



Request for Decision

Title	Award of Contract to Procure Detailed Design and Tender Documents for the Municipal Operations Building and Work Yard
Proposed Motion	<ol style="list-style-type: none">1. That Council approve the attached Sturgeon County Campus Guiding Principles to support the long-term equity investment in the Sturgeon County Campus.2. That Council award the contract to produce a detailed design and tendering documents of the Municipal Operations Building and Work Yard to [selected proponent] for the contract price of \$_____ with funding from 8.14 Corporate Support Capital Reserve.
Administrative Recommendation	That Council continues to direct Sturgeon County's long-term plan for the future County Campus that will reduce costs and create efficiencies through the elimination of building leases and by consolidating Sturgeon County Operations.
Previous Council Direction	<p>Council has directed Administration on a multi-year path to envision a County Campus. Council direction was that the first phase of this project would be the Municipal Operations Building.</p> <p>November 8, 2016 - Motion 402/16: That Council accept the Request for Proposal process for the New County Facility - Community Support Operations Building as information.</p> <p>July 12, 2016 - Motion 262/16: That Council authorizes Administration to commence Preliminary Design on a Community Support Operations Building to a maximum amount of \$150,000.</p> <p>June 28, 2016 - Motion 234/16: That Council give third reading to Bylaw 1373/16.</p> <p>March 8, 2016 - Motion 078/16: That Council approves the amendment made to Debenture Bylaw 1359/15 as follows: Section 7: This Bylaw comes into force on the date it is passed and will expire on or before December 31, 2032 or in accordance with the final debenture payment. This allows for the County campus site servicing to a maximum of \$5,000,000.</p>

November 10, 2015 - Motion 353/15:
That Sturgeon County Council approves the purchase of the land at SE-2-56-25-W4, a 50-acre parcel, as stated in the Offer to Purchase.

May 14, 2013 - Motion 227/13:
That County Council rejects all proposals and either (i) negotiate other office space options on a smaller scale or (ii) advance construction on a County Campus.

June 27, 2006 - Motion 380/06:
Authorize Administration to conduct a Needs Assessment for an Operations Building.

Report Background Information

- Sturgeon County staff are housed in nine (9) buildings on six (6) sites. Three (3) of the buildings are leased and two (2) are ATCO trailers (without adequate facilities i.e. washrooms).
- Current lease costs (based on 2016 figures) are approximately \$250,000 annually.
- The process for a new facility began in 2007 with a Bennett Architect needs assessment for an operations building to house Transportation Services, Agriculture Services, Protective Services and Utilities.
- In March 2012, Bennett Architect completed an expansion study with regards to all Sturgeon County facilities. The financial review indicated that when equity in buildings is taken into consideration the 20-year cost is \$11 million less to own versus leasing (ownership approximately \$22 million versus leasing \$33 million).
- As noted above, in May 2013 Council directed Administration to continue to negotiate office space leases or advance the construction of a County Campus.
- In 2016, Council hosted three (3) community meetings which featured facility planning information for residents. Specifically, the meeting held in April 2016 at County Centre focused on facility planning with approximately sixty (60) residents in attendance.
- In May 2016, Council and Administration toured operations buildings located in Parkland County and Spruce Grove.
- At the August 26, 2016 Council Workshop a single building design was generally accepted as the way to proceed versus three (3) facilities.

Design Build Process:

- S2 Architecture created a preliminary design of an operations building and site layout along with preliminary building budget estimates. The preliminary design was used as a basis for the Request for an Expression of Interest (EOI).
- Administration issued a Request for an Expression of Interest (EOI) in the project through Alberta Purchasing Connections on September 17, 2016.

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- The EOI closed on September 30, 2016, and seventeen (17) submissions were received.
- A three (3) person panel (Special Projects Manager; Sr. Engineering Projects Officer and Principle, SQRD Engineering) evaluated the EOIs.
 - Five (5) submissions did not meet the mandatory requirements and were rejected.
 - Remaining twelve (12) submissions were evaluated against a scoring matrix.
 - The panel agreed to a short list of four (4) firms that would be provided the approved RFP.
- The key factors used in the evaluation of the submissions were:
 1. Business Profile;
 2. Capability including financial stability and capacity available during our project timeline;
 3. Project Personnel;
 4. Experience. Three recent examples of similar projects were requested, along with services provided, role, timeline variances, budget variances, and project description;
 5. Safety and Environmental Programs; and
 6. Organization and clarity of the submission.
- The Request for Proposal consists of three (3) Sections (as attached):
 1. Instructions to Proponents;
 2. Terms of Reference; and
 3. Submission Form.
- Section 2 - Terms of Reference describes what Sturgeon County envisions for the project and includes several parts:
 1. Introduction;
 2. The Project;
 3. Project Scope;
 4. Project Schedule; and
 5. Proposal Requirements.
- Preliminary floor plans for a conceptual building along with conceptual site layouts were informally provided to Council on November 1, 2016 for discussion. These concepts will be reviewed by user departments and their comments provided to the successful proponent to consider in a more detailed design.
- Preliminary Engineering for design provided budget estimates and conceptual design for: floor plans, site layout; and building renderings.

- The four (4) Proponents provided submissions to the Request for Proposals. These submissions were reviewed and scored against a scoring matrix. Staff then issued an addendum to the Proponents to further explain the details of their submission. This allowed for clarity in the evaluation to determine exactly what was included or excluded in their proposal. This allowed for equitable evaluation of all the proposals.
- A six (6) person panel (Special Projects Manager; Principle SQRD Engineering; Manager Engineering; Manager Transportation; Manager Agriculture and General Manager, Corporate Support) interviewed each proponent team.

The interview allowed for a one-hour presentation, prepared questions and a question-and-answer segment.

A scoring matrix was used to evaluate the effectiveness of the interviews. The panel concurred with the outcome and recommend the selected proponent.

- Design and tender work can begin immediately following Council's approval. This would include the following four-month timeline:
 - a. **Pre-Design Planning Phase:** Project start up; confirmation of the needs assessment; program review and presentation and owner comments and review. This phase includes beginning discussions on green energy/heating alternatives. **(January 31);**
 - b. **Schematic Design Phase:** Site development; building development; owner review and comments; Class D estimates; Owner cost review and comments **(February 14);**
 - c. **Design Development Phase:** Building Floor Plans; Structural Layout; Interior Layouts; Owner Presentation; Owner Review and comments; Class B Costs Estimates including various green energy/heating options; Owner Review of Cost Estimates; Owner Review and comments and Changes; Recommendation to Council for Approval of Design Build **(March 21);** and
 - d. **Tender Documents:** Civil and Earthworks; Mechanical and Electrical; Superstructure & Envelope; Interiors; Class A Budget Updates; Owner Costs review, Changes and Comments, Final Costs Approval. **(April 11).**
- This deliberate approach allows for an iterative process with all stakeholders, including Council. The process allows for flexibility, continuous updates and tracking of costs and budget.
- This process also allows for Council to approve or disapprove of the design build with full knowledge of the budget prior to committing to tendering.

- Sturgeon County continues to move cautiously forward on the vision of realizing the County Campus. The detailed design and tender packages will provide amongst other things, greater clarity on design, project costs and time schedule.

External Communication

- All Proponents replying to the Request for Proposals (RFPs) will be contacted and debriefed on their submission and interviews.
- A news release and project update online will be provided.

Relevant Policy/Legislation/Practices:

Reserve Policy - PLY_Reserve_Policy_2016

Implication of Administrative Recommendation

Strategic Alignment:

Strong Local Governance and Regional Leadership – Working cooperatively with another municipality to achieve our visions.

Strong Local Governance and Regional Leadership – Financial analysis indicates that the County Campus is the correct financial decision regarding long-term sustainability versus leasing.

Planned Growth – The proposed development has gone through the required planning approvals and is consistent with MDP.

Community Identity & Spirit – The County Campus project considers a long-range vision regarding Sturgeon County’s autonomy. This project also demonstrates a commitment by Sturgeon County to build rate payer equity in one location within Sturgeon County.

Operational Excellence – The County Campus project will ensure Sturgeon County has base resource to deliver consistent and defined levels of service to all stakeholders in a professional, efficient, and cost effective manner.

Organizational:

Working through the detailed design with a successful proponent will provide a comprehensive plan regarding the Municipal Operations Building and corresponding civil work. The expected output is a Class B estimate, and detailed floor plan and building rendering and site layout by April 10, 2017. We will seek input from the key stakeholders, including Council and Administration, to ensure the building aligns with Sturgeon County’s operational needs now and into the future.

Financial:

Fixed fee for the design and working drawings, tendering and presentation of \$_____ to be funded from the 8.14 Corporate Support Capital Reserve.

<p>Alternatives Considered</p>	<p><u>Option 1- Design Build only</u></p> <ol style="list-style-type: none"> I. Council directs Administration to proceed with the selected proponent XXXXXXX in developing the detailed design and tendering package only with \$ _____ in funding from the 8.14 Corporate Support Capital Reserve, and bring forward options for a public engagement process. II. Council directs Administration to negotiate renewal of leases and potential for maximizing current space. <p><u>Option 2- Stop Process and Continuation of Lease Spaces</u></p> <ul style="list-style-type: none"> • That County Council directs Administration not to move ahead with the detailed design phase. Then it would be necessary to direct Administration to negotiate the renewal of leases of the Infrastructure, Community Services and Engineering buildings. • Remove Sturgeon South from the sales listing. • Examine options such as moving Planning & Development, Economic Development or Information Services to Sturgeon South.
<p>Implications of Alternatives</p>	<p><u>Strategic Alignment:</u></p> <p>To be determined.</p> <p><u>Organizational:</u></p> <ul style="list-style-type: none"> • Option 1-: Design Build Only Extending the time for the detailed design completion to June 28, 2017 provides for broader consultation with stakeholders prior to any commitment to build is made. In addition, there will be time to explore grant opportunities with the Province as their carbon tax program evolves. <p><u>Financial:</u></p> <p>The lease space is costing Sturgeon County approximately \$250,000 per year. This number will increase over the next several years when we need additional room. Should lease space not be renewable, the County would find itself in a difficult situation to find appropriate accommodations for our staff and the capacity to finance the move into different lease site.</p>
<p>Follow up Action</p>	<ol style="list-style-type: none"> 1. Administration will endorse a contract with the successful proponent to produce a detailed design and tender package for the Municipal Operations Building and Work Yard. 2. Provide updates to Council as indicated in each of the design phases. 3. Bring an RFD to award the construction of a Municipal Operations Building to Council on April 11, 2017.

Attachment(s)	1. Sturgeon County Campus Guiding Principles 2. Municipal Operations Building Request for Proposal 3. Confidential - Compiled Matrix Scores
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Report Reviewed by:	 Ken Hodge, Manager, Special Projects- Facilities  Rick Wojtkiw, General Manager, Corporate Support Division  Peter Tarnawsky, County Commissioner – CAO
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Strategic Alignment Checklist

Vision: Sturgeon County: a diverse, active community that pioneers opportunities and promotes initiative while embracing rural lifestyles.

Mission: Provide quality, cost effective services and infrastructure to meet the diverse needs of the Sturgeon County community, while improving competitiveness and sustainability.

Focus Areas	Not consistent	N/A	Consistent
Strong Local Governance and Regional Leadership			
<i>We promote consistent and accountable leadership through collaborative and transparent processes (Strategic Plan, pg. 27 MDP)</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<ul style="list-style-type: none"> <i>Consistent with neighborhood role (see MDP), master plans, policies</i> 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<ul style="list-style-type: none"> <i>Considers fiscal stability and sustainability</i> 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<ul style="list-style-type: none"> <i>Has a positive impact on regional and sub-regional cooperation</i> 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Respect the Natural Environment			
<i>We acknowledge the importance of a healthy environment and will minimize and monitor our impact on ecosystems (Strategic Plan, pg. 27 MDP)</i>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> <i>Compliance with Provincial and Federal regulations and/or legislation</i> 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> <i>Ensure effective environmental risk management</i> 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Community Identity & Spirit			
<i>We will build upon our strengths, where together we will create an inclusive, caring community (Strategic Plan, (Strategic Plan, pg. 27 MDP)</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<ul style="list-style-type: none"> <i>Promotes and/or enhances residents' identification with Sturgeon County</i> 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<ul style="list-style-type: none"> <i>Enhances service provision through community partnerships</i> 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> <i>Supports Sturgeon County's cultural history</i> 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Planned Growth and Prosperity			
<i>We encourage varied and integrated enterprises that enhance our strong economic base, while balancing the needs of the community and natural environment. (Strategic Plan, pg. 27 MDP)</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<ul style="list-style-type: none"> <i>Does the proposal align with the Integrated Regional Growth Strategy (map/policies) pg. 26 MDP</i> 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> <i>Considers cumulative costs and long-term funding implications</i> 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<ul style="list-style-type: none"> <i>Targets growth around current or planned infrastructure</i> 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Maintain and Enhance Strong Communities			
<i>We are committed to a safe, secure community, where our residents are respected and provided with access to opportunities. (Strategic Plan, pg. 27 MDP)</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<ul style="list-style-type: none"> <i>Positive impact on residents' quality of life</i> 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<ul style="list-style-type: none"> <i>Supports and promotes volunteer efforts</i> 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<ul style="list-style-type: none"> <i>Provides programs and services that are accessible to all residents</i> 	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Operational Excellence			
<i>We have the organizational capability to deliver consistent and defined levels of service to all stakeholders in a professional, efficient, and cost effective manner</i>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<ul style="list-style-type: none"> <i>Staff have the knowledge, skills and capability to perform their jobs</i> 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<ul style="list-style-type: none"> <i>Streamlines operational processes and policies</i> 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<ul style="list-style-type: none"> <i>Promotes engagement and professional interaction with stakeholders</i> 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
<ul style="list-style-type: none"> <i>Considers a cost-structure which allows Sturgeon County to remain competitive within a regional, national and global context</i> 	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>