

Leading with Outcomes

André-Laurendeau College
A Case Study

CAP Webinar
October 14, 2020



André- Laurendeau College



About the campus

- ▶ Built in 1973
- ▶ 5,300 students
- ▶ 48,800 m²/525,000 ft²
- ▶ Energy budget: \$700,000



Desired outcomes

- ▶ Self funded asset renewal
- ▶ Centralizing/simplifying operations
- ▶ Reducing greenhouse gas emissions



The approach

Focusing on outcomes versus equipment specifications

- Financial
- Operational
- Environmental

Transferring accountability to your partner



Traditional approach



Integrated outcome-based approach

Engineering

Construction

Optimization



2015

2016

2017

2018

2020



RFQ: 1 month

**Process and
progress**



RFQ: 1 month

RFP: 3 months

**Process and
progress**

Process and progress



RFQ: 1 month

RFP: 3 months

Proposals received

Process and progress



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RFP: 3 months

Proposals received

Partner selection

Process and progress



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RFP: 3 months

Proposals received

Partner selection

Detailed Study

Process and progress



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Contract signature

Process and progress



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Construction/Start-up/Optimization

**Boiler room
demolition**

**Installation
of new
boilers**



Compressed
schedule to take
advantage of
savings one year
early

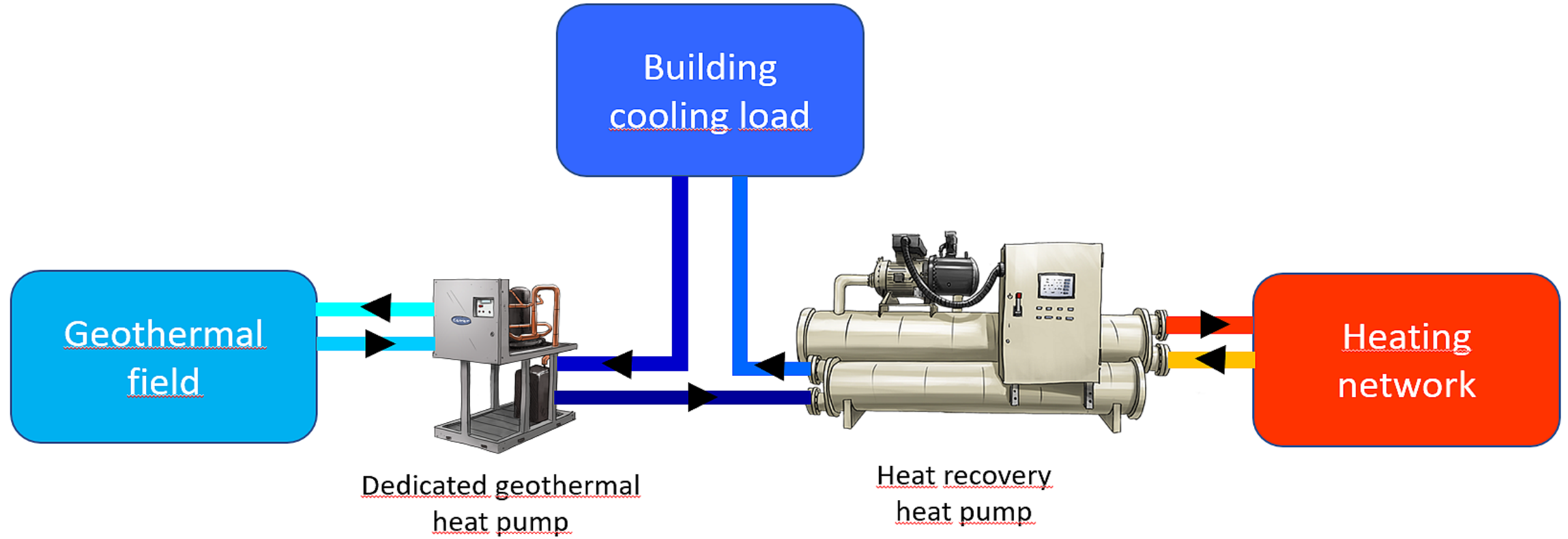
Geothermal exchanger



Heat recovery heat pumps



Cost savings by
sizing geothermal
system to
complement internal
heat recovery



Chilled water network optimization



Chilled water network optimization



Solar wall



Solar wall



Process and progress



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Detailed Study

Contract signature

Construction/Start-up/Optimization

Performance follow-up/Monitoring

Achieved outcomes

Project payback : **7 years**

Guaranteed financial incentives : **42% of total cost**

Utility bills : **↘32%**

Energy consumption : **↘31%**

Natural gas consumption: **↘76%**

Greenhouse gas emissions : **↘78%**

How did they procure for an outcome-based approach?

Procurement process

- Define your desired outcomes
- Involve your finance department early
- Merge asset renewal requirements and budgets
- Look for a single, accountable design-build firm
- Selection criteria
 - Qualitative (addressing the outcomes)
 - Quantitative (Net Present Value)

Procurement process

Contractual agreement with guaranteed outcomes

- Project cost
- Financial incentives
- Annual utility/maintenance savings
- Project schedule
- Operation/comfort

Takeaways

The integrated outcome-based approach

- Agility
- Interrelated equipment/systems
- Accountability
- Enhanced collaboration and engagement
- More efficient, more fun!



““ The initial design has evolved
to reach even better outcomes.

Sébastien Pourcel

Coordinator, Material Resource Services

André-Laurendeau College

Questions?

Olivier Matte

Director of Technical
Communications

omatte@ecosystem.ca

Antoine Courchesne-Tardif

Project Director

acourchesnetardif@ecosystem.ca



ecosystem