
TO: GENERAL COMMITTEE

SUBJECT: BARRIE SIMCOE EMERGENCY SERVICES CAMPUS
ALTERNATIVES

WARD: ALL

PREPARED BY AND KEY CONTACT: L. WORTON,
MANAGER OF FACILITY PLANNING AND DEVELOPMENT

SUBMITTED BY: R. PEWS, P. Eng.
DIRECTOR OF CORPORATE FACILITIES

GENERAL MANAGER APPROVAL: R. PEWS, P. Eng.
ACTING GENERAL MANAGER OF COMMUNITY AND CORPORATE SERVICES

CHIEF ADMINISTRATIVE OFFICER APPROVAL: M. PROWSE, CHIEF ADMINISTRATIVE OFFICER

RECOMMENDED MOTION

1. That the Barrie-Simcoe Emergency Services Campus Project as outlined in the Validation Report included as Appendix "E" to Staff Report FCT009-17, be approved to proceed.
2. That capital projects "FC1020", "Z268" and "FC1010" be consolidated into one project and named as the Barrie-Simcoe Emergency Services Campus with a total project budget of \$120,495,051, which includes all costs associated with land, soft costs, design, construction and project financing costs.
3. That the Mayor and City Clerk, upon recommendation of the Director of Corporate Facilities, Director of Legal Services and Chief Administrative Officer, execute the Multi-Party Agreement Contract to design and construct the facility, with a Target Cost of \$101,900,000 for Integrated Project Delivery of the Barrie-Simcoe Emergency Services Campus and any other document that may be requisite to the execution of the project.
4. That the following funding plan be approved: \$58,692,654 from Debentures - Tax, \$21,439,746 from Debenture - DC, \$5,062,237 from DC Reserve Funds, \$11,235,000 from Tax Capital Reserve, \$24,065,414 from Partner Funding (this funding plan reflecting \$2,712,509 contributed by Police to the Tax Capital Reserve to the end of 2017 toward Police Accommodation and \$7,858,638 in approved spending net of the cancellation of approved renovations at 2 police facilities - 29 Sperling Drive and 60 Bell Farm Road - totalling \$650,000).
5. That the Director of Finance and City Treasurer, in consultation with the Director of Legal Services, be delegated authority to negotiate financing agreements including and not limited to the following:
 - a) Infrastructure Ontario;
 - b) Public debenture issuance;
 - c) Bank loans and
 - d) Variable interest loan by way of Bankers' Acceptances.

6. That the Director of Finance and City Treasurer or designate and one of the following City officers or designate; Mayor, Chief Administrative Officer, General Manager of Community and Corporate Services, be authorized to execute financing agreements pertaining to the aforementioned financial instruments including and not limited to the ISDA (International Swaps and Derivatives Association) 2002 Master Agreement and Schedule to the ISDA 2002 Master Agreement (the "Agreement") and all transactions contemplated under the Agreement.
7. That the Director of Corporate Facilities be authorized to:
 - a) Submit the Barrie-Simcoe Emergency Services Campus to any Provincial or Federal funding programs including but not limited to New Build Canada Fund, or any other funding opportunity for which the project meets the criteria; and
 - b) Upon completion of construction, declare 29 Sperling Drive, 35 Sperling Drive and 79 Bell Farm Road as surplus to the City of Barrie's needs and initiate the conditional sale of 29 Sperling Drive, 35 Sperling Drive, and 79 Bell Farm Road, with joint authorization from the Director of Legal Services, in coordination with the anticipated occupancy dates as outlined within Staff Report FCT004-17.

PURPOSE & BACKGROUND

Purpose

8. The purpose of this Staff Report is to provide General Committee with a response to further investigations regarding the Barrie Simcoe Emergency Services Campus:
 - a) That Staff Report FCT004-17 concerning the Barrie Simcoe Emergency Services Campus Validation Report be referred back to staff in the Corporate Facilities Department to investigate the following:
 - i) A reduction in the cost of Building A of 10%;
 - ii) Whether it is feasible to locate Building B at another site;
 - iii) The potential to eliminate Building C by integrating the programming with the City's fleet services at Ferndale Drive; and
 - iv) The potential to phase the timing of the construction of Buildings B and C and report back to General Committee at a special meeting to be scheduled in July of 2017.

Overview

9. The Barrie Simcoe Emergency Services Campus total project costs, including validation phase, land purchase, consulting fees, construction, soft costs, HST impact, and financing costs, are shared between 3 partners:

Barrie Police Service	Barrie Fire & Emergency Service	County of Simcoe Paramedic Services	TOTAL PROJECT COST
\$ 79,330,313	\$ 17,099,323	\$ 24,065,414	\$ 120,495,051

Appendix "A" provides a detailed breakdown of the above cost summary by partner.

Capital Costs – Campus v. Stand Alone

10. A campus versus standalone facilities provides an estimated 9.9 million dollars in savings, in combination with an IPD contract, which adds another 19.6 million dollars in savings. Combined, this is an estimated 29.5 million dollars in savings. Please refer to Appendix "B" for a detailed breakdown of campus v. standalone capital costs.

11. Integrated Project Delivery also provides the added advantage of high cost certainty, and low probability of changes occurring throughout the project, much more common in traditional contract delivery. According to a study by the University of Minnesota, out of 100 IPD projects researched, 98% of Integrated Project Delivery projects finish under budget and ahead of schedule.

Facility Operations & Maintenance Costs – Campus v. Stand Alone

12. A campus facility will save an estimated 18% (\$370k) annually compared to standalone facility operations and maintenance costs. Please refer to Appendix “B” for a detailed breakdown of campus v. standalone operating costs.

Moving from 3 buildings to 1 centralized facility will also avoid an additional annual cost to lease (not included above) 60 Bell Farm of \$181,978.

ANALYSIS

Summary of Alternatives

SCENARIO	Capital Costs	Facility O & M Costs	Land Costs	Known Operational Impacts	Accommodates Future Growth
BASE CASE (Campus As Recommended)	\$120.5M	2M / year	6.2M	n/a	Yes
Standalone Facilities	+ \$35.4M	+0.37M / year	+5.4M	Lost opportunity for community partnership. Significant capital costs and operating inefficiencies.	Yes
Alternative #1: Reduce Cost of Building A	- \$2.5M	-0.025M / year	n/a	Barrie Police Service has expressed serious concern any reductions to space, as this will significantly impact their operations. Decreasing space will limit growth; increasing future capital within 10 years of opening new facility. Decreasing quality in materials will increase renewal capital and O & M, and impact timing of lifecycle renewal.	No
Alternative #2: Relocate Building B	+ \$5.7M	+0.2M / year	+4.0M	Building B must be constructed before sale of 79 Bell Farm; carrying +0.2M / year additional O & M.	No
Alternative #3: Integrate Building C @ Ferndale Ops	+ \$0.6M	+0.3M / year	n/a	Ferndale must be renovated before sale of 29 Sperling; +0.2M / year due to travel between Campus and Ferndale	No
Alternative #4: Phase Buildings B & C 10 YEARS	\$14M Bldg A + \$5.0M Bldg B + \$8.4M Bldg C + \$2.4M	+1M / year	n/a	Same as Alt #2; Buildings B & C must be built before 79 Bell Farm or 29 Sperling can be sold. For interim solution at Campus, could add \$1.5M to Building A for forensics bays.	No

Alternative #1: Reducing Cost of Building A by 10%

13. The County is not able to participate in any program reductions to achieve cost savings and would not encourage or support reducing quality of any building materials to achieve a lower cost either, as this would greatly affect their future lifecycle renewal costs. Their program and budget was approved by County Council on June 27, 2017.
14. Therefore, any cost reduction to Building A must be borne by Police and Fire program entirely, and is not achievable without significant impact to Barrie Police Service headquarters minimum space requirements.
15. Staff investigated components of a reduction in cost of Building A, totalling \$2.5 million dollars between Police and Fire, however this would significantly reduce the ability of Barrie Police Service to respond to growth. Making this decision will have a significant consequence with higher future expansion costs and high probability of repeating the growth limitations experienced at the 29 Sperling headquarters shortly after Police moved into that new facility in 1993.
16. Please refer to Appendix "C" for a detailed breakdown of costs under this alternative.

Alternative #2: Feasibility of Locating Building B at Another Site

17. Relocating Building B at another site would increase both capital and operating costs due to lost economies of scale in construction of the campus buildings, and operational efficiencies between three emergency service partners. Land purchase costs would also increase significantly, with an additional \$5 million dollars required in a facility outside of this campus.
18. Due to the approaching end of lease term for the current outdoor Fire Training facility at Saunders Road and the length of time that would pass before Building B could be built on another site (perhaps 5 years), the outdoor components of BFES Training are recommended to remain at the Campus in the 1st phase, as the outdoor components are already included under the siteworks costs to be constructed under the IPD contract.
19. Please refer to Appendix "D" for a detailed breakdown of costs under this alternative.

Alternative #3: Potential to Eliminate Building C by Integrating with City's Fleet Services at Ferndale Drive

20. Relocating Building C to Ferndale Operations Centre would increase both capital and operating costs, and create additional operating costs due to increased travel time to and from the Campus with vehicles for routine maintenance, repairs, and installations of equipment. The continuity of Police operations would also be significantly compromised under this option, with the forensics bay planned in Building C at the Campus.
21. This option limits the ability to sell 29 Sperling headquarters until renovation at Ferndale is completed (not approved capital, \$3.5M), as this is the current location of their maintenance garage, forensics bay / IT & Equip bays.
22. The Ferndale facility was originally constructed in 1972. There have been a limited number of capital projects completed on the main administrative building through the years (roof replacement, electrical servicing and emergency structural repairs). The overall condition of the facility is rated as fair to poor, based on facility condition assessment data, and will require significant improvements as many building components have reached or exceeded their useful life.

24. In addition, there is significant discontinuity within the existing space, and accommodating future growth is not possible without expansion and reorganization. Fleet Services is currently at their capacity for space, and to accommodate Barrie Police Service, significant reconfiguration would be required. Capital costs for this renovation are estimated at just over \$3.5 million dollars, which is higher than the cost of Building C at the Campus.
25. Please refer to Appendix "E" for a detailed breakdown of costs under this alternative.

Alternative #4: Potential to Phase the Timing of the Construction of Buildings B and C

26. Building B includes many training components, and if these components are not built as part of the first phase of the Campus, Barrie Police Service will need to keep 79 Bell Farm for tactical and classroom training, while also continuing to use an outdoor firearms range to maintain existing operations of Police Service training functions that must continue to operate as they do today. In addition to Campus O & M costs, an annual operating impact of \$200k will continue to be incurred for 79 Bell Farm O & M costs.
27. If Building B is phased, firearms training will continue to be held at a private gun club in Springwater. Barrie Police Service has advised that portions of this private club are currently in disrepair, and scheduled police training is often disrupted by flooding / environmental factors. Also, there is no commitment to a long-term lease by this private owner, exposing Barrie Police Service to significant risk of losing their current firearms training location.
28. Phasing Building C limits the ability to sell 29 Sperling headquarters until either a renovation at Ferndale is completed (not approved capital, \$3.5M) or Building C is built at the Campus. 29 Sperling is the current location of their maintenance garage, forensics bay / IT & Equip bays, which are required for Police operations.
29. This alternative has been analyzed with a 10 year deferral. Please refer to Appendix "F" for a detailed breakdown of costs under this alternative.

ENVIRONMENTAL MATTERS

30. The following environmental matters have been considered in the development of the recommendation:
 - a) Due diligence, as part of land purchase, recently completed or underway include: Archaeology Phase I, II & III, Environmental Assessment Phase I & II, Geotechnical testing, Species at Risk Analysis, Environmental Impact Study & Natural Heritage / Woodlot analysis.
 - b) The IPD team has targeted LEED Silver criteria during Validation, with a gap analysis to smoothly transition to LEED Gold during next phase of Target Value Design, should the cost differential become affordable or funding become available to subsidize the differential during Target Value Design.

ALTERNATIVES

31. The following alternatives are available for consideration by General Committee:

Alternative #1 General Committee could choose to defer the proposed plan, but amend the recommended motion that the project be considered as part of the 2018 capital planning process.

This alternative is not recommended as it would increase costs and risk the loss of key partners in the project, who cannot afford any further delay.

Alternative #2 General Committee could direct the phasing of specific components (any or all buildings). Doing so would increase the capital cost of the campus, increase operational costs, and potentially defer the sale of one/several existing Police facilities.

This alternative is not recommended due to the overall cost impacts of the decision.

Alternative #3 General Committee could choose not to approve the recommendations presented – thereby not authorizing approval to proceed with the Integrated Project Delivery for the Barrie-Simcoe Emergency Services Campus – and take no further action at this time. Staff would continue to develop individual capital proposals for each of the proposed Barrie-Simcoe Emergency Services Campus components, as stand-alone facilities in future years.

This alternative is not recommended as the cost of a Campus through Integrated Project Delivery is \$35M less than the cost of separate stand-alone projects. Moreover, additional capital costs would be incurred to address longstanding facility space needs for Barrie Police Service.

FINANCIAL

2017 Capital Plan and Forecast

30. The various components of the First Responders Campus (FRC) were all forecasted in the City's 2017 Capital Plan at a combined cost of approximately \$90M.

	Approved (\$ millions)	Forecasted (\$ millions)	Total	Timing
First Responders Campus	\$ 1.7	\$ 71.2	\$ 72.9	2018-20
Police Accommodation - Land	\$ 6.9	\$ -	\$ 6.9	2015-16
Fire Training Facility	\$ -	\$ 11.2	\$ 11.2	2021-24, 2027-28
Total	\$ 8.6	\$ 82.4	\$ 91.0	

Proposed Project Financing

31. Approval of the recommended motions, including construction financing costs, will result in the consolidation of budgets under one project totaling \$120.5M.

Project Cost by major Project Element:

Project Element	Amount	%
Police Headquarters	\$ 70,717,366	59%

Fire Training Facility	\$ 15,886,114	13%
Simcoe Paramedics	\$ 22,346,682	19%
Land	\$ 6,200,000	5%
Project Validation	\$ 1,658,638	1%
Construction Financing	\$ 3,686,250	3%
Total	\$ 120,495,051	100%

32. These costs are to be expensed over the next three years, requiring the need for short term construction financing.

Project Spending by Year:

Year	Amount	%
2017	\$ 13,607,215	11%
2018	\$ 52,343,953	43%
2019	\$ 50,269,398	42%
2020	\$ 4,274,485	4%
Total	\$ 120,495,051	100%

33. The table below identifies the overall proposed funding plan for the project compared to the 2017 Capital Plan and Forecast:

Project Funding Breakdown:

Funding Source	Proposed	Capital Plan*	Change
Debenture Proceeds - Tax	\$ 58,692,654	\$ 38,849,280	\$ 19,843,374
Debenture Proceeds - DCs	\$ 21,439,746	\$ 16,241,400	\$ 5,198,346
Development Charge Reserve Fund	\$ 5,062,237	\$ 3,919,088	\$ 1,143,149
Tax Capital Reserve	\$ 11,235,000	\$ 15,947,232	\$ (4,712,232)
Partner Funding	\$ 24,065,414	\$ 14,987,958	\$ 9,077,456
Total	\$ 120,495,051	\$ 89,944,958	\$ 30,550,093

*Excluding \$1M increase from approved Council motion in June 2017 Land Purchase staff report.

Long Term Debenture Financing

34. The short term construction financing must be either repaid or converted into long term debt at the end of the project. It is projected the debt issuance would occur in the year 2020. While future interest rates are difficult to predicate, indications are rates will increase over the next few years. As a result, we are assuming a borrowing rate of 4.65% on 10YR debt and 5.39% on 20YR debt in 2020.
35. The proposed financing plan includes \$21.4M of Development Charge financed debt amortized over 10 years. This will result in \$2.7M in annual debt servicing costs paid from Development Charge Reserves beginning in 2020.

36. The proposed financing plan includes \$59M of tax supported debt amortized over a period of 20 years. The annual debt servicing costs, beginning in 2020, will total approximately \$4.8M, which equates to 1.6 percent tax levy increase.
37. The table below summarizes the total annual debt servicing costs and the total cumulative interest costs over the term of the debentures:

Debt Servicing Costs:

Funding Source	Annual Debt Service Cost	Interest Cumul
DC -10YR	\$ 2,705,333	\$ 5,613,580
Tax - 20YR	\$ 4,850,398	\$ 38,080,217
Total	\$ 7,555,731	\$ 43,693,797

Options for Mitigating Debt Servicing Impact

38. Debt retirement: In 2019, \$24.3 million of debentures will be fully retiring, freeing up approximately \$1.9 million of existing tax funding to service the new debt. In 2020, Council could decide to utilize these existing funds to help offset the impact of the new financing requirements. However, the City's financial policy framework recommends using retired annual debt payments and converting to contributions to Capital Reserves.
39. Barrie Hydro Holdings (BHHL) Dividend: Staff anticipates that approximately \$5M in uncommitted revenue will be realized from BHHL in the form of dividends starting in 2017. These funds could be used to fund tax related debt servicing costs or reduce the overall debenture needs of the project.
40. Proceeds on Property Disposition: The City currently owns three properties that upon completion of this project, would be declared surplus and sold (79 Bell farm, 29 Sperling, 35 Sperling). The proceeds from the sale of these properties are estimate to be \$8.6M, and would not directly benefit this project. However, the proceeds could reduce forecasted debt on other projects.

Additional Debt Considerations

41. Debt servicing costs are a primary consideration for both City's credit rating and Annual Repayment Limit.
42. The City must not exceed 25% of its own source revenues for debt servicing to be compliant with the legislated Annual Repayment Limit (City has a lower self-imposed limit of 20%). In addition, the City must maintain an AA (Low) or better rating to make use of financing tools such as interest rate SWAPS.
43. The City's legislated 2017 Annual Repayment Limit is \$75.3M while the City's self-imposed limit is \$60.2M. Current debt servicing costs and financial commitments amount to approximately \$29.9M. This means the City is currently using approximately 50% of its lower self-imposed limit. Adding another \$7.5M to this amount would bring the City to approximately 60%.
44. The majority of the debt for this project was included in the 2017 Capital Plan; the additional debt burden for this project in isolation would not put the City over its limit or adversely affect the City's credit rating. However, the additional debt could restrict the City's ability to borrow for other projects (whether planned or unanticipated) without adversely affecting the City's credit rating

Conclusion

45. If the recommended motions are approved, staff will begin exploring finance arrangements to secure construction financing. During this process, staff will continue to look for options with the objective of reducing overall interest costs of the project, without adversely impacting the City's working capital.

LINKAGE TO 2014-2018 STRATEGIC PLAN

46. The recommendation(s) included in this Staff Report support the following goals identified in the 2014-2018 Strategic Plan:

- Responsible Spending
- Inclusive Community

Appendix "A"

BARRIE-SIMCOE EMERGENCY SERVICES CAMPUS

Capital Project Cost Breakdown by Campus Partner

<i>SUMMARY OF PROJECT COSTS</i>	<i>Barrie Police Service</i>	<i>Barrie Fire & Emergency Service</i>	<i>County of Simcoe Paramedic Services</i>	<i>TOTAL</i>
<i>Building A - Administrative</i>	\$50,898,024	\$3,964,469	\$20,487,113	\$75,349,607
<i>Building B - Training Facility</i>	\$10,689,052	\$10,390,862	\$0	\$21,079,914
<i>Building C - Police Fleet Bldg</i>	\$2,931,413	\$0	\$0	\$2,931,413
<i>Siteworks</i>	\$6,198,876	\$1,530,783	\$1,859,569	\$9,589,229
<i>Sub-Total</i>	\$70,717,366	\$15,886,114	\$22,346,682	\$108,950,163
<i>Land Costs</i>	\$3,936,577	\$823,423	\$1,440,000	\$6,200,000
<i>Validation Costs</i>	\$1,199,276	\$180,630	\$278,732	\$1,658,638
<i>Financing Costs</i>	\$3,477,093	\$209,157	\$0	\$3,686,250
TOTAL PROJECT COSTS	\$79,330,313	\$17,099,323	\$24,065,414	\$120,495,051

Appendix "B"

BARRIE-SIMCOE EMERGENCY SERVICES CAMPUS

Capital Campus v. Standalone Cost Savings

	<i>Barrie Police Service</i>	<i>Barrie Fire & Emergency Service</i>	<i>County of Simcoe Paramedic Services</i>	<i>FACILITY SUB -TOTAL</i>	<i>LAND COSTS</i>	<i>OTHER PROJECT COSTS</i>	<i>TOTAL PROJECT COST</i>
<i>Campus (IPD)</i>	\$70,717,366	\$15,886,114	\$22,346,682	\$108,950,163	\$6,200,000	\$5,344,888	\$120,495,051
<i>Campus (Traditional Contract)</i>	\$84,859,949	\$16,963,372	\$26,776,679	\$128,600,000	\$6,200,000	\$5,344,888	\$140,144,888
<i>Standalone (Traditional Contract)</i>	\$93,008,000	\$18,592,000	26,900,000.00	\$138,500,000	\$11,600,000	\$5,825,928	\$155,925,928

Facility Operations & Maintenance Campus v. Standalone Cost Savings

	<i>Barrie Police Service</i>	<i>Barrie Fire & Emergency Service</i>	<i>County of Simcoe Paramedic Services</i>	<i>TOTAL</i>
<i>Existing Facility O & M</i>	* \$1,374,986	\$1	** \$529,400	\$1,904,387
<i>Campus Facility O & M</i>	\$1,303,474	\$268,384	\$448,644	\$2,020,502
<i>Standalone New Facility O & M</i>	\$1,533,237	\$353,901	\$502,837	\$2,389,975

* Includes \$181,978 in annual lease cost and MJIT (maintenance, utilities, insurance and taxes) for 60 Bell Farm Road
 ** Estimated operations and maintenance for existing facilities (approximately 18% savings at Campus from existing costs)

Appendix "C"

BARRIE-SIMCOE EMERGENCY SERVICES CAMPUS

Alternative #1 – Cost Reduction in Building A

<i>BUILDING A - REDUCTION</i>	<i>Barrie Police Service</i>	<i>Barrie Fire & Emergency Service</i>	<i>County of Simcoe Paramedic Services</i>	<i>TOTAL</i>
<i>Partner Share (\$) of Building A</i>	\$50,898,024	\$3,964,469	\$20,487,113	\$75,349,607
<i>3.25% Reduction on Building A</i>	-\$2,309,915	-\$138,948	n/a	-\$2,448,863
<i>Revised Building A Sub-Total</i>	\$48,588,109	\$3,825,521	\$20,487,113	\$72,900,743
<i>Building B - Training Facility</i>	\$10,691,732	\$10,388,182	\$0	\$21,079,914
<i>Building C - Police Fleet Bldg.</i>	\$2,931,413	\$0	\$0	\$2,931,413
<i>Siteworks</i>	\$6,392,522	\$1,337,138	\$1,859,569	\$9,589,229
<i>Land Costs</i>	\$3,936,577	\$823,423	\$1,440,000	\$6,200,000
<i>Validation Costs</i>	\$1,199,276	\$180,630	\$278,732	\$1,658,638
<i>Financing Costs</i>	\$3,398,391	\$204,422	\$0	\$3,602,813
<i>TOTAL PROJECT COSTS</i>	\$77,138,021	\$16,759,315	\$24,065,414	\$117,962,750

Appendix "D"

BARRIE-SIMCOE EMERGENCY SERVICES CAMPUS

Alternative #2 – Feasibility of Locating Building B at Another Site

	Campus*	New Site**	Increase in Cost
Capital Cost***	\$ 21,079,914	\$ 26,792,550	\$ 5,712,636
Operating Facility O&M	\$ 477,473	\$ 650,322	\$ 172,849

* Land costs have been excluded, as land acquisition is required for campus, regardless of location of Building B

** Would need to defer sale of 79 Bell Farm, and continue Police training operations

*** Cost split between Police and Fire would be 50.72% and 49.28% respectively

Appendix "E"

BARRIE-SIMCOE EMERGENCY SERVICES CAMPUS

Alternative #3– Feasibility of Integrating Building C at Ferndale Operations Yard

	Campus*	Ferndale**	Increase in Cost
Capital Cost	\$ 2,931,413	\$ 3,559,840	\$ 628,427
Operating Facility O&M	\$ 68,741	\$ 236,536	\$ 167,795

* Land costs have been excluded, as land acquisition is required for campus, regardless of location of Building B

** Would need to defer sale for 29 Sperling until maintenance of Police vehicles is accommodated elsewhere

Appendix "F"

BARRIE-SIMCOE EMERGENCY SERVICES CAMPUS

Alternative #4 – Feasibility of Phasing Buildings B and C

Cost of Building A

COST OF BUILDING A (IF BUILDINGS B & C ARE PHASED)	Barrie Police Service	Barrie Fire & Emergency Service	County of Simcoe Paramedic Services	TOTAL
Building A & Siteworks*	\$64,038,471	\$3,852,088	\$22,346,682	**\$90,237,242
Land Costs	\$3,936,577	\$823,423	\$1,440,000	\$6,200,000
Validation Costs	\$1,199,276	\$180,630	\$278,732	\$1,658,638
Financing Costs	\$2,654,810	\$159,694	\$0	\$2,814,504
TOTAL PROJECT COSTS	\$71,829,135	\$5,015,835	\$24,065,414	\$100,910,384

*Includes exterior fire training components

** Increase of 5M in Building A due to lost economies of scale, resulting in higher per-square foot cost to construct only Building A

Cost of Buildings B & C If Phased

COST OF BUILDINGS B & C IF PHASED	TOTAL (2017)	IF PHASED 10 YEARS (2027)
Building B - Training	\$21,792,550	\$29,287,364
Building C - Police Fleet Bldg.	\$3,235,777	\$4,221,954
TOTAL PROJECT COST	\$25,028,326	\$33,509,319