

## FIRE STAFF REPORT

FSR-014/2021

**TO:** Mayor Gibson & Members of Council

**FROM:** M. Alcock, Fire Chief/CEMC

**DATE OF MEETING:** December 7, 2021

**SUBJECT:** Request for Proposal for Project Management services for the construction of Wainfleet Fire & Emergency Services Central Station

---

### **RECOMMENDATION(S):**

**THAT** Fire Staff Report FSR-014/2021 respecting the Request for Proposal for Project/Construction Management (RFP-FS-STN-2020-001) be received;

**AND THAT** Council authorize the Mayor and Clerk to enter into an agreement with for Project Management Services for the Construction of Wainfleet Fire & Emergency Services Central Station;

**AND THAT** staff be directed to proceed with the issuance of a Construction Tender following a final review of the tender package by the selected Project Manager, with the Tender results returned to Council for consideration of award.

### **EXECUTIVE SUMMARY:**

This report includes a summary of process and recommendation to select a firm for Project Management Services for the Construction of Wainfleet Fire & Emergency Services Central Station project as directed by Council on October 26, 2021.

### **BACKGROUND:**

As directed by Council on October 26, 2021, Staff prepared an RFP for Project Management services for the Construction of the Central Fire Station, and published it on the Townships Website on November 22, 2021 until December 1, 2021. Proposals were required to be submitted following a "Two Envelope" (two e-File) process which allows the committee to evaluate the proposal contents separate and unbiased from price.

Staff received questions from the various proponents and published Addenda #001 on November 30, 2021 and Addenda #002 on November 30, 2021.

A single proposal was submitted within the stipulated timeframe.

An Evaluation Committee completed an evaluation of the proposal based on the following Criteria:

1. **Mandatory Submission Requirements**

2. **Qualifications, Expertise and Performance on Similar Projects**

- Past ability to successfully complete projects within timelines & budgets
- Stability and reputation of firm.
- Qualifications of technical support staff.
- Qualifications of senior staff/project manager.

3. **Methodology & Approach**

Each proponent should describe its/their approach to fulfilling the responsibilities of this work, including:

- Understanding project requirements, implementation, and follow-up;
- 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;
- Change management;
- Budgeting and decision-making protocols; and
- Communications management.

4. **References**

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

5. **Fees**

Fees are evaluated for completeness and efficiencies

Below is the combined scoring from the review panel of 5 (five) staff members.

<b>Name of Proponent</b>	<b>Evaluation Score (Max 5000 points)</b>	<b>Total Bid (excluding HST)</b>
Urban & Environmental Management Inc. (UEM Consulting)	4195	\$64,985.00

With applicable taxes, the UEM Consulting proposal will amount to \$73,433.05.

At the commencement of the Request for Proposals process, staff did also reach out to our various municipal neighbours to explore alternative options for the provision of project/construction management services. It was during this consultation with neighbouring municipalities that a potential municipal shared services opportunity was identified our Niagara West neighbour, the Town of Lincoln. More specifically, for a cost essentially comparable to that obtained through the request for proposals process, the Township could enter into an intergovernmental services contract with the Town of Lincoln to utilize the services of Lincoln's in-house project manager to provide oversight for the Wainfleet Fire & Emergency Services Central Station project.

Such a shared service opportunity would allow the municipalities to demonstrate inter-municipal cooperation, by bringing together the resources, functions, processes and skills to yield a mutually beneficial end product for both entities. The Township of Wainfleet would secure the services of an experienced project management expert (with demonstrated proficiency in the project administration of a recent Campden Firehall Construction project, as well as a variety of other significant municipal projects in that municipality) while the Town of Lincoln (and its project manager) would gain insights into an alternative municipal operating environment.

Another advantage of the Lincoln option would be availability of a full-time project management resource (during the construction phase) for the Township that could also provide support for other ongoing Wainfleet projects when full time commitment to the central station project may not be required. Staff would note that Wainfleet already participates in an ongoing shared municipal emergency management partnership with the Town of Lincoln (and Grimsby) in the form of a Niagara West Emergency Management Group which has successfully leveraged municipal resources to demonstrate successful intergovernmental cooperation in the area of emergency management. An agreement with Lincoln for project management services associated with our Central Station project could serve to extend that already-existing cooperative effort.

### **OPTIONS/DISCUSSION:**

It has been noted by the proponent within their Risk Identification and Mitigation Strategies that the proposed budget and schedules may be at risk, and offered some recommendations to mitigate these risks include, timely decisions & approvals, and clearly defined roles and responsibilities of the approval authority (Council). At this point, the following options are available for the consideration of Council:

- 1) Council accept the proposal from Urban & Environmental Management (UEM Consulting) and authorize the Mayor and Clerk to enter into an agreement with Urban & Environmental Management (UEM Consulting) for Project Management services for the construction of Wainfleet Fire & Emergency Services Central Station, for \$64,985.00 (Not including HST); and that upon their review of the project, the Prime Consultant proceed with the final preparation and issuance of the Construction Tender to the pre-qualified contractors
- 2) Council proceed with an intergovernmental services contract with the Town of Lincoln and authorize the Mayor and Clerk to enter into an agreement with Town of Lincoln for a shared Project Management services for the construction of Wainfleet Fire & Emergency Services Central Station; and that upon their review of the project, the Prime Consultant proceed with the final preparation and issuance of the Construction Tender to the pre-qualified contractors
- 3) Council direct staff to proceed without the use of an external project manager, and that the Prime Consultant proceed with the final preparation and issuance of the Construction Tender to the pre-qualified contractors.

**FINANCIAL CONSIDERATIONS:**

In April 2019, Council approved Phase 1: Land Acquisition, Preconstruction studies and Design/Engineering budget of \$850,000.00. In March 2020, Council approved Phase 2: Construction budget of \$4,500,000.00. For a combined estimated project total of \$5,350,000.00.

The table below provides a budget variance for Phase 1 that was approved in 2019. Many items have been transferred into Phase 2 – Construction project which results in a balance remaining. While unbudgeted, the costs associated with Project Management can be carried within the remaining Phase 1 balance and not impact Phase 2.

Description	Estimate	Expenses to Date	Unspent Balance	Notes
Purchase property	\$ 450,000.00	\$ 450,000.00	\$ 0.00	Completed
Survey	\$ 2,000.00	\$ 3,133.00	\$ 1,367.00	Completed
Topographical	\$ 2,500.00			Completed
Geotechnical Survey	\$ 10,000.00	\$ 11,091.00	-\$ 1,091.00	Completed
Traffic Impact Study	\$ 10,000.00	\$ 2,485.00	\$ 7,515.00	Completed
Hydrological Study for well/Potable Water engineering	\$ 20,000.00	\$ -	\$ 20,000.00	Included in Architect & Engineering
Storm Water/Floor Drain Water Management	\$ 20,000.00	\$ -	\$ 20,000.00	Included in Architect & Engineering
Drainage Engineering	\$ 10,000.00	\$ -	\$ 10,000.00	Included in Architect & Engineering
Tree Removal	\$ 3,000.00	\$ 4,089.00	-\$ 1,089.00	Completed
Fire Pond - Water Source	\$ 7,000.00	\$ -	\$ 7,000.00	Included in Construction Project
Barn Renovation	\$ 30,000.00	\$ 17,475.00	\$ 12,525.00	TBD
Demolition of House	\$ 10,000.00	\$ -	\$ 10,000.00	Included in Construction Project
Temporary Electrical work	\$ 3,000.00	\$ -	\$ 3,000.00	Included in Construction Project
Signage	\$ 2,000.00	\$ -	\$ 2,000.00	To be completed
RFP for Design Architect & Engineer (Estimated 8% of project costs)	\$ 270,500.00	\$ 274,500.00	-\$4,000.00	Approved Contract
<b>Total Estimated Phase 1 Project Costs</b>	<b>\$ 850,000.00</b>	<b>\$ 762,773.00</b>	<b>\$ 87,227.00</b>	<b>BALANCE</b>

**OTHERS CONSULTED:**

- 1) RFP Evaluation Committee
- 2) Strategic Leadership Team
- 3) Deputy Fire Chief

**ATTACHMENTS:**

- None

Respectfully submitted by,

Approved by,

---

Morgan Alcock  
Fire Chief/CEMC

---

William Kolasa  
Chief Administrative Officer