

**Date:** Wednesday, March 19, 2025

**Meeting Type:** Council

**From:** Niall Lobley, CAO

**Subject:** Award of RFP for completion of a Facilities Master Plan

**Report#:** CAO2025-013

This document and its attachments are public and available in an accessible format upon request.

## **Recommendation**

That RFP2025-04 Facilities Master Plan, be awarded to McCallum Sather at the cost of \$192,952.00 exclusive of taxes.

## **Background**

In early 2023, a planned renovation of the Kemble Arena was deferred by Council based on building needs outweighing the available budget to complete the works. Following a series of community engagement sessions, and work with an architectural company, initial designs based on working within the existing building fabric, meeting the needs of community and the grant aid submitted, were produced. A high-level review of two elements of the building, the roof and septic system, indicated significant additional works, beyond building renovation would be required to support the renovation. These costs, alongside of the costs of the renovations required, were several orders of magnitude larger than the anticipated project budget.

In deferring the project, staff and Council recognized that prior to further significant investment into Township facilities, a comprehensive assessment of current condition of buildings was required, as well as a better understanding of building needs across the Township.

In late 2023, Council endorsed, through budget, [CES2024BUDGET-C-08](#) being a budget request to completed a Facilities Master Plan that would cover seven primary buildings that the Township owns and utilizes. Through completion of the 2024 budget, the costs of completing the Facilities Master Plan were spread over two years with capital budget set aside in 2024 and 2025.

## Analysis

The Township operates seven significant facilities to support Township operations and community activities.

- The Administration Office (2001/2016)
- Kemble Arena/Community Centre (c.1980)
- Derby Arena/Community Centre (1967, 1976)
- Shallow Lake Arena/Community Centre (1977, 2010)
- Keppel Shop (1972)
- Derby Shop (1994)
- Sarawak Shop (1973)

With the exception of the Administrative Offices, these buildings predate amalgamation. As noted in 2023, significant investment in repairs and asset replacement and renewal in many of these buildings has been minimal over their lifespan to date.

Over recent years Council has approved several key strategies:

- The Multi-Year Accessibility Plan seeks to ensure equitable access for community and staff to community facilities and Township services, removing barriers and improving access for all
- The Corporate Climate Action Plan – Committed to Change, recognises that the Township’s building infrastructure is the second highest contributor to climate change emissions and that without improvements to buildings, targets within the plan will be unattainable
- The 2019-2024 Strategic Plan suggested that the Township should ‘exceed targets set for asset management planning’ and the current strategic plan commits to the completion of a Facilities Master Plan and seeks to grow recreational and leisure services.
- In early 2025, the Township adopted its Asset Management Plan which noted that there were areas where a lack of data was a cause for uncertainty in the long-term asset needs of the Township. One area of such a gap was in respect to buildings.

The Facilities Master Plan will complete a comprehensive review of all seven primary facilities, completing full Building Condition Assessments, reviewing them for Designated Substances as required under the Asset Retirement Obligations and undertake AODA compliance reviews. In addition, the Facilities Master Plan will develop an Energy Reduction and GHG Reduction Pathway Assessment and a review of electrical capacity at each location for support for future energy transition projects. Based on this, it will provide detailed assessments to update the Townships Asset Management Plan and develop Building Needs Assessments for each building as well as a detailed 10-year capital plan.

Each building will be assessed on a functional basis; a review of current uses both in respect of the nature of the use and the level the use will be made. An assessment of annual operating costs of each facility will be made, and a gap analysis will be completed to identify where existing facilities are either not meeting, or meeting insufficiently the current needs of the buildings.

A review of infrastructure in similar municipalities will be undertaken to compare how the Townships facilities and functions compare, and identify any significant gaps in service provision, or areas where there is duplication or over service compared to others.

During the summer, 2025, staff will be undertaking engagement activities across community to identify community-based priorities. These will not seek feedback on specific locations but will seek to understand the nature and types of use community would like to see in facilities in the future. This engagement will be reflected in the final Facilities Master Plan, anticipated to be completed by later 2025, to inform future budget and Council priorities.

On the basis of this work, the Facilities Master Plan will make high level recommendations, with associated costs and benefits, for future facility realignments, reinvestment, renovation and/or replacement. The Facilities Master Plan will consider facility retirement options as well. The Facilities Master Plan will review facility needs identified by partners such as health boards, schools' boards and other agencies to consider if pressures exist and if co-location opportunities might exist over coming years. These will be brought to Council to inform facilities priorities over the course of future budgets.

The RFP was posted on January 17<sup>th</sup> for a period of 5 weeks, closing on February 21<sup>st</sup>. A non-mandatory site visit to several facilities was undertaken on January 31<sup>st</sup>. A total of 14 companies registered interest and took the plan for review.

On closing, bids were reviewed against technical criteria before pricing was reviewed. Only bids meeting a technical score of at least 70% were reviewed for pricing.

Only one submission was received on closing. The submission was reviewed and scored, achieving a technical score of 84%.

The RFP had detailed both provisional and mandatory components. Provisional elements included a number of building and facilities that the Township owns and operates beyond the seven core facilities:

- The former municipal administration offices at Sarawak
- The East Linton Water Treatment Building
- The Shallow Lake Water Treatment Building
- Sarawak Family Park Washrooms
- Gazebo's at Sarawak Family Park, Cedar Hill and Centennial Parks

- The building at the former Landfill property
- Multiple used and un-used Pump Houses
- Workshops and storage facilities at the Township cemeteries

The RFP response provided a price for the provisional items; these were beyond the scope of the budget approved.

In addition, the RFP asked for the Inter Township Fire Department Building to be considered under some phases of the work. This will be considered separately by the ITFD Board in April.

The response indicated a high level of similar work for a wide variety of municipalities large and small and brought a robust team based approach that will see specialists from a number of sub-consultants brought to bare in supporting the work.

## **Financial Impact**

Staff are recommending that the RFP for a Facilities Master Plan be awarded to McCallum Sather in the amount of \$192,952. A budget of \$200,000 had been established for this work to be completed to be funded from the Municipal Facilities & Fixtures Reserve.

Staff are not recommending the award of provisional items as these are beyond budget capacity.

Works related to the ITFD Board will be considered at the ITFD meeting in April and are subject to a separate award.

Staff are working with GrantMatch on submitting a grant application which could, if successful, potentially fully fund the development of the Facilities Master Plan.

## **Strategic Lenses**

### **Empowering Communities: Creating Social and Economic Opportunity**

The development of a Facilities Master Plan is reflected in the Strategic Plan as is the desire to seek to grow recreational and leisure opportunities. The Facilities Master Plan is a much needed assessment prior to reinvestment into existing facilities.

### **Enhancing Environment and Infrastructure: Building for Today and Tomorrow**

The Facilities Master Plan will further enhance the Asset Management Plan and will inform both operational needs and a long term capital upgrade and replacement program. In addition, it will provide a roadmap for how we seek to meet targets

established within the Climate Action Plan, and meet the requirements of the Multi Year Accessibility Plan.

### **Diversity, Equity, Inclusion, and Belonging**

The Facilities Master Plan will seek to identify challenges with accessibility and access to community services and facilities across the Township and identify solutions to overcoming these challenges. Through engagement, the Facilities Master Plan will seek to identify community needs and gaps in service provision and anticipate future pressures and needs. In doing so, the Facilities Master Plan will help to guide the provision of facilities in a sustainable manner that meet the needs of community to provide an inclusive community that encourages a sense of belonging.

### **Truth and Reconciliation**

Through completing the Facilities Master Plan, the Township will seek to engage with Saugeen Ojibway Nation to identify ways in which facilities provision in the Township can support work toward Truth and Reconciliation. It is hoped that this work will be an act toward greater partnerships, and that the resultant investments by the Township on the basis of the plan, may further enhance work on Truth and Reconciliation.

### **Climate Change**

The Facilities Master Plan is informed by the Corporate Climate Action plan and will develop a clear roadmap for how, through facilities management, development, renovation and enhancement, the Township can meet its goals seeking to reduce the impact on climate through its work.

### **Conclusion**

A recommendation to complete a Facilities Master Plan to comprehensive assess the existing facilities that are owned and operated by Georgian Bluffs was made following the cancellation of renovations at the Kemble Arena/community centre in early 2023. Budget 2024 identified a capital budget to complete the plan spreading costs over the 2024 and 2025 budget year. Staff are recommending the award of works to develop the Plan to McCallum Sather.

Respectfully Submitted: Niall Loble, CAO