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**TO: GENERAL COMMITTEE**

**SUBJECT: BARRIE SIMCOE EMERGENCY SERVICES CAMPUS  
VALIDATION REPORT**

**WARD: ALL**

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

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

**GENERAL MANAGER APPROVAL: D. McALPINE  
ACTING GENERAL MANAGER, COMMUNITY AND CORPORATE  
SERVICES**

**CHIEF ADMINISTRATIVE OFFICER APPROVAL: C. LADD, CHIEF ADMINISTRATIVE OFFICER**

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**RECOMMENDED MOTION**

1. That the Barrie-Simcoe Emergency Services Campus Project as outlined in the Validation Report included as Appendix "E" and described in Staff Report FCT004-17, be approved to proceed.
2. That capital projects "FC1020" and "Z268" and "FC1010" be consolidated in to one project and named as Barrie-Simcoe Emergency Services Campus with a total project budget of \$120,491,011, 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 following funding plan be approved: \$58,982,602 from Debentures – Tax, \$21,377,534 from Debenture – DC, \$5,062,237 from DC Reserve Funds, \$11,235,000 from Tax Capital Reserve, \$23,833,638 from Partner Funding with this funding plan reflecting \$2,712,509 contributed by Police to the Tax Capital Reserve to the end of 2017 toward Police Accommodation and \$7,508,638 in approved spending net of the cancellation of approved renovations at 2 police facilities (29 Sperling and 60 Bell Farm) 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 (CAO), General Manager of Community and Corporate Services; be authorized to execute financing agreement 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 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.
  - b) Upon completion of construction, declare 29 Sperling, 35 Sperling and 79 Bell Farm Road as surplus to the City of Barrie's needs and initiate the conditional sale of 29 Sperling, 35 Sperling, 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.
8. That, throughout the detailed design and construction phase of the project, Staff Report back to General Committee on a quarterly basis with an update on the status of the project.

## **PURPOSE & BACKGROUND**

### **Report Overview**

9. The purpose of this Staff Report is to present the recommendations following the recently completed Validation study for the Barrie-Simcoe Emergency Services Campus project.
10. The concept presented in this Staff Report brings together the Barrie Police Service, Barrie Fire & Emergency Service and Simcoe County Paramedic Services on a shared Barrie-Simcoe Emergency Services Campus, in a partnership arrangement where each party will benefit through capital and operating efficiencies, be well-positioned to respond to growth, and ultimately provide the best service possible to members of the community.

### **Process to Date**

#### **Police Accommodations**

11. In 2011 Staff Report LTF012-11 entitled "Police Accommodation" was presented to council and motion 11-G-252, as amended, adopted the concept of a single centralized facility to accommodate the Barrie Police Service's future facility needs.
12. This report, the culmination of previous facility needs reports dating to 2003, identified phasing and capital costs for interim renovations of existing facilities and a phased approach to the development of a centralized facility, including timing.
13. Approved motions supporting the report authorized expenditures for interim renovations to existing police facilities and the development of facility footprints to inform new facility land requirements. Details of motion 11-G-252 may be found in Appendix "B" for reference.

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First Responder's Campus

14. In 2013, Staff Report RFT006-13 entitled "First Responder's Campus Development Plan" was presented to Council and motion 13-G-145 supported the approach presented to be used as a basis for planning to address the future accommodation needs for the Barrie Police Service, the County of Simcoe Paramedic Services and the City of Barrie's Roads, Parks and Fleet Department. Also included in the motion was support of the phasing originally recommended in 2011, with the addition of specific square foot areas and years of construction for the phased new facilities. Furthermore, the motion asked staff to:
- a) prepare a development plan
  - b) enter into discussions with the County of Simcoe Paramedic Services to develop a framework for an agreement related to the joint development and operation of the facility and report back to council
  - c) include a separate business case and related analysis for the police firing range component, to include a consideration of other sites for this element, and that the final development plan be structured so as to provide options for including or removing this component from the defined scope prior to work proceeding
  - d) further explore potential cost reductions and optional component staging or elimination as part of the report back regarding the First Responders Campus Development Plan.
  - e) Provide a detailed financing plan that doesn't rely on long-term debt
15. The above requirements set out in motion 13-G-145 have been paraphrased for brevity. Complete details of motion 13-G-145 may be found in Appendix "B" for reference.
16. On November 9, 2015, City Council adopted motion 15-G-220 which stated:
1. That the General Manager of Infrastructure and Growth Management be authorized to execute a Letter of Intent with the County of Simcoe with respect to negotiating a joint venture agreement for the development and use of a shared facility for a First Responders (Barrie-Simcoe Emergency Services) Campus in the form approved by the Director of Facilities and Transit and the Director of Legal Services.
  2. This agreement was executed in November 2015.

Roads, Parks & Fleet Operations Master Plan

17. On June 13, 2016 City Council adopted motion 16-G-158 supporting an overview presentation regarding the Operations Master Plan and growth-related facilities planned within the annexed lands.
18. City GIS maps were presented in the PowerPoint, illustrating the current and proposed locations of Barrie Police Service, and the First Responder's Campus, along with other current and proposed locations for Fire Stations 5 & 6, the permanent Fire Training facility, Community Centres, as well as a summary of all location options (A through E) for a Satellite Roads, Parks and Fleet Operations Yard.
19. A mapping (GIS) analysis was performed as a part of the Roads, Parks and Fleet Operations Master Plan study, to compare operational efficiency, which translates to cost effectiveness through operational savings for all potential sites. Capital costs for renovations to Ferndale Operations Centre and a new Satellite Yard were also analyzed.

20. On June 27, 2016 City Council adopted motion 16-G-165 supporting Staff Report FCT003-16, in which Staff advised that following detailed planning with Barrie's Roads, Parks and Fleet department, co-location of the City's operations centre at a centrally-located First Responder's Campus location was inefficient and much more costly than upgrading their existing Ferndale location.
21. Model #3 from Staff Report FCT003-16, with a satellite yard at the First Responder's Campus, carries a higher up-front capital cost as a part of a newly built joint facility, and higher ongoing operating cost due to an unfavourable split of operational services between Ferndale and the Campus.
22. Following the Operations Master Plan Staff Report, with Roads, Parks and Fleet now positioning their Satellite facility away from the First Responder's Campus site in the Salem Secondary Plan area, staff looked for efficiencies and other partnership opportunities to maximize the value of the Campus.

Barrie Fire & Emergency Service Training Facility at the Campus

23. Barrie Fire & Emergency Service expressed an interest in re-joining the Campus, following an internal assessment of their future training facility needs and determined the Campus would be an ideal fit for a permanent training facility. The Campus would allow Barrie Fire & Emergency Service to conduct comprehensive training operations within the City of Barrie. Moreover, Barrie Fire & Emergency Service felt that a joint facility would allow for synergies and economies of scale to be realized with the other service partners (in design and operation) and interoperability between the 3 agencies could be improved. This would be a benefit to the department, the City and the community.
24. As the Barrie Fire & Emergency Service already had a permanent training centre identified in the City's capital plan, integrating the permanent training centre into the Campus in place of Roads, Parks and Fleet operations was a logical fit.
25. As opposed to previously planned separate capital project "Z268 BFES Permanent Training Facility" based on the 2009 Thomas Brown Report, co-locating the Fire Training Facility within the Campus will leverage a number of economies of scale, allow for a significant amount of shared space usage and operations, and also foster a continued relationship strengthening between three allied emergency service agencies.
26. Access to a fire training facility within our City is essential in order to provide adequate instruction and practical training that is required for firefighters to provide the highest level of service possible to our citizens, and the Barrie-Simcoe Emergency Services Campus serves as the optimal location for such a facility.
27. Given the increased fire service training and competency standards (which will only increase in the future) along with greater public expectations for the most efficient service possible, the fire service is experiencing significant change. Past training programs are not conducive to meeting changing demands. Another salient trend is the litigious scrutiny placed on our emergency operations by insurance companies in the months and years following an incident. In the past few years, fire services are routinely being named in legal claims. The fire department must justify all actions from the initial 911 call and dispatch to the end of the emergency incident. Demonstrating our competence, and the ability to defend our actions against industry best practices in all areas of operation, is the only way to avoid significant financial losses for the corporation.

28. BFES provides a wide range of all hazard emergency services in order to reduce our overall community risk to fire and emergency incidents. In order to continue to meet the changing demands of our operating environment, we need to have trained staff in all areas of our department. Without proper training that prepares our staff for the challenges facing today's fire service, BFES will struggle to provide the level of service expected by our citizens. This facility will help ensure the service we provide our citizens is done correctly the first time, therefore, being done more efficiently, which happens to be a goal of BFES.

### **Integrated Project Delivery**

#### Validation Study Scope of Work

29. On September 15, 2016, staff issued a joint Request for Proposal with the County of Simcoe, for the provision of an Integrated Project Delivery (IPD) Team for the Barrie-Simcoe Emergency Services Campus (formerly named First Responder's Campus).
30. Following the competitive bid process, a Validation Contract was awarded to the Gillam Group / Chandos Construction / AECOM Canada / AECOM Architecture and a diversified, experienced team of architects, sub-consultants, and general contractors began working in January 2017 in a co-located setting, known as the "Big Room", alongside owner representatives from the City of Barrie / County of Simcoe, and project partner representatives from Barrie Police Service, Barrie Fire & Emergency Service, and the County of Simcoe Paramedic Services.
31. Once the team established an outline program and worked through concept development, gaining an understanding of the design intent and structure for the buildings, a list of trades were established by the team identifying those sectors that would add value to the project by joining the Big Room, through early input from design through construction.
32. Following a competitive bid process, contracts for formwork, masonry, glazing, fire protection, and drywall trades were awarded by the Integrated Project Delivery team, and representatives from each trade began joining the weekly Big Room meetings to participate and provide early input into design scope, scheduling, resourcing, and costing analysis.
33. The Validation Phase is separate from the design and construction Execution Phase of the project and is meant to capture the needs of the facility users, create block plans for the facility, and establish the allowable cost or "upper limit" for the project budget including all hard, soft, site costs, taxes and contingencies.
34. Work to date has included a significant amount of collaborative work, including detailed programming, concept development, outline specifications development, project phasing, scheduling, and detailed costing, undertaken collaboratively with input from constructors, installers, fabricators, suppliers, designers and all owners.
35. The purpose of Validation is for the entire IPD team to jointly state with confidence that "we can build this building, that does these things, for this much money, in this much time."

#### Why Integrated Project Delivery?

36. As building projects become more complex and the technology behind them grows exponentially, the IPD process pulls together people, systems, business structures and practices into a process that brings together all of the participants to optimize results, reduce waste, maximize efficiency of design, fabrication, and construction – ultimately increasing value to the owner.

37. On March 27, 2017 staff provided General Committee with a presentation on the Integrated Project Delivery process. Below is an outline of the major points presented:
- a) Removal of the traditional contractual boundaries between project stakeholders, placing instead a single contractual boundary around the entire design and construction project. This removal of internal contractual boundaries incentivizes the team to focus on optimizing the whole, and not just their respective pieces. All project stakeholders are brought on board early in the process, where the ability to leverage experience and expertise yields high return in terms of positive impact to the project while costs are low.
  - b) A shared risk and reward model based on project outcomes that furthers the creation of a “best for project” environment. It’s in everyone’s best interest that the project be successful, not just their part. This causes team members to collaborate rather than compete, actively seeking opportunities to support one another and, ultimately, the project.
  - c) Designing to a detailed estimate vs. estimating to a detailed design, only to pay to correct design errors or omissions through costly change orders. In a collaborative multi-party arrangement necessary design changes are finalized before implementation.
  - d) With the exception of owner-initiated scope changes, should any unforeseen changes arise during design or construction, the cost impact is managed within the risk pool of the approved target cost of the IPD Contract. There are over 100 known IPD projects in North America and only 2 have had the entire risk pool exhausted. Placing the construction trades and design team’s profit at risk is a powerful incentive to mitigate design and construction errors, minimizing rework that would traditionally amount to a change order, impacting budget and schedule.
  - e) Efficiency of execution. LEAN principles are used throughout the project process to eliminate waste, time and effort, while maximizing efficiencies. This minimizes the project lifecycle and has a direct impact on overall project costs.

May 8, 2017 Presentation & Memo to General Committee

38. Staff provided a presentation on May 8, 2017 to General Committee, providing a project and budget update, and receiving questions from members of General Committee.
39. Please refer to Appendix “A” for a comprehensive list of FAQ’s that staff received for the Campus project, along with responses and reference to sections / Appendices within Staff Report FCT004-17.

IPD Multi-Party Agreement

40. Alongside the Validation Study work, the entire Integrated Project Delivery team has contributed to the draft multi-party agreement, which, following approval to proceed from Council in June 2017, would be executed immediately according to the motion within Staff Report FCT004-17.
41. A draft version of the multi-party agreement will be placed in the Councillor’s lounge for viewing, and will also be available at the City Clerk’s department on the 1<sup>st</sup> floor at City Hall.
42. The document is comprised of a customized Integrated Project Delivery contract and several exhibit documents related to program, specifications, cost, risk, and schedule. Specific terms and conditions have been developed collaboratively by all parties, with input from City and County legal teams.

43. A noteworthy benefit of the Integrated Project Delivery process is the overall transparency in documentation, forecasting, costing, billing, and approvals throughout design and construction, which is evident in the structure of the Multi-Party Agreement.

**ANALYSIS**

**Campus Overview**

44. The concept for the Barrie-Simcoe Emergency Services Campus brings together three partners in a shared facility and site:
- a) Barrie Police Service Police Headquarters
  - b) Barrie Fire and Emergency Service Training Facility
  - c) Simcoe County Paramedic Services Hub

**Campus vs. Stand-Alone Model**

Campus Comparison: IPD vs. Traditional Delivery

45. Before comparing the Campus vs. Stand-Alone model, the below tables as presented on Page 56 of Appendix "E", the Validation Report, demonstrate the value and compare the costs of Integrated Project Delivery vs. Traditional Design-Bid-Build approach for the Barrie-Simcoe Emergency Services Campus:

	<b>Integrated Project Delivery Contract for Campus</b>		
	IPD Campus Construction \$	IPD Campus Owner Soft Costs \$	IPD Campus Total \$
<i>Barrie Police Service</i>	\$67,400,000.00	\$4,600,000.00	\$71,900,000.00
<i>County of Simcoe Paramedic Services</i>	\$21,200,000.00	\$1,100,000.00	\$22,300,000.00
<i>Barrie Fire &amp; Emergency Service</i>	\$13,300,000.00	\$1,400,000.00	\$14,700,000.00
<b>TOTAL</b>	<b>\$101,900,000.00</b>	<b>\$7,100,000.00</b>	<b>\$109,000,000.00</b>

	<b>Traditional Contract for Campus</b>		
	Traditional Campus Construction \$	Traditional Campus Soft Costs \$	Traditional Campus Total \$
<i>Barrie Police Service</i>	\$79,910,884.73	\$4,949,063.88	\$84,859,948.60
<i>County of Simcoe Paramedic Services</i>	\$25,215,053.54	\$1,561,625.94	\$26,776,679.48
<i>Barrie Fire &amp; Emergency Service</i>	\$15,974,061.73	\$989,310.18	\$16,963,371.92
<b>TOTAL</b>	<b>\$121,100,000.00</b>	<b>\$7,500,000.00</b>	<b>\$128,600,000.00</b>



Campus vs. Stand-Alone Model

46. Previous consulting reports for the Campus identified estimated capital cost savings of approximately 9.6% in a Campus vs. Stand-Alone scenario. The current validation study team validated that this comparison aligns when comparing the above “Traditional Contract for Campus” table to the below, which presents “Traditional Contract for Stand-Alone”:

	Traditional Contract for Stand-Alone		
	Traditional Stand-Alone Construction \$	Traditional Stand-Alone Owner Soft Costs \$	Traditional Stand-Alone Total \$
<i>Barrie Police Service</i>	87,582,329.66	5,424,174.01	93,006,503.67
<i>County of Simcoe Paramedic Services</i>	21,520,000.00	5,380,000.00	26,900,000.00
<i>Barrie Fire &amp; Emergency Service</i>	17,507,571.66	1,084,283.96	18,591,855.62
<b>TOTAL</b>	<b>\$126,609,901.32</b>	<b>\$11,888,457.97</b>	<b>\$138,498,359.29</b>

47. The above table excludes land costs and associated site due diligence consulting costs which would be incurred for 3 separate parcels instead of 1 parcel as a Campus, and inflation for constructing in future years.

Campus vs. Stand-Alone Operating Costs

48. Previous consulting reports for the Campus identified estimated annual operational savings (vs. stand-alone) for each partner in a Campus setting to be in the range of 15-18%. The current validation study team has confirmed at a high level that annual operating costs in the Campus model (vs. stand-alone) are anticipated to align with this projection, and will work in the next phase to itemize the estimated annual operating costs for the facility, once more detailed information is developed and made available through the process.

**Shared Opportunities**

49. For many years the emergency service partners of the City of Barrie and the County of Simcoe have ensured the safety of their residents and contributed to the overall resilience of these communities. The three services have partnered on such projects as tactical emergency medical service, chemical, biological, radiological, nuclear and explosives team, and continue to collaborate in joint training exercises ranging from active shooter situations to large scale emergencies.
50. The validation process has leveraged the benefits of co-location and shared space to enhance the already existing partnerships and improve the response to the community.
51. This facility will provide an unprecedented opportunity for three distinct emergency service partners to share a total of 21% of building space in the Campus. It is expected that once occupancy of the building occurs, further opportunities for partnerships will be realized, as all three partners interact in a shared facility and site.



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52. The first category includes shared spaces that are split equally amongst all three partners:
- a) Community Room
  - b) Public washrooms
  - c) Public entrance and associated parking
  - d) Fitness room
  - e) Lunch room
  - f) Mechanical, Electrical, Waste Disposal area
  - g) Driver Training area
  - h) Site Development including parking, roadways, landscaping, storm water management, traffic lights and secure access
53. The second category includes shared spaces that are split 50% - 50% between Barrie Police Service, and Barrie Fire and Emergency Services:
- a) Multi-Purpose Training Facility
  - b) Scenario Room Structure (all scenario rooms and associated modular equipment)
  - c) Training Classrooms
  - d) Meeting Rooms / Washrooms / Storage
  - e) Dispatch Communications (including shared console equipment, training, washrooms, lockers, quiet, meeting space, etc.)

#### **Why Co-Locate?**

54. There are many community, operational, capital cost and ongoing operating cost benefits to bringing the three partners together in a Campus setting and sharing common facilities.
55. The Barrie-Simcoe Emergency Services Campus leverages both capital and operational efficiencies through a partnership that will foster innovative, collaborative and sustainable values to support community growth, safety, care and satisfaction. The Campus concept will provide a centralized platform from which the City's and County's first responders can develop and implement programs that best meet the current and future needs of the community.
56. Modernized facilities will result in greater efficiencies between the first responder partners as well as within each individual organization. Leveraging the latest technologies that are incorporated into this facility will enhance service delivery to the community while maintaining responsible capital and operating costs. The centralized location of the Campus will greatly improve the first responder agencies ability to respond to population growth and strongly serve the community for years to come.
57. **COMMUNITY BENEFITS**
- a) The Campus setting fosters collaborative partnerships that will utilize finances in the most efficient and effective manner possible to serve our residents
  - b) Provides strengthened emergency responders partnerships to ensure more effective and coordinated care during emergency response
  - c) Improves opportunities for collaboration and mutual co-operation for first responder agencies
  - d) Provides smaller overall facility footprint (when compared to stand alone facilities for each stakeholder) that will ensure both capital costs savings as well as operations and maintenance efficiencies
  - e) The centralized Campus location will better meet the demands of a growing community and provide greater access for all citizens to the Campus

- f) Citizens will have centralized access to Campus programs such as accident reporting, a community room and public counters all of which are adjacent to the common public entrance and lobby in the Campus
- g) Opportunities for joint training will improve service and response to large scale incidents that require multi-agency coordination
- h) Redundancy for Fire and Police emergency services radio infrastructure will be realized
- i) When available rental partnerships within surrounding municipal public safety services, private training and educational institutions are all possible opportunities for income generations
- j) The training facility represents a major investment in the community's well-being, access to an indoor, climate controlled environment will provide year round adequate instruction and practical training that will allow us to provide the highest level of service to our citizens

58. OPERATIONAL BENEFITS

- a) Operational efficiencies through access to common training facilities than would be possible or affordable under standalone scenarios
- b) Increased ability to conduct multi-agency training
- c) Decreased travel time between departments (currently in separate facilities)
- d) Decreased travel time to get to training activities
- e) Ability to host training sessions or large meetings with potential associated cost savings
- f) Access to efficient vehicle maintenance facilities and specialized equipment
- g) Access to shared amenity space that would otherwise be costly to provide and increased collaboration among services
- h) Post-disaster ready facility operational systems, with more robust redundancies for mechanical & electrical systems, and communications dispatch (e.g. multiple air handling units, chillers, cooling tower, modular integrated generator bank, more feasible dual feeds for electric service, water and communications lines)
- i) More flexible use of parking for visitors and training attendees
- j) Improved inter-agency communication and co-operation

59. CAPITAL COST SAVINGS

- a) Building space savings through sharing – The total area required under a combined building scenario is less than that required for individual buildings for each partner. Through sharing each partner has access to spaces that would be costly to provide in individual buildings
- b) Mechanical & electrical spaces & equipment – Through provision of central plant, space and plant cost efficiencies can be realized. Large, high-efficiency units can be located in a central mechanical room serving the entire facility (with certain exceptions, such as the firing range)
- c) Shared data centre (server room) – By locating the data centre and servers for each partner in secured areas of a combined space, a single cooling system, fire suppression system and UPS bank can be used instead of multiple separate units
- d) More efficient use of parking space – Instead of providing parking to meet the peak needs of each partner separately, having a shared/common area allows the provision of fewer designated spaces under this scenario compared to separate sites
- e) Common/shared municipal services instead of separate – A necessary part of the construction cost for separate buildings is the provision of electrical, gas, water, storm, sanitary, and communications connections. In a combined building scenario much of this duplication is eliminated

60. OPERATIONAL BENEFITS OF CO-LOCATING

- a) Energy cost savings – By using more efficient mechanical equipment in a combined building, energy costs will be reduced. There is also a potential to have less exterior wall surface and a more compact building configuration
- b) Building/facility maintenance – Costs for maintaining building elements located on a common Barrie-Simcoe Emergency Services Campus are less than those for buildings on individual sites
- c) Grounds maintenance – Costs for grounds maintenance and snow removal are expected to be less for a single location than for individual sites
- d) Barrie Police Service and Barrie Fire & Emergency Service will achieve further operational savings by leveraging their shared components of the facility to avoid individual operating expenses, including joint use of a Dispatch & Communications space and a shared Training Facility
- e) Decrease cost of maintaining mandated proficiency standards as significant costs are currently incurred for rent, transport and personal time

**Campus Overview by Partner**

Barrie Police Service

- 61. To meet the policing service delivery requirements of a growing community an expanded, amalgamated, and centralized police facility is integral to the future success of Barrie Police Service. The existing three buildings represent approximately 90,000 square feet of space. Operational effectiveness is hindered by Divisions within the Police Service being separated in inefficient and fragmented space. This space is inadequate for the current and future projected force and population of the City of Barrie.
- 62. The current geographic location of police facilities, in the northeast area of the City, is also a hindrance to optimizing the community connectedness and response of Barrie Police Service. The Barrie-Simcoe Emergency Services Campus' centralized location will forge a unified and more accessible presence, adaptable and flexible to future growth in the City.
- 63. As identified in the City's Growth Management Strategy, Barrie will continue to experience substantial population growth and expansion. In December 2009 the City of Barrie annexed an additional 2,293 hectares of land for development. The majority of urban expansion has pushed toward the south and away from the historical centre of the City. Existing municipal services concentrated in the center and towards the north end of the City are stretched to provide adequate servicing to all municipal areas.
- 64. In addition to the benefits of a single, centralized facility, the components within Building B – Indoor Training Facility will tremendously improve efficiencies, accessibility, and effectiveness of training activity for Barrie Police Service, as well as allow inter-partner training and collaboration to increase significantly. The indoor firearms range will provide Barrie Police Service with unobstructed access to a dedicated, flexible, rugged, year-round space to carry out provincially-mandated firearms in a controlled environment, tactical, and scenario-based training activity that is currently conducted at an outdoor property outside the City, where limited access, unpredictable weather conditions, an uncertain future and operating travel and salary costs have impacted the efficiency and effectiveness of training for years.
- 65. Furthermore, the indoor, multi-purpose training space and supporting classrooms and ancillary spaces shared with Barrie Fire & Emergency Service within the training building, provide limitless opportunity to considerably enhance the training opportunities for Barrie Police Service.

66. Amalgamating the three existing buildings and sharing space with other first responders allows the City to take advantage of cost savings during design and construction as well as realized operational, administrative, and energy-related efficiencies. The Barrie Police Service, Barrie Fire and Emergency Service, and Simcoe County Paramedic Services would be positioned in the new Barrie-Simcoe Emergency Services Campus to collaborate more freely and develop stronger partnerships that will benefit the community through emergency preparedness, response and training.

Barrie Police Service Staffing & Growth

67. In 2017, Barrie Police Service currently has 341 staff (sworn and civilian), excluding the Police Services Board, Auxiliary Officers, Part Time Special Constables, and volunteers.
68. Based on a future projection where the current staff to population ratio remains roughly the same as now, the Barrie Police Service strength could reach 454 by 2030. This includes 29 staff located at the Courthouse.
69. Space projections have been based on a figure of 425 staff for the purposes of space planning within Phase 1 (10 year horizon), although it must be recognized that this is a benchmark for facility planning, and that this staffing level could be reached in a shorter or longer timeframe.

Barrie Police Service Firearms Range

70. The Firearms Range was specifically requested by Council, as part of motion 13-G-145, to be reported back as a separate item.
71. The range carries a total capital cost of \$9,457,911.07. Please refer to the Financial Analysis section of FCT004-17 for analysis to include or remove this scope of work from the recommendations herein.
72. Details have been provided by Barrie Police Service, on rationale and justification for the Firearms Range, and can be found in Appendix "D".

Barrie Fire and Emergency Service

73. The Barrie-Simcoe Emergency Services Campus will be the primary site for Barrie Fire and Emergency Service training. With the exception of water rescue, training in every area of service delivery can be accomplished at one location within City limits. Even aerial ladder truck operations can be undertaken indoors as the building's ceiling is 80 feet high. The indoor training facility contains a self-contained breathing apparatus (SCBA) and respirator fit testing area, and search and rescue maze. In addition, firefighters can be challenged in simulated apartment units with a moveable wall system, theatrical effects and smoke.
74. The indoor multi-purpose training facility includes flexible training space in high and low-rise building scenario mock-ups, in addition to locker rooms, an SCBA compressor room, kitchen/common room, classrooms, apparatus storage with in-floor exhaust extraction. This building will contain indoor space that can support a variety of indoor training needs, including auto extrication, medical training and all other classroom related instruction. Close access to a classroom during practical training is essential in a fire service learning environment as firefighters continuously learn evolving public safety best practices that are increasingly complex.
75. The ability to train year round is critical for today's fire service. An increase in legislative requirements and industry standards across the Fire service delivery areas require training year round. Much of the fire training is difficult to accomplish without access to a controlled environment.

76. The operational time requirements will be reduced in an indoor climate controlled facility as training evolutions can be left set up for extended durations and equipment maintenance can be reduced as the equipment is not exposed to environmental elements. Flexible indoor training space is highly sought after: in addition to being shared with the other first responders on Barrie-Simcoe Emergency Services Campus, it can also present opportunities for revenue generation through the rental of the facility to external agencies.
77. It is prudent from an employee health and safety perspective along with a corporate financial perspective to reconsider the training environments. The cost of presumptive legislation claims due to cancer-related illnesses can exceed \$1M per claim and therefore exposure needs to be minimized to reduce the City's liability. Modern fire service training facilities are moving towards the indoor model and the use of clean training environments. The traditional six story burn tower is unnecessary, inefficient, and results in increased and unnecessary exposures to harmful carcinogens. The required training can be accomplished in a smaller burn house for live fires and additional training elements such as search and rescue and Rapid Intervention Training can be done in clean environments.

County of Simcoe Paramedic Services

78. Locating the County of Simcoe Paramedic Services program as part of the Barrie-Simcoe Emergency Services Campus is the next step in the delivery of patient care for the citizens of Simcoe County. The program includes an active Paramedic base to respond to calls locally, and also serves as the "Hub" for vehicles that will start their shift at the Barrie-Simcoe Emergency Services Campus and then be assigned to one of the "spoke" posts across Barrie, Innisfil and Springwater.
79. The Barrie-Simcoe Emergency Services Campus will house central stores and will be the main logistical hub for the service. This program will provide enhanced preventative maintenance and cleaning programs for equipment and vehicles, and allow for greater efficiency in delivering needed supplies to all Paramedic Stations within the County. It will also contain space for a classroom and patient simulation room to be used by Paramedics to improve the current continuing education program, and the space will also be available for use by other County staff as required.
80. By centralizing operational and logistical control in one building, Paramedic Services will not only be able to better support paramedics in and around the City of Barrie but will also increase the quality and efficiency of logistical support and command functions to the other County municipalities.

**Response to Growth and Phasing**

Growth & Population Data

81. The population of the City of Barrie is currently estimated to be at 150,000, and is expected to grow to approximately 241,000 by 2040. This projection is based on straight-line extrapolation of population projections in the Barrie 2031. Population is anticipated to rise to 210,000 by 2031 and approximately 241,000 by 2040 if that growth rate continues.
82. All City services will need to grow to keep pace with the rapidly increasing population.

Response to Growth & Phasing

83. For the purposes of the Validation study, based on forecasted population and growth statistics, a 25 year planning horizon has been used, recommending 2 phases.

<b>Phase 1</b>	<b>2020 to 2030 (10 year planning horizon, with flexibility)</b> <i>Building A – Administrative Building (Police Headquarters &amp; Paramedic Hub)</i> <i>Building B – Training Facility</i> <i>Building C – Maintenance Facility</i>
<b>Future Growth Plan</b>	<b>2030 to 2045 (25 year horizon)</b> <i>Refer to Appendix “C” for Barrie-Simcoe Emergency Services Campus growth plan</i>

84. Project values focused on sustainability, flexibility, and adaptive / efficient design will support Barrie Police Service in responding to growth needs throughout the first 10 to 15 years of occupancy at their new headquarters, allowing densification with low-cost furniture and interior renovation options, prior to expansion in a 2nd phase.
85. The proposed approach to use densification to respond to growth in the first 10-15 years of building occupancy exists because of a much more efficient design and flexibility to re-arrange and expand within the interior spaces of the proposed Campus. This is currently not feasible in the existing Barrie Police Service Buildings as they were not designed with any future expansion in mind.

**Project Schedule and Costs**

86. Please refer to pages 52-56 of the Validation Report (Appendix “E”) for project schedule and costing information, along with the Financial Analysis section of Staff Report FCT004-17.

The Value of Integrated Project Delivery Related to Project Costs

87. Under traditional delivery methods, as originally anticipated in previous studies and reports, the Campus development would have an expected construction cost of \$121,100,000 and be completed by Summer 2021.
88. By selecting the IPD method of delivery the program can be delivered with a building designed for 50 years plus, incorporating both expansion and flexibility. The phased occupancy move-in can begin by the end of 2019 with total project completion by spring 2020, and with a total construction value of \$101,900,000.
89. Not only does this route give the certainty of cost and schedule, but earlier delivery reduces both operational costs and operational impacts for all three stakeholders but also provides earlier opportunities for future inter-departmental cooperation.



Cost Certainty in Integrated Project Delivery

90. In a traditional design-bid-build project, the first time the owner has any significant degree of cost certainty is when the bids come back from tender. And as any owner knows, the low bid number rarely is the final cost: conflicts are discovered in the field, errors and omissions are discovered in the documents, changes are requested, and mistakes in construction are made that need to be corrected. Risks are addressed as they are discovered and costs are covered through some form of contingency, or are handled through owner tradeoffs, or are passed along through contentious negotiation to one of the contracted parties leading to changes to the contract impacting schedule and costs, also negatively effecting relationships on the project.
91. Contrast this with cost certainty on an IPD project. During the validation phase, a multi-stakeholder team studies the building in many dimensions. High level budgets are established which increase in detail as the design matures, allowing the team to design to a detailed estimate instead of estimating a detailed design. Discussions of program, systems, materials, quantities, processes, and labour are all considered as the design evolves and estimates are updated simultaneously. Risks are identified in a detailed risk register and are assigned both numeric scope and likelihood of coming to pass, and are included in discussions of cost.
92. Target cost is committed to at the end of validation collectively by the team (including the owner). This commitment represents a higher degree of certainty than a hard tender project: the project has been considered robustly across many dimensions and through the eyes of a broad range of stakeholders invested in project success. Risks are identified proactively rather than reactively, resulting in a lower probability of significant change.
93. For all of these reasons and more, owners on IPD projects can feel more confident in costs and schedule presented in Validation phase than on traditionally tendered work.
94. The diagram and chart on page 57 of the Validation Report clearly illustrate many of the benefits that accrue to the Barrie-Simcoe Emergency Services Campus project through IPD, including:
  - a) Overall anticipated cost savings of more than \$19M
  - b) A 4 month Validation Phase to achieve higher degree of cost certainty vs 22 months in traditional design phase in a traditional project delivery process
  - c) A Validation Phase, costing \$980K to achieve a higher degree of cost certainty vs. expending \$8M for design and construction tender documents for a traditional project delivery process before reaching cost certainty
  - d) 5.77% allocation to project risks (similar to a design and construction contingency) vs. 10% contingency in traditional
  - e) More accurate assessment of risk
  - f) Very low likelihood of non-owner-initiated changes adding costs or time
  - g) 43 months overall time to completion vs 59 months

**ENVIRONMENTAL MATTERS**

95. 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**

The following alternatives are available for consideration by General Committee:

### **Alternative #1**

General Committee could approve the project generally as presented but direct that the firing range be phased to a future date, an option that has been broken out for consideration as directed through motion 13-G-145. Doing so would reduce the capital cost of the Campus by \$9,457,911.07 at this time. The result would bring the total Barrie Police Service component to \$63,441,300 and reduce the overall project construction cost to \$99,502,089.

This alternative is not recommended due to the ongoing impact, the lack of a permanent and reliable range has on the Service's ability to carry out mandatory proficiency training.

### **Alternative #2**

General Committee could choose to phase the Fire Training component from the Barrie-Simcoe Emergency Services Campus, leaving it as currently planned as a separate project in the City's capital plan.

This alternative is not recommended, as phasing the Fire Training component would be more costly to build as stand-alone in the future and eliminate the capital and ongoing operational savings each partner is achieving within the Campus.

Building the Fire Training Facility in the future as a stand-alone facility would cost more in capital, due to inflation, land costs for the recommended 12 acre site requirement, and increase ongoing operating costs that would be shared by three partners at the Campus.

Because the Campus model is so highly integrated, if Fire Training is not included, costs related to site development, shared space and ongoing operating costs would shift to the two remaining partners and overall budgets for City and County would increase for the Police and Paramedics.

### **Alternative #3**

General Committee could choose to remove the firing range and/or Fire Training components from the Barrie-Simcoe Emergency Services Campus in their entirety.

This alternative is not recommended. The firing range is required to address the impact that a lack of a permanent and reliable range has on the Service's ability to carry out mandatory proficiency training.

As noted in Alternative #2, the Fire Training component would be more costly to build as stand-alone in the future and a stand-alone building would eliminate the capital and ongoing operational savings each partner is achieving within the Campus as identified in Alternative #2.

**Alternative #4**

General Committee could choose to endorse the proposed First Responders Barrie-Simcoe Emergency Services Campus Development 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 this would impose significant cost, scheduling and resourcing impacts to the project and land purchase activities for the proposed site. Delaying the approval to proceed with the Integrated Project Delivery contract by even 6 months will result in increased project costs of approximately \$2.1M due to resourcing and an unfavourable shift to the construction schedule, pushing construction into 2020 and increasing winter condition costs to the contract. Furthermore, there is a risk that any further delay could cause the County of Simcoe to reconsider their role as a partner in the Campus, and choose instead to initiate a stand-alone project for their much-needed hub facility. There is also the added risk of losing key members of the Integrated Project Delivery team due to delay.

**Alternative #5**

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 \$29.5M 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

96. 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.

**Current Approved Budget and Forecast by Project:**

	<b>Approved (\$ millions)</b>	<b>Forecasted (\$ millions)</b>	<b>Total</b>	<b>Timing</b>
<b>First Responders Campus</b>	\$ 1.7	\$ 71.2	\$ 72.9	2018-20
<b>Police Accommodation - Land</b>	\$ 5.9	\$ -	\$ 5.9	2015-16
<b>Fire Training Facility</b>	\$ -	\$ 11.2	\$ 11.2	2021-24, 2027-28
<b>Total</b>	\$ 7.6	\$ 82.4	\$ 90.0	

Proposed Project Financing

97. 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	\$ 71,930,000	60%
Fire Training Facility	\$ 14,720,000	12%
Simcoe EMS	\$ 22,350,000	19%
Land	\$ 6,200,000	5%
Project Validation	\$ 1,658,638	1%
Construction Financing	\$ 3,632,373	3%
<b>Total</b>	<b>\$ 120,491,011</b>	<b>100%</b>

98. 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	\$ 13,299,407	11%
2018	\$ 51,333,965	43%
2019	\$ 50,466,469	42%
2020	\$ 5,391,170	4%
<b>Total</b>	<b>\$ 120,491,011</b>	<b>100%</b>

99. 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	\$ 58,982,602	\$ 38,849,280	\$ 20,133,322
Debenture Proceeds - DCs	\$ 21,377,534	\$ 16,241,400	\$ 5,136,134
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	\$ 23,833,638	\$ 14,987,958	\$ 8,845,680
<b>Total</b>	<b>\$ 120,491,011</b>	<b>\$ 89,944,958</b>	<b>\$ 30,546,053</b>

Long Term Debenture Financing

- 100. The short term construction financing will be 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.
- 101. 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.
- 102. 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.
- 103. The table below summaries the total annual debt servicing costs and the total cumulative interest costs over the term of the debentures:

**Debt Servicing Costs:**

<b>Funding Source</b>	<b>Annual Debt Service Cost</b>	<b>Interest Cumul</b>
DC -10YR	\$ 2,697,483	\$ 5,597,291
Tax - 20YR	\$ 4,789,065	\$ 37,598,690
<b>Total</b>	<b>\$ 7,486,547</b>	<b>\$ 43,195,981</b>

Options for Mitigating Debt Servicing Impact

- 104. 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.
- 105. 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.
- 106. 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

- 107. Debt servicing costs are a primary consideration for both City's credit rating and Annual Repayment Limit.
- 108. 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.

109. 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%.
110. 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

111. 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.

**Optional Scenario – Firing Range Excluded**

112. In addition to the main scenario, Council requested that staff prepare a scenario removing the firing range from the project. Removing this element would reduce the capital cost of the project by \$9.9M to a total of \$110.6M. The table below highlights the major project elements and where the cost reductions are realized in the optional scenario relative to the main scenario:

**Project Cost by major Project Element:**

Project Element	Excl. Firing Range Scenario	Main Scenario	Change
Police Headquarters	\$ 62,472,089	\$ 71,930,000	\$ (9,457,911)
Fire Training Facility	\$ 14,720,000	\$ 14,720,000	\$ -
Simcoe EMS	\$ 22,350,000	\$ 22,350,000	\$ -
Land	\$ 6,200,000	\$ 6,200,000	\$ -
Project Validation	\$ 1,658,638	\$ 1,658,638	\$ -
Construction Financing	\$ 3,199,352	\$ 3,632,373	\$ (433,021)
<b>Total</b>	<b>\$ 110,600,079</b>	<b>\$ 120,491,011</b>	<b>\$ (9,890,932)</b>

113. Staff have assumed the reduced project cost would result in a direct reduction to the debt financing component of the funding plan. The project funding breakdown under this scenario is compared to the main scenario in the table below:

**Project Funding Breakdown:**

Funding Source	Excl. Firing Range Scenario	Main Scenario	Change
Debenture Proceeds - Tax	\$ 51,861,382	\$ 58,982,602	\$ (7,121,220)
Debenture Proceeds - DCs	\$ 18,607,822	\$ 21,377,534	\$ (2,769,712)
Development Charge Reserve Fund	\$ 5,062,237	\$ 5,062,237	\$ -
Tax Capital Reserve	\$ 11,235,000	\$ 11,235,000	\$ -
Partner Funding	\$ 23,833,638	\$ 23,833,638	\$ -
<b>Total</b>	<b>\$ 110,600,079</b>	<b>\$ 120,491,011</b>	<b>\$ (9,890,932)</b>

114. Staff have assumed the financing model for the project under this scenario will not change relative to the main scenario. Construction Financing will still be utilized, although at a reduced cost, and the planned debt financing component of the funding plan will be debentured in 2020. The table below shows the anticipated debt servicing costs compared to the main scenario.

**Annual Debt Servicing Costs:**

<b>Funding Source</b>	<b>Excl. Firing Range Scenario</b>	<b>Main Scenario</b>	<b>Difference</b>
DC - 10YR	\$ 2,347,992	\$ 2,697,483	\$ (349,491)
Tax - 20YR	\$ 4,202,910	\$ 4,789,065	\$ (586,155)
<b>Total</b>	<b>\$ 6,550,902</b>	<b>\$ 7,486,548</b>	<b>\$ (935,646)</b>

**LINKAGE TO 2014-2018 STRATEGIC PLAN**

115. The recommendation(s) included in this Staff Report support the following goals identified in the 2014-2018 Strategic Plan:
- Responsible Spending
  - Inclusive Community
116. The recommendations included in Staff Report FCT004-17 offer an innovative approach proposed with significant savings to both capital development costs, and the on-going cost of operations required to support the facilities, when compared to the costs to develop and operate stand-alone facilities.
117. The recommendation included in this report will help to improve and expand community involvement and City interactions, as the Barrie-Simcoe Emergency Services Barrie-Simcoe Emergency Services Campus proposed would offer an easily identifiable and convenient one-stop location for many City services.

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Appendix "A"

**BARRIE-SIMCOE EMERGENCY SERVICES CAMPUS Q&A**

The below summarizes questions received at General Committee on May 8, 2017 following a presentation and memorandum regarding the Barrie-Simcoe Emergency Services Campus.

**General Process Questions**

- Q: Can staff provide a section in the report with their Q&A from tonight (May 8, 2017) upfront, highlighted, and complete with very easy-to-read responses and page references?**  
**A:** Yes, this document is intended to serve as this communication tool and summary of Q & A.
- Q: Can Council receive the Staff Report / validation report earlier than the date of June 12, 2017?**  
**A:** Yes, staff have accelerated the delivery of the Staff Report, validation report, and presentation to June 5, 2017.

**Site Related Questions**

- Q: Can staff make a commitment to local residents to be good neighbours during construction, and make an early commitment to continue this through occupancy?**  
**A:** An active part of our communications plan has included identifying and considering anticipated concerns and questions that neighbours to the site would have, related to the construction activities (noise, debris, operational hours, etc.), and also responding to operational details of the site that will consider and respect the surrounding neighbours.
- Q: Can staff ensure as much planning and coordination is done in collaboration with the other engineering projects nearby that could affect access to and from the facility, during construction and into occupancy?**  
**A:** As much early planning and coordination is being undertaken as possible, with engineering and planning staff, and will continue in future phases. There is an alternate access point being considered, so that vehicles are able to continuously access the site during other engineering projects.
- Q: Can staff consult and coordinate further with Transit to ensure a future bus route is considered?**  
**A:** Yes. Transit provided early-input during the Validation phase, and will continue to provide input during the Target Value Design of the next phase, to ensure transit route opportunities are planned and included if possible.
- Q: Can we show enhanced greenery, landscape, and entrance features to avoid concrete landscaping? Make the facility entrance something to be proud of with excellent curb appeal.**  
**A:** The rendering concepts provided are preliminary, and there is certainly opportunity to look at the overall landscape features during the detailed design phase, with input from all stakeholders before finalizing.



7. **Q: Regarding the size of the land parcel proposed, since Roads, Parks and Fleet is no longer involved, could/should we be looking at a smaller piece of land?**  
A: No it is not recommended to look at any other sites. Detailed site planning has been completed and determined that the proposed site size is suitable for the current phase while providing cost-effective space for future expansion.

A smaller site for this Campus would result in a parking structure being required to provide adequate spaces that are needed now for Phase 1, and to be added in the future according to zoning requirements for a Phase 2. Costs for a structure are budgeted at approximately \$30k/space, which would add up quickly and outweigh the cost of a paved lot that is provided in the current model.

Phase 1 Coverage\*  
Total Building Area = 13%  
Total Coverage incl. parking and site program = 45%

\*values exclude stormwater management, landscape buffers and other non-program areas

### **Questions for Barrie Fire & Emergency Service**

**Q: Why is BFES Training Facility well-suited for the Campus?**

A: The Thomas Brown report for a Permanent Fire Training facility recommended, if built as a stand-alone facility, a 12 acre site is required to accommodate all training components. As outlined in Staff Report FCT004-17, a stand-alone Fire Training facility would cost \$4M (23%) more than the currently proposed Campus model, at \$18.6M which also does not include land costs for a 12 acre site.

As opposed to the previously planned separate Training Facility (i.e. Thomas Brown report model from 2009), the Campus will leverage a number of economies of scale, allow for a significant amount of shared space usage and operation between the 3 allied agencies and foster improved relationships between the 3 allied agencies. It will help us to break down the barriers and recognize what each agency deals with and how it fits into working better together and realize financial and operational efficiencies.

8. **Q: During this validation process, was there ever a consideration to have a live fire station out of this location?**  
A: A live fire station has not been included in the scope of this Campus facility. Barrie Fire & Emergency Service response times were studied as part of the growth planning exercise within the master planning process. The 2013 Genivar station location study highlighted future station locations required in the annexed lands. There would be little to no operational improvement realized through an additional live fire station in central Barrie. The review also concluded that relocating one of the two existing fire stations, or future stations from the annexed lands, to central Barrie could lead to an increase in response time on the eastern or western peripheries of the City. As such, it was determined that a live fire station should not be included in any Campus model located in central Barrie.
9. **Q: Will all fire training take place here, and are all components required of a training facility provided? Which components will be indoor vs. outdoor?**  
A: BFES will be conducting all routine training at the Campus, including all activities recommended from the 2009 Thomas Brown Permanent Training Facility report. A small amount of very specialized training may still be required to off site. Examples such as locomotive operations, crane rescue and pressurized transport vessels would potentially require an offsite training location. These highly specialized disciplines could be added into the Campus in a future phase if financially viable.

Indoor training activities will include, but are not limited to, scenario training in both commercial and residential building mock-ups, search and rescue mazes, rappelling, stair and confined space training, aerial ladder truck operations, self-contained breathing apparatus (SCBA) and respirator fit testing.

Outdoor training activities will include, but are not limited to, driver training, auto extrication, structural collapse, confined space, and trench training.

The indoor training facility has been carefully planned to meet current recommended standards for Fire Fighter Certification and NFPA 1402 – Guide to Building Fire Service Training Centers.

10. **Q: Why co-locate BFES and BPS Communications at the Campus?**

A: Barrie Fire and Barrie Police Communications Centres have much in common. There are many similarities in the jobs these people perform. The radio infrastructure is shared between emergency agencies. We currently have the same 9-1-1 telephone system and voice logging systems. Both agencies currently have their own dispatching centres and are working on a joint back-up centre as neither agency currently has a fully functional location to operate out of if required. Co-locating at the First Responders Campus will ultimately allow for that location to be the primary dispatching site and the current dispatching location at 155 Dunlop Street West to be an excellent back-up location. As we move forward into the world of next generation 9-1-1, there are many potential cost savings to explore with this co-location model.

11. **Q: For BFES, what is the rationale and justification for the Indoor Multi-Purpose Training facility?**

A: The ability to train year round is critical in today's fire service. Increasing legislative requirements and industry standards across our service delivery areas require us to train year round. Much of our training is difficult to accomplish without access to a controlled environment. Moreover, it allows us to share the space with our partners and realize revenue opportunities through the rental of the external agencies. Renting the Thomas Brown model will be very difficult as BFES will require the usage of the facility during the prime weather seasons.

A primarily indoor facility would mitigate impacts to neighbouring property owners. In addition, the operational time requirements will be less in an indoor climate controlled facility as we can leave training evolutions set up for extended durations (thus reducing set up time) and equipment maintenance can be reduced as it is not exposed to environmental elements.

The large indoor training facility will have a four-storey training component in addition to locker rooms, an SCBA compressor room, kitchen/common room, classrooms, apparatus storage with in-floor exhaust extraction. This building will contain an area to conduct indoor auto extrication (resulting in reduced visual distractions as the Mayor and Council will attest too due to citizen complaints), medical training and all other classroom related instruction. Close access to a classroom during practical training is essential in today's fire service learning environment as we continuously learn evolving public safety best practices that are increasingly complex.

12. **Q: Can staff explain the difference between a modern versus traditional approach to fire training, what are others doing?**

A: Modern fire service training facilities are moving towards the indoor model i.e Toronto, Hamilton, Fairfax, New York. The traditional six story burn tower is not required, inefficient, and results in increased and unnecessary exposures to harmful carcinogens. The required training elements can be accomplished in a smaller burn house for live fires and additional training elements such as search and rescue, Rapid Intervention Team (RIT) training can be done in "clean" environments. The cost of presumptive legislation claims due to cancer related illnesses can exceed \$1M/ claim and require us to minimize exposures to the greatest extent, which is accomplished through the usage of a clean training environment. It is prudent from an employee health and safety perspective along with a corporate financial perspective to be cognizant of potential WSIB claims that are continuously increasing.

13. **Q: Could BFES phase their Training Facility requirements at the Campus?**

A: Phasing is not ideal as we will lose a number of the economies of scale that are available. We can phase the outdoor burn tower and driving track, but this is not recommended as we do not have any other options. The ability to conduct live burns and driver training are two critical training requirements for BFES staff. Industry training standards are increasing and ever changing, which necessitates the ability to comprehensively train our staff in all service delivery areas.

If phasing occurs, we will require funding for alternative training options and most likely require BFES staff to leave the City of Barrie for training. The associated labour costs are extremely high and cost prohibitive to undertake training outside of Barrie. Eg. the cost of external training is approximately \$10K per day. To train all staff at in one discipline (live fire) it would cost an additional \$400k-\$500K in expenses (labour, facility rental) per annum. It would be logistically difficult to accomplish this training even with increased operational funding and still maintain our service delivery in Barrie. Furthermore, our lease at the TTF expires in 2020 and our current driver training area (old Barrie Race Track) is only available on a limited basis and in a state of disrepair.

**Questions for Barrie Police Service**

14. **Q: From a noise perspective, will live rounds and live charges be taking place outdoors?**

A: No, live rounds and live charges are not taking place outdoors. Furthermore, the firing range facility will be designed to contain discharge noise within the range.

15. **Q: With the name Barrie-Simcoe Emergency Services Campus, how will citizens know this is our Police Headquarters?**

A: There is opportunity for more feedback on other signage to be included in the site and building within the future detailed design phase; the renderings shown are for concept only and there is still plenty of opportunity to seek input into the naming of the facility.

**Questions Regarding Roads, Parks & Fleet Operations**

16. **Q: In the previous version of the Campus, RPF was providing mechanic services to all three partners; was there not an operational savings with this?**

A: Since that report, there have been changes to the approach of mechanics services for the County and Police. Please see responses to questions 17 and 18.

The Campus site is not recommended or optimally located within the City for a Roads, Parks and Fleet Satellite Operations Yard location.

In June 2016, with motion 16-G-145, Council endorsed Service Delivery Model #1 within the Road, Parks & Fleet Operations Master Plan, which recommended that the primary service delivery should remain at the Ferndale Operations Centre with a satellite South Operations Yard located in the southwest area of the City to respond to growth.

GIS analysis completed during the Master Plan identified that Service Delivery Model #3 (with a satellite Operations Yard at the First Responder's Campus) carried a higher up-front capital cost as a part of a newly built joint facility, and higher ongoing operating cost due to an unfavourable split of operational services between Ferndale and the Campus. Locating a satellite Roads, Parks and Fleet yard at the Campus also increased the local noise and environmental disruption to neighbours with a 24 hour operation.

17. **Q: Will the RPF ever service Police vehicles in the future?**  
A: Barrie Police Service conducts routine maintenance and minor repairs to their entire fleet, and also installs all policing / specialized equipment for its force's fleet. The travel costs and disruption to service vehicles would be a significant impact if Roads Parks & Fleet were to assist Barrie Police Service with maintenance.
18. **Q: Where will the County be servicing their fleet?**  
A: In 2016 the County began piloting an "in-house" mechanic repair program for their fleet, with endorsement from their Council to continue this program and build an addition to their Midhurst garage, as the pilot program has reported annual savings. Maintenance of County vehicles is not expected to be performed by City Roads, Parks and Fleet staff, as was previously proposed.

**Questions for All Three Emergency Service Partners**

19. **Q: How has the design process supported your needs? Are you satisfied with the proposed program?**

Please refer to page 4 in the Validation Report for quotes from each Chief. Additionally, they have provided the below direct response to the question:

A: Chief Greenwood's response: We are very satisfied with the process, and the current plan identifies our needs for the next 10 years and beyond. Although we had hoped the facility program would include longer-term growth as part of this phase, due to budget, the space and needs in the next 10 years have been included. The plans are flexible / adaptable, and a significant focus in the process has been placed on accommodating growth and responding to growth by densification within the proposed building, before considering the expansion phase in future years.

A: Chief Boyes response: The design process has been instrumental in challenging us to define our current and future needs in a 2017 context. The previous Thomas Brown report is nearly a decade old and much has changed in the fire service. The IPD process challenged us to defend our requests and to find the most efficient way of meeting our needs. Since the beginning, BFES committed to working with all stakeholders in the IPD process and I believe all stakeholders will attest to our flexibility and commitment. As opposed to the previously planned separate Training Facility (i.e. Thomas Brown report model), the Campus will leverage a number of economies of scale, allow for a significant amount of shared space usage and operation between the 3 allied agencies and foster improved relationships between the 3 allied agencies. It will help us to break down the barriers and recognize what each agency deals with and how it fits into working better together in order to realize financial and operational efficiencies.

BFES is very satisfied with the program. This permanent facility addresses a major gap in our organization that has existed since the Bill Wilkins inquest in 2002 and meets the needs of a modern and progressive fire service.

A: Chief Robert's response: The County has worked extensively to streamline the core programming located at the Campus. Working with the designers we have been able to find some efficiencies of design to make the building more cost effective and work for the staff that will be assigned to the building. Our architects have been responsive and open to suggestions and ideas throughout the process.

We are satisfied with the current design and programming for the building and for future expansion. The County program includes phasing options for future expansion in both the garage and the administration area of the Paramedic program.

20. **Q: Are you looking at phasing? If we only had \$50M to spend on Police, what would that look like?**

A: As per motion 13-G-145 Staff Report RFT006-13, phasing has been included, and is presented within the Analysis section of Staff Report FCT004-17 and presentation to General Committee on June 5, 2017. The phase 1 area has been updated to reflect anticipated growth pressures through the 2030+ planning window.

**Integrated Project Delivery Questions**

21. **Q: Can staff please provide a reminder of the value of an IPD model vs. traditional? What will the contractual terms look like?**

A: Please refer to the IPD vs. Traditional section within FCT004-17, as well as the Validation Report (Appendix "E"). A copy of the multi-party agreement will be placed in the Councillor's lounge, and a copy will be made available at the City Clerk's department on the 1<sup>st</sup> floor at City Hall.

**Finance Questions**

22. **Q: What is each of the partner's budget made up of?**

A: Please refer to the Project Cost Summary of the Validation Report, and accompanying Financial Analysis section in Staff Report FCT004-17.

23. **Q: Can staff ensure that the June Report updates the Shared Model between the current partners?**

A: Yes, the shared Campus model is described / quantified starting at paragraph 48 of Staff Report FCT004-17, and benefits of co-location are further identified in the validation report starting on page 12.

24. **Q: Can staff outline the Proceed Amounts from Sale of Police Properties?**

A: Yes, updated market valuations are included within the Financial Analysis section of Staff Report FCT004-17.

25. **Q: Can staff provide the avoided lease costs from the three current locations?**

A: Barrie Police Service occupies 60 Bell Farm, with the lease term is ending as of December 2019, with an annual cost of \$181,978.

26. **Q: Can staff provide a Finance strategy?**

A: Please refer to the financial analysis section of Staff Report FCT004-17.

27. **Q: Can staff quantify cost of debt on the tax-based funding portion?**

A: Please refer to the financial analysis section of Staff Report FCT004-17.

28. **Q: Can staff show a proposed strategy to avoid long-term debt?**

A: Please refer to the financial analysis section of Staff Report FCT004-17.

29. **Q: Is the City eligible for funding?**

A: Staff will be continually monitoring funding announcements for those that fit the Campus project. Currently, it appears the P-TIC (Provincial-Territorial Infrastructure Component) of the

New Build Canada Fund could fit well, as a regionally significant project within the civic asset and municipal building category.

30. **Q: Can you provide a breakdown of detail for each partner?**

A: If looking for financial breakdown, please refer to the costing details on page 52-56 within the Validation Report, as well as the Financial Analysis section of the Staff Report.

**Appendix "B"**

**Related Project Motions for First Responder's Campus**

**2011**

**11-G-114 POLICE ACCOMMODATION AMENDED BY RESOLUTION 11-A-147:**

1. That staff proceed with facility model E as described in Alternative #2 in Staff Report LTF007-11 regarding Police Accommodation, utilizing the current properties owned and leased by the City of Barrie for the provision of Police Services facility accommodation:
- "2. That as part of the cost value analysis, Staff Report back on the following:
  - a) The savings associated with the consolidation of operations into two north end buildings (eliminating at least one of the Bell Farm Road locations through the expansion of Sperling Drive), rather than the three locations or the current Sperling Drive location and a new central location; and
  - b) The estimated cost of this plan along with Phase I and Phase II of the centralized facility plan, and the impact on the 10 year capital plan of each alternative. (LTF007-11) (File: P00)

**11-G-252 POLICE ACCOMMODATION (as amended)**

1. That the concept of a single centralized facility to accommodate the Barrie Police Service's future facility needs be adopted.
2. That in order to achieve the concept of a single centralized facility in a timely and cost effective manner, a three phased development strategy be implemented as generally outlined in paragraph 13 of Staff Report LTF012-11, with the following changes to the strategy:
  - a) The funds allocated for Phase I interim renovations be established at a maximum of \$600,000;
  - b) Phase II to occur in the 2017-2019 timeframe with the exception of the land purchase, which would occur in the 2012-2014 timeframe;
  - c) Phase I and II to have a maximum 10 year capital cost of \$32 million; and
  - d) The timing of Phase III be altered accordingly.
3. That staff be authorized to spend an amount not to exceed \$400,000 from the approved capital project "Police Services (79 Bell Farm)" to complete interim renovations at 29 Sperling Drive, 60 Bell Farm Road and 79 Bell Farm Road in 2011, and that the funding source be changed from debt financing to the Tax Capital Reserve (Account #13-04-0440).
4. That staff be authorized in accordance with Purchasing By-Law 2008-121 to award a single source contract to Rebanks, Pepper, Littlewood in an amount not to exceed \$75,000 for the provision of consulting services to design facility footprints that City staff will then proceed to use to assist in the research of property available that would



meet the minimal to optimal land size required to construct a new centralized facility to accommodate the Barrie Police Service, and that such work be funded from the carryover funding available in the approved capital project "Police Services (79 Bell Farm)".

5. That Staff Report back at the earliest opportunity with an update on land availability and costing, footprint implications and the resulting financial plan for the future accommodation of the Barrie Police Service and the impact it has on the 2011-2014 Capital Plan.
6. That staff in the Finance Department, in conjunction with the Barrie Police Service, identify the anticipated savings associated with the potential Provincial upload of court security costs and establish a plan to contribute these savings to a reserve fund to reduce the debt requirement associated with the police accommodations and report back to General Committee as part of the 2012 Business Plan.
7. That the candidates for the Barrie riding in the 2011 Provincial election be requested to provide written responses to City Council regarding their position concerning the matter of the uploading of court security costs. (LTF012-11) (File: A19)

**2013**

**13-G-145**

**FIRST RESPONDERS CAMPUS DEVELOPMENT PLAN**

1. That the First Responders Campus Development Plan as described in Staff Report RFT006-13 be adopted, and that this approach be used as a basis for planning to address the future accommodation needs of the Barrie Police Service, the County of Simcoe Paramedic Services, and the City of Barrie's Roads, Parks & Fleet Department with timing that reflects these accommodation needs and the City's long range financial plan, financial policies, and affordability thresholds.
2. That a new 2013 Capital Project titled "First Responders Campus Development Plan" (FRCDP) be created, and that it be funded from the Tax Capital Reserve to a maximum of \$375,000.
3. That the development of the FRCDP include a phasing plan for all elements of the Campus Development including Barrie Police Service Accommodation phasing consistent with Motion 11-G-252:
  - a) Phase 1 of the new Police Headquarters be 7,450 square metres and not to exceed a cost of \$32 Million to be completed by 2019; and
  - b) Phase 2 of the Police Headquarters be 4,650 square metres and be completed by 2027.
4. That the Director of Facilities & Transit be directed to:
  - a) Proceed with the preparation of a First Responders Campus Development Plan, such plan to include an analysis of operational considerations, a detailed functional program for the buildings and other on-site assets, and a site phasing plan to be included in the proposed development;
  - b) Enter into discussions with the County of Simcoe to develop a framework for an agreement/agreement(s) related to the joint development including cost sharing, operation and governance model, and use of a facility for the County of Simcoe Paramedic Services as part of a First Responders Campus, and that such an agreement/agreement(s) be presented to General Committee for approval for execution;
  - c) Prepare a report to be presented to General Committee for consideration prior to proceeding any further with related design or construction activities, and/or prior to any of the components being considered for approval through the City of Barrie's capital planning process, such report shall include:
    - i) A development plan for the proposed First Responders Campus, including timelines, financing and phasing options;

- ii) Details of the anticipated design, construction, and operational costs associated with each component to be included in the First Responders Campus; and
  - iii) The framework developed for an agreement/agreement(s) related to joint facility development for County of Simcoe Paramedics Services.
5. That the Director of Facilities and Transit be authorized to submit the First Responders Campus Development Plan to any Provincial or Federal funding programs as a result of the 2013 Economic Action Plan, including but not limited to the Building Canada Plan.
  6. That the First Responders Campus Development Plan include a separate business case and related analysis for the police firing range component, to include a consideration of other sites for this element, and that the final Development Plan be structured so as to provide options for including or removing this component from the defined scope prior to work proceeding.
  7. That staff further explore potential cost reductions and optional component staging or elimination as part of the report back regarding the First Responders Campus Development Plan.
  8. That staff provide a detailed financing plan that doesn't rely on long term debt as part of the report back regarding the First Responders Campus Development Plan. (RFT006-13) (File: L07)

**13-G-147      CONFIDENTIAL POTENTIAL ACQUISITION OF LAND MATTER – FIRST RESPONDERS CAMPUS DEVELOPMENT PLAN**

That Staff Report RFT008-13 concerning a Confidential Potential Acquisition of Land Matter – First Responders Campus Development Plan be deferred to the General Committee meeting scheduled for June 24, 2013. (RFT008-13) (File: L07)

**13-G-167      2014 BUDGET DIRECTIONS AS AMENDED BY RESOLUTION 13-A-083**

13. That staff investigate and report back on the implications of following:
  - a) Reducing the 2014 debt service costs by substituting funding from dedicated reserves or tax capital reserve for some planned debt issuance;
  - b) Re-examining reserve contributions based on the 2012 operating surplus contribution to the tax capital reserve and potential Powerstream Inc. dividend contributions;
  - c) Examining alternatives to latex paint costs;
  - d) Examining potential utility cost reductions through the advancing the implementation of the Energy Management Plan;
  - e) Re-assessing the anticipated capital contribution to the County of Simcoe based on prior commitments, the First Responders Campus Development Plan, and recent funding announcements;
  - f) Re-assessing anticipated operating contributions to the County of Simcoe based on upload savings and the removal of capital from request; and
  - g) Staffing reductions for non-critical and non-essential staff.

**13-G-189      CONFIDENTIAL POTENTIAL ACQUISITION OF LAND MATTER - FIRST RESPONDERS CAMPUS DEVELOPMENT PLAN**

That the Director of Facilities and Transit be directed to negotiate the conditional acquisition of land as described in Appendix "E" to Confidential Staff Report RFT008-13 in accordance with the terms and conditions discussed during the confidential portion of the General Committee meeting held on June 24, 2013, and report back to General Committee. (RFT008-13) (File: L07) (13-G-147)

**13-G-287**

**POTENTIAL ACQUISITION OF LAND - FIRST RESPONDERS CAMPUS**

That staff in the Facilities and Transit Department be directed to undertake the actions identified in Appendix "C" to Confidential Staff Report LGL011-13 related to the potential acquisition of land for a First Responders Campus and report back to General Committee. (LGL011-13) (File: L07) (13-G-189)

**2014**

**14-G-190**

**FIRST RESPONDERS CAMPUS DEVELOPMENT PLAN - PROPERTY REQUIREMENT**

That staff be directed to undertake the actions identified in Appendix "A" to Confidential Staff Report LGL016-14 related to the First Responders Campus and report back to General Committee. (LGL016-14) (File: L07-1020)

**2015**

**15-G-220**

**FIRST RESPONDERS CAMPUS-LETTER OF INTENT AND PROJECT UPDATE**

That the General Manager of Infrastructure and Growth Management be authorized to execute a Letter of Intent with the County of Simcoe with respect to negotiating a joint venture agreement for the development and use of a shared facility for a First Responders Campus in the form approved by the Director of Facilities and Transit and the Director of Legal Services. (FCT007-15) (File: E00)

**2016**

**16-G-018 as amended 2016 BUSINESS PLAN**

1. That the 2016 tax-supported base operating budget for municipal operations, with total gross expenditures of \$216 million and a net property tax levy requirement of \$129.7 million, be approved with the following amendments to reflect changes since the 2016 Business Plan's publication on December 14, 2015:
  - f) That the net levy requirement in 2016 be reduced by \$200,000 related to debt servicing costs through a reduction in the planned debenture issue for 2016 of \$3.5M by utilizing funding from the following reserves:
    - i) Tax Capital Reserve in the amount of \$1.6M of the \$4.2 M related to the First Responders Campus - Land Acquisition; and
    - ii) Federal Gas Tax in the amount of \$1.9M associated with the 2015 transit vehicle/bus replacement; and
7. That the 2016 new capital budget requests of \$50.8 million be approved with the following amendment(s) since the 2016 Business Plan's publication on December 14, 2015:
  - a) That the First Responders Campus New Building, Infrastructure and Site capital project 2016 budget amount be reduced from \$500,000 to \$0 to remove the duplication of the previously approved 2015 budget; and

**16-G-158**

**PRESENTATION REGARDING THE OPERATIONS CENTRE MASTER PLAN.**

Lindsay Worton, Acting Manager of Facility Planning and Development provided a presentation regarding the proposed annexed land facilities.

Ms. Worton discussed slides concerning the following topics:

- Annexed lands growth information;
- An overview of planned new City Facilities in the annexed lands;
- Maps illustrating the current and proposed locations of the Barrie Police Service building and First Responder's Campus;

- A map illustrating the current location of the Roads Parks and Fleet facilities;
- The Operations Master Plan Study;
- A map illustrating potential location options for Road, Parks and Fleet Operations;
- Maps illustrating the current and proposed Fire and Emergency Service facility locations;
- Maps illustrating the current and proposed recreation centre and library locations;
- Maps illustrating the current and proposed outdoor sports parks; and
- A map illustrating all of the proposed new facilities including overlapping options.

In closing, Ms. Worton detailed the next steps in the process including reporting to Council, the Capital Plan update and update to the Recreation Services Master Plan.

Members of General Committee asked questions of staff and received responses.

**16-G-165**

**ROADS, PARKS AND FLEET OPERATIONS MASTER PLAN**

1. That the Service Delivery Model #1 (Location B), as described in Staff Report FCT003-16 be adopted, and that this model be used as a basis to plan the delivery of Roads, Parks and Fleet operations with timing subject to future Capital Plans.
2. That staff be authorized to further investigate co-location opportunities and land acquisition costs for Service Delivery Model #1 (Location B), and report back to General Committee with a proposed strategy. (FCT003-16) (File: T00)

**2017**

**17-G-062**

**PRESENTATION REGARDING INTEGRATED PROJECT DELIVERY AND FIRST RESPONDERS CAMPUS**

Rick Pews, Director of Corporate Facilities provided a brief overview of history of Integrated Project Delivery and introduced Markku Alison, Director of Engagement and Strategy of CHANDOS Construction Ltd.

Mr. Alison provided a presentation regarding Integrated Project Delivery (IPD) and its benefits compared to traditional models. He discussed slides concerning the following topics:

- The different relationships between stakeholders utilizing IPD versus a traditional model for a design and construction project;
- The IPD Guide;
- The contractual and behavioural principles associated with IPD and the catalysts for use of IPD;
- The traditional design process versus the IPD design process and how IPD shifts the timing of balanced and informed decisions on a MacLeamy Curve to when the cost of a design change is low and the ability to impact cost and functional capabilities is high;
- The benefits of the IPD approach in a complex relationship between cause and effect;

- How complexity emerges in projects and the impact on the patterns of decisions;
- The design and construction of a building as a series of decisions over a period of time;
- The increased complexity associated with building design and construction today;
- IPD allowing stakeholders to:
  - Navigate complex and interconnected decisions that would typically cross contractual boundaries in a traditional approach;
  - Achieve collaboration between parties by working together for the good of the project; and
  - Understand the ramifications of design decisions at the time the decision is made.
- The differences between IPD and the traditional design, bid, and build approach;
- The benefits associated with utilizing IPD, including examples related to:
  - Reducing the time to project certainty;
  - Maximizing the value delivered;
  - Increasing the visibility, transparency and rigor associated with decision-making; and
  - Enhancing the reliability of project outcomes using target value design.
- The experiences from other projects in achieving results below the expected, allowable and target cost;
- The use of IPD for the First Responder's Campus Project; and
- The greater understanding and control achieved over the construction process as well as long term project outcomes associated with stakeholders being able to collaborate efficiently in a "Big Room".

Mr. Pews discussed leadership and innovation related to construction projects and the industry. He concluded by reviewing the next steps in the process, noting that staff will be completing the validation process and will be seeking approval to proceed with the First Responders Campus Project from the parties in May and June of 2017.

Members of General Committee asked a number of questions of the presenters and received responses from Mr. Alison, City staff and County of Simcoe staff. (File: A19)

**17-G-095      PRESENTATION CONCERNING THE BARRIE-SIMCOE EMERGENCY SERVICES  
CAMPUS PROJECT UPDATE**

Mr. Rick Pews, Director of Corporate Facilities and Ms. Lindsay Worton, Manager of Facility Planning and Development provided a presentation concerning the Barrie-Simcoe Emergency Services Campus Project Update.

Mr. Pews and Ms. Worton discussed slides concerning the following topics:

- A block plan identifying the location for each Barrie Police Service, Simcoe County Paramedic Service and Barrie Fire and Emergency Services and the proposed uses within each building on the Campus;
- Two artist's concept renderings of the Campus;
- An update on current financing for the Campus Project;
- A chart illustrating the percentages of the project cost allocated to each funding source.

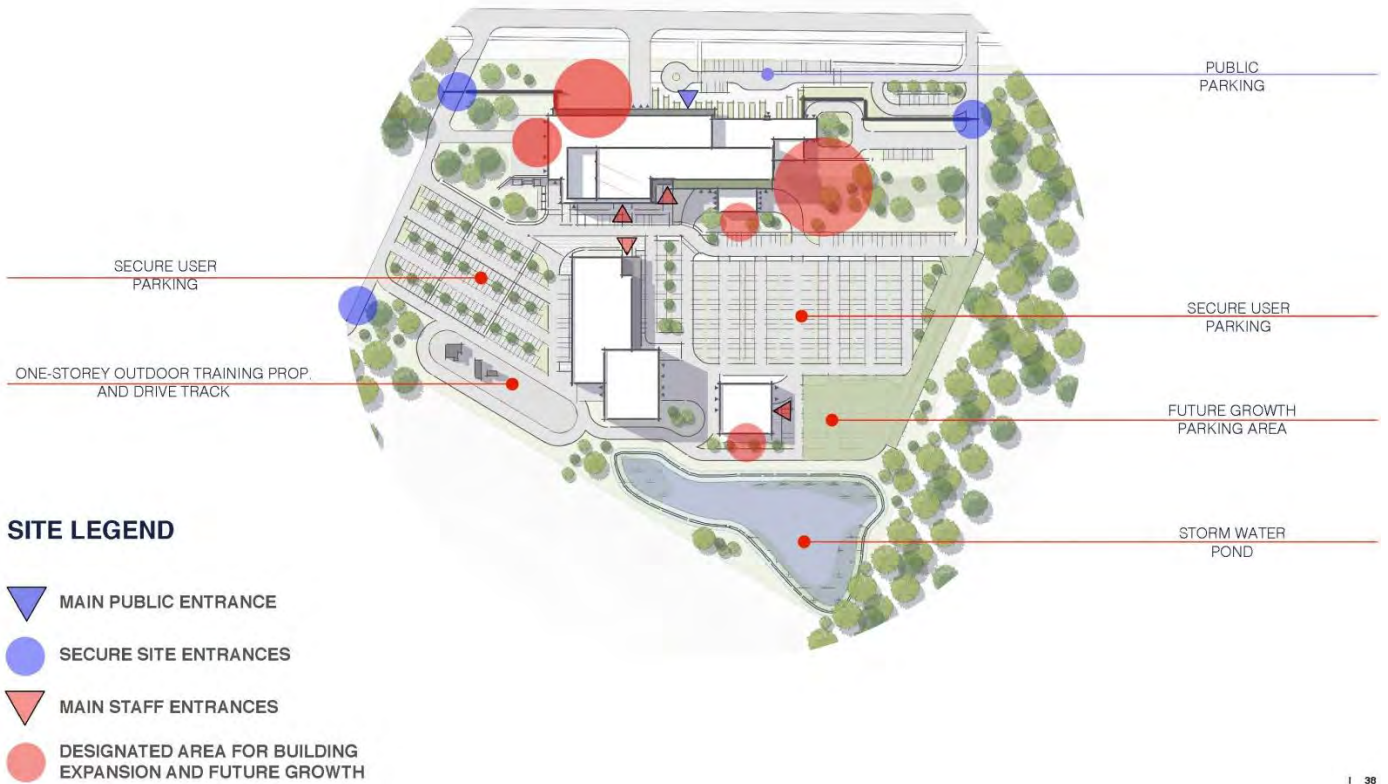
Members of General Committee asked a number of questions of City staff and Police Chief K. Greenwood and received responses.

**17-G-110      BARRIE-SIMCOE EMERGENCY SERVICES CAMPUS PROPERTY ACQUISITION**

That the Confidential Staff Report LGL005-17 concerning the Barrie-Simcoe Emergency Services Campus Property Acquisition be deferred until the Barrie-Simcoe Emergency Services Campus Validation Report is to be considered by General Committee. (LGL005-17) (File: L07-1020)

**Appendix "C"**

**Barrie-Simcoe Emergency Services Future Growth Plan**





Appendix "D"

Barrie Police Service Firearms Range Rationale & Justification

**Appendix "E"**

**Barrie-Simcoe Emergency Services Validation Report**

An electronic copy of the project validation report is available for viewing and download on the City of Barrie's Legistar portal.