



Committee Report

To:	Chair Burley and Members of LTC Redevelopment Task Force
Committee Date:	March 19, 2021
Subject / Report No:	CAOR-RP-05-21
Title:	LTC Redevelopment Project Management Services
Prepared by:	Kim Wingrove, CAO
Reviewed by:	
Lower Tier(s) Affected:	
Status:	

Recommendation

- 1. That Report CAOR-RP-05-21 LTC Redevelopment Project Management Services be received; and**
- 2. That the Committee approve the release of RFP-LTC-05-21 for LTC Redevelopment Project Management Services as drafted; and**
- 3. That the RFP results and staff recommendations be brought back to the committee for direction**

Executive Summary

Grey County has initiated the planning phase for the redevelopment of the Rockwood Terrace and Grey Gables long-term care homes. The projects will be carried out under terms of redevelopment agreements with the Province of Ontario. Securing full-service project management resources experienced in long term care home development will assist Grey County to keep the projects on time, on budget and in compliance with provincial requirements.

Background and Discussion

The design and construction of long-term care facilities is supported, in part, by provincial Construction Subsidy Policy for Long-Term Care Homes 2019. In order to be licensed and funded, every LTC redevelopment project requires a development agreement to be executed between the province and the home operator. The LTC development agreement for each of Grey's two projects will require a commitment to meeting all project requirements including adherence to the LTC Design Manual and all applicable laws, developing and submitting preliminary plans, working drawings, operational plans, a construction schedule and detailed budgets.

Staff recommend that specialized, long-term care redevelopment project management services be secured to provide expertise in all aspects of the project lifecycle. The proposed RFP-LTC-05-21 Project Management Services outlines the following key deliverables the Proponent is expected to supply:

Project Planning and Initiation

- project implementation plan
- master project workplan/schedule
- project budget & cost control
- risk management plan and risk register
- communications protocols
- project reporting
- procure prime consultant (architect)
- procure specialty consultants
- liaise with government stakeholders

Design Development

- design management (preliminary plans and working drawings, FF&E coordination)
- attending design review and coordinate meetings, ensure follow-up is complete
- complete Ministry submissions, ensure they are thorough and complete
- liaise with government stakeholders and County
- Class C, B, and A cost estimates
- site plan approval and building permit
- project status reports, including schedule, budget, risk management
- attend Redevelopment Task Force/Council meetings, as required

Contractor Procurement & Tendering

- pre-qualify contractors
- review general conditions and contractor tendering
- complete Ministry submissions
- liaise with government stakeholders
- prepare CCDC-2 contract
- project status reports, including schedule, budget, risk management

Construction

- bi-weekly construction meetings with general contractor
- review contractor's schedule, health and safety plan, quality plan, infection control plan
- change order management
- attend Redevelopment Task Force/Council meetings, as required
- develop a move management/building occupancy plan
- coordinate plan for furniture, fixtures and equipment
- substantial completion certificate
- develop occupancy plan
- undertake pre-occupancy review as required by Ministry prior to first resident date
- liaise with government stakeholders

- monthly project status reports, including schedule, budget, risk management

Project Close-Out

- operations and maintenance manuals
- building systems training
- as-built drawings
- deficiency corrections
- project status reports, including schedule, budget, risk management
- asset management plan

The project manager would be Grey County's representative, reporting to the Redevelopment Task Force to provide regular project updates, including budget and change orders.

	Evaluation Criteria	Weight Factor
1.	<p>Qualifications, Experience and Resources</p> <p>Each proponent should provide the following in its proposal:</p> <ul style="list-style-type: none"> (a) a brief description of the proponent; (b) name and qualifications of the designated Project Manager and any back-up; (c) the roles and responsibilities of the proponent and any of its agents, employees and sub-contractors who will be involved in providing the Deliverables, together with the identity of those who will be performing those roles and their relevant respective expertise; and (d) demonstrated successful performance providing project management services similar in size, scope and complexity to healthcare and/or long-term care clients. 	30
2.	<p>Methodology and Approach</p> <ul style="list-style-type: none"> (a) understanding project requirements, implementation, and follow-up; (b) ability to meet project specifications, deliverables and objectives, construction risk management, adherence to scope, quality control, schedule and budget in fact of unknown conditions and external factors; identification of project risks, management and mitigation measures; (c) identification of project risks, management and mitigation measures (d) change management; (e) budgeting and decision-making protocols; and (f) communications management. 	30
3.	<p>References</p> <p>The proponent shall provide at least two (2) references (names and contacts) relevant to the role for which the proponent is being proposed and for work that has been successfully completed by the proponent within the past seven (7) years.</p> <p>The proponent should provide a brief statement relating to the scope of work performed for the reference.</p>	20
4.	<p>Price</p> <ul style="list-style-type: none"> • Rates must be provided in Canadian funds, inclusive of all applicable duties and taxes except for HST, • Rates quoted by the proponent shall be divided as follows: <ul style="list-style-type: none"> ○ all project management costs/fees, excluding any travel, accommodations, or miscellaneous expenses, and ○ estimated miscellaneous costs/expenses, including travel, accommodations (please provide breakdown of such costs) 	20
	Total	100

Legal and Legislated Requirements

The County is required to use competitive procurement practices for all aspects of the redevelopment project. The fees paid to the project management consulting firm are an eligible project cost and will be included as part of the overall project budget.

Financial and Resource Implications

Project Management costs are anticipated to be a flat fee based on the estimated \$72,000,000 value of the construction. These costs will be funded as part of the overall redevelopment project costs for Rockwood Terrace and Grey Gables.

Relevant Consultation

- Internal – Purchasing Manager Mike Alguire, LTC Jennifer Cornell,
- External – Colliers International

Appendices and Attachments

[RFP-LTC-05-21 Redevelopment Project Management Services](#)