

## Community Excellence Awards 2018 Application Form

Please complete and return the application form by Friday, May 25, 2018. All questions are required to be answered by typing directly in this form. If you have any questions, contact awards@ubcm.ca or (250) 356-5193.

<b>SECTION 1: Applicant Information</b>	
Local Government: District of North Saanich	Complete Mailing Address: 1620 Mills Road North Saanich, B.C., V8L 5S9
Contact Person: Robert Buchan	Position: CAO
Phone: 250 661 2414	E-mail: rbuchan@northsaanich.ca

<b>SECTION 2: Category</b>
<p><input type="checkbox"/> <b>Excellence in Governance.</b> <i>Governance processes or policies that are outcomes-based and consensus oriented; support and encourage citizen participation in civic decision-making; are efficient, equitable and inclusive, open and transparent; and exemplify best practices in accountability, effectiveness, and long term thinking.</i></p> <p><input checked="" type="checkbox"/> <b>Excellence in Service Delivery.</b> <i>Projects/programs that provide effective services in a proactive manner, demonstrate benefit to the community, and utilize performance measures, benchmarks and standards to ensure sustainable service delivery.</i></p> <p><input type="checkbox"/> <b>Excellence in Asset Management.</b> <i>Projects/programs that demonstrate a comprehensive system of asset management policies and practices, meeting and/or exceeding accepted best practices.</i></p> <p><input checked="" type="checkbox"/> <b>Excellence in Sustainability.</b> <i>Projects/programs that incorporate a long-term sustainability lens by considering cultural, social, economic and environmental issues in planning, policy and practice.</i></p>

<b>SECTION 3: Project/Program Details</b>
<p><b>1. Name of the Project/Program:</b> Municipal Hall replacement project</p>

**2. Project/Program Summary.** Please provide a summary of your project/program in 150 words or less.

North Saanich replaced a significant portion of its municipal hall to rectify existing facility issues. However, with a strong desire to avoid any significant cost overruns, the District developed an innovative phased process that provided cost certainty and a leading edge facility. The new facility was built to post-disaster standards and included an Emergency Operations Centre (EOC). The approach was to provide Council with cost effective outcomes and cost certainty while still undertaking an innovative green building project.

The design phase used a modified RFP process to have detailed building designs prepared along with firm pricing using a stipulated price contract. The construction phase included building a new wing, moving into that wing to allow the deconstruction of the old Council Chambers wing and then rebuilding the Council Chambers wing. This phase also included all landscaping, parking, hazardous material removal, solar panels and battery bank, servicing, legal and construction costs.

**3. Demonstrating Excellence.** Please describe how your project/program demonstrates excellence in meeting the purposes of local government in BC and provides promising practices for others to follow.

Excellence was demonstrated in terms of process and in product.

Through a modified Design Build process, the District was able to receive proposals for the design and build phases and have firm contract ready prices at the conclusion of the design phase for execution in a stipulated price contract. This approach allowed the creativity of the building industry to propose and prepare plans and prices for the District's consideration without obligation to proceed with the proponent. Price certainty and cost effectiveness were delivered by this process with a construction cost of approximately \$200 per square foot.

In addition to a number of Green Building elements, the District asked for an alternative green approach to having a diesel generator for its power back up. Accordingly, a solar panel array and battery bank for energy storage was used. This system allows the District to operate the municipal hall and its emergency operations center off-grid without the conventional diesel generator.

Green elements included in the proposal are:

Battery bank to provide emergency power.

Photovoltaic solar panels to augment electricity supply and supply emergency power.

Edible landscaping including fruit trees, blue berry, grape, strawberry plants and native hedgerow plantings.

Variable refrigerant flow heating and cooling system.  
Ductless heating ventilation and air conditioning system.  
Additional insulation for energy efficiency.  
Electric vehicle charging station for the public.  
Kitchen organics composter.  
Recycled content for building materials.  
Low flow faucets and toilets, automatic LED lighting with variable controls

We analyzed the financial performance of the Solar Photovoltaic and Battery system compared to installing a conventional diesel powered back up system. With the proposed Solar PV and Battery system, there would be no need for a diesel generator for operating the Emergency Operation Centre (EOC) or the Municipal Hall in short power outages. An analysis was done to compare the lifecycle cost of using a diesel generator back up system compared to a Solar PV/Battery system. This analysis included the hydro savings from the power generated by the Solar Panel array and to be conservative it assumed static hydro rates. The analysis demonstrated that the SPV/Battery system outperformed the conventional Generator system by \$37,681.00.

Using the Solar PV and Battery system was not only more cost effective, it allows the EOC to operate off-grid, as well as provide power to maintain operations during power outages.

#### **4. Category Criteria.**

**A.** Please describe how your project/program meets the objectives of the category you have applied under. Refer to S. 3 of the Program & Application Guide.

**B.** In many cases projects may meet the criteria of more than one category. If applicable, please describe how your project meets the criteria of one or more other categories.

This submission meets the objectives of two categories: Service Delivery and Sustainability. The municipal hall is the primary facility required in the delivery of municipal services. Faced with significant repair and renovation costs for addressing many existing problems in the old facility, a business case demonstrated the comparative value of a partial replacement compared to repair and renovation. This assessment proactively tackled a service delivery issue and addressed it in an innovative and cost effective way. It also meets the Sustainability category because of the green approach to the construction project. We were able to demonstrate the cost effectiveness of a solar panel and battery bank energy system compared to a diesel generator back up system. In addition to the reduction of GHG emissions with the panels and batteries, we increased our resiliency to emergencies and are able to operate our Emergency Operations Centre off grid indefinitely.

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**SECTION 4: Program Criteria**

**5. Leadership.** Describe the extent to which your local government acted as a local or regional leader in the development or implementation of the project/program.

North Saanich demonstrated leadership in this project by being the first municipality to combine two technologies (solar panels and battery banks) in its municipal facilities. It also demonstrated leadership by developing and using a new design build approach for procuring its municipal hall construction contract. The construction industry expressed some reluctance to embrace this new approach but after discussions, we were able to have a number of companies submit competitive bids. Because we were able to incorporate a stipulated price contract into the process, Council was given the assurance it wanted to have confidence that cost overruns would be avoided. The results have confirmed the value and effectiveness of this approach.

**6. Partnerships and collaboration.** Describe the breadth and depth of community and/or regional partnerships that supported the project/program and the extent to which internal and/or external collaboration was evident.

The Design Build request for proposal approach inherently takes a collaborative approach with the construction industry. We started with a simple conceptual drawing showing a building form and layout as a guide and then relied on the industry to develop a cost effective proposal.

To pay respect to the first nation's territory on which the municipal hall is located, the District also worked with both adjacent First Nations (Tseycum and Pauquachin) to include appropriate works of art from those nations in prominent places in the Municipal Hall.

The District enjoyed the support of its Volunteer Fire department during the construction process during the time the Council Chambers was demolished and rebuilt. During this time, all Council meetings were held in the Fire Hall bays. For one year, each meeting the fire trucks were removed, seating and desks set up and then removed. This arrangement also helped keep overall project costs down.

The harvest from the edible gardens is donated to the local food bank.

**7. Innovation and promising practices.** Describe the degree to which the project/program demonstrated creativity and innovation, and contributed to increased efficiency or effectiveness.

The key innovative aspects of the construction included:

- 1) Use of Solar photovoltaic panels and battery bank instead of Diesel generator.
- 2) Incorporation of edible landscaping plantings integrated with existing demonstration gardens.
- 3) Use of the municipal hall property as a demonstration for alternative and sustainable practices.

The key innovative elements of the procurement were:

- 1) Preparing non-prescriptive concept drawings for the Project and dividing the Project into two phases with Phase 1 requiring the Project Manager to:
  - a) Work with District representatives to review the concept drawings and preliminary plans to gather design input;
  - b) take the concept drawings already prepared through to final drawings and present contract ready prices before Council committed to the construction portion of the Project; and
  - c) negotiate contracts with all trades and consultants for construction in Phase Two with prices secured if Phase Two proceeded.
- 2) Undertaking a single procurement process to identify a preferred proponent to undertake project management for the potentially two-phased Project.
- 3) Designing the procurement process so that the District was not obligated to choose any proponent and if a proponent were selected, only obligating the District to proceed with Phase 1 of the Project, with no obligation to proceed with Phase 2 unless the District was satisfied with the plans, budget and schedule resulting from Phase 1.

The advantages of this form of procurement were in providing the District with increased flexibility and cost controls in completing the Project. These advantages included the following:

- 1) In preparing proposals, proponents worked directly with the sub-contractors to get efficient and cost effective designs and consequently better prices.
- 2) As noted above, the District was under no obligation to proceed with Phase 2 if it was not satisfied with the results of Phase 1. This provided the District with flexibility as well as a strong bargaining position with the Project Manager to ensure the budget and other contract terms for Phase 2 were acceptable to it.
- 3) Phase 1 was completed for a fixed sum with no commitment to Phase 2 and with District owning drawings and plans at the end of Phase 1.
- 4) The Project Manager worked closely with District staff in Phase 1 to ensure final plans for the Project satisfied District needs.
- 5) Phase 1 was not an architect driven process. It allowed for a design to be prepared by building contractors and designers and the building design focused on the District's needs and interests to make it a more cost effective building design.

- 8. Public engagement and communications.** Describe the extent to which public engagement was foundational to the success of the project/program, including the use of communication tools such as social media.

To facilitate the public support for this project, the District had a Communications plan prepared. This plan included key messaging, timing of messaging, outreach targets (media and community groups). District staff implemented the plan, gave tours of the old building to show key stakeholders some of the problems like visible rot and mold on and in the structure. In addition to regular bimonthly reporting to Council on progress, a

weekly construction progress report was placed on the website along with photos illustrating the progress. In addition, the building condition assessment and geotechnical reports that were produced to identify the existing issues and quantify costs to remedy were also placed on the website to increase the transparency of the process.

- 9. Transferability.** Describe the degree to which the process or outcomes of the project, or other learnings, could be conveyed to other UBCM members.

The Modified RFP and Stipulated Price contract are easily transferable. In fact the law firm that assisted North Saanich in developing this tool has informed North Saanich that it has shared the approach with some of its other clients. The use of solar panels and a battery bank serves also as a transferable lesson. This is the first use of the combination of technologies that we are aware of in British Columbia. The financial analysis demonstrated that this was a more cost effective and more environmentally friendly approach compared to using a diesel generator. In addition to this being of interest to other municipalities, we have received many public inquiries as to the cost and performance of the panels and battery bank for possible residential use. This has become an effective demonstration project for the community.

#### SECTION 5: Additional Information

- 10.** Please share any other information you think may help support your submission.

The Solar Panel array was placed in the front lawn of the municipal hall to maximize the visibility of the technology and to use this as a demonstration project for the community. This new demonstrative feature builds on the municipalities past efforts to use its public spaces as demonstrations for local food production. This is a concerted and ongoing effort to lead by example. The success of this project demonstrates that local governments can be innovative and utilize state of the art green technology cost effectively. Finally, we note that a significant cost savings was achieved through the in-house project management of the construction.

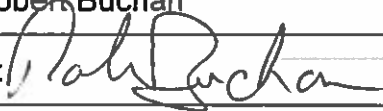
#### SECTION 6: Signature

Applications are required to be signed by an authorized representative of the applicant.

Name: Robert Buchan

Title: CAO

Signature:



Date: April 16, 2018

All applicants are required to submit:

- Signed application form. Applications should be submitted as Word or PDF files.

- Five representative photos of the project. Photos should be submitted as JPEG files.

If you choose to submit your application by e-mail, hard copies do not need to follow.

Submit applications to Local Government Program Services, Union of BC Municipalities

E-mail: [awards@ubcm.ca](mailto:awards@ubcm.ca)

Mail: 525 Government Street, Victoria, BC, V8V 0A8