



Committee Minutes

Long Term Care Redevelopment Planning Task Force

May 6, 2021 – 9:30 AM

The Long-Term Care Redevelopment Planning Task Force met on the above date through electronic means with the following members in attendance:

Present: Chair Burley, Councillors O’Leary, Robinson, McQueen, Mackey and Warden Hicks

Regrets Councillor Milne

Staff

Present: Kim Wingrove, Chief Administrative Officer; Randy Scherzer, Director of Planning; Anne Marie Shaw, Director of Housing; Heather Morrison, Clerk; Mary Lou Spicer, Director of Finance; Joanna Alpajaro, Deputy Treasurer; Heather Aljoe, Marketing and Communications Specialist.

Call to Order

Chair Burley called the meeting to order at 9:30 am.

Declaration of Interest

There were no declarations of interest.

Delegation

*Gary Stanhope, Andrew Rodrigues and Jayne Grills-Colliers
Project Leaders*

Ms. Wingrove introduced Gary Stanhope, Andrew Rodrigues and Jayne Grills from Colliers Project Leaders to the Task Force. In the staff report prepared for this meeting, it is recommended that Colliers Project Leaders be hired as the project management company for the two long-term care redevelopment projects.

Mr. Stanhope outlined the proposal and steps moving forward. He provided background on Collier's experience in municipal long-term care redevelopment projects. Ms. Grills provided background information on the redevelopment team noting the direct experience of the team within the municipal health care field.

Andrew Rodrigues provided some background information on himself including the most recent project he has worked on located in Prescott-Russell. Mr. Rodrigues will be the designated point of contact and lead for the redevelopment projects. He noted one of the key features of the proposal is the understanding that each project is separate and distinct and will require a separate and distinct project plan for each. There will be some synergies achieved between the projects that may also provide some efficiencies related to various aspects of both projects such as furniture or equipment.

Mr. Rodrigues provided an outline of the project phases and estimated timelines including the project initiation (3 months), design, development and tendering (16 months), construction (24 months) and closeout (3 months). There will be a kick-off meeting and planning workshop scheduled to further understand the projects and establish baselines for each phase of redevelopment. There will be a review of historical documentation, key requirements, and studies to work through and necessary approvals which will assist to identify gaps as early as possible to move forward with the project in an efficient manner.

CAO Wingrove spoke to the recently released Long-Term Care Commission Report and the recommendations contained within it that specifically related to design standards. Mr. Rodrigues noted that the Commission report provides opportunities to look at the evolving standards, best practices and required changes for new long-term care builds. Noting the timeline of 2025, the recommendations will be reviewed as part of establishing a baseline for each project workplan and what opportunities present themselves for inclusion in the overall design and construction processes.

There were questions from the members related to the company's experience with other long-term care projects, specifically related to change orders and how to proactively manage changes. Mr. Rodrigues noted that change orders come from a variety of sources including jurisdictional changes, owner requested changes, errors and omissions and design coordination. Colliers ensures that the design packages are as complete as possible to avoid many changes and streamline the process. He noted that there could be a bid document review which is tested by builders to look for gaps before it goes out for public tender (this would be an addition to our project).

Mr. Rodrigues noted that the redevelopment is required by 2025 so there is a strict timeline for the projects, but it is not unique across the province. He stated that based on the timelines from the Ministry, there are unlikely to be any changes to design standards implemented before the builds are complete. Mr. Rodrigues noted that he

works closely with AdvantAge Ontario so will have insight into upcoming changes through this provincial association. Ms. Wingrove noted the opportunity to allow for some flexibility during the builds to adjust emerging opportunities.

Discussion related to penalty clauses and contractor pre-qualification process then occurred. Colliers has a strong team to provide oversight to the contractors on the project, reference checks, previous experiences etc., with bi-weekly construction meetings occurring to assist in identifying areas of correction as soon as possible and to correct those immediately. It is anticipated that the final deficiency inspections will be completed well before residents move into the facilities. Mr. Rodrigues noted that there is a deficiency hold-back held by Colliers until all deficiencies are completed. He stated that the as-built drawings, equipment manuals and warranties are of high importance and included in the holdback as well.

Mr. Rodrigues outlined his experience for best practices related to mitigating any delay through the process including work closely with the ministry project manager, minimizing back and forth of questions and reviewing options to keep the project moving forward during potential agency approval delays. Setting realistic timelines for all phases of the project is also crucial. Mr. Stanhope noted that Colliers has an “earned-value” management process which is a tool to be used to manage projects to keep the project on track.

It was noted that quality construction, being on time and on budget are the three key features of these projects. Colliers is confident that their plan can meet the 2025 timelines for construction.

As part of the overall process there will be a communication strategy which will include stakeholders to engage with and frequency of these communications. Colliers will work close with Grey County to ensure the best format is used to reach stakeholders and the community.

Ms. Wingrove thanked the delegates for their information.

Reports

CAOR-RP-07-21 Award of LTC Redevelopment Project Management Services

Kim Wingrove addressed the above report. She outlined the request for proposal process related to project management services for the two long-term care redevelopment projects. She spoke to the key deliverables included in the RFP including project management and initiation, design development, contractor procurement and tendering, construction, and project close-out.

A number of bids were received and after an evaluation, Colliers Project Leaders is the recommended company noting their direct experience in municipal long-term care redevelopment projects. Prescott-Russell reference was very good. Back up project manager to the project just in case. Strong bid.

RD06-21 Moved by: Councillor Robinson Seconded by: Councillor Mackey

That Report CAOR-RP-07-21 Award of LTC Redevelopment Project Management Services RFP LTC-05-21 be received; and

That the Taskforce recommend the award of the project management services contract to Colliers Project Leaders Inc. as the successful bidder for the amount of \$899,000 plus HST to be taken from the redevelopment reserve; and

That staff be directed to negotiate an agreement with Colliers Project Leaders Inc. and the Warden and Clerk be authorized to enter into an agreement.

Carried

It was noted that the CAO will be in constant contact with Mr. Rodrigues and Colliers throughout the project. Grey County staff including Planning, Housing and Facilities, Finance and Long-Term Care will be highly engaged in the project throughout.

Other Business

There was none.

Next Meeting Dates

June 2021

On motion by Councillor O'Leary and Warden Hicks the meeting adjourned at 10:31 AM.

Dwight Burley, Chair