

George Street Revitalization Procurement Strategy

Date: April 3, 2018

To: Executive Committee

From: Deputy City Manager, Internal Corporate Services, Acting Deputy City Manager, Cluster A, and Acting Chief Financial Officer

Wards: All

SUMMARY

On December 13, 2016 City Council directed staff to report back by the second quarter of 2018 with a status update on the George Street Revitalization (GSR) Project. Council also authorized the development of the Project Specific Output Specifications (PSOS) and the continuation of due diligence to ensure that the Project is ready for procurement. Project funding was approved through the 2018-2027 Capital Budget and Plan. Due diligence is proceeding well and negotiations are underway with Ontario Infrastructure and Lands Corporation, known as Infrastructure Ontario (IO). Staff now seek authority to initiate the Alternative Financing and Procurement (AFP) approach using a Design-Build-Finance (DBF) model as previously approved by Council.

In order to successfully deliver the Project, staff recommend a continuance of three non-competitive Agreements: IO as Commercial Procurement Lead and as Advisor during construction, Montgomery Sisam Architects Inc. as Planning, Design and Compliance (PDC) Consultants, and PRISM Partners Inc. for the provision of Project Management Services during the procurement process. Staff further recommend engaging CreateTO as appropriate to provide Project Management Services during the construction phase. The duration of the contracts with IO and Montgomery Sisam would be from July 1, 2018 to Project close-out which is estimated to be on or before December 31, 2024. The duration of the contract with PRISM would be from July 1, 2018 to the end of the procurement phase which is estimated to be on or before June 30, 2020.

Staff will report back to Council toward the end of the procurement phase of the Project, expected in the second quarter of 2020, seeking authority to award a fixed-price contract to the successful proponent.

RECOMMENDATIONS

The Deputy City Manager, Internal Corporate Services, Acting Deputy City Manager, Cluster A, and the Acting Chief Financial Officer recommend that:

1. City Council authorize the Deputy City Manager, Internal Corporate Services, the Acting Deputy City Manager, Cluster A, and the Acting Chief Financial Officer to proceed with issuance of the Request for Qualification (RFQ) and Request for Proposal (RFP) for the implementation of the George Street Revitalization Project using an Alternative Financing and Procurement (AFP) approach and a Design-Build-Finance (DBF) model as approved by Council on July 12, 2016;
2. City Council authorize the Deputy City Manager, Internal Corporate Services to negotiate and enter into a Phase Two Agreement with Ontario Infrastructure and Lands Corporation (IO) as Commercial Procurement Lead for the AFP approach (DBF model) through to execution of the contract with the successful proponent and thereafter act as a Project Oversight Partner and Advisor during construction, at a total cost of \$9.61 million (net of HST Recoveries), inclusive of \$3.0 million for the procurement and management of AFP advisors jointly retained by the City and IO, and \$6.61 million for IO fees, based on the summary statement of services as set out in Attachment 1 of this report and performed within the timeframe of July 1, 2018 to December 31, 2024 and that the Agreement be on terms and conditions satisfactory to the Deputy City Manager, Internal Corporate Services and in a form satisfactory to the City Solicitor;
3. City Council authorize the Deputy City Manager, Internal Corporate Services to negotiate and enter into a non-competitive Agreement with Montgomery Sisam Architects Inc. as Planning, Design and Compliance (PDC) Consultants for a total cost of \$10,127,816 (net of HST Recoveries) from July 1, 2018 to December 31, 2024, based on the summary statement of services set out in Attachment 2, and based on terms and conditions satisfactory to the Deputy City Manager, Internal Corporate Services and in a form satisfactory to the City Solicitor;
4. City Council authorize the Deputy City Manager, Internal Corporate Services to negotiate and enter into a non-competitive Agreement with PRISM Partners Inc. for Project Management Services during the procurement process for a total cost of \$918,000 (net of HST Recoveries) from July 1, 2018 to June 30, 2020, based on the summary statement of services set out in Attachment 3, and based on terms and conditions satisfactory to the Deputy City Manager, Internal Corporate Services and in a form satisfactory to the City Solicitor;
5. City Council direct the Deputy City Manager, Internal Corporate Services and the Deputy City Manager, Cluster A to engage CreateTO as appropriate to provide Project Management Services during the construction phase, based on the summary statement of services set out in Attachment 4; and
6. City Council direct the Deputy City Manager, Internal Corporate Services, the Deputy City Manager, Cluster A, and the Chief Financial Officer to report back to Executive Committee and Council by the second quarter of 2020 on the results of the procurement

process for the George Street Revitalization Project and to seek authority to award the contract to the successful proponent.

FINANCIAL IMPACT

On February 13, 2018, City Council approved the Shelter, Support and Housing Administration (SSHA) 10-Year Capital Plan that includes funding for the George Street Revitalization Project at a total project cost of \$580.2 million. As of December 31, 2017, \$18.6 million has been spent on the Project.

With an Alternative Financing and Procurement (AFP) model, payment is made only when construction is complete and the facility is ready for use by the City. The payment due is the bid price less holdbacks. It is at this time that the City would begin to issue the necessary debt to finance the Project and start to incur debt service costs in its operating budget.

Table 1 - Summary of Total Estimated Project Costs (in millions of dollars)

Type	Actuals to Dec 31, 2017	Approved Capital Budget & Plan 2018-2027 (inc Carry/Fwd)	GSR Total Capital Cost
GSR George Street Land	9.4		9.4
GSR Preconstruction & Construction	8.0	495.9	503.9
Seaton House Transition (Capital)*	1.2	68.9	70.1
Total Capital Cost of the Project	18.6	564.8	583.4
Less provincial Investment in Affordable Housing funding for 21 affordable units			-3.2
Debt-funded Capital Cost of the Project			580.2

* Does not include operating impact of \$6.335M

On December 15, 2016 City Council approved three short-term non-competitive contracts, for the development of the Project Specific Output Specifications (PSOS) from January 1, 2017 to June 30, 2018:

- Infrastructure Ontario (IO) as Advisors,
- Montgomery Sisam Architects (MSA) Inc. as Planning, Design and Compliance (PDC) Consultants, and
- PRISM Partners Inc. as Owner's Representative.

The maximum value of each of the three Agreements is shown in Table 2 below.

This report recommends that Council authorize staff to enter into two Agreements to be in force between July 1, 2018 and December 31, 2024. The respective role for each party is as follows:

- IO: to act as Commercial Procurement Lead and thereafter as Project Oversight Partner and Advisor during construction (refer to Attachment 1), and
- MSA Inc.: to act as PDC Consultants (refer to Attachment 2).

This report further recommends that Council authorize staff to enter into one Agreement to be in force between July 1, 2018 and June 30, 2020. The role for this party is as follows:

- PRISM Partners Inc.: to act as Project Manager during the procurement phase, to ensure ongoing continuity and a smooth transition from the PSOS phase through procurement to the construction phase (refer to Attachment 3).

Staff recommend that CreateTO be engaged as appropriate for Project Management Services during the construction phase (refer to Attachment 4). Funds for these services are available in the Project's Approved Capital Budget.

Refer to Table 2 below for an overview of the costs of the recommended professional services, pending Council adoption of this report.

Table 2 - Recommended professional services, maximum value of agreements approved in Dec 2016, amounts approved to date, total cost of recommended agreements and total cost of contracts (amounts are net of HST Recoveries).

Professional Services	Maximum Value of Non-Competitive Agreements Approved Dec 2016 (for Jan 2017 to June 2018)	Phase 1: Approved to Date (Total contract values to June 30, 2018)	Phase 2: Total Cost of Recommended Agreements (July 1, 2018 to Dec 31, 2024)	Phase 1 + Phase 2: Total Cost of all Contracts to Dec 31, 2024 (Pending)
IO	\$1,650,000	\$1,198,000	\$9,610,000	\$10,808,000
MSA	\$3,103,308	\$6,049,791	\$10,127,816	\$16,177,607
PRISM	\$561,600	\$1,947,973	\$918,000	\$2,865,973
CreateTO	N/A	N/A	TBD	TBD
Total	\$5,314,908	\$9,195,764	\$20,655,816	\$29,851,580

The amount shown for IO for the recommended Phase Two Agreement (July 1, 2018 to December 31, 2024) includes IO fees (\$6.61 million) and the procurement and management of the AFP advisors. These AFP advisors, with costs totalling \$3.0 million, are retained by the City and IO jointly through IO's competitively-procured Vendors of Record (VOR) and paid by the City. AFP professional services include a Fairness Advisor, Transaction Advisor, Independent Certifier, Scheduling Consultant, Peer Reviewer, Heritage Building Condition Consultant and Commissioning Agent. Thus the total amount for the recommended Phase Two Agreement with IO is \$9.61 million.

Any further professional services required by the City will be retained through the City's standard procurement processes, with funding available within the SSHA Approved 2018-2027 Capital Budget and Plan.

As previously reported to Council, there are two sources of Provincial funding:

- An upfront contribution of \$3.2 million from the Investment in Affordable Housing Program, and
- A contribution of \$60.9 million from the Ministry of Health and Long-Term Care (MOHLTC) via per diems for a 25-year period after construction is completed.

Financial Risks and Mitigation

Leveraging IO's track record of delivering AFP projects would be fundamental to the role IO would play in partnership with the City of Toronto. Since 2005, IO has brought to market 116 AFP projects worth more than \$53 billion. Their expertise, templates, processes and standards will contribute to the credibility and success of the procurement process. IO's standardized processes reinforce a fair, open, transparent and competitive environment in all aspects of procurement and potential private sector proponents are familiar with IO, its processes and documents. IO's approach manages risks across a project and protects their partner and the project from schedule and cost overruns. The GSR Project will be the City's first project delivered by an AFP process.

Under the Design-Build-Finance (DBF) model, the City transfers the responsibilities and risks of design, construction and financing to the private sector. Award to a consortium allows for coordination of design and construction activities, yielding potential efficiencies in project delivery. The resulting competitive process and bidding teams may create the potential for additional design and cost innovation and provides for the greatest schedule certainty for completion of construction. The City pays the construction and financing costs upon construction completion, estimated to be in the fourth quarter of 2023. Following construction completion, the City will assume the operation and maintenance activities.

With the issuance of the Request for Proposal (RFP) tentatively planned for March 2019, the City commits itself to a date to sign a contract with the successful proponent and hand over the site to the Project Company (Project Co.) to start construction. If the site is not vacated and ready for handover at the time of execution of the contract, it presents a financial risk to the City as bidders hold their price for a fixed period of time. In the event of City delay that exceeds this period without handover of the site, the bidder would no longer be obligated to hold their price.

Mitigation options have been put in place by SSHA in the transition plan for Seaton House. In collaboration with other City divisions, SSHA has established an office for infrastructure to expedite the acquisition of new shelter sites that will accommodate Seaton House clients and ensure the facility is vacated and ready for handover at the time of execution of the contract with the successful proponent. SSHA also provides Council with an annual Shelter Infrastructure Plan and Progress Report that includes status updates on the GSR transition plan.

The Acting Chief Financial Officer has reviewed this report and agrees with the financial impact information.

EQUITY IMPACT

The emergency shelter, long-term care home and community support systems in Toronto serve equity-seeking groups including seniors, people with disabilities, individuals with mental health and/or substance use issues, the working poor and other vulnerable groups. Effective operation of the shelter system and provision of long-term care is important to ensuring that appropriate accommodation is available to a variety of equity-seeking groups and contributes to the City's Poverty Reduction Strategy.

The GSR Project will create a facility that assists shelter residents to stabilize their lives and move back into permanent housing as quickly as possible. It will also provide a safe, healthy and comfortable environment that promotes independence, mobility, and individuality for long-term care and transitional living residents.

The service hub will serve people in the community in an environment where they are comfortable and safe. An open door policy will ensure all vulnerable populations and community members at large are welcomed as valued members in a mutually supportive environment.

DECISION HISTORY

At its meeting of December 5, 2017, City Council adopted the report 2018 Shelter Infrastructure Plan and Progress Report, whereby Council approved the 2018 Shelter Infrastructure Plan.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2017.CD24.7>

At its meeting of December 13 to 15, 2016, City Council adopted the report George Street Revitalization: Recommendations for Short-term Non-competitive Contracts. Council authorized staff to develop the PSOS by engaging three professional services for an 18-month duration: Infrastructure Ontario as Advisors, PRISM Partners as Owner's Representative and Montgomery Sisam Architects as Planning, Design and Compliance Consultants.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2016.EX20.12>

At its meeting of July 12 to 15, 2016, City Council adopted the report George Street Revitalization – Recommended Procurement and Delivery Strategy. Council authorized staff to proceed with an AFP model for the implementation of the Project using a DBF approach and referred the Project to the 2017 Capital Budget process. Council authorized staff to initiate negotiations towards an agreement with IO as procurement lead. Council also authorized staff to begin implementing the Seaton House transition plan.

<http://app.toronto.ca/tmmis/viewAgendaItemHistory.do?item=2016.EX16.13>

BACKGROUND

The GSR Project scope as approved by Council includes a men's shelter with 100 beds, a transitional living program with 130 beds, a long-term care home with 378 beds, 21 units of affordable housing and a community hub. Based on Council approvals cited in the Decision History section above, staff engaged IO and other professional services from January 1, 2017 to June 30, 2018.

COMMENTS

As directed by Council, the Project will be delivered as an AFP Project incorporating IO's best practices and methodologies including the principles of fairness, openness and transparency.

Project Specific Output Specifications (PSOS)

The current phase of the Project comprises the development of the PSOS and the continuation of due diligence to ensure that the Project is ready for procurement when Council provides that authorization. As per City Council's direction, the work completed in previous phases was adapted into PSOS documentation in order to support undertaking the Project through an AFP model with IO.

The PSOS is a narrative and illustrative documentation of the minimum compliance requirements for the building and site and is therefore the foundation for the issuance of an RFP. It translates the intent of the Functional Program and all related design requirements into written words, diagrams and templates (performance requirements). Development of PSOS requires extensive user group meetings to ensure that the performance-based requirements meet program, quality and reliability requirements. PSOS becomes a source document for design evaluation and contractual compliance.

The PSOS was initially developed based upon the previously completed Modified Detailed Design. In May and June 2017 the PDC Consultants engaged key Divisional staff to review the specifications. Divisional programs were brought up-to-date with current City policies and practices. Subsequently, a detailed review of operational flows, room layouts and space requirements was conducted, followed by documentation of other Project requirements. IO and the PDC Consultants are reviewing the documentation developed thus far in order to confirm its alignment with the structure and language of an AFP project. Cycles comprised of review meetings and further revisions of the PSOS continue and the PSOS is expected to be substantially complete by June 30, 2018.

Due Diligence

IO has commenced with due diligence works necessary for an AFP risk transfer delivery model. This work supplements and/or is in addition to work previously completed and includes:

- Environmental Site Assessments (Phase 1 & Phase 2 including geophysical, designated substances and risk assessment/Record of Site Conditions)

- Geotechnical and Hydrogeological
- Archeological (Stage 1 and Stage 2, if required)
- Surveys (updated topographic and utility locate)
- Functional Service Report
- Building Condition Assessments
- Heritage Summary Report

Proposed Phase Two Agreement with IO

At Council's direction and during the approved PSOS development stage, staff are engaging IO in negotiations and recommend Council approval of a Phase Two Agreement comprising procurement and construction.

The City submitted a request to the Deputy Minister, Ministry of Infrastructure (MOI), requesting IO's services to deliver the GSR Project under an AFP – DBF delivery model. The City subsequently received a Letter of Direction from the MOI, and pending Council adoption of this report, the Letter will enable IO to execute a Memorandum of Understanding (MOU) between IO and the City. This MOU will incorporate all services necessary for the procurement and construction phases of the GSR Project.

IO and MOHLTC discussions are in progress to align the MOHLTC approval process with the IO AFP timelines. IO is confident that with the progress achieved to date, agreement will be reached that meets MOHLTC's needs, while retaining the AFP objectives of risk transfer, and promoting innovation and creative problem-solving.

Project Governance

At all times throughout the lifecycle of the Project the City will remain the Owner. The City will continue to provide the necessary oversight to ensure City mandates and policies are achieved throughout implementation.

Through the development of the terms of reference for the Phase Two Agreement, a governance structure was created and agreed to by both parties (refer to Attachment 5). The Project's governance framework will provide clear direction in the planning and implementation of the Project. All activities required to deliver the Project will be coordinated through a Project Management Team (PMT) comprising staff from City, IO, Professional Services and other stakeholders. A Joint Project Committee comprised of senior representatives, co-chaired by the City and IO, will provide direction and guidance to the PMT as required. Disputes may escalate to the Deputy City Managers (DCMs), Internal Corporate Services and Cluster A along with the Chief Executive Officer of IO. The DCMs have final decision-making authority over all Project decisions other than those which require City Council approval.

The City and IO will co-sign AFP consultant agreements and other third party professional services including a Fairness Monitor, a Transaction Advisor and other consultants as required. IO will use their Vendors of Record to competitively solicit the work of sub-consultants. IO and the Consultant team will work directly with the City's Project Management, Legal Services, Purchasing and Materials Management and other City Divisions as part of the commercial procurement and development of documents

on behalf of the City. The City will consult with IO in Project decisions including contract variations and dispute resolution processes, ensuring the Project proceeds in accordance with AFP best practices.

Overall Project Schedule

Procurement will begin in the third quarter of 2018 and pending confirmation of a successful bid, will end at the execution of the contract between the City of Toronto and the successful proponent, approximately in the second quarter of 2020, after which the Project will move into the construction period. Key Project dates are:

- Q3 2018 Issuance of Request for Qualification (RFQ)
- Q1 2019 Issuance of Request for Proposal
- May 31, 2020 Seaton House vacated and decommissioned
- June 2020 Expected construction start
- Q4 2023 Expected construction completion
- Q1 2024 Expected move-in
- Q4 2024 Expected Project close-out

Procurement and Construction

The City will retain final approval authority on all decision-making during the entire procurement and construction process.

During the procurement phase IO will be the Commercial Procurement Lead and all standard IO AFP documents and processes will form the basis for all Project processes and documentation. City staff from Purchasing and Materials Management, Legal Services, Facilities Management, Corporate Finance and other Divisions will work closely with IO, as per the Governance Structure shown in Attachment 5. The City will adopt and apply IO's AFP processes, procedures and templates with necessary modifications for the City's non-AFP related policies including the incorporation of the Fair Wage Policy, Labour Trades Obligations, Environmentally responsible procurement, Social Procurement Program and declaration of compliance with anti-harassment and discrimination policies. IO will produce, modify and issue to the City for its final approval, all necessary documentation until the execution of the contract with the successful proponent.

IO will deploy a risk management plan, which will include identifying any required early works, due diligence or any ancillary works, thereby enabling IO to structure the transaction, including proposed risk transfer/key terms, financial structure, payment mechanisms and procurement processes.

Consistent with AFP protocols, the RFP document is issued to three prequalified proponents for an extended period of time to allow their preparation of a design submission and to accommodate confidential discussions with IO and the City on a variety of topics. Submissions are evaluated and thereafter negotiations take place with the highest ranked proponent.

Staff will report back to Council toward the end of the project procurement phase, estimated to be the second quarter of 2020, seeking authority to execute a fixed-price contract with the successful proponent. Approvals required from IO at various milestones in the process include: 1) issuance of the RFP, and 2) identification of the successful proponent and approval to proceed with the closing process towards City execution of the contract with the successful proponent. When all required IO and City approvals are in place, the contract is signed between the City and the successful proponent and construction begins.

During the construction phase of the Project, IO will provide oversight and advisory support to the City's Project Management activities. Refer to Attachment 1 for IO's Summary Statement of Services for Phase Two.

Professional Services Retained by the City

Montgomery Sisam Architects Inc. (MSA) in partnership with Hilditch Architect, was awarded a contract through a competitive bid process in February 2015. Council subsequently approved continuance of their services as PDC Consultants and staff now recommend that MSA be engaged for Phase Two through another non-competitive contract. MSA's expertise, skills and knowledge of the Project has been evident throughout and their continued engagement will result in a higher degree of risk mitigation and an increased likelihood of a final product that meets the City's needs. As PDC Consultants, MSA and their sub-consultants will serve as advocates for the Project, providing advice through the design process. Refer to Attachment 2 for MSA's Summary Statement of Services for Phase Two.

PRISM Partners Inc. was awarded a contract through a competitive bid process in August 2014. Council subsequently approved continuance of PRISM's services as Owner's Representative to ensure continuity in the delivery of Project Management Services for the PSOS development. To ensure ongoing continuity and a smooth transition from the PSOS phase through procurement to the construction phase of the Project, staff recommend continuing the non-competitive Agreement with PRISM for the provision of Project Management Services during the procurement phase. Refer to Attachment 3 for PRISM's Summary Statement of Services for the procurement phase.

Given the establishment of CreateTO and that agency's mandate to coordinate major city-building initiatives, staff recommend engaging CreateTO as appropriate to provide Project Management Services during the construction phase. Refer to Attachment 4 for CreateTO's Summary Statement of Services during the construction phase.

Any further professional services required by the City will be retained through the City's standard procurement processes and within the SSHA Approved 2018-2027 Capital Budget and Plan.

Program Status Update

GSR will be comprised of five programs: a long-term care home with 378 beds, an emergency shelter for 100 men, a transitional shelter program with 130 beds, 21 units of affordable housing and a community hub. These programs were developed with the

input of a wide variety of stakeholders including clients and residents, staff, service partners and a Stakeholder Reference Group.

The two sponsoring Divisions, SSHA and LTCHS, are developing a continuum of care program model for men, women and trans people in the shelter system who, while eligible for long-term care, often find themselves unable to access or retain a bed due to behavioural, substance use or other issues. The MOHLTC, the Toronto Central Local Health Integration Network and service partners are collaborating with City staff to develop a robust program for approximately 64 people. The co-location of both Divisional programs will enhance opportunities for mutual support in delivering services to a vulnerable population.

The GSR Community Hub is intended to be space that provides a range of programs, services and opportunities to local residents and vulnerable communities, and actively encourages social integration. To better define the program and service needs in the area, a comprehensive Downtown East (DTE) Needs Assessment was undertaken in June 2015. The purpose of the needs assessment was to develop a snapshot of the range of services being offered by human service agencies, identify gaps in programming and opportunities to coordinate service provision. It also identified emerging programming priorities and opportunities for the community hub, as well as potential challenges to its development. A Community Hub Working Group was established to provide localized input on the potential spaces that should be included as part of the overall hub design. These key activities as well a number of community consultations supported the development of a high level program for the Community Hub. Detailed program design was not completed as the Project was unfunded.

With funding now secured, staff will develop a detailed work plan to establish the Community Hub program. Key milestones will include a reconstitution of the Community Hub Work Group, analysis of the findings of the DTE Needs Assessment in light of current trends and demographics, and deeper community engagement.

Seaton House Transition

The current Project schedule is for Seaton House clients to be fully moved out of the building by the end of 2019. Beginning in spring 2018, beds will be decommissioned as clients move into new accommodations. Plans also call for the building to be available for winter respite for the 2018-2019 and 2019-2020 seasons. Seaton House will be fully decommissioned by May 2020 after which the building will be turned over to the Project Company that will demolish and begin new construction.

Seaton House clients are currently being assessed for housing support needs. Options for accommodation and supports include up to 150 supportive housing units through Habitat Services, 200 housing allowances, 60 long-term care placements and at least 400 shelter beds to replace capacity at Seaton House.

Of the 400 shelter beds required, approximately 200 will be temporary, returning to George Street and 200 will be within new shelters remaining in the community. To date, SSHA has acquired one temporary and one permanent shelter to accommodate a total of 100 clients, both of which will open in 2018.

CONTACT

Sunil Sharma, General Manager, Facilities Management, Sunil.Sharma@toronto.ca
416-397-5270

Michael Pacholok, Chief Purchasing Officer, Purchasing & Materials Management,
Mike.Pacholok@toronto.ca 416-392-7312

SIGNATURE

Josie Scioli
Deputy City Manager, Internal Corporate Services

Elaine Baxter-Trahair
Deputy City Manager (Acting), Cluster A

Joe Farag
Chief Financial Officer (Acting)

ATTACHMENTS

1. Summary Statement of Services: Infrastructure Ontario
2. Summary Statement of Services: Montgomery Sisam Architects Inc.
3. Summary Statement of Services: PRISM Partners Inc.
4. Summary Statement of Services: CreateTO
5. GSR Governance Structure

Attachment 1 - Summary Statement of Services: Infrastructure Ontario

IO is mindful of due diligence, accountability, transparency and results, with a goal of ensuring real value to the City with every transaction and ongoing management. IO will act as the Commercial Procurement Lead for the George Street Revitalization Project in partnership with the City of Toronto. During construction IO will act as Project Oversight Partner and Advisor.

Services include:

- Lead and manage the procurement phase to ensure the City's interests are met.
- Manage the procurement of the necessary Project transaction advisors.
- Manage the RFQ and RFP processes which includes an approximate seven-month RFP open period of bidder engagement through Commercially Confidential Meetings and Design Presentation Meetings to ensure Project requirements are understood.
- Manage the negotiation process for the City of Toronto to enter into a contract with the successful proponent.
- During construction, provide oversight and advisory services ensuring AFP protocols are maintained, including understanding and administering the Project Agreement.
- Participate in Project construction meetings and committees in support of City obligations under the AFP model, minimizing City risk exposure.
- Provide monthly Project status reporting.
- Assist with the dispute resolution process.
- Monitor costs and maintain/track budget.
- Monitor key Project submittals, highlighting areas of concern to Project Co. and identifying potential areas of risk for the City.
- Monitor owner obligations for e-Builder, the IO project management system used to manage the Project.

Attachment 2 - Summary Statement of Services: Montgomery Sisam Architects Inc.

By the end of Phase One, the PDC Consultant, in consultation with the respective City Divisions, will have completed a comprehensive, multi-volume specification for the design and construction of the Project under the IO DBF procurement model. The Consultant will review for compliance with these standards once the PSOS is put to market in Phase Two.

The Consultant will provide input on the RFQ document, assist in responding to Requests for Information (RFIs), and provide illustrative design-related clarifications during, as well as participate in, a RFQ Information Session. The Consultant will also work to integrate the PSOS into the Project Agreement and RFP documents and assist in the formulation of the evaluation strategies.

During the RFP Open Period the Consultant will provide comprehensive written feedback after each bidder presentation and address RFI and addenda raised by the design consultation process. During the Evaluation and Selection Phase, the Consultant will act as a Subject Matter Expert. They will review each submission and prepare compliance reports to facilitate design evaluation.

During the negotiation process the Consultant will provide technical support to the City, conduct compliance reviews, issue any required post-tender addenda, and assist with the preparation of Proposal Extracts to be included in the Project Agreement.

The role of the PDC team throughout the Design Development process is to advise, represent and advocate for the City. The PDC team will communicate the needs of the City so as to enable the Architect of Record (part of Project Co.'s team) to develop an integrated solution with their design team. The Consultant will also review Project Co.'s design submissions and prepare compliance checklists.

During construction, the Consultant will undertake regular site visits to review, identify and help address any compliance issues. They will also review substitution requests and value engineering proposals submitted by the Project Co. The PDC Consultant will identify any areas of concern, collaborate with Project Co. to resolve any non-compliance issues and prepare on behalf of the City all change documentation as required.

Attachment 3 - Summary Statement of Services: PRISM Partners Inc.

During the procurement process, PRISM Partners Inc. will support the City's Project Team in the transition from the PSOS phase to the construction phase by providing: input on the RFQ, review of specifications, consultative input to the City regarding shortlisting of the Proponents, information required to respond to RFIs, participation in RFQ Information Sessions and input into the staff report seeking authority to award the contract to the successful proponent. During the RFP process, PRISM will: ensure all approvals are in place prior to release, work with IO and the City to ensure all City requirements are incorporated into the RFP, ensure all background information is complete, attend Design Workshops, attend interim and final design presentations and provide comment on Bidders' Financial Proposals. In addition, PRISM will support the City in preparing an RFP for Furniture, Fixtures and Equipment not included in the successful proponent's scope and will coordinate and support the Project's governance and shared services process.

Attachment 4 - Summary Statement of Services: CreateTO

To complement the City's Project team, the City will engage CreateTO as appropriate to provide Project Management Services and act as the Project Management representative during construction. CreateTO's responsibilities will include: schedule monitoring; project oversight; budget tracking; risk monitoring and tracking; Project status reporting; change control; financial and administrative close-out; shared service coordination; telecommunications, information and technology coordination; furniture coordination and occupancy planning; move management; turnover assistance to Facilities Management Operations; review and approval of deliverables; and contract compliance of the Project Agreement with the successful proponent.

Attachment 5 – GSR Governance Structure

Infrastructure Ontario / City of Toronto EXECUTIVE COMMITTEE

