Request for Proposal

Prime Consultant Services for Kingston East Community Centre and Grenadier Park Improvements

Please submit signed original, clearly marked "ORIGINAL", three (3) bound, hard copies and one (1) electronic copy on CD/DVD of the complete proposal, using the attached forms, in a sealed envelope using the above noted proposal name, number, and closing date; and forward before closing time noted below to:

The Corporation of the City of Kingston
Office of the City Clerk
First Floor Counter, South Wing
City Hall, 216 Ontario Street
Kingston, Ontario K7L 2Z3

RFP Number: F31-CSG-RLS-2017-47
Closing Date: 3:00:00 p.m., Wednesday, May 17, 2017

Proposals must be received before the above mentioned time and date, and in accordance with the attached RFP forms, Specifications, Instructions to Proponents and Terms and Conditions.

Contact:
Rita Coughlin, Administrative Assistant
Recreation and Leisure Services
Fax: 613-546-1899
Email: rcoughlin@cityofkingston.ca

Project Description: Scope & Objectives
Background Information
Site Visit Details
Functional Program/ Programming Services
Construction Budget/ Project Budget
Key Dates
Owner Obligations
Request for Fees
Sample Contract/ Competition Rules
Deliverables: Team, Methodology, Schedule
Evaluating Submissions

Example #1
10 • Firm Experience
15 • Designated Project Architect
20 • Methodology
5 • References
15 • Understanding the Issues
20 • Fees
15 • Interview
100 Total Points

Example #2
10 • Firm Experience
5 • Designated Project Architect
20 • Methodology
10 • References
10 • Understanding the Issues
40 • Fees
5 • Interview
100 Total Points

“How you evaluate a proposal tells the consultants what you value”
How did the architect interpret your evaluation?

Example #1
10 • Firm Experience- We need to have done this kind of project
15 • Designated Project Architect- Without an experienced architect we will lose
20 • Methodology- We need to thoroughly describe our services
5 • References- Might be what pushes us over the top
15 • Understanding the Issues- We need to focus on their project
20 • Fees- We need to be competitive, but they want quality
15 • Interview- This could determine of we win or lose

Example #2
10 • Firm Experience- Having experience gives us some bonus points
5 • Designated Project Architect- Who can we stick on this project
20 • Methodology- We need to thoroughly describe our services
10 • References- They are more interested in references than meeting with us
10 • Understanding the Issues- We can impress with our portfolio
40 • Fees- Cheapest wins
5 • Interview- Whoever had the lowest fee was a great interview

“Fairness is the common expectation architects have of RFP processes”
What kind of responses might you expect?

Example #1

• Firms tend to have good experience
• The Designated Architects are all qualified
• The methodologies have some unique insights into the project
• References are good, and related to our project
• Proposals seem to understand how to solve key issues
• There is a range of fees to consider
• Interview focus on our project issues and opportunities

Example #2

• Firms submitting have good to mediocre experience
• The Designated Architects are all over the map
• The Methodology is thorough but not specific to our project
• References are good, but seem to be for unrelated projects
• They seemed to repeat our project objectives- no new insight
• Multiple submissions and a race to the bottom
• Interview focus on how well their previous projects turned out
How to evaluate fees

- How does fee compare to competition?
- What is the percentage of fees against construction value? How does it compare to AIBC Tariff?
- Does the distribution of fees give enough emphasis to each stage of the work?
- What has been excluded?
- Do they have enough fee to do a good job? Are we going to get nicked and dimed for extras?
### 3.5.3 Recommended Net Percentage Fee Scale For Basic Architectural Services

<table>
<thead>
<tr>
<th>CATEGORY</th>
<th>NEW CONSTRUCTION</th>
<th>RECONSTRUCTION</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Over</td>
<td>Min</td>
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<tr>
<td>Retail</td>
<td>4.50</td>
<td>4.00</td>
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<td>Office</td>
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<td>Ward</td>
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<tr>
<td>Housing</td>
<td>4.50</td>
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</tbody>
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**NOTE:** Percentage fee scale above applies to all fee-based professional services for basic architectural services. A separate schedule of fees applies to specialized services, which include, but are not limited to, the following: surveys and studies; project management; and construction administration. See AIBC’s Tariff of Fees for Architectural Services for more information.

Last monitored: February 3, 2009
One Versus Two Envelope Systems

Single Envelope Systems allows you to weigh fees into your overall evaluation process.

Two Envelope Systems allow you to make credentials based selection and then confirm if it fits into your budget.
Interviewing Proponents

Tips:
• Presentation + Q & A is typical
• Prepared Questions vs Stock Questions
• You are choosing a long term relationship
• Which Consultants spoke at interview?
• Is your project important to the architect?
• Easy questions or lack of interest by you suggests this is a fake interview
• Did the architect spend their time talking about their portfolio or your project?

Offside
• 15 minute interviews
• Asking for on the spot fee adjustments
• Bid Shopping other proponent offerings

"Can I put in a claim for interview trauma compensation?"
Contract Types

Issues:
• RAIC/AIBC versus Municipal contracts
• When Does Risk Mitigation become an unbalanced contract?
• During Construction, the Architect is an arbiter of the contract- not your advocate

“The consultant shall hold harmless and be responsible for all costs to defend the City of XXXXX, staff, adnt he public against any action or claims resulting from the design or use of the project at any time.”

Why would anyone sign this kind of contract?
Making your selection

- I can work with this team for next few years
- They understand our key issues
- The project architect is qualified
- The project architect has senior support
- They are prepared to challenge us
- They have enough fees to do a good job

- Low fee
- Boiler Plate response
- Too many exclusions- or not enough
- Lack of experience on project type
Who Retains What Services?

Architect:
- Structural Engineer
- Mechanical Engineer
- Electrical Engineer
- Civil Engineer
- Landscape Architect

Owner: (and Why?)
- Geotechnical Engineer
- Environmental Consultant
- HASMAT Consultant

Architect or Owner:
- Quantity Surveyor
Why Should You Hire A Project Manager?

• Does your City/ Town have internal project management capacity and experience?
• Can you manage this project off the side of your desk?

Two kinds of project managers
• Construction Experts who project manage
• Project Managers who steer construction

“Sports & Recreation Projects are complex: If you need a project manager be as rigorous hiring them as you would your architectural team.”
What services does the Project Manager provide?

- Assistance writing your RFP
- Helping to select your design team
- Maintain design and construction schedules
- Evaluates requests for fees on your behalf
- Monthly financial and progress reporting
- Acts as your agent

- Low fee
- Recent MBA to lead the project
- Staff turnover
- Lack of experience on project type
Assignment #1

You are writing an RFP for a new $25M dollar recreation centre. It includes swimming pool, small library and multi-use rooms. The project will act as a catalyst for urban renewal in your community. The building is intended to last for 50 years and is a legacy project for the outgoing mayor. The budget is fixed.

Exercise #1- Spend 5 minutes at your table discussing the importance of each RFP evaluation criteria. Now, on your own develop a weighted 100 point evaluation criteria for scoring your architect submissions:
Criteria are:
Firm Experience
Designated Project Architect
Methodology
References
Understanding the Issues
Fees
Interview

Describe why you developed your weighting

Exercise #2- Imagining your own community resources, advise the mayor if a project manager should be retained or if there are sufficient resources internally to project manage internally.
DESIGN ISSUES SPOTLIGHT
Community Centres
Indoor/Outdoor Connectivity

Unstructured Play
Ethnography

WORK HARD, PLAY HARD(ER)
Community Member Persona

I stay (and healthy because it's been ingrained in me since childhood with sports, being outdoors, and the things that my family just did. I've had to learn how to eat right and stay fit as an adult, but I don't take myself too seriously.

MINDSET & LIFESTYLE
- I like to stay fit, but in a social and challenging way, doing activities like walking with friends from work, hitting the brewery floor with my parents, or biking the trails with buddies. I find it's much more fun and motivating to be surrounded by people who are just as motivated and get to make new friends along the way.

As far as healthy eating goes, I can do it, but I'm not going to stress about it. I see food as sustenance. I can cook and often bring my lunch to work, but I also love to try the restaurant scene and try new things.

I barely go to the doctor. If I even have one, but am much more interested in Eastern practices.

NEEDS
- Outdoor Access
- Trails for Biking, Hiking, Running
- Entertainment
- Restaurants, Bars
- Dance, Beginner, Cool Factor
- Health, Health Practices
- Family/Friend Oriented Activities
- Group Fitness Options
- Gyms, Workouts, Classes
- Leagues, Rec Sports
- Access to Trainers, Experts
- Transport

Integrated Development
Thanks For Listening!

Mark Hentze

Mary Chow
Assignment #2

You are about to embark on a project to deliver an ice rink, curling rink, seniors centre. The project is on the outer limits of the community in a residential area. The construction budget is $22M. The project schedule needs the rinks to open in September which results in only having about 17 months for design and construction. You need to decide the following:

1. Should the project seek LEED or similar certification?
2. The schedule is almost not doable. What kind of things might be done to expedite the project?
3. What construction delivery method do you think should be recommended to Council - Design-Bid-Build, Design Build, Construction Management, other?
4. Do you want to use wood (that reflect on our community values) or steel which is faster?
5. Should we pay extra fees to the architect to have an artistic rendering completed?
Sustainable Design

LEED  
Green Globes  
Living Building Challenge  
“Shadowing”
Sustainable Design

The Jim Pattison Centre of Excellence in Sustainable Building Technologies & Renewable Energy Conservation at Okanagan College

Particulars:
- Located in Penticton, BC
- Project Cost: $7,000,000
- Area: 78,000 sq ft
- Completion: May 2011

The Jim Pattison Centre of Excellence in Sustainable Building Technologies and Renewable Energy Conservation was constructed to meet the urgent need for knowledge, skills and values among students who are about to enter the profession of sustainable building.

It is also designed to be one of the most intelligent and advanced sustainable buildings in the world, designed to the LEED Platinum and Living Building Challenge standards by program partners, the G3. It was selected to lead the world due to the reputation of its sage instructors to instill the design process and get support and contributions from a diverse group of stakeholders.

The integrated design team recognized that achieving a facility with zero energy and zero waste consumption, as required for Living Building Certification, requires a three-pointed approach to energy and water use: conservation, capture and storage. Additionally, the design had to be highly adaptable, so that as time passes, new technologies can be easily replaced, ensuring the building's success into the future. All project features are designed around these needs.

The most exciting aspect of the Centre of Excellence is that the building itself will be used extensively as a teaching tool, challenging the current paradigm of teaching energy conservation. The building and its systems will be accessible and understandable, and the building data will be available to learn from. To encourage conservation and behavioral adaptation, energy use will be measured at each classroom, workroom, office and other areas. Real-time energy usage will be demonstrated at each space using relay and monitoring of real-time LED displays showing consumption data.

The Centre of Excellence is a living example of sustainable innovation and its impact on the power of integrated design. We hope the building helps illustrate design, construction and use will all contribute to a sustainable future and result in a building that lives up to its name.
Cost Estimates

Class “D” • (±50%): A preliminary estimate which, due to little or no site information, indicates the approximate magnitude of cost of the proposed project, based on the client's broad requirements. This overall cost estimate may be derived from lump sum or unit costs for a similar project. It may be used in developing long term capital plans and for preliminary discussion of proposed capital projects.

SCHEMATIC DESIGN PHASE - 1-2 wks
Class “C”• (±25-40%): An estimate prepared with limited site information and based on probable conditions affecting the project. It represents the summation of all identifiable project elemental costs and is used for program planning, to establish a more specific definition of client needs and to obtain preliminary project approval.

DESIGN DEVELOPMENT PHASE- 2 wks
Cost Estimates

Class “B”• (±15-25%): An estimate prepared after site investigations and studies have been completed and the major systems defined. It is based on a project brief and preliminary design. It is used for obtaining effective project approval and for budgetary control.

Early CONTRACT DOCUMENTS PHASE- 2-3 wks
### Class “A” • (±10-15%): A detailed estimate based on quantity take-off from final drawings and specifications. It is used to evaluate tenders or as a basis of cost control during day-labour construction.

End of CONTRACT DOCUMENTS PHASE- 3 wks
Project Schedule

- Schematic Design- 4-6 wks
- Design Development- 6-10 wks
- Contract Documents- 12-30 wks

- RFP & Selection Period- 4-6 wks
- Stakeholder Consultation- varies
- Design- details above
- Building Permit Approvals- 6-12 wks
- Procurement- 4-7 weeks
- Construction- $500K-$2M/month
- Post Construction- 6-8wks
Construction Procurement Options

- Design- Bid- Build (Stip Sum)
- Construction Management (CM)
- Construction Management @ Risk (CMR)
- Design Build
- Integrated Project Delivery
- P3
Construction Procurement Options

• Design- Bid- Build (Stip Sum)

• Pros
  - all the design & costing is complete before constructors bid on project.
  - Owner has significant say in how the building is designed

• Cons
  - Vulnerable to market conditions
  - Contractual relationship is adversarial

Example Community & Recreation Projects:

• Edmonds Rec Centre
• Cloverdale Rec Centre
Construction Procurement Options

- Construction Management (CM)

Pros
- Facilitates fast construction
- Design team and constructors work collaboratively

Cons
- No cost certainty until project completed
- A CM who is actually a GC can have conflict of interests

Example Community & Recreation Projects:
- Poirier Sport Centre
- Armstrong Arena
Construction Procurement Options

- **Construction Management @ Risk (CMR)**

**Pros**
- Constructor offers up front advice during design process
- Costing being done by the group who will be building facility

**Cons**
- At turnover to Risk, CM becomes a GC and contractual terms are adversarial
- Costing being done by the group who will be building facility - the whoopsie extra

Example Community & Recreation Projects:

- Delbrook Rec Centre
- South Surrey Rec
Construction Procurement Options

• Design Build

Pros
- Design and construction can occur quickly
- Owner has one contract to Design Builder rather than multiple contracts

Cons
- Owner gives up significant influence on program and quality- because the DB has assumed the financial risk of the project
- Time for thoughtful design decisions can be compromised

Example Community & Recreation Projects:
• Aldergrove Arena and Waterpark
• Great Pacific Forum
Construction Procurement Options

• Integrated Project Delivery

Pros
- Owner, Builder and Designers share in risk and profit of the project.
- Integrated decision making is a given based on the above point

Cons
- A less often used system with very few contractors and designers adept at it
- Contractual arrangements add less common risks to owners and designers

Example Community & Recreation Projects:
None that I can think of
Construction Procurement Options

• P3

Pros
- Owner mitigates risks to operations and design-build partners
- Can be done “off book”

Cons
- P3 partner will normally insist you raise rates or close competing municipal facilities
- 30 years is a long deal- and building won’t be worth much

Example Community & Recreation Projects:
- Ice Sports North Shore
- Plant Ice Coquitlam

*note: ISNS by PBK Architects/ PIC by RG Properties
How do consultants and contractors calculate fees?

Consultants

- Fixed or Percentage of Construction Cost Fees for Service
- Profit based on time and services management
- Additional Fees for changes in scope of work
- Errors and Omissions covered by liability insurance

Contractors

- Fixed or Percentage of Construction Cost Fees for General Conditions
- Profit based on time and methods management
- Additional Fees for changes orders on work of all trades
- Errors and Omissions covered by deficiency holdbacks and Lien Act
Submissions for Grant Applications

- Submitting your “Shovel Ready” project
- Quantity Surveyor/ Cost Estimate
- Do you need a referendum?
- Examples of Transparent Process

- Show commitment to the project
- Who should you retain
- How much design and costing is required?
Artistic Renderings and Physical Building Models

• When do you need a professional rendering or a model?
• How much will it cost?
• Why isn’t it part of a basic architecture contract?

Rendering studio versus in-house Sketch Up options
Wood versus Steel- the BC conundrum

- Cost - Material & Labour considerations
- Functionality - Which performs better
- Beauty - What best captures your community’s values
- Strategies - If you want wood, tips to get there
Multi-Use vs. Multi-Useless

Adaptability
Functionality vs. Beauty

Natural Light
Thanks For Listening!

Mark Hentze

Mary Chow
Project Background

**Needs Assessment:** Your Parks & Recreation Department worked with a specialist firm to determine needs for a new recreation complex in your community. The results of this study suggests need for:

- A new Olympic ice surface arena with up to 400 seats
- An 8 lane 25m swimming pool and complimentary leisure tank with lazy river
- A small library
- Dedicated spaces of 1000sf each for seniors, youth and child minding
- A walking/jogging track
- 3- 1500sf multi use rooms
- A pottery studio
Feasibility Study and Test Fit: A local architecture firm, well known for beautiful custom homes and the designer of City Hall was retained to conduct a feasibility study. The feasibility study included a Class D estimate completed by a Quantity Surveyor based on the building areas developed in the Needs Assessment. While the local architect has not had experience in designing a pool before, he is quite confident that the Class D cost estimate can be significantly reduced with little effect to the program needs.

The site test fit demonstrates that there is lots of room on an already serviced site to place the building, although parking might get squeezed if the building expands in the future.
Project Background

**Stakeholder Consultation & Programming:** The Recreation Department hosts a series of meetings with community groups to confirm program. While the community has the financial ability to execute the project, it's important for Council to have a transparent community engagement process.

While much of the feedback you receive supports the findings of the Needs Assessment, there are some comments your planning committee agrees needs to determine if you think warrant changes to your program or specific responses.
Consultation Results

- A group representing 78 competitive swimmers identified that an 8 lane 50m pool is the real need and could host 3 regional meets per year and would contribute $37,000 per meet to the local economy.

- The hockey association ask that consideration be given to having a “girls only” dressing room in the facility.

- A former game show host and tweeter who owns a vacation home nearby has argued that unless the facility gets a Covfefe room the project is not a win and you are a bunch of losers.

- Advocates for sustainability impress the City Manager with a presentation recommending LEED Gold certification. It might add 2% to the cost can fit in budget with some program reductions.

- Several groups ask if a water slide will be part of the aquatics centre. They identify they think they can raise $200,000 to pay for it.

- The seniors group insists that there are youth centres “everywhere” and seniors need all 3000sf allotted to seniors, youth and child minding. One member reminds that she has discussed this directly with the mayor.

- A community association member points out she is having difficulty finding program spaces for her 4 year old

- The arena maintenance manager insists there cannot be any natural light into the arena- damn architects!
Interpretations

• Should we dramatically change our project scope to suit special interest organizations who may not reflect entire community viewpoint?

• Is this a reaction to current conditions? Do they really understand how the facility works?

• There will always be bully’s and loudmouths- some of them even get to be on TV. Go back to your bus.

• Balancing between competing interests is hard- and you won’t make everyone happy

• Fund raising offers need to be carefully assessed- its really hard to do

• Loud voices with “connections” politically sometimes lose track of the big picture

• Quiet voices sometimes underline key needs

• Details often come earlier than you need them and can distract you
Your Project

Using the program and budget information on the next slide create a functional program with projected construction costs in the range of:

Cost savings and Cost extras options are also available for you to consider.

Work with you table to develop your program and budget and then present your findings.
Program:

$10M • Arena
$23M • 8 lane Pool + Leisure water
$2M • 5000 sf Library
$1M • Seniors/Youth/ Child
$200K • Track
$1.4M • Multi Use Rooms
$400K • Pottery Studio

$38M • Total Cost (Quantity Surveyor)
$33M • local architect estimate

Budget Approved by Council $34M:

1. Create Building Program and Cost
2. Identify savings and/ or additions
3. Justify your approach

Potential Cost Savings:

$3M • Reduce Pool to six lanes
$2M • Reduce arena seating to 150
$400K • Delete one Multi Use Room
$1M • Reduce Arena to NHL size
$5M • Go Design Build (lose Leisure pool)

Potential Project Additions:

$350K • Add Girls Change Room for Arena
$7M • Expand to 8 lane 50m Pool
$1M • Adopt LEED Gold process
$1M • Expand Seniors Centre
$1M • Add Water Slide
$600K • Allow space for future water slide
DESIGN ISSUES SPOTLIGHT

Aquatics
Steel vs. Concrete Tanks

Natural Light

Wood
Thanks For Listening!

Mark Hentze   Mary Chow