition:
 - The BCA actions were removed
 - A minor general maintenance allowances were input to maintain the facility until the year planned for the replacement of the building
- All other BCA action costs were retained





Revised 30 Year Capital Plan



Financial Analysis

Niagara-on-the-Lake
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- The Town currently has no reserve funds specifically identified for the Town's future facilities needs
 - Recommended a separate reserve for facilities be maintained
 - Analysis assumes a zero opening reserve balance
- Analysis includes the following assumptions:
 - A zero opening reserve balance
 - An initial reserve allocation in 2018
 - Amount was determined by a review of previous years capital budgets and calculating the total funds allocated to the general capital reserve earmarked for facility needs
 - Revenue generated from the New Parking Lot (hospital lands) starting in 2023
 - Estimated at \$600,000 annually
 - Used these funds to pay for the parking lot project, 67% of the building and 100% of the sitework for the new Town Hall Project
 - To present a more realistic expenditure model, minor adjustments were made to the timing of BCA identified works to smooth out expenditures, were possible





Financial Analysis

Facilities Reserve	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Opening Balance	\$0	\$175,950	(\$26,800)	\$17,114	\$165,098	\$59,751	\$43,728	\$148,355	\$106,249	\$353,392	\$630,673	\$903,404	\$783,304	\$463,434
Revenues														
Annual Allocation	500,000	600,000	650,000	700,000	750,000	850,000	950,000	1,000,000	1,025,000	1,050,000	1,075,000	1,075,000	1,075,000	1,075,000
Donations / Junior Team Contribution		292,000		480,000										
Debentures - Funds Received		583,000		700,000	3,645,000				1,300,000		9,000,000	1,500,000		
Revenue from Parking at Former Hospital Lands						430,145	430,145	430,145	430,145	430,145	430,145	757,593	934,608	934,608
Expenditures														
Debt Payments - Principal & Interest			(126,466)	(126,466)	(209,073)	(639,218)	(639,218)	(512,752)	(512,752)	(666,164)	(666,164)	(1,154,893)	(1,331,908)	(1,331,908)
Capital Expenditures - BCA	(291,050)	(422,750)	(379,620)	(425,550)	(646,275)	(656,950)	(636,300)	(959,500)	(695,250)	(536,700)	(566,250)	(797,800)	(997,570)	(711,355)
Capital Expenditures - Recommendations	(33,000)	(1,255,000)	(100,000)	(1,180,000)	(3,645,000)				(1,300,000)		(9,000,000)	(1,500,000)		
Closing Balance	\$175,950	(\$26,800)	\$17,114	\$165,098	\$59,751	\$43,728	\$148,355	\$106,249	\$353,392	\$630,673	\$903,404	\$783,304	\$463,434	\$429,779

Note: Projects for the Splashpad is assumed 1/3 funding by donations and 2/3 funding by the Town. The MCU Addition funding is assumed with 2/3 funding from the Junior Team and 1/3 funding by the Town.

Revenue from - Parking Lot on Hospital Lands	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031
Opening Balance	\$0	\$0	\$0	\$0	\$0	\$0	\$169,855	\$339,710	\$509,565	\$679,420	\$834,275	\$1,004,130	\$846,537	\$511,929
Revenues														
Revenue from Parking at Former Hospital Lands						600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000
Expenditures														
Debt Payments - Principal & Interest						(430,145)	(430,145)	(430,145)	(430,145)	(430,145)	(430,145)	(757,593)	(934,608)	(934,608)
Capital Expenditures - Recommendations										(15,000)				
Closing Balance	\$0	\$0	\$0	\$0	\$0	\$169,855	\$339,710	\$509,565	\$679,420	\$834,275	\$1,004,130	\$846,537	\$511,929	\$177,321

Note:

Use the funds from the Parking Lot at the Hospital lands to Fund the work at the Hospital land, 67% of the Town Hall and Site Development and Parking Lot at the Town Hall
 Parking Lot Revenue Assumption \$1.50 per hour, 8 Hours per day for 182 days (50% of the year) 275 parking spots = Approximately \$600,000 annually

Facilities Reserve	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045	2046
Opening Balance	\$429,779	\$498,886	\$625,393	\$717,141	\$858,088	(\$695,165)	(\$263,855)	\$52,555	\$210,015	\$30,755	\$99,709	\$282,569	\$320,454	\$572,373	\$739,093
Revenues															
Annual Allocation	1,075,000	1,075,000	1,075,000	1,075,000	1,075,000	1,075,000	1,075,000	1,075,000	1,075,000	1,075,000	1,075,000	1,075,000	1,075,000	1,075,000	1,075,000
Donations / Junior Team Contribution															
Debentures - Funds Received		1,000,000													
Revenue from Parking at Former Hospital Lands	934,608	504,463	504,463	504,463	504,463	504,463	504,463	504,463	327,448	327,448	327,448	327,448	327,448	327,448	327,448
Expenditures															
Debt Payments - Principal & Interest	(1,249,301)	(819,156)	(937,166)	(937,166)	(937,166)	(783,753)	(783,753)	(783,753)	(606,739)	(606,739)	(606,739)	(606,739)	(488,729)	(488,729)	(488,729)
Capital Expenditures - BCA	(691,200)	(633,800)	(550,550)	(501,350)	(2,195,550)	(364,400)	(479,300)	(638,250)	(974,970)	(726,755)	(612,850)	(757,825)	(661,800)	(747,000)	(571,350)
Capital Expenditures - Recommendations		(1,000,000)													
Closing Balance	\$498,886	\$625,393	\$717,141	\$858,088	(\$695,165)	(\$263,855)	\$52,555	\$210,015	\$30,755	\$99,709	\$282,569	\$320,454	\$572,373	\$739,093	\$1,081,462

Revenue from - Parking Lot on Hospital Lands	2032	2033	2034	2035	2036	2037	2038	2039	2040	2041	2042	2043	2044	2045	2046
Opening Balance	\$177,321	(\$172,286)	(\$76,749)	\$18,788	\$114,325	\$209,862	\$290,399	\$385,936	\$481,474	\$754,025	\$1,026,577	\$1,284,128	\$1,556,680	\$1,829,231	\$2,101,783
Revenues															
Revenue from Parking at Former Hospital Lands	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000	600,000
Expenditures															
Debt Payments - Principal & Interest	(934,608)	(504,463)	(504,463)	(504,463)	(504,463)	(504,463)	(504,463)	(504,463)	(327,448)	(327,448)	(327,448)	(327,448)	(327,448)	(327,448)	(327,448)
Capital Expenditures - Recommendations	(15,000)					(15,000)					(15,000)				
Closing Balance	(\$172,286)	(\$76,749)	\$18,788	\$114,325	\$209,862	\$290,399	\$385,936	\$481,474	\$754,025	\$1,026,577	\$1,284,128	\$1,556,680	\$1,829,231	\$2,101,783	\$2,374,334

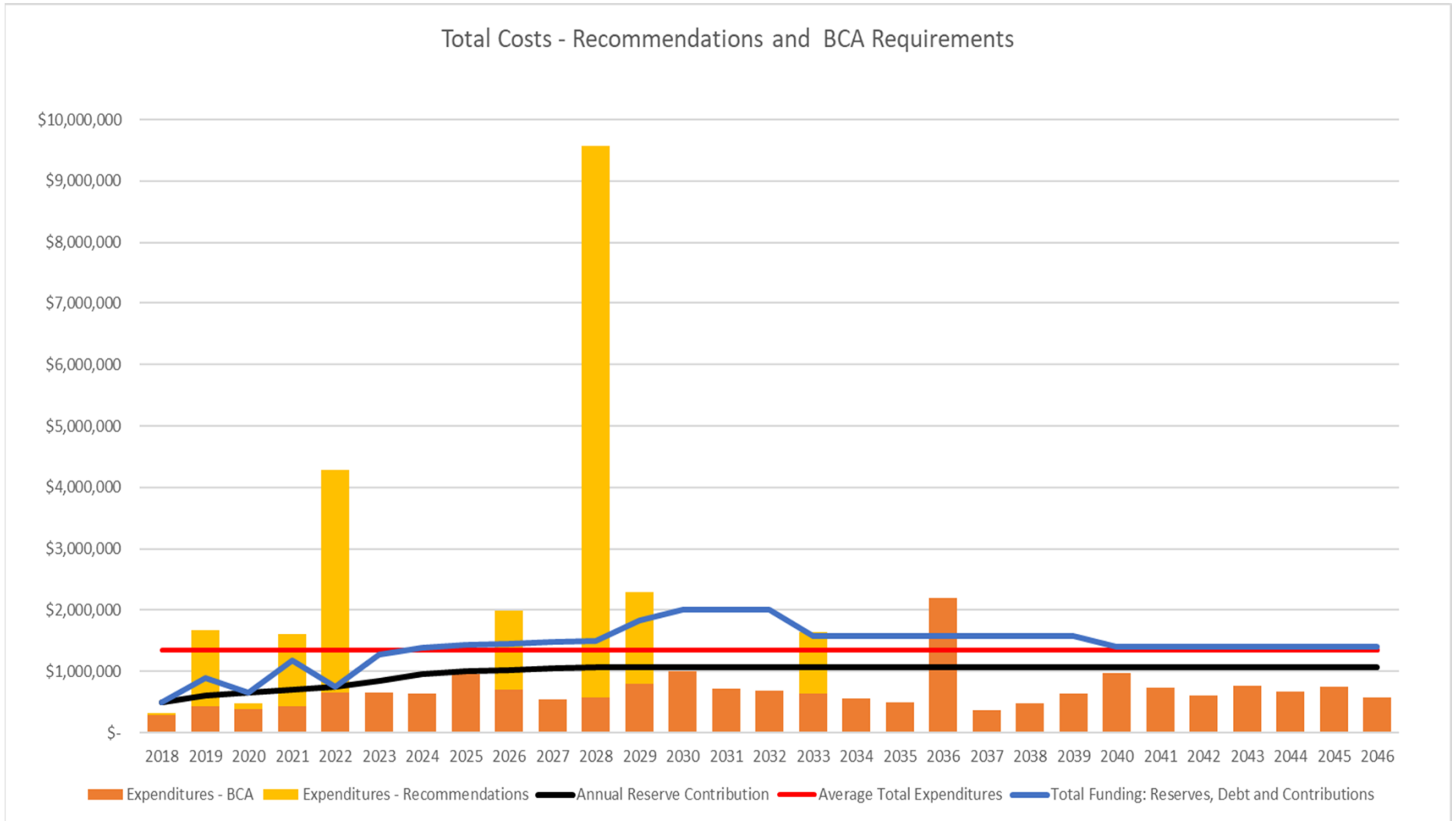
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 Parking Lot Revenue Assumption \$1.50 per hour, 8 Hours per day for 182 days (50% of the year) 275 parking spots = Approximately \$600,000 annually



Financial Analysis

- The following graph illustrates the information presented in the previous table.





6. Comments / Discussion?

Niagara-on-the-Lake
May 7, 2018

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