Date	Monday, October 03, 2016
From	Darcy Chapman, Treasurer, Director of Financial Services and Infrastructure Management
Subject	**Integrated Study: Facility Condition Assessment, Accessibility Assessment, and Energy Audit**
Report No. FIM2016-28	**Roll No.** N/A

Recommendation

That Committee of the Whole recommend Council of the Municipality of Meaford:

1. Adopt the Integrated Study: Facility Condition Assessment, Accessibility Assessment, and Energy Audit, as a guiding document in the creation of long term capital plans and annual budgets;
2. Direct staff to alter the scope of the Meaford & St. Vincent Arena Dressing Room Upgrades to address immediate privacy and air quality issues in 2016, to include the preliminary design of the enlarged dressing rooms and required improvements as identified in the BCA in the 2017 Capital Budget, and to apply for third-party funding for completion of the project prior to the year 2025.
3. Direct staff to schedule all energy saving initiatives that have a payback of less than five years or cost less than $5,000 to be completed by December 2018.

Background

Integrated Study: Building Condition Assessment, Accessibility Assessment, and Energy Audit

An Integrated Study: Building Condition Assessment, Accessibility Assessment, and Energy Audit was included in the 2016 tax supported Operating Budget through funding assistance from the Ontario Community Infrastructure Formula Funding Program, as an enhancement to the Municipality's Asset Management program. The Municipality of Meaford procured the services of the CCI Group to complete the report.

The scope of the Integrated Study: Facility Condition Assessment, Accessibility Assessment, and Energy Audit included the following tasks:

1. Completion of Facility Condition Assessments for 20 Municipal Facilities;
2. Completion of Accessibility Assessments for 20 Municipal Facilities;
3. Completion of Energy Audits for 20 Municipal Facilities;
4. Creation of Integrated Asset Management Strategy, combining the findings of tasks 1-3 and including, but not limited to, the maintenance, replacement, rehabilitation, or disposal of Municipal Facilities, components, or equipment;
5. Creation of Integrated Financing Strategy, to develop a financial model based on the asset management strategy, within the limitations of the municipality's financial resources and to propose additional funding required; and
6. Development and Presentation of the Integrated Study: Facility Condition Assessment, Accessibility Assessment, and Energy Audit for Council and Staff to use as a guiding document in the creation of long term capital plans and annual budgets. The presentation of the report was completed at a Special Education Session at the September 12th, 2016 Council Meeting, with the final report to be submitted at the October 3rd, 2016 Council Meeting

The finalized Integrated Study: FCA, AA, and EA document (Appendix 1) has been developed in accordance to the Ministry of Infrastructure's Building Together: Guide for Municipal Asset Management Plans document.

The following facilities were included in the Integrated Study: FCA, AA, and EA:

- Council Chambers
- Riverside Community Centre
- Woodford Community Centre
- Bognor Community Centre
- Meaford Museum
- Meaford & St. Vincent Community Centre & Arena
- Sydenham Administration Office
- Meaford Hall
- Meaford Fire Hall
- Meaford Harbour Office
- Memorial Park Office
- Memorial Park Washroom / Shower Facility
- Patrol A Depot
- Patrol B Depot
- Parks, Recreation, and Culture Depot
- 390 Sykes (Police Station)
- Blue Dolphin Pool Storage / Office
- Blue Dolphin Pool Change Room / Mechanical
- Memorial Park Kin Hall
- Midas Mart / Band Shell

Analysis

The comprehensive Integrated Study: Building Condition Assessment, Accessibility Assessment, and Energy Audit is a 1282 page document. This report will summarize the findings of the tasks described above.

Facility Condition Assessment

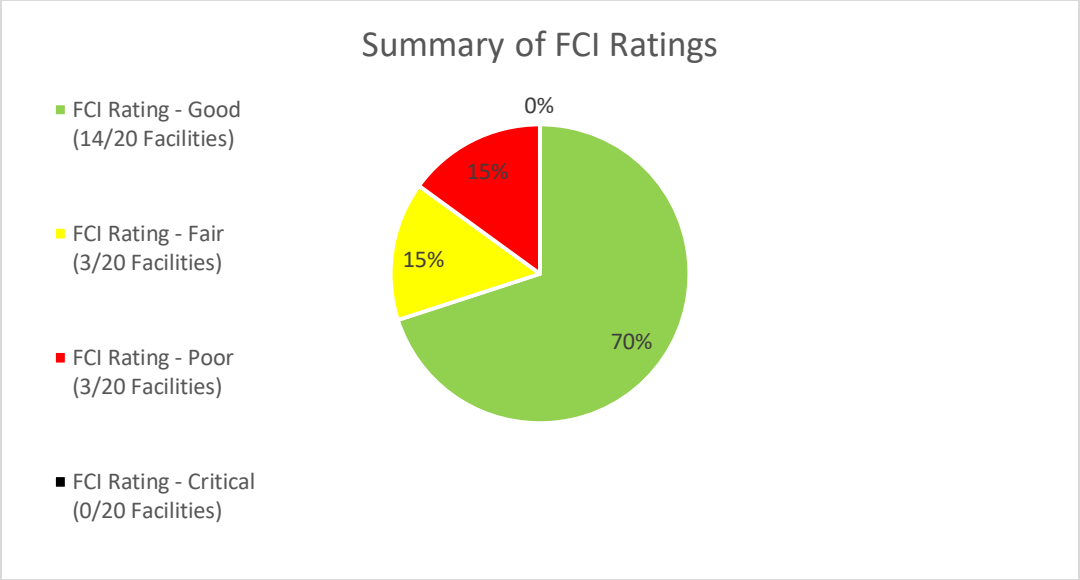
The Building Condition Assessment included the assessment of core elements of each facility including: site, structure, building envelope, interior finishes, mechanical & electrical systems, and fire protection.

Each component was given a condition rating (Good, Fair, Poor), assigned a Deficiency Category (Code/Regulatory Compliance, Environment, Functionality, Operations, Integrity, Miscellaneous), and given a priority ranking (Currently Critical, Potentially Critical, Necessary, Recommended, Does not Meet Current Code)

The condition rating, deficiency category, and the priority rating were combined together to establish a recommended rehabilitation, replacement, expansion, or disposal improvement for each component, including an improvement cost. The total improvement costs for the buildings for a two-year period were then divided by the replacement cost for the facility to determine a Facility Condition Index Rating (FCI). The Facility Condition Index Ratings are then grouped into the following categories:

- Good (0 to 5%)
- Fair (5.0 to 9.9%)
- Poor (10 to 30%); and
- Critical (over 30%)

Based on the Building Condition Assessment completed on the 20 facilities, 14 facilities have FCI ratings within the ‘Good’ range, 3 facilities in the ‘Fair” range, 3 facilities in the “Poor” Range, and 0 facilities in the “Critical” Range.



The summary of improvement costs for the 20 facilities, including their FCI rating and overall assessment is as follows:

Building	Building Name	Improvement Needs (2017-2026)	FCI (2017/18)	FCI Rating (2017/18)
1	Council Chambers	$ 214,000	1.39%	Good
2	Riverside Community Centre	$ 406,000	1.01%	Good
3	Woodford Community Centre	$ 304,000	7.19%	Fair
4	Bognor Community Centre	$ 368,000	0.87%	Good
5	Meaford Museum	$ 375,000	2.88%	Good
6	Meaford & St. Vincent Community Centre / Arena	$ 2,926,000	8.06%	Fair
7	Sydenham Administration Office	$ 125,000	0.52%	Good
8	Meaford Hall	$ 896,000	3.59%	Good
9	Meaford Fire Hall	$ 158,000	0.00%	Good
10	Meaford Harbour Office	$ 100,000	4.26%	Good
11	Memorial Park Office	$ 60,000	2.40%	Good
12	Memorial Park Shower / Washrooms	$ 60,000	4.83%	Good
13	Patrol A Depot	$ 719,000	1.39%	Good
14	Patrol B Depot	$ 417,000	8.80%	Fair
15	Parks, Recreation, and Culture Depot	$ 233,000	27.21%	Poor

16	390 Sykes (Police Station)	$	594,000	0.19%	Good
17	Blue Dolphin Pool Office / Storage Building	$	20,000	0.56%	Good
18	Blue Dolphin Pool Change Rooms / Mechanical	$	534,000	1.62%	Good
19	Memorial Park Kin Hall	$	392,000	16.84%	Poor
20	Midas Mart / Band Shell	$	127,000	17.40%	Poor
	Total Needs	**$**	**9,028,000**		

In general, the Consultant identified in their report that they felt that the 20 facilities included in this report were maintained in an adequate fashion and that staff should focus their attention on the development of maintenance standards and work order tracking.

Accessibility Assessment

The Accessibility Assessment included the assessment of core elements, including reference to the applicable Ontario Building Code and Accessibility for Ontarians with Disabilities Act, for areas such as:

- Site: parking, walkways, exterior ramps
- Building: entrances, interior circulation, washrooms
- Building Systems: signage, fire alarm systems, light switches, assistive listening devices

Components that have been assessed that can or should be addressed in the short term are prioritized as “Not Yet Critical”, whereas components that should be considered in the long term when conducting renovations are prioritized as “Does Not Meet Current Codes/Standards. Staff will be responsible for building these elements into future rehabilitation or replacement projects.

The summary of improvement costs to endeavour to make the 20 facilities barrier free is as follows:

Building	Building Name	Improvement Needs
1	Council Chambers	$ 16,000.00
2	Riverside Community Centre	$ 38,000.00
3	Woodford Community Centre	$ 73,000.00
4	Bognor Community Centre	$ 24,000.00
5	Meaford Museum	$ 13,000.00
6	Meaford & St. Vincent Community Centre / Arena	$ 73,000.00
7	Sydenham Administration Office	$ 14,000.00

8	Meaford Hall	$	65,000.00
9	Meaford Fire Hall	$	43,000.00
10	Meaford Harbour Office	$	45,000.00
11	Memorial Park Office	$	8,000.00
12	Memorial Park Shower / Washrooms	$	19,000.00
13	Patrol A Depot	$	38,000.00
14	Patrol B Depot	$	4,000.00
15	Parks, Recreation, and Culture Depot	$	8,000.00
16	390 Sykes (Police Station)	$	48,000.00
17	Blue Dolphin Pool Office / Storage Building	$	3,000.00
18	Blue Dolphin Pool Change Rooms / Mechanical	$	35,000.00
19	Memorial Park Kin Hall	$	18,000.00
20	Midas Mart / Band Shell	$	5,000.00
	Total Needs	**$**	**590,000.00**

These costs are the costs for projects that are not tied to the replacement of the individual components of the facilities. The costs to rehabilitate or replacement items in the Facility Condition Assessments have included the upgrading to the OBC/AODA legislation.

Energy Audit

The Energy Audit included the assessment of the municipality's consumption of electricity, natural gas, and water, and were completed in accordance with the SaveOn Energy Program and American Society of Heating, Refrigerating, and Air-Conditioning Engineers (ASHRAE) standards.

The summary of improvement costs to endeavour to make the 20 facilities included in this Study more energy efficient is as follows:

Building	Building Name	Annual Savings	Improvement Cost (After Rebates)	Payback Period (Years)
1	Council Chambers	$ 1,394	$ 3,948	2.83
2	Riverside Community Centre	$ 380	$ 1,093	2.88
3	Woodford Community Centre	$ 430	$ 2,082	4.84
4	Bognor Community Centre	$ 45	$ 1,054	23.42
5	Meaford Museum	$ 258	$ 1,513	5.86
6	Meaford & St. Vincent Community Centre / Arena	$ 28,611	$ 128,158	4.48
7	Sydenham Administration Office	$ 2,992	$ 30,541	10.21

8	Meaford Hall	$ 4,772	$ 15,651	3.28
9	Meaford Fire Hall	$ 1,126	$ 1,432	1.27
10	Meaford Harbour Office	$ 223	$ 3,314	14.86
11	Memorial Park Office	$ 330	$ 2,442	7.40
12	Memorial Park Shower / Washrooms*	-	-	-
13	Patrol A Depot**	-	-	-
14	Patrol B Depot	$ 512	$ 4,281	8.36
15	Parks, Recreation, and Culture Depot	$ 343	$ 1,196	3.49
16	390 Sykes (Police Station)	$ 3,681	$ 8,909	2.42
17	Blue Dolphin Pool Office / Storage Building	$ 385	$ 2,673	6.94
18	Blue Dolphin Pool Change Rooms / Mechanical***	-	-	-
19	Memorial Park Kin Hall	$ 280	$ 5,077	18.13
20	Midas Mart / Band Shell	$ 196	$ 1,110	5.66
	Total Needs	**$ 45,958**	**$ 214,474**	**4.67**

* Energy Assessments for Memorial Park Office & Washrooms/Showers have been combined, due to shared hydro, gas, and water services
** Energy Assessments for Patrol A Depot & Council Chambers have been combined, due to shared hydro service
*** Energy Assessments for Blue Dolphin Pool Office/Storage & Change Room/Mechanical Facilities have been combined, due to shared hydro service, gas, and water services

Please note that recommendations and pricing from the Energy Audits are included in the Integrated Facility Condition Assessment with their relevant building component where deemed appropriate. Savings and the payback period are identified in the Assessment. This number may fluctuate as the programs offered by third party service provider's change over the duration of this Study.

Desired Levels of Service Analysis / Asset Management Strategy

After the completion of the Facility Condition Assessments, Accessibility Assessments, and Energy Audits, the Consultant had essentially completed the State of the Infrastructure analysis for the facilities included in this report.

In accordance with the Ministry of Infrastructure's Building Together: Guide for Municipal Asset Management Plans document, the next step for this project was to complete a Desired Levels of Service analysis. Unfortunately, the Municipality does not currently have a standard Levels of Service document, nor is there a standard document that is widely adopted across

the Province. The CCI Group has provided the Municipality with suggestions for the development of a Levels of Service document, however, the development of this project will take some time to develop. The document has the opportunity to be shaped around areas such as facility downtime, work order fulfillment, energy consumption, and maintenance of regulatory requirements, as well as the scheduled maintenance of this data. The Levels of Service document will also include strategies that focus on predictive and preventative maintenance, in order to extend the lifespan of the facilities and components in this report.

As such, the asset management strategy component of this project focused on the implementation of the results of the FCA, AA, and EA's as they are required in each assessment. Future works by staff will include a criticality analysis, likelihood of failure analysis, and priority ranking to help create a rehabilitation and replacement program.

Financial Impact

The 2016 Capital Program for municipal facilities was $326,000.

The Integrated Study: Facility Condition Assessment, Accessibility Assessment, and Energy Audit provides a great deal of financial analysis that will assist in determining the best investments moving forward. This information will be incorporated into the overall municipal Asset Management Plan.

Three (3) Financing Strategies were created by the Consultant to assist the Municipality with addressing its facilities rehabilitation and replacement needs.

Strategy 1 was developed on the foundation that the Capital Program for municipal facilities would remain at a base funding level of $326,000, plus a 2% CPI adjustment annually, for the 10-year period. This solution would create an annual funding gap between budgeted expenditures and required expenditures of $639,846 in 2018 and increasing annually to a funding gap of $6,407,417 in 2026. The furthering of the annual funding gap will lead to further deterioration of municipal facilities and will almost guarantee the closure of some facilities, and the associated ability to deliver services from these facilities.

Strategy 2 was developed on the foundation that the Capital Program for municipal facilities would remain at a base funding level 326,000, plus a 2% CPI adjustment annually, for the 10-year period, and would also incorporate annual tax increases to address the annual funding gap. The annual tax increases would range from 0.38% to as high as 13.39%. While this funding strategy would ensure that the 20 facilities and its components are

maintained, rehabilitated, and replaced as required, the annual tax increases would not be sustainable for municipal ratepayers, who would also be subject to other annual tax increases too (i.e. 1% Road Preservation Model, reduce OMPF funding, etc.).

Strategy 3 was developed on the foundation that the Capital Program for municipal facilities would remain at a base funding level 326,000, plus a 2% CPI adjustment annually, for the 10-year period, plus a 0.5% annual tax increase, and the use of 12.5% of the municipalities debt capacity. While this strategy would be fully funded for Years 1, 2, 9, & 10, the years of 3-8 would still produce funding gaps between $530,000 and $713,310. While this strategy does include the annual 0.5% tax increase and the use of debt capacity, while still producing a funding gap between Years 3-8, staff feel that this strategy is the most realistic approach to maintaining, rehabilitation, and replacing municipal facilities and their components. Staff will be able to apply for third party funding during this period as there will be a documented funding gap that cannot be addressed through the Municipality's financial tools.

Staff are suggesting the 0.5% tax increase is included in the 2017 Draft Tax Supported Capital Budget, and that Financing Strategy 3 be integrated into the Municipality's Overall Asset Management Plan

Implications

If the Municipality does not implement facility maintenance, replacement, rehabilitation programs or rationalization strategies, the Municipality risks further deterioration to these assets and emergency or permanent closures. The deterioration of these facilities results in the Municipality's inability to provide service with these assets and leads to increased maintenance and replacement costs.

Strategic Priorities

This report supports the mission, vision and values of the Municipality of Meaford, as well as the goals and objectives set out in Council's Strategic Priorities 2015-2018, particularly with respect to:

Focus Area: Investing In Infrastructure
Objective: Focus on Asset Management

A. Complete and implement a comprehensive asset management plan that includes all corporate tangible assets, including:
- Buildings
- Linear assets (roads, water and wastewater, etc.)

- Fleet
- Land and land improvements
- Machinery and equipment

B. Incorporate annual operations and maintenance needs within the Asset Management Plan to ensure the lifespan and usefulness of assets is maximized, and accelerated degradation is avoided.

D. Invest in the best technologies to ensure the most effective delivery of all services related to tangible assets.

Focus Area: Investing In Infrastructure
Objective: Fund Assets Responsibly

A. Investigate and review all funding models and opportunities to support infrastructure needs, including long term debt.

B. Evaluate funding opportunities to support one-time capital needs.

D. Develop and implement a comprehensive linear asset and general capital asset project schedule to expedite and fund related and similar capital needs.

Focus Area: Investing In Infrastructure
Objective: Balance Rehabilitation, Construction, Maintenance

A. Adopt and implement a rationalization approach to asset management.

B. Evaluate and identify how the existing service levels can be maintained.

C. Evaluate and respond to the community's interests and needs for expanded services related to tangible assets.

Focus Area: Strengthening Our Community
Objective: Promote Arts and Culture

A. Evaluate the recommendations from the 2015-2015 Recreation and Culture Strategic Master Plan for strategic implementation during the annual budget process.

B. Improve the accessibility of all municipal facilities.

C. Improve programming and services offered.

E. Finalize a business and operating plan for Meaford Hall to achieve a reduced tax supported operating subsidy and assess capital needs including a renovated balcony.

Focus Area: Strengthening Our Community
Objective: Enhance Parks and Recreation

A. Evaluate the feasibility of operating an indoor pool with a private partner.

B. Ensure programming is responsive to community needs and adaptable, including providing increased programming and services with a focus on youth, seniors and accessibility.

Focus Area: Ensuring Sustainability
Objective: Environmental: Protect Natural Heritage/Natural Environment

C. Review our energy plan and strive for more energy use from renewable resource.
D. Seek out and analyse green initiatives such as an anti-idling education campaign, the implementation of the Blue Dot program, and the use of green cleaning products at Municipal facilities.
F. Embrace a community culture of energy conservation.
G. Encourage green building design.

Focus Area: Ensuring Sustainability
Objective: Social: Foster a Caring Community

A. Create a culture of responsiveness to address the diverse needs of residents to the best of our ability.
B. Ensure the Municipality of Meaford attracts young families through accessible accommodation, recreation, and leisure services.

Focus Area: Leading in Municipal Government
Objective: Drive Continuous Improvement

A. Evaluate and update our service standards and practices to effectively measure our performance.
B. Initiate a service delivery review in 2016.

Focus Area: Leading in Municipal Government
Objective: Strengthen Accountability and Compliance

A. Evaluate all applicable legislation to ensure compliance.

Consultation and Communications

The project committee for the Integrated Study: Facility Condition Assessment, Accessibility Assessment, and Energy Audit included the Directors, Management, Supervisory, and Operations staff from the Financial Services & Infrastructure Management, Parks, Recreation & Culture, and Legislative & Protective Services Departments.

Conclusion

The Integrated Study: Facility Condition Assessment, Accessibility Assessment, and Energy Audit has been developed as a tool for future budget development, and as a supporting document to the Municipality's Asset Management Plan. It is recommended that the Integrated Study: Facility Condition Assessment, Accessibility Assessment, and Energy Audit be adopted as a guiding document in the creation of long term capital plans and that the rehabilitation and replacement principles be entrenched within the annual budget process.

Supporting Documentation

The Integrated Study: Facility Condition Assessment, Accessibility Assessment, and Energy Audit is 1,284 pages in length. For the purposes of this report, appendices related to the Executive Summary, Suggested Maintenance Plan, Financing Strategy, and Operating Expense Analysis are appended. Due to the length and page formatting of Appendices A-Q, including the Facility Condition Assessments, Accessibility Assessments, and Energy Audits for the 20 facilities assessed through this study, electronic or hard copies are available by request through the Clerk's Office.

Appendix 1 – Integrated Study: Facility Condition Assessment, Accessibility Assessment, and Energy Audit – Executive Summary

Appendix 2 - Integrated Study: Facility Condition Assessment, Accessibility Assessment, and Energy Audit – Appendix R - Suggested Maintenance Plan

Appendix 3 - Integrated Study: Facility Condition Assessment, Accessibility Assessment, and Energy Audit – Appendix S - Financing Strategy

Appendix 4 - Integrated Study: Facility Condition Assessment, Accessibility Assessment, and Energy Audit – Appendix T - Operating Expenses Analysis

Respectfully Submitted:

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Darcy Chapman
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Prepared by:
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Reviewed by:
Denyse Morrissey, CAO

Appendix 1
FIM2016-28

CCI GROUP
SCIENCE • ENGINEERING • SOLUTIONS
7900 KEELE STREET SUITE 200 CONCORD ON L4K 2A3

INTEGRATED ASSET MANAGEMENT & FINANCING STRATEGY

Prepared for

The Municipality of Meaford

CCIG Project No: T1610201CA
CCIG Contact: John Kirkpatrick, 905-856-5200 x412
September 23, 2016

CONTENTS

1. EXECUTIVE SUMMARY

CCI Group Inc. (CCIG) was retained by the Municipality of Meaford (Meaford) to prepare Facility Condition Assessments, Accessibility Audits, and Energy Audits for all identified buildings in response to the Request for Proposal FSIM-PAM-2015-02, dated December 17, 2015. CCIG retained Virta Energy Group to provide the Energy Audits.

This document was prepared following the general outline as presented in Building Together: A Guide for Municipal Asset Management Plan and is intended as a starting point for long term, comprehensive, asset management planning.

A total of 20 facilities were reviewed in March and May 2016. Findings and recommendations are incorporated into the Integrated Facility Condition Assessment (IFCA) for each facility. The IFCA covers a period of 25 years (2017-2041). The IFCA, Accessibility Audits, and Energy Audits can be found in Appendices A-Q.

The facilities are in fair-to-good condition overall. Maintenance is considered average and above average in some locations. Annual maintenance costs were provided by Meaford and were found to be generally in line with benchmark figures. As discussed in Section 5, it is recommended that maintenance costs be tracked for larger components in an effort to identify areas for improvement.

Section 5 includes general recommendations regarding maintenance, continuing analysis, and procurement. This includes:

- Adopt a predictive maintenance plan to track component conditions and more accurately anticipate the end of life.
- Update the IFCA and track changes in the Facility Condition Index to help prioritize capital work and aid in project deferral decisions.
- Adopt standardized specifications for the design, construction, and maintenance of facilities and associated components in order to take of advantage of bulk pricing and ease of maintenance.

The data and recommendations compiled in the IFCAs were used to prepare the Financing Strategy and three funding strategies. Current financial information was provided by Meaford.

Scenario #1 – Status Quo presents the current funding scenario. In this scenario the resulting funding shortfalls and project deferrals would cause the facilities to reach a state of poor condition by the year 2024.

Scenario #2 – Fully Funding Program shows the baseline funding and tax increase required to fund all capital expenditures. The annual tax increase varies from 0.38% to 13.39% per year and averages 5%.

Scenario #3 – Annual Increase & Debt Financing Strategy combines the baseline funding amount, a 0.5% annual tax increase, and a predetermined capacity for debt to fund all capital expenditures. Additional contributions of $530,000 (2019 dollars) would be required in 2019-2024 to avoid exceeding the capacity for debt.

It is recommended that the data presented in the IFCA and Financing Strategy be updated regularly as work is deferred and components removed.

2. INTRODUCTION

Municipal infrastructure is essential in delivering services such as road maintenance and emergency services, and providing quality of life for residents and visitors, such as recreation facilities, as well as job opportunities. As set out in the Council's Strategic Priorities, dated October 2015, investing in infrastructure is one of the top five priorities of the Municipality of Meaford. The Asset Management Strategy incorporates the Facility Condition Assessment, Accessibility Audit, and Energy Audit in order to provide detailed and informed recommendations, with a focus on sustainability and promoting an inclusive community through accessibility, while maintaining the facilities in a state of good repair.

The data and recommendations presented in this Asset Management and Financing Strategy provide the necessary information to responsibly prioritize funding and make informed decisions regarding rehabilitation and eventual asset replacement. As such, this Strategy can be used as backing for budgeting and long range infrastructure planning.

Following this Strategy demonstrates to the public that their needs are being met and their tax dollars are being spent responsibly as decisions are being made based on unbiased, third party recommendations.

The Asset Management and Financing Strategy includes the following facilities:

- Council Chambers
- Riverside Community Centre
- Woodford Community Centre
- Bognor Community Centre
- Meaford Museum
- Meaford & St. Vincent Community Centre
- Meaford & St. Vincent Arena
- Sydenham Office
- Meaford Hall
- Meaford Fire Hall
- Harbour Office
- Memorial Park Office
- Memorial Park Public Change room /Washroom
- Patrol A Depot
- Patrol B Depot
- Parks, Rec, and Culture Depot
- Police Station
- Blue Dolphin Pool Office / Storage
- Blue Dolphin Pool Change room / Mechanical
- Kin Hall
- Midas Mart / Band Shell

It is recommended that all municipal facilities, if not currently included, eventually be incorporated into the Strategy.

The Facility Condition Assessments cover a period of 25-years (2017-2041) and as such should be implemented as soon as possible. Components that present a potential life safety risk, have failed, or are at risk of imminent failure are prioritized accordingly and are shown in year 1 (2017).

The Asset Management and Financing Strategy, including the Facility Condition Assessments and Accessibility Audit, was developed by CCI Group Inc. (CCIG). Team members include:

Project Lead/Supervisor/Assessor: Mr. John Kirkpatrick, B.Tech.(Arch.Sc.), M.A.A.T.O, CRP, BCQ
Administration/Data Collection: Ms. Deirdre Roe, B.A.Tech., Dipl. Arch. Tech., FMP

The energy audits were prepared by Virta Energy Consultants. Team members include:
Project Lead/Supervisor/Assessor: Mr. Harri Makivirta,A.Sc.T.
Administration/Data Collection: Mr. Bob Chong

To initiate the project, CCIG prepared two-page questionnaires for each facility which were completed by the facility supervisors. CCIG also requested all drawings, previous reports, and utility bills. All available documentation was reviewed. Available documentation is indicated in the Facility Condition Assessments and Energy Audits as applicable.

Site inspections were conducted in March and May of 2016. All accessible areas of the facilities and sites were reviewed. The inspections were visual, non-intrusive in nature, and included accessing ceiling plenums and hatches. Quantity estimates were documented using visual means only. Measurements were taken where needed to confirm compliance with code requirements.

The following main component groupings were inspected:

- Site
- Structure
- Building Envelope
- Interior Finishes
- Mechanical and Electrical systems, including elevators
- Fire Protection

Digital photographs were taken as required, some of which are included in the Facility Condition Assessments, to illustrate existing conditions of various building and site components. Digital photographs in JPEG format are also provided.

We identified some minor, obvious building code infractions or otherwise discretionary installation or detailing that would or is currently causing deterioration and/or possible life and

safety concerns. We did not however, research any data, cross-reference building codes etc. as this was not a requirement of the review.

Reports were prepared based on data collected on site and supported by drawings and questionnaire responses as applicable. CCIG's costing is based on industry standards including RS Means 2016 Building Construction Cost Data and RS Means 2016 Repair & Remodeling Cost Data but were adjusted based on site locations, previous work experiences, and best practices. They are not quotations. Prior to undertaking any work, the Municipality is encouraged to seek out proper specifications and drawings from a Professional. HST is excluded from cost estimates.

The assumptions regarding the life expectancy of each of the various components are based on technical literature of manufacturers and on our experience with the materials and equipment installed. The estimations of the remaining life expectancies of the components are based on an assessment of their present condition made during a visual examination of the property including review of data plate information.

3. STATE OF LOCAL INFRASTRUCTURE

The following table summarizes each facility reviewed with regards to year of construction, replacement value, and condition.

Name	Year of Construction	Replacement Value	Condition
Council Chambers	1995	$722,400	Good
Riverside Community Centre	1902	$593,300	Good
Woodford Community Centre	1957	$918,000	Good
Bognor Community Centre	1959	$578,000	Good
Meaford Museum	1895	$2,153,250	Good
Meaford & St. Vincent Community Centre & Arena	1977	$6,977,750	Fair/Good
Sydenham Office	1988	$382,700	Good
Meaford Hall	1908	$4,797,240	Good
Meaford Fire Hall	2009	$2,358,000	Good
Harbour Office	1999	$234,600	Good
Memorial Park Office	1989	$354,750	Good
Memorial Park Public Change room /Washroom	1989	$165,750	Good
Patrol A Depot	2000	$2,366,400	Good
Patrol B Depot	1970	$754,000	Fair
Parks, Rec, and Culture Depot	1965	$391,500	Fair
Police Station	1996	$2,612,500	Good
Blue Dolphin Pool Office / Storage	1993	$144,000	Good
Blue Dolphin Pool Change Room / Mechanical	1967	$714,000	Good
Kin Hall	1979	$394,400	Good
Midas Mart / Band Shell	1950	$204,000	Fair

Replacement value data is derived from RSMeans and Hanscomb Yardsticks for Costing and include a location factor. Costs do not include site costs.

The age of construction is typically known or estimated based on the age of equipment, building methods, and original finishes.

The condition is based on the Facility Condition Assessment and Facility Condition Index. A Facility Condition Index rating is included in each Integrated Facility Condition Assessment (Appendices A-Q).

It is recommended that the condition and characteristics in the Facility Condition Assessments be updated internally on an annual basis or when major capital work is undertaken. A consultant

should be retained every five years to perform a full update. This will allow for new requirements and technologies to be incorporated and costing to be updated. It is recommended that Meaford development and implement policies regarding how and when assets will be verified internally and by third parties.

4. EXPECTED LEVELS OF SERVICE

The current expectation of the Municipality of Meaford is to maintain the facilities in their current functional state. Based on information provided and discussions, specific levels of service, including performance measures, targets, and associated timeframes, have not be defined by Meaford. It is recommended that Meaford determine acceptable standards for such service levels as maximum allowable facility downtime, work order request fulfillment time, energy usage, and implementation of new regulatory requirements, including accessibility standards and Ontario Building Code (OBC) requirements.

Targets will need to be updated as regulatory requirements and priorities of the public and governing bodies change. The Facility Condition Assessment and Accessibility Audit provide specific areas where OBC and AODA requirements are not met. Updating this information will help to track progress and incorporate new requirements.

5. ASSET MANAGEMENT STRATEGY

The Asset Management Strategy is presented for each facility in Appendices A to Q. The Integrated Facility Condition Assessment incorporates findings from the Condition Assessment, Accessibility Audit, and Energy Audit (where practical) in order to consider all planned capital actions at once. Recommended actions occurring within the 25 year study period are defined by activity type, as explained and summarized as follows:

Non-Infrastructure Solutions

The following recommendations are not included in the Integrated Facility Condition Assessments but can be implemented to lower costs and/or extend the life of various building components.

Predictive Maintenance (PDM)

Predictive maintenance (PDM) is also known as condition monitoring. The Facility Condition Assessment forms the basis of the PDM program and can also incorporate such specialized tasks as vibration analysis of motors, pumps, fans, and gears, thermography of electrical equipment, building envelope, and heating equipment (i.e. boilers), lubrication analysis to identify contaminants, flow measurements, and corrosion monitoring. A system must be in place to compare data and identify deteriorating conditions.

The outcome of this program is to more accurately predict the end of life of a component. Results from regular predictive maintenance actions can be tracked over time to identify areas of accelerated deterioration or exemplary performance. The recommended timing of capital repairs/replacements would be adjusted as necessary.

Preventative Maintenance (PVM)

It is recommended that regular maintenance be completed in a prescribed format, that the Municipality establish minimum standards for maintenance including applications, procedures and responsibility and that all service logs are to be located at the equipment they serve and compiled in a master Building Operations manual to be located both at the building and in electronic form. Operations and maintenance (O & M) items and procedures versus capital work are also required to be defined.

Facility profiles should be developed to properly compare similar facilities. Such profiles would include building size, occupancy type, number of elevators, heating type, fulltime/seasonal use, etc. Maintenance and repair information is to be recorded, including cost, type (preventative, emergency), source (in-house, contract), and asset type (site, building envelope, mechanical, electrical). This information can be used for comparison and to develop a maintenance budget. Utility and operation costs, as a total and per square foot, can be used for comparison also.

Track Preventative Maintenance

Track maintenance and repairs, including cost expenditures, for each asset on a regular basis. Identify irregular maintenance and repairs. Re-evaluate the recommended replacement year for problematic assets.

Provide bar code tagging on all mechanical and electrical equipment so preventative maintenance can be easily documented, tracked and made available for decision making.

Updating the Capital Plan

Update the Capital Plan on a monthly basis or after major capital work has been undertaken. Track all deferred projects on an annual basis.

Track the Facility Condition Index (FCI)

The facility condition index (FCI) is the benchmark used in facility management to determine the condition of a building by comparing the repair needs to the current replacement value. An FCI is presented for each facility within the Facility Condition Assessment.

Allow to track the FCI annually to monitor changes based on existing recommendations, deferred projects, and unforeseen work. If the index increases, review maintenance history and deferred projects. Creation of an FCI based on long term data would be inaccurate as it is based on the assumption that all recommendations are implemented and all equipment meets its life expectancy. The FCI can be used in the immediate term to identify buildings which should be considered a priority when scheduling work and deferring projects.

Maintenance Activities

The Facility Condition Assessment does not include for regularly scheduled inspections and maintenance. Minor repairs and replacements with a value of less than $2,500 are typically noted in the Assessment with no cost carried. The exception to this is replacement of exterior sealants to maintain the integrity of the building envelope and interior painting to maintain the aesthetic quality of the building. Typical maintenance procedures are presented in Appendix R. It is recommended that Meaford implement standard procedures for maintenance to ensure all assets are maintained to the same level. This will aid in maintenance benchmarking.

Renewal/Rehabilitation Activities

Actions defined as Renewal/Rehabilitation Activities in the Facility Condition Assessment are intended to restore the component to a state of good repair and extend the life expectancy. This also includes repairs to components that are not expected to be replaced over the life of the building, such as structural components, masonry, and gypsum board finishes. Costing for such items is typically based on an estimated area that will require refurbishment.

Replacement Activities

Replacement Activities form the basis of the Integrated Facility Condition Assessments. The recommendations are for the replacement of like-for-like components using current construction techniques with no upgrades, unless otherwise noted. Costs for larger components include design and project management fees.

Disposal Activities

Disposal activities are typically included with the replacement activities unless otherwise noted (i.e. abandoned equipment). It is recommended that materials be recycled or donated where possible. Hazardous substances (i.e. mercury, PCBs in light fixtures, mercury, lead, ozone depleting refrigerants) are to be disposed of in accordance with applicable regulations. Costs for replacing materials that are suspected to contain asbestos include abatement and disposal.

Expansion Activities

Expansion Activities are not included in the Strategy as they require an analysis of current functions, requirements or requests for additional programming, and increased demands for space.

Procurement Methods

Standardizing building materials and coordinating replacements across the portfolio creates an opportunity to lower costs based on bulk purchases, competitive bidding, and ease of maintenance and repairs. The Municipality of Meaford currently does not partner with neighbouring municipalities. Creating partnerships may further expand on cost savings.

The Alternative Financing and Procurement (AFP) model is developed by Infrastructure Ontario and is based on the idea that the private sector is responsible for the funding and construction of an asset, and possibly the maintenance of the asset also. The main benefit is the transfer of financing risks and delays from the Municipality to the private sector. The AFP model is aimed at projects with a value of $50 million and is therefore not applicable for this Strategy. A similar approach may be investigated for the replacement of building systems such as HVAC equipment and elevators.

Risks

It is recommended that all recommendations and projects identified commence and be planned for as illustrated. If there is a need to defer projects then there will likely be an increase in costs due to inflation. By deferring any project the following risks are likely to occur. These risks will have to relate to an established component risk rating (CRR) developed by the Municipality and/or through risk management applications, and are to be reviewed by senior stakeholders to ensure uniform acceptance.

Hardscape - Increase the potential for a claim on a trip-and-fall accident and damage to personal property. It will also increase damage to subgrade materials which in turn will increase costs of replacement of hard surface materials.

Building Envelope - Increase in potential for air leakage and/or rainwater entry and potential for mould growth and deterioration of building components resulting in increased operation and repair costs.

Doors and Hardware Replacement – General reduction in serviceability.

Finishes – Reduced public image which may affect building operations.

HVAC – Reduced air quality, temperature and humidity control issues, facility downtime, and overall operational efficiencies.

Plumbing – Inefficient plumbing fixtures, sanitary and storm drainage issues.

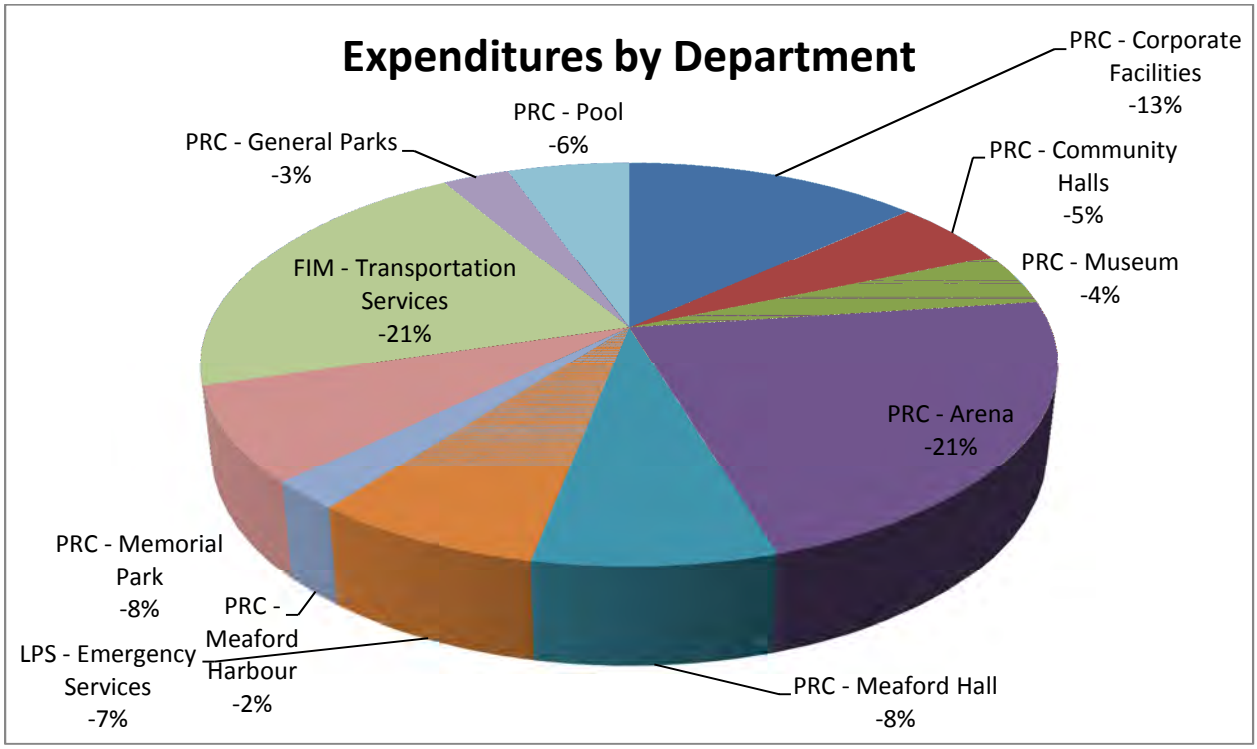
Electrical – Poor illumination levels, inefficient or hazardous electrical equipment.

Safety and Security – Increase in unsafe conditions, potential for property loss or damage.

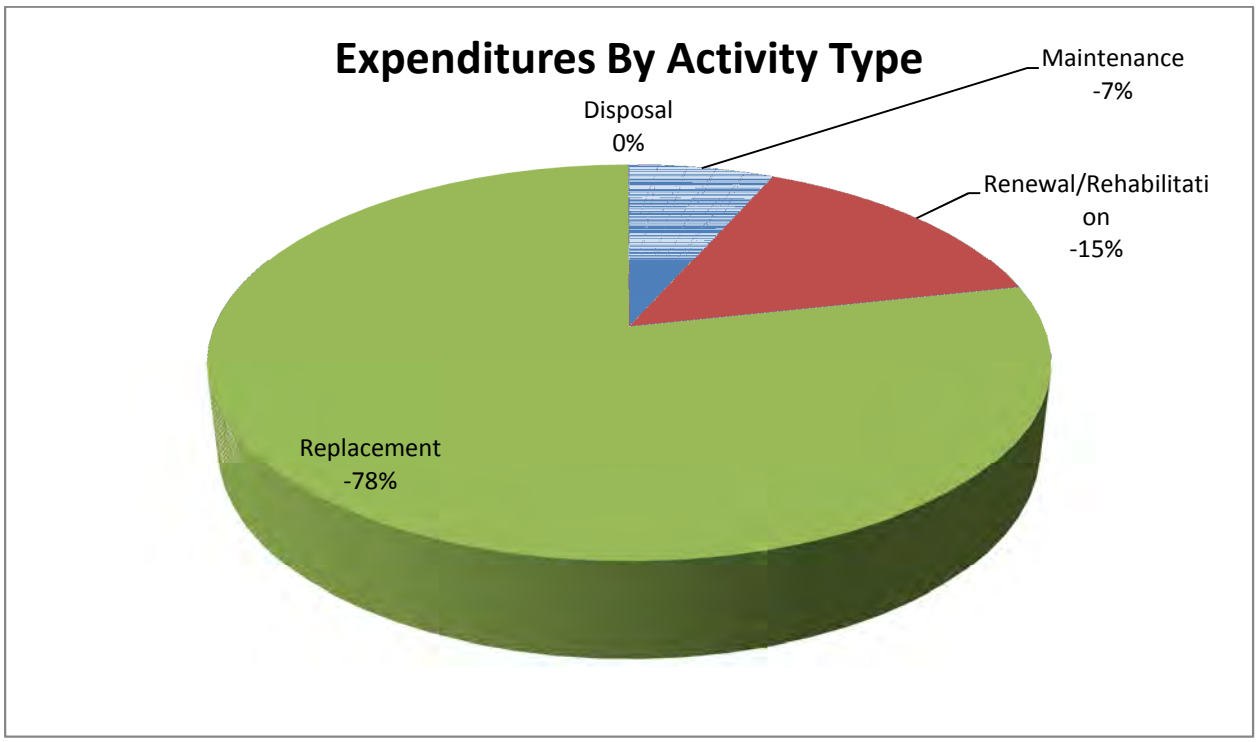
All components should be replaced prior to failure to avoid higher costs due to emergency repairs or replacements, damage to other building components, and facility downtime. It is understood that deferment may be necessary. Priority rankings and deficiency categories are provided in the Integrated Facility Condition Assessment to aid in the decision making.

5. FINANCING STRATEGY

The detailed Financing Strategy is included in Appendix S. Facilities are grouped by departments as defined by Meaford. Figure 1 shows the division of capital expenditures by department.



Capital expenditure figures are derived from the Integrated Facility Condition Assessment and are separated by activity type: Maintenance, Renewal/Rehabilitation, Replacement, and Disposal. All costs are shown in 2016 dollar amounts. Costs do not include potential rebates for implementing energy saving measures as identified in the energy audits. Costs for years 11-25 are shown as a total and an average per year, as requested by Meaford. Figure 2 shows the division of capital expenditures by activity type. The majority of the expenditures are for replacement activities.



Three funding scenarios have been included in Appendix S and cover the next ten years (2017-2026).

Scenario #1 – Status Quo

Scenario #1 presents the current funding scenario. In this scenario only the baseline funding of $326,000 (2017 dollars) is used to fund all capital work with no additional contributions or tax increases. The cumulative total of deferred projects is compared to the total replacement value of all facilities in the portfolio to determine what the facility condition index would be. In this scenario the facilities would reach a state of poor condition overall by the year 2024.

Scenario #2 – Fully Funding Program

Scenario #2 shows the baseline funding of $326,000 (2017 dollars), funding shortfall (debt), and tax increase required to fund all capital expenditures. The tax increase is based on a base amount of $12,900,000 (2017 dollars). The annual tax increase varies from 0.38% to 13.39% per year and averages 5%.

Scenario #3 – Annual Increase & Debt Financing Strategy

Scenario #3 combines multiple methods to fund the capital work. The total funding available includes the baseline funding of $326,000 (2017 dollars) and a 0.5% annual tax increase. The predetermined capacity for debt is then used to cover any funding shortfalls. Additional

contributions would be required in 2019-2024 to avoid exceeding the capacity for debt. The contributions are estimated at $530,000 (2019 dollars) in years 2019-2024.

The rate of inflation used in the Scenarios is 2%. The rate was used at the request of Meaford and reflects recent inflation statistics as published by the Bank of Canada.

The baseline funding, tax increase, total funding available, and capacity for debt figures have been provided by Meaford. It is presumed that any surplus amounts may not be carried forward to the following year unless there is debt from previous years.

Meaford does not have a zero debt policy. Responsible debt is a necessary financing component for major capital projects. Using a life cycle cost analysis method to determine which materials or systems to install should be considered as a component with a higher installation cost may have a longer life expectancy and cost less to maintain.

Operating Expenses

An analysis of the current operating expenses is included in Appendix T. Annual operating expenses for each facility were provided by Meaford and are shown as a total and a cost per square foot for comparison. Benchmark operating costs were derived from Operations and Maintenance Benchmarks Research Report #32, published by the International Facility Management Association and are also shown as a total and per square foot. Costs include janitorial, utility, and maintenance expenses. Rink operating costs were derived from the International Ice Hockey Federation (IIHF) Ice Rink Guide, published 2016. Where the actual costs are higher than the benchmarking costs the difference is shown as a percentage. Typical operating expenses for pools are not widely available and have therefore been estimated at 3% of the facility's replacement value.

Current operating costs are generally less than or in line with benchmark figures.

As discussed in Section 5, Non-Infrastructure Solutions, it is recommended that maintenance costs be tracked to identify areas for improvements. The majority of operating expenses are typically spent on utilities. It is recommended that actions identified in the Energy Audits be implemented for maximum effect. Operating expenses in Appendix T do not account for potential utility savings identified in the energy audits.

6. LIMITATIONS

The material in this report reflects CCIG's best judgment in light of the information available to us at the time of preparation. Any use which a third party makes of this report, or any reliance on it or decisions to be made based on it, are the responsibility of such third parties. CCIG accepts no responsibility for damages, if any, suffered by any third party as a result of decisions made or actions based on this report. The report is required to be updated regularly for continual value.

The minimum threshold limit capital repair/replacement cost used is $2,500. Items under this are considered Operation and Maintenance.

It is assumed that the buildings will be properly operated and maintained over their life span for the Facility Condition Assessments and Financing Strategy to be of any significance. End of life facility disposal has not been considered.

All technical assessments of the building and site components are based on visual, partially intrusive techniques. Exceptions include unsafe conditions such as poorly supported hatches, access to confined spaces, and equipment in operational mode. Ceiling tiles were randomly removed to locate concealed mechanical equipment and to gain understanding of general construction methods.

The recommendation given for future work to building components or systems will require intrusive testing for compilation of proper specifications.

The logistics of scheduling repairs or replacements are to be reviewed and adjusted annually or per findings of the additional performance or intrusive testing that may be conducted in future years.

The Remaining Life, as shown on the Facility Condition Assessments, is the number of years left before the first major repair or replacement is scheduled. It is adjudged by the assessor and may not be representative of the straight line numerical calculation of remaining life of that particular building element.

7. DEFINITIONS

The following definitions are used throughout the report. Definitions are listed in alphabetical order.

CCIG
Abbreviation of CCI Group Inc.

Condition
Good, Fair and Poor condition ratings as defined below:

Good Condition
This means that the overall condition of the particular Building Element under review is fully functional, sound with no signs of premature deterioration. This would apply to both singular Building Elements and, in the case of multiple items, to more than 75% or the majority.

The Building Element would either have been recently replaced or is older, but well maintained and will likely not require replacement over the next 7 years.

Fair Condition
This means that the overall condition of the particular Building Element under review is in satisfactory condition, functional and is wearing as expected. This would apply to both singular Building Elements and, in the case of multiple items, to between 50% and 75% of the total.

In other cases the Building Element may be new, but is prematurely deteriorating or aging from over use. Older elements that are in good condition, but are dated in terms of aesthetics, as well as mid-life elements that have not been properly maintained, are some examples.

Poor Condition
This means that the overall condition of the particular Building Element under review is either reached the end its life expectancy or otherwise has prematurely deteriorated or has been physically damaged to the extent that it is not functional or sound. This would apply to both singular Building Elements and, in the case of multiple items, to over 75% of the total.

The Building Element is recommended to be replaced immediately or within the next few years, in order to minimize subsurface damage to other components.

Deficiency Category

The Deficiency Category was defined by the RFP and includes the following:

- Code/Regulatory Compliance (OBC, OHSA, etc.)
- Environment (mould, air quality, etc)
- Functionality (obsolescence, modernization, etc)
- Operations (maintenance, security, etc.)
- Integrity (appearance, beyond useful life, etc.)
- Miscellaneous

CCIG added Life Safety to include items that pose a potential hazard and fire protection systems and equipment.

Facility Condition Index (FCI)

FCI is an industry standard benchmark which measures the constructed asset's condition at a point in time. It is found by summing all deferred repairs/replacement costs and required renewal, upgrade or replacement/repair projects at a point in time to the current replacement value of the building and site components (excluding land value). The FCI is primarily used to support asset management initiatives of federal, municipal, and local government facilities and organizations. This would also include universities, housing and transportation authorities, and primary and secondary school systems. Mathematically the FCI is represented as

$$\text{FCI} = \frac{\text{Maintenance, Repair, Replacement Deficiencies of Facility}}{\text{Current Replacement Value of the Facility}}$$

The FCI, shown as a percentage, is a relative indicator of condition, and should be tracked over time to maximize its benefit. It is advantageous to define condition ratings based on ranges of the FCI. Current industry benchmarks use the following subjective ratings: Good-to-Excellent (0 to 4.9%), Good (5.0 to 9.9%), Fair (10 to 15%), Poor (15.0 to 30%) and Critical (over 30%).

The Replacement Value of Asset is based on RSMeans Square Foot Costs 2016 with location factor applied for Owen Sound, Ontario. The value is not an appraised value but an approximate estimate of a similarly constructed building. The Replacement Value includes Contractor's Fees (25%) and Architect's Fees (8%).

Life Expectancy

The life expectancy is an assessment as to how many years from the time it is installed or refurbished, before the Building Element requires corrective work again. The life expectancies used are based on our experience and industry standards (where applicable).

Operation & Maintenance (O & M)
Includes all aspects of operating a building over the course of it's useful life. It is to be defined and established by the Owners of buildings to ensure that the building systems are delivering prescribed services to the building occupants.

Predictive Maintenance (PDM)
Work items that are performed to avoid functional degradation.

Preventative Maintenance (PVM)
Work performed at set intervals to prevent failure.

Priority
Components are scored using the following format, as defined by the RFP and expanded upon by CCIG:

1. Currently Critical (immediate)
    a. Require immediate action
    b. Correct a cited safety hazard
    c. Stop accelerated deterioration
    d. Return a facility or equipment to operation
2. Potentially Critical (year 2)
    a. If not corrected expeditiously, will become critical within a year
    b. Potential life safety hazard
    c. Intermittent operations
    d. Rapid deterioration which will lead to loss of operation
3. Necessary, not yet critical (years 3-5)
    a. Repairs which provide a rapid return on investment, often including energy saving initiatives
    b. Conditions in this category require appropriate attention to preclude predictable deterioration or potential downtime and the associated damage or higher costs if deferred further.
    c. Barrier-free improvements which should be considered in future planning.
4. Recommended (Year 6-10)
    a. Sensible improvement to existing conditions. These are not required for the most basic function of the facility.
    b. Elements which are expected to reach the end of the life expectancy in the long term.
5. Priority 5 Does Not Meet Current Codes/Standards (Years 11-25)
    a. Items that do not conform to existing codes, but are "grandfathered" in their condition. No action is required at this time, but should substantial work be undertaken in contiguous areas, certain existing conditions may require correction.

Remaining Life

Remaining Life is the difference between the Life Expectancy of the element and the Year Installed. The Remaining Life is adjusted where necessary where the building elements are either wearing faster or slower than its chronological/present age.

Year Installed

Year Installed is the year the building element was installed, if known, or estimated.

Projected Capital Costs (2016 – 2035)

This is the cost in dollars to undertake the repairs, refurbishment or replacement of the building elements as described in the report at various years.

Remaining Life

This is the time remaining (in years) before the corrective work is executed. It is simply the difference between the Life Expectancy and the Life Expectancy Adjustment Age.

State-of-Good Repair

An asset is considered to be in a state-of-good repair if it is safe, reliable and providing the designed level of service to which it was installed. State-of-good repair may or may not be defined within Property Standards By-law documents.

Units

SF – Square feet
LF – Linear feet
LS – Lump sum
- Unit count

Appendix 2
FIM2016-28

Appendix R

Maintenance Plan

Table of Contents

- Maintain an inventory of all equipment. Maintain drawings showing the location of all equipment
- All exterior maintenance is to be done without the presence of snow.
- Maintain records of all routine maintenance (i.e. checklists).
- All maintenance should be done is accordance with manufacturer's recommendations and approved fire safety plans. Some systems such as elevators, fire alarm systems, sprinkler systems, standpipe systems, and arena refrigeration systems are maintained by third parties under a service contract.
- The following plan excludes general housekeeping.

1.0 SITE

Siteworks

Annual

Check all hard surfaces such as sidewalks, stairs, curbs, curb-cuts and ramps for signs of significant cracking, deterioration, and settlement. Identify all tripping hazards for repair (i.e. paint).

Check handrails and guards for stability and corrosion. Repaint all metal works where corrosion is occurring.

Check fencing for signs of damage or failure.

2.0 STRUCTURE

Foundation

Annual

Check the interior (where accessible) and exterior for signs of cracking, delamination, and settlement. Check the interior (where accessible) for signs of water ingress. Check adjacent grading profiles.

Slab-on-Grade

Annual

Check slab throughout for signs of cracking, heaving/settlement, and deterioration.

Concrete block walls

Annual

Check interior and exterior walls for signs of cracking.

Roof Structure

Annual

Check structure where exposed for signs of corrosion (steel), damage, deterioration (wood). Repaint steel structure where paint is peeling or corrosion is occurring.

3.0 BUILDING ENVELOPE

Roofing

Semi-Annual (spring and fall)

Clean out all roof drains and eavestroughs. Rid roof of debris. Check roof for signs of deterioration (i.e. blistering, tears, separating seams, continuity and stability of flashings, sealant condition). Check interior for signs of water entry. Check metal roofs for loose or corroding fasteners and loose flashings.

Every 3 to 5 Years

Conduct thermography of all scanable roof areas. Conduct repairs as necessary.

Sealants

Annual

Check all wall joint, window, and door sealants where accessible for signs of hardening, cracking, and delamination.

Siding

Annual

Check all siding for signs of corrosion (metal) and deterioration. Repaint where corroding or existing paint is deteriorating. Repair loose sections.

Masonry

Annual

Check all masonry for signs of delamination, cracking, and mortar deterioration.

Exterior Doors

Annual

Verify door hardware operation and condition. Check doors and frames for damage, condition of finish, proper operation. Paint doors and frames where needed. Lubricate hardware where needed. Tighten screws on hinges and hardware where necessary.

Windows

Semi-Annual

Check for failed glazing units and replace as needed.

Annual

Check interior for signs of water entry. Check frames for signs of deterioration. Clean windows.

4.0 OCCUPIED

Ceilings

Annual

Check gypsum board and plaster for damage, deterioration of paint finishes. Check ceiling tiles for signs of sagging, damage, corrosion of T-bar.

Flooring

Annual

Check flooring for signs of damage, debonding tiles, unevenness (potential for tripping) and wear.

Every 10 Years

Re-grout tiled areas where necessary.

Fire Doors

Daily

Check fire doors and doors in fire separations are closed, unless held open by automatic closers.

Interior doors (all)

Annual

Verify door hardware operation and condition. Check doors and frames for damage, condition of finish, proper operation. Paint doors and frames where needed. Lubricate hardware where needed. Tighten screws on hinges and hardware where necessary.

Fire Extinguishers

Monthly

Inspect fire extinguishers.

Annual

Extinguishers shall be subject to maintenance. Maintenance procedures shall include a thorough examination of the three basic elements of an extinguisher:

- mechanical parts
- extinguishing agent
- expelling means

Pump tank water, pump tank calcium chloride base antifreeze types of extinguishers shall be recharged with new chemicals or water, as applicable. Test monitoring devices. Test conductivity on all CO2 hose assemblies.

Every 5 Years

Pressurized water and carbon dioxide fire extinguishers shall be hydrostatically tested.

Every 6 Years

Stored pressure extinguishers shall be emptied and subjected to the applicable maintenance procedures.

Fire Hose Cabinets

Monthly

Hose stations shall be inspected to ensure that the hose and equipment are in the proper position and appear to be operable.

Annual

Hose valves shall be inspected to ensure that they are tight and that there is no water leakage into the hose. Standpipe hoses shall be removed and re-racked. Any worn gaskets in the couplings, at the hose valve and at the nozzle, shall be replaced. This also applies after use.

Every 3 Years

Remove and service-test all in-service hoses designed for occupant use.

Swimming Pools

Monthly

Check all water outlet covers and re-secure/replace where necessary.

Semi-Annual

Check perimeter tiles for damage and deterioration. Check ladders, lifeguard towers, handrails and guards for stability and corrosion.

Every 10 Years

Re-grout tiles.

Ice Rinks

Follow ORFA Suggested Guidelines for Refrigeration Plant Maintenance on a daily, weekly, monthly, bi-annual, annual and 5-year program.

Daily

Includes inspecting and recording ice conditions, inspecting and record findings of each compressor, pump, motor and condenser, exhaust fans chiller and high-pressure receiver, inspect and record temperatures (interior, exterior, ice surface, ice slab and underfloor heating), check security of access doors and check for abnormal pipe vibration.

Check kick strip for condition. Check doors for function and lubricate hardware where necessary. Check boards and glazing for stability. Check netting for tears. Check perimeter floor mats for lifting and deterioration and repair where needed.

Elevators

Daily

Operate elevators in the morning prior to normal use.

Monthly

Verify proper operation of on car telephone or two-way communication. Check signage is properly installed and legible. Check licences are valid. Report issues in service log for contractor. Check log book to ensure information is properly filled out by contractor and applicable maintenance is complete.

Every 3 months

Elevator door opening devices operated by means of photo-electric cells shall be tested to ensure that the devices become inoperative after the door has been held open for more than 20 seconds with the photo-electric cell covered. The key operated switch located outside an

elevator shaft shall be tested to ensure that the actuation of the switch will render the emergency stop button in each car inoperative and bring all cars to the street floor or transfer lobby by cancelling all other calls after the car has stopped at the next floor at which it can make a normal stop. Key operated switches in each elevator car shall be tested to ensure that the actuation of the switch will: enable the elevators to be operable independently of other elevators, allow operation of the elevator without interference from floor call buttons, render door re-opening devices inoperative, control the opening of power operated doors only by the continuous pressure on the “door open” button to ensure that if the button is released while the door is opening, the doors will automatically close.

Annual

Ensure handrails, ceiling panels, wall panels, and light panels are secure.

5.0 BUILDING SERVICES

Fire Suppression (Water)

Daily

Check fire pumps. Check sprinkler valves are in the correct position. Check valves enclosures that are subject to freezing temperatures.

Weekly

Sprinkler System (Dry) - Check pressure gauges, check valve enclosures equipped with low temperature alarms, check auxiliary drain valve and control valve signage, check vales are in the normal position, properly sealed, locked, or supervised, accessible, free from external leaks, and provided with appropriate identification.

Sprinkler System (Wet) - Check valve enclosures equipped with low temperature alarms, check auxiliary drain valve and control valve signage, check vales are in the normal position, properly sealed, locked, or supervised, accessible, free from external leaks, and provided with appropriate identification and wrenches.

Fire Pumps - Check heat, inspect ventilating louvers are operational, check pump system conditions – valves are open, free of leaks, suction, check pressure gauges, check electrical system for condition, check controller and transfer switch pilot lights are illuminated, check isolating switch is closed, inspect all valves, check oil level, check pressure, test pump. Standpipe System - Inspect all valves, inspect fire department connections, check main water control valve (if unsupervised).

Monthly

Sprinkler System (Dry) - Inspect valves secured with locks or supervised in accordance with NFPA standards, inspect all alarm valves for physical condition, position, leaks, and pressure.

Sprinkler System (Wet) - check gauges for condition and pressure, check valves are secured with locks or supervised, condition, in the appropriate condition, and free of leaks.

Fire Pump - inspect electrical system, inspect valves, test isolating switch and circuit breaker.

Every 3 months

Sprinkler System (Dry) - inspect alarm devices for damage, check sprinkler riser signage is secure and legible, test mechanical water flow devices, priming water level, quick-opening devices, low air pressure alarms, and mechanical water flow alarm devices, main drain test, partial flow test of master pressure reducing valve.

Sprinkler System (Wet) - check alarm devices for damage, check sprinkler riser signage is secure and legible, test mechanical water flow devices, priming water level, quick-opening devices, low air pressure alarms, and mechanical water flow alarm devices, main drain test, partial flow test of master pressure reducing valve.

Fire Pump - check all valves for condition, leaks, pressure, and that they are in the open position, check wiring where subject to movement.

Standpipe System - Inspect all valves, inspect fire department connection, test waterflow alarm and supervisory devices, main drain test.

Every 6 Months

Sprinkler System (Dry) - test vane type and pressure switch type water flow devices, test valve supervisory switches, check signals.

Sprinkler System (Wet) - test vane type and pressure switch type water flow devices, test valve supervisory switches, check signals.

Fire Pump - test manual starting, safeties, and alarms, test vane type and pressure switch type water flow devices, test valve supervisory switches, check signals.

Annual

Standpipe Systems - plugs or caps on fire department connections shall be removed and the threads inspected for wear, rust or obstruction. Re-secure plugs or caps, wrench tight, inspect the Fire Department connection for obstructions, back flush if necessary, check plugs or caps.

Sprinkler System (Dry) - Check sprinkler heads, pipes, hangars, seismic braces, and fittings from floor level, verify there are spare sprinkler heads and appropriate wrenches, check low temperature alarms, inpect interior of dry pipe valve during trip test, check control valve signage, test each control valve, post indicator valve, main drain test, trip test dry pipe valve during warm weather, test low pressure alarms, test automatic air pressure devices during dry pipe valve trip test.

Sprinkler System (Wet) - check sprinkler heads, pipes, hangars, seismic braces, and fittings from floor level, verify there are spare sprinkler heads and appropriate wrenches, check and test low temperature alarms, check control valve signage, test freezing point of solutions with anti-freeze, test each control valve, post indicator valve, main drain test.

Fire Pump - check pump system, check electrical control and wiring connections, test all valves, test each pump under minimum, rated and peak flows, test emergency manual start, main drain test.

Every 5 Years

Sprinkler System (Wet) - inspect strainers, filters, and restricted orifices, test solder-type sprinklers, test sprinklers that have been in service for 75 Years or subjected to harsh environments by replacing or submitting samples for field service testing, replace or test gauges.

Fire Pump - inspect strainers, filters, and restricted orifices, inspect check valves, inspect dry pipe valves, test pressure reducing valves and relief valves.

Standpipe System - Air test where water damage is possible, flow test at most remote location of each zone, main drain test on system with automatic water supply, test pressure gauges, test valves.

Every 10 Years

Sprinkler System (Wet) - test sprinklers that have been in service for 50 Years or subjected to harsh environments by replacing or submitting samples for field service testing, test sprinklers manufactured using fast-response elements that have been in service for 20 Years.

Fire Extinguishing (Chemical)
Semi-Annual
Conduct inspections in accordance with NFPA standards (third party).

Pumps (all)
Semi-Annual
Check for proper operation, motor to pump alignment, leaks, seal condition, packing gland, controls, lubrication, vibration, noise, and overheating.

Sump Pump – Clean out pump intake, check for corrosion, check float switch.

Hot Water Tanks
Semi-Annual
Check heater for leakage, damage, and corrosion.

Every 3 Years
Re-line storage tanks.

Water Heaters
Semi-Annual
Check heater for leakage, damage, and corrosion.

Annual
Drain water heaters to rid of sediment.

Water Softeners
Annual
Empty the tank and clean it to rid of sediment.

Water Heat Exchangers
Semi-Annual
Check steam modulation valve and condensate trap, temperature gauges, and controls.

Backflow Preventer
Weekly
Check valves and pressure.

Grease Traps
Annual
Empty and clean the grease trap.

Piping (distribution, sanitary, and storm)
Quarterly
Inspect all joints and check for leakage

Annual
Open and close valves to check operation, lubrication, leaks, and valve exterior.

Plumbing Fixtures
Operate fixtures daily to ensure proper function and to note any accelerated deterioration.

Pool Filtration Systems
Monthly
Empty pool strainers. Check pumps and tanks for leakage and corrosion.

Semi-Annual
Check and test all safety devices.

Arena Equipment
Daily
Check compressor pressure, temperature, belts, hoses, electrical connections, guards and covers, and oil level. Check pump pressure and temperature. Check Refrigeration Room exhaust fan(s). Drain chiller oil.

Weekly
Check water treatment systems. Check condenser pipes, belts, eliminators, bearings, ice and snow accumulation, and nozzles. Check Refrigeration Room for flammable liquids. Check sump pump and all accessible piping. Check and record air quality levels.

Monthly
Check compressors and motors for oil level, oil filter, oil pressure, temperature, piping leakage, vibration, and noise. Check tanks for leakage. Check water tank and clean strainer. Rotate compressor crackshaft and pump during shut-down. Check tanks, detectors, and alarm lights.

Semi-Annual
Check lubrication and controls at compressors and motors. Inspect and test all safety devices, Change compressor oil.

Annual
Inspection of all electrical control terminals and connections by a qualified electrician. Test ammonia, brine, and glycol. Inspect headers.

Every 5 Years
Calibrate gauges. Reseal all safety/relief valves.

Heat Pumps
Quarterly
Check for proper operation, noise, and vibration. Clean evaporator coil, check fan belt, check piping and valves for leaks. Replace air filter. Check refrigerant pressure. Check reverse cycle valve. Check defrost cycle.

Annual
Check electrical wiring. Clean drain pan and drain piping. Lubricate.

Exhaust Fans
Semi-Annual
Start and stop fan to check fan operation, noise, sheave alignment, belt tension, vibration, overheating, fan belts, electrical wiring, controls, and lubrication.

Boilers
Monthly
Check temperature and pressure control and protective devices.

Quarterly
Check furnace, heating elements, blower, and motor.

Furnaces
Quarterly
Check burner and blower, controls, lubrication, filter, flue pipe, damper, and stack.

Gas Piping
Annual
Check piping supports for stability. Check piping for corrosion and repaint where needed. Check valves.

Cooling Tower (when in operation)
Weekly
Clean strainers.

Monthly
Check nozzles.

Semi-Annual
Check operation for unit for water leaks, noise, vibration, clean and inspect hot water basin, check controls and electrical wiring, lubrication, fan/blower, belts, drain and flush water sump, check make-up water for leakage, chemical water treatment system, freeze protection, heat tracing, and float valve.

Chiller (when in operation)
Weekly
Check unit for operation, oil level, temperature, and dehydrator.

Monthly
Run a system diagnostics test, check controls, safety limits, refrigerant system, noise, vibration, check evaporator and condenser for corrosion.

Annual
Check wiring, connections, oil filter, piping, and valve leaks, blower, condenser coils, intake screen, lubrication, superheat and subcooling temperature. Clean the economizer gas line.

Packaged Rooftop Units
Quarterly
Check burner and blower, controls, lubrication, belts, controls, refrigerant pressure. Perform operation check. Replace filters.

Annual
Clean coils, evaporator drain pan, drain piping, and drain pan. Check compressor oil level and electrical wiring.

Air Handling Unit
Quarterly
Clean coils, drain pan, blower, dampers, louvers, and motor. Check controls, noise, vibration, lubrication, and belts. Replace filters.

Make-up Air Units
Quarterly
Clean coils, drain pan, blower, dampers, louvers, and motor. Check controls, noise, vibration, lubrication, and belts. Replace filters.

Energy/Heat Recovery Units
Annual
Clean/replace filters. Remove debris from ducting. Clean the condensate drain, heat exchange core, fans, and grilles. Check lubrication.

Condenser (when in operation)
Quarterly
Clean condenser, evaporator coil, drain pan. Check fan, motor, drain piping, and lubrication. Check refrigerant pressure and oil level.

Split System Air Conditioner
Quarterly
Clean condenser, evaporator coil, drain pan. Check fan, motor, drain piping, and lubrication. Replace filter. Check fan belts. Check refrigerant pressure and oil level.

VAV Boxes
Semi-Annual
Check VAV controls, tubing connections, lubrication, cycle actuator. Verify blades fully open and close.

Unit Heaters
Annual
Inspect coils, connections. Check fans and motor for vibration and noise, lubrication, controls, wiring, and piping.

Hydronic Baseboard Heaters
Quarterly
Check coils and piping for leaking, damage, and corrosion. Clean coils.

Expansion Tanks
Quarterly
Check piping for leakage. Check pressure.

Dehumidifier
Monthly
Check outlet air temperature, controls, and filters.

Semi-Annual
Check desiccant wheel, motor vibration and noise, blower, electrical wiring, and lubrication.

BAS Controls

Daily

Through the building operator, ensure that that BAS is operating within design parameters and that all control points are in order. Where necessary, adjust temperatures and/or humidities and timing of events based on specific occupancies throughout the day.

Weekly

Conduct and store trending logs. Note peculiar events.

Annual

Determine if re-commissioning is required based on system function versus design. Commission all new equipment when installed. Where no design commissioning is available, allow to set design criteria based on current Ontario Building Code and ASHRAE requirements and then commission all equipment.

Thermostats

Annual

Clean thermostats and calibrate.

Electrical Distribution Equipment (general)

Semi-Annual

Check electrical rooms and closets for dampness. Maintain clearance around equipment by removing prohibited storage items. Clean dust from equipment where reasonable and safe to do so.

Annual

Test disconnect switches for mechanical ventilation equipment to ensure they can be shut down.

Every 5 Years

Perform electrical thermography on switchgear units, disconnects, transformers, and distribution panels.

Cable Trays and Bus Ducts

Annual

Clean cable trays and ducts to rid of dust, dirt, and debris.

Generators

Weekly

Check diesel tanks and emergency generator.

Monthly

Simulate a failure of the normal power supply. Arrange so that: an engine generator set operates under at least 30% of the rated load for 60 minutes and all automatic transfer switches are operated under load. Inspect brush operation for sparking. Inspect for bearing seal leaks. Include an inspection for correct function of all auxiliary equipment such as radiator shutter control, coolant pumps, fuel transfer pumps, oil coolers and engine room ventilation controls. Record all instrument readings associated with the prime mover and generator and verification that they are normal. Log and report as further prescribed in the manual of instruction for operation and maintenance. Check fuel supply for sufficient quantity.

Every 6 Months
Emergency power systems shall be tested and maintained in conformance with CSA C282, “Emergency Electrical Power Supply for Buildings” and CAS C22.2 No. 141 “Unit Equipment for Emergency Lighting” (third party).

Annual
Emergency power systems shall be tested and maintained in conformance with CSA C282, “Emergency Electrical Power Supply for Buildings” and CAS C22.2 No. 141 “Unit Equipment for Emergency Lighting” (third party).

Every 5 Years
Emergency power systems shall be tested and maintained in conformance with CSA C282, “Emergency Electrical Power Supply for Buildings” and CSA C22.2 No. 141 “Unit Equipment for Emergency Lighting” (third party).

Light Fixtures (interior and exterior)
Quarterly
Inspect all light fixtures for failure or imminent failure and replace bulbs as needed. Replace broken lenses as needed.

Battery Powered Emergency Light Fixtures
Monthly
Operate units by disconnecting power supply. Check pilot light is functioning and not obstructed. Check terminal connections are clean and free of corrosion. Verify terminal clamps are clean and tight. Check battery condition and expiry date of dry-cell batteries. Check electrolyte level in vented batteries. Check exit signs are illuminated, clean, and legible.

Annual
Test units to ensure they will provide emergency lighting for the appropriate length of time. Check, clean, and charge nickel cadmium or lead acid batteries as required. Check tightness of electrical connections. Check condition of wiring, insulation, and connections. Check dry cell battery operation of cells. Test voltage, current, and recovery period to ensure charging system is functioning.

Exit Signs
Daily
Check to ensure all exit signs are illuminated and clearly visible.

Fire Alarm System
Daily
Check the principle and remote trouble lights for trouble indication.

Monthly
One manual alarm initiating device shall be operated, on a rotational basis, and shall initiate an alarm condition. Note: the Fire Alarm System shall be running on the backup power source during this test. Function of all signal devices shall be ensured. The annunciator panel shall be checked to ensure correct annunciation. Intended function of the audible and visual trouble signals shall be ensured. Check emergency operation of building systems controlled by the fire panel. Fire alarm batteries shall be checked to ensure that: Terminals are clean and lubricated where necessary, terminal clamps are clean and tight, electrolyte level and specific gravity, where applicable, meet manufacturer’s specifications. Test supervisory device. Test primary

and secondary power supply. Test voice paging to one zone on a rotational basis. One emergency telephone shall be tested on a rotational basis.

Annual

Yearly tests shall be conducted by a certified fire alarm contractor as required by The National Fire Code, Section 1.1.5.3. Tests shall be in conformance with CAN/ULC S536, “Inspection and Testing of Fire Alarm Systems” (third party).

Refrigeration Alarm System

Monthly

Check light. Operate detector to test fans and alarms.

Annual

Check light. Activate button for each sensor. Check operation of air dampers. Calibrate.

Appendix 3
FIM2016-28

Appendix S

Financing Strategy

		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027-2041	Average/Year 2026-2040
		1	2	3	4	5	6	7	8	9	10	11 - 25	
PRC - Corporate Facilities													
Council Chambers	Maintenance		-$ 2,000							-$ 3,000	-$ 27,000		
	Renewal/Rehabilitation			-$ 16,000		-$ 1,000	-$ 3,000					-$ 43,000	-$ 2,867
	Replacement		-$ 11,000	-$ 30,000	-$ 5,000	-$ 11,000			-$ 41,000	-$ 121,000		-$ 69,000	-$ 4,600
	Disposal												
	Sub-Total	$ -	-$ 13,000	-$ 46,000	-$ 5,000	-$ 12,000	-$ 3,000	$ -	-$ 41,000	-$ 124,000	-$ 27,000	-$ 112,000	-$ 7,467
Sydenham Office	Maintenance		-$ 2,000	-$ 2,000				-$ 13,000					
	Renewal/Rehabilitation			-$ 14,000								-$ 48,000	-$ 3,200
	Replacement			-$ 20,500		-$ 20,000	-$ 11,000	-$ 13,000	-$ 11,000	-$ 6,000	-$ 7,000	-$ 45,000	-$ 3,000
	Disposal												
	Sub-Total	$ -	-$ 2,000	-$ 36,500	$ -	-$ 20,000	-$ 11,000	-$ 26,000	-$ 11,000	-$ 6,000	-$ 7,000		
Police Station	Maintenance						-$ 7,000		-$ 36,000			-5000	-$ 333
	Renewal/Rehabilitation			-$ 55,000						-$ 9,000	-$ 8,000	-$ 56,000	-$ 3,733
	Replacement		-$ 5,000	-$ 100,000	-$ 15,000	-$ 353,000			-$ 2,000	-$ 8,000	-$ 112,000	-$ 190,000	-$ 12,667
	Disposal												
	Sub-Total	$ -	-$ 5,000	-$ 155,000	-$ 15,000	-$ 353,000	-$ 7,000	$ -	-$ 38,000	-$ 17,000	-$ 120,000	-$ 251,000	-$ 16,733
Midas Mart/Band Shell	Maintenance		-$ 18,000	-$ 1,000									
	Renewal/Rehabilitation		-$ 13,000	-$ 18,000	-$ 3,000	-$ 14,000					-$ 16,000	-$ 40,000	-$ 2,667
	Replacement		-$ 5,000	-$ 43,000						-$ 13,000	-$ 3,000	-$ 24,000	-$ 1,600
	Disposal												
	Sub-Total	$ -	-$ 36,000	-$ 62,000	-$ 3,000	-$ 14,000	$ -	$ -	$ -	-$ 13,000	-$ 19,000	-$ 64,000	-$ 4,267
Total Capital Expenditures for Department		$ -	-$ 56,000	-$ 299,500	-$ 23,000	-$ 399,000	-$ 21,000	-$ 26,000	-$ 90,000	-$ 160,000	-$ 173,000	-$ 427,000	-$ 28,467
PRC - Community Halls													
Riverside Community Centre	Maintenance		$ 1,000	$ 8,000						$ 21,000			
	Renewal/Rehabilitation			$ 41,000	$ 8,000			$ 22,000	$ 11,000		$ 14,000		
	Replacement		$ 5,000	$ 59,000	$ 21,000	$ 71,000	$ 12,000	$ 2,000	$ 131,000	$ 6,000	$ 15,000	$ 41,000	$ 2,733
	Disposal												
	Sub-Total	$ -	$ 6,000	$ 108,000	$ 29,000	$ 71,000	$ 12,000	$ 24,000	$ 142,000	$ 27,000	$ 29,000	$ 41,000	$ 2,733
Woodford Community Centre	Maintenance		-$ 3,000				-$ 36,000						
	Renewal/Rehabilitation			-$ 43,000	-$ 35,000				-$ 43,000		-$ 15,000	-$ 48,000	-$ 3,200
	Replacement		-$ 63,000	-$ 63,000			-$ 88,000	-$ 3,000	-$ 9,000	-$ 20,000		-$ 113,000	-$ 7,533
	Disposal												
	Sub-Total	$ -	-$ 66,000	-$ 106,000	-$ 35,000	$ -	-$ 124,000	-$ 3,000	-$ 52,000	-$ 20,000	-$ 15,000	-$ 161,000	-$ 10,733
Bognor Community Centre	Maintenance				-$ 21,000							-$ 2,000	-$ 133.33
	Renewal/Rehabilitation				-$ 114,000				-$ 68,000				
	Replacement	-$ 5,000		-$ 162,000					-$ 105,000	-$ 23,000		-$ 85,000	-$ 5,666.67
	Disposal												
	Sub-Total	-$ 5,000	$ -	-$ 162,000	-$ 135,000	$ -	$ -	$ -	-$ 173,000	-$ 23,000	$ -	-$ 87,000	-$ 5,800
Total Capital Expenditures for Department		-$ 5,000	-$ 60,000	-$ 160,000	-$ 141,000	$ 71,000	-$ 112,000	$ 21,000	-$ 83,000	-$ 16,000	$ 14,000	-$ 207,000	-$ 13,800
PRC - Museum													
Meaford Museum	Maintenance	-$ 2,000	-$ 6,000	-$ 6,000			-$ 29,000	-$ 1,000					$ -
	Renewal/Rehabilitation		-$ 38,000	-$ 25,000	-$ 4,000						-$ 3,000	-$ 4,000	-$ 267
	Replacement	-$ 6,000	-$ 16,000	-$ 152,000	-$ 7,000		-$ 40,000	-$ 19,000		-$ 55,000		-$ 122,000	-$ 8,133
	Disposal												$ -
Total Capital Expenditures for Department		-$ 8,000	-$ 60,000	-$ 183,000	-$ 11,000	$ -	-$ 69,000	-$ 20,000	$ -	-$ 55,000	-$ 3,000	-$ 126,000	-$ 8,400

		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027-2041	Average/Year 2026-2040
		1	2	3	4	5	6	7	8	9	10	11 - 25	
PRC - Arena													
Meaford & St. Vincent Community Centre and Arena	Maintenance	-$ 21,000	-$ 27,000	-$ 47,000									
	Renewal/Rehabilitation	-$ 25,000	-$ 20,000	-$ 121,000	-$ 7,000		-$ 50,000			-$ 5,000		-$ 14,000	-$ 933
	Replacement	-$ 94,000	-$ 319,000	-$ 473,000	-$ 234,000	-$ 270,000	-$ 38,000	-$ 304,000	-$ 743,000	-$ 75,000	-$ 14,000		
	Disposal												
Total Capital Expenditures for Department		-$ 140,000	-$ 366,000	-$ 641,000	-$ 241,000	-$ 270,000	-$ 88,000	-$ 304,000	-$ 743,000	-$ 80,000	-$ 14,000	-$ 14,000	-$ 933
PRC - Meaford Hall													
Meaford Hall	Maintenance	-$ 26,000	-$ 89,000	-$ 34,000		-$ 231,000							
	Renewal/Rehabilitation		-$ 72,000	-$ 65,000		-$ 4,000			-$ 19,000		-$ 148,000		
	Replacement					-$ 170,000			-$ 25,000		-$ 116,000		
	Disposal												
Total Capital Expenditures for Department		-$ 26,000	-$ 161,000	-$ 99,000	$ -	-$ 405,000	$ -	$ -	-$ 44,000	$ -	-$ 264,000	$ -	$ -
LPS - Emergency Services													
Meaford Fire Hall	Maintenance									-$ 40,000		-$ 4,000	-$ 267
	Renewal/Rehabilitation			-$ 43,000					-$ 37,000			-$ 10,000	-$ 667
	Replacement			-$ 19,000		-$ 7,000			-$ 56,000			-$ 684,000	-$ 45,600
	Disposal												$ -
Total Capital Expenditures for Department		$ -	$ -	-$ 62,000	$ -	-$ 7,000	$ -	$ -	-$ 93,000	-$ 40,000	$ -	-$ 698,000	-$ 46,533
PRC - Meaford Harbour													
Harbour Office	Maintenance			-$ 2,000	-$ 9,000								
	Renewal/Rehabilitation			-$ 45,000								-$ 21,000	-$ 1,400
	Replacement		-$ 10,000	-$ 32,000			-$ 17,000	-$ 29,000				-$ 126,000	-$ 8,400
	Disposal												
Total Capital Expenditures for Department		$ -	-$ 10,000	-$ 79,000	-$ 9,000	$ -	-$ 17,000	-$ 29,000	$ -	$ -	$ -	-$ 147,000	-$ 9,800
PRC - Memorial Park													
Memorial Park Office	Maintenance		-$ 1,000	-$ 6,000								-$ 5,000	-$ 333
	Renewal/Rehabilitation			-$ 13,000							-$ 18,000	-$ 23,000	-$ 1,533
	Replacement		-$ 9,000	-$ 12,000					-$ 15,000	-$ 1,000		-$ 141,000	-$ 9,400
	Disposal												$ -
	Sub-Total	$ -	-$ 10,000	-$ 31,000	$ -	$ -	$ -	$ -	-$ 15,000	-$ 1,000	-$ 18,000	-$ 169,000	-$ 11,267
Memorial Park Change Rooms and Washrooms	Maintenance			-$ 8,000									
	Renewal/Rehabilitation			-$ 19,000								-$ 23,000	-$ 1,533
	Replacement	-$ 8,000		-$ 43,000			-$ 3,000			-$ 3,000		-$ 92,000	-$ 6,133
	Disposal												
	Sub-Total	-$ 8,000	$ -	-$ 70,000	$ -	$ -	-$ 3,000	$ -	$ -	-$ 3,000	$ -	-$ 115,000	-$ 7,667
Kin Hall	Maintenance		-$ 8,000		-$ 5,000								
	Renewal/Rehabilitation		-$ 20,000	-$ 18,000						-$ 2,000	-$ 22,000	-$ 3,000	-$ 200
	Replacement		-$ 33,000	-$ 38,000	-$ 17,000	-$ 11,000	-$ 9,000	-$ 3,000	-$ 151,000	-$ 60,000	-$ 33,000	-$ 85,000	-$ 5,667
	Disposal		-$ 5,000										
	Sub-Total	$ -	-$ 66,000	-$ 56,000	-$ 22,000	-$ 11,000	-$ 9,000	-$ 3,000	-$ 151,000	-$ 62,000	-$ 55,000	-$ 88,000	-$ 5,867
Total Capital Expenditures for Department		-$ 8,000	-$ 76,000	-$ 157,000	-$ 22,000	-$ 11,000	-$ 12,000	-$ 3,000	-$ 166,000	-$ 66,000	-$ 73,000	-$ 372,000	-$ 24,800

		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027-2041	Average/Year 2026-2040
		1	2	3	4	5	6	7	8	9	10	11 - 25	
FIM - Transportation Services													
Patrol A Depot	Maintenance	-$ 2,000	-$ 4,000	-$ 14,000									
	Renewal/Rehabilitation			-$ 38,000					-$ 4,000	-$ 10,000		-$ 25,000	-$ 1,667
	Replacement	-$ 20,000	-$ 7,000	-$ 34,000	-$ 176,000	-$ 400,000	-$ 10,000	-$ 38,000				-$ 934,000	-$ 62,267
	Disposal												
	Sub-Total	-$ 22,000	-$ 11,000	-$ 86,000	-$ 176,000	-$ 400,000	-$ 10,000	-$ 38,000	-$ 4,000	-$ 10,000	$ -	-$ 959,000	-$ 63,933
Patrol B Depot	Maintenance	-$ 1,000	-$ 15,000	-$ 18,000									
	Renewal/Rehabilitation		-$ 5,000	-$ 4,000		-$ 20,000		-$ 4,000			-$ 17,000		
	Replacement	-$ 45,000		-$ 10,000	-$ 65,000	-$ 207,000				-$ 5,000	-$ 5,000	-$ 498,000	-$ 33,200
	Disposal												
	Sub-Total	-$ 46,000	-$ 20,000	-$ 32,000	-$ 65,000	-$ 227,000	$ -	-$ 4,000	$ -	-$ 5,000	-$ 22,000	-$ 498,000	-$ 33,200
Total Capital Expenditures for Department		-$ 68,000	-$ 31,000	-$ 118,000	-$ 241,000	-$ 627,000	-$ 10,000	-$ 42,000	-$ 4,000	-$ 15,000	-$ 22,000	-$ 1,457,000	-$ 97,133
PRC - General Parks													
Parks, Recreation & Culture Depot	Maintenance			-$ 5,000						-$ 9,000			
	Renewal/Rehabilitation		-$ 12,000	-$ 13,000		-$ 5,000					-$ 14,000	-$ 22,000	-$ 1,467
	Replacement		-$ 100,000	-$ 45,000	-$ 6,000	-$ 14,000				-$ 24,000	-$ 5,000	-$ 104,000	-$ 6,933
	Disposal												
Total Capital Expenditures for Department		$ -	-$ 112,000	-$ 63,000	-$ 6,000	-$ 19,000	$ -	$ -	$ -	-$ 33,000	-$ 19,000	-$ 126,000	-$ 8,400
PRC - Pool													
Blue Dolphin Pool Change Room/Mechanical Building	Maintenance		-$ 2,000	-$ 1,000					-$ 24,000				
	Renewal/Rehabilitation			-$ 97,000							-$ 35,000	-$ 2,000	-$ 133
	Replacement	-$ 6,000	-$ 4,000	-$ 55,000	-$ 50,000		-$ 46,000	-$ 36,000	-$ 203,000	-$ 8,000	-$ 2,000	-$ 80,000	-$ 5,333
	Disposal												
	Sub-Total	-$ 6,000	-$ 6,000	-$ 153,000	-$ 50,000	$ -	-$ 46,000	-$ 36,000	-$ 227,000	-$ 8,000	-$ 37,000	-$ 82,000	-$ 5,467
Blue Dolphin Pool Office/Storage	Maintenance												
	Renewal/Rehabilitation			-$ 12,000								-$ 2,000	-$ 133
	Replacement		-$ 1,000	-$ 9,000						-$ 1,000		-$ 28,000	-$ 1,867
	Disposal												
	Sub-Total	$ -	-$ 1,000	-$ 21,000	$ -	$ -	$ -	$ -	$ -	-$ 1,000	$ -	-$ 30,000	-$ 2,000
Total Capital Expenditures for Department		-$ 6,000	-$ 7,000	-$ 174,000	-$ 50,000	$ -	-$ 46,000	-$ 36,000	-$ 227,000	-$ 9,000	-$ 37,000	-$ 112,000	-$ 7,467

		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026	2027-2041	Average/Year 2026-2040
		1	2	3	4	5	6	7	8	9	10	11 - 25	
Total Expenditures in 2016 Dollars													
Total Expenditures	Maintenance	-$ 52,000	-$ 176,000	-$ 136,000	-$ 35,000	-$ 231,000	-$ 72,000	-$ 14,000	-$ 60,000	-$ 31,000	-$ 27,000	-$ 16,000	-$ 1,067
	Renewal/Rehabilitation	-$ 25,000	-$ 180,000	-$ 618,000	-$ 155,000	-$ 44,000	-$ 53,000	$ 18,000	-$ 160,000	-$ 26,000	-$ 282,000	-$ 384,000	-$ 25,600
	Replacement	-$ 184,000	-$ 578,000	-$ 1,281,500	-$ 554,000	-$ 1,392,000	-$ 250,000	-$ 443,000	-$ 1,230,000	-$ 417,000	-$ 282,000	-$ 3,379,000	-$ 225,267
	Disposal	$ -	-$ 5,000	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -
	Total	-$ 261,000	-$ 939,000	-$ 2,035,500	-$ 744,000	-$ 1,667,000	-$ 375,000	-$ 439,000	-$ 1,450,000	-$ 474,000	-$ 591,000	-$ 3,779,000	-$ 251,933
Scenario #1 - Status Quo													
	Baseline Funding	$ 326,000	$ 339,170	$ 345,954	$ 352,873	$ 359,930	$ 367,129	$ 374,472	$ 381,961	$ 389,600	$ 397,392		
	Maintenance	-$ 52,000	-$ 183,110	-$ 144,324	-$ 37,885	-$ 255,043	-$ 81,084	-$ 16,082	-$ 70,300	-$ 37,048	-$ 32,913		
	Renewal/Rehabilitation	-$ 25,000	-$ 187,272	-$ 655,827	-$ 167,777	-$ 48,580	-$ 59,687	$ 20,676	-$ 187,466	-$ 31,072	-$ 343,756		
	Replacement	-$ 184,000	-$ 601,351	-$ 1,359,938	-$ 599,667	-$ 1,536,880	-$ 281,541	-$ 508,868	-$ 1,441,141	-$ 498,354	-$ 343,756		
	Disposal	$ -	-$ 5,202	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -		
	Debt/Surplus	$ 65,000	-$ 637,765	-$ 1,814,135	-$ 452,457	-$ 1,480,572	-$ 55,182	-$ 129,801	-$ 1,316,945	-$ 176,874	-$ 323,034		
	Total Deferred Projects	N/A	-$ 637,765	-$ 2,451,900	-$ 2,904,357	-$ 4,384,929	-$ 4,440,111	-$ 4,569,913	-$ 5,886,858	-$ 6,063,732	-$ 6,386,765		
	Total Replacement Value	$ 27,816,540	$ 28,940,328	$ 29,519,135	$ 30,109,517	$ 30,711,708	$ 31,325,942	$ 31,952,461	$ 32,591,510	$ 33,243,340	$ 33,908,207		
	Facility Condition Index	N/A	**2.20%**	**8.31%**	**9.65%**	**14.28%**	**14.17%**	**14.30%**	**18.06%**	**18.24%**	**18.84%**		
Scenario #2 - Fully Funded Program													
	Baseline Funding	$ 326,000	$ 339,170	$ 345,954	$ 352,873	$ 359,930	$ 367,129	$ 374,472	$ 381,961	$ 389,600	$ 397,392		
	Maintenance	-$ 52,000	-$ 183,110	-$ 144,324	-$ 37,885	-$ 255,043	-$ 81,084	-$ 16,082	-$ 70,300	-$ 37,048	-$ 32,913		
	Renewal/Rehabilitation	-$ 25,000	-$ 187,272	-$ 655,827	-$ 167,777	-$ 48,580	-$ 59,687	$ 20,676	-$ 187,466	-$ 31,072	-$ 343,756		
	Replacement	-$ 184,000	-$ 601,351	-$ 1,359,938	-$ 599,667	-$ 1,536,880	-$ 281,541	-$ 508,868	-$ 1,441,141	-$ 498,354	-$ 343,756		
	Disposal	$ -	-$ 5,202	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -		
	Debt/Surplus	$ 65,000	-$ 637,765	-$ 1,814,135	-$ 452,457	-$ 1,480,572	-$ 55,182	-$ 129,801	-$ 1,316,945	-$ 176,874	-$ 323,034		
	Tax Increase Required		**4.75%**	**13.25%**	**3.24%**	**10.40%**	**0.38%**	**0.88%**	**8.71%**	**1.15%**	**2.05%**		
Scenario #3 - Annual Increase & Debt Financing Strategy													
	Baseline Funding	$ 326,000	$ 390,500	$ 456,290	$ 523,396	$ 591,844	$ 661,661	$ 732,874	$ 805,511	$ 879,602	$ 955,174		
	0.5% Tax Increase	$ 64,500	$ 65,790	$ 67,106	$ 68,448	$ 69,817	$ 71,213	$ 72,637	$ 74,090	$ 75,572	$ 77,083		
	Total Funding Available	$ 390,500	$ 456,290	$ 523,396	$ 591,844	$ 661,661	$ 732,874	$ 805,511	$ 879,602	$ 955,174	$ 1,032,257		
	Maintenance	-$ 52,000	-$ 183,110	-$ 144,324	-$ 37,885	-$ 255,043	-$ 81,084	-$ 16,082	-$ 70,300	-$ 37,048	-$ 32,913		
	Renewal/Rehabilitation	-$ 25,000	-$ 187,272	-$ 655,827	-$ 167,777	-$ 48,580	-$ 59,687	$ 20,676	-$ 187,466	-$ 31,072	-$ 343,756		
	Replacement	-$ 184,000	-$ 601,351	-$ 1,359,938	-$ 599,667	-$ 1,536,880	-$ 281,541	-$ 508,868	-$ 1,441,141	-$ 498,354	-$ 343,756		
	Disposal	$ -	-$ 5,202	$ -	$ -	$ -	$ -	$ -	$ -	$ -	$ -		
	Surplus/Debt	$ 129,500	-$ 520,646	-$ 1,636,693	-$ 213,486	-$ 1,178,842	$ 310,563	$ 301,238	-$ 819,305	$ 388,700	$ 311,831		
	Previous Surplus/Debt			-$ 520,646	-$ 2,157,339	-$ 2,370,824	-$ 3,549,667	-$ 3,239,104	-$ 2,937,865	-$ 3,757,170	-$ 3,368,470		
	Total Debt/Surplus	$ 129,500	-$ 520,646	-$ 2,157,339	-$ 2,370,824	-$ 3,549,667	-$ 3,239,104	-$ 2,937,865	-$ 3,757,170	-$ 3,368,470	-$ 3,056,639		
	Predetermined Debt Capacity	$ 1,398,068	$ 1,619,980	$ 1,851,161	$ 2,092,048	$ 2,343,099	$ 2,604,796	$ 2,877,645	$ 3,162,178	$ 3,458,951	$ 3,768,551		
	Exceeded Debt Capacity			-$ 306,178	-$ 278,777	-$ 1,206,568	-$ 634,308	-$ 60,220	-$ 594,992				
	Additional Contributions			$ 530,000	$ 540,600	$ 562,440	$ 596,866	$ 646,067	$ 713,310				
	Adjusted Debt			-$ 1,627,339	-$ 1,830,224	-$ 2,987,226	-$ 2,642,238	-$ 2,291,798	-$ 3,043,860				

Inflation Rate 2.00%

Appendix 4
FIM2016-28

Appendix T

Operating Expenses Analysis

		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
		1	2	3	4	5	6	7	8	9	10
PRC - Corporate Facilities											
Council Chambers	Annual Operating Expense	$ 7,500	$ 7,803	$ 7,959	$ 8,118	$ 8,281	$ 8,446	$ 8,615	$ 8,787	$ 8,963	$ 9,142
3360 Sq.ft Gross Floor Area	Cost/Sq.ft	$ 2.23	$ 2.32	$ 2.37	$ 2.42	$ 2.46	$ 2.51	$ 2.56	$ 2.62	$ 2.67	$ 2.72
	Benchmark Operating Costs/Sq.ft	$ 7.80	$ 8.12	$ 8.28	$ 8.44	$ 8.61	$ 8.78	$ 8.96	$ 9.14	$ 9.32	$ 9.51
	Benchmark Operating Cost	$ 26,208	$ 27,267	$ 27,812	$ 28,368	$ 28,936	$ 29,514	$ 30,105	$ 30,707	$ 31,321	$ 31,947
	% Difference										
Sydenham Office	Annual Operating Expense	$ 7,500	$ 7,803	$ 7,959	$ 8,118	$ 8,281	$ 8,446	$ 8,615	$ 8,787	$ 8,963	$ 9,142
1780 Sq.ft Gross Floor Area	Cost/Sq.ft	$ 4.21	$ 4.38	$ 4.47	$ 4.56	$ 4.65	$ 4.75	$ 4.84	$ 4.94	$ 5.04	$ 5.14
	Benchmark Operating Costs/Sq.ft	$ 7.80	$ 8.12	$ 8.28	$ 8.44	$ 8.61	$ 8.78	$ 8.96	$ 9.14	$ 9.32	$ 9.51
	Benchmark Operating Cost	$ 13,884	$ 14,445	$ 14,734	$ 15,028	$ 15,329	$ 15,636	$ 15,948	$ 16,267	$ 16,593	$ 16,925
	% Difference										
Police Station	Annual Operating Expense	$ 63,375	$ 65,935	$ 67,254	$ 68,599	$ 69,971	$ 71,371	$ 72,798	$ 74,254	$ 75,739	$ 77,254
9500 Sq.ft Gross Floor Area	Cost/Sq.ft	$ 6.67	$ 6.94	$ 7.08	$ 7.22	$ 7.37	$ 7.51	$ 7.66	$ 7.82	$ 7.97	$ 8.13
	Benchmark Operating Costs/Sq.ft	$ 7.80	$ 8.12	$ 8.28	$ 8.44	$ 8.61	$ 8.78	$ 8.96	$ 9.14	$ 9.32	$ 9.51
	Benchmark Operating Cost	$ 74,100	$ 77,094	$ 78,636	$ 80,208	$ 81,812	$ 83,449	$ 85,118	$ 86,820	$ 88,556	$ 90,327
	% Difference										
Midas Mart/Band Shell	Annual Operating Expense	$ 500	$ 520	$ 531	$ 541	$ 552	$ 563	$ 574	$ 586	$ 598	$ 609
1200 Sq.ft Gross Floor Area	Cost/Sq.ft	$ 0.42	$ 0.43	$ 0.44	$ 0.45	$ 0.46	$ 0.47	$ 0.48	$ 0.49	$ 0.50	$ 0.51
	Benchmark Operating Costs/Sq.ft	$ 6.26	$ 6.51	$ 6.64	$ 6.78	$ 6.91	$ 7.05	$ 7.19	$ 7.33	$ 7.48	$ 7.63
	Benchmark Operating Cost	$ 7,512	$ 7,815	$ 7,972	$ 8,131	$ 8,294	$ 8,460	$ 8,629	$ 8,802	$ 8,978	$ 9,157
	% Difference										
PRC - Community Halls											
Riverside Community Centre	Annual Operating Expense	$ 8,825	$ 9,182	$ 9,365	$ 9,552	$ 9,744	$ 9,938	$ 10,137	$ 10,340	$ 10,547	$ 10,758
3490 Sq.ft Gross Floor Area	Cost/Sq.ft	$ 2.53	$ 2.63	$ 2.68	$ 2.74	$ 2.79	$ 2.85	$ 2.90	$ 2.96	$ 3.02	$ 3.08
	Benchmark Operating Costs/Sq.ft	$ 6.46	$ 6.72	$ 6.86	$ 6.99	$ 7.13	$ 7.28	$ 7.42	$ 7.57	$ 7.72	$ 7.87
	Benchmark Operating Cost	$ 22,545	$ 23,456	$ 23,925	$ 24,404	$ 24,892	$ 25,390	$ 25,898	$ 26,416	$ 26,944	$ 27,483
	% Difference										
Woodford Community Centre	Annual Operating Expense	$ 13,300	$ 13,837	$ 14,114	$ 14,396	$ 14,684	$ 14,978	$ 15,278	$ 15,583	$ 15,895	$ 16,213
5400 Sq.ft Gross Floor Area	Cost/Sq.ft	$ 2.46	$ 2.56	$ 2.61	$ 2.67	$ 2.72	$ 2.77	$ 2.83	$ 2.89	$ 2.94	$ 3.00
	Benchmark Operating Costs/Sq.ft	$ 6.46	$ 6.72	$ 6.86	$ 6.99	$ 7.13	$ 7.28	$ 7.42	$ 7.57	$ 7.72	$ 7.87
	Benchmark Operating Cost	$ 34,884	$ 36,293	$ 37,019	$ 37,760	$ 38,515	$ 39,285	$ 40,071	$ 40,872	$ 41,690	$ 42,523
	% Difference										
Bognor Community Centre	Annual Operating Expense	$ 8,975	$ 9,338	$ 9,524	$ 9,715	$ 9,909	$ 10,107	$ 10,309	$ 10,516	$ 10,726	$ 10,940
3400 Sq.ft Gross Floor Area	Cost/Sq.ft	$ 2.64	$ 2.75	$ 2.80	$ 2.86	$ 2.91	$ 2.97	$ 3.03	$ 3.09	$ 3.15	$ 3.22
	Benchmark Operating Costs/Sq.ft	$ 6.46	$ 6.72	$ 6.86	$ 6.99	$ 7.13	$ 7.28	$ 7.42	$ 7.57	$ 7.72	$ 7.87
	Benchmark Operating Cost	$ 21,964	$ 22,851	$ 23,308	$ 23,775	$ 24,250	$ 24,735	$ 25,230	$ 25,734	$ 26,249	$ 26,774
	% Difference										
PRC - Museum											
Meaford Museum	Annual Operating Expense	$ 49,225	$ 51,214	$ 52,238	$ 53,283	$ 54,348	$ 55,435	$ 56,544	$ 57,675	$ 58,828	$ 60,005
4950 Sq.ft Gross Floor Area	Cost/Sq.ft	$ 9.94	$ 10.35	$ 10.55	$ 10.76	$ 10.98	$ 11.20	$ 11.42	$ 11.65	$ 11.88	$ 12.12
	Benchmark Operating Costs/Sq.ft	$ 11.92	$ 12.40	$ 12.65	$ 12.90	$ 13.16	$ 13.42	$ 13.69	$ 13.97	$ 14.25	$ 14.53
	Benchmark Operating Cost	$ 4,962	$ 4,962	$ 4,963	$ 4,963	$ 4,963	$ 4,963	$ 4,964	$ 4,964	$ 4,964	$ 4,965
	% Difference										
PRC - Arena											
Meaford & St. Vincent Community	Annual Operating Expense	$ 472,175	$ 491,251	$ 501,076	$ 511,097	$ 521,319	$ 531,746	$ 542,381	$ 553,228	$ 564,293	$ 575,579
Centre and Arena	Cost/Sq.ft	$ 12.86	$ 13.38	$ 13.64	$ 13.92	$ 14.20	$ 14.48	$ 14.77	$ 15.06	$ 15.37	$ 15.67
36725 Sq.ft Gross Floor Area	Benchmark Operating Costs/Sq.ft	$ 12.95	$ 13.47	$ 13.74	$ 14.02	$ 14.30	$ 14.58	$ 14.88	$ 15.17	$ 15.48	$ 15.79
	Benchmark Operating Cost	$ 475,499	$ 494,709	$ 504,603	$ 514,695	$ 524,989	$ 535,489	$ 546,199	$ 557,123	$ 568,265	$ 579,631
	% Difference										
PRC - Meaford Hall											
Meaford Hall	Annual Operating Expense	$ 180,250	$ 187,532	$ 191,283	$ 195,108	$ 199,011	$ 202,991	$ 207,051	$ 211,192	$ 215,415	$ 219,724
22844 Sq.ft Gross Floor Area	Cost/Sq.ft	$ 7.89	$ 8.21	$ 8.37	$ 8.54	$ 8.71	$ 8.89	$ 9.06	$ 9.24	$ 9.43	$ 9.62
	Benchmark Operating Costs/Sq.ft	$ 10.80	$ 11.24	$ 11.46	$ 11.69	$ 11.92	$ 12.16	$ 12.41	$ 12.65	$ 12.91	$ 13.17
	Benchmark Operating Cost	$ 246,715	$ 256,682	$ 261,816	$ 267,052	$ 272,394	$ 277,841	$ 283,398	$ 289,066	$ 294,848	$ 300,744
	% Difference										

Operating Cost Analysis

		2017	2018	2019	2020	2021	2022	2023	2024	2025	2026
		1	2	3	4	5	6	7	8	9	10
LPS - Emergency Services											
Meaford Fire Hall	Annual Operating Expense	$ 28,800	$ 29,964	$ 30,563	$ 31,174	$ 31,798	$ 32,433	$ 33,082	$ 33,744	$ 34,419	$ 35,107
13100 Sq.ft Gross Floor Area	Cost/Sq.ft	$ 2.20	$ 2.29	$ 2.33	$ 2.38	$ 2.43	$ 2.48	$ 2.53	$ 2.58	$ 2.63	$ 2.68
	Benchmark Operating Costs/Sq.ft	$ 6.23	$ 6.48	$ 6.61	$ 6.74	$ 6.88	$ 7.02	$ 7.16	$ 7.30	$ 7.45	$ 7.59
	Benchmark Operating Cost	$ 81,613	$ 84,910	$ 86,608	$ 88,341	$ 90,107	$ 91,909	$ 93,748	$ 95,623	$ 97,535	$ 99,486
	% Difference										
PRC - Meaford Harbour											
Harbour Office	Annual Operating Expense	$ 6,200	$ 6,450	$ 6,579	$ 6,711	$ 6,845	$ 6,982	$ 7,122	$ 7,264	$ 7,410	$ 7,558
1380 Sq.ft Gross Floor Area	Cost/Sq.ft	$ 4.49	$ 4.67	$ 4.77	$ 4.86	$ 4.96	$ 5.06	$ 5.16	$ 5.26	$ 5.37	$ 5.48
	Benchmark Operating Costs/Sq.ft	$ 7.80	$ 8.12	$ 8.28	$ 8.44	$ 8.61	$ 8.78	$ 8.96	$ 9.14	$ 9.32	$ 9.51
	Benchmark Operating Cost	$ 10,764	$ 11,199	$ 11,423	$ 11,651	$ 11,884	$ 12,122	$ 12,364	$ 12,612	$ 12,864	$ 13,121
	% Difference										
PRC - Memorial Park											
Memorial Park Office	Annual Operating Expense	$ 5,200	$ 5,410	$ 5,518	$ 5,629	$ 5,741	$ 5,856	$ 5,973	$ 6,093	$ 6,214	$ 6,339
1650 Sq.ft Gross Floor Area	Cost/Sq.ft	$ 3.15	$ 3.28	$ 3.34	$ 3.41	$ 3.48	$ 3.55	$ 3.62	$ 3.69	$ 3.77	$ 3.84
	Benchmark Operating Costs/Sq.ft	$ 7.80	$ 8.12	$ 8.28	$ 8.44	$ 8.61	$ 8.78	$ 8.96	$ 9.14	$ 9.32	$ 9.51
	Benchmark Operating Cost	$ 12,870	$ 13,390	$ 13,658	$ 13,931	$ 14,210	$ 14,494	$ 14,784	$ 15,079	$ 15,381	$ 15,688
	% Difference										
Memorial Park Change Rooms and Washrooms	Annual Operating Expense	$ 5,200	$ 5,410	$ 5,518	$ 5,629	$ 5,741	$ 5,856	$ 5,973	$ 6,093	$ 6,214	$ 6,339
975 Sq.ft Gross Floor Area	Cost/Sq.ft	$ 5.33	$ 5.55	$ 5.66	$ 5.77	$ 5.89	$ 6.01	$ 6.13	$ 6.25	$ 6.37	$ 6.50
	Benchmark Operating Costs/Sq.ft	$ 6.23	$ 6.48	$ 6.61	$ 6.74	$ 6.88	$ 7.02	$ 7.16	$ 7.30	$ 7.45	$ 7.59
	Benchmark Operating Cost	$ 6,074	$ 6,320	$ 6,446	$ 6,575	$ 6,706	$ 6,841	$ 6,977	$ 7,117	$ 7,259	$ 7,404
	% Difference										
Kin Hall	Annual Operating Expense	$ 6,400	$ 6,659	$ 6,792	$ 6,928	$ 7,066	$ 7,207	$ 7,352	$ 7,499	$ 7,649	$ 7,802
2320 Sq.ft Gross Floor Area	Cost/Sq.ft	$ 2.76	$ 2.87	$ 2.93	$ 2.99	$ 3.05	$ 3.11	$ 3.17	$ 3.23	$ 3.30	$ 3.36
	Benchmark Operating Costs/Sq.ft	$ 6.46	$ 6.72	$ 6.86	$ 6.99	$ 7.13	$ 7.28	$ 7.42	$ 7.57	$ 7.72	$ 7.87
	Benchmark Operating Cost	$ 14,987	$ 15,593	$ 15,905	$ 16,223	$ 16,547	$ 16,878	$ 17,216	$ 17,560	$ 17,911	$ 18,269
	% Difference										
FIM - Transportation Services											
Patrol A Depot	Annual Operating Expense	$ 17,200	$ 17,895	$ 18,253	$ 18,618	$ 18,990	$ 19,370	$ 19,757	$ 20,153	$ 20,556	$ 20,967
16320 Sq.ft Gross Floor Area	Cost/Sq.ft	$ 1.05	$ 1.10	$ 1.12	$ 1.14	$ 1.16	$ 1.19	$ 1.21	$ 1.23	$ 1.26	$ 1.28
	Benchmark Operating Costs/Sq.ft	$ 5.01	$ 5.21	$ 5.32	$ 5.42	$ 5.53	$ 5.64	$ 5.75	$ 5.87	$ 5.99	$ 6.11
	Benchmark Operating Cost	$ 16,325	$ 16,325	$ 16,325	$ 16,325	$ 16,326	$ 16,326	$ 16,326	$ 16,326	$ 16,326	$ 16,326
	% Difference										
Patrol B Depot	Annual Operating Expense	$ 12,300	$ 12,797	$ 13,053	$ 13,314	$ 13,580	$ 13,852	$ 14,129	$ 14,411	$ 14,700	$ 14,994
5200 Sq.ft Gross Floor Area	Cost/Sq.ft	$ 2.37	$ 2.46	$ 2.51	$ 2.56	$ 2.61	$ 2.66	$ 2.72	$ 2.77	$ 2.83	$ 2.88
	Benchmark Operating Costs/Sq.ft	$ 5.01	$ 5.21	$ 5.32	$ 5.42	$ 5.53	$ 5.64	$ 5.75	$ 5.87	$ 5.99	$ 6.11
	Benchmark Operating Cost	$ 26,052	$ 27,105	$ 27,647	$ 28,200	$ 28,764	$ 29,339	$ 29,926	$ 30,524	$ 31,135	$ 31,757
	% Difference										
PRC - General Parks											
Parks, Recreation & Culture Depot	Annual Operating Expense	$ 2,900	$ 3,017	$ 3,078	$ 3,139	$ 3,202	$ 3,266	$ 3,331	$ 3,398	$ 3,466	$ 3,535
2700 Sq.ft Gross Floor Area	Cost/Sq.ft	$ 1.07	$ 1.12	$ 1.14	$ 1.16	$ 1.19	$ 1.21	$ 1.23	$ 1.26	$ 1.28	$ 1.31
	Benchmark Operating Costs/Sq.ft	$ 5.01	$ 5.21	$ 5.32	$ 5.42	$ 5.53	$ 5.64	$ 5.75	$ 5.87	$ 5.99	$ 6.11
	Benchmark Operating Cost	$ 13,527	$ 14,073	$ 14,355	$ 14,642	$ 14,935	$ 15,234	$ 15,538	$ 15,849	$ 16,166	$ 16,489
	% Difference										
PRC - Pool											
Blue Dolphin Pool Change Room/Mechanical	Annual Operating Expense	$ 26,450	$ 27,519	$ 28,069	$ 28,630	$ 29,203	$ 29,787	$ 30,383	$ 30,990	$ 31,610	$ 32,242
Building & Storage Building	Cost/Sq.ft	$ 4.41	$ 4.59	$ 4.68	$ 4.77	$ 4.87	$ 4.96	$ 5.06	$ 5.17	$ 5.27	$ 5.37
4200 + 1800 Sq.ft Gross Floor Area	Benchmark Operating Costs/Sq.ft	$ 4.29	$ 4.46	$ 4.55	$ 4.64	$ 4.74	$ 4.83	$ 4.93	$ 5.03	$ 5.13	$ 5.23
	Benchmark Operating Cost	$ 25,740	$ 26,780	$ 27,315	$ 27,862	$ 28,419	$ 28,987	$ 29,567	$ 30,159	$ 30,762	$ 31,377
	% Difference										
Total Annual Operating Expenses		$ 922,275	$ 959,535	$ 978,726	$ 998,300	$ 1,018,266	$ 1,038,631	$ 1,059,404	$ 1,080,592	$ 1,102,204	$ 1,124,248

Inflation Rate 2.00%