



## Master Plan Final Report

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## **ACKNOWLEDGEMENTS**

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# Executive Summary

## Summary of Recommendations

Category	Recommendations
<p><b>Current Facilities</b></p>	<ol style="list-style-type: none"> <li>1. All facilities should adopt the capital expenditure plan.</li> <li>2. Complete a comprehensive business case for ice rink facilities in Innisfil with particular focus on Stroud – Innisfil Community Centre and Morgan Russell Memorial Arena and Community Centre. This business case would include assessing the current state recommendations which are predicated on current and forecasted utilization rates.             <ol style="list-style-type: none"> <li>a. Demolish and rebuild the Stroud - Innisfil Community Centre, including the curling rink, on the same property with the addition of a multi-purpose gym and added storage.</li> <li>b. Demolish and rebuild the Morgan Russell Memorial Arena and Community Centre on the same property with the same uses including the addition of one ice pad, viewing hall, storerooms, change rooms, Ice Resurfacers room Compressor room.</li> </ol> </li> <li>3. The Town should create a specific asset management plan for the Innisfil Recreation Complex.</li> <li>4. Explore alternative uses for the Churchill Community Centre as free or subsidized community space (example: studio space, indoor youth space, dedicated preschool programming space, dedicated social programming space for seniors.)</li> <li>5. Bring the Cookstown Theatre building to compliance as per the Accessibility/Barrier Free policy, where feasible.</li> <li>6. Innisfil Town Hall recommendations should be updated with the publication of the Space Plan.</li> <li>7. Rizzardo Health and Wellness Centre recommendations should be updated with the publication of the Campus Master Plan.</li> <li>8. Dispose of 19 Queen or conduct a study to identify the land's highest and best use.</li> <li>9. Recommendations from the Space Plan Exercise relating to the Operations Building and Town Hall should be presented in future Capital and Operating Budgets.</li> </ol>

<p><b>Future Facilities</b></p>	<p>10. Town Staff should develop a long-term public engagement strategy.</p> <p>11. A Future Facilities Working Group should be formed with cross-functional representation.</p> <p>12. The Town should adopt a business case framework for new buildings and major renovations.</p>
<p><b>Capital and Operational Expenditures</b></p>	<p>13. The Town should follow the schedule of projects outlined in this report and use the forecasts for budgeting alongside Finance.</p> <p>14. The Town should include the operational forecasts included in this report into the budget.</p> <p>15. The Town should conduct a review of user facility fees.</p> <p>16. The Town should ensure costs, expenses, and debt are correctly allocated across each facility.</p>
<p><b>Operational Practices</b></p>	<p>17. Demand Services: further refine process around managing service requests. Define service standards.</p> <p>18. Operational Activities: ensure the management of third-party records related to compliance.</p> <p>19. Life Cycle Management: develop and implement an annual building inspection program.</p> <p>20. Building Automation: define system standards/requirements and develop a Building Automation Strategy.</p> <p>21. Information and Asset Management: develop operational readiness process, continue to build a single comprehensive records management approach.</p> <p>22. Performance Management: develop and manage building performance indicators.</p> <p>23. Customer Satisfaction: Develop a customer satisfaction evaluation process.</p> <p>24. Operating Budgets: increase revenue with inflation and ensure costs/expenses/debt is correctly allocated across each facility.</p>
<p><b>Policy</b></p>	<p>25. The Town should adopt the Asset Management, Funding of Lifecycle Costs, Environmental Sustainability, and Accessibility/Barrier Free Requirements policies as outlined in this report and refine and update them as recommended.</p>

26. The Town should organize and keep updated facility asset data in accordance with the Asset Management Policy.
27. The Town should adopt an annual budget creation procedure in accordance with the Funding of Lifecycle Costs Policy.
28. Set facility environmental standards in accordance with the Environmental Sustainability Policy.
29. Adopt the recommended Accessibility/Barrier Free Requirements policy and consider adopting existing universal design standards.

## Background

The Town of Innisfil expects to nearly double its population from 43,326 residents in 2021 to approximately 85,400 residents by 2051. To keep the community thriving, Innisfil must effectively utilize current resources and assets, while considering the implications of future growth, and planning accordingly.

**The Town seeks to evolve from a reactive model of facilities-related maintenance activities to a more proactive and planned approach. This Master Plan articulates the priorities of the Town as they relate to the twelve facilities and creates a roadmap to achieving these priorities, as well as outlining the steps the Town can take to reach the next level of maturity in facility planning.**

Colliers Project Leaders was hired to create a Facilities Master Plan. The recommendations in this Plan include three main elements:

1. **Master Plan recommendations**, which include:
  - a. A recommended Schedule of Capital Maintenance Projects.
  - b. Recommendations regarding the long-term future of these twelve facilities based on the analysis conducted.
  - c. Recommendations for future facility and major renovation decisions.
2. **Policy recommendations** for town-owned facilities in the categories of asset management, funding of lifecycle costs, environmental sustainability, and accessibility/barrier-free requirements.
3. **Operational best practice recommendations.**

The scope of the Master Plan includes twelve diverse, Town-owned facilities: Stroud-Innisfil Community Centre, Morgan Russell Memorial Arena and Community Centre (formerly South Innisfil Recreation Centre), Innisfil Recreational Complex, Cookstown Community Centre, Churchill Community Centre, Knock Community Centre, Cookstown Theatre, Innisfil Town Hall, Rizzardo Health & Wellness Centre, Operations Building, Sand & Salt Dome, and 19 Queen St. (detailed in Section 1.3 Facility Overviews).

These twelve facilities were analyzed in four main ways: operationally, financially, through a guiding principals exercise, and through stakeholder/public input. A detailed discussion of the methodology used can be found in Section 2.0 Methodology. The analysis used to determine the recommendations can be found in Section 3.0 Analysis.

### Recommendations for the Twelve Facilities

The Building Condition Assessments (BCAs) for each facility define the capital maintenance costs associated with each facility which is the Business-as-Usual (BAU) approach for facility investment. The quantitative and qualitative analysis was used to prioritize facility investment among the 12 facilities which resulted in the *Schedule of Capital Maintenance Projects*, the financials of which are summarized in Table 1: Financial Summary of New Facilities and Capital Maintenance Projects for Maintaining Facilities (\$[2022], 19 Queen \$[2023]) Including Recommendations. The costs in Table 1 are adjusted from the BAU schedule of capital maintenance projects to include the costs associated with the recommendations associated with each facility. Note that no capital maintenance costs are recommended for 19 Queen as it is recommended that the Town divest this facility. A detailed Schedule of Capital Maintenance Projects and Operational Forecasts can be found in Appendix 2.

**Table 1: Financial Summary of New Facilities and Capital Maintenance Projects for Maintaining Facilities (\$[2022], 19 Queen \$[2023]) Including Recommendations**

Facility	Rank	Priority Spending (0- 5 Years)	Second Tier (6-20 Years)	Third Tier (21-30 Years)
Stroud-Innisfil Recreation Centre	1	\$23,457,192	\$6,039,961	\$4,026,640
Morgan Russell Memorial Arena & CC	2	\$50,000	\$20,552,002	\$2,993,579
Churchill Community Centre	3	\$592,850	\$630,076	\$247,975
Innisfil Recreation Complex (IRC)	4	\$5,222,960	\$13,609,441	\$7,117,020
Cookstown Theatre	5	\$465,659	\$742,981	\$263,304
19 Queen	6	-	-	-
Cookstown Community Centre	7	\$209,567	\$649,129	\$1,120,755
Town Hall	8	\$2,347,514	\$3,135,948	\$3,421,968
Knock Community Centre	9	\$27,600	\$791,414	\$83,921
Rizzardo Health & Wellness Centre	10	-	\$2,370,202	\$1,637,175
Operations Building	N/A	\$40,940	\$2,440,382	\$1,425,166
Sand & Salt Dome	N/A	-	\$1,939,775	\$1,025,909
<b>Total Projected Cost</b>		<b>\$32,414,282</b>	<b>\$52,901,311</b>	<b>\$23,363,413</b>
<b>GRAND TOTAL</b>				<b>\$108,679,006</b>

The table demonstrates that there is a significant level of investment required over a seven-year period as result of historical maintenance deferrals and other factors. However, the average annual amount of capital investment within the first seven years is approximately 2.7% of the replacement value of the assets. This falls within industry-accepted thresholds of 2%-4%.

## Policy Recommendations

Policy recommendations (detailed in Section 4.5 - Policy Recommendations) were made for Town-owned facilities in four categories: asset management, funding of lifecycle costs, environmental sustainability, and accessibility/barrier-free requirements.

The **Asset Management** policy details the information required for the creation of a facility asset hierarchy and the information that will be required to begin the collection and organization of asset data. It also outlines a schedule for BCA updates, and that the policy should be updated when initial data collection processes are put in place, for example utilization, operational cost per square foot (\$/sq.ft.), etc.

The **Funding of Lifecycle Costs** policy encompasses three main areas: the method for how funding requirements should be determined, a reference to specific costs of the twelve facilities in scope, and considerations for how to fund their operations and maintenance.

The **Environmental Sustainability** policy recommends interim policy guidelines while the Integrated Sustainability Master Plan is being completed. It then goes on to outline environmental sustainability requirements for Town-owned facilities that will need to be defined once the Integrated Sustainability Master Plan is completed.

The **Accessibility/Barrier-Free Requirements** policy outlines documents and legislation that should be followed for new Town-owned facilities and for major renovations.

Each policy section indicates who is affected by the policy and recommendations for a policy update framework.

## Operational Best Practice Recommendations

Innisfil's current facility operations were analysed based on interviews with the Operations Facilities Team. Current practices were compared to industry best practices, and the following key recommendations were made (details can be found in Section 4.4 Operation Practice Recommendations).

- *Demand Services*: further refine process around managing service requests. Define service standards.
- *Operational Activities*: ensure the management of third-party records related to compliance.
- *Life Cycle Management*: develop and implement an annual building inspection program.
- *Building Automation*: define system standards/requirements and develop a Building Automation Strategy.
- *Information and Asset Management*:



- Develop appropriate practices when commissioning a building, installing new equipment or completing a facilities project. This includes documenting training requirements and saving records and warranty management.
- Continue to build a single, comprehensive records management approach and operating procedures.
- Develop and implement an asset management strategy including tagging and inventory management.
- *Performance Management*: develop and manage building performance indicators.
- *Customer Satisfaction*: Develop a customer satisfaction evaluation process.
- *Operating Budgets*: increase revenue with inflation and ensure costs/expenses/debt are correctly allocated across each facility.

A historic analysis of operating financial data was conducted. The key insights from the past 12 years are:

- Accounted revenue has not increased (as user fees for facilities have not been escalated in recent years), and real revenue has decreased due to inflation, whereas operating expenditures have increased (as expected with escalation over time). This contributes to the annual operating deficit which has increased by 298% (See Section 4.4.9).
- There have been significant increases in the costs of material & supplies (162%) and utilities (37%) which are creating pressures on facility operating budgets.
- Long term debt (principal & interest) repayments have decreased by 26% which may indicate that insufficient capital investments and repairs are being made within the facility portfolio.

Given the annual operating deficit and real revenue reduction, it is recommended that the Town conduct a review of user facility fees.

# 1.0 Background

The Town of Innisfil (“Innisfil” / “the Town”) is expecting to nearly double its population from 43,326 residents in 2021 to approximately 85,400 residents by 2051. It is also expected that the local workforce will accommodate this population growth through adding over 15,000 jobs locally. To keep the community thriving, Innisfil must effectively utilize current resources and assets while considering the implications of future growth and plan accordingly. One of the largest impacts to municipal planning is Innisfil’s facilities which offer their use and service to its residents.

Colliers has supported Innisfil in the development of a Master Plan for the following twelve facilities. This Master Plan will support Innisfil in crystalizing its vision and plan for community growth.

The twelve facilities which are included in this Master Plan are:

1. Stroud-Innisfil Community Centre
2. Morgan Russell Memorial Arena and Community Centre (formerly South Innisfil Community Centre)
3. Innisfil Recreational Complex
4. Cookstown Community Centre
5. Churchill Community Centre
6. Knock Community Centre
7. Cookstown Theatre
8. Innisfil Town Hall
9. Rizzardo Health & Wellness Centre
10. Operations Building
11. Sand & Salt Dome
12. 19 Queen

The facilities in scope are diverse and include facilities built as long ago as the 1860s and as recently as 2019. The uses are also broad, from leisure, to theatres, from operational to administrative.

**The Town seeks to evolve from a reactive model of facilities-related maintenance activities to a more proactive and planned approach. This Master Plan articulates the priorities of the Town as it relates to the twelve facilities and proposes a roadmap to achieving these priorities, as well as steps the Town can take to reach the next level of maturity in facility planning.**

1. **Master Plan recommendations**, include:
  - a. A recommended Schedule of Capital Maintenance Projects.
  - b. Recommendations regarding the long-term future of these twelve facilities based on the analysis conducted.
  - c. Recommendations for future facility and major renovation decisions.

2. **Policy recommendations** for Town-owned facilities in the categories of asset management, funding of lifecycle costs, environmental sustainability, and accessibility/barrier free requirements.
3. **Operational best practice recommendations.**

## 1.1 Referenced Third-Party Works

Table 2: Referenced Third-Party Works outlines other master plans and documents that were used to form the analysis and recommendations in this master plan.

**Table 2: Referenced Third-Party Works**

Document	Use
<a href="#">Our Place: Innisfil's Official Plan</a>	This document provides information on Innisfil's overall vision and goals. It also outlines the sub-communities within Innisfil.
<a href="#">Civic (Town) Campus Master Plan</a>	This document was not completed in time to be reviewed for the Facilities Master Plan. In its stead, a Town Policy Planner was interviewed who was managing the creation of the Town Campus Master Plan.
<a href="#">Innisfil ideaLAB &amp; Library Master Plan 2021-2051</a>	The Stroud Library and Cookstown Library are both co-located with Town facilities within the scope of this Master Plan. The contents of the Library Master Plan were used to inform the library space related recommendations for these two facilities.
<a href="#">Land and Lake Plan</a>	The Land and Lake plan includes information about the Town's views and provides recommendations on recreation (primarily Part 2: Parks & Recreation). The report primarily focuses on outdoor recreation, however there are some references to indoor spaces, especially in the consultations that were completed. In the report an analysis was conducted for ice pad requirements which are considered in this Plan.
<a href="#">Culture Master Plan</a>	This document references requirements for cultural spaces in the community. While not referenced specifically, the Cookstown Theatre is linked to this Master Plan.
<a href="#">Hewitt and Salem Mixed-Use Recreation Centre and Library Conceptualization Study</a>	The envisioned upcoming Hewitt Community Centre in Barrie South is set to be built by 2027 in Barrie South. This report considers the impact of this space to its future facilities.
<a href="#">Orbit Secondary Plan</a>	This plan speaks to the potential development of a transit-oriented community. The plan's defined target area does not include any of 12 facilities in this plan.

## 1.2 Definitions

Table 3: Document Definitions explains some alternate names and acronyms found in this document.

**Table 3: Document Definitions**

Term	Definition
BCA	Building Condition Assessment
CWRUL	Cost-Weighted Remaining Useful Life
“The Twelve Facilities “	The twelve facilities in the scope of this Master Plan
Substructure	Standard foundations, slab on grade
Surface Works	Paved surfaces, sidewalks, benches, planters, portable water distribution / sanitary sewer system / storm sewer / site lighting / electrical service / electric vehicle charging stations, fences/gates, and grass surfaces
Cost-Weighted Remaining Useful Life (CWRUL)	A factor used to indicate a more accurate representation of the remaining useful life of the building by using each element condition, each element cost, and the overall facility replacement value (also see Section 2.1.1 Quantitative Ranking Methodology).
The Town of Innisfil	May be referred to as “the Town” or “Innisfil”
Stroud-Innisfil Community Centre	May be referred to as “Stroud” or “Stroud Arena”
Morgan Russell Memorial Arena and Community Centre	May be referred to as “Morgan Russell” or as “Lefroy” or “Lefroy Arena”
Innisfil Recreational Complex	May be referred to as “IRC”
Churchill Community Centre	May be referred to as “Churchill”
Knock Community Centre	May be referred to as “Knock”
Innisfil Town Hall	May be referred to as “Town Hall”
Rizzardo Health & Wellness Centre	May be referred to as “Rizzardo”
19 Queen	May be referred to as “the Old Cookstown Library”

## 1.3 Facility Overviews

The following sections provide an overview of each facility included in this master plan.

### 1.3.1 Stroud – Innisfil Community Centre



**Figure 1: Stroud - Innisfil Community Centre**

*Location:* 7883 Yonge Street, Stroud

*Size:* 50,400 square feet

*History:* The Stroud – Innisfil Community Centre building is an elevated single-storey structure with a mezzanine, originally constructed circa 1975. An entrance vestibule was added to the arena in 1988. In 2000, an addition was constructed to the south of the original building including an elevator and washrooms. The kitchen and bar area were also renovated at this time.

*Programming:* The Stroud–Innisfil Community Centre includes a single skating rink which, in the winter, is used for ice-sport and leisure programming by the Town as well as for rentals to local and regional leagues and organizations and for private bookings. In the summer, the slab is

used for camp and other programming as well as being available for rent for leagues and private events. The community gathering space on the second floor, which includes a full kitchen and bar, and a capacity for 225 people, is also used for Town programming, events and private bookings. This centre is home to one of two curling clubs in Innisfil. The Stroud Curling club has the existing lease for the use of the space. The Innisfil Public Library has a branch co-located in the building (a lease arrangement) and it is accessible from the outside of the centre.

### 1.3.2 The Morgan Russell Memorial Arena and Community Centre



**Figure 2: Morgan Russell Memorial Arena and Community Centre**

*Location:* 1354 Killarney Beach Road, Lefroy

*Size:* 33,400 square feet

*History:* The Morgan Russell Memorial Arena and Community Centre is an elevated, single-storey structure with a mezzanine; it was originally constructed in 1971 and an extension was constructed in 1974. The building was called the South Innisfil Community Centre prior to 2023.

*Programming:* The Morgan Russell Memorial Arena and Community Centre includes a single skating rink which, in the winter, is used for ice-sport and leisure programming by the Town as well as for rentals to local and regional leagues and for private bookings. In the summer, the slab is available for rent for leagues and private events. The community gathering space on the second floor, which includes a full kitchen and bar, and a capacity for 150 people, is also used for Town programming, events and private bookings.

### 1.3.3 The Innisfil Recreational Complex (IRC)



**Figure 3: The Innisfil Recreational Complex**

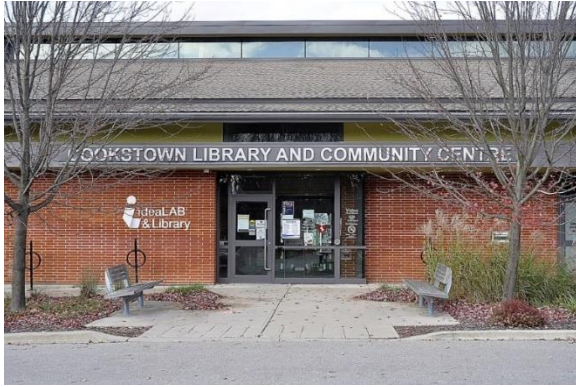
*Location:* 7315 Younge Street (Town Campus)

*Size:* 140,430 square feet

*History:* The Innisfil Recreation Complex was built in 2008.

*Programming:* The Innisfil Recreation Complex has two ice pads (the Braley and Cortellucci ice rinks). Of the three arenas in the Town, IRC is the only facility that has an ice pad frozen all year. The ice pad that is not frozen during summer is available for rent for summer activities and events. The complex also has a state-of-the-art aquatic centre, gymnasium, activity rooms, running track and fitness centre that have been run by the YMCA for the past 15 years.

### 1.3.4 The Cookstown Community Centre



**Figure 4: Cookstown Community Centre**

*Location:* 20 Church Street, Cookstown

*Size:* 120,500 square feet

*History:* The Cookstown Community Centre was constructed in 2016. It is designed and operated as a sustainable building with a LEED Silver Rating by the Canada Green Building Council.

*Programming:* The Cookstown Community Centre has a ground level banquet hall for local events. The centre can hold up to 100 people. This building also includes a 295 square metre library.

### 1.3.5 Churchill Community Centre



**Figure 5: Churchill Community Centre**

*Location:* 6322 Yonge Street, Churchill

*Size:* 5,300 square feet

*History:* The Churchill Community Centre was constructed in 1994. The hall was used as a Provincial Offenses court until 2022.

*Programming:* The Churchill Community Centre has a banquet hall with a seating capacity of 75 people. It is used for community events and can be rented for social functions.

### 1.3.6 Knock Community Centre



**Figure 6: Knock Community Centre**

*Location:* 7756 10<sup>th</sup> Sideroad

*Size:* 1,260 square feet

*History:* Initially built in 1870, the building first functioned as a one-room log schoolhouse that was rebuilt as a brick building in 1901. The brick building was the first building in Innisfil to be designated as a heritage building. It underwent a major restoration in 2006.

*Programming:* The primary tenant of the Knock Community Centre is the Innisfil Historical Society; however, the building is used for community events such as weddings, and for art and yoga classes. The building has a small kitchenette.

### 1.3.7 Cookstown Theatre



**Figure 7: Cookstown Theatre**

*Location:* 1 Hamilton Street, Cookstown

*Size:* 5,060 square feet

*History:* The Cookstown Theatre was originally constructed circa 1867 and the building was raised, with a full basement foundation, in 1920. The Cookstown Theatre is a Historic Building protected under the Heritage Act. Prior to becoming a theatre, the building served a variety of purposes, including acting as Cookstown’s town hall. Some of the few renovations to this building include a new side entrance that was added in

1972, and an interior renovation in 1976 with the addition of hardwood floors, a furnace, and a concrete floor poured in the basement.

*Programming:* The building is leased to the South Simcoe Theatre organization. It currently holds 180 people as is primarily used for theatre productions by that organization.

### 1.3.8 Innisfil Town Hall



**Figure 8: Innisfil Town Hall**

*Location:* 2101 Innisfil Beach Road (Town Campus)

*Size:* 41,270 square feet

*History:* Innisfil Town Hall was constructed in 2007.

*Programming:* Innisfil Town Hall contains community rooms, Town offices, and council chambers.

Three community rooms and the council chambers can be rented for seminars, workshops, meetings, or weddings. The meeting rooms and Council meeting room are used by Town Staff and residents, with the actual office space occupied by Town Staff.

### 1.3.9 Rizzardo Health & Wellness Centre



**Figure 9: Rizzardo Health & Wellness Centre**

*Location:* 7325 Yonge Steet (Town Campus)

*Size:* 41,000 square feet

*History:* The Rizzardo Health and Wellness Centre was constructed in 2019.

*Programming:* The Rizzardo Health and Wellness Centre provides leased space

for professional health services such as doctors, dentists, radiologists, chiropractors, mental health support. The centre also has a Pharmacy and Laboratory Services. The centre includes the Stewart and Betty Fisher Community Room that is available for rent and has a seating capacity of 20 people. The Horodynsky Community Kitchen is also used for Town programming and for rental for private events or activities.

### 1.3.10 19 Queen (Old Cookstown Library)



*Location:* 19 Queen Street

*Size:* 1,640 square feet

*History:* the original building was constructed by the Town's war veterans in 1947, as the Soldiers' Memorial Hall. The building is a single-storey structure with a partially finished basement. The 1960 Addition, which is a single-storey structure without a basement, consists of washrooms and a storage room.

**Figure 10: 19 Queen** *Programming:* The first floor is currently being used as a meeting hall for the Cookstown and District Chamber of Commerce. The basement hall is used by the charitable organization, Christmas for Kids (all year round), to store donations for their various support drives through the year.

### 1.3.11 Operations Building



*Location:* 7253 Yonge Street (Town Campus)

*Size:* 32,780 square feet

*History:* The Operations Building was constructed in 2015.

**Figure 11: Operation Building** *Programming:* The Operation Building houses the Innisfil Operations department consisting of office, meeting, and supportive spaces for leaders and front-line crew members, along with equipment, fleet vehicles, and maintenance facilities, and materials used to provide services to the community. The space is not open to the public.



### 1.3.12 Sand & Salt Dome



*Location:* 7247 Yonge Street (Town Campus)

*Size:* 50,085 square feet

*History:* The Sand & Salt Dome was constructed in 2014.

*Programming:* The facility serves as sand and salt storage and equipment storage for the Town. This is not a publicly accessible space.

**Figure 12: Salt & Sand Dome**

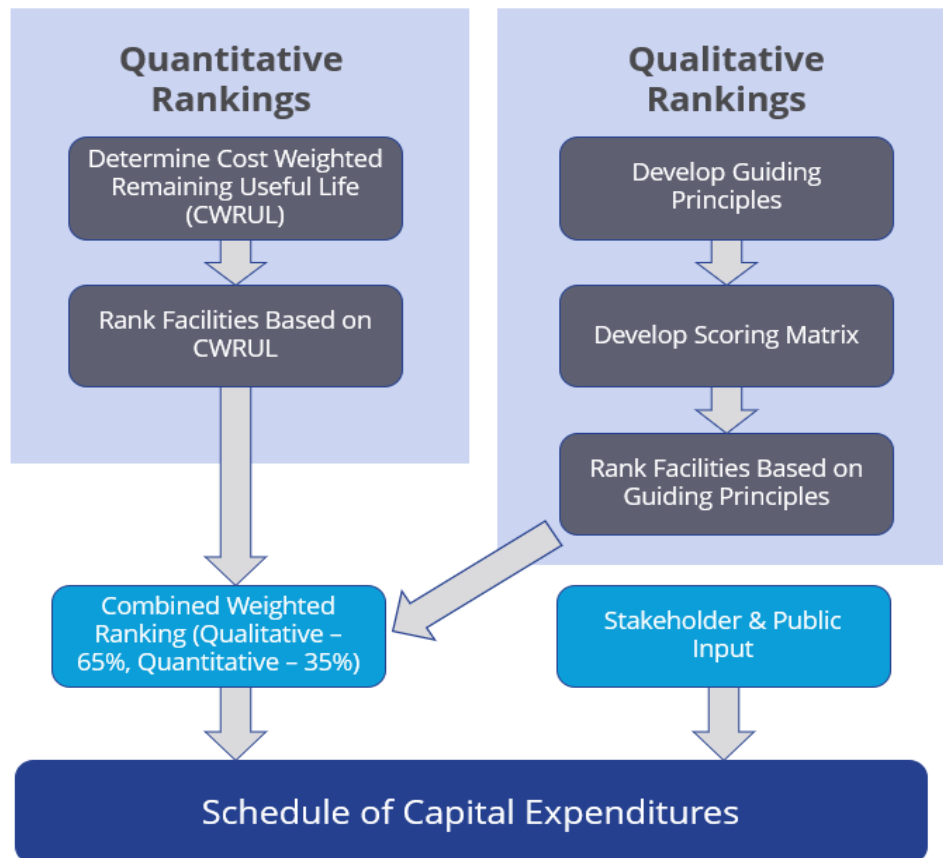
## 2.0 Methodology

This section outlines the methodology used to guide the Master Plan analysis and subsequent recommendations. All analysis is completed in section 3.0 Analysis.

The Town has finite resources to operate its facilities. To that end, the first goal of the analysis was to prioritize each building by the condition of each facility and its elements (quantitative rankings), and by how well the public/stakeholders felt the facilities served the needs of the community (qualitative rankings).

Once the quantitative and qualitative rankings were created, they were combined into an overall ranking. This ranking was used as one factor to generate the *Schedule of Capital Maintenance Projects*. Additionally, the rankings combined with input from the open house, stakeholder interviews, public survey, and insights from other master plans (e.g. the Land and Lake Plan) were used to create distinct recommendations for each facility.

Figure 13: Master Plan Methodology gives a high-level overview of how the facility recommendations in this report were reached. The following subsections give more detail about each step in the methodology.



**Figure 13: Master Plan Methodology**

## 2.1 Facility Rankings Methodology

### 2.1.1 Quantitative Ranking Methodology

This section details the steps executed for the quantitative analysis of all facilities. Facilities were ranked quantitatively in two steps:

1. Determine cost-weighted remaining useful life (CWURL); and
2. Rank facilities based on CWURL.

#### STEP 1: DETERMINE COST-WEIGHTED REMAINING USEFUL LIFE (CWRUL) FOR EACH FACILITY

Each of Innisfil’s facilities had a Building Condition Assessment (BCA) completed. These BCAs form the basis for the quantitative analysis of the twelve facilities. These reports detail each of the individual building elements (building elements are the components used in building a facility such as foundation, siding, doors, lighting, etc.), their condition, recommendation type, recommendation priority, replacement value and anticipated year of replacement. More detailed descriptions of each factor are presented in Table 4: Building Condition Assessment (BCA) Factor Descriptions.

The BCAs were completed for all assets in 2022 (aside from 19 Queen, completed in 2023). In consultation with the Town, it was assumed that there have been no updates to any building elements completed since the BCAs and therefore all building elements are included in the analysis, including those with recommendation years 2022 and 2023.

**Table 4: Building Condition Assessment (BCA) Factor Descriptions**

BCA Factor	Description
<b><i>Element Condition – all elements are scored from 1 to 5 based on their condition</i></b>	
Excellent, Good, Fair, Poor, Missing/Failed	Physical and operational condition of the element
<b><i>Recommendation Type – classification of the next step for each element</i></b>	
Engineering Study	Where a further investigation into the condition or options is required to confirm the repair/replace scope of work and the cost
Condition Based	Element requires attention based on its condition
Major Repair	Where deterioration or deficiency observed is isolated (generally less than 30% of the element), and an action is required to either ensure continued performance or to extend the service life of the element or system
Lifecycle Replacement	Element requires attention based on its age

<b>Recommendation Priority – classification of the reason for maintenance</b>	
Code Compliance and Legislative Requirement	Projects in this category are initiated to ensure that the building systems and components comply with current codes and legislation. Failure to comply may result in compliance orders, fines, lawsuits and public embarrassment
Imminent Breakdown	If left unattended, projects in this category threaten program delivery due to the imminent breakdown of critical building systems and components
Lifecycle Replacement	End of life replacement
Proactive Replacement	Projects in this category relate to proactive replacement of building systems and components at the end of their useful life (most frequently assigned priority)
Suspect Designated Substance	Element where a suspect designated substance is present
<b>Replacement Value – how much it will cost to replace/repair the element</b>	
<b>Replacement Year – when the element must be replaced/repared</b>	

Once the BCA data was finalized, the replacement value for each of the elements in each facility were summed to determine the total capital maintenance forecast for the next 30 years. After these values were determined, the Cost-Weighted Remaining Useful Life (CWRUL) was calculated per facility to rank the facilities with the goal of prioritizing maintenance efforts. This process is outlined below in Figure 14: Cost Weighted Remaining Useful Life Formula.

The CWRUL is a factor used to indicate a more accurate representation of the remaining useful life of the building by using each element condition, each element cost, and the overall facility replacement value. This provides a weighted useful life of the building and indicates whether not investment in the facility is required to prolong the useful life (i.e., a lower CWRUL value indicates that investment in the building elements is required in the near term, whereas a higher CWRUL value indicates that investment in the building elements may be required further into the buildings useful life).

$$\text{Element RUL} \times \frac{\text{Element Cost}}{\text{Facility Replacement Value}}$$

The sum of all a facility's element RULs  
= the CWRUL of the whole facility

**Figure 14: Cost Weighted Remaining Useful Life Formula**

This method was repeated for each facility.

## STEP 2: RANK FACILITIES BASED ON CWRUL

Each facility was then ranked using the CWRULs by duration from shortest CWRUL to longest as facilities with a shorter CWRUL require more attention and investment in the near term compared to those with a longer expected CWRUL.

### 2.1.2 Qualitative Methodology

In addition to the financial aspects discussed in section 2.1.1, the Town considered qualitative aspects of the facilities. Purely financial decisions do not accurately represent the needs of the Town and its residents. Therefore, guiding principles were developed to direct the discussion around the qualitative features of each facility.

Guiding principles are like signposts which help us make rational decisions about each facility and encourage sound investment. They provide a means to compare and score the facilities based on the criteria the community deems to be of public value and importance. The use of guiding principles seeks to address the imbalance of a strictly financial, condition-based approach by including non-financial attributes and requirements into the decision-making process as to where money should be spent to best serve the community as a whole.

The Guiding Principles were ranked with input from key representatives from the Town of Innisfil, the Steering Group, and Council, ensuring that each group was willing to endorse the guiding principles and approve the rankings. The Guiding Principles used for this analysis are defined in Table 5: Innisfil's Guiding Principles.

**Table 5: Innisfil's Guiding Principles**

Ranking	Title	Description
1	Amenities for Future Generations	Making provisions for flexibility and changes to how the demands of the community change over time
2	Sustaining the Services	All facilities need to support the desired community services, now and if/when the demand and requirements change as the community grows
3	Environmental Sustainability and Carbon Reduction	Facilities should be environmentally sustainable and work toward the Town's carbon reduction goals
4	Multi-Use / Multi-Functional Facilities	Designing and adapting assets / buildings so they can meet a variety of users, activities and functions
5	Modern Functionality	Being adaptable to accommodate changes in the way people interact in/with facilities
6	Smart Investment	The focused and highest-value allocation and use of funding resources for life-cycle investment planning
7	Preserving Heritage	Preserving the past protects the future; but what needs to be preserved and why?

The guiding principles were then ranked based on importance and relevance to Innisfil, and each facility was then assessed based on the scoring matrix presented in Table 6.

**Table 6: Innisfil Guiding Principals Facility Scoring Matrix**

Guiding Principles	Scoring Matrix and Definition		
	1	3	5
<b>Amenities for Future Generations</b>	Not important that this facility be able to include flexible design / construction for possible future changes.	Consideration should be given for flexibility but it is not critical.	It is critical that this facility can be adapted easily / quickly to changing use and requirements.
<b>Modern Functionality</b>	The facility does not require capacity / capability to adapt to changing social patterns.	There could be parts of the facility that require some adaptation for future possible changes.	It is critical that the facility has the capacity to be adapted / modified in space and functionality to accommodate social changes.
<b>Multi-Use</b>	The facility is a single use facility and is purpose built.	Portions / parts of the facility could be adapted for potential multi-use in the future	The facility is currently a multi-use facility and design / construction considerations should be given to enhancing the multi-use capability
<b>Preserving Heritage</b>	The facility has no heritage value.	Portions of the building could have heritage value, or it could potentially have some heritage value in the future.	The facility is a heritage building and needs to be preserved as such going forward.
<b>Smart Investment</b>	This facility is in the correct location, and is adequately designed / constructed, and should be retained as-is.	The facility is currently functional but may be adjusted as future needs and plans are developed.	This facility is incorrectly located / poorly configured and full relocation / reconstruction should be considered.
<b>Sustaining Services</b>	The facility is purpose built and meets current / future operational and community needs.	The facility largely meets current & future operational and community needs.	The facility does not meet current / projected planning and community needs and should be considered for revision.
<b>Environmental Sustainability</b>	Relatively new facility with a low-carbon footprint and aligns to the Integrated Sustainability Master Plan.	The facility is partially aligned in certain aspects with the environmental requirements of the OBC and the Integrated Sustainability Master Plan but requires upgrades.	The building is carbon intensive and does not align to the Integrated Sustainability Master Plan.

Each of the guiding principles was assigned a weight based on the rankings. The weight was calculated by dividing the sum of the ranking values (28) by the rank which is defined below.

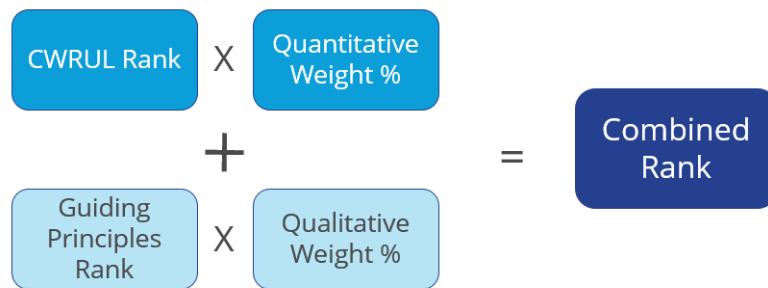
**Table 7: Weighting of Guiding Principles**

Rank	Weight Calculation	Weight
1	28/1 = 28.00	28.00
2	28/2 = 14.00	14.00
3	28/3 = 9.33	9.33
4	28/4 = 7.00	7.00
5	28/5 = 5.60	5.60
6	28/6 = 4.67	4.67
7	28/7 = 4.00	4.00

The score of each facility when compared to each guiding principle, along with the weight of each principle was then combined to provide a “modified score”. The modified score was then used to rank the facilities from a qualitative perspective.

### 2.1.3 Combined Weighted Rankings

Once the facility rankings were finalized from both the CWRUL and the Guiding Principles, the next step is to combine them. To do this a weighting percentage, which represents the importance of quantitative analysis compared to qualitative analysis, was applied to the quantitative and qualitative rankings of each facility respectively, then once added together they can be ordered into their final ranks.



**Figure 15: Combined Weighted Rankings Calculation**

## 2.2 Schedule of Capital Maintenance Projects Methodology

Once the combined rankings of all facilities were calculated, a Schedule of Capital Maintenance Projects was created. The schedule of projects includes the element, the recommended action, the year of action, and the associated costs. The schedule was created in these steps:

1. Three tiers of categories were created to allocate funding across the 30-year schedule.



2. All items with an element condition category of “3-Fair“, “4-Poor” and “5-Missing/Failed” were assigned to the Priority Spend category.
3. All items with the element condition “1-Excellent” and “2-Good” were assigned to the Second and Third Tier categories.

It is important to note some years had higher expenditures than the industry recommended 2-4% of replacement value per year. In these years, projects were moved ahead of their recommended year to spread out costs to meet the 2-4% recommendation, based on facility ranking.

**Table 8: Schedule of Capital Projects Spend Categories**

	Priority Spend	Second Tier	Third Tier
Year of completion	1 – 5	6 – 20	21 – 30
Element Condition	3-Fair, 4-Poor and 5-Missing/Failed	2-Good and 1-Excellent depending on facility ranking	2-Good and 1-Excellent depending on facility ranking

## 2.3 Operating Financial Analysis Methodology

This section details the historic analysis for the twelve facilities’ revenues and operating costs, as well as a forecast of operating costs over the next 30 years. While the historical and projected figures are considered accurate as a portfolio, there are issues with the raw data as to how costs were distributed over individual facilities. The issues with the raw data were discovered during consultations where it was reported that some operating expenses were allocated to a single or across a few facilities, as opposed to the actual facilities that should have incurred the cost. For more information about recommendations regarding these issues, see Section 4.4.9 Operating Budget Recommendations.

### 2.3.1 Historic Analysis of Operational Revenues and Expenditures

Along with the BCA data provided, operational revenues and expenditures were assessed to determine if the Town defined appropriate usage fees dependent on the facility programming and user groups. The operating financial values are highly dependent on several external factors including willingness to pay for services offered, facility age, operational efficiencies, the fact that public facilities are generally subsidized by local governments, and other factors. As a result, these budget items were treated separately and were not considered in the in-depth financial analysis and subsequent recommendations on facilities individually.

The budget line items in Table 9: Town of Innisfil Operational Revenues and Expenditures were assessed at a summary level per facility.

**Table 9: Town of Innisfil Operational Revenues and Expenditures**

Ref.	Line Item
<b>1</b>	<b>Revenues</b>
1.1	Registration & Facility Fees
1.2	User Fees, Licenses and Fines
1.3	Other
1.4	External Recoveries
1.5	Transfer from Reserve & Reserve Funds
<b>2</b>	<b>Expenditures</b>
2.1	Wages & Benefits
2.2	Materials & Supplies
2.3	Utilities
2.4	Contracted Services
2.5	Rent & Financial
2.6	Long Term Debt – Principal & Interest
2.7	Transfer to Reserve & Restricted Funds
2.8	Internal Recoveries & Transfers

The revenues and expenditures were then assessed on a cost per square foot basis (\$/sq.ft.) as is common practice in assessing the overall efficiency of space utilization within facilities and buildings due to the variations in footprint. The recommendations completed regarding operational elements is included in Section 4.3 Recommended Schedule of Capital Maintenance Projects and Forecast of Operational Expenditures.

### 2.3.2 Operating Financial Forecast

To create the operational budget financial forecast, an annual increase was applied using the actual cost increases observed in the historic analysis. This figure was applied to each facility, using base 2022 operating costs, over a 30-year period.

## 2.4 Stakeholder and Public Input

As part of the Community Engagement Process, a virtual open house was hosted, key stakeholder groups were consulted, and a public survey was administered. Table 10: Stakeholder Groups by Facility provides a list of each stakeholder group consulted.

**Table 10: Stakeholder Groups by Facility**

Facility Name	Stakeholder Group
<i>External Stakeholder Groups</i>	
Cookstown Community Centre & Library	<ul style="list-style-type: none"> <li>Innisfil Library</li> <li>Operations / Recreational Staff</li> </ul>
Cookstown Theatre	<ul style="list-style-type: none"> <li>South Simcoe Theatre</li> </ul>
Knock Community Centre	<ul style="list-style-type: none"> <li>Innisfil Historical Society</li> </ul>
Innisfil Recreational Complex	<ul style="list-style-type: none"> <li>South Simcoe Ball Hockey</li> <li>Innisfil Minor Lacrosse Association</li> </ul>

	<ul style="list-style-type: none"> <li>• Innisfil Spartans</li> <li>• Barrie Women's Hockey Association</li> <li>• Ontario Sports Management / Barrie Men's Hockey League*</li> <li>• Barrie and District Ringette Association*</li> <li>• Innisfil YMCA</li> <li>• Innisfil Minor Hockey Association*</li> <li>• Recreation Program Instructors</li> <li>• Innisfil Pro Shop</li> </ul>
South Innisfil Community Centre & Arena (Morgan Russell)	<ul style="list-style-type: none"> <li>• Lefroy Minor Hockey Association*</li> <li>• Innisfil Junior Broomball*</li> <li>• Innisfil Adult Broomball*</li> <li>• Recreational Coordinator</li> <li>• Lefroy Skating Club*</li> </ul>
Town Hall	<ul style="list-style-type: none"> <li>• Innisfil Community Events Corporation</li> <li>• Rotary Club of Innisfil</li> <li>• Operations Staff</li> <li>• ICE Corporation*</li> </ul>
19 Queen	<ul style="list-style-type: none"> <li>• Chamber of Commerce*</li> <li>• Christmas 4 Kids</li> </ul>
Stroud-Innisfil Community Centre	<ul style="list-style-type: none"> <li>• Innisfil Minor Hockey Association*</li> <li>• Stroud Curling Club</li> <li>• Stroud Seniors' Club</li> <li>• Innisfil Skating Club*</li> </ul>
<i>Internal Stakeholder Groups</i>	
All Facilities	<ul style="list-style-type: none"> <li>• Finance</li> <li>• Parks &amp; Community Spaces</li> <li>• Sports &amp; Recreation</li> <li>• Innisfil Accessibility Advisory Committee</li> <li>• Land &amp; Lakes Master Plan team</li> <li>• Placemaking Destinations Master Plan team</li> <li>• Campus Master Plan team</li> <li>• Sustainability Master Plan team</li> <li>• Orbit Secondary Plan &amp; Master Servicing Plan</li> <li>• Roads and Fleet</li> <li>• Facilities Team</li> </ul>

*\*No response received.*

The input from the open house, public survey, and the stakeholder consultations were used to get a better understanding of the relationship between the facility and the community, as well as how each facility is used and whether the facility provides adequate services for its users. The consultations were also used to better understand the financial information regarding the facilities and how user groups pay (or not) to access and use each facility. A summary from the consultations is included in section 3.4 Stakeholder Findings, the public survey results can be found in Appendix 4.

## 3.0 Analysis

This section details the analysis used to generate the recommendations. They were derived from the methodology in the previous section.

First, overall facility rankings are determined by combining quantitative and qualitative rankings. Second, a Schedule of Capital Maintenance Projects is created, summarized in a high-level table of expenditures over 30 years. Next, historic operating financial data is analysed, and future operating costs are projected. Last, major themes from stakeholder and public feedback are outlined.

### 3.1 Facility Rankings

Facilities were ranked against each other for two purposes. One is to give the Town a simple tool to see a snapshot of how each facility is performing. The second purpose is that these rankings were used as a tool to distribute capital maintenance costs so as to not exceed the recommended annual capital maintenance budget.

#### 3.1.1 Quantitative Rankings

Each facility was quantitatively ranked against each other based on their cost-weighted remaining useful life (CWRUL). The first step in the quantitative assessment was to calculate the CWRUL for each building to provide a weighted average useful life of each facility considered. The CWRUL was then used to rank the facilities.

Table 11: Facility Financial Data Summary provides a summary of the steps above, as well as some other key information relevant to each facility.

It is important to note that the Operations Building and the Sand & Salt Dome were not included in the ranking exercises. This is because these facilities are not public spaces and as a result a result their rankings have been identified as “N/A” in the following table.

**Table 11: Facility Financial Data Summary (\$[2022], 19 Queen \$[2023])**

Note: a low ranking (1) indicates a high priority facility, a high ranking (10) indicates a low priority facility.

Facility	Replacement Value	Year of Construction	CWRUL	Rank	Capital Maintenance Total
Churchill Community Centre	\$1,792,966	1994	28.06	3	<b>\$2,352,401</b>
Cookstown Community Centre	\$4,396,045	2016	41.77	8	<b>\$5,918,955</b>
Cookstown Theatre	\$1,308,210	1867	15.93	5	<b>\$1,563,835</b>
Innisfil Recreation Centre	\$33,230,976	2008	30.36	4	<b>\$39,748,974</b>
Knock Community Centre	\$792,171	1902	19.83	9	<b>\$933,478</b>
Morgan Russell Memorial Arena & CC	\$7,348,857	1971	15.42	2	<b>\$9,014,990</b>
Operations Building	\$7,081,805	2015	25.10	N/A	<b>\$8,643,160</b>
Rizzardo Health & Wellness Centre	\$10,300,041	2019	41.06	10	<b>\$11,868,687</b>
Sand & Salt Dome	\$5,965,828	2014	28.60	N/A	<b>\$7,404,622</b>
19 Queen	\$684,037	1947	8.51	6	<b>\$754,377</b>
Stroud-Innisfil Community Centre	\$10,824,507	1975	21.07	1	<b>\$16,929,921</b>
Innisfil Town Hall	\$11,070,663	2007	29.77	7	<b>\$13,310,778</b>
<b>Total</b>	<b>\$94,796,106</b>				<b>\$118,444,178</b>

This table includes all building elements included in the analysis from 2022 onward. The analysis is further refined below to exclude elements that are in excellent or good condition and are scheduled for maintenance post 2053.

**Table 12: Facilities Ranked on CWRUL**

*Note: a low ranking (1) indicates a high priority facility, a high ranking (10) indicates a low priority facility.*

Rank	Facility	CWRUL
1	19 Queen	8.51
2	Morgan Russell Memorial Arena and CC	15.42
3	Cookstown Theatre	15.93
4	Knock Community Centre	19.83
5	Stroud-Innisfil Community Centre	21.07
6	Churchill Community Centre	28.06
7	Town Hall	29.77
8	Innisfil Recreation Centre	30.36
9	Rizzardo Health & Wellness	41.06
10	Cookstown Community Centre	41.77
N/A	Operations Building	35.95
N/A	Sand & Salt Dome	43.17

### 3.1.2 Qualitative Rankings

The qualitative assessment provides a means to compare and score the facilities based on what the community deems to be of greater public value and importance.

It is important to note that the Operations Building and the Sand & Salt Dome were not included in the ranking exercises. This is because these facilities are not public spaces. The Town is currently undergoing a detailed resource planning exercise to ensure they are well positioned for the future growth of the community.

The Guiding Principles were ranked with input from key representatives from the Town of Innisfil, the Steering Group, and Council, ensuring that each group was willing to endorse the guiding principles. In this process, the guiding principle “Environmental Sustainability” was added and ranked third in importance. The Guiding Principles were assigned a weight as defined in section 2.1.2.

**Table 13: Weighting of Guiding Principles**

Rank	Guiding Principle	Weight
1	Amenities for Future Generations	28.00
2	Sustaining Services	14.00
3	Environmental Sustainability	9.33
4	Multi-Use	7.00
5	Modern Functionality	5.60
6	Smart Investment	4.67
7	Preserving Heritage	4.00

Each facility that provides public services was then scored against each guiding principle with input from fifteen knowledgeable Town Staff. The following table summarizes each facility's score when compared to each guiding principle. The table also provides a "Modified Score" which multiplies the weight of each Guiding Principle by the score defined in each cell, and then sums all values to give an overall score.



**Table 14: Facility Guiding Principles Summary**

Note: >3 indicates a high priority score, 2-3 indicates a moderate priority score, <2 indicates a low priority score

Guiding Principle	Rank	Weight	Facility Name and Scoring									
			Churchill Community Centre	Cookstown Community Centre	Cookstown Theatre	Innisfil Recreation Centre	Knock Community Centre	Morgan Russell Memorial Arena	Rizzardo Health & Wellness Centre	19 Queen	Stroud Arena	Town Hall
Amenities for future generations	1	28.00	3.70	4.00	2.70	4.30	1.70	3.10	3.50	1.00	3.80	3.10
Sustaining services	2	14.00	4.00	2.90	3.30	3.20	2.20	4.10	2.00	4.60	3.70	3.00
Environmental Sustainability	3	9.33	3.30	2.30	4.00	2.80	3.60	4.30	1.60	3.80	4.00	2.90
Multi-use	4	7.00	3.50	4.10	2.00	4.50	1.70	3.20	2.90	1.60	4.10	2.70
Modern functionality	5	5.60	3.90	4.00	2.40	3.80	1.60	3.40	3.40	2.00	3.80	3.80
Smart investment	6	4.67	3.40	2.90	3.40	2.40	1.70	3.20	2.30	4.20	3.40	2.70
Preserving heritage	7	4.00	1.90	2.30	4.10	1.40	5.00	2.30	1.20	3.00	2.10	1.40
<b>Modified Score</b>			<b>260.21</b>	<b>247.90</b>	<b>218.84</b>	<b>260.91</b>	<b>160.79</b>	<b>249.91</b>	<b>195.81</b>	<b>181.87</b>	<b>269.78</b>	<b>214.25</b>
<b>Facility Ranking</b>			<b>3</b>	<b>5</b>	<b>6</b>	<b>2</b>	<b>10</b>	<b>4</b>	<b>8</b>	<b>9</b>	<b>1</b>	<b>7</b>

The rankings for the facilities when assessed against the Guiding Principles is presented in the table below:

**Table 15: Facilities Ranked on Guiding Principles**

*Note: a low ranking (1) indicates a high priority facility, a high ranking (10) indicates a low priority facility.*

Guiding Principle Ranking	Facility
1	Stroud-Innisfil Community Centre
2	Innisfil Recreation Centre
3	Churchill Community Centre
4	Morgan Russell Memorial Arena & CC
5	Cookstown Community Centre
6	Cookstown Theatre
7	Town Hall
8	Rizzardo Health & Wellness
9	19 Queen
10	Knock Community Centre

### 3.1.3 Combined Rankings

Evaluating the facilities against the Guiding Principles results in an informed ranking based purely on qualitative assessment. To rank the facilities using both quantitative and qualitative factors, the CWRUL and a weighting must be applied. In consultation with Town representatives, residents, and user groups, the qualitative factors were determined to be of greater importance to the Town of Innisfil than the quantitative inputs (i.e., financial data). The weighting used for Innisfil's facilities was the following:

- Quantitative (i.e., financial): 35%
- Qualitative (i.e., non-financial) : 65%

The table below summarizes the combined ranking order of the facilities using the weighting above (without the Operations Building or Sand & Salt Dome).

**Table 16: Combined Facility Ranking**

*Note: a low combined ranking (1) indicates a high priority facility, a high ranking (10) indicates a low priority facility.*

Facility	Guiding Principle Ranking	CWRUL Ranking	Combined Ranking
Stroud-Innisfil Community Centre	1	5	1
Morgan Russell Memorial Arena & CC	4	2	2
Churchill Community Centre	3	6	3
Innisfil Recreation Centre	2	8	4
Cookstown Theatre	6	3	5
19 Queen	9	1	6
Cookstown Community Centre	5	10	7
Town Hall	7	7	8
Knock Community Centre	10	4	9
Rizzardo Health & Wellness	8	9	10

## 3.2 Schedule of Capital Maintenance Projects

Now that the facilities have been assessed both quantitatively and qualitatively, a Schedule of Capital maintenance Projects was created as per the methodology. The complete Schedule can be found in Appendix 2. Table 17: Summary of Schedule of Capital Maintenance Projects gives an overview of spending over the next 30 years by spend category. Note, this schedule of capital maintenance projects does not include funds for new or disposed facilities. Table 21 in section 4.1.2 provides a perspective if new facilities are constructed to replace Stroud and Morgan Russell, and a disposition of 19 Queen.

**Table 17: Summary of Schedule of Capital Maintenance Projects**

*Note: a low ranking (1) indicates a high priority facility, a high ranking (10) indicates a low priority facility.*

Facility	Rank	Priority Spend (0- 5 Years)	Second Tier (6-20 Years)	Third Tier (21-30 Years)
Stroud-Innisfil Community Centre	1	\$6,908,459	\$6,204,277	\$3,112,810
Morgan Russell Memorial Arena & CC	2	\$2,653,515	\$2,277,812	\$3,662,477
Churchill Community Centre	3	\$592,850	\$630,076	\$247,975
Innisfil Recreation Complex (IRC)	4	\$5,222,960	\$13,609,441	\$7,117,020
Cookstown Theatre	5	\$465,659	\$742,981	\$263,304
19 Queen	6	\$228,028	\$520,904	\$5,445
Cookstown Community Centre	7	\$209,567	\$649,129	\$1,120,755
Town Hall	8	\$2,347,514	\$3,135,948	\$3,421,968
Knock Community Centre	9	\$27,600	\$791,414	\$83,921
Rizzardo Health & Wellness Centre	10	-	\$2,370,202	\$1,637,175
Operations Building	N/A	\$40,940	\$2,440,382	\$1,425,166
Sand & Salt Dome	N/A	-	\$1,939,775	\$1,025,909
<b>Total projected Maintenance Capital Cost</b>		<b>\$18,697,092</b>	<b>\$35,312,341</b>	<b>\$23,123,925</b>
<b>GRANT TOTAL</b>				<b>\$77,133,357</b>

### 3.3 Operating Financials

#### 3.3.1 Historic Analysis of Operating Financial Data

Operational revenues and expenditures were assessed to determine if the Town defined appropriate usage fees dependent on the facility programming and user groups. The operating financial data is highly dependent on several external factors including willingness to pay for services offered, facility age, operational efficiencies, the fact that public facilities are generally subsidized by the local government entity, and other factors.

In conducting a review and analysis of the facilities operating budget some notable insights were observed such as:

- the distribution of operational expenses across facilities;
- static revenues year-over-year; and
- Significant operating cost escalations since 2012.

The following graph provides an overview of all expenses (above the 0 line – treated as positive) and all revenues (below the 0 line, treated as negative) across the twelve facilities from 2012-2022:

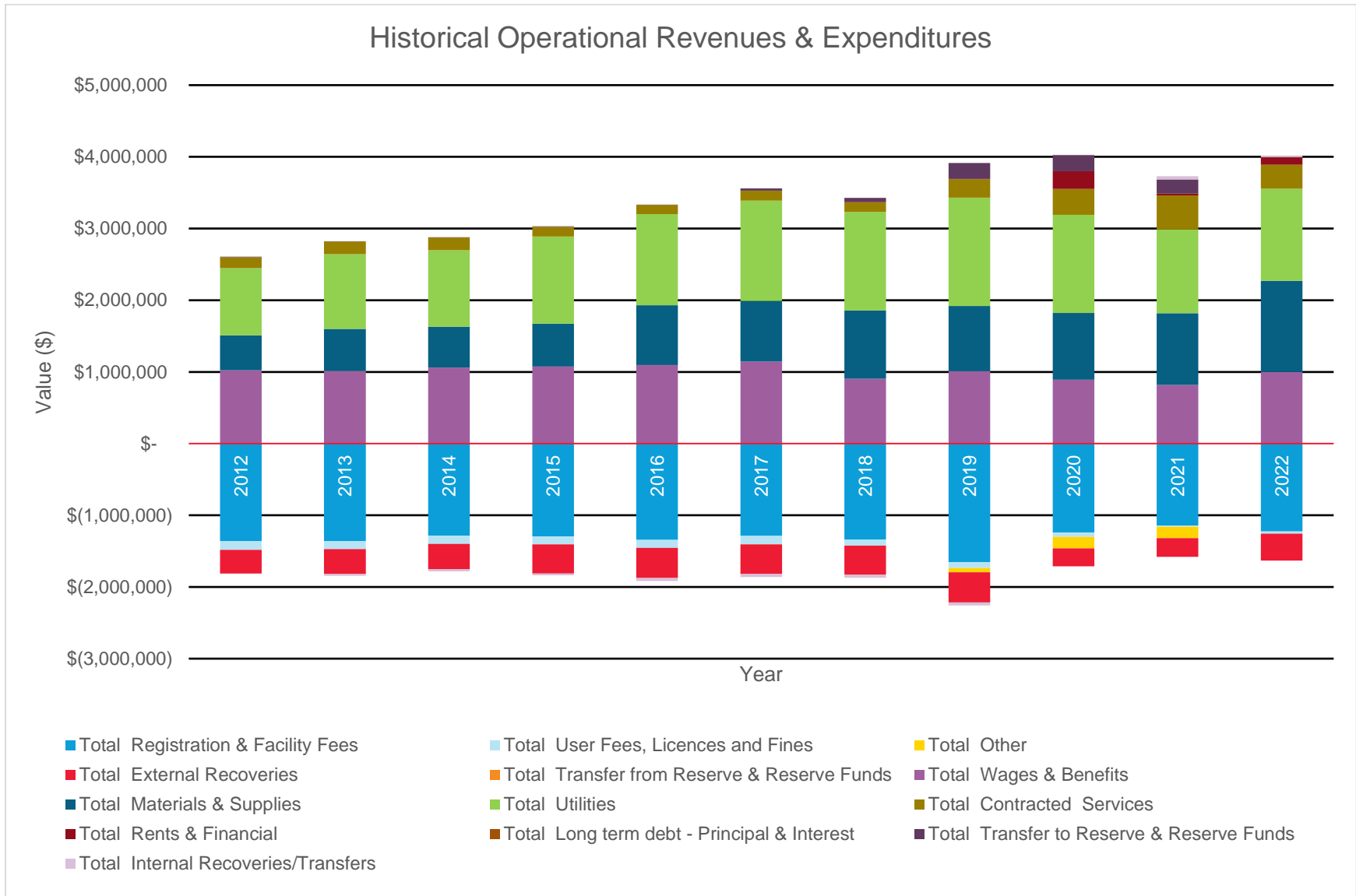


Figure 16: Innisfil Facility Expenses and Revenues

From this graph, the key findings from the past 12 years are:

- Accounted revenue has not increased, and real revenue has decreased due to inflation, whereas operating expenditures have increased. This contributes to the annual operating deficit which has increased by 298%.
- There have been significant increases in the costs of material & supplies (162%) and utilities (37%) which are creating pressures on facility operating budgets.
- Long term debt (principal & interest) repayments have decreased by 26% which may indicate that insufficient capital investments and repairs are being made within the facility portfolio.

A key consideration around revenues and user fees is that they are primarily set based on the rates of surrounding municipalities. Additionally, Municipal governments traditionally subsidize recreational facilities because of their expense and because of a philosophy about making health and wellness facilities available to all members of the community.

Recommendations on operating practices, including budgetary items, are included in section 4.4 Operating Practice Recommendations.

### 3.3.2 Operating Financial Forecast

A projection of operating costs was created for the next 30 years. To create the operating financial forecast, multiple forecast methodologies were applied on a per facility per line-item basis to determine the most appropriate methodology. The methodology was applied over a 30-year period. This projection is summarized in Figure 17: Operating Financial Forecast.

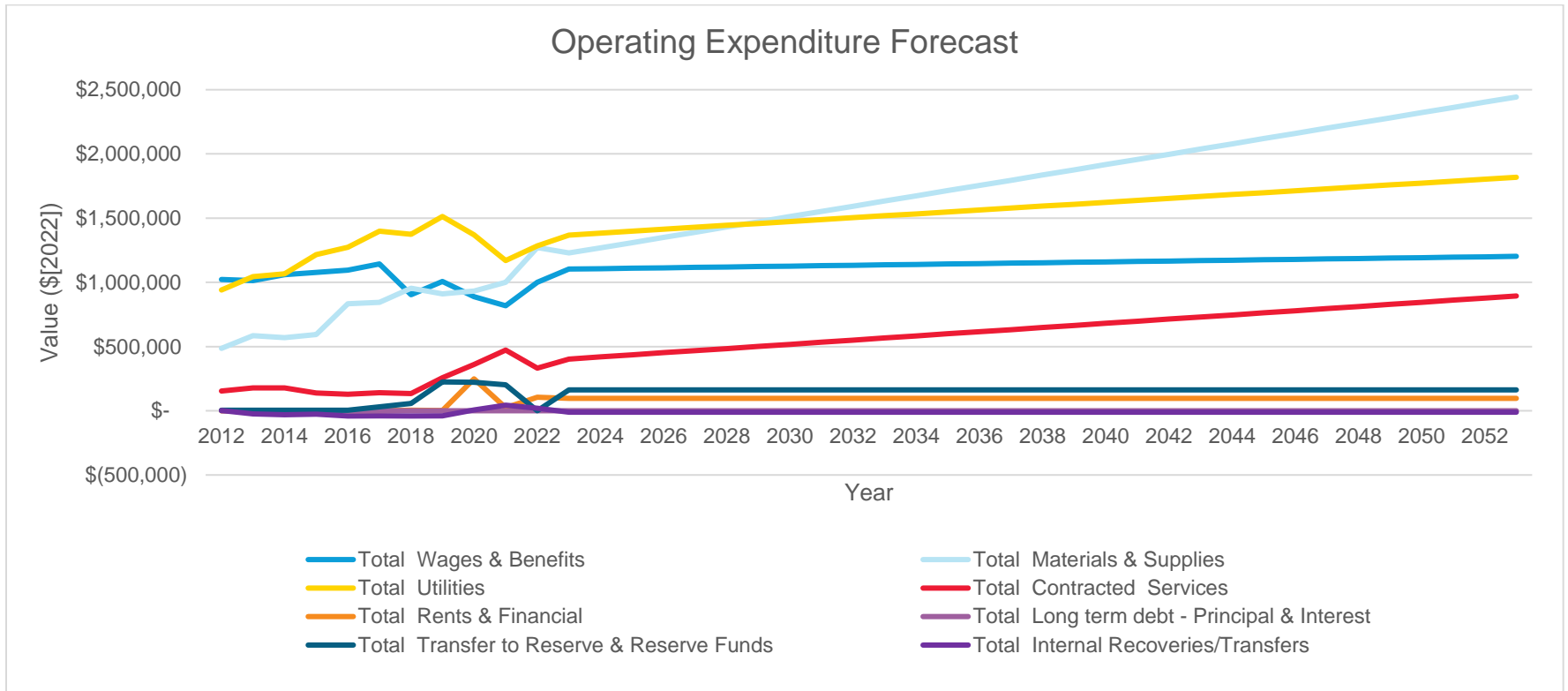


Figure 17: Operating Financial Forecast



As shown in the table above, the operational expenditures continue to increase significantly throughout time. An important thing to note is that the chart above does not include the effects of future inflation, which will exponentially increase all values throughout time. A complete forecast of expenditures, along with the forecasting methodologies used per operating expenditure can be found in Appendix 2, Tabs 4 and 5.

### 3.4 Stakeholder Findings

From the 28 interviews, open house, and public surveys conducted, several key themes emerged. Detailed stakeholder notes by facility are indicated in Appendix 1: Facility Overviews & Stakeholder Feedback. It is important to note that the stakeholder opinions shared through discussion may not reflect the Town's opinions or the official opinions of any local group(s).

Themes	Implications
<i>Town Integration vs. Walkable Communities</i>	There will be a financial impact with the addition of facility assets to achieve the objectives of integration and walkable communities.
<i>Timing of rink availability</i>	There is currently insufficient ice available to service demand, and population growth will only add to these pressures.
<i>A vocal curling community</i>	Recent data regarding club membership indicates that there has been an increased demand since covid, and therefore the demand for curling in the community will persist. Careful consideration and consultations will be required for any potential changes to the facility.
<i>Positive but cautious attitudes towards raising membership rates/fees</i>	The Town could progressively increase membership rates/fees, but it would have to be methodical to not lose residents who currently utilize local services.
<i>Desire for more multi-use space</i>	A balance will have to be found between financial investments and achieving community service expectations.
<i>Concerns about accessibility of older facilities</i>	Accessibility investments will be need to be carefully considered in conjunction with other facility investment requirements.
<i>More storage required</i>	A balance will have to be found between financial investments and achieving community service expectations.
<i>Some facilities feel outdated/tired</i>	Deferred capital maintenance costs should be addressed on a prioritized basis per the capital requirements identified in the building condition assessments.

***Town Integration vs. Walkable Communities:*** Each settlement area within Innisfil has its own community space, and there is considerable resistance among stakeholders to the idea of consolidating services in a central location. There will be a financial impact with the addition of facility assets to achieve the objectives of integration and walkable communities.

**Timing of rink availability:** there are three facilities totaling 4 rinks / ice pads that offer ice time to residents. Several local user groups and residents commented that prime time ice (Monday to Friday after 5pm, All Day Saturday and Sunday) is allocated to non-local user groups and public skating tends to be bumped in favour of use by hockey / ringette leagues. The Town's actual ice allocation policy prioritizes use by local groups. Out-of-town user groups may apply for ice after local groups have had ice assigned. For ball hockey leagues, there is no space within Innisfil for them to run their leagues in the winter even though they could be running year-round. There is currently insufficient ice available to service demand, and population growth will only add to these pressures.

**A vocal curling community:** the Stroud Curling Club has a vested interest in the Stroud-Innisfil Community Centre, not only due to the services provided at and a sentimental connection to the facility, but because the Club was also initial investors, providing funding when the arena was built. The club engages residents of all ages and uses the facility year-round by running a cornhole league in the summer. The club is a passionate group who believe curling is a necessary service in Innisfil. Recent data regarding club membership indicates that there has been an increased demand since covid, and therefore the demand for curling in the community will persist. Careful consideration and consultation will be required for any potential changes to the facility.

**Positive but cautious attitudes towards raising membership rates/fees:** depending on the service, certain stakeholders indicated that Innisfil offers the cheapest service when compared to surrounding municipalities. For ice rinks, the municipality performs a jurisdictional scan to determine their cost of service which is generally in the middle. The Town could progressively increase membership rates/fees, but it would have to be methodical to not lose residents who currently utilize local services.

**Desire for more multi-use space:** senior spaces, spaces for summer camps, and spaces for small community events were all cited as having limited adequate space. A balance will have to be found between financial investments and achieving community service expectations.

**Concerns about accessibility of older facilities:** As several facilities are over 45 years old, they were not necessarily built to be accessible to all members of the public, including those who would like to use the service but are unable due to physical barriers. Accessibility investments will need to be carefully considered in conjunction with other facility investment requirements.

**More storage required:** across all facilities, there was a common theme that more storage is required. Examples included space for chairs and tables, theatre production equipment and sets, charity resources, and storage for municipal assets such as trucks. A balance will have to be found between financial investments and achieving community service expectations.

**Some facilities feel outdated/tired:** Several stakeholders spoke of facilities feeling tired and outdated. Even some of the newer facilities, such as the IRC, see vandalism and some have older aesthetic work (worn-out paint) which make them less appealing to residents. Deferred

capital maintenance costs should be addressed on a prioritized basis per the capital requirements identified in the building condition assessments.

### 3.5 Facility-Related Commentary from other Master Plans

Other documents, Master Plans, and related interviews were considered as part of the Master Plan analysis. Key findings are indicated in the table below.

Plan	Relevant Recommendations
<a href="#">Civic (Town) Campus Master Plan</a>	<ul style="list-style-type: none"> <li>• Allocation of space for a 30% expansion in the Rizzardo building.</li> <li>• The Plan will seek alignment and consistency across master plans.</li> <li>• Potential community hub development for cultural and social activities.</li> </ul> <p><i>Note: this information is only based on the Town Campus Master Plan interview conducted since the written Plan is not yet complete.</i></p>
<a href="#">Innisfil ideaLAB &amp; Library Master Plan 2021-2051</a>	<ul style="list-style-type: none"> <li>• The Stroud Branch inside of the Stroud-Innisfil Community Centre does not effectively support the library's goals. They would prefer a stand-alone facility.</li> <li>• The Cookstown Branch has been flagged for improvements, but none of them affect the layout of the building.</li> </ul> <p><i>Note: the CEO of Innisfil ideaLab &amp; Library was also interviewed.</i></p>
<a href="#">Land and Lake Plan</a>	<ul style="list-style-type: none"> <li>• There are multiple recommendations for outdoor pickleball space. These recommendations could potentially be offset by some indoor pickleball space.</li> <li>• There are 224 recommendations in the Plan, separated into 5 areas and identifies 305 projects for parks and trails.</li> <li>• One question in the stakeholder feedback asked if respondents thought new/expanded indoor facilities were needed in the Town. Of the 41% of respondents who said yes, 63% thought a new ice pad was needed, 55% thought a new gymnasium was needed, 45% thought indoor playing fields were needed, and 42% thought multipurpose program space was needed.</li> <li>• One of the recommendations from the report was an outdoor ice pad at Morgan Russell.</li> <li>• The following investigations were outlined to be included in the Facilities Master Plan: <ul style="list-style-type: none"> <li>○ Studio space</li> </ul> </li> </ul>

- 
- Indoor youth space
  - Arts studio space
  - Dedicated preschool programming space
  - Gymnasium
  - Dedicated social programming space for seniors.
  - The report outlines that it is estimated that the town will need three new ice pads by 2051, and the earliest a new ice pad will be required is by the time the population hits 55,450 people. This is predicted to be in 2034.

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[Culture Master Plan](#)

- The plan states that the Town should explore strategies to improve access to existing under-utilized spaces for the creation, planning, development, and presentation of cultural initiatives.

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[Hewitt and Salem Mixed-Use Recreation Centre and Library Conceptualization Study](#)

- The envisioned upcoming Hewitt Community Centre in Barrie South is set to be built by 2027.
- This plan may negatively impact the number of users of a potential new ice pad in north Innisfil.

*Note: the General Manager of Community and Corporate Services at the City of Barrie was also interviewed.*

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[Orbit Secondary Plan](#)

- This plan speaks to the potential development of a transit-oriented community. The plan's defined target area does not include any of 12 facilities included in this plan.
-

## 4.0 Recommendations

This section covers recommendations by facility, and recommendations for future facilities and major renovations.

### 4.1 Recommendations by Facility

#### 4.1.1 Stroud-Innisfil Community Centre and Morgan Russell Memorial Arena and Community Centre

The Stroud-Innisfil Community Centre and Morgan Russell Memorial Arena and Community Centre have similar uses and both facilities have reached their end of life. As these facilities offer similar services to the public and are in similar condition, their recommendations have been combined.

##### Stroud - Innisfil Community Centre

The Stroud-Innisfil Community Centre has been in operation for nearly 50 years and the arena has become a staple for the community and is known to have “the best ice in town”. Users expressed the need for retaining (and potentially expanding) community space as essential in the future.

Keeping Stroud’s programs available to the community while maintaining building operations will become increasingly difficult as the building ages and the community’s population grows. Due to the age and previous maintenance of the facility, it is in need of an overall refresh. This includes cosmetic items and major equipment replacement.

In the combined quantitative/qualitative rankings, Stroud was the lowest performer. The age of this facility and the minimal upgrades that this facility has had over the years makes it in need of major renovations or replacement. **The estimated cost of upgrades is valued at over \$14 million. However, the cost of replacement is significantly less with a value of approximately \$10.8 million** (see section 4.1.2 for a cost breakdown).

##### Morgan Russell Memorial Arena and Community Centre

The functionality of Morgan Russell has made it an anchor to the community since the facility’s opening in the nineteen seventies. The main users of this facility are Innisfil residents which account for 90% of facility usage. Based on user feedback and Innisfil staff consultations, adding to the programs offered in Morgan Russell will be vital as the community continues to grow. A comment from the community as a whole, but which is particularly relevant to south Innisfil was the need for an additional ice pad in the Town. In reviewing utilization rates, it was observed that all winter ice pads in Innisfil are at a minimum 70% prime time ice usage over the course of 2017-2021.

Besides the need for expanded programs and services, a challenge the facility faces as it ages is the increasing cost of maintenance. For context, since the buildings construction in 1971, it has only had one extension on the north end that was constructed in 1974. The extension

included the addition of an ice rink. After the extension minimal updates were made to the facility until 2023 when the Lefroy Refresh project was undertaken and over \$500,000 was invested in building improvements. Examples of those improvements include:

Location	Details
Banquet Hall	remove and reinstall the asbestos filled floor tiles
	remove all old-style cabinets from kitchen replace with stainless steel sinks and counters along with painting of full kitchen
	remove all old-style cabinets from bar replace with stainless steel sinks and counters along with painting of full bar
	new windows that now open for ventilation
	removal of old stage
	new floor tiles in elevator hallway
	replace damaged ceiling tiles
	new led bulb lighting throughout the banquet hall
Rink	new Dasherboards installed in 2022
	new heater in the timekeeper's box
	new roof on timekeeper's box
	new paint job on all rink walls changing the colour scheme from white, blue and red to white and blue
Change Rooms	6 change rooms and 1 referee room. full painting of rooms, in the washrooms new sinks and toilets along with tiling and faucets for the showers.
	all change rooms have LED fixtures and rooms 1-4 new LED lighting fixtures in washrooms
Lobby	all new LED bulbs lighting
	new cladding and back rails on all benches
	new AODA approved accessibility viewing ramp
	full paint job in lobby
	new accessible button operated double doors to lobby
	replace damaged ceiling tiles upgrade fire panel to ULC
Washrooms on Main floor (X3)	all new toilets
	all new lighting
	all new paint
Compressor Room	replacement of the brine pump and chiller
Misc	upgrades to our access system, front door, electrical room and compressor room doors have our fob system.
	replacement of scoreboard 2022
	install new electronic dressing room board replacing the old system chalk board

**Figure 18: Summary of Morgan Russell Improvements**

As the facility ages more renovations will be required and the cost to maintain the existing systems will increase.

In the combined quantitative/qualitative rankings, Morgan Russell was the second lowest performer. **The cost to replace the facility is estimated to be over \$7.0 million while the cost for upgrades is valued close to \$9.0 million** (see important note regarding replacement costs below\*).

**Recommendations**

Based on the quantitative analysis alone and given the similar uses and decommissioning dates of these facilities, the recommendation for these facilities would conventionally be to demolish and construct a larger, modern facility. This facility would combine and expand uses and would be constructed in a carefully selected location in the municipality.

Based on stakeholder and public input, typical recommendations have shifted. The “community of communities” reputation in Innisfil was highlighted in stakeholder consultation, specifically the desire to have a hub of activity in each sub-community. Considering qualitative information derived from the consultations and guiding principles, at this stage it is recommended that Stroud and Morgan Russell be demolished and rebuilt on the same property with similar functions. A business case is recommended before investing in this recommendation (see section 4.2 Future Facilities and Major Renovations).

	Stroud	Morgan Russell
Assumptions	For both facilities, the Town will maintain all current uses with additional changeroom space, and some additional community space / gym space serving teens, seniors, and programming. Specific details relating to spatial programming (e.g., library, curling, additional uses), and requirements derived from other master plans, can be reassessed during the feasibility study phase, with particular attention to Barrie's Annex Land/ Hewitt Community Centre Plans (for Stroud) and the ORBIT (for Morgan Russell).	
Summary of Recommendation	Demolish and rebuild on the same property with the same uses (including the curling club and library) with the addition of a multi-purpose space, additional and improved change rooms, and added storage.	Demolish and rebuild on the same property with the same uses including, additional community space, additional and improved change rooms, and added storage.
Contributing Analysis	<ul style="list-style-type: none"> <li>- Multi-purpose gym was a recommendation from the Land and Lakes Plan</li> <li>- Several outdoor pickleball facilities were indicated as recommendations in the Land and Lakes plan. An indoor facility which would be accommodated in the multi-purpose gym would satisfy part of this recommendation.</li> </ul>	<ul style="list-style-type: none"> <li>- Additional rinks were requested by all hockey and ice associations interviewed.</li> <li>- One additional ice pad for the Town aligns with the analysis completed in the Land and Lakes Plan.</li> <li>- The ice pad was included here instead of Stroud given the new arena scheduled to be</li> </ul>

	<ul style="list-style-type: none"> <li>- Several community groups and the Land and Lakes Plan requested multi-purpose gym space.</li> <li>- The Innisfil ideaLab &amp; Library Master Plan recommended that the library space in this building be repurposed, and a new stand-alone library should be built in alignment with the Village Common strategy; this will be considered, and additional liaison with the library undertaken, during the recommended business case.</li> </ul>	<p>constructed in South Barrie, very close to Stroud (Hewitt Community Centre).</p>
Benefits	<ul style="list-style-type: none"> <li>- Operational costs will be manageable for the long-term (not over-designing)</li> <li>- Full upgrade of the facility (including increased accessibility)</li> <li>- New space that can be used by seniors' associations, camps, arts, and other community groups. The space will be large enough to function as a multipurpose gym which can include up to four indoor pickleball courts.</li> <li>-The space that is currently used by the library can be repurposed as an additional community room and arts space.</li> </ul>	<ul style="list-style-type: none"> <li>- Operational costs will be manageable for the long-term (not over-designing).</li> <li>- Full upgrade of the facility (including increased accessibility).</li> <li>- A new ice pad that can be used by the local skating and hockey associations. Since it is far from Barrie's proposed Hewitt Community Centre in Barrie south, it is expected that an additional rink will be well utilized in the long term.</li> </ul>
Drawbacks	<ul style="list-style-type: none"> <li>- The construction laydown area will have impacts to facility operations. The construction phasing should be considered in a detailed business case so that operations of the ice and curling facility can be maintained.</li> <li>- The potential for more consolidated, financially-efficient services for the community may not be obtained.</li> </ul>	<ul style="list-style-type: none"> <li>- The construction laydown area will have impacts to facility operations.</li> <li>- The potential for more consolidated, financially-efficient services for the community may not be obtained.</li> </ul>

**Figure 19: Summary of Stroud and Morgan Russell Recommendations**



### Timeline and Costs for Implementation

	Stroud		Morgan Russell	
	Timeline	Cost	Timeline	Cost
Business Case	2024	\$50,000	2024	\$50,000
Design	2025 – 2026	\$1,764,000	2029 – 2030	\$1,168,580
Demolition	2026 – 2027	\$1,023,508	2029 – 2030	\$943,700
Construction*	2027 – 2028	\$13,646,774	2031 – 2032	\$12,582,662
Total		\$16,484,282		\$14,744,941

**Figure 20: Timeline and Costs for Stroud and Morgan Russell Recommendations**

#### \*Important Note Regarding Replacement Costs

Although the BCAs indicate the replacement value of the facilities, these estimates are likely low given the construction industry cost escalations seen over the last few years.

The replacement value for Stroud indicated in the BCA is \$10.8 million. The Altus Group provides updated industry construction costing estimates for various facilities, including recreational facilities. **An Altus Group estimate indicates that \$26.2 million to 32.0 million is a more likely estimate in 2023.** Similarly, for Morgan Russell, the BCA indicates the replacement value is \$9.0 million. **An Altus Group estimate indicates that \$17.4 million to 21.2 million is a more likely estimate in 2023.** The Altus Group estimates are based on building size and location.

Despite the large discrepancy in replacement costs, Colliers believes the recommendation remains sound. Just as costs have inflated since the BCA was conducted for the replacement value, costs have also inflated for costs of upgrades. Given that the replacement cost is lower than the cost of upgrades, the recommendation to rebuild remains. A business case including technical and financial feasibility should be prepared to ensure cost estimates are accurate for budgeting and approvals.

- The Stroud-Innisfil Community Centre and Morgan Russell Memoria Arena and Community Centre should adopt the capital expenditure plan.
- Undertake a Business Case that contemplates demolishing and rebuilding the Stroud-Innisfil Community Centre on the same property with the same uses including the addition of community and storage space.
- Undertake a Business Case with the intent to demolish and rebuild the Morgan Russell Memorial Arena and Community Centre on the same property with the same uses including the addition of one ice pad, added storage, viewing hall, change rooms and maintenance rooms.

#### 4.1.2 Updated Financial Analysis to Include Facility Recommendations

As stated in Section 4.1.1 and 4.1.2, it is recommended that Stroud and Morgan Russell be replaced with the following additions:

- Stroud:
  - Like-for-like replacement; and
  - Additional community space and storage room - 7,600 sq.ft. (26% increase in facility gross area).
- Morgan Russell:
  - Like-for-like replacement; and
  - Additional arena including an ice surface, viewing hall, 4 storerooms, 7 change rooms, Ice Resurfacer room and Compressor room – 18,183 sq.ft. (71% increase in facility gross area).

### Replacement Cost Estimates & Schedule

The functional programming<sup>1</sup> increase above is based off the current floor plans of the two facilities, as well as the specified space use. Using the replacement value and total facility square feet, the additions to the facilities were estimated based on an average cost per square foot to be the following:

**Table 18: Updated Estimated Capital Cost of Facility Replacement \$[2022]**

	Stroud-Innisfil Community Centre	Morgan Russell Memorial Arena & Community Centre
Current Facility Space (sq.ft.)	50,400	33,388
Replacement Value	\$10,824,507	\$7,348,857
Additional Space Cost	\$2,822,267	\$5,233,805
<b>Updated Replacement Value Estimate</b>	<b>\$13,646,774</b>	<b>\$12,582,662</b>

It is important to note that there have been significant cost increases since the replacement values included in the BCAs were estimated in 2022. The current replacement value of the existing facility and estimated additional costs could be upwards of 50% greater. Despite the potential large discrepancy in replacement costs, Colliers believes the recommendations remain sound. Just as costs have inflated since the BCA was conducted for the replacement value, costs have also inflated for building element upgrades.

Now that the updated replacement value has been established, the following assumptions were made to estimate all costs associated with the replacement of the two facilities:

- A business case is to be completed to further investigate the viability and functional programming of the two facilities;
- The business case's will be completed throughout 2024 by a third-party for a fee of approximately \$100,000;

<sup>1</sup> An architectural functional program ("functional program") describes the requirements for which a building must satisfy to support and enhance hum activities. It documents and defines spatial allocation requirements by facility function to determine the overall facility sizing for design and costing.

- Services continuity is required for one of the two facilities and therefore the demolition and construction of the two facilities will be staggered with prioritization based on combined rank;
- Demolition of the current facilities and design of the new facilities will occur from 2025-2027 for Stroud, and 2029-30 for Morgan Russell;
- Demolition costs are estimated to be 35 \$/sq.ft. (+/- 40%);
- Design costs are not included in replacement value and are approximately ~7.5% of the updated replacement value;
- Project Management, site surveying, geotechnical survey, environmental assessment, furniture, fixings and equipment and other site fees are included in replacement value;
- Construction is assumed to occur in 2027-2028 for Stroud, and 2031-32 for Morgan Russell. Costs are distributed 60% in year 1 of construction, 40% in year 2; and
- All values are in \$[2022] and exclude escalation.

The following tables provide the schedule of expenditures relating to the replacement of the two facilities.

**Table 19: Capital Cost Estimate of Stroud Replacement (\$[2022])**

Line Item	2024	2025	2026	2027	2028
Business Case	\$50,000	-	-	-	-
Design	-	\$511,754	\$511,754	-	-
Demolition	-	-	\$882,000	\$882,000	-
Construction	-	-	-	\$8,188,064	\$5,458,709
<b>Total</b>	<b>\$50,000</b>	<b>\$511,754</b>	<b>\$1,393,754</b>	<b>\$9,070,064</b>	<b>\$5,458,709</b>

**Table 20: Capital Cost Estimate of Morgan Russell Replacement (\$[2022])**

Line Item	2024	2025-28	2029	2030	2031	2032
Business Case	\$50,000	N/A	-	-	-	-
Design	-	N/A	\$471,850	\$471,850	-	-
Demolition	-	N/A	\$584,290	\$584,290	-	-
Construction	-	N/A	-	-	\$7,549,597	\$5,033,065
<b>Total</b>	<b>\$50,000</b>	<b>N/A</b>	<b>\$1,056,140</b>	<b>\$1,056,140</b>	<b>\$7,549,597</b>	<b>\$5,033,065</b>

#### Capital Maintenance Estimates

As both Stroud and Morgan Russell are recommended to increase their programmable space, it is assumed that the capital maintenance costs will change due to both the increase in size and advancement of building systems and materials. As the industry standard is to spend 2-4% of

the replacement value per year on capital maintenance costs, it was assumed that the capital maintenance costs is 2% of the updated replacement value per year.

In addition to these two facilities, it was also recommended in section 4.2.10 that 19 Queen be sold which means that there would be no capital maintenance costs associated with this facility.

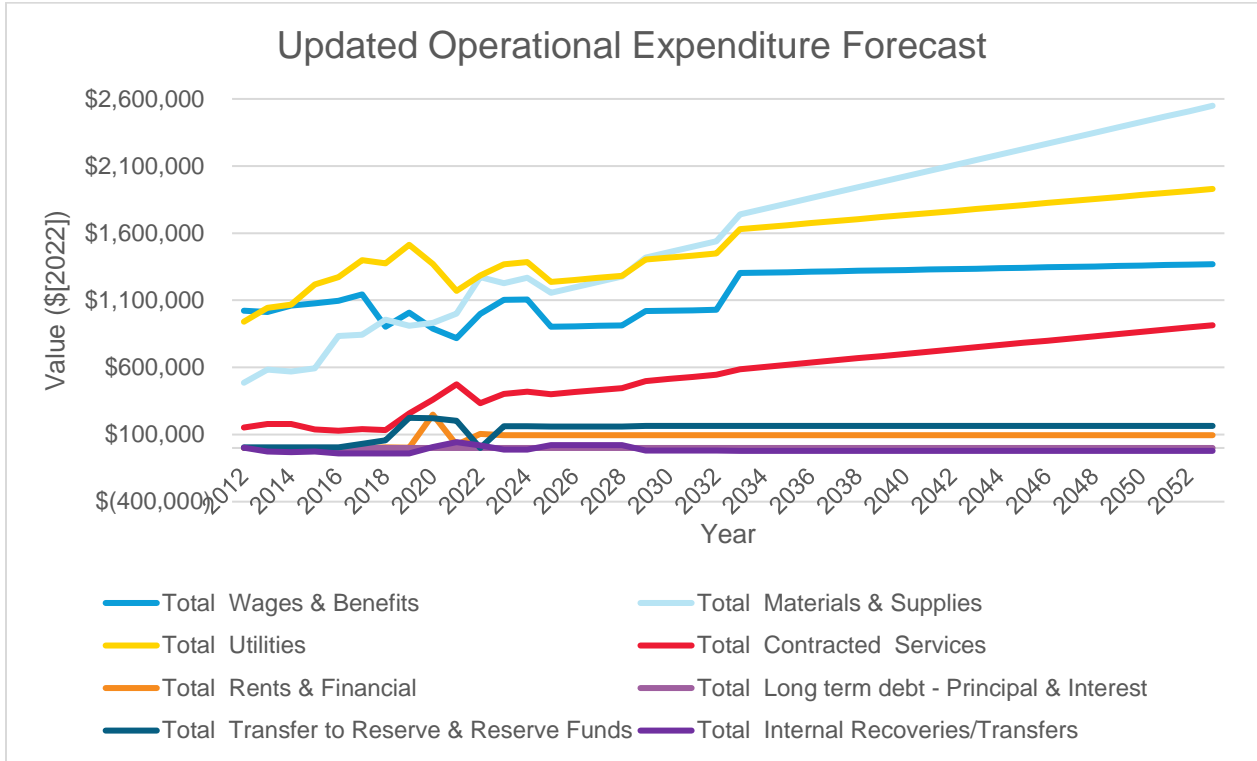
Considering the changes to Stroud, Morgan Russell and 19 Queen, the following table provides a summary of the updated capital maintenance costs for all facilities:

**Table 21: Financial Summary of Design, Demolition, Construction of New Facilities and Capital Maintenance Projects for Maintaining Facilities (\$[2022], 19 Queen \$[2023]) Including Recommendations**

Facility	Rank	Priority Spending (0- 5 Years)	Second Tier (6-20 Years)	Third Tier (21-30 Years)
Stroud-Innisfil Community Centre	1	\$23,457,192	\$6,039,961	\$4,026,640
Morgan Russell Arena & CC	2	\$50,000	\$20,552,002	\$2,993,579
Churchill Community Centre	3	\$592,850	\$630,076	\$247,975
Innisfil Recreation Complex (IRC)	4	\$5,222,960	\$13,609,441	\$7,117,020
Cookstown Theatre	5	\$465,659	\$742,981	\$263,304
19 Queen	6	-	-	-
Cookstown Community Centre	7	\$209,567	\$649,129	\$1,120,755
Town Hall	8	\$2,347,514	\$3,135,948	\$3,421,968
Knock Community Centre	9	\$27,600	\$791,414	\$83,921
Rizzardo Health & Wellness Centre	10	-	\$2,370,202	\$1,637,175
Operations Building	N/A	\$40,940	\$2,440,382	\$1,425,166
Sand & Salt Dome	N/A	-	\$1,939,775	\$1,025,909
<b>Total projected Maintenance Capital Cost</b>		<b>\$32,414,282</b>	<b>\$52,901,311</b>	<b>\$23,363,413</b>
<b>GRANT TOTAL</b>				<b>\$108,679,006</b>

#### Operational Forecast Estimate Updates

Like the capital maintenance estimates, the operational revenues and expenditures will also change. It is estimated that the operational revenues and expenditures proportionally to the increase in facility space and therefore there will be an increase of 26% for Stroud-Innisfil Community Centre, and 71% for Morgan Russell Memorial Arena & Community Centre. The following figure projects the updated operational expenditures associated with all facilities:



**Figure 18: Updated Operational Expenditure Forecast to Include Recommendations**

4.1.3 Innisfil Recreational Complex

The Innisfil Recreation Complex (IRC) is the newest arena in Innisfil. The facility is open, bright and has adequate seating for spectators at the Red Rink, and the Gold Rink was initially intended for practices therefore did not require as much seating capacity. The Town has indicated that with the increased need for game ice including tournaments, the Gold rink is used for more than it’s originally intended purposes. The design of the dressing rooms also meets the needs of the users. Being a newer facility, few updates have been made. Despite some reported issues with the overall flow of the space, the facility meets the needs of its ice slab users.

Although the IRC is Innisfil’s newest arena, it is still considered an older building with many building components making it very expensive to maintain. The IRC contains the most complex assets relative to all others considered in this report. By extension, it is the costliest to maintain. To ensure that the \$40 million recommended to be spent on the facility over the next 30 years is maximally efficient, a robust asset management plan should be put in place as per the Asset Management Policy recommendations. The IRC should be prioritized in the adoption of a facility-specific asset management plan.

- The Innisfil Recreational Complex should adopt the capital expenditure plan.
- The Asset Management team should work with the Capital and Operations team to create a specific asset management plan for the Innisfil Recreation Complex.

#### 4.1.4 Cookstown Community Centre

The Cookstown Community Centre met most user needs, with stakeholder feedback being that more meeting space and storage could be used. While the Innisfil ideaLAB & Library Master Plan flagged the Cookstown Branch improvements, but none of them effect the layout of the building.

The primary recommendation for this facility is to follow the capital expenditure plan.

- The Cookstown Community Centre should adopt the capital expenditure plan.

#### 4.1.5 Churchill Community Centre

The Churchill Community Centre is primarily used as a community gathering space. Aside from a gathering space there has been little vision on how the hall can be best utilized. Stakeholder feedback, the Land and Lakes Plan, and the Culture Master Plan all cite multipurpose space as being sparse in the Town. Given the small fees generated by this facility currently, alternative community uses should be explored. As indicated by the Land and Lakes Plan, possible uses could include:

- Indoor youth space.
- Arts studio space.
- Dedicated preschool programing space.
- Dedicated social programming space for seniors.

The primary recommendation for this facility is to follow the capital expenditure plan.

- The Churchill Community Centre should adopt the capital expenditure plan.
- Explore alternative uses for the space as free or subsidized community space (example: studio space, indoor youth space, dedicated preschool programming space, dedicated social programming space for seniors).

#### 4.1.6 Knock Community Centre

The Knock Community Centre met most user needs, with feedback the space could benefit from more storage and meeting space, however it is unlikely to be able to accommodate any significant renovations due to its historical status.

The primary recommendation for this facility is to follow the capital expenditure plan.

- The Knock Community Centre should adopt the capital expenditure plan.

#### 4.1.7 Cookstown Theatre

Due to the age and original design of the Cookstown Theatre, the users have had some issues with functionality of the building and identified a need for additional storage for their production equipment. The theatre company uses separate on and off-site storage for production equipment, sets and costumes, all of which would, ideally, be stored within the theatre. The building is not accessible to wheelchair users, as it does not have an elevator or ramp, and there is limited space within the theatre building. To better suit the needs of the tenant and their patrons, the building would benefit from renovations to restore the historic elements of the building and to revitalize the space.

The primary recommendation for this facility is to follow the capital expenditure plan and to bring the building to compliance, where feasible, as per the Appendix 3 - Accessibility/Barrier Free policy (this policy includes guidance for historic buildings).

- The Cookstown Theatre should adopt the capital expenditure plan.
- Bring the Cookstown Theatre building to compliance as per the Accessibility/Barrier Free policy.

#### 4.1.8 Innisfil Town Hall

Due to the Space Plan for Town Hall and the Operations Building not being completed, limited recommendations can be given for the functional aspects of this building. It was reported in interviews that this facility is underutilized. It was also noted that the Town Hall Design included an option for future expansion, should the Town require additional space to meet the needs of the staff and community members who occupy and/or utilize the space.

The primary recommendation for this facility is to follow the capital expenditure plan.

- The Innisfil Town Hall should adopt the capital expenditure plan.
- Recommendations should be updated with the publication of the Space Plan.

#### 4.1.9 Rizzardo Health & Wellness Centre

Due to the Campus Master Plan not being completed, limited recommendations can be given for the functional aspects of this building. It was noted in interviews that there will be 30% expansion to this facility. Given the population growth of Innisfil and the inclusion of a new hospital adjacent, it is likely that this space will be required by health professionals, particularly doctors. It was noted in interviews and surveys that Innisfil does not have enough doctors. An attractive, competitively priced office is attractive to doctors considering relocating to the Town.

The primary recommendation for this facility is to follow the capital expenditure plan.

- The Rizzardo Health and Wellness Centre adopt the capital expenditure plan.
- Recommendations should be updated with the publication of the Campus Master Plan.

#### 4.1.10 19 Queen

19 Queen is a facility used primarily for storage and has the lowest cost-weighted remaining useful life. It is recommended that the Town consider a disposition of this asset or conduct a study for the land's highest and best use. According to The Appraisal Institute, the highest and best use of a property is defined as: "*The reasonably probable and legal use of vacant land or an improved property that is physically possible, appropriately supported, and financially feasible and that results in the highest value.*"

Additional storage integrated to any new facilities (Stroud, Morgan Russell, Operations Building) could offset storage requirements noted by many stakeholders. The local Chamber of Commerce currently uses this building for its meetings, and it is unlikely that any fee collected for its use would justify retaining this property. As noted in Table 10, the total outstanding capital maintenance requirements are approximately \$750,000.

In the meantime, it is recommended that this facility follow the applicable guidance in Section 4.0 Recommendations.

- Dispose of this asset or conduct a study for the land's highest and best use.

#### 4.1.11 Operations Building and Sand & Salt Dome

Due to the Space Plan for Town Hall and the Operations Building not being completed, limited recommendations can be given for the functional aspects of this building. Interviews indicated that these facilities should be expanded since space is limited due to growth of the user groups. However, it was reported that an addition was being contemplated for the Operations Centre which could alleviate some of the space pressures. Details around scheduling and costing were not available at the time of the analysis for this report.

The primary recommendation for these facilities is to follow the capital expenditure plan.

- The Operations Building and Sand & Salt Dome should adopt the capital expenditure plan.
- Recommendations from the Space Plan Exercise relating to the Operations Building should be presented in future Capital and Operating Budgets.



## 4.2 Future Facilities and Major Renovations

The recommendations in this report are sound for the next five years. In the interim, the Town should adopt a formal process for deciding on future facilities and major renovations as outlined in this section.

For most small and medium sized Canadian municipalities, the ideation and construction of public facilities is generally initiated by public interest groups and municipal staff. As a municipality becomes more sophisticated, it can begin to move towards a more structured approach to deciding what, when and where new facilities are needed.

There are three main data sources for making decisions about the initiation of new facilities: (1) a sustained and thorough public engagement strategy; (2) robust financial and asset management/planning; (3) available population growth and community expansion forecast information. Deep public engagement is necessary to understand the desires of not just the most vocal community members, but soliciting opinions that will generate ideas for facilities that will add the most value back to the community.

A starting place for a public engagement strategy is a survey that is distributed to residents and is circulated through a variety of channels including social media, in-person (at events), and on the Get Involved page. This survey should be distributed in the near term and refined over time to ensure diverse and meaningful community views.

Robust financial and asset management is important to determine what the community can afford from a capital and operational perspective. Further information about asset management can be found in the Asset Management policy and Operational Practice Recommendations.

Finally, the population growth and community expansion data will help to validate the findings presented in the surveys and financial/asset management. This validation will ensure that the Town's future needs are accounted for. These three data sources managed by a dedicated Future Facilities Working Group (with Capital, Operations, and Communications representation) will yield high-value facility recommendations over time. This group would form a report every five years to Council.

Given the positive stakeholder feedback, low revenues, and moderate operating costs of the current suite of facilities, the facilities that the Town currently operates is sufficient for its needs if the recommendations in this section are followed. Given the population growth of the community, it will be important for the Town to conduct regular public and stakeholder check-ins to monitor community sentiments of facility over-use.

When the Town does decide to initiate the replacement or addition of a Town-owned facility, mature municipalities, large and small, are increasingly moving to business case frameworks to determine the benefits and risks of a project (Morgan Russell and Stroud can begin immediately as part of the proposed business cases for these facilities - see subsection Replacement Cost Estimates & Schedule). These frameworks typically follow a structure like the one illustrated in Figure 21: Business Case Framework.



**Figure 21: Business Case Framework**

It is recommended that the Town adopt a business case framework for any new capital projects. This will ensure new projects demonstrate quantitative and qualitative benefits to the community. Business cases contain an analysis of operating costs which will aid the Town in its asset management and planning. They also consider different building scenarios such as location, size, and program.

- The Capital team should work with the Communications team to develop a long-term public engagement strategy.
- A Future Facilities Working Group should be formed with Capital, Operations, and Communications representation.
- The Capital team should adopt a business case framework for new buildings and major renovations.

### 4.3 Recommended Schedule of Capital Maintenance Projects and Forecast of Operational Expenditures

It is recommended that the Town follow the schedule of projects detailed in Appendix 2: Schedule of Projects & Operational Forecasts.

- The Town should follow the schedule of projects outlined in this report and use the forecasts for budgeting.
- The Town should include the operational forecasts included in this report into the budget.

### 4.4 Operational Practice Recommendations

The following sections provide an overview of the operating practices at the Town of Innisfil, as well as a summary analysis and preliminary recommendations for the Town's consideration.

#### 4.4.1 Demand Services

The Facilities Operations team currently manages service requests using SmartSheets. The management process is not well defined and there is an opportunity to enhance service performance and management through the adoption of a more appropriate tool to manage and track service delivery, timelines, backlogs and overall performance. This change would also aid

in the forecasting of work demand and specific staffing requirements which the current software does not support. There are many “off the shelf” work order systems that could achieve this goal or there may be opportunities for Facilities Management to integrate desired functionality into the current IT service management platform. It is recommended that the implementation of an appropriate technology solution be developed as a future project and that detailed requirements and costing be prepared for approval. If there is an existing service management platform that can be adopted, no material costs are anticipated for this recommendation.

Service standards and response times have yet to be defined and it is recommended that the Town define and publish service standards and associated response times. For example, emergency response – 30 minutes, high urgency – 4 hours, or regular operational requests – one business day. It would be recommended that the Town develop service level standards in consultation with facility users. It would be anticipated that Facilities Management staff would implement this recommendation.

#### 4.4.2 Operational Activities

Many of the operational activities in the following list are currently delivered through third-party contractors:

- Roofing
- HVAC
- Electrical and high voltage
- Elevator service
- Fire and life safety systems
- Building automation
- Power generation

Using third party contractors is an industry-accepted practice as there are insufficient workload volumes to rationalize full-time employees. It is recommended that further consideration be given to managing service records relative to compliance matters provided by third-party vendors. This recommendation is further detailed in the Information and Asset Management section below.

It was noted that grounds operations and maintenance is currently being provided by Parks and Community Spaces staff which is a common practice across municipalities.

#### 4.4.3 Staff Readiness and Compliance

It was reported that technical staff receive training on all regulatory and compliance matters, including fall arrest, the Workplace Hazardous Materials Information System (WHMIS), fuel handling, etc., in alignment with industry practices.

#### 4.4.4 Life Cycle Management

It is recommended that a formalized annual building inspection program be developed and implemented. This type of program is typically developed and delivered by Facility Managers.

This is an industry standard and a basis for developing appropriate operating and capital budgets (also see Appendix 3). A program of this nature provides management with clear understanding of maintenance performance, equipment conditions and budget requirements. The program would include the development of standardized templates for facilities inspections and reporting by building component such as architectural, mechanical, electrical, roofing, etc. This type of inspection and reporting is at a high level to assess and document the general state of repair (poor, good, excellent) for the purposes of planning and prioritizing operating and capital needs in the following year. This approach will provide management with a better understanding of actual building conditions, operating and capital needs. It is expected that the assessments would be completed on an annual basis between the periods of completing more formalized Building Condition Assessments (BCA's) that are conducted by professional engineering or architectural firms.

#### 4.4.5 Building Automation

It was reported that the primary facilities (Rizzardo, Town Hall, IRC and Operations Building) evaluated in this masterplan have Building Automation Systems (BAS's) installed. While there are systems in place, there is opportunity for improvement through the standardization of systems and consolidation of the systems to a centralized monitoring point. The current automation systems are primarily in place for mechanical equipment, but integrating additional systems such as lighting and intrusion control can render significant operational improvements including energy savings. It is recommended that system standards/requirements be defined and that an overall Building Automation Strategy be developed to inform future investments and operations. Following the development of equipment standards, project implementation and procurement plans should be developed to manage the project. It is recommended as next steps that Facilities Management prepare a feasibility study to determine the best course of action for standardization and evaluate costs and benefits of options.

#### 4.4.6 Information and Asset Management

Information management and “corporate knowledge” are key aspects of Facilities Management. Proper asset management, including tagging and inventory management, are industry standards within Facilities Management. It was reported that some efforts have been made towards asset tagging/labelling and inventory management of assets but there is not currently a plan to complete this exercise. Asset tagging is used to manage equipment inventory, tracking, and preventative maintenance activities. Inventory management is a control process to ensure assets are accounted for and managed. It was also noted that key information such as warranty details for equipment, operating manuals etc., were lacking. The following recommendations would significantly improve the current state and assist in ongoing operations (also see Appendix 3):

- 1) Develop appropriate operational readiness processes including training, records, and warranty management during project commissioning or equipment installations. Operational readiness pertains to the transition of projects, equipment and knowledge from projects into operations.

- 2) Continue to build a single comprehensive records management/retention approach and procedures to evidence maintenance and compliance.
- 3) Develop and implement an asset management strategy including tagging and inventory management. It is recommended that Facilities Management continue with efforts for tagging, labelling and inventory management.

#### 4.4.7 Performance Management

Facility Management best practices include performance management and reporting for facilities, including key performance indicators and targets. A few standard performance indicators that should be considered are:

- Cost per square foot total.
- Cost per square foot by cost category (consumables, maintenance, cleaning, utilities etc.).
- Facility Condition Index (FCI), needed building repairs/facility replacement cost.
- Client Satisfaction (elaborated below).

The development and ongoing management of performance indicators will provide management and technical staff insights on building performance on a “building to building basis” as well as provide a basis to compare performance to industry standards such as Building Owners and Managers Association (BOMA)<sup>2</sup> or International Facilities Management Association (IFMA)<sup>3</sup>.

#### 4.4.8 Customer Satisfaction

A mature Facilities Management Program will have a formalized customer satisfaction evaluation process. It is common that process will include the following attributes:

- Annual customer satisfaction survey.
- Overall targets for satisfaction.
- A management action plan based on survey findings.

This process provides for continuous improvement and a systematic approach for Facilities Management to continually evaluate performance.

#### 4.4.9 Operating Budget Recommendations

The following recommendations would enhance performance management and analysis going forward:

- Given the annual operating deficit and real revenue reduction, it is recommended that the Town conduct a review of user facility fees and assess against forecast operating expenditures.

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<sup>2</sup> [EER | BOMA Ottawa](#)

<sup>3</sup> [Research & Benchmarking \(ifma.org\)](#)

- User fees and associated revenue should increase in line with inflation (annually).
- Costs/expenses and debt to be correctly allocated across each facility as it was noted in the detailed review of the facility expenses that in some cases operating expenses were not allocated to the correct cost center. Costs incurred by each facility should be attributed to that facility and not to others. This would create issues in determining the true cost of operations per facility.

Appendix 3: Policy Statements makes further references regarding procedures and next steps.

- The Town should conduct a review of user facility fees
- Town Staff should ensure costs, expenses, and debt are correctly allocated across each facility.
- Demand Services: further refine process around managing service requests. Define service standards.
- Operational Activities: ensure the management of third-party records related to compliance.
- Life Cycle Management: develop and implement an annual building inspection program.
- Building Automation: define system standards/requirements and develop a Building Automation Strategy.
- Information and Asset Management:
  - Develop appropriate operational readiness processes including training, records and warranty management during project commissioning or equipment installations.
  - Continue to build a single comprehensive records management approach and associated procedures.
  - Develop and implement an asset management strategy including tagging and inventory management.
- Performance Management: develop and manage building performance indicators.
- Customer Satisfaction: Develop a customer satisfaction evaluation process.
- Operating Budgets: increase revenue with inflation and ensure costs/expenses/debt is correctly allocated across each facility.

## 4.5 Policy Recommendations

The section below contains recommendations and outlines the Town of Innisfil's first policies for town-owned facilities in the areas of Asset Management, Funding of Lifecycle Costs, Environmental Sustainability, and Accessibility/Barrier Free Requirements. **The full draft of each policy can be found in Appendix 3: Policy Statements.**

- The Town should adopt the Asset Management, Funding of Lifecycle Costs, Environmental Sustainability, and Accessibility/Barrier Free Requirements policies and refine and update them as recommended.

### Important Notes Regarding these Policies

A policy is a living document that must be updated at regular intervals. The policy outlined below is the first step in creating a framework for decisions around these four policy areas.

For the future of these policies, the following next steps are recommended:

### ASSET MANAGEMENT

Asset management is a policy area that can begin simply and evolve into robust, mature systems. The first step for the Town will be to organize the current asset management data it has according to the policy below, as well as to consider the creation of a Facilities Asset Management Plan. As the Town's asset management practices mature, it is recommended that the Town begin to assess the use of an asset management software. An example of a popular municipal asset management software is Cityworks, and there are many equivalent alternatives. Once the asset management software is in place, the Town can develop practices to integrate their asset management software with budgeting and finance processes. It is recommended that the facilities in this master plan be included in the upcoming Innisfil Asset Management Plan, Phase 2.

- The Town should organize and keep updated facility asset data in accordance with the Asset Management Policy.

### FUNDING OF LIFECYCLE COSTS

Asset Management and Funding of Lifecycle Costs are tied together closely. Once the Town has organized its asset data, the process of tying it to financial forecasting can begin. This forecasting will allow the Town time and insight to plan where the funding for these facilities' lifecycle costs will come from and to make difficult decisions about timelines around building decommissioning. The Town may consider creating a [Recreation & Parks Rates and Fees Strategy](#) similar to Halton Hills. It is recommended that this Policy recommendation be considered for inclusion within a Capital Planning Policy.

- The Town should adopt an annual budget creation procedure in accordance with the Funding of Lifecycle Costs Policy.

## **ENVIRONMENTAL SUSTAINABILITY**

Ideally, this section of facility policy would be written after the Town's Integrated Sustainability Plan has been drafted. Given that this document will be published soon, the draft policy lays out a framework for deciding which technical environmental sustainability guidelines should be followed. An updated policy should be written once the Integrated Sustainability Master Plan has been published.

- Set facility environmental standards in accordance with the Environmental Sustainability Policy.

## **ACCESSIBILITY/BARRIER FREE REQUIREMENTS**

This section uses best practices from other Ontario municipalities. An exercise the Town may consider before its next major upgrade or new facility is the adoption of Accessibility/Barrier Free design requirements such as the [Town of Oakville's Universal Design Standards](#).

- Adopt the recommended Accessibility/Barrier Free Requirements policy and consider adopting existing universal design standards.



## 5.0 Limitations

This document is an interim draft report and the recommendations in this report are suitable for action until they are included in the final Innisfil Facility Master Plan.

This report is based on information that was made available and provided to Colliers Project Leaders (Colliers) by Innisfil and its representatives. Colliers has not verified or audited provided information and relies on the validity of the information as supplied by Innisfil. Should additional information be provided to Colliers after the final draft issuance of this report, Colliers reserves the right (but will be under no obligation) to review this information and adjust its comments accordingly. It is understood and agreed that all decisions in connection with the implementation of advice and recommendations as provided by Colliers during this engagement shall be the responsibility of, and made by, Innisfil.

Colliers is in no part a party to the operations of the Client's facilities and as such are considered an independent third party and are acting objectively in the formulation of recommendations. Opinions reflected in this report are not intended to be or interpreted as legal advice or opinion.

### Building Condition Assessments

Colliers did not produce any costing. All financial data was sourced from the building condition assessments provided by the Town.

# Appendix 1: Facility Overviews & Stakeholder Feedback

The following tables provide a high-level summary of each facility including facility age, remaining useful life, replacement of the facility or priority 3&4 components from the BCAs, as well as a description of the general programming and key stakeholder insights.

Important notes:

- Higher scores in the Guiding Principles indicate good alignment, and low scores indicate poor alignment.
- Because of inflation, all replacement values are considered too low. For the Morgan Russell and Stroud facilities, Altus Group values have been provided in the recommendations.

## 5.1.1 Stroud-Innisfil Community Centre

Facility Name		Stroud-Innisfil Community Centre
<b>Quantitative Assessment</b>		
Year of Construction		1975
CWRUL (Years)		21.07
Replacement Value		\$10,824,507
Priority 3&4 Replacement Value		\$14,661,542
<b>Qualitative Factors</b>		
General Programming	Ice Arena, Banquet Hall, Curling Rink, Library	
Stakeholder Input	<p>Overview of feedback: The Stroud Arena and Community Centre overall has an ideal location that has a variety of programs. The arena and curling rinks are well used, and feedback suggests that it would be a loss to the community if the facility was closed. The facility is used regularly and low fees for activities compared to nearby communities are an attractive feature for user groups to continue to use the space. The low fees also attract users from outside the community. Users expressed the need for updates to the facility that included painting, additional storage space and meeting rooms.</p> <ul style="list-style-type: none"> <li>• Has the “best ice in town”.</li> <li>• Great community space – the Stroud Seniors use the community centre for their meetings and events.</li> <li>• Ideal location.</li> <li>• Great programming.</li> <li>• May contain asbestos.</li> <li>• Facility could use a fresh painting.</li> <li>• More storage space and meeting rooms required.</li> </ul>	
<b>Guiding Principles</b>		
Amenities for future generations		3.80
Modern functionality		3.80
Multi-use		4.10
Preserving heritage		2.10
Smart Investment		3.40
Sustaining services		3.70
Environmental Sustainability		4.00

## 5.1.2 Morgan Russell Memorial Arena and Community Centre (formerly Lefroy)

<b>Facility Name</b>	<b>Morgan Russell Memorial Arena and Community Centre (formerly Lefroy)</b>
<b>Quantitative Assessment</b>	
<b>Year of Construction</b>	1971
<b>CWRUL (Years)</b>	15.42
<b>Replacement Value</b>	\$7,348,857
<b>Priority 3&amp;4 Replacement Value</b>	\$8,984,990
<b>Qualitative Factors</b>	
<b>General Programming</b>	Ice Arena, Banquet Hall
<b>Stakeholder Input</b>	<p>Overview of feedback: Single ice pad limits tournament use and the location isn't central to all of Innisfil residents</p> <ul style="list-style-type: none"> <li>• More programming required as community grows.</li> <li>• Refresh of the washrooms and changerooms (completed in 2023).</li> <li>• Another Ice pad would be welcomed in Innisfil but this facility may not be a suitable location.</li> </ul>
<b>Guiding Principles</b>	
<b>Amenities for future generations</b>	3.10
<b>Modern functionality</b>	3.40
<b>Multi-use</b>	3.20
<b>Preserving heritage</b>	2.30
<b>Smart Investment</b>	3.20
<b>Sustaining services</b>	4.10
<b>Environmental Sustainability</b>	4.30

### 5.1.3 Innisfil Recreational Complex

Facility Name		Innisfil Recreational Complex
<b>Quantitative Assessment</b>		
Year of Construction		2008
CWRUL (Years)		30.36
Replacement Value		\$33,230,976
Priority 3&4 Replacement Value		\$39,667,974
<b>Qualitative Factors</b>		
General Programming		Ice arena, Slab use in the summer, , and aquatic centre, gym, conditioning floor, running track and yoga studios (managed and operated by the YMCA)
Stakeholder Input		<p>Overview of feedback: Users are happy with the modern facility and the ability to use the facility year-round. The facility has a high demand for tournament use. The only complaint is the wind coming in due to the location of the main exterior doors.</p> <ul style="list-style-type: none"> <li>• Facility is open and bright.</li> <li>• There is adequate seating for spectators in the Red rink.</li> <li>• The dressing rooms are well-designed.</li> <li>• The facility meets the needs of users.</li> <li>• Exterior door locations cause issue with wind coming into the facility.</li> </ul>
<b>Guiding Principles</b>		
Amenities for future generations		4.30
Modern functionality		3.80
Multi-use		4.50
Preserving heritage		1.40
Smart Investment		2.40
Sustaining services		3.20
Environmental Sustainability		2.80

#### 5.1.4 Cookstown Community Centre

Facility Name		Cookstown Community Centre
<b>Quantitative Assessment</b>		
Year of Construction		2016
CWRUL (Years)		41.77
Replacement Value		\$4,396,045
Priority 3&4 Replacement Value		\$5,918,955
<b>Qualitative Factors</b>		
General Programming		Banquet Hall, Library
Stakeholder Input		<p>Overview of feedback: Feedback for facility was limited but users expressed that more storage and meeting space would be welcomed. As-is, stakeholders generally felt that the facility functions well.</p> <ul style="list-style-type: none"> <li>• Facility meets most of the user demands.</li> <li>• Additional meeting space required.</li> <li>• Additional storage required.</li> </ul>
<b>Guiding Principles</b>		
Amenities for future generations		4.00
Modern functionality		4.00
Multi-use		4.10
Preserving heritage		2.30
Smart Investment		2.90
Sustaining services		2.90
Environmental Sustainability		2.30

### 5.1.5 Churchill Community Centre

<b>Facility Name</b>	<b>Churchill Community Centre</b>
<b>Quantitative Assessment</b>	
<b>Year of Construction</b>	1994
<b>CWRUL (Years)</b>	28.06
<b>Replacement Value</b>	\$1,792,966
<b>Priority 3&amp;4 Replacement Value</b>	\$2,352,401
<b>Qualitative Factors</b>	
<b>General Programming</b>	Meeting Space, Programming and Event space
<b>Stakeholder Input</b>	<ul style="list-style-type: none"> <li>• More thought needs to be put into how the hall will be utilized into the future.</li> </ul>
<b>Guiding Principles</b>	
<b>Amenities for future generations</b>	3.70
<b>Modern functionality</b>	3.90
<b>Multi-use</b>	3.50
<b>Preserving heritage</b>	1.90
<b>Smart Investment</b>	3.40
<b>Sustaining services</b>	4.00
<b>Environmental Sustainability</b>	3.30

### 5.1.6 Knock Community Centre

Facility Name		Knock community Centre
<b>Quantitative Assessment</b>		
Year of Construction		1902
CWRUL (Years)		19.83
Replacement Value		\$792,171
Priority 3&4 Replacement Value		\$933,478
<b>Qualitative Factors</b>		
General Programming		Meeting Space, Historical Record Storage, Programming space
Stakeholder Input		<p>Overview of feedback: The Knock Community Centre function wells for events and meetings. The building also is used as document storage by the Innisfil Historical Society. The space would benefit from:</p> <ul style="list-style-type: none"> <li>• Additional meeting space required.</li> <li>• Additional storage required.</li> </ul>
<b>Guiding Principles</b>		
Amenities for future generations		1.70
Modern functionality		1.60
Multi-use		1.70
Preserving heritage		5.00
Smart Investment		1.70
Sustaining services		2.20
Environmental Sustainability		3.60



### 5.1.7 Cookstown Theatre

Facility Name		Cookstown Theatre
<b>Quantitative Assessment</b>		
Year of Construction		1867
CWRUL (Years)		15.93
Replacement Value		\$1,308,210
Priority 3&4 Replacement Value		\$1,563,835
<b>Qualitative Factors</b>		
General Programming		Live Theatre Performances
Stakeholder Input		<p>Overview of feedback: Users say the theatre meets requirements as is but could benefit from more accessibility options for the patrons. The space could also use additional space for the band and production for performances as well as a concession. The space can benefit from more storage for sets and costumes that are currently stored at a different location. The space has volunteers and patrons that come from surrounding areas as well as local.</p> <ul style="list-style-type: none"> <li>• Requires more storage for the local theatre group (South Simcoe Theatre).</li> <li>• Inadequate accessibility options available, no elevators or ramps.</li> <li>• Renovations required to restore historical elements of building.</li> </ul>
<b>Guiding Principles</b>		
Amenities for future generations		2.70
Modern functionality		2.40
Multi-use		2.00
Preserving heritage		4.10
Smart Investment		3.40
Sustaining services		3.30
Environmental Sustainability		4.00

### 5.1.8 Innisfil Town Hall

<b>Facility Name</b>	<b>Innisfil Town Hall</b>
<b>Quantitative Assessment</b>	
	2007
	29.77
	\$11,070,663
	\$13,294,393
<b>Qualitative Factors</b>	
	Meeting rooms and Council meeting room for Town staff and residents, main office space for Town Staff Overview of feedback: The public-facing parts of the facility are used mainly for meetings and special events. The staff is friendly and has good Wi-Fi for user groups. <ul style="list-style-type: none"><li>• Serves its intended purpose.</li><li>• May be underutilized.</li></ul>
<b>Guiding Principles</b>	
	3.10
	3.80
	2.70
	1.40
	2.70
	3.00
	2.90

## 5.1.9 Rizzardo Health & Wellness Centre

<b>Facility Name</b>	<b>Rizzardo Health &amp; Wellness Centre</b>
<b>Quantitative Assessment</b>	
<b>Year of Construction</b>	2019
<b>CWRUL (Years)</b>	41.06
<b>Replacement Value</b>	\$10,300,041
<b>Priority 3&amp;4 Replacement Value</b>	\$11,868,687
<b>Qualitative Factors</b>	
<b>General Programming</b>	Professional Health Services, Community Kitchen and small community room
<b>Stakeholder Input</b>	<ul style="list-style-type: none"> <li>• The town requires more doctors.</li> <li>• The facility is difficult to locate.</li> <li>• The facility should be expanded to include more services including a walk-in clinic.</li> </ul>
<b>Guiding Principles</b>	
<b>Amenities for future generations</b>	3.50
<b>Modern functionality</b>	3.40
<b>Multi-use</b>	2.90
<b>Preserving heritage</b>	1.20
<b>Smart Investment</b>	2.30
<b>Sustaining services</b>	2.00
<b>Environmental Sustainability</b>	1.60

### 5.1.10 19 Queen (Old Cookstown Library)

<b>Facility Name</b>	<b>19 Queen</b>
<b>Quantitative Assessment</b>	
<b>Year of Construction</b>	1947
<b>CWRUL (Years)</b>	8.51
<b>Replacement Value</b>	\$684,037
<b>Priority 3&amp;4 Replacement Value</b>	\$754,377
<b>Qualitative Factors</b>	
<b>General Programming</b>	Meeting room and storage in basement
<b>Stakeholder Input</b>	Adequate for needs of current users (Cookstown Chamber of Commerce and Christmas 4 Kids).
<b>Guiding Principles</b>	
<b>Amenities for future generations</b>	1.00
<b>Modern functionality</b>	2.00
<b>Multi-use</b>	1.60
<b>Preserving heritage</b>	3.00
<b>Smart Investment</b>	4.20
<b>Sustaining services</b>	4.60
<b>Environmental Sustainability</b>	3.80

### 5.1.11 Operations Building

<b>Facility Name</b>	<b>Operations Building</b>
<b>Quantitative Assessment</b>	
<b>Year of Construction</b>	2015
<b>CWRUL (Years)</b>	35.95
<b>Replacement Value</b>	\$7,081,805
<b>Priority 3&amp;4 Replacement Value</b>	\$8,643,160
<b>Qualitative Factors</b>	
<b>General Programming</b>	Administrative Building
<b>Stakeholder Input</b>	<ul style="list-style-type: none"><li>• Serves purpose for now, requires expansion or new building to accommodate future staff.</li><li>• Allowing all staff to be centralized results in operational efficiencies.</li></ul>
<b>Guiding Principles</b>	
<b>Amenities for future generations</b>	N/A
<b>Modern functionality</b>	N/A
<b>Multi-use</b>	N/A
<b>Preserving heritage</b>	N/A
<b>Smart Investment</b>	N/A
<b>Sustaining services</b>	N/A
<b>Environmental Sustainability</b>	N/A

### 5.1.12 Sand Salt Dome

Facility Name		Sand Salt Dome
<b>Quantitative Assessment</b>		
Year of Construction		2014
CWRUL (Years)		43.17
Replacement Value		\$5,965,828
Priority 3&4 Replacement Value		\$7,404,622
<b>Qualitative Factors</b>		
General Programming		Raw Material Storage and Vehicle and Equipment Storage
Stakeholder Input		<ul style="list-style-type: none"> <li>Sand &amp; Salt Dome is full and needs to be expanded as there is no longer room in the garage facilities.</li> </ul>
<b>Guiding Principles</b>		
Amenities for future generations		N/A
Modern functionality		N/A
Multi-use		N/A
Preserving heritage		N/A
Smart Investment		N/A
Sustaining services		N/A
Environmental Sustainability		N/A

# Appendix 2: Schedule of Projects & Operational Forecasts

The Schedule of Capital Maintenance Projects can be found in **ANNEX: Schedule of Projects and Operational Forecasts, Tab 2 and 3.**

Operational Forecasts can be found in the **ANNEX Schedule of Projects and Operational Forecasts, Tab 4 and 5.**

Tab Name	Description
1. Summary	Summary of capital maintenance projects, operational revenues and expenditures with and without the recommendations.
2. Project Schedule 1	Annual schedule of capital maintenance projects.
3. Project Schedule 2	Annual schedule of capital maintenance projects with recommendations: <ul style="list-style-type: none"><li>• Stroud - like-for-like replacement + community space (26% increase in sq.ft.);</li><li>• Morgan Russell - like-for-like replacement + arena (ice surface, viewing hall, 4 storerooms, 7 change rooms, Ice Resurfacer and Compressor room 71% increase in sq.ft.); and</li><li>• 19 Queen is sold in 2023.</li></ul>
4. Operational 1	Operational revenues and expenditures forecast.
5. Operational 2	Operational revenues and expenditures forecast with recommendations: <ul style="list-style-type: none"><li>• Stroud - like-for-like replacement + community space (26% increase in sq.ft.);</li><li>• Morgan Russell - like-for-like replacement + arena (ice surface, viewing hall, 4 storerooms, 7 change rooms, Ice Resurfacer and Compressor room 71% increase in sq.ft.); and</li><li>• 19 Queen is sold in 2023.</li></ul>
6. GP Survey	Guiding Principles survey raw data.

# Appendix 3: Policy Statements



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**CP. To be assigned by Clerks Services**

**Section:**

**Subsection:**

**Subject: Facility Asset Management Data**

**Approval Authority:**

**Effective Date:**

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## 1. Policy Statement

Asset management: A formalized and integrated approach to planning and budgeting for municipal infrastructure needs, which considers a wide variety of data from across an organization with the long-term vision of the community in mind<sup>1</sup>. The following policy provides a framework for asset management data aligned to best practices.

(a) a Town-Owned Facility Asset Hierarchy

All facilities will be cataloged in an asset hierarchy consisting of the following data:

Hierarchy Level	Description	Detail
Individual Assets	The identification of individual assets as units, systems or assemblies of interrelated components that combine to provide a distinct service delivery function.	Data to be used for the purpose of capital planning, project planning and operations and maintenance planning.
Components	The parts that contribute to the functioning of the asset.	The system, or building component, at which regular maintenance and work order activities occur. May affect asset functions have localized or minor affects to service.

(b) Collection and organization of asset data

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<sup>1</sup> Federation of Canadian Municipalities, *Asset Management Concepts*, Accessed At: <https://fcm.ca/en/resources/mamp/asset-management-concepts>

The following data elements are to be captured as part of the asset management program. This data is to be collected for all facility assets. Once the initial collection is complete, it will be reported on a yearly basis.

<b>Data Category</b>	<b>Attribute Data</b>	<b>Example</b>
Physical Descriptors	Service	Recreation
	Accountable Business Unit	Facilities Management
	Service Function	Multi Purpose Community Centre
	Asset Class Name	Mechanical Services
	Asset Class ID	D30
	Asset Types Linked to the Asset Class	Uniformat Code D30 to D3999
	Individual Asset Names	RTU 6
	Individual Asset Descriptions	Make/Model/Area it services/etc.
	Individual Asset Locations	Location within building
	Unique Individual Asset IDs	12345
Performance Data	Asset Design or As-built Characteristics	No example?
	In Service Date/ Asset Age	dd/mm/yr
	Condition Rating/Measures	B
	Date of Last Inspection/Assessment	June 2017
	Date of Next Inspection/Assessment	June 2021
	Performance Rating/Measures	B
	Estimated Service Life (ESL)	20 years
	Estimated Remaining Service Life (RSL)	No example?
	Criticality and/or Risk Rating	Criticality: Medium
Financial Data	Total Replacement Costs	75000
	Construction Unit Costs	LS
	Design, engineering, contingency allowances	25%
	Annual Operating Costs	\$3000/km

(c) Update and Action the Building Condition Assessments (BCA)

- The most recent BCA is the basis for identifying the immediate works required for each facility, developing the capital requirements, and defining an implementation plan that includes all third-party professional input for 1 – 5.
- The BCA is to be updated every 5 years, with all completed work in the previous 6-year period being recorded against each facility.
- The updated BCA will then provide a revised 20-year outlook for the management of the facilities.

**2. Purpose**

The Town of Innisfil is committed to managing asset data as a business model and promoting continual improvement. Strong asset data management will aid the Town in facilitating fiscal responsibility and decision making.

**3. Responsibility & Application**

This Policy applies to any Town employees in Capital Engineering or Operations who are responsible for Town-owned building maintenance, design, or construction.

**4. Administration**

This policy should be reviewed and revised when the asset hierarchy has been created and initial data collection and organization has taken place.

**5. Revision History**

Revision No.	Date	Summary of Changes	Approval Authority

## CP. To be assigned by Clerks Services

**Section:**

**Subsection:**

**Subject: Funding of Lifecycle Costs**

**Approval Authority:**

**Effective Date:**

---

### 1. Policy Statement

#### (a) Schedule of Expenditures

The Town should fund its current facilities based on the Facilities Master Plan Annex 1 Tab 1.

#### (b) Procedure for Annual Budget development

The procedure is understood to be iterative by nature and requires establishment of an annual two-stage process.

- The first stage is to develop the various cost and implementation schedules for an initial review by Finance, including an analysis of the municipal tax rate impact of the proposed works. It should also consider user fees and grants. Subject to Senior Management (and/or Council) input into and approval of the initial budget submissions, a second round may be required to reduce the capital costs, either by deleting or delaying certain works. The impact on Municipal taxes can be assessed.
- The second stage is to feed the projected reductions in capital works allowances or delays in project implementation into the current 5-Year plan developed through the BCA process. The revised BCA implementation schedule will result in a revised 5-Year implementation schedule with associated budget estimates.

#### (c) Procedure for New Builds

This policy section covers all facilities that are built as New or Replacement of Existing.

- All New facilities will meet the Asset Management, Sustainability and Accessibility / Barrier Free Requirements set out in this document.
- In addition, the pre-project initiation team will be required to develop operating and financial estimates for the following:
  - Lifecycle maintenance estimates of all facility components, using the Town's historical data for replacement schedules and costs, and develop a projected cost for facility maintenance over the building life.
  - Energy and utility consumption and associated costs are to be estimated for the full building life.

- Projected revenues for the facility (if anticipated) are to be estimated.
- A full lifecycle cost estimate of the facility, including the initial capital cost, is to be developed to identify the Net Present Value (NPV) of the facility.
- Where feasible, options for construction, equipment and energy requirements are to be identified and NPV estimates specific to the identified changes are to be prepared.
- The lowest NPV option is to be presented to Senior Administration and Council for review and approval.

#### (d) Procedure for Remedial or Renovation Projects

This policy guideline covers all facilities that are either Remedial or Renovation projects of existing buildings.

- This excludes projects deemed to be maintenance (such as upgrade or repair to internal components).
- The updated / amended facilities will meet the Asset Management, Sustainability and Accessibility / Barrier Free Requirements set out in this document and associated costs.
- In addition, should any professional team be required to assist the Town, they will be required to develop operating and financial estimates for the following:
  - Lifecycle maintenance estimates of all new components, using the Town's historical data for replacement schedules and costs, and develop a projected cost for facility maintenance over the building life.
  - Energy and utility consumption and associated costs are to be estimated for the full building life.
  - Projected changes in revenues for the facility (if anticipated) are to be estimated.
  - A lifecycle cost estimate for the remaining life of the facility, including the project capital cost, is to be developed to identify the Net Present Value (NPV) of the facility.
  - Where feasible, alternate options for construction, equipment and energy requirements are to be identified and NPV estimates specific to the identified changes are to be prepared.
- The lowest NPV option is to be presented to Senior Administration and Council for review and approval.

## 2. Purpose

The Town of Innisfil owns and operates critical and non-critical facilities which reflect the aspirations and values of its residents. The primary means of funding these facilities is through municipal taxes, Federal and Provincial grants, and facility user fees. This policy section outlines the possible mechanisms for financing the various funding requirements for Town-owned facilities and operations.

The overall intent of Lifecycle Costing is to manage the Town's physical assets to the lowest operating and maintenance cost while maximizing the user benefit of the facility, concurrently meeting the Town's sustainability and environmental compliance targets.

A supplementary purpose is to provide municipal budget certainty with respect to existing and planned new facilities, thereby reducing the possibility of short-term finance shortfalls that may result in significant municipal tax increases.

### 3. Responsibility & Application

This Policy applies to any Town employees in Finance, Capital Engineering Operations and other key stakeholders who are responsible for Town-owned facilities for the following activities:

(a) Capital Engineering:

- Responsible for managing the significant projects associated with facilities identified for renewal or replacement and developing project implementation plans and budget cost estimates (with +/- 25% variation) for financial planning.
- Responsible for managing renovation projects which have a shorter timeline and require construction-ready estimates (with +/- 10% variation) for inclusion in the annual budget cycle.

(b) Operations:

- Preparation of maintenance schedules and budgets (annual) for inclusion in budget cycle. Includes allowances for operational adjustments (facility functionality or uses) that significantly alter the average annual operating budget.
- Operations also delivers smaller capital projects as assigned.

(c) Finance:

- Reviewing annual capital and operating budgets for each facility (or tier of facilities), based on information provided by others for New/Remedial/Renovation capital works and Maintenance/Operational budget estimates.

(d) Enterprise Planning and Business Strategy/Asset Management:

- In the development and planning of key facility projects Enterprise Planning and Business Strategy as well as Asset Management should be consulted for guidance and expertise during pre-project planning.

### 4. Administration

This policy should be reviewed and revised when and initial asset management data collection and organization has taken place and is tied to the financial planning cycle.

### 5. Revision History

Revision No.	Date	Summary of Changes	Approval Authority

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## CP. To be assigned by Clerks Services

**Section:**

**Subsection:**

**Subject:** Environmental Sustainability

**Approval Authority:**

**Effective Date:**

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### 1. Policy Statement

#### (a) Baseline Environmental Sustainability Standards

For new construction or extensive renovations of Town facilities, the town will comply with the Town's upcoming [Integrated Sustainability Master Plan](#).

In the interim, the Town will follow the Town's Our Place Official Plan - Policy Section 15.2. In addition, the Town will meet or exceed the legislative requirements outlined in the Ontario Building Code.

#### (b) Designing an environmental sustainability framework for new and existing Town-owned facilities

All new buildings and major renovations will be subject to established requirements as developed and presented through the Town's Integrated Sustainability Masterplan, Committee or equivalent<sup>1</sup>.

Category	Intent	Requirements
<b>Energy and Climate Change</b>		
Energy Emission and Performance	Promote buildings that are designed to be energy-efficient with reduced operating costs and greenhouse gas emissions associated with building operations, while improving thermal comfort of occupants and enhancing building resilience	Define acceptable requirements for Energy Use Intensity (EUI), Thermal Energy Demand Intensity (TEDI), and Greenhouse Gas Intensity (GHGI) for Libraries, Ice Rinks, Swimming Pools, and Rec Centres

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<sup>1</sup> Adapted from the City of Mississauga's Corporate Green Building Standard

Category	Intent	Requirements
Building Commissioning	Ensure that all systems and components of a building are designed, installed, tested, operated, and maintained according to its operational requirements in an optimized manner	Define detailed requirements for commissioning plan, report, and incorporation of commissioning requirements in tenders, systems manuals, etc.
On-Site Renewables	Encourage on-site energy generation using renewable energy sources to reduce GHG emissions associated with building operation, as well as to reduce stresses imposed on the local electricity grid and further improve building resilience in the wake of power outages	Define minimum requirements for on-site renewables, for example future photovoltaic (PV) capabilities and on-site renewable energy devices
Air Tightness	Ensure that the air barrier systems of building envelope systems are constructed and performing as per design intent, given its significant influence on the overall energy and thermal performance of the building	Conduct a whole-building air leakage test to improve the quality and air tightness of the building envelope.
Metering and Benchmarking	Ensure that buildings are provided with an adequate level of metering and measurement systems to facilitate ongoing tracking of energy usage by the building systems	Install electricity and/or thermal sub-meters for all energy end-uses that represent more than 10% of the building's total energy consumption. All major process loads such as pools and ice rinks shall be sub-metered separately. Determine a procedure for benchmarking/reporting
Resilience Performance Requirements	Promote buildings that are designed to maintain critical operations and functions in the face of a shock or stress, and quickly return to normal operations to maintain healthy, liveable spaces for its occupants	Determine the amount of back-up power and thermal energy for buildings that may act as emergency shelters/operations
<b>Materials</b>		
Low-impact Materials	Encourage the use of environmentally preferable building materials, including those that are reused, recycled, and locally sourced	Determine minimum standards for procurement, recycled material, flooring, wood use, etc.



<b>Category</b>	<b>Intent</b>	<b>Requirements</b>
Embodied Carbon Footprint	Reduce the embodied carbon footprint of projects, while promoting environmental and social sustainability	Determine method for measuring carbon footprint, for example a Life Cycle Assessment (LCA) and/or offsetting
Ozone Depleting Compounds	Reduce stratospheric ozone depletion and limit human health impacts caused by refrigerant emissions	Determine reporting requirements and/or levels of Ozone Depleting Substances (ODPS) including refrigerants, hydrochlorofluorocarbons (HCFCs), Halons, etc.
<b>Water Performance Requirements</b>		
Stormwater Management	Reduce stormwater peak flow and runoff volume from the site by promoting the natural hydrological cycle	Define minimum Peak Flow Reduction and Runoff Volume Reduction
Water Use Intensity	Conserve potable water by reducing water used inside the building and for irrigation	Define minimum potable water reductions for indoor and outdoor use
<b>Waste Management Performance</b>		
Waste Management Performance Requirements	Reduce the amount of construction and demolition waste that is sent to landfills or incinerated by promoting good waste management practices	Set minimum diversion rates of total construction and demolition material

(c) Procurement

Any contractor or consultant involved in the building of a new facility or major renovation must adhere to this policy in their bid and contract execution.

Contractors and consultants involved in design must perform and submit an energy model at key stages of the design process or whenever the design has substantially changed (including Energy Use Intensity, Thermal Energy Demand Intensity, and Greenhouse Gas Intensity).

The contractor must verify that performance goals have been met post-occupancy.

(d) Policy Revisions

All new or revised policies and procedures will be reviewed by Legal Services to ensure legislative compliance.

The impacts of this policy will be assessed on an ongoing basis by Town Staff. A comprehensive update of this policy should be conducted after the release of the Town's Integrated Sustainability Master Plan (ISMP) to ensure consistency with definitions, objectives and recommendations presented in the ISMP.

Following one year of occupancy of building projects, project proponents should provide a post-occupancy comparison of target efficiencies versus actual. This information will be used to evaluate the impact of the policy.

**(e) Compliance Monitoring and Reporting**

The Capital Engineering and Facilities teams, in conjunction with any newly created sustainability committee(s), will ensure projects are compliant with policy requirements). Sustainability measures will be reported annually.

**2. Purpose**

The Town of Innisfil is committed to environmental sustainability.. This policy outlines the framework for building and maintaining facilities that use sustainable energy, material, water, and waste management practices.

**3. Responsibility & Application**

This Policy applies to all Town of Innisfil employees who are involved in operational or capital project works within Town facilities. The Policy also applies to contractors and subcontractors who are involved in this work.

**4. Administration**

This policy should be reviewed and revised when upon completion of the Integrated Sustainability Master Plan.

**5. Revision History**

Revision No.	Date	Summary of Changes	Approval Authority

# Appendix 4: Survey Results

# Project Report

24 July 2023 - 22 August 2023

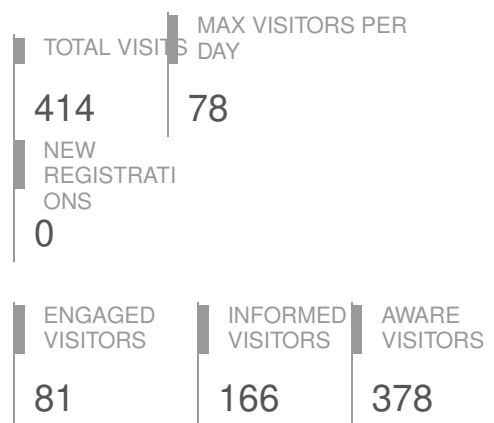
## Get Involved Innisfil Facilities Master Plan



### Visitors Summary

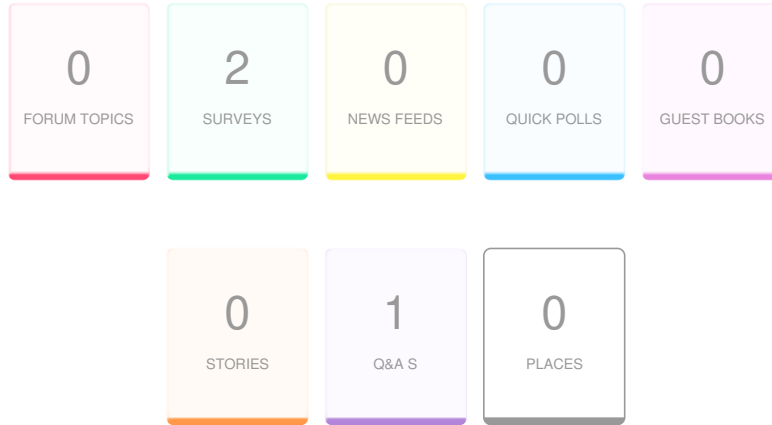


### Highlights



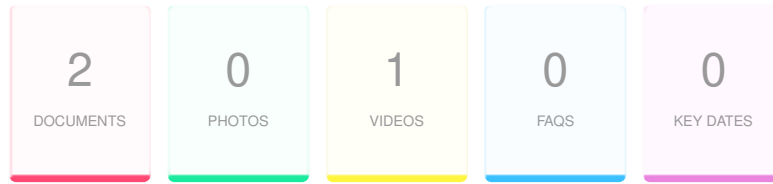
<b>Aware Participants</b>	<b>378</b>	<b>Engaged Participants</b>	<b>81</b>		
Aware Actions Performed	Participants	Engaged Actions Performed	Registered	Unverified	Anonymous
Visited a Project or Tool Page	378	Contributed on Forums	0	0	0
<b>Informed Participants</b>	<b>166</b>	Participated in Surveys	2	0	79
Informed Actions Performed	Participants	Contributed to Newsfeeds	0	0	0
Viewed a video	7	Participated in Quick Polls	0	0	0
Viewed a photo	0	Posted on Guestbooks	0	0	0
Downloaded a document	18	Contributed to Stories	0	0	0
Visited the Key Dates page	0	Asked Questions	0	0	0
Visited an FAQ list Page	0	Placed Pins on Places	0	0	0
Visited Instagram Page	0	Contributed to Ideas	0	0	0
Visited Multiple Project Pages	75				
Contributed to a tool (engaged)	81				

## ENGAGEMENT TOOLS SUMMARY



Tool Type	Engagement Tool Name	Tool Status	Visitors	Contributors		
				Registered	Unverified	Anonymous
Qanda	Ask a Question	Published	5	0	0	0
Survey Tool	Innisfil Facilities Master Plan Survey	Archived	141	2	0	79
Survey Tool	Register for the Open House	Archived	2	0	0	0

## INFORMATION WIDGET SUMMARY



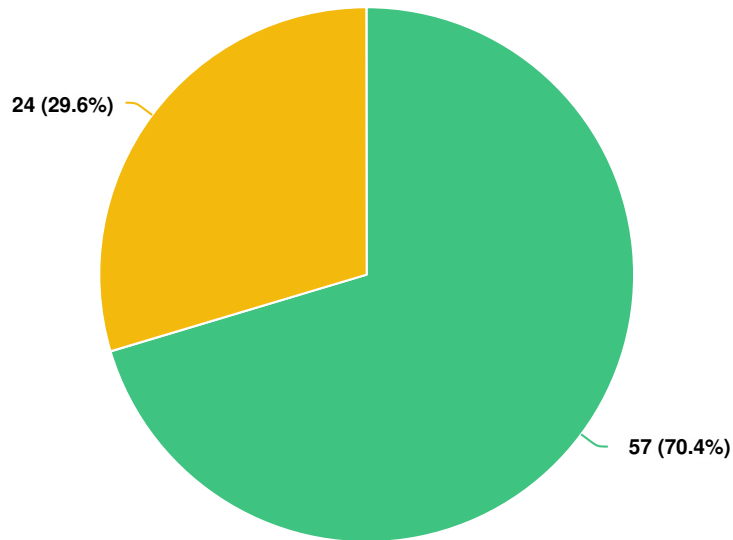
Widget Type	Engagement Tool Name	Visitors	Views/Downloads
Document	Innisfil Facility Master Plan - Public Open House - 2023.04.04.pdf	11	13
Document	Innisfil Facility Master Plan - Guiding Principles.pdf	8	10
Video	Facilities Master Plan Open House - April 4, 2023	7	7
Key Dates	Key Date	0	0

## ENGAGEMENT TOOL: SURVEY TOOL

### Innisfil Facilities Master Plan Survey

Visitors <b>141</b>	Contributors <b>81</b>	CONTRIBUTIONS <b>81</b>
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#### Stroud Arena and Community Centre



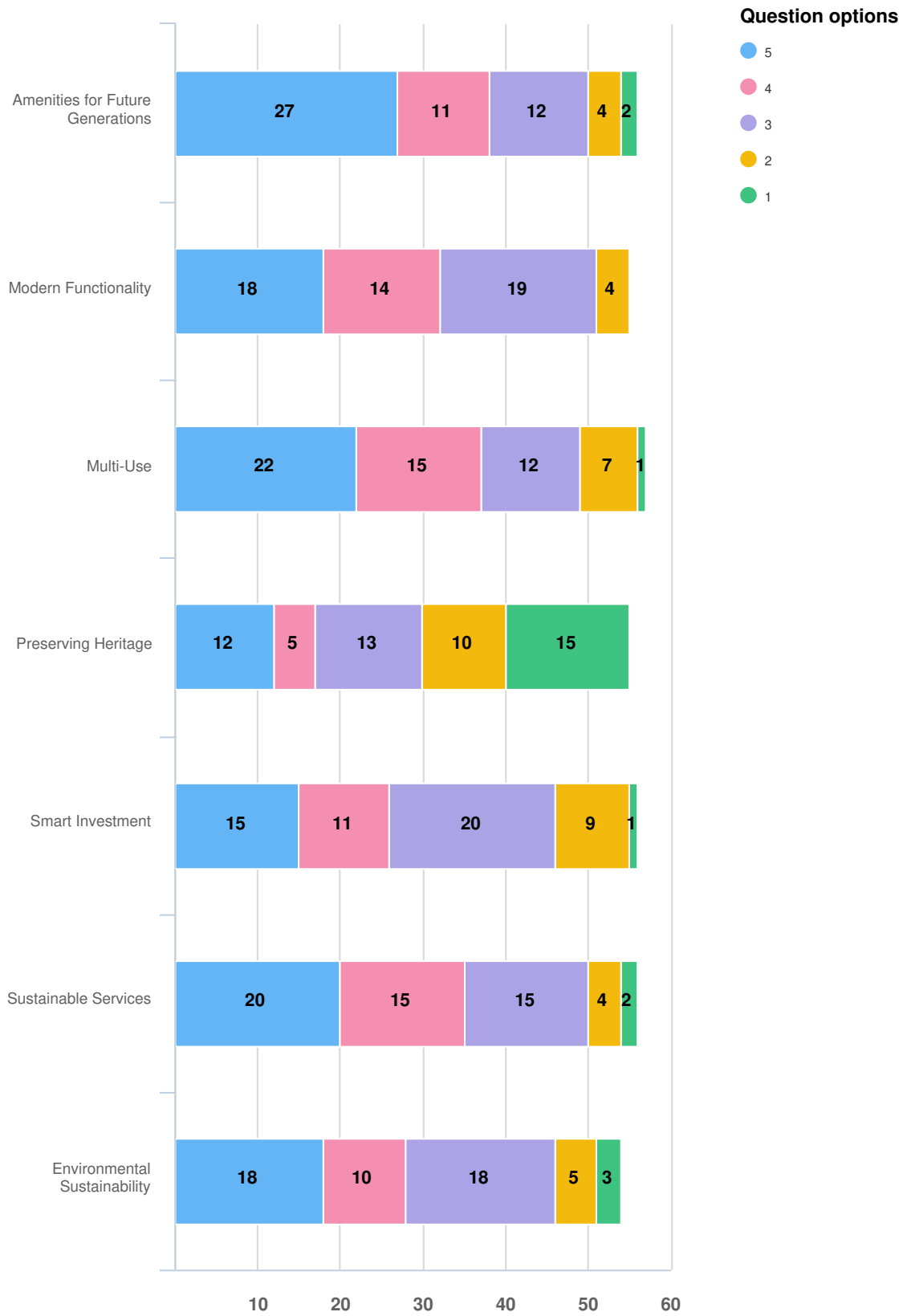
**Question options**

- I am not familiar with this facility
- I am familiar with this facility

*Optional question (81 response(s), 0 skipped)*

*Question type: Radio Button Question*

### Stroud Arena and Community Centre

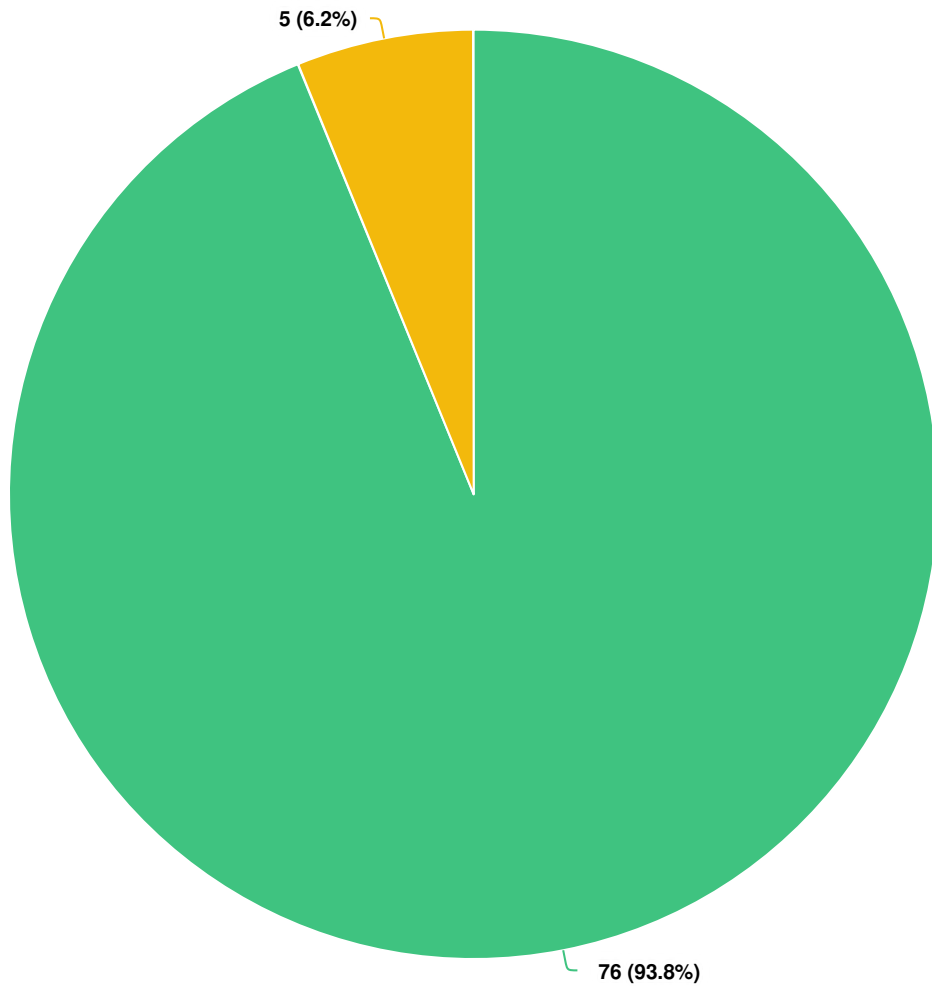


Optional question (57 response(s), 24 skipped)

Question type: Likert Question



### Innisfil Recreational Complex (IRC)



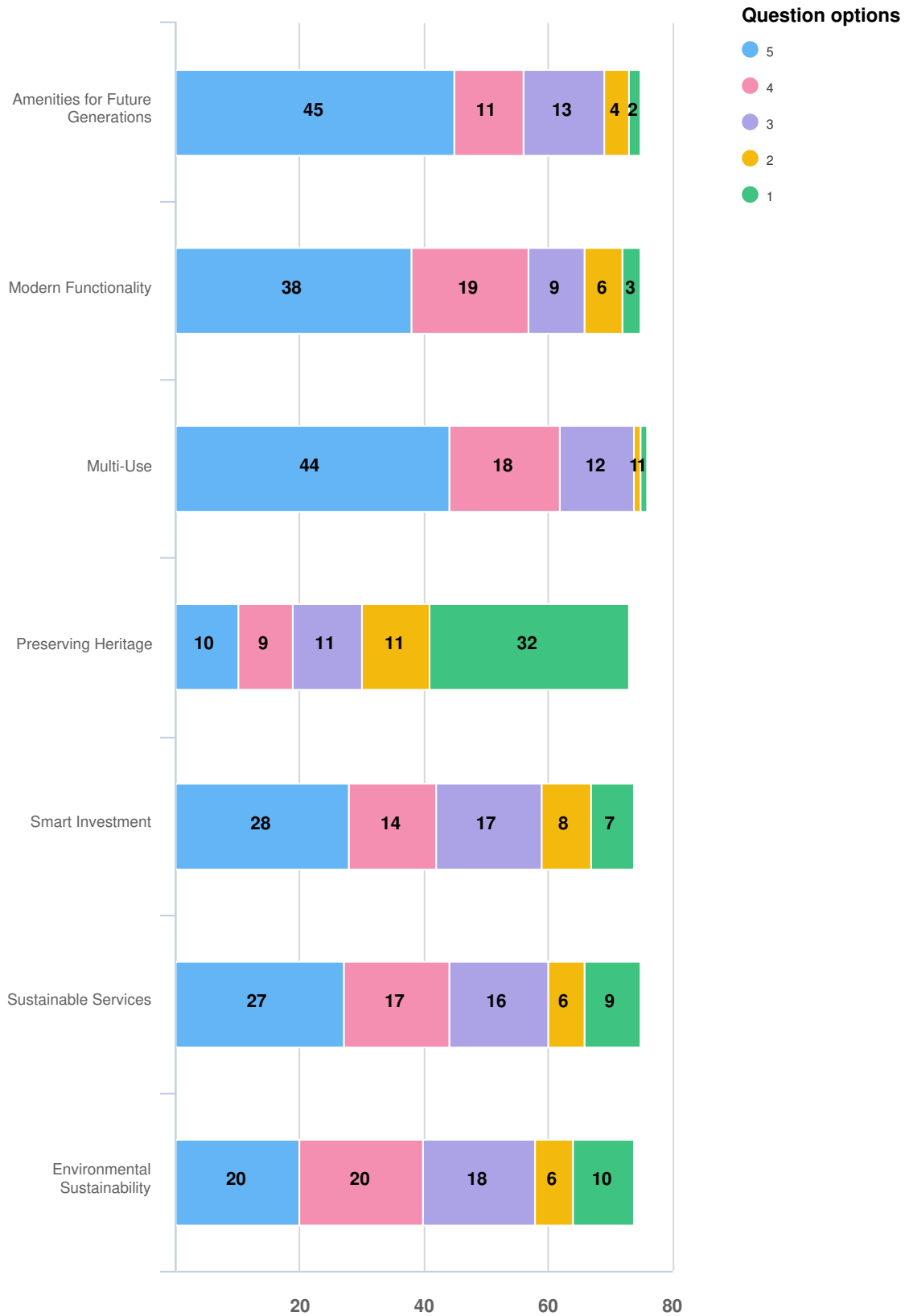
**Question options**

- I am not familiar with this facility
- I am familiar with this facility

*Optional question (81 response(s), 0 skipped)*

*Question type: Radio Button Question*

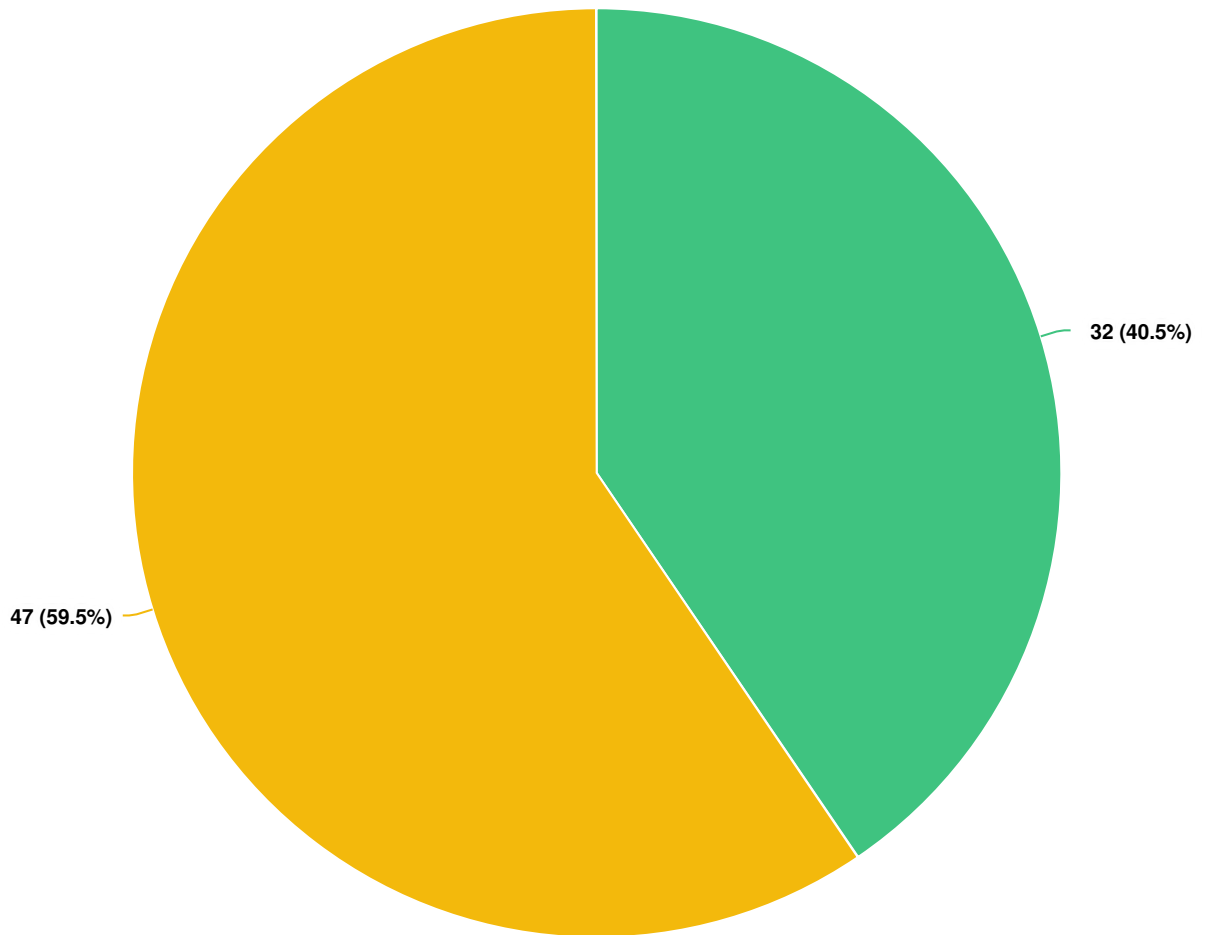
### Innisfil Recreational Complex (IRC)



Optional question (76 response(s), 5 skipped)

Question type: Likert Question

### Morgan Russell Memorial Arena & Community Centre



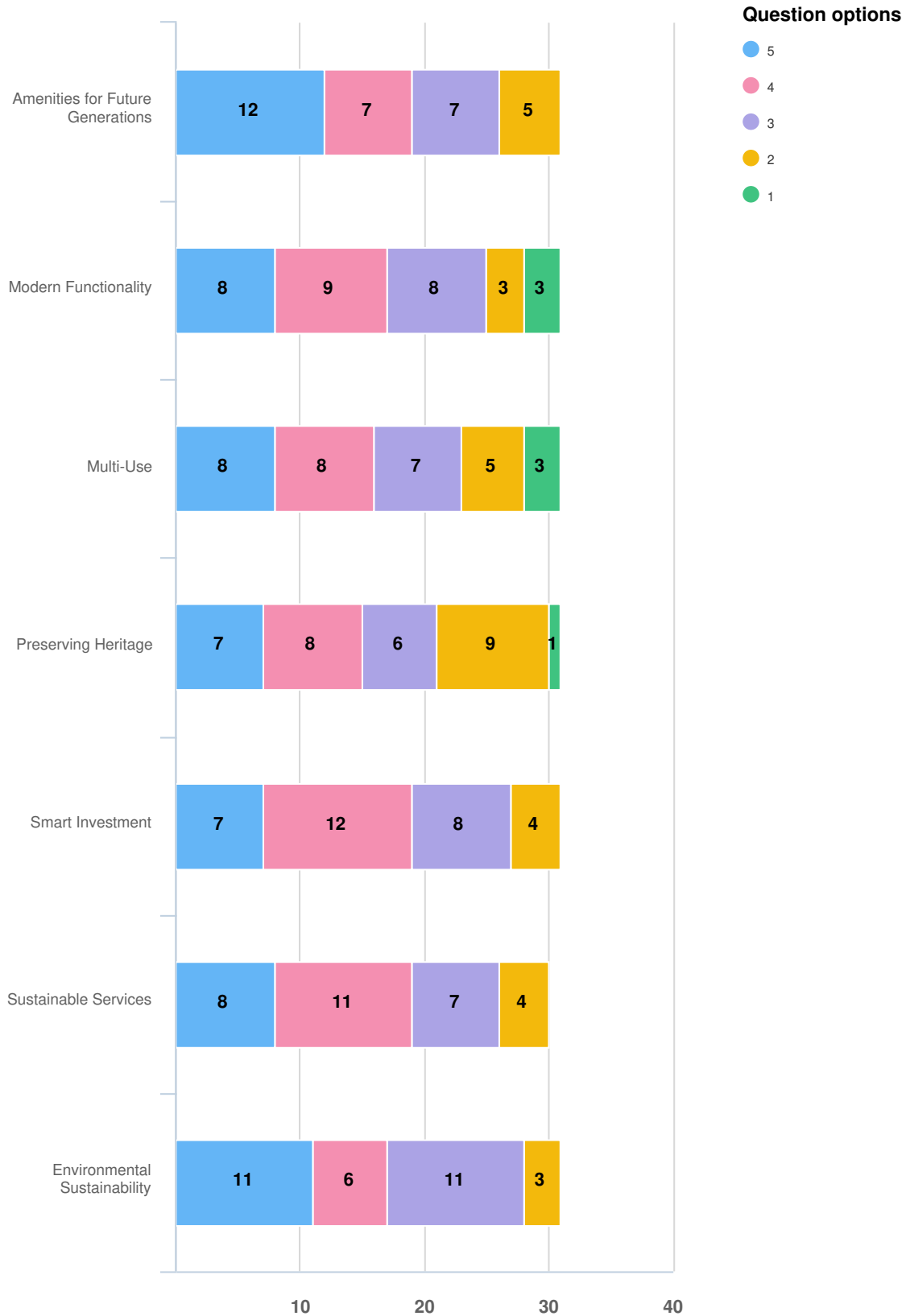
**Question options**

- I am not familiar with this facility
- I am familiar with this facility

*Optional question (79 response(s), 2 skipped)*

*Question type: Radio Button Question*

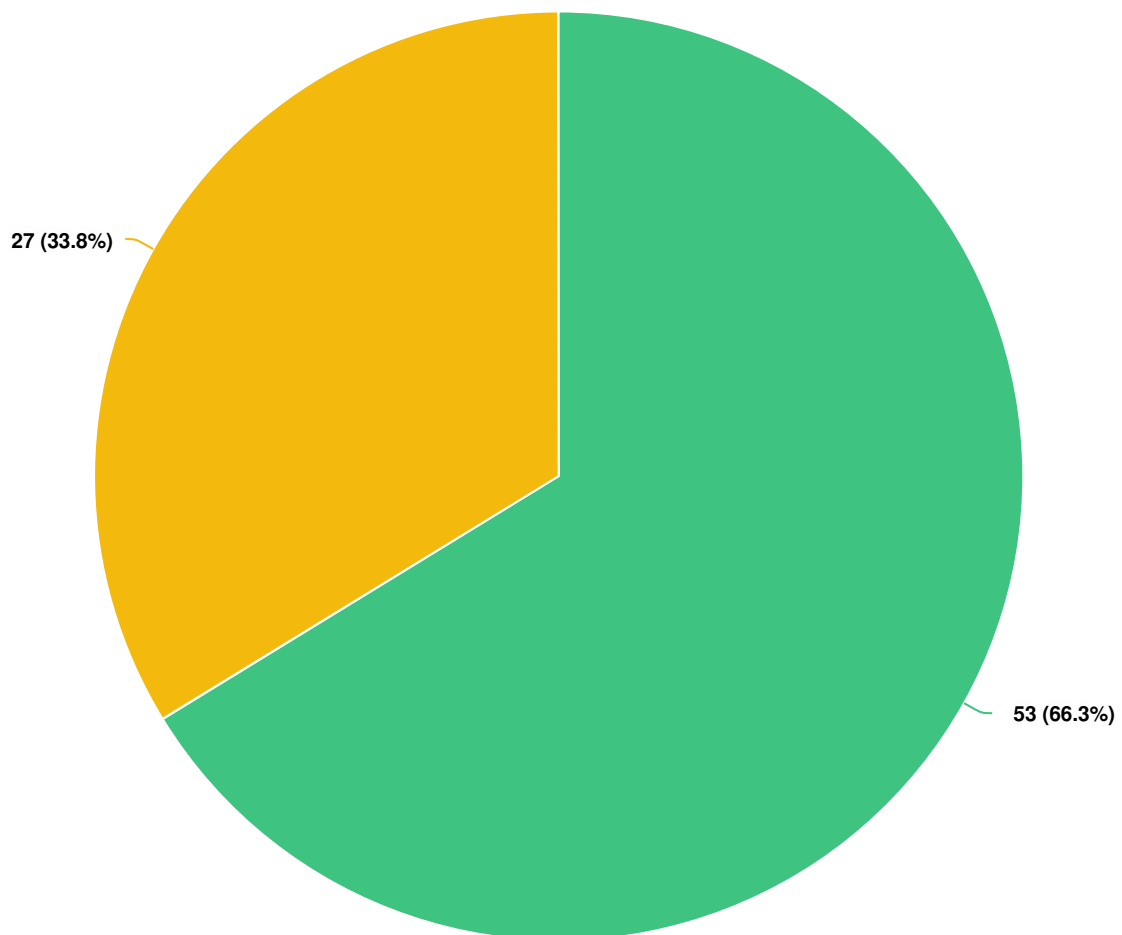
### Morgan Russell Memorial Arena & Community Centre



Optional question (31 response(s), 50 skipped)

Question type: Likert Question

### Innisfil Town Hall



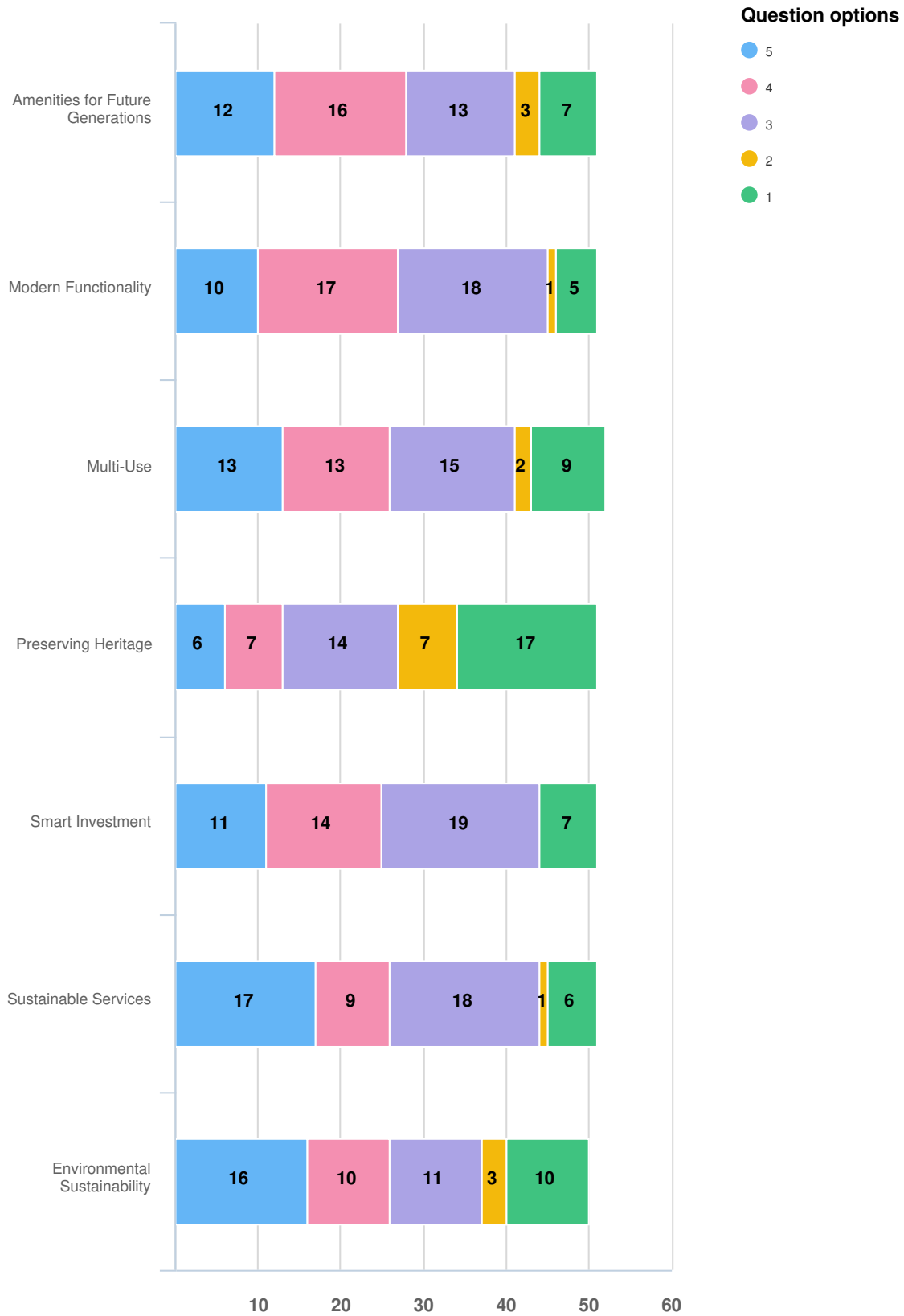
**Question options**

- I am not familiar with this facility
- I am familiar with this facility

*Optional question (80 response(s), 1 skipped)*

*Question type: Radio Button Question*

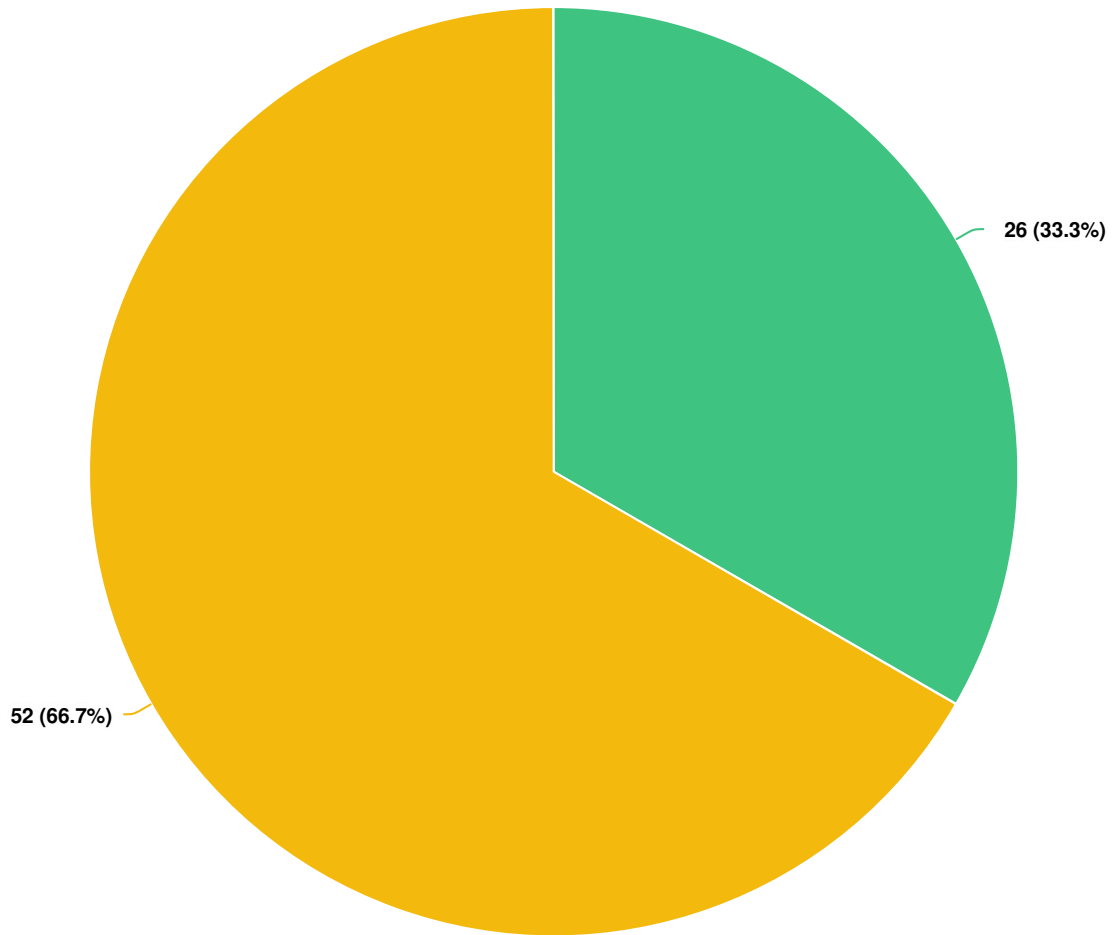
### Innisfil Town Hall



Optional question (52 response(s), 29 skipped)

Question type: Likert Question

### Churchill Community Centre (Provincial Courthouse)



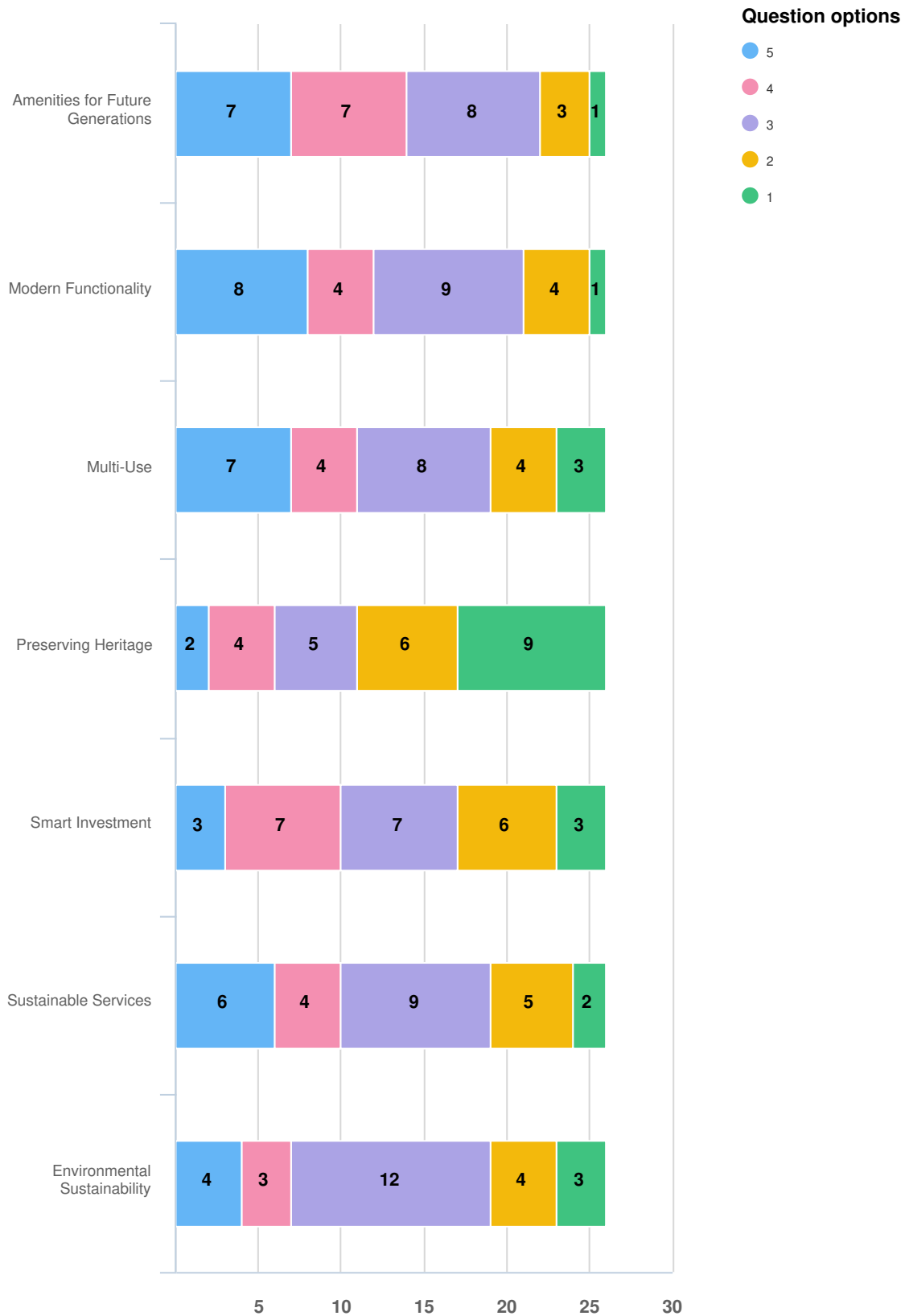
**Question options**

- I am not familiar with this facility
- I am familiar with this facility

*Optional question (78 response(s), 3 skipped)*

*Question type: Radio Button Question*

### Churchill Community Centre (Provincial Courthouse)

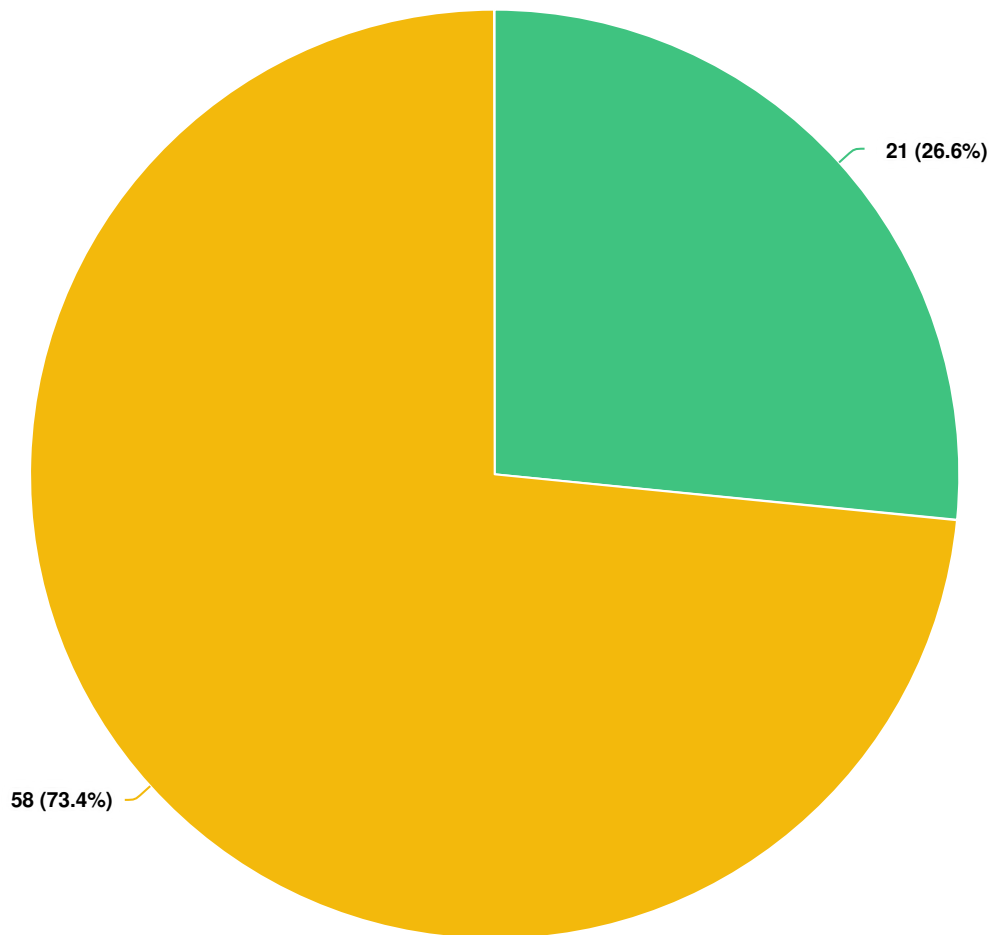


Optional question (26 response(s), 55 skipped)

Question type: Likert Question



### Knock Community Centre



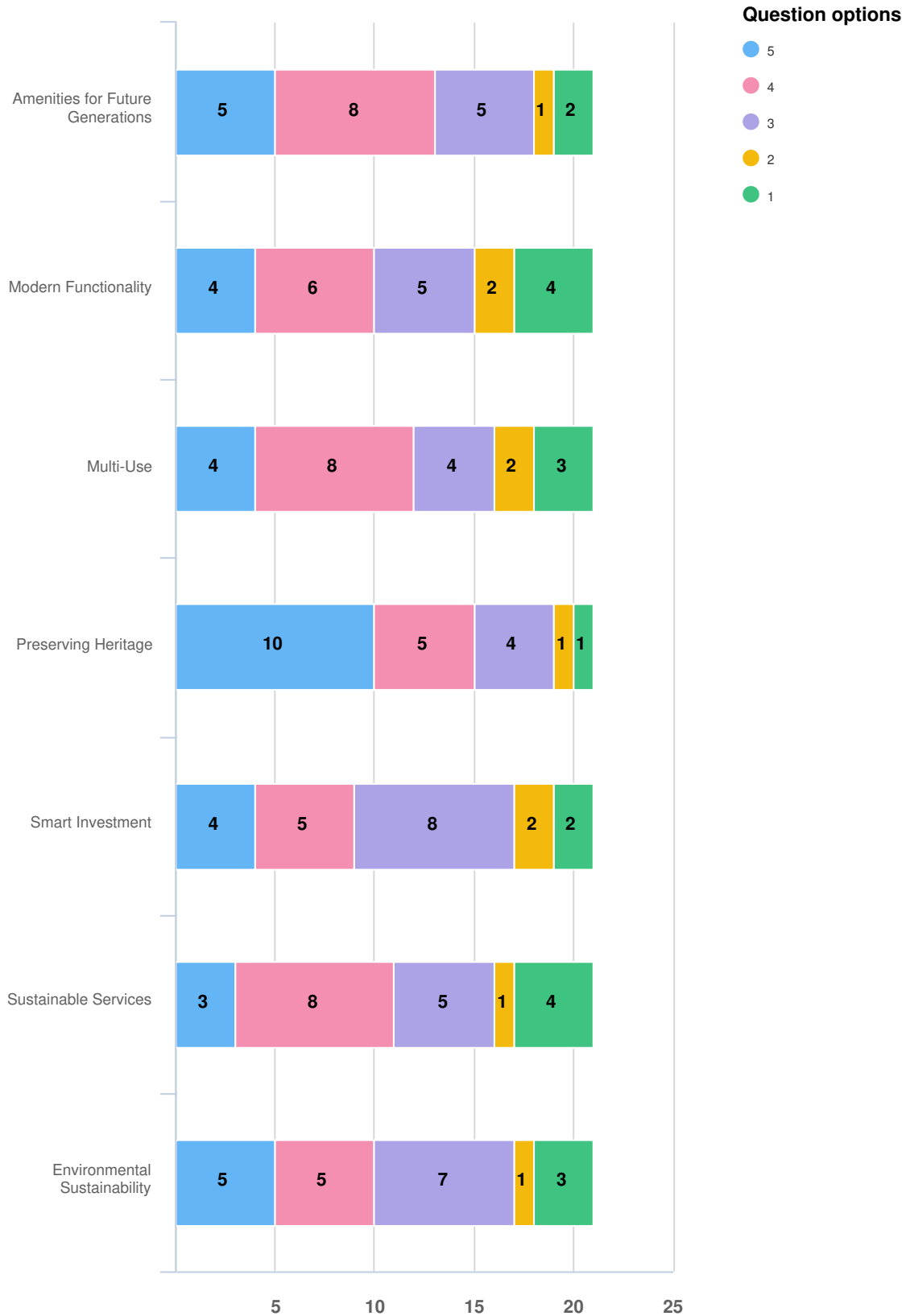
**Question options**

- I am not familiar with this facility
- I am familiar with this facility

*Optional question (79 response(s), 2 skipped)*

*Question type: Radio Button Question*

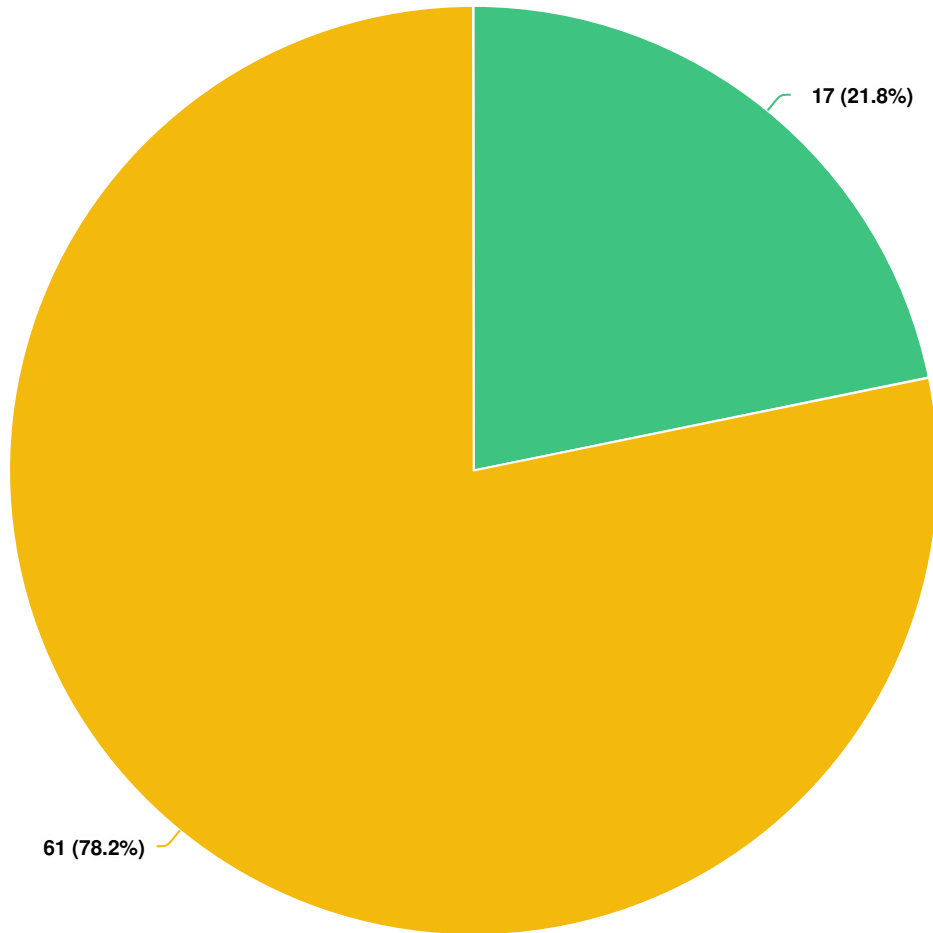
### Knock Community Centre



Optional question (21 response(s), 60 skipped)

Question type: Likert Question

### Cookstown Community Centre



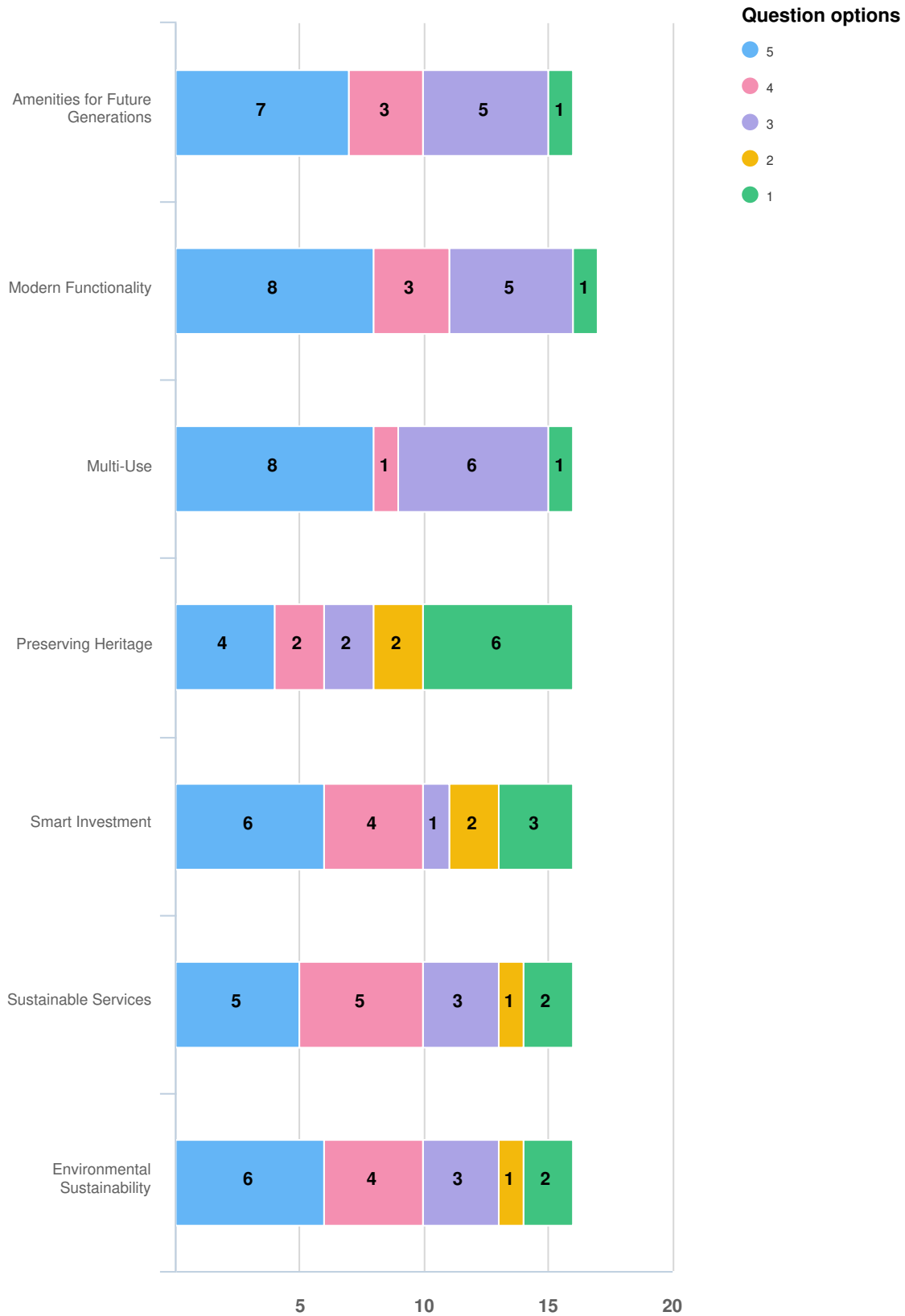
**Question options**

- I am not familiar with this facility
- I am familiar with this facility

*Optional question (78 response(s), 3 skipped)*

*Question type: Radio Button Question*

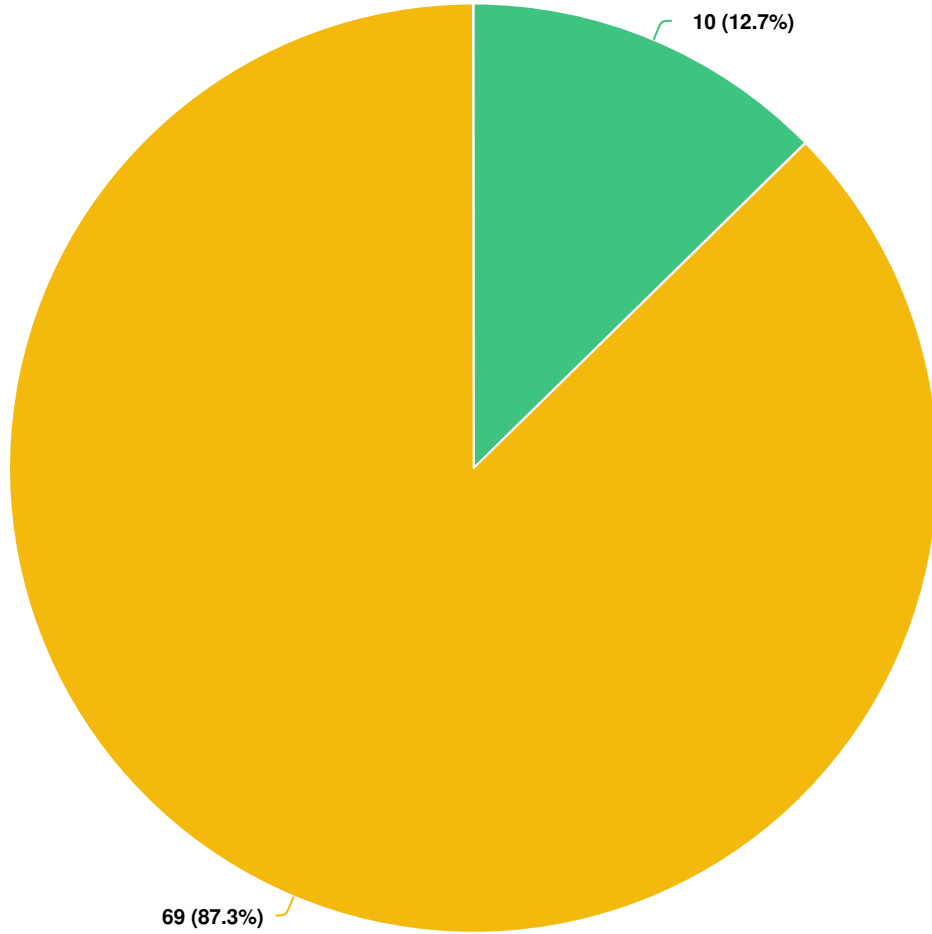
### Cookstown Community Centre



Optional question (17 response(s), 64 skipped)

Question type: Likert Question

### Cookstown Theatre



**Question options**

- I am not familiar with this facility
- I am familiar with this facility

*Optional question (79 response(s), 2 skipped)*

*Question type: Radio Button Question*

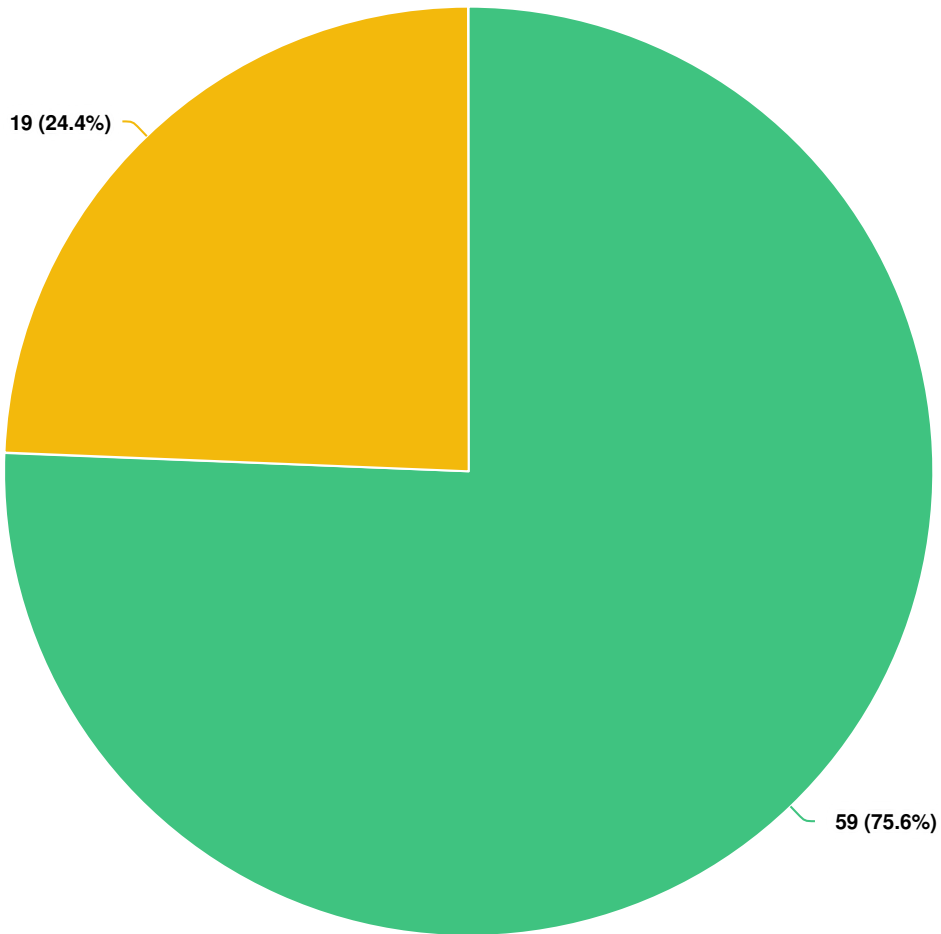
### Cookstown Theatre



Optional question (10 response(s), 71 skipped)

Question type: Likert Question

### Rizzardo Health and Wellness Centre



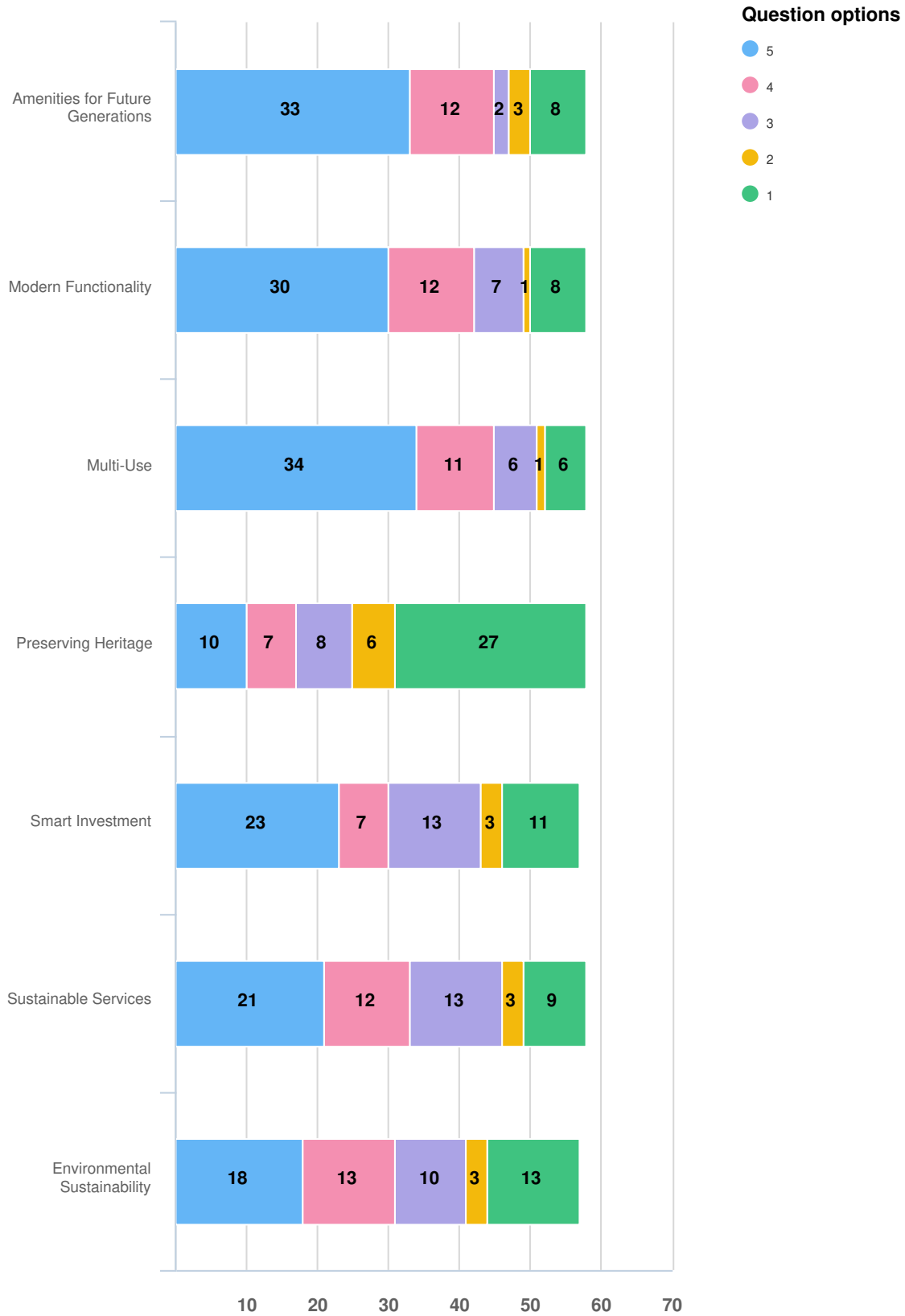
**Question options**

- I am not familiar with this facility
- I am familiar with this facility

*Optional question (78 response(s), 3 skipped)*

*Question type: Radio Button Question*

### Rizzardo Health and Wellness Centre

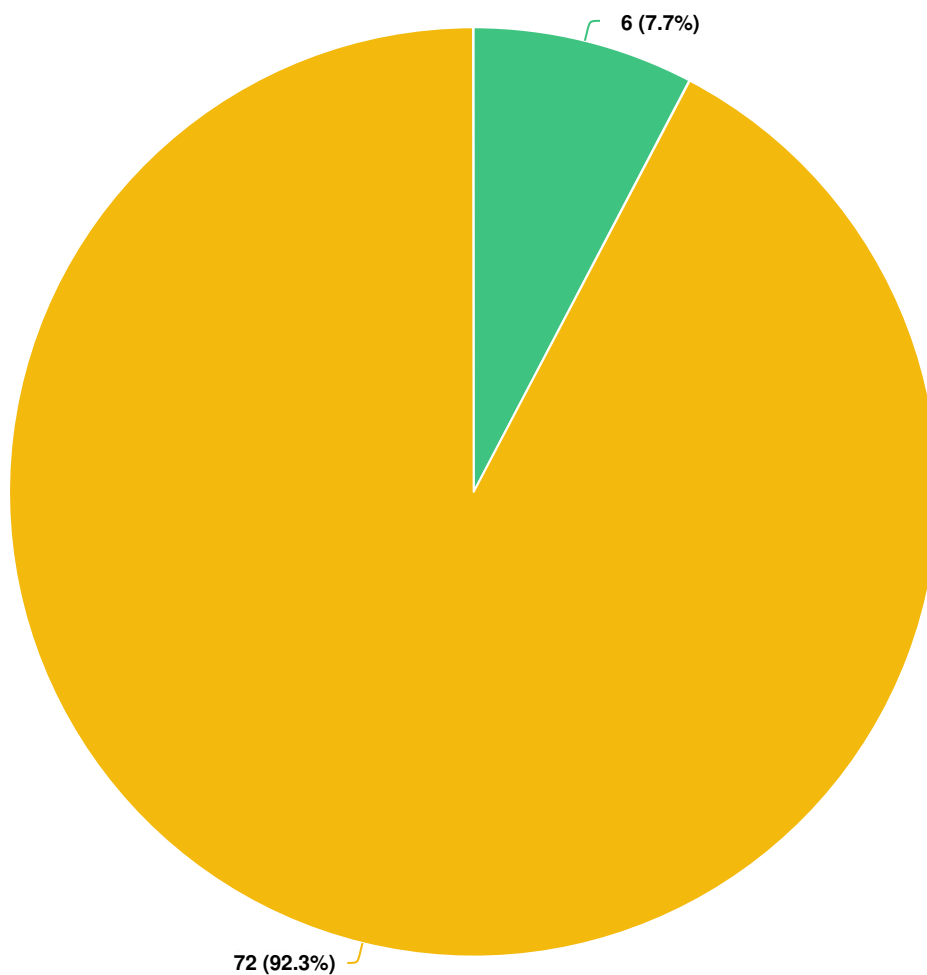


Optional question (58 response(s), 23 skipped)

Question type: Likert Question



### 19 Queen Street (Old Cookstown Library)



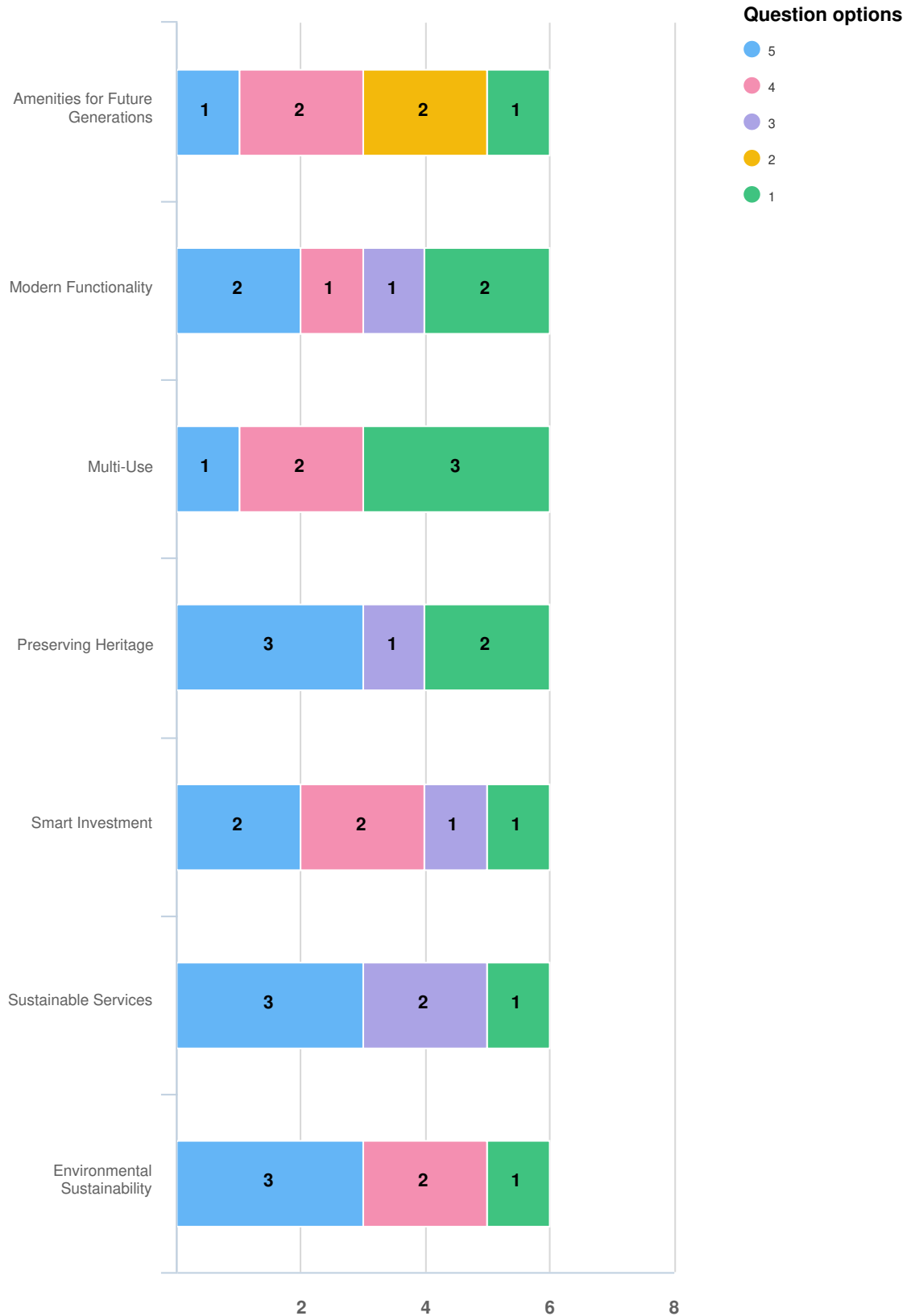
**Question options**

- I am not familiar with this facility
- I am familiar with this facility

*Optional question (78 response(s), 3 skipped)*

*Question type: Radio Button Question*

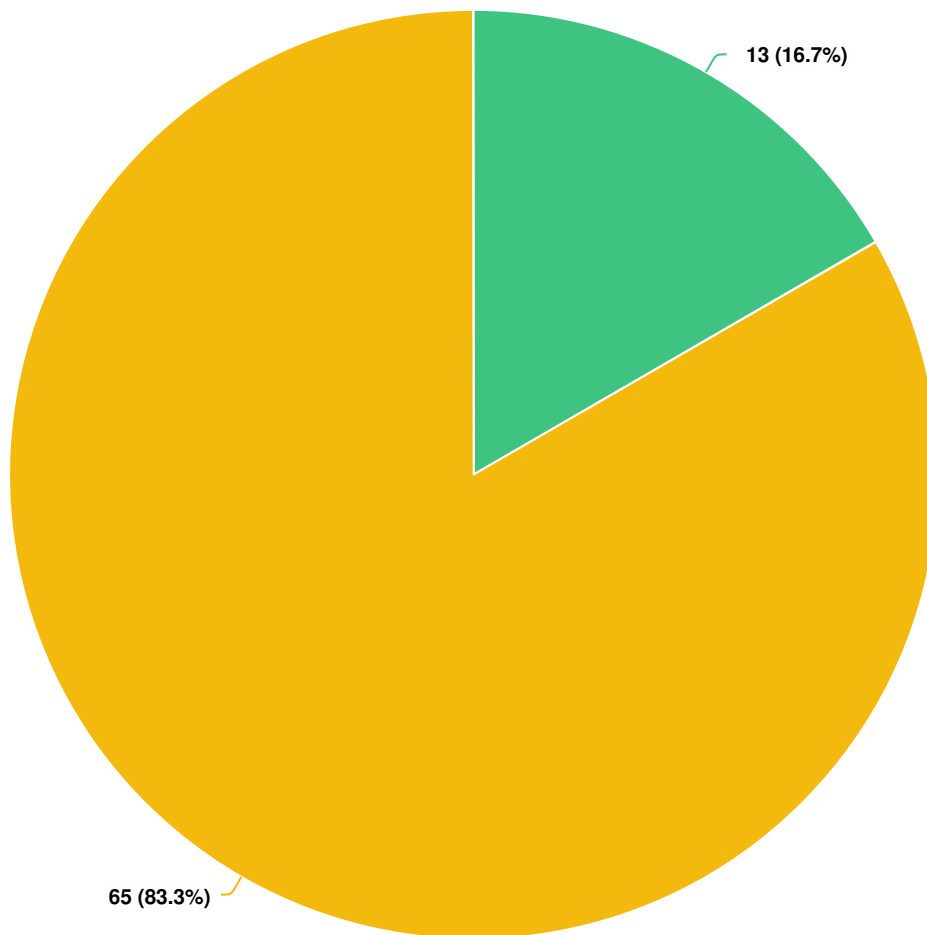
### 19 Queen Street (Old Cookstown Library)



Optional question (6 response(s), 75 skipped)

Question type: Likert Question

### Innisfil Operations Centre (“Operations Building”) including fleet shop



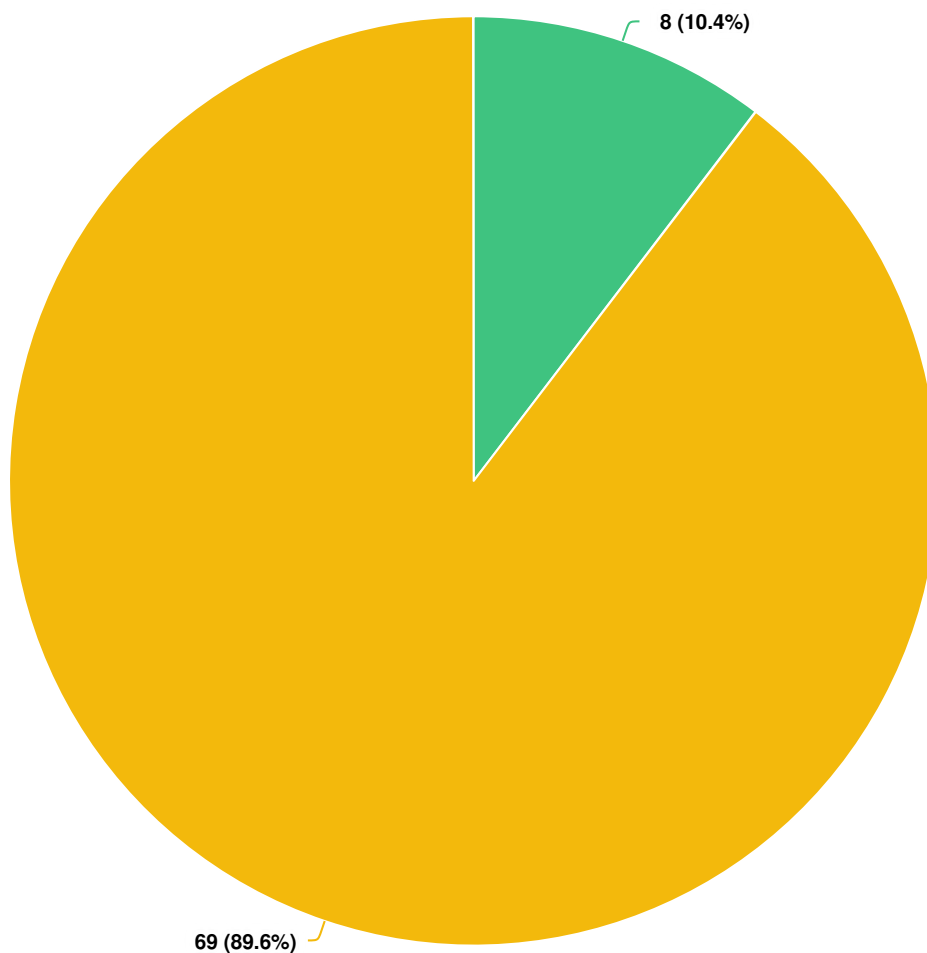
**Question options**

- I am not familiar with this facility
- I am familiar with this facility

*Optional question (78 response(s), 3 skipped)*

*Question type: Radio Button Question*

### Salt and Sand Dome



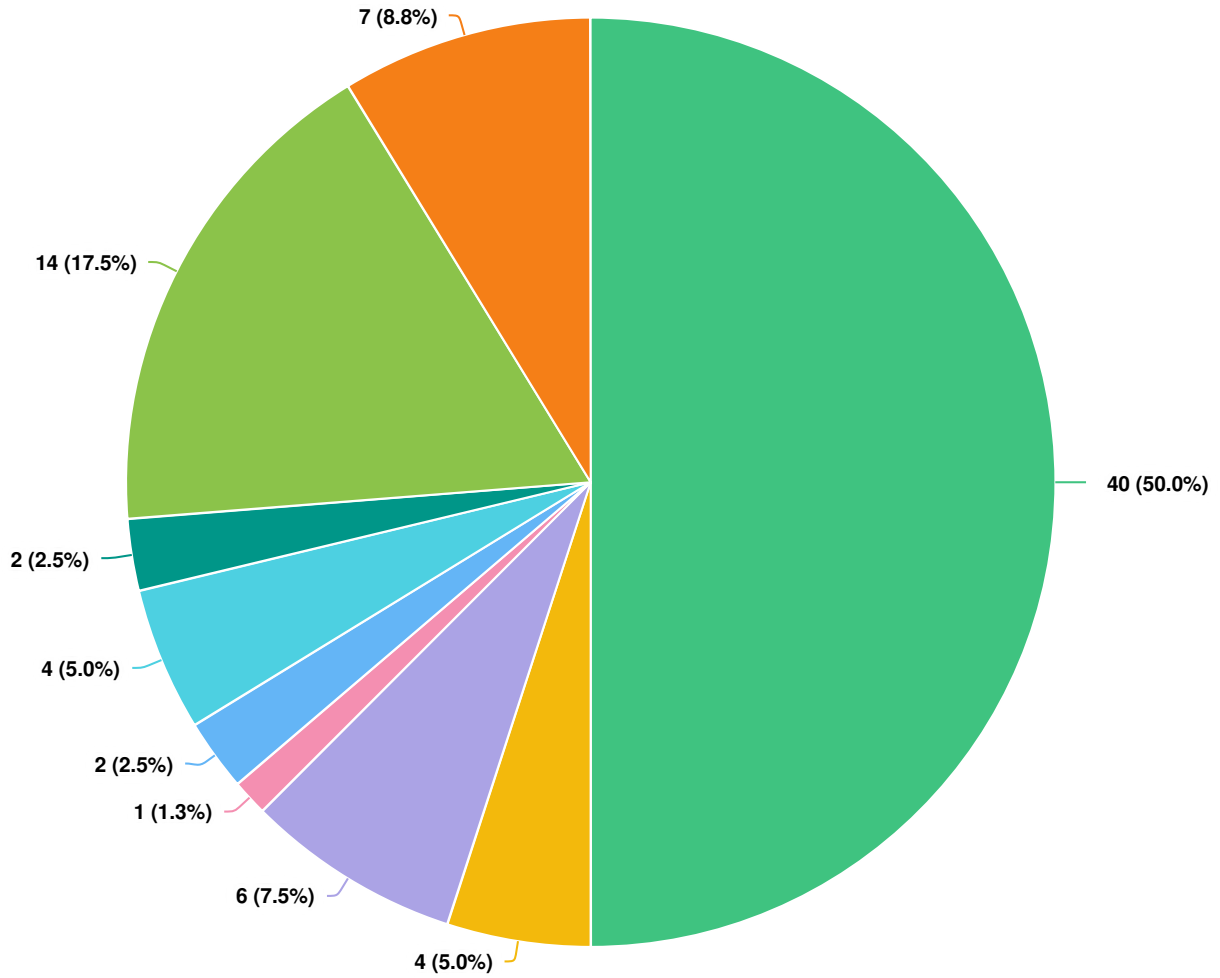
**Question options**

- I am not familiar with this facility
- I am familiar with this facility

*Optional question (77 response(s), 4 skipped)*

*Question type: Radio Button Question*

Please select the community in which you reside.



**Question options**

- Other (please specify)
- Stroud
- Sandy Cove
- Lefroy
- Gilford
- Churchill
- Big Bay Point
- Belle Ewart
- Alcona

Optional question (80 response(s), 1 skipped)

Question type: Radio Button Question