

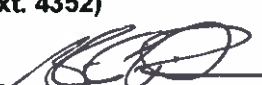


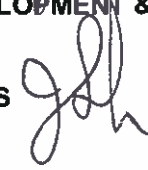



TO: GENERAL COMMITTEE

SUBJECT: COMMUNITY INFRASTRUCTURE IMPROVEMENT FUND

**PREPARED BY AND
KEY CONTACT:** B. G. PARKIN, P. ENG.
INTERIM DIRECTOR OF CORPORATE ASSET MANAGEMENT (Ext. 4300) 
D. BURTON
MANAGER OF FACILITY PLANNING & DEVELOPMENT (Ext. 4352) 

SUBMITTED BY: B. G. PARKIN, P. ENG.
INTERIM DIRECTOR, CORPORATE ASSET MANAGEMENT 
B. ROTH
DIRECTOR OF RECREATION, FACILITIES AND TRANSIT 

**GENERAL MANAGER
APPROVAL:** R. J. FORWARD, MBA, M.SC., P. ENG.
GENERAL MANAGER OF INFRASTRUCTURE, DEVELOPMENT & CULTURE 
J. SALES
GENERAL MANAGER OF COMMUNITY OPERATIONS 

**CHIEF ADMINISTRATIVE
OFFICER APPROVAL:** CARLA LADD
CHIEF ADMINISTRATIVE OFFICER 

RECOMMENDED MOTION

1. That based on funding program project eligibility guidelines and criteria, as well as the City's capital plan prioritization criteria, the following projects be submitted to the Federal Economic Development Agency for Southern Ontario for funding under the Community Infrastructure Improvement Fund, ranked in the following order:
 - a) Allandale Recreation Centre facility refurbishment;
 - b) Queen's Park improvements;
 - c) Lampman Lane Community Centre Park refurbishment; and,
 - d) Barrie Molson Centre (Part A) expansion.
2. That subject to the City being successful in the funding application, and receiving a financial contribution towards the Barrie Molson Centre (Part A) expansion, that staff be authorized to;
 - a) Negotiate a single source agreement in accordance with section 15.1 of the Purchasing By-law 2008-121 with Salter Pilon Architecture in partnership with Lett Architects, to an upset limit of \$335,000 which will include structural, mechanical, and electrical sub consultants to implement the project delivery plan as presented in Appendix 'A' of CAM002-12.
 - b) Hire a Design Build Contractor through Requests for Tenders process to be administered by the Consultant, in accordance with the Canadian Construction Association's process for Design Build Contractors.

3. That Carla Ladd, Chief Administrative Office, be authorized to sign the applications to the Federal Economic Development Agency for Southern Ontario for funding under the Community Infrastructure Improvement Fund on behalf of the City of Barrie.
4. That Blaine Parkin, Director of Corporate Asset Management Department (Interim) be authorized to submit the applications to the Federal Economic Development Agency for Southern Ontario for funding under the Community Infrastructure Improvement Fund on behalf of the City of Barrie.
5. That, if the City is successful in any applications under the Community Infrastructure Improvement Fund, the Mayor and Clerk be authorized to execute any associated documents and agreements.
6. That the City's portion of the funding for each applicant project, as outlined in the Financial section of CAM002-12, be approved as follows:
 - a) Allandale Recreation Centre facility refurbishment - funded in the amount of \$2,352,000 from the Tax Capital Reserve (13-04-0440);
 - b) Queen's Park improvements, including tennis courts, washrooms, skate board park and internal walkways - funded in the amount of \$1,863,700 from the Tax Capital Reserve (13-04-0440);
 - c) Lampman Lane Community Centre refurbishment - funded in the amount of \$1,964,200 from the Tax Capital Reserve (13-04-0440); and,
 - d) Barrie Molson Centre (Part A) expansion – funded in the amount of \$2,575,000 from the Tax Capital Reserve (13-04-0440).

PURPOSE & BACKGROUND

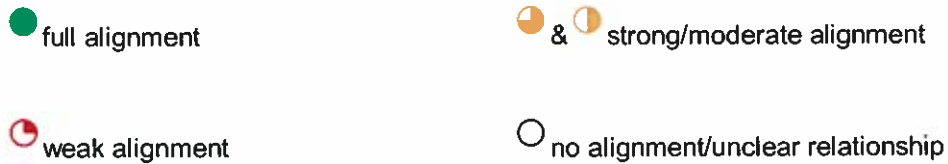
7. The Government of Canada has announced the creation of the \$150 million Community Infrastructure Improvement Fund (CIIF) intended to support the rehabilitation and improvement, including expansion, of existing community infrastructure facilities such as community centres, recreational buildings, local arenas, cultural facilities and other community facilities, to improve the quality of community facilities and provide economic benefits, including support for job creation. Communications associated with the funding program indicate that \$49.6 million will be available for distribution within Ontario.
8. The CIIF will fund up to 50% of the eligible costs of a project, to a maximum of \$1 million per project. However, the program guidelines indicate that priority may be given to projects that require a CIIF contribution of only 33%. There is no maximum to the number of applications that a respondent can submit, but applications must be ranked by the applicant in order of priority.
9. Applications are to be submitted to the Federal Economic Development Agency for Southern Ontario (FedDev Ontario) by August 24, 2012. One of the key criteria of the funding program is that funded projects must be substantially completed by March 31, 2014. For the purposes of the CIIF, "substantially completed" shall be determined in accordance with the term "substantially performed" as per the Construction Lien Act.





























ANALYSIS





























10. In conjunction with the funding application, funding recipients will be required to attest that the work to be undertaken is an incremental construction activity that would not otherwise have been completed by March 31, 2014, were it not for funding from the CIIF.

11. Project readiness is to be demonstrated through a series of questions in the application, related to the current project status, as well as status of any municipal, provincial, federal or environmental approvals that are required. The key element of this criteria is that the project be substantially complete by March 31, 2014 to be eligible for the program.
12. In addition to the eligibility requirements, priority will be given to projects that demonstrate anticipated economic benefits to the community (including job creation), and that demonstrate use of technology and innovation.
13. The funding is intended to support existing community infrastructure that is non-commercial in nature and that can be accessed by the public.
14. Projects may be viewed more favourably if they leverage 66% of the project funding from non-CIIF sources, as opposed to the maximum allowable 50% grant.
15. Other funding program requirements include:
 - a) Project applications must be duly authorised or endorsed by a resolution of Council;
 - b) Assets that are constructed, rehabilitated or improved with CIIF contributions must not be sold or leased within six years from the date of completion of the project, or the funding recipient must repay from 55 – 100% of the financial assistance (varies with the amount of time that has passed from project completion);
 - c) Compliance with the Canadian Environmental Assessment Act; and,
 - d) Various reporting throughout the life of the project.
16. In addition to the above criteria, potential projects were also evaluated using Council's Strategic Goals, the City's capital plan prioritization criteria, and staff resource capacity to complete the work. The City's current financial condition and long term financing strategies were also considered, especially the potential for debt deferral or reduction.
17. The following list of projects were initially considered for this funding program, however were excluded from further analysis because of poor fit with eligibility criteria. Generally, an inability to properly scope and complete the project within the required timeframes, projects being of a commercial nature, or the inclusion of new construction or reconstruction elements made these ineligible:
 - a) Accessible Playground Construction;
 - b) Accessibility Retrofits to City Facilities;
 - c) Allandale Station;
 - d) Holly Area Library;
 - e) Dorian Parker Centre Retrofit;
 - f) Marina Building Expansion;
 - g) Memorial Square Redevelopment; and,
 - h) Tennis Court Resurfacing Program.

18. The following table summarizes the alignment between projects that appear to meet all or most of the applicable criteria to some extent. Based on this analysis, staff were able to rank the projects as required for the CIIF submission. The colour and amount of shading in each circle reflects the relative alignment with the City's and the CIIF criteria, as the following legend explains:



Criteria	Allandale Recreation Centre	Queen's Park	Lampman Lane	Barrie Molson Centre
Existing community infrastructure that is non-commercial and that can be accessed by the public				
Economic benefits to the community, including job creation				
Ownership of asset (potential to sell/lease)				
Ability to meet March 31, 2014 substantial completion				
Project readiness				
Incrementality				
Technology and innovation				

Community based partnerships				
Criticality within City's prioritization framework				
Part of existing capital plan				
Potential to offset City's cost within current capital plan				
Staff resource capacity to complete within existing work plan				
Increased utilization/ Potential for increased cost recovery				
Operating cost impacts (lowered)				
Total	11.75	9.0	8.25	4

19. Some of the recommended projects, or components thereof, are not included in the current capital plan. However, it is important to note that their exclusion reflects affordability constraints, not a low priority. The only project that has not been previously considered in capital budget prioritization exercises is the Barrie Molson Centre.

Allandale Recreation Centre

20. Of all the projects under consideration for the CIIF program, the Allandale work is the most critical. This project would result in an overall refurbishment of various parts of the Allandale Recreation Centre including:
- a) Replacing aging and deteriorated equipment, lighting, and finishes throughout the facility, including change rooms, pool area, and both blue and red arenas;

- b) Foyer floor replacement to improve terrain; and,
 - c) Entrance improvements to address some of the accessibility requirements in the facility.
21. The majority of the project components have been identified through the City's capital planning process as critical work that was scheduled to be completed in 2013 and 2014. A financial contribution to this work through the CIIF would offset up to \$1 million of the City's costs, meaning that the draw from the Tax Capital Reserve over the next two years could be reduced, or the funds could be reallocated to other critical renewal work.
22. Risks associated with proceeding with this project are primarily related to coordination and scheduling. The project components were included in the current Capital Plan for 2013-2014, allowing for alternate year shut down of the red and blue ice pads. Achieving substantial completion by March 31, 2014 will require extensive coordination to maintain commitments to service partners such as Mariposa. However this completion date is considered achievable, and funds to support the required coordination have been included in the cost estimate for this project.

Queen's Park

23. The needs associated with the various components of the Queen's Park project have been recognized for several years, and considered during the last several capital planning cycles. Rehabilitation of the 9.5 acre Queen's Park would include:
- a) Rehabilitation of the shared washroom and concession building;
 - b) Tennis court resurfacing for all five courts (four are currently closed because of poor condition);
 - c) Park terrain rehabilitation including accessibility improvements to existing pathways; and,
 - d) Rehabilitation of deteriorated skate park features.
24. When considered in the context of affordability, and compared with the most critical needs throughout the City, such as facility roof repairs or road renewal, this work has been deferred. Four of the five tennis courts are currently closed because of the poor condition, and the terrain and skate park rehabilitation is required to address safety concerns.
25. With respect to project readiness, although it has been considered as part of previous capital planning processes, the work at Queen's Park is not currently planned for 2013-2014, making this a good CIIF candidate because of its incremental nature. However this also increases the project's risk, as the design work has not been started and must be completed within the available timeframe along with the related construction activities. A mitigating factor is that the design requirements are considered to be straightforward, so achieving substantial performance by March 31, 2014 is reasonable.

Lampman Lane Community Centre Park

26. Work at the Lampman Lane Community Centre Park includes repair or replacement of existing aging assets in order to maximize extended economic lifecycle potential, increase accessibility and strengthen utilization levels:
- a) Conversion of the existing pool to a more easily accessible splash pad;
 - b) Rehabilitating aging washroom facilities;

- c) Landscape elements in the park; and,
 - d) Resurfacing four tennis courts.
27. Although the needs associated with the rehabilitation of assets at Lampman Lane have been identified previously, they have not been included in the current capital plan, primarily due to affordability issues and other, more critical renewal priorities.
28. Advancing this work to 2013-2014 would satisfy the CIIF requirement that projects be incremental. Similar to the work at Queen's Park, this introduces risks associated with scheduling. Project approvals and design work are not in place, but funds have been included in the cost estimates to allow for the required project management and coordination to meet the substantial performance target date of March 31, 2014.

Barrie Molson Centre

29. This project, while not previously part of a capital planning exercise and therefore without much of the data that is typically associated with candidate capital projects, anticipates increasing the seating capacity at the BMC. It would respond to previous requests for increased capacity in contemplation of enhancing its attractiveness as a venue for major sporting or cultural events that, in its current form, it is believed to be incapable of hosting.

Previous Investigations

30. In May 2010 City Staff in consultation with the owner of the Barrie Colts retained the services of Tacoma Engineering to complete a study to accompany the teams bid submission to host the 2011 Memorial Cup. The scope of the study was to complete a review of the Barrie Molson Centre and identify the most cost effective way to increase the arena seating capacity to approximately 5,000 seats in a temporary fashion in order to host this one-time event. This preliminary study was under a tight timeline in order to provide a recommendation and high level costing to be included as part of this bid submission and did not undertake proper structural reviews or business case analysis. The Tacoma study did include for a cursory code review of two potential impacted elements being washroom count and path to egress as part of the increase in seating capacity, and it was determined that both were adequate in size and count.
31. In June 2012 Council Motion 12-G-166 provided the following direction to staff: "That staff in the Recreation, Facilities and Transit Department investigate and report to General Committee on the feasibility of expanding the seating at the Barrie Molson Centre to a minimum of 5,000 seats, such report to include but not be limited to:
- a) The physical changes to the building that would be required to facilitate the seating expansion;
 - b) The financial implications of any renovations and any potential funding sources;
 - c) Consultation with the Barrie Colts, the media partners, and other partners concerning any proposed renovation plans; and,
 - d) The operational impact of any renovation period."

32. In response to this Motion and as a result of the Community Infrastructure Improvement Funding program announcement, staff undertook a review and further consultation with Tacoma Engineering to gain a better understanding of the proposed recommendations outlined in their preliminary study. This led to the identification of the following risks:
- a) **Reliance on short-term, temporary seating:** The Tacoma study proposed approximately 198 portable stadium seating at the arena west end of the building to be cantilevered off of the existing structure above the west end seats and proposed the removal of the lounge and horsepower entertainment offices. This proposed section of seating has significant risks associated with it as the existing structure was not reviewed as part of the study to understand the full implications of this alternative. It further did not provide for a long term sustainable solution by use of portable stadium seating platforms;
 - b) **Reliance on "Standing Room Only" sections:** The Tacoma study proposed a 170 (approximately) person standing room only section on the arena's south side which would be located on top of the current south suites and would require guided assistance via a ships ladder in order to reach this seating section. This section was also proposed to house the relocated media area which currently resides on the north side of the area. The risk associated with this alternative include access and egress that would be non-conforming with Ontario Building Code requirements. As the Ontario Building Code requirements exist to protect public safety, these concessions could expose the City to liability in the event that there was an emergency situation;
 - c) **Re-purposing existing space currently dedicated for media use:** The Tacoma study proposed an approximate 214 capacity increase through a combination of seats and standing room only areas along the arena north face which required the relocation of the press area as indicated above. The risk associated with this alternative is that it would relocate the press area to a location that would not be desirable for continual use or major event use such as a Memorial Cup event; and,
 - d) **Introducing seating with impaired sightlines:** The balance of the proposed seating was created by filling in the corners with additional seating not impacting structure. The primary risks associated with this are that the design review was completed in conceptual plan only and did not take into account existing obstructions in the facility and may not equate to the exact number identified in the study, and could also result in partially impaired views from these seats.
33. Based on the level of risks and unknowns associated with the Tacoma Engineering study, it is clear that the Tacoma solution, which may have been sufficient as a temporary solution for a single event, is not a good basis for designing a permanent expansion in BMC seating capacity.
34. To fully understand the potential benefits and costs of expanding seating capacity of the Barrie Molson Centre, staff would typically recommend that a business case/marketability study for the arena be undertaken, along with a feasibility study that recommended which facility improvements, if any, could increase revenues for the City. For the BMC, with its proximity to Casino Rama and similar venues in the GTA, such analysis is very important to understand how best to manage the unique risks associated with competing in this market - now and in the long term. Without such studies, staff have insufficient data to advise Council, making next steps seem premature and increasing the risk associated with proceeding with these works.
35. Given the timing of the application deadline and without either of these documents, staff have identified several areas where expansion and/or renovation may increase marketability of the facility and associated revenues. Although the review and analysis is far from complete, and therefore subject to potentially significant variability from actual results, some preliminary thoughts have been summarized below as Part A and Part B of a longer term expansion plan.

BMC Part A

36. Part A could include conversion of the current lounge at the west side of the arena, to private suites (potentially 144 seats, within 8 suites) which could generate revenue as there is a demonstrated demand within the community for suites. The amount and timing of any new revenue cannot be reliably estimated at this time. Possibly, the rental revenue could serve as a financing source for repaying the Tax Capital Reserve or funding any debt payments incurred for this project.
37. Staff anticipate this location would be popular for special events such as concerts and shows as the standard arena configuration for these events would render the west end suites as prime viewing locations for an east end stage. Other work included in Part A could include construction of seating in the corners (total addition of approximately 200 seats) and reinforcement of existing concourse and raising the flat roof on north side of the arena to facilitate construction of additional seating (addition of approximately 200 seats). The corner seating and addition of a level above the concourse are anticipated to provide very limited increase in revenue generation or increased marketability to the City. Some of the additional seating would be considered "impaired view" and would not generally be desirable by the public.
38. However, most of the special events that book the Barrie Molson Centre currently create their respective business cases on the basis of a 3,500 seating capacity, and the current seating configuration accommodates this with a stage set up at the east end of the building.
39. In order to deliver Part A by the March 31, 2014 deadline requires an aggressive project implementation strategy that has some inherent risk associated with it. Appendix 'A' provides the required project delivery strategy to ensure the project would be delivered on time. This includes single source retention of consultant services to act as compliance review architects, as well as preparing the design build performance specifications and contract documents for a design build with guaranteed maximum price contract. Staff would also require that the retention of the design build contractor be administered by the selected consultant under the direction of staff in the Recreation, Facilities and Transit Department.
40. Other risks associated with proceeding with Part A at this time include:
 - a) Low confidence levels in costing could result in significant cost overruns;
 - b) Low confidence levels in construction timing could result in significant time overruns which could affect funding through the CIIF program;
 - c) In the absence of having completed marketability and business plan studies, only high-level estimates can be presented that can be expected to change;
 - d) Unknown levels of potential revenue and no information available to assess returns on investment; and,
 - e) Constraints on facility use and governance - the CIIF program guidelines indicate that if an asset that was constructed, rehabilitated or improved with CIIF financial contributions is sold or leased within six years, the funding recipient must repay all or a portion of the funding. This may impact future decision making regarding the use and management of the facility.

BMC Part B

41. Part B of a longer term expansion plan could include an expansion at grade on the north side of the arena, to provide additional dressing rooms and storage space. This phase offers potentially new benefits to the City in terms of marketability of the facility for hockey tournaments (currently with only four dressings rooms, the facility is undesirable for tournaments with three or more games back to back), as well as expansion into other market segments.

ENVIRONMENTAL MATTERS

42. There are no direct environmental benefits associated with this funding program or any of the candidate projects.

ALTERNATIVES

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

Alternative #1

General Committee could direct staff not to submit any applications under the Community Infrastructure Improvement Fund.

This alternative is not recommended as it would preclude the City from benefiting from a grant.

Alternative #2

General Committee could direct staff to apply for funding under the Community Infrastructure Improvement Fund for both Part A and Part B of the Barrie Molson Centre Expansion.

This is a high-risk alternative with limited information about the level, extent and timing of any potential benefits. Marketability and feasibility studies have not been undertaken to demonstrate the need or benefits for the work. Considering these risks and its total cost, this alternative is not recommended.

Alternative #3

General Committee could change the priority ranking of the projects.

This alternative is not recommended as the projects have been ranked according to demonstrated need and the capital planning prioritization criteria.

FINANCIAL

Capital Impacts

44. In the absence of grant funding contributions through CIIF, the projects recommended in this report would otherwise be funded through the Tax Capital Reserve or debt (which would be financed through the Tax Capital Reserve) subject to Council approval.
45. Based on applications for 33% of the eligible cost, the City will be required to fund the remaining 67% of eligible costs, as well as the total ineligible project costs for all projects that receive CIIF contributions. For the purposes of this analysis it has been assumed that ineligible costs will be the in-house project management component of the projects (ie. staff salaries that will be recovered from capital accounts). The following tables summarize the breakdown in funding between eligible and ineligible costs, as well as the funding plan, assuming the City is successful in any or all of the CIIF applications submitted:

	Allandale Recreation Centre	Lampman Lane Community Centre Park	Queen's Park	BMC Part A
ELIGIBLE COSTS				
Planning/Design/Engineering	\$266,000	\$230,000	\$217,500	\$535,000
Repair/Construction	\$2,660,000	\$2,300,000	\$2,175,000	\$2,510,000
Other - Soft Costs, including Permits, Inspection and Testing, Utilities, ICT, FF&E, Signage	\$100,000	\$100,000	100,000	\$200,000
Contingency	\$266,000	\$230,000	\$217,500	\$250,000
Total Eligible Costs	\$3,292,000	\$2,860,000	\$2,710,000	\$3,495,000
INELIGIBLE COSTS				
Internal City Costs - Salaries and overhead related to project management	\$60,000	\$48,000	\$48,000	\$80,000
Total Ineligible Costs	\$60,000	\$48,000	\$48,000	\$80,000
FUNDING PLAN				
Federal CIIF funding requested	\$1,000,000	\$943,800	\$894,300	\$1,000,000
Tax Capital Reserve	\$2,352,000	\$1,964,200	\$1,863,700	\$2,575,000
Total Project Cost	\$3,352,000	\$2,908,000	\$2,758,000	\$3,575,000

46. Assuming the City is successful in obtaining funding contributions through CIIF for all projects noted in this report, the total grant received would be \$3,838,100, and the total required draw from the Tax Capital Reserve would be \$8,754,900. The 2012 – 2015 Capital Plan includes only the Allandale Recreation Centre work. As noted previously in this report, the Lampman Lane and Queen's Park needs have been identified in previous capital planning exercises, however due to other critical priorities and affordability, they have not been included in the Capital Plan. The project at the Barrie Molson Centre has not previously been considered as part of a capital planning exercise.
47. Prior to applying the directions recommended by this report, the forecasted non-committed Tax Capital Reserve balance as at December 31, 2012 is as follows:

Capital Reserve	Balance at Dec 31, 2011	Contributions to Reserve	Committed Including (In-year Additions)	Forecasted Non-Committed Balance at Dec 31, 2012
Tax Capital Reserves	\$43,669,815	\$14,346,713	(\$48,008,846)	\$10,007,682

This is lower than the forecast balance provided in the 2012 Business Plan. Although the actual balance in the Tax Capital Reserve was \$43.7M at December 31, 2011, the balance has been reduced by carry-forward commitments on 2011 capital projects of approximately \$16.5M, \$19.7M for new 2012 capital projects, and the remaining commitments include in-year changes, RVH funding, and funds for the Georgian College expansion agreement. Subject to pending decisions, staff anticipate before year-end, the forecasted non-committed balance for December 31, 2012 is just over \$10M.

48. The capital forecast for 2013 that was included in the 2012 Capital Plan, anticipated an investment of \$16.3M from the Tax Capital Reserve. The 2013 Capital Plan is currently under development, and in light of the City's current financial condition as presented in paragraph 47, there will be challenges funding the previously identified forecast which will result in the deferral of previously planned work.
49. Lower than planned balances in the Tax Capital Reserve will result in a reduction in amounts available to fund other capital works projects, not just in 2013, but in the longer term. As noted in the 2012 Business Plan, the Corporate Asset Status Report, and in other previous reports, there is a significant backlog of both renewal and capacity needs across all asset classes within the City's portfolio. As the Tax Capital Reserve is the main source of funding for non-user rate renewal projects as well as partial funding for additional capacity/capability works, areas that are currently experiencing capacity issues may not be able to be addressed in as timely a manner as planned, and services that currently rely on existing assets may be impacted through a reduction in the level of service because of lower than required asset performance.

Operating Impacts

50. Operating impacts associated with the Allandale Recreation Centre and Queen's Park projects are expected to be positive, as the assets that will be rehabilitated are currently deteriorated and require significant operating and maintenance efforts to provide the expected level of service. The capital investment will result in restoration of the level of service that should be provided, with fewer disruptions, and less risk exposure to the City.
51. The proposed investment at Lampman Lane is also expected to reduce operating costs in two ways. Similar to Allandale and Queen's Park, the assets that will be rehabilitated at Lampman Lane receive reactive maintenance in order to maintain service levels and manage risk exposure. In addition, the repurposing of a pool to splash pad will also reduce operating costs associated with provision of lifeguards.
52. Operating impacts associated with an expanded Barrie Molson Centre have not been quantified at this time. Additional suites and seating will require higher operating and maintenance investment, however will also generate additional revenue. Anticipated revenues associated with additional seating are subject to negotiations with tenants and special events promoters.

LINKAGE TO COUNCIL STRATEGIC PRIORITIES

53. The recommendations included in this Staff Report are not specifically related to the goals identified in the 2010-2014 City Council Strategic Plan.

APPENDIX 'A'

BARRIE MOLSON CENTRE PROJECT DELIVERY STRATEGY

1. Based on the current level of detail and time allotted to deliver what will be a complex project, staff have reviewed the market to propose a project strategy that will offer the best delivery mechanism to meet the timeline, offer the most flexibility risk transference, and offer as much cost certainty as possible.
2. The delivery method selected to accomplish all of these items is a Design Build contract with a guaranteed maximum price. By utilizing the Design Build project delivery method, the City is able to draw upon the same benefits of Construction Management, while having the added benefit of transferring risk associated with the design component onto the contractor who will be performing the work. By stipulating a "Guaranteed Maximum Price" contract, you have the ability to provide for greater cost certainty and allow for the designer to react in partnership with the General Contractor to realign the proposed design should cost fluctuation occur through the course of the project.
3. Based on this delivery method and risk transference to the Design Build Contractor, the City requires a solid due diligence plan which will be created through compliance review and the creation of a solid performance based specification, complete with schematic design drawings to be issued to the market.
4. As such, and given the timing required in which to deliver the project, staff require authorization to single/sole source the consultant to perform the following list of duties:
 - a) Creation of Performance based specifications and schematic design drawings;
 - b) Administer the Design Build Contractor selection process in accordance with the CCDC selection process and criteria;
 - c) Act as compliance review Consultant through the entire design and construction process including but not limited to the following list of consulting disciplines:
 - i. Architectural
 - ii. Structural
 - iii. Mechanical
 - iv. Electrical
 - d) Act as project administrator dealing with payment certification and compliance review; and,
 - e) Review and ensure accuracy of all As-Built documentation.
5. For this role, staff is recommending the single/sole source selection of Salter Pilon Architecture in partnership with Lett Architects to perform the above mentioned duties.
6. Given the tight timeline and rapid pace that this project will bring, proximity and availability are key consideration factors used when selecting the firm to perform these duties. Salter Pilon Architecture is a local based firm who has a commitment to service delivery and client satisfaction, their experience and reputation in the recreation and arena industry is well known, and they have delivered numerous projects similar in scope and nature.
7. The partnership with Lett Architects offers a balance of skills and experience that will compliment this particular project. Lett Architects' experience in providing performance based venues will assist in ensuring the proposed design will function for a broader audience and compliment our special event and concert business currently offered at the Barrie Molson Centre. Lett Architect's also have experience in the Recreation and Arena field.