



THE MUNICIPALITY OF  
**LAMBTON SHORES**

**Community Vibrancy Fund  
LARGE PROJECTS APPLICATION FORM**

Prior to completing an application, applicants must have read the Community Vibrancy Fund Large Projects Guidelines. Applicants are required to meet with Municipal staff prior to submitting an application.

Only completed applications will be considered. Lambton Shores Municipal Council has the sole authority to approve or deny applications.

Organization Name: Royal Canadian Legion Branch #176 Forest

Funding Requested: 33% of the construction cost of \$200,404.73 = \$66,163.44

**1. Applicant Information**

1.1 Board of Directors

Please complete the chart below:

Name	Position	Term	Years Active
Shirley Spinks	President	1 year - to May 31	5
Stephen Rogers	First Vice President	1 year - to May 31	5
Ken Vanos	Second Vice President	1 year - to May 31	2
Wm (Bill) Fraser	Past President	1 year - to May 31	8
Deborah Fraser	Secretary	1 year - to May 31	17

1.2 Provide details about the organization including the history, mandate, objectives and services provided, and geographic area of operation.

Please see the attached pages.

1.3 Please confirm that membership to the organization is open to anyone in the Municipality of Lambton Shores:

- Yes, I confirm that membership is open to everyone
- No, membership is not open to everyone

1.4 Describe the organization's experience with successfully completing projects. Include details such as project management experience, budget management, etc. Provide examples of project completion and identify the experience of the individuals that will be involved in the project implementation.

RCL Branch #176 Forest has recently completed several relighting projects - including the kitchen and a storage room. Both projects involved the replacement of old light fixtures with new LED energy efficient fixtures. Electrical Contractors were solicited to provide quotes and the lowest qualified contractor was engaged to complete the work. Both projects were completed on time and on budget.

Project oversight and management for these projects was provided by John W. Vanos, Building Committee Chair with the Forest Legion. Mr. Vanos has extensive experience in the design and construction industry including the last 12 years of his career as the senior project manager with Physical Resources at the University of Guelph. That experience has included all aspects related to design and construction including dealing with consultants and contractors, procurement of all types of services and detailed project management for multi-million complex institutional projects. Mr. Vanos will be fully involved in all aspects of the project's implementation from start to completion including procurement activities, scheduling the work at the building, monitoring costs and progress and quality of the work and reporting to the Forest Legion and Funding Partners.

## 2. Project Description

2.1 Provide a description of the proposed project, including the location where the project will take place.

The proposed project will be located in its entirety at the Forest Legion building located at 58 Albert Street, in Lambton Shores (Forest).

The proposed project - Building Refurbishment and Upgrading 2024 - consists of :

- masonry repairs to the north wall,
- main hall sports floor replacement,
- vinyl and carpet replacements in various areas,
- replacement of building audio and public address system,
- enhancement of hall video system, and
- conversion of all lighting systems to energy efficient LED fixtures and lamps.

The estimated total cost of the project is \$249,004.47 Some consulting fees for initial investigations have been paid. The Forest Legion would be responsible for soft costs. The estimated total construction cost is \$200,404.37 (includes HST).



2.2 Describe, in detail, who will benefit from the project. What is the target population that your project will support? How will you ensure that your project is open and accessible to all members of the general public?

All who use or wish to use the facility will benefit. Our (Legion) mission is to serve Veterans, including serving military and RCMP members and their families, to promote remembrance and to serve our community and our country. Membership to the Legion is open to all persons but is not a requirement to use the facility. All are welcome.

The facilities of Branch #176 Forest supports the Legion's mission through providing space suitable for use by all members of the community including space for seniors' activities (i.e. - darts, cornhole, shuffleboard, cards, monthly dinners), meeting space for various organizations (i.e. - Ringette, Probus, Kiwanis, Minor Hockey) and a social gathering space for all members and non-members. The building is barrier free.

The Legion's facility is the largest of its kind in the area. It is a unique facility that includes a large hall for large groups for various types of receptions, weddings, funeral or Celebration of Life, etc. it also includes a licensed lounge for smaller social gatherings and meetings. It has been designated as an Evacuation Centre by Lambton Shores in the case of a declared emergency.

2.3 Describe the need for the project, including identifying any gaps that exist. List any documented studies or reports that support the need for the project.

The proposed project - Building Refurbishment and Upgrading 2024 - consists of :

- masonry repairs to the north wall are required to avoid loss of lateral support for the wall - a report completed in July of 2023 documents the needs for the repairs;
- main hall sports floor (original to 1977 installation) replacement is required to repair damaged and worn areas and is required to maintain the suitable use of the floor for various activities for dances, exercise programs, general use and to maintain the shuffleboard courts which are used twice weekly;
- flooring replacements are required to replace damaged and worn vinyl tile and carpet;
- replacement of building audio and public address system is required to allow for improved connectivity for wireless and and blue-tooth systems as expected by users of the hall;
- enhancement of hall video system is required to meet expectations of users of the hall who expect to use a system for video presentations at large functions, and
- conversion of all lighting systems to LED for energy savings and uniform lighting and control.

2.4 Demonstrate the community support received for the project. At least one letter of support from a local organization other than the applicant must be provided.

The membership of RCL Branch #176 Forest is in support of the proposed project.

Please see the attached letters of support for the project.

2.5 Have all necessary approvals, permissions and permits been granted for the project to proceed? If yes, please describe. If not, please describe the plan to receive the necessary approvals.

The membership of RCL Branch #176 Forest has approved the work for the project at its Executive and General meetings. No additional approvals are required.

A building permit for the masonry repairs will be submitted to Lambton Shores by the Forest Legion.

Permits related to any electrical work required from the Electrical Safety Authority will be obtained by the Electrical Contractor.

2.6 Describe the sustainability of the project, including how the project will be funded and operated over the life of the project.

In addition to a grant received from Lambton Shores Community Vibrancy Fund, the project will be funded through other various grants, donations and the Branch #176 2024 Building Fund. The 2024 Building Fund is expected to collect sufficient funds to cover the majority of the costs of the project not otherwise funded.

Branch #176 intends to actively seek financial contributions from local organizations and community groups - both public and private.

Once completed the project is expected to reduce operating costs to the Branch by replacement of worn and damaged finishes and improving various systems such as the lighting. Operating costs will come from the Branch without any further monies being requested from others.

The project is expected to be completed by the end of 2024.

2.7 Which funding category applies to this project:

- Energy sustainability
- Land stewardship
- Recreation projects
- Agriculture / Rural Affairs
- Arts / Culture / Community Heritage
- Community / Special Events
- Community Beautification / Environmental Awareness
- Supporting Youth / Seniors / Vulnerable Sector
- Tourism / Economic Development
- Funding for ongoing and/or annual cultural and/or historical events that promote tourism and/or historical significance to Lambton Shores, but does not include Canada Day Celebrations



### 3. Financial

- 3.1 Describe what the requested funds are being used for. **Note** that if approved, funds cannot be used for anything other than the stated purposes.

The requested funds will be used, to pay for a portion of the the services of contractors to complete the works of the project including the payment of any contractors' costs for materials and labour required for the proposed project.

- 3.2 Describe the fundraising strategy and other funds that have been secured to support this project. List any funding partners.

RCL Branch #176 Forest has initiated a fund raising campaign requesting donations from public and private persons, businesses and organizations. This fund raising campaign was launched on January 01, 2024. A mailing campaign and the distribution of flyers will be undertaken.

RCL Branch #176 Forest has received a grant in the amount of \$25,000 from the Forest Community Foundation which will be put towards the project. The Forest Legion has received confirmation that the Forest Legion will receive 100% of the proceeds of the sale of Tim Horton's Smile Cookie campaign at the Forest Tim Horton's, also to be put to the fund raising campaign.

With the exceptions of the Forest Community Foundation and Tim Horton's, there are no other funding partners known at this time. Individual contributions have been received.

- 3.3 Describe why Vibrancy Funds are needed for this project.

RCL Branch #176 Forest operates as a not-for-profit organization. While RCL Branch #176 Forest has funds in reserve and a grant in-hand, the primary goal of Forest Legion fund raising activities is in support of those that we aim to serve. The Forest Legion contributes to the Royal Canadian Legion's overall national and local goals. In addition, the Forest Legion contributes to the community in the form of donations to youth and seniors groups by way the the Poppy campaign and by way of the Branch's lotteries.

The award of Vibrancy Funds would mean that fewer funds from the Forest Legion reserves and general accounts would be required to complete this project and allow us to continue to contribute to the community at the same levels that we have in the past.

#### 4. Contact and Signature

Contact information of person completing this application

Name: John W. Vanos

Phone number: 519-281-7402

Email: descon2@outlook.com

Mailing address: 34 Union Street, Lambton Shores ON N0N 1J0

The information contained in this application is, to the best of my knowledge, true and correct. I acknowledge that the contents of this application will be discussed in a public forum.

John W. Vanos  Jan 24 / 24  
Print name (person completing application) Signature Date

~~Shirley Spinks~~ Deborah Fraser  Jan 24 / 24  
Print name (President or Chair of Board) Signature Date  
Secretary

Personal information, as defined by the Municipal Freedom of Information and Protection of Privacy Act (MFIPPA) is collected under the authority of the Municipal Act, 2001, and in accordance with the provisions of MFIPPA. Personal information collected on this form will be used for the purpose of the administration of a Vibrancy Grant in the Municipality of Lambton Shores. If you have questions about this form, please contact the Municipality of Lambton Shores Community Services Department at 519-243-1400, option 3 or [events@lambtonshores.ca](mailto:events@lambtonshores.ca) or visit our website at [www.lambtonshores.ca](http://www.lambtonshores.ca) for more information. If you have questions about the collection, use, and disclosure of this information, contact the municipal Clerk at 519-243-1400, ext.8414.

**1.2 Provide details about the organization including the history, mandate, objectives and services provided, and the geographical area of operation.**

Royal Canadian Legion Branch #176 Forest received its Legion charter in 1930. The Branch's current facility was built in 1977 and an addition was completed in 1991. The organization has been an integral part of the community over those many years. The Branch facility has become a landmark and a continues to be a local resource for community events.

The Branch operates as a non-profit organization.

Our (Legion) mission is to serve Veterans, including serving military and RCMP members and their families, to promote remembrance and to serve our community and our country.

The facilities of RCL Branch #176 Forest supports the Legion's mission through providing space suitable for use by all members of the community and the country including space for seniors' activities (i.e. - shuffleboard, cards, monthly dinners), meeting space for various organizations (i.e. - Ringette, Probus, Kiwanis) and a social gathering space for all members and non-members.

RCL Branch #176 is located in Lambton Shores and within the former Town of Forest.

The majority of the members (+/-98%) come from various locations within Lambton Shores and the immediate surrounding municipalities with others from areas adjacent to Lambton Shores.

RCL Branch #176 Forest

**Building Refurbishment and Upgrading 2024**  
**Total Project Budget**

	Masonry Wall Repairs	Sports Floor Replacement	Floor Replacements		Audio & PA	Video	Lighting Conversion	Total	Notes
			Vinyl	Carpet					
Investigations	\$ 4,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,000.00	Completed and Paid
Design and Tendering	\$ 6,500.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 6,500.00	Completed and Paid
Estimated Construction Cost	\$ 52,850.00	\$ 64,963.00	\$ 10,220.00	\$ 15,080.00	\$ 9,150.00	\$ 7,000.00	\$ 18,086.00	\$ 177,349.00	
Consultant Fee for Site Reviews	\$ 14,820.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 14,820.00	Legion cost
Permits	\$ 1,000.00	\$ -	\$ -	\$ -	\$ 150.00	\$ 150.00	\$ 150.00	\$ 1,450.00	Legion cost
HST @13%	\$ 10,292.10	\$ 8,445.19	\$ 1,328.60	\$ 1,960.40	\$ 1,209.00	\$ 929.50	\$ 2,370.68	\$ 26,535.47	
Contingency	\$ 5,500.00	\$ 6,500.00	\$ 1,150.00	\$ 1,500.00	\$ 1,000.00	\$ 700.00	\$ 2,000.00	\$ 18,350.00	Legion cost
<b>Total</b>	<b>\$ 94,962.10</b>	<b>\$ 79,908.19</b>	<b>\$ 12,698.60</b>	<b>\$ 18,540.40</b>	<b>\$ 11,509.00</b>	<b>\$ 8,779.50</b>	<b>\$ 22,606.68</b>	<b>\$ 249,004.47</b>	

**Total Construction Cost \$ 200,404.37 (\$177,349.00 + HST)**





# PROBUS CLUB OF FOREST

FOREST, ONTARIO  
N0N 1J0

Email: [probustclubofforest@gmail.com](mailto:probustclubofforest@gmail.com)

January 23, 2024

To whom it may concern:

Please allow me to first introduce myself. My name is Eva Irwin, and I am the newly elected President of Probust Club of Forest. It is an honour to be writing you in my new role as President.

I am writing to lend my whole-hearted support to the Forest Legion Branch 176. At our November meeting at the Legion, we heard about the extensive plans to renovate and upgrade the Forest Legion. Many of these plans have likely been necessary for the past several decades.

As an organization that prides itself in continuing to foster fellowship, friendship and fun to now 114 members of our Forest community, it is vital that we continue to foster and grow. We are so fortunate to be able to hold our meetings on a monthly basis at the Forest Legion. We do so at no cost to our Club, however we do extend an honorarium to the Legion on an annual basis, to express our appreciation and our thanks.

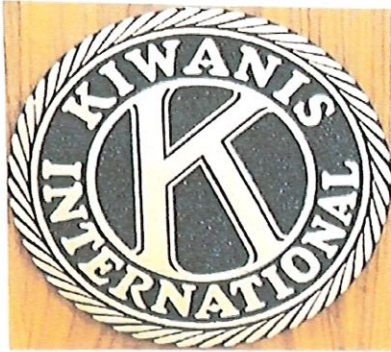
Members of our club are retired professionals who have contributed in countless ways to our community through their respective professions. They now look forward to gathering each month, to listen to stimulating speakers, and to enjoy social interaction with one another. When our membership was smaller, we often enjoyed gathering for lunch at various establishments in and around Forest, but we now often call on the Ladies Auxiliary at the Legion, to provide a cost-effective, delicious meal to our growing membership.

I urge you to support their bid for financial assistance, to move forward with all the necessary upgrades and renovations to the Forest Legion 176 branch. It is vital that our Probust Club members continue to gather and meet, to grow and foster long-standing and new friendships in our community. It contributes to the health and wellness of many members in our community, and I look forward to seeing our Club continue to flourish.

If you have any questions, please do not hesitate to contact me.

Sincerely,

Eva Irwin  
President, Probust Club of Forest



January 22, 2024

Re: Royal Canadian Legion Forest Branch Application for Vibrancy Grant.

This is a letter of support from the Forest Kiwanis Club, for the Royal Canadian Legion Forest Branch, as they are looking to improve their building with work on the walls, foundation, flooring, and other interior improvements.

The Kiwanis Club of Forest rents their facility several times a year for our events. The Legion is available to rent for any event, and they hold several events of their own.

The Forest Kiwanis Club supports the Royal Canadian Legion Forest Branch in their application for the Vibrancy Grant. This building is a great place for people of all ages to gather and celebrate all of life's occasions, and each other.

A handwritten signature in blue ink that reads "Angela Baarda".

Angela Baarda  
Secretary  
Forest Kiwanis Club

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# 2024 Building Refurbishment and Upgrades



Royal Canadian Legion  
Branch #176 Forest

## Business Case

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## Authority Signatures

Deborah Fraser

Shirley Spinks Deborah Fraser

President, RCL Branch #176 Forest

Secretary  
John W. Vanos

John W. Vanos

Project Manager

Building Committee Chair, RCL Branch #176 Forest

Jan 24 / 24

Date

Jan 24 / 24

Date



## Executive Summary

The Royal Canadian Legion Branch #176 needs to refurbish and upgrade parts of its building. Parts of the building constructed in 1977 and added to in 1990 are worn or damaged and in need of upgrading. Funding from external sources is required to implement the project.

## Phase 1: The Strategic Context

### 1 Business Needs and Desired Outcomes

#### 1.1 Strategic Environment

##### ▶ 1.1.1 Organizational Overview

Our (Legion) mission is to serve Veterans, including serving military and RCMP members and their families, to promote remembrance and to serve our community and our country.

Membership to the Legion is open to all persons but is not a requirement to use the facility. All are welcome.

The facilities of Branch #176 Forest support the Legion's mission through providing space suitable for use by all members of the community including space for seniors' activities (i.e. - darts, cornhole, shuffleboard, cards, monthly dinners), meeting space for various organizations (i.e. - Ringette, Probus, Kiwanis, Minor Hockey) and a social gathering space for all members and non-members. The building is barrier free.

The Forest Legion conducts the Annual Poppy Campaign and contributes to the National Campaign as well as a number to local charities. We also conduct lotteries to raise funds to support both seniors and youth organizations. Funds derived from these campaigns can not be used for operating expenses.

The Forest Legion organizational structure includes a President, Past President, First Vice-President, Second Vice-President, Secretary, Treasurer, Sargeant-at-Arms, four (4) Executive members and the Chairs of various Legion mandated and other committees.

Current membership of the Forest Legion is at approximately 300.

##### ▶ 1.1.2 Business Need

RCL Branch #176 Forest operates as a non-profit organization. Funding from all possible sources is being sought in order to undertake the refurbishments and upgrades required and requested. In terms of business need, it is simply means we need \$250,000.00.

##### ▶ 1.1.3 Drivers for Change

In order to ensure a viable and safe and user-friendly facility, the Forest Legion needs to seek funding partners for the proposed project.

The Legion's facility is the largest of its kind in the area. It is a unique facility that includes a large hall for large groups for various types of receptions, weddings, funeral or Celebration of Life, etc. It also includes a licensed lounge for smaller social gatherings and meetings.

It has been designated as an Evacuation Centre by Lambton Shores in the case of a declared emergency.

Funding from external sources is required for the proposed project. Funds from lotteries or the annual poppy campaign can not be used to fund the project. Any reserves or cash on hand would be insufficient to complete the proposed project.

#### ▶ **1.1.4 Business Outcomes**

The refurbishment and upgrading will ensure that the Forest Legion will continue to have a safe and viable and energy efficient facility that will allow the Forest Legion to continue to serve the community of Lambton Shores without impacting its current operational needs.

### **1.2 Strategic Fit**

The proposed project will allow the Forest Legion to continue to serve the community of Lambton Shores as it has in the past. The Forst Legion would continue to contribute to the vitality of the community of Lambton Shores. Further, improvements to our infrastructure will not have an negative impact on local infrastructure and will assist us in our continuing role as stewards of our environment.

### **1.3 Detailed Description of the Business Need**

#### ▶ **1.3.1 Problem/Opportunity Statement**

Parts of the original 1977 building and the 1990 addition are damaged or worn out and systems within the building required upgrading to meet expectations of user groups. In order to ensure a viable and safe and user-friendly facility, the Forest Legion needs to seek funding partners for the proposed project.

#### ▶ **1.3.2 Prioritized Requirements (High Level)**

The key requirement to address the need is the raising sufficient funds to undertake all the parts of the project as outlined by the membership of the Forest Legion without financially impacting the operation of the Forest Legion.

An estimated budget of \$250,000.00 has been set for the project.

#### ▶ **1.3.3 Assumptions**

There are external sources of funding available. All such sources are to be explored.

The Forest Legion has also initiated a fund-raising campaign for the proposed project. The campaign will supplement any funding received from external sources.



If not done, the solicitation of grants and other funding efforts will fall short and the proposed project will need to be modified.

The Forest Legion may also need to use reserve funds or seek loans to implement the project which we hope to avoid.

#### ▶ 1.3.4 Constraints

RCL Branch #176 Forest operates as a non-profit organization. Funds from lotteries or the annual poppy campaign can not be used to fund the project. Any reserves or cash on hand would be insufficient to complete the proposed project. Fund-raising through grant applications and an appeal to the public are a necessity.

#### ▶ 1.3.5 Dependencies

The Forest Legion must seek fund partnerships and external sources of funding in order to undertake the proposed project. The initiation and completion of the proposed project will depend on donations from a fund-raising campaign and grants obtained from various external agencies. The Forest Legion does not wish to consider undertaking loans for the proposed project.

### 1.4 Scope

#### ▶ 1.4.1 Boundaries

The Forest Legion is applying for a grant to cover a portion of the construction costs associated with the project. The estimated construction cost is \$200,404.37. The amount requested by the grant application is \$66,163.44.

Costs for consulting fees and other soft costs would be the responsibility of the Forest Legion.

The total estimated cost of the project is \$249,004.47 (HST included).

#### ▶ 1.4.2 Stakeholder Analysis

There are several different stakeholders that are involved in the proposed project.

The Executive stakeholder group is the administrative arm of the Legion. Their role is to carry out the day-to-day functions and to implement the direction of the membership.

Committees operate to consider options and make recommendations on the on-going operations of the Legion. The committees are composed of individual of the Executive and the Membership. Matters from the Memberships are dealt with by this stakeholder group first.

The Membership of the Legion is the ultimate authority within the Branch. Their direction has a direct impact on all matters of concern. Direction is provided by way of motions and voting on

the motions. Persons of this stakeholder group may also be a part of the User stakeholder group. The Membership supports the plan and this application.

The User stakeholder group or the public come with expectations for their use of the facility. They do expect a high-quality facility that is safe, friendly, well kept and with options related to use of spaces such as sound and video. In many instances, this stakeholder group sets the direction of operations and requirements.

## Phase 2: Analysis and Recommendation

### 2 Preliminary Options Analysis

#### 2.1 Evaluation Criteria

Safety – minimum requirement, essential – facility must be safe for all users

Continued Use – essential – would affect revenue

User friendly – essential – would affect rentals and revenue

Energy Efficient – minimum requirement – minimize operating costs

Cost – essential – minimize -

Time – essential – would affect rentals and revenue and use

#### 2.2 List the Possible Options

Status Quo – do nothing

Phased Approach – more time and more money

Move forward – complete the proposed project in a timely manner to improve the facility without delay or possible loss in use and revenue

##### ▶ 2.2.1 The Status Quo

The status quo for each of the part of the project is as follows:

North Wall – masonry, concrete and reinforcing steel has been damaged through water infiltration and will continue to deteriorate.

Sports Floor – worn and damaged flooring affecting some use, further wear damage can be expected.

Vinyl Flooring - worn and damaged flooring, aged and discoloured, further damage can be expected.

Carpet – worn, damaged, stained and soiled, further wear can be expected.

Audio and PA – dated, inoperable at times, insufficient coverage, limited use affecting possible loss of rental of space by user groups.

Video – non-existent, poor-quality screen affecting possible loss of rental of space by user groups.

Lighting System – inefficient fluorescent tubes and bulbs, aged fixtures and ballasts including missing lenses, lack of quality control resulting in on-going costs and maintenance.

### ▶ **2.2.2 Describing the Options**

Status Quo – to maintain the existing and do nothing was considered but found to be unacceptable - hazards and liabilities were identified – would affect safety, continued uses, limit users and continue to be energy inefficient.

Phased Approach – would require more time and more money – more disruption to facility – possible loss of revenue from rentals - hazards and liabilities were identified and found to be unacceptable – would affect safety, continued uses, limit users and continue to be energy inefficient.

Move forward – complete the proposed project in a timely manner to improve the facility without delay or possible loss in use and revenue – sequential tendering and scheduling of the work – minimize all safety issues.

## **2.3 Screening of Options**

In reviewing options, it was determined that the status quo was no longer acceptable, and that steps are required to implement the project including seeking of funding sources.

It was further determined that a phased approach could work but it was also deemed desirable to complete the parts of the projects within a reasonable time frame.

Moving forward was found to be the most desirable option.

## **2.4 Rationale for Discounted and Viable Options**

North Wall – repairs to masonry, concrete and reinforcing steel that has been damaged through water infiltration – include measures to deter water infiltration to elimination further damage which may result in lost of lateral support for the wall – maintaining the status quo is not an option.

Sports Floor – worn and damaged flooring to be replaced with new wood floor capable of supporting current and future uses including other supports and assembly uses – maintain shuffleboard courts - also to possible prevent tripping hazards and to give uniform appearance – refinishing of existing flooring could be considered – maintaining the status quo is not an option.



Vinyl Flooring - worn and damaged flooring, aged and discoloured to be replaced with new to prevent possible tripping hazards and to give uniform appearance – maintaining the status quo is not an option.

Carpet – worn, damaged, stained and soiled to be replaced with new low maintenance sheet flooring to prevent tripping hazards and to give uniform appearance – maintaining the status quo is not an option.

Audio and PA – dated, inoperable at times, insufficient coverage, limited use – new system to accommodate expectations of users for connectivity, extend coverage, ensure system reliability – maintaining the status quo is not an option.

Video – non-existent, poor-quality screen – new ceiling mounted projector with mutli-connections points and new larger screen – maintaining the status quo is not an option.

Lighting System – inefficient fluorescent tubes and bulbs, aged fixtures and ballasts including missing lenses, lack of quality control to be replaced with new energy efficient LED fixtures and better controls – maintaining the status quo is not an option.

## 3 Viable Options

### 3.1 Alignment

#### ▶ 3.1.1 Strategic Alignment

Undertaking this project will allow the Forest Legion to continue its mission of service to Veterans and to the community without loss of revenue and current programs. The refurbishment and upgrades will help to entice additional community to consider the Forest Legion for their future activities and events. The strategic outcome of this initiative will be that the Forest Legion remains a friendly and viable asset contributing to the vitality of the community.

#### ▶ 3.1.2 Alignment with Desired Business Outcomes

Only by proceeding with the project, will the Forest Legion be able to continue to serve the community at the same levels as we have in the past without undue interruption and changes in the level of service expected by both the Forest Legion and the Community.

### 3.2 Costs

#### Estimated Costs and Budgets

- Masonry wall repairs – \$94,962.10
- Sports floor replacement – \$79,980.19
- Vinyl tile replacement – \$12,698.60
- Carpet replacement – \$18,540.40
- Audio and PA replacement – \$11,509.00
- Video system add – \$8,779.50
- Lighting systems replacement – \$22,606.68

The estimated total cost of the project is \$249,004.47.

- Some consulting fees for initial investigations have been paid.
- The Forest Legion would be responsible for soft costs.

The estimated total construction cost is \$200,404.37.

The funding being requested through this application is \$66,1.63.44

### 3.3 Cost-Benefit Analysis

Project Component	Benefit – in completing	Relative Cost
Masonry wall repairs	Continued lateral support of masonry wall, make safe	\$\$\$\$\$\$\$\$
Sports floor replacement	Continued and possible increase in rental revenue	\$\$\$\$\$\$
Vinyl tile replacement	Deal with safety and appearance issues, less maintenance	\$\$
Carpet replacement	Deal with safety and appearance issues, less maintenance	\$\$\$
Audio and PA replacement	Better coverage for communications, better access by users, and possible increase in rental revenue	\$\$
Video system add	possible increase in rental revenue	\$
Lighting systems replacement	Energy efficiency, greater control, less maintenance, environmentally friendly	\$\$\$\$

### 3.4 Implementation and Capacity Considerations of Viable Options

The Forest Legion depends on volunteers to deliver and manage the operations of the Forest Legion. Members with experience in specific areas are recruited to assist and work on or chair committees with specific responsibilities.

#### ▶ 3.4.1 Contracting and Procurement

Each part of the proposed project will be subject to a competitive bidding process undertaken by the Forest Legion including specialty consultants, if necessary.

#### ▶ 3.4.2 Schedule and Approach

Each part of the project will be scheduled in a manner that is least disruptive to the operations of the Forest Legion. Start and completion milestones will be set. No two contractors will be working in the facility at any one time. The time frame for each part of the proposed project will be discussed with the pertinent contractor and mutually agreed to.

### ▶ 3.4.3 Impact

The proposed project will impact the operations of the Forest Legion in that some current and potential users may not be able to use or book events at certain times. Communications and scheduling will be important to minimize the possible impact on all internal and external users. It is expected that the facility will continue to operate but certain areas may be impacted at certain times.

## 3.5 Risk

### ▶ 3.5.1 Option Risk Summary

Status Quo – to maintain the existing and do nothing - hazards and liabilities were identified – would affect safety, continued uses, limit users and continue to be energy inefficient – considered a high risk to maintain status quo.

Phased Approach – would require more time and more money – more disruption to facility – possible loss of revenue from rentals - hazards and liabilities – would affect safety, continued uses, limit users and continue to be energy inefficient – considered to be a medium risk to operations.

Move forward – complete the proposed project in a timely manner to improve the facility without delay or possible loss in use and revenue – sequential tendering and scheduling of the work – minimize all safety issues – considered a low risk to operations.

## 3.8 Advantages and Disadvantages

Option	Financial Impact	Comment	Risk	Comment
Status Quo	advantage	No money to be spent, no loans or grants required	high	No work, identified risks not dealt with
Phased Approach	disadvantage	Spending will be carried out over a longer period, more opportunity to seek funding	medium	Longer time to complete work and to deal with risks
Move forward	disadvantage	Fund-raising, grants or loans required, spending over a short period	low	Shorter period of to deal with risks and issues



## 4 Justification and Recommendation

### 4.1 Comparison Summary

It was determined that the Status quo option was not a viable option. There are far too many risks that would result in greater financial costs.

A Phased Approach option would not eliminate the risks in a timely manner and there will be greater financial costs.

### 4.2 The Preferred Option

#### ▶ 4.2.1 Recommendation

The recommendation from the Forest Legion membership is to move forward with the proposed project in its entirety.

#### ▶ 4.2.2 Deciding Factors

Moving forward will deal with the risks, the appearance and the use issues in a timely and a cost effective manner.

#### ▶ 4.2.3 Costs

Cost estimates for the parts of the proposed project were obtained directly from multiple speciality contractors with experience in a specific part of the proposed project. The estimated costs also included fees, taxes, permits and a contingency.

The cost estimate for each part of the proposed project is as follows:

North Wall – \$94,962.10

Sports Floor – \$79,908.19

Vinyl Flooring – \$12,698.60

Carpet – \$18,540.40

Audio and PA – \$11,509.00

Video – \$8,779.50

Lighting System – \$22,606.68

► **4.2.4 Risks**

<b>Project Component</b>	<b>Risk</b>	<b>Probability</b>	<b>Impact</b>	<b>Mitigation</b>
<b>Masonry wall repairs</b>	Loss of lateral support of the masonry wall, may lead to unsafe condition	Low in the immediate, higher in future	Loss of support, greater repair / replacements costs	Complete repairs
<b>Sports floor replacement</b>	Possible trips and falls, loss of rental revenue	medium	loss of rental revenue, personal injury	Complete replacement
<b>Vinyl tile replacement</b>	Possible trips and falls, loss of rental revenue	medium	loss of rental revenue, personal injury	Complete replacement
<b>Carpet replacement</b>	Possible trips and falls, loss of rental revenue	medium	loss of rental revenue, personal injury	Complete replacement
<b>Audio and PA replacement</b>	Possible loss of rental revenue	low	loss of rental revenue	Complete replacement
<b>Video system add</b>	Possible loss of rental revenue	low	loss of rental revenue	Install new components
<b>Lighting systems replacement</b>	On-going operating costs, greater maintenance, hazardous waste disposal	high	On-going operating costs,	Complete replacement of systems and controls

▶ **4.2.5 Implementation Plan**

The project will be implemented firstly, through conversations and agreement with the Forest Legion Executive to determine the schedule and the order of the work to ensure the least disruptive manner to existing rentals and uses.

Secondly, contract orders will be issued for the work based in updated scopes of work and schedules and quotes from contractors.

## Phase 3: Management and Capacity

### 5 Managing the Investment

#### **5.1 Governance and Oversight**

The Building Committee Chair, reporting to the Legion Executive and the membership, is expected to be the Lead on the project. As such, the Lead will be responsible for all day-to-day activities associated with the project.

#### **5.2 Project Management Strategy**

Project oversight and management for these projects will be provided by John W. Vanos, Building Committee Chair with the Forest Legion. Mr. Vanos is a member of the Forest Legion and is retired. He has extensive experience in the design and construction industry including the last 12 years of his career as the senior project manager with Physical Resources at the University of Guelph. That experience has included all aspects related to design and construction including dealing with consultants and contractors, procurement of all types of services and detailed project management for multi-million complex institutional projects.

Mr. Vanos will be fully involved in all aspects of the project's implementation from start to completion including procurement activities, scheduling the work at the building, monitoring costs and progress and quality of the work and reporting to the Forest Legion and Funding Partners.

##### **► 5.2.1 Project Review Strategy**

Reporting to all sponsors, Legion Executive, and membership will be done on a monthly basis at scheduled meetings and as may be required by funding agreements. Verbal and written reports are mandated. Reports at completion will also be required.

Project review will be conducted periodically (minimally on a weekly basis) by John Vanos and any consultants to satisfy their legal responsibilities.





Date: 28 January 2024

Dear Members of the Community Vibrancy Fund

Please accept this letter in support of the Forest Legion Branch #176 application for funds to repair and replace the building's current interior and exterior structure.

The Forest Legion has been a strong supporter of Forest Xtreme Ringette, and does an incredible job supporting and serving the community of Forest. These upgrades will help them to continue the work that they do with the youth of Forest and allow them to continue providing clubs, events and other services within the community.

Forest Xtreme Ringette is in full support of the RCL Branch #176 Forest, as we see how these activities benefit our community, and especially the youth within our community. It is through our partnership with the Forest Legion that we continue to offer our own programs and we are thankful for the support they provide to our association.

I am honoured and proud to be able to provide this letter of support for the RCL Branch #176 Forest to receive the funds to complete their planned upgrades and repairs as I see the benefits they give to our community and youth in our area.

Regards

A handwritten signature in black ink, appearing to read "Rachel Orvis", written in a cursive style.

Rachel Orvis

President

Forest Ringette Association