

City of Elliot Lake - Health and Wellness Hub Options Analysis

January 25, 2021



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EXECUTIVE SUMMARY

Background

The City of Elliot Lake (City) is a community, within the District of Algoma in Northern Ontario, with a population of around 10,000. The community combines small town hospitality with larger urban services¹, and is located between the larger cities of Sault Ste. Marie and Sudbury. Recreation is a focus of the City as Elliot Lake looks to expand outdoor, recreation and cultural opportunities/events, as well as, provide current service offerings utilizing safe and up-to-date infrastructure. The City has requested the assistance of BDO in evaluating the financing scenarios for the replacement of existing pool, arena and other recreation infrastructure. The high-level scope of this project includes:

1. Finalize Options for Analysis
2. Complete Options Analysis - using 2 or 3 capital and operating cost scenarios
3. Prepare Visuals and Discuss Options Analysis with Project Team
4. Provide Mini Report - Options Analysis

Elliot Lake Council has approved the plans for a limited scope of work to be completed on the design phase for potential development of a Health and Wellness Hub. IDEA Inc. has consulted on the location, scope and costing for a new facility given the age and condition of existing infrastructure and this scoping information is the basis for capital and operating cost assumptions for this report. On a related note, much of the scoping information was prepared by IDEA Inc. for the City for their application for ICIP funding for the same project in the Fall of 2019 (at a 73.33% provincial-federal government contribution level). The City was unsuccessful with the ICIP application and now must look at other ways and means of reasonably funding/financing/self-financing a new build and the need for this report.

There is an option for minimal investment to be done in current facilities until a new build can attract potential stimulus or other funding dollars; however, after the next 3-5 year period of potential updates to current facilities, a new build will need to occur in order to continue operating a community arena and pool in a safe and sustainable fashion. If necessary and the purpose of the exercise contained herein, is an understanding of the impact on the tax levy should the City debt finance some or all of project costs in addition to on ongoing operations for potentially a new pool, arena, curling club, gymnasium and meeting rooms.

Based on stakeholder consultation and space planning the following options have been brought forward based on a “need to have” and “like to have” approach for further analysis:

¹ <https://www.elliottlake.ca/en/our-community/our-community.aspx>

Option 1 - Status Quo (with Renovations)

Facility Updates - Renovations to current Pool and Arena space

Note that, the financial analysis is based on the assumption that funds for safety and other building condition priorities will be utilized for renovation/improvement on existing facilities on or before December 31, 2021, until a new build is undertaken. Below is preliminary cost estimate for the capital items identified in Tulloch report (to be confirmed and possibly studied further):

Total Capital Costs **\$2,000,000**

Option 2 - New Build (Pool and Arena) - “Need to Have”

Facility Construction - 71,900 sq. ft. space

Total Capital Costs **\$27,800,000**

Option 3 - Full New Build (Option 2 plus Curling, Gym & Meeting Rooms) - plus “Like to Have”

Facility Construction - 113,510 sq. ft. space

Total Capital Costs **\$41,700,000**

TABLE OF CONTENTS

| | |
|---------------------------------|----|
| EXECUTIVE SUMMARY..... | 1 |
| INTRODUCTION & BACKGROUND | 2 |
| INFORMATION SOURCES | 3 |
| APPROACH/SCOPE..... | 3 |
| OPTION ANALYSIS | 4 |
| ALTERNATIVES | 7 |
| Operating Cost Analysis..... | 7 |
| Affordability Analysis..... | 7 |
| CONCLUSION | 12 |
| APPENDICES | 13 |

DRAFT FOR DISCUSSION

INTRODUCTION & BACKGROUND

Background

The City of Elliot Lake (City) is a community, within the District of Algoma in Northern Ontario, with a population of around 10,000. The community combines small town hospitality with larger urban services², and is located between the larger cities of Sault Ste. Marie and Sudbury. Recreation is a focus of the City as Elliot Lake looks to expand outdoor, recreation and cultural opportunities/events, as well as, provide current service offerings utilizing safe and up-to-date infrastructure.

Elliot Lake Council has approved the plans for a limited scope of work to be completed on the design phase for potential development of a Health and Wellness Hub. IDEA Inc. has consulted on the location, scope and costing for a new facility given the age and condition of existing infrastructure. On a related note, the City was unsuccessful in their application for ICIP funding for the same project in the Fall of 2019 (at a 73.33% provincial-federal government contribution level) and now must look at other ways and means of funding/financing/self-financing a new build.

There is an option for minimal investment to be done in current facilities until a new build can attract potential stimulus or other funding dollars; however, after the next 3-5 year period of potential updates to current facilities, a new build will need to occur in order to continue operating a community arena and pool in a safe and sustainable fashion. If necessary and the purpose of the exercise contained herein, is an understanding of the impact on the tax levy should the City debt finance some or all of project costs in addition to on ongoing operations for potentially a new pool, arena, curling club, gymnasium and meeting rooms.

The status quo/renovations to current buildings potentially include:

- Pool renovations including architectural, electrical systems, mechanical systems, and other general expenditures
- Arena renovations including architectural, structural, electrical, mechanical systems, and other general expenditures

It should be noted that renovations on current facilities will add 3-5 years of useful life to existing facilities until the new build occurs.

The new facility is proposed to include:

- Two levels with public areas (lobby, washrooms, canteen, concession/Bar, Multi-purpose rooms)

² <https://www.elliottlake.ca/en/our-community/our-community.aspx>

- Arena (Ice surface, dressing rooms, bleachers, concourse, administrative offices, skate sharpening, storage/laundry, ice resurface room, refrigeration room, repair room)
- Fitness Centre (walking track, weight equipment, exercise equipment)
- Aquatic Centre (pool, change rooms, staff room, pool viewing/seating, pool mechanic room, pool admin office/reception, storage, janitorial room)
- Support Spaces (corridors, elevator/machine room, exit stairs, maintenance office, staff washrooms, janitor rooms, electric and mechanical rooms, service room, IT/communications room)

There is potential for future expansion of the facility to include:

- Curling Rink (curling sheets, dressing rooms, lounge, curling vestibule, equipment storage, refrigeration room, atrium expansion)
- Gym (double gymnasium, dressing rooms, equipment storage, atrium expansion, bleachers, viewing/seating)
- Community Rooms (meeting/community room, atrium expansion)

INFORMATION SOURCES

- City of Elliot Lake Staff Consultation
- IDEA Inc.
- Tulloch Engineering Sault Ste. Marie
- OPTA Website - tax calculations

APPROACH/SCOPE

1. Finalize Options for Analysis - maximum three (3) options as follows:
 - a. Meet/conference with project team to understand decision making criteria and analysis tools required;
 - b. Identify and Confirm Options for Analysis:
 - i. Short-term Fix - major asset component replacement and may be only a projected number with little or no analysis but assessed as an opportunity cost or savings when choosing ii. or iii. below;
 - ii. New Build - 20- 40 year window for asset replacement.
 - iii. New Build with full additions - 20-40 year window for asset replacement
2. Complete Options Analysis - using 2 or 3 capital cost scenarios:
 - a. Assemble - historical revenue items and project other revenue
 - b. Assemble - expense items (per historical and projected)
 - c. Determine - Surplus / Shortfall
 - d. Agree on mortgage and assemble mortgage assumptions
 - e. Assess ability to service debt - Provide visual (affordability or income / cash flow approach)

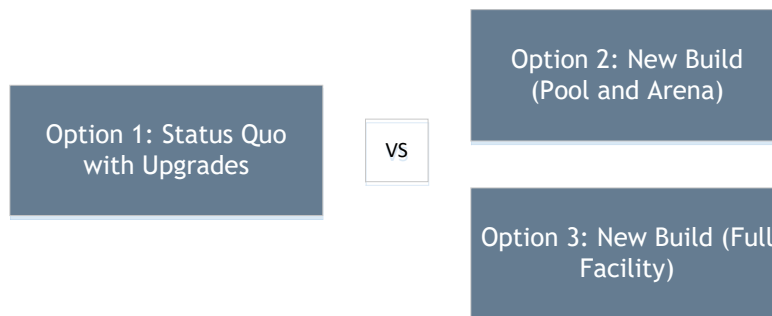
3. Prepare Visuals and Discuss Options Analysis with Project Team - select preferred option
4. Provide Mini report including but not limited to:
 - a. Introduction / Background
 - b. Information Sources
 - c. Approach / Scope
 - d. Option Analysis
 - e. Alternatives
 - f. Selection of Preferred Option and Rationale

OPTION ANALYSIS

| | |
|--------------------------------------|--|
| Option 1: Status Quo with Upgrades | Upgrades to existing facility to extend life span up to 5 years - No large investments until stimulus dollars/funding available for new build. |
| | Capital Requirement: \$2M*, may include items from BCA that have not been upgraded Annual Operating Requirement: \$777K plus additional space |
| Option 2: New Build (Pool and Arena) | New Wellness Hub construction including pool, arena, and common space |
| | Capital Requirement: \$27.8M Annual Operating Requirement: \$1.57M |
| Option 3: New Build (Full Facility) | New Wellness Hub with the addition of curling, community rooms and gym to Option 3 |
| | Capital Requirement: \$41.7M Annual Operating Requirement: \$2.38M |

*assumption that requires further study

Strategic Scenario
 Maintain current facilities (2-5 years max) until new build funds are available (e.g. combination of potential stimulus and/or reserve funds and debt financing)



Option 1 - Status Quo with Renovations

Capital Plan

Following is a listing of capital items required to achieve the financial results projected herein:

Facility Updates Renovations to current Pool and Arena space which will provide the business:

- Pool renovations including architectural, electrical systems, mechanical systems, and other general expenditures (See Appendix A)
- Arena renovations including architectural, structural, electrical, mechanical systems, and other general expenditures (See Appendix A)
- Arena - new chiller estimated at \$80k
- Pool - new dehumidifier estimated at \$300K

The financial projections are based on the assumption that expansion funding will be obtained for capital costs on or before December 31, 2021. Following are preliminary cost estimates for the capital items identified in Tulloch report (to be confirmed and possibly studied further):

| | |
|----------------------------|---------------------------|
| Total Capital Costs | <u>\$2,000,000</u> |
|----------------------------|---------------------------|

Option 2 - New Build (Pool and Arena)

Capital Plan

Following is a listing of capital items required to achieve the financial results projected herein:

Facility Construction - 71,900 sq. ft. space which will provide the business:

- Public areas (lobby, washrooms, canteen, concession/Bar, Multi-purpose rooms)
- Arena (Ice surface, dressing rooms, bleachers, concourse, administrative offices, skate sharpening, storage/laundry, ice resurface room, refrigeration room, repair room)
- Fitness Centre (walking track, weight equipment, exercise equipment)
- Aquatic Centre (pool, change rooms, staff room, pool viewing/seating, pool mechanic room, pool admin office/reception, storage, janitorial room)
- Support Spaces (corridors, elevator/machine room, exit stairs, maintenance office, staff washrooms, janitor rooms, electric and mechanical rooms, service room, IT/communications room)

The financial projections are based on the assumption that expansion funding will be obtained for capital costs on or before 2023. Following are preliminary cost estimates for the capital items identified:

Total Capital Costs **\$27,800,000**

Option 3 - Full New Build (Option 2 plus Curling, Gym & Meeting Rooms)

Capital Plan

Following is a listing of capital items required to achieve the financial results projected herein:

Facility Construction - 113,510 sq. ft. space which will provide the business:

- Public areas (lobby, washrooms, canteen, concession/Bar, Multi-purpose rooms)
- Arena (Ice surface, dressing rooms, bleachers, concourse, administrative offices, skate sharpening, storage/laundry, ice resurface room, refrigeration room, repair room)
- Fitness Centre (walking track, weight equipment, exercise equipment)
- Aquatic Centre (pool, change rooms, staff room, pool viewing/seating, pool mechanic room, pool admin office/reception, storage, janitorial room)
- Support Spaces (corridors, elevator/machine room, exit stairs, maintenance office, staff washrooms, janitor rooms, electric and mechanical rooms, service room, IT/communications room)
- Curling Rink (curling sheets, dressing rooms/washrooms, lounge, curling vestibule, curling equipment storage, curling refrigeration room, atrium expansion)
- Gymnasium (double gymnasium, dressing rooms/washrooms, gymnasium equipment storage, atrium expansion, gym bleachers, gym viewing/seating)
- Community Rooms (Meeting/community room, atrium expansion)

The financial projections are based on the assumption that expansion funding will be obtained for capital costs on or before 2023. Following are preliminary cost estimates for the capital items identified:

Total Capital Costs **\$41,700,000**

ALTERNATIVES

Operating Cost Analysis

Current Square Footage and Operating Costs (As of 2019)

- Option 1 - Status Quo with Upgrades: Pool 13,225 sq. ft. + Arena 30,720 sq. ft. = 43,945 sq. ft.
 - O&M - Pool: \$35 per sq. ft. (includes wages)
 - O&M - Arena: \$10 per sq. ft. (includes wages)
 - Average O&M: \$22.50 per sq. ft.

Assumptions

- Option 2 - New Build: 71,900 sq. ft.
 - O&M - Facility: \$9.85 per sq. ft.
 - O&M - Staff: \$12 per sq. ft.
 - Average O&M: \$21.85 per sq. ft.
- Option 3 - New Build: 109,212 sq. ft.
 - Similar to Option 2 plus Curling Club information/Gym/Community Rooms

Affordability Analysis

Major assumptions were utilized in order to analyze each of the options using the affordability matrix tool. The tool performs analysis on design options to identify significant annual revenue and expense line items, using Class D capital costs (derived from industry standard quantity estimating by IDEA), funding/financing scenarios and ability to service debt. This tool can assist in establishing funding targets (e.g. programs, fundraising, etc.) and impact on tax levy. It is a high level visual representation of the annual capital and operating scenario in current dollars for the option.

Further, the matrix provides a calculation of percentage increase in tax levy on \$100,000 of assessment, based on pursuing the option at a given contribution and borrowing level. In 2020 a \$100k worth of assessment was just under \$1,950 annual tax levy³.

³ Single residential and multi unit - does not consider industrial, commercial and other classes

For example, in terms of affordability at a 0% contribution, and 100% debt financing for the three options, the impact on the tax levy per \$100,000 in assessment for operating and debt servicing is as follows:

- Option 1 - 4% increase (related to debt servicing only - operating is currently part of the levy for the existing facilities)
- Option 2 - 19% increase: 7% increase (related to operating) and 12% increase (related to debt servicing)
- Option 3 - 31% increase: 14% increase (related to operating) and 17% increase (related to debt servicing)

In terms of these percentage increases, the impact for each option on the tax levy per \$100,000, reflected in current dollars, is outlined below. Note that these projections are based on an estimated \$1,992 per \$100,000 of single family/multi assessment for 2021 (rounded to the nearest \$10) as follows:

- Option 1 ~ \$2,070
- Option 2 ~ \$2,370
- Option 3 ~ \$2,610

The following matrices provide impacts at the various funding/financing contribution levels. As funding/financing is sourced, the tax burden is decreased by 1-4% for every 25% in funding contributions towards total project costs as follows:

- Option 1 ~ 1% decrease
- Option 2 ~ 3% decrease
- Option 3 ~ 4% decrease

**Option 1: Status Quo with Renovations
Elliot Lake Health and Wellness Hub**

Relative Affordability Comparison (Current \$'s) - Estimated Total Capital Cost of \$2,000,000*

| Stakeholder Contributions (Equity/Govt Programs) | Significant Line Items | Totals \$ | Tax Levy % Increase per \$100k of Assessment | | |
|---|--|------------------------|--|------------|-------|
| | | | Operating | Debt Serv. | Total |
| \$0M/0% | Revenue (1) | \$ 254,165 | | | |
| | Other Revenue (2) | - | | | |
| | Expenses (3) | (776,767) | | | |
| | Income available for debt servicing Mortgage (\$2M Loan) (4) | (522,602) (423,000) | | | |
| | Tax Levy (5) | \$ (945,602) | 0% | 4% | 4% |
| \$0.5M/25% | Revenue (1) | \$ 254,165 | | | |
| | Other Revenue (2) | - | | | |
| | Expenses (3) | (776,767) | | | |
| | Income available for debt servicing Mortgage (\$1.5M Loan) (4) | (522,602) (318,000) | | | |
| | Tax Levy (5) | \$ (840,602) | 0% | 3% | 3% |
| \$1M/50% | Revenue (1) | \$ 254,165 | | | |
| | Other Revenue (2) | - | | | |
| | Expenses (3) | (776,767) | | | |
| | Income available for debt servicing Mortgage (\$1M Loan) (4) | (522,602) (212,000) | | | |
| | Tax Levy (5) | \$ (734,602) | 0% | 2% | 2% |
| \$1.47M/73.33% (Original ICIP request) | Revenue (1) | \$ 254,165 | | | |
| | Other Revenue (2) | - | | | |
| | Expenses (3) | (776,767) | | | |
| | Income available for debt servicing Mortgage (\$0.53M Loan) (4) | (522,602) (112,000) | | | |
| | Tax Levy (5) | \$ (634,602) | 0% | 1% | 1% |
| \$2M/100% | Revenue (1) | \$ 254,165 | | | |
| | Other Revenue (2) | - | | | |
| | Expenses (3) | (776,767) | | | |
| | Income available for debt servicing Mortgage | (522,602) | | | |
| | Tax Levy (5) | \$ (522,602) | 0% | 0% | 0% |

Notes:

- 1) Revenue based on Arena and Pool historical financial statements (2019)
 - 2) Other revenue - null
 - 3) Operating expenses are based on Arena and Pool historical expenses (2019)
 - 4) Loan terms: 2.28% interest and 5 year amortization
 - 5) Operating deficit+mortgage to reflect average annual impact x 82% / 5741 households to reflect annual residential taxes (2019 FIR data) as a % increase in tax levy. (Note that all % have been rounded to the nearest 1%)
- * assumption that requires further analysis/study

**Option 2: New Build (Pool and Arena)
Elliot Lake Health and Wellness Hub**

Relative Affordability Comparison (Current \$'s) - Estimated Total Capital Cost of \$27,800,000

| Stakeholder Contributions (Equity/Govt Programs) | Significant Line Items | Total \$ | Tax Levy % Increase per \$100k of Assessment | | |
|---|-------------------------------------|-----------------------|--|------------|------------|
| | | | Operating | Debt Serv. | Total |
| \$0/0% | Revenue (1) | \$ 254,165 | | | |
| | Other Revenue (2) | 10,000 | | | |
| | Expenses (3) | (1,581,015) | | | |
| | Income available for debt servicing | (1,316,850) | | | |
| | Mortgage (\$27.8M Loan) (4) | (1,278,450) | | | |
| | Tax Levy (5) | \$ (2,595,300) | 7% | 12% | 19% |
| \$2.5M/9% | Revenue (1) | \$ 254,165 | | | |
| | Other Revenue (2) | 10,000 | | | |
| | Expenses (3) | (1,581,015) | | | |
| | Income available for debt servicing | (1,316,850) | | | |
| | Mortgage (\$25.3M Loan) (4) | (1,163,000) | | | |
| | Tax Levy (5) | \$ (2,479,850) | 7% | 10% | 18% |
| \$6.95M/25% | Revenue (1) | \$ 254,165 | | | |
| | Other Revenue (2) | 10,000 | | | |
| | Expenses (3) | (1,581,015) | | | |
| | Income available for debt servicing | (1,316,850) | | | |
| | Mortgage (\$20.85M Loan) (4) | (959,000) | | | |
| | Tax Levy (5) | \$ (2,275,850) | 7% | 9% | 16% |
| \$13.9M/50% | Revenue (1) | \$ 254,165 | | | |
| | Other Revenue (2) | 10,000 | | | |
| | Expenses (3) | (1,581,015) | | | |
| | Income available for debt servicing | (1,316,850) | | | |
| | Mortgage (\$13.9M Loan) (4) | (639,000) | | | |
| | Tax Levy (5) | \$ (1,955,850) | 7% | 6% | 13% |
| \$20.385M/73.33% (Original ICIP request) | Revenue (1) | \$ 254,165 | | | |
| | Other Revenue (2) | 10,000 | | | |
| | Expenses (3) | (1,581,015) | | | |
| | Income available for debt servicing | (1,316,850) | | | |
| | Mortgage (\$7.415M Loan) (4) | (341,000) | | | |
| | Tax Levy (5) | \$ (1,657,850) | 7% | 3% | 10% |

Notes:

- 1) Revenue based on Arena and Pool historical financial statements (2019)
- 2) Other revenue includes estimated additional event revenue - with new build
- 3) Operating expenses are based on comparators \$9.85 per square foot for facility O&M and \$12 per square foot for Staff O&M on 71,900 sqft
- 4) Loan terms: 2.28% interest and 30 year amortization
- 5) Operating deficit+mortgage to reflect average annual impact x 82% / 5741 households to reflect annual residential taxes (2019 FIR data) as a % increase in tax levy. (Note that all % have been rounded to the nearest 1%)

Option 3: Full New Build (Option 2 plus Curling, Gym & Meeting Rooms)
Elliot Lake Health and Wellness Hub

Relative Affordability Comparison (Current \$'s) - Estimated Total Capital Cost of \$41,700,000

| Stakeholder Contributions (Equity/Govt Programs) | Significant Line Items | Total \$ | Tax Levy % Increase per \$100k of Assessment | | |
|---|-------------------------------------|-----------------------|--|------------|-------|
| | | | Operating | Debt Serv. | Total |
| \$0/0% | Revenue (1) | \$ 254,165 | | | |
| | Other Revenue (2) | 111,600 | | | |
| | Expenses (3) | (2,411,282) | | | |
| | Income available for debt servicing | (2,045,518) | | | |
| | Mortgage (\$41.7M Loan) (4) | (1,918,000) | | | |
| | Tax Levy (5) | \$ (3,963,518) | | | |
| \$2.5M/6% | Revenue (1) | \$ 254,165 | | | |
| | Other Revenue (2) | 111,600 | | | |
| | Expenses (3) | (2,411,282) | | | |
| | Income available for debt servicing | (2,045,518) | | | |
| | Mortgage (\$39.2M Loan) (4) | (1,803,000) | | | |
| | Tax Levy (5) | \$ (3,848,518) | | | |
| \$10.425M/25% | Revenue (1) | \$ 254,165 | | | |
| | Other Revenue (2) | 111,600 | | | |
| | Expenses (3) | (2,411,282) | | | |
| | Income available for debt servicing | (2,045,518) | | | |
| | Mortgage (\$31.275M Loan) (4) | (1,438,000) | | | |
| | Tax Levy (5) | \$ (3,483,518) | | | |
| \$20.85M/50% | Revenue (1) | \$ 254,165 | | | |
| | Other Revenue (2) | 111,600 | | | |
| | Expenses (3) | (2,411,282) | | | |
| | Income available for debt servicing | (2,045,518) | | | |
| | Mortgage (\$20.85M Loan) (4) | (959,000) | | | |
| | Tax Levy (5) | \$ (3,004,518) | | | |
| \$30.6M/73.33% (Original ICIP request) | Revenue (1) | \$ 254,165 | | | |
| | Other Revenue (2) | 111,600 | | | |
| | Expenses (3) | (2,411,282) | | | |
| | Income available for debt servicing | (2,045,518) | | | |
| | Mortgage (\$11.1M Loan) (4) | (510,000) | | | |
| | Tax Levy (5) | \$ (2,555,518) | | | |

Notes:

- 1) Revenue based on Arena and Pool historical financial statements (2019)
- 2) Other revenue includes estimated additional curling club revenue and an estimate of event revenue - with new build
- 3) Operating expenses are based on comparators \$9.85 per square foot for facility O&M and \$12 per square foot for Staff O&M on 109,212 sqft
- 4) Loan terms: 2.28% interest and 30 year amortization
- 5) Operating deficit+mortgage to reflect average annual impact x 82% / 5741 households to reflect annual residential taxes (2019 FIR data) as a % increase in tax levy. (Note that all % have been rounded to the nearest 1%)

CONCLUSION

The results of the consultations, information gathering and research indicate that there is a defined need for new facilities within the next 5 years. Without infrastructure funding, the annual impact per \$100,000 in assessment for single family/multi (including capital and operating) based on the assumptions contained in the preceding notes is an increase for:

- Option 1 - Status Quo - with Renos - of 4%
- Option 2 - New Build (Pool and Arena) - Need to Have - of 19%
- Option 3 - New Build (Option 2 plus Curling, Gymnasium and Meeting Rooms) - Like to Have - of 31%

to the tax levy.

Thank you for using BDO's Advisory Services and if you have any questions do not hesitate to contact us.

Sincerely,

BDO Canada LLP
Sault Ste. Marie, Ontario

APPENDICES

DRAFT FOR DISCUSSION

Appendix A - Spreadsheet for Major Repair & Replacement Costs, Fiscal Years 2015 to 2025

Pool

| Spreadsheet For Major Repair & Replacement Costs, Fiscal Years 2015 to 2025: | | | | | | | | | | | | | |
|--|----------|----------|-----------|----------|----------|-----------|---------|---------|----------|----------|----------|-----------|-----------|
| Age of Complex - years | 38 | 39 | 40 | 41 | 42 | 43 | 44 | 45 | 46 | 47 | 48 | TOTALS | |
| 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | | | |
| Ruben Yli Juuti Pool | | | | | | | | | | | | | |
| SITE WORK | | | | | | | | | | | | | |
| Services | | | | | | | | | | | | \$0 | |
| Driveway | | | | | | | | | | | | \$0 | |
| Exterior Concrete | | | | | | | | | | | | \$0 | |
| Landscaping | | | | | | | | | | | | \$0 | |
| Light Standards | | | | | | | | | | | | \$0 | |
| ARCHITECTURAL | | | | | | | | | | | | | |
| Paint Interior Walls | \$20,000 | \$20,000 | | | | | | | | | | \$40,000 | |
| Exterior Doors | \$1,000 | | | | \$10,000 | | | | | | | \$11,000 | |
| Caulking Exterior Masonry Joints | \$1,000 | | | | | | | | | | | \$1,000 | |
| Interior Doors- Replace | \$15,000 | | | | | | | | | | | \$15,000 | |
| Roofing- Repair Chimney Leak | \$1,000 | | | | | | | | | | | \$1,000 | |
| Roofing Replacement | | | | | | | | | | | | \$0 | |
| Main Roof (Note 3) | | | | | | | | | | | | \$0 | |
| Front Lobby Flat Roof | | | | | | | | | | \$20,000 | | \$20,000 | |
| South Addition Shingle Roof | | | | | | | | | \$10,000 | | | \$10,000 | |
| Clean and Stain Wood Ceiling/Beams | | | | | \$75,000 | | | | | | | \$75,000 | |
| Paint Steel Brace Beam | \$5,000 | | | | | | | | | \$5,000 | | \$10,000 | |
| Replace Interior Spectator Windows | | \$3,500 | | | | | | | | | | \$3,500 | |
| Replace Pool Deck Tile | | \$10,000 | | | \$15,000 | | | | | | | \$25,000 | |
| | | | | | | | | | | | | \$0 | |
| | | | | | | | | | | | | \$0 | |
| STRUCTURAL | | | | | | | | | | | | | |
| Foundations | | | | | | | | | | | | \$0 | |
| Interior Wall Repairs | | | | | | | | | | | | \$0 | |
| Exterior Masonry Repairs | \$7,000 | | | | | | | | | | | \$7,000 | |
| | | | | | | | | | | | | \$0 | |
| ELECTRICAL SYSTEMS | | | | | | | | | | | | | |
| Emergency Lighting Verification | \$2,000 | \$2,000 | \$2,000 | \$2,000 | \$2,000 | \$2,000 | \$2,000 | \$2,000 | \$2,000 | \$2,000 | \$2,000 | \$22,000 | |
| Electrical Systems Scan/Monitoring | \$7,500 | | | | | | | | | | | \$7,500 | |
| Lighting Distribution Panel | \$6,000 | | | | | | | | | | | \$6,000 | |
| Replace Pool Lighting | | | \$35,000 | | | | | | | | | \$35,000 | |
| | | | | | | | | | | | | \$0 | |
| | | | | | | | | | | | | \$0 | |
| MECHANICAL SYSTEMS | | | | | | | | | | | | | |
| Foyer/Washroom Heating/Ventilation | | | \$100,000 | | | | | | | | | \$100,000 | |
| Investigation and Set Up Pool Unit | \$7,500 | | | | | | | | | | | \$7,500 | |
| Plumbing System Camera Inspection | \$6,500 | | | | | | | | | | | \$6,500 | |
| New Washroom Fixtures (Note 4) | | | \$50,000 | | | | | | | | | \$50,000 | |
| Replace Exercise Room HVAC | | | | | \$15,000 | | | | | | | \$15,000 | |
| Spectator Area HVAC | | | \$25,000 | | | | | | | | | \$25,000 | |
| Mechanical/Electrical As-Built Dwg | | | | \$10,000 | | | | | | | | \$10,000 | |
| | | | | | | | | | | | | \$0 | |
| GENERAL | | | | | | | | | | | | | |
| Structural Inspection | | | | \$6,500 | | | | | | \$6,500 | | \$13,000 | |
| YEARLY EXPENDITURE TOTALS | \$79,500 | \$35,500 | \$212,000 | \$2,000 | \$18,500 | \$117,000 | \$2,000 | \$2,000 | \$2,000 | \$8,500 | \$37,000 | \$0 | \$516,000 |
| EXPENDITURES INCL. INFLATION | \$79,500 | \$36,934 | \$224,976 | \$2,165 | \$20,425 | \$131,761 | \$2,297 | \$2,343 | \$2,390 | \$10,361 | \$46,005 | \$0 | \$559,159 |

City of Elliot Lake Health and Wellness Hub - Options Analysis Draft

Arena

| Spreadsheet For Major Repair & Replacement Costs, Fiscal Years 2015 to 2021 | | | | | | | | | | | | | | | | |
|---|----------|---------|-----------|---------|----------|-----------|------|------|------|----------|-----------|------|------|------|------|-------------|
| Age of Complex - years | 47 | 48 | 49 | 50 | 51 | 52 | 53 | 54 | 55 | 56 | 57 | 58 | 59 | 60 | 61 | |
| Elliot Lake Centennial Arena | 2015 | 2016 | 2017 | 2018 | 2019 | 2020 | 2021 | 2022 | 2023 | 2024 | 2025 | 2026 | 2027 | 2028 | 2029 | TOTALS |
| SITE WORK | | | | | | | | | | | | | | | | |
| Services | | | | | | | | | | | | | | | | \$0 |
| Driveway | | | | | | | | | | | | | | | | \$0 |
| Exterior Concrete | | | | | | | | | | | | | | | | \$0 |
| Landscaping | | | | | | | | | | | | | | | | \$0 |
| Light Standards | | | | | | | | | | | | | | | | \$0 |
| ARCHITECTURAL | | | | | | | | | | | | | | | | |
| Exterior Walls | | | | | | | | | | | | | | | | \$0 |
| Exterior Doors | | | | | | | | | | | | | | | | \$0 |
| Caulking | \$1,000 | | | | | | | | | | \$1,000 | | | | | \$2,000 |
| Interior Doors | | | | | | | | | | | | | | | | \$0 |
| Roofing- Resecure fasteners | \$1,000 | \$1,000 | \$1,000 | \$1,000 | \$1,000 | | | | | | | | | | | \$5,000 |
| Roofing Replacement | | | | | | | | | | | | | | | | \$0 |
| Main Arena Roof | | | | | | \$400,000 | | | | | | | | | | \$400,000 |
| Front Lobby Flat Roof | | | | | | | | | | | \$20,000 | | | | | \$20,000 |
| South Addition Metal Roof | | | | | | | | | | | | | | | | \$0 |
| Replace Exterior Siding | | | | | | | | | | | \$150,000 | | | | | \$150,000 |
| Paint Steel Connections and Braces | \$20,000 | | | | | | | | | | \$10,000 | | | | | \$30,000 |
| Paint Steel Joists in Changerooms | \$5,000 | | | | | | | | | | | | | | | \$5,000 |
| Facia Board with Flashing | | | \$10,000 | | | | | | | | | | | | | \$10,000 |
| | | | | | | | | | | | | | | | | \$0 |
| | | | | | | | | | | | | | | | | \$0 |
| STRUCTURAL | | | | | | | | | | | | | | | | |
| Foundations | | | | | | | | | | | | | | | | \$0 |
| Columns- Replacements | | | | | | \$100,000 | | | | | \$100,000 | | | | | \$200,000 |
| Structural Evaluation of Roof | \$10,000 | | | | | | | | | | | | | | | \$10,000 |
| Exterior Masonry Repairs | \$2,000 | | | | | | | | | | | | | | | \$2,000 |
| Trusses- Install clamps | \$5,000 | | | | | \$5,000 | | | | | \$5,000 | | | | | \$15,000 |
| ELECTRICAL SYSTEMS | | | | | | | | | | | | | | | | |
| Fire Alarm Replacement | | | \$60,000 | | | | | | | | | | | | | \$60,000 |
| Electrical Systems Verification | | | \$10,000 | | | | | | | | | | | | | \$10,000 |
| Lighting Distribution Panel | \$6,000 | | | | | | | | | | | | | | | \$6,000 |
| Replace T12 lighting | | | \$5,000 | | | | | | | | | | | | | \$5,000 |
| Replace Exterior Lighting/Controls | | | \$15,000 | | | | | | | | | | | | | \$15,000 |
| | | | | | | | | | | | | | | | | \$0 |
| MECHANICAL SYSTEMS | | | | | | | | | | | | | | | | |
| Lobby/Washroom Heating/Ventilation | | | | | | \$100,000 | | | | | | | | | | \$100,000 |
| Club Room Ventilation/Heating | \$12,000 | | | | | | | | | | | | | | | \$12,000 |
| Remove Dehumidifiers | \$5,000 | | | | | | | | | | | | | | | \$5,000 |
| Plumbing System Camera Inspection | | | \$4,000 | | | | | | | | | | | | | \$4,000 |
| New Washroom Fixtures | | | \$35,000 | | | | | | | | | | | | | \$35,000 |
| Mechanical/Electrical As-Built Dwg | | | | | \$5,000 | | | | | | | | | | | \$5,000 |
| | | | | | | | | | | | | | | | | \$0 |
| GENERAL | | | | | | | | | | | | | | | | |
| Structural Inspection | | | | | \$8,500 | | | | | | \$8,500 | | | | | \$17,000 |
| YEARLY EXPENDITURE TOTALS | \$67,000 | \$1,000 | \$140,000 | \$1,000 | \$14,500 | \$605,000 | \$0 | \$0 | \$0 | \$8,500 | \$286,000 | \$0 | \$0 | \$0 | \$0 | \$1,123,000 |
| EXPENDITURES INCL. INFLATION | \$67,000 | \$1,040 | \$148,569 | \$1,082 | \$16,009 | \$681,328 | \$0 | \$0 | \$0 | \$10,361 | \$355,605 | \$0 | \$0 | \$0 | \$0 | \$1,280,996 |