

nRFP No. Doc5587239263

Schedule B – George St Revitalization (GSR) – Scope of Services & Project Deliverables

THE DELIVERABLES

1.1 Project Phases

The Project Management team's responsibilities are to be executed in the Three (3) phases identified below:

(Details of the team's responsibilities are identified in Section 1.3 Scope of Work)

This redevelopment project will realize the construction and delivery of a multi-purpose facility including approximately:

Programmatic Component	
A - Emergency Shelter	80 Beds
B - Transitional Shelter	100 Beds
C - Long-Term Care	124 Beds
D – Supportive Housing	70 Units
E - Community Hub	2,269 Square Meters
F – Shared Facilities	

The Project will also include the demolition of the current Seaton House buildings, 301, and 303 George Street and the construction of new buildings that may integrate, and conserve some or all of the City-owned properties located at 339 George Street including 349, 309 and 311 George Street all of which are designated under Part IV and V of the Ontario Heritage Act by City Council. The design include consideration on the proximity of 305 George Street to the Project also designated under Part IV and V of the Ontario Heritage Act. Further development of the design of the Fit-Up will be completed at a later phase of the project.

Refer below the Project Phase introduction and requirements summary.

Phase 1: Design Review and Construction Documents

Design Review and Coordination:

Provide structured design assistance, multidisciplinary coordination, and formal reviews to ensure the design is buildable, code-compliant, cost- and schedule-aligned, and ready for efficient procurement and construction.

The Project Management Consultant (PMC) shall manage and assure the quality of the Design Phase through structured design-assistance and formal reviews. The PMC will plan, coordinate, and monitor multidisciplinary design activities; perform QA/QC, constructability, cost, schedule, and risk reviews at 30%, 60%, 90%, and 100% design; and provide actionable recommendations aligned with the Owner's budget, schedule, and performance objectives.

The Project Management Consultant (PMC) is responsible for managing and assuring the quality of the design phase through structured planning and oversight. This includes

establishing the Design Phase Management Plan (DPMP), defining stage-gate criteria, and setting communication protocols. The PMC maintains an integrated design schedule, facilitates weekly coordination meetings, and conducts monthly steering sessions to keep stakeholders aligned.

Quality assurance is a key responsibility, with the PMC performing QA/QC reviews, organizing independent peer checks, and issuing consolidated reports at each design gate. They lead constructability workshops, develop logistics concepts, and provide sequencing recommendations to ensure buildability. Cost control is maintained by reconciling independent estimates, conducting value engineering sessions, and managing the design-to-budget log.

Risk management is addressed through maintaining a live risk register, administering design change control, and securing owner approvals. The PMC oversees BIM execution, runs periodic clash detection, and ensures timely resolution of conflicts. Regulatory compliance is supported by coordinating permitting submissions and tracking feedback from authorities having jurisdiction (AHJ).

Additionally, the PMC advises on delivery models and bid packaging strategies, supports prequalification processes, and contributes to RFP technical content. Before tendering, they prepare an Issued-for-Tender (IFT) readiness checklist and certify readiness through a formal report, ensuring the design is complete, coordinated, and compliant.

Deliverables include: DPMP, stage-gate reports, updated schedules, cost/VE logs, risk register, BIM/clash reports, constructability redlines, permitting tracker, procurement strategy, and monthly executive dashboards.

The PMC is an advisor and coordinator; the Designer-of-Record retains responsibility for code compliance and professional stamping.

Construction Documents:

Construction Documents is the preparation of construction details and specifications that will be included in submittals for Building Permit and the legal Contract Documents issued for Construction Procurements Phase.

Construction Documents represent the detailed technical foundation for both permitting and contracting. This phase involves preparing comprehensive drawings, specifications, and construction details that define every aspect of the project's build requirements. These documents serve two critical purposes: first, they form part of the official submittals required to obtain a building permit from the relevant authorities, ensuring compliance with codes and regulations; second, they become the legally binding Contract Documents used during the Construction Manager solicitation phase—whether through competitive bidding

or negotiation. By providing precise technical clarity, these documents minimize ambiguity, establish scope, and create a reliable basis for pricing, scheduling, and execution.

Perform an initial audit and review of project documents including but not limited to site conditions, environmental assessments reports, soil reports, Site Plan Application (SPA)/, Zoning By-law Amendment (ZBA), Environmental Site Assessments (ESA), Notice of Approval Conditions (NOAC) and Building permits; and confirm status and that completion has been arranged for and achieved. Ensure that all required survey documentation of the existing site conditions is obtained, including interface with existing infrastructures and Utility interface.

Oversee the securing of approvals by the Design Consultant and/or act as applicant for the City to secure approvals from the City's Buildings Divisions. Oversee the clearing of conditions for NOAC from the City's Planning Division. While monitoring these processes, ensuring they remain on target.

Construction Procurements:

CM Subcontractors and Owner's appointed Contractor (Bidding or Negotiation):

This will be a Request for Proposal (RFP) process. The Contract Documents will be incorporated into a Request for Proposal (RFP) where proponents will review the Bid Documents, have the opportunity to ask for clarity and provide a proposed fee for the construction of the project.

During the evaluation period, qualified bidders will be invited to present their proposals to the City. Upon selection of the preferred proponent, there may be a negotiation period to review the proposed fee in greater detail. Procurement Strategy Development sets the foundation for subcontractor procurement. It includes analyzing the market to understand trade capacity and availability, defining risk allocation principles between the Owner, Construction Manager (CM), and subcontractors, and ensuring compliance with all legal and policy requirements. This also involves complete coordination and communication with the City's procurement department, following all City-specified documentation standards and formatting requirements.

Bid Package Structuring focuses on creating clear, logical trade packages to minimize scope gaps and interface risks. It includes preparing detailed scope outlines, coordinating with design teams to avoid overlaps, and identifying long-lead items that require early procurement strategies.

Prequalification and Supplier Engagement ensures that only qualified subcontractors participate. This step defines financial, safety, and technical criteria, manages shortlisting

in collaboration with the CM, and facilitates early engagement for constructability and value engineering input.

Tender Documentation and Process Oversight covers reviewing bid instructions for clarity, scope of works reviews, validating scope checklists and bid forms, managing addenda issuance, and monitoring bid schedules to maintain alignment with the overall project timeline.

Evaluation and Recommendation involves establishing bid evaluation criteria, reviewing comparison matrices for fairness, and preparing recommendation reports for Owner approval based on price, schedule, and technical compliance.

Contracting and Risk Mitigation ensures subcontract agreements reflect Owner's risk requirements, confirms flow-down clauses for schedule and quality obligations, and defines change order protocols for scope adjustments.

Reporting and Governance includes maintaining a procurement dashboard, updating the risk register with mitigation actions, and tracking Owner approvals for all procurement decisions to ensure transparency and accountability.

Note: Once the preferred Construction Manager is selected, City Council is expected to grant final approval for construction to commence in Q3 2026.

Phase 2: Construction Phase

During the Construction Phase (anticipated tentatively between Oct 2026 – Dec 2029), the Project Management Consultant (PMC) shall provide comprehensive oversight to ensure the successful delivery of the redevelopment project in accordance with the approved Contract Documents. The PMC will integrate all PMBOK knowledge areas to manage scope, cost, schedule, quality, risk, procurement, communications, resources, and stakeholders throughout the phase.

The PMC will begin by reviewing the complete design package for constructability and alignment with project requirements. They will ensure strict adherence to the approved scope, monitor contractor performance, verify compliance with drawings and specifications, and maintain quality assurance and control processes. The PMC will evaluate the construction schedule (at monthly frequency and as and when directed by City of Toronto Project Manager) and produce the variance report, coordinate with GC to mitigate the schedule delays, monitor critical path progress, recommend corrective actions to maintain timely delivery, and submit and track the 30 days look ahead schedule.

Cost management responsibilities include validating progress payments in accordance with project progress at site, drawings, and specifications, monitoring budget

performance, submitting and maintaining cost forecasts (monthly and yearly), and managing financial reporting. The PMC will administer the formal Change Management Process by evaluating change requests for scope, cost, value engineering and schedule impacts, maintaining a Change Log, and ensuring full documentation and approvals.

The PMC will oversee contractor resource plans, monitor staffing and equipment deployment, and ensure adequate resourcing to meet schedule and quality expectations. They will manage all construction communications, including RFIs, submittals, design clarifications, documentation control, and formal correspondence. Regular reporting will include progress updates, risk assessments, schedule and cost forecasts, safety observations, and executive-level summaries.

Risk management duties include maintaining a Construction Risk Register, performing recurring risk reviews, and initiating mitigation actions. The PMC will also oversee procurement-related activities such as reviewing contractor material submissions, monitoring procurement schedules, and verifying compliance of delivered materials and equipment.

The PMC will provide continuous site supervision to monitor day-to-day construction activities, verify workmanship, and ensure full compliance with approved drawings, specifications, and safety requirements. They will coordinate closely with all project stakeholders including the Owner, Designers, Contractors, Subcontractors, Utilities Companies, Authorities Having Jurisdiction (AHJs), and community interfaces to maintain alignment and resolve issues promptly. The PMC will facilitate structured communication channels across all parties, ensuring timely decisions, clear documentation, and transparent reporting. Their oversight will foster collaboration, mitigate risks, and maintain accountability throughout the construction lifecycle.

The PMC will provide site clerical support to prepare and distribute agendas for coordination, progress, and technical meetings, and will record, draft, and issue accurate meeting minutes. They will develop weekly and monthly progress reports, consolidating schedule updates, site activities, risks, safety observations, and key performance indicators. The PMC will maintain and update all project tracking sheets, including work progress logs, inspection registers, material delivery logs, submittal/RFI trackers, and deficiency lists. They will manage document control on site, ensuring proper filing, version control, and timely distribution of drawings, specifications, and correspondence.

Clerical duties also include coordinating all utility-related reporting, maintaining logs for temporary connections, outages, and approvals. The PMC will prepare and submit mandatory reports to government and regulatory authorities, including daily dewatering discharge volume records, environmental compliance logs, and municipal/site permit updates. They will support contractor invoicing reviews by maintaining quantity-tracking

sheets and progress measurement records. Overall, the site clerical function ensures organized documentation, timely reporting, and transparent communication across all project stakeholders.

Throughout the phase, the PMC will coordinate stakeholders, including the Owner, Designer, Contractor, regulatory bodies, and adjacent parties, ensuring alignment of expectations and timely issue resolution. They will monitor compliance with all applicable health, safety, and environmental requirements through regular audits and follow-up actions.

As the project approaches completion, the PMC will lead testing and commissioning oversight, attend deficiency walkthrough's, track deficiencies till its satisfactory completion, verify corrective work, and ensure complete documentation including as-builts, O&M manuals, and closeout packages. The PMC will facilitate final inspections, occupancy approvals, and a structured handover to operations.

Overall, the PMC's role is to ensure the project is delivered on time, within budget, to the required quality standards, and in full compliance with all regulatory and contractual obligations.

Phase 3: Project Commissioning, Deficiency Review, Close-out

Commissioning ensures that the building systems and materials have been installed as specified and that they are integrated and operating as intended. A third-party commissioning agent will be procured by the City directly and will be responsible for enhanced building commissioning, measurement and verification and air tightness testing. Monitoring of systems will continue for period of 18 month post complete building occupancy. The Commissioning Agent verifies the contractor's performance of the contract.

Deficiency Review shall be conducted with the City, Consultants, Construction Manager, and Subcontractors. All deficiencies should be addressed and corrected prior to Project Close-out.

Close-out ensures all work has been completed according to the contractual obligations and that the quality of work matched the project requirements. All existing contracts are closed out, and all assets and turnover documentation is transferred to the City. Quality assurance and quality control are key elements in a successful project close-out.

1.2 Roles and Responsibilities

1. Supplier

1. The Supplier's mandate, as described in the RFP shall be delivered and managed by a team with a strong background in design review, preconstruction, contract documents, construction administration for large-scale highly complex municipal facilities, testing & commissioning, deficiency reviews and completion, and project

close out. The Supplier shall supply a Project Management Team with expertise in construction project management to carry out the full extent of professional services described in this RFP.

This is a critical role in the success of the project and will require a team with considerable experience in contract administration, including expertise in budget and schedule management, field/site review and administering OHSA policies, as well as possessing clear and concise communication, negotiation and time management skills.

2. Upon beginning Project Management services, the Supplier is required to thoroughly review all project documentation to date and indicate to the City's representative(s) any areas of concern. The Supplier will support the City's Representative(s) by providing recommendations during the Construction Documents and Subcontractor and Owner's Contractor/Consultant procurement Phases of the project.
3. The Supplier is responsible for recommending solutions that are in compliance with all applicable current Federal, Provincial and Municipal Regulations, Codes, Standards, Policies, By-Laws and Orders.
4. Upon receiving Council approvals to move forward into the next stages of the project; the Supplier shall be responsible for managing the Contract Administrator and overseeing the Construction Manager throughout Construction, Commissioning, Closeout and Warranty, to successfully deliver the Project.
5. For the duration of the project, the Supplier shall report to the City's representative(s) on a weekly basis unless additional meetings are requested. The Supplier is responsible for facilitating and documenting these meetings and shall communicate the minutes to all in attendance within two (2) business days.
6. The Supplier, with prior approval from the City, may be required to prepare all documentation required to retain specialty sub-consultants as required as part of the work as further described in section 1.5.7. Such outsourced contracts and services shall be attained through a Cash Allowance(s) and there shall be no contract or PO with the City. The Supplier will be responsible for the complete management such sub-consultants.
7. The Supplier shall establish a team of subject matter experts capable of providing the required services outlined in this RFP. The Supplier's selected team lead shall remain the main point of contact for the duration of the project. No substitutions shall be made to the Supplier's team without prior written authorization from the City. Refer to Part 4 – Form B Technical Proposal and Qualifications for required qualifications of the Supplier's team.
8. The Supplier shall adhere to all standard City Policies, procedures and processes.
9. The Supplier shall attend meetings with the City Building and Planning Divisions, Councillor(s) and the Public, as required and make meeting notes, issue draft minutes to City Senior Project Manager for their review.

10. The Supplier shall be responsible for submitting the application, reviewing any subsequent comments, and monitoring the timelines associated with achieving Building Permit(s).
11. The Supplier will be responsible for monitoring the Design and Construction of the Boreholes. This scope of work is required to be completed prior to the beginning of construction of the GSR and any delays will impact the construction timeline.

2. City's Representative(s)

The City's Representative(s) shall oversee the Supplier's work throughout all phases of the project. All authority, approvals and signoffs shall be provided by the City's Representative(s).

3. Prime Consultants

The Prime Consultant shall be responsible for preparing the required construction documents that adhere to all applicable regulations, codes and by-laws; provide all documents and project related information to the City's representatives in order to submit a complete Building Permit application; assemble and provide bid documents, respond to enquiries, prepare any necessary addenda and assist with a comparative review in order to obtain a Construction Manager; act as Contract Administrator, for matters relating to the Construction Documents; communicate all instructions on behalf of City's Representative(s) &/Or Supplier to Construction Manager; Carry out general review of and report on the status of, the work; Review draft applications for payment with Supplier and Contractor; issue certificates for payment; prepare change orders when required; process RFI's accordingly; review deficiencies and notify the Contractor to complete the Work in accordance with the contract; conduct field reviews, prepare field reports to assist the Contractor in obtaining approvals for occupancy and completion of construction.

4. Peer Review Consultant

The Peer Review Consultant shall be responsible for providing a detailed review of the Construction Documents for accuracy, compliance, integration and constructability including a comprehensive review of the BIM model in relation to the 2D drawings. This consultant will be procured by the City with input and recommendation from the Supplier.

5. Commissioning Agent

The Commissioning Agent (CxA) shall be providing Enhanced, Monitoring-Based Commissioning, Measurement and Verification and Airtightness Testing for the GSR. The CxA shall be responsible for reviewing the Design and providing input for the Construction Documents phase; oversee the installation of building systems throughout Construction and inspect that all systems are operating as designed. The CxA shall establish, lead and participate in the training modules for the various systems for building operators. The CxA shall monitor the performance of all system to design performance values for a period of 18 months post complete building

occupancy and issue a report with respect to the buildings systems performances. This consultant will be procured by the City.

6. Toronto Green Standards (TGS) Evaluator

The TGS Evaluator shall be responsible for reviewing the Construction Documents and providing guidance to the Design team in order to meet the Tier 4 requirements. During the Commissioning & Close-Out phase, the TGS Evaluator will inspect and verify that the site and building have been constructed accordingly to meet the Tier 4 requirements and provide final documentation of conformity to the City's Environmental Planning Division for approval. This consultant will be procured by the City with input and recommendation from the Supplier.

7. Inspection & Testing Agent

The Inspection & Testing Agent shall review the testing procedures identified in the contract documents and implement the Inspection and Testing Plan with input from the Commissioning Agent.

1.3 Scope of Work

1. Purpose

The Project Management Consultant (PMC) serves as the City's primary integrator and representative throughout all phases of the project, ensuring seamless coordination across design, procurement, construction, FF&E, medical equipment, appliances, machinery, commissioning, handover, and closeout. The PMC is responsible for managing, administering, and coordinating the services of the Prime Consultant and all Sub-consultants including the Peer Review Consultant, Commissioning Agent, and TGS Evaluator to ensure that all project obligations are delivered in alignment with the approved scope, schedule, budget, and performance requirements. The PMC will actively monitor and control project risks, quality, safety, regulatory compliance, permitting activities, and contractual obligations. In fulfilling this role, the PMC ensures integrated decision-making, timely issue resolution, adherence to City standards, and the successful delivery of all project outcomes from initiation through final completion and occupancy.

2. Governance, Stakeholder Management, and Communications

The PMC establishes robust governance to enable timely decisions, traceability, and transparency.

2.1 Governance Framework & Dispute Resolution

1. Establish governance structure and prepare a Project Implementation Plan covering planning, execution, monitoring/control, and closeout.

2. Maintain decision logs, issue/risk registers, Owner action log, and commitments log to track stakeholder commitments to closure.
Operate a dispute resolution workflow; exhaust collaborative resolution options before escalating to City Representative(s).
3. Ensure meeting minutes are issued within 48 hours with clear actions, owners, and due dates.

2.2 Stakeholder Coordination & Public Interface

1. Coordinate interfaces among City PM, City site staff/tenants, CM, Design Consultant Team, Specialist Consultants, Cost Consultant, TGS Evaluator, Commissioning agent, Inspection & Testing Agent, and authorities having jurisdiction (AHJs).
2. Develop and maintain a stakeholder engagement plan, contact list, and communication protocols (agendas, minutes, distribution, response times).
3. Ensure CM issues meeting minutes within 48 hours; PMC reviews for completeness and tracks actions to closure.
4. Attend meetings with City Building/Planning Divisions, Councilors, and the public when requested; support Stakeholder Advisory Group sessions.
5. Manage project communications with City Communications; no external communications (media/public) without prior written City approval.

2.3 Executive Reporting

1. Provide monthly schedule/cost reports and dashboards; prepare Senior Leadership/Deputy City Manager/Council briefing materials when required.
2. Provide bi-weekly project reports covering progress, risks, changes/claims, RFIs, FIs, inspection/testing, accruals, long-lead items, and an executive summary.
3. Prepare monthly executive dashboards integrating schedule, budget, changes, risks, safety, QA/QC, and commissioning.
4. Prepare quarterly value-for-money reports aligned with City requirements.
5. Maintain centralized document control using the CM's Construction Management Information System (CMIS) and enforce data integrity.

3. Pre-Construction

The PMC ensures disciplined design-phase integration, planning, and market-readiness.

3.1 Design Coordination & Constructability

1. Facilitate design coordination workshops across Pre-Design, Schematic, Design Development, and Construction Documents stages.
2. Verify CM constructability, maintainability, and procurement reviews, track and close actions.
3. Ensure recommendations to consider accessibility, energy efficiency, sustainability, and total cost of ownership.

3.2 Budget, Estimates, and Value Management

1. Maintain overall project master budget; track commitments, variances, invoices; review & recommend consultant invoices and CM draws; monthly/quarterly/yearly reporting; final audit & reconciliation.
2. Coordinate with Cost Consultant and CM on elemental estimates (CIQS format) and reconcile at Class D through Class A milestones.
3. Lead value management sessions; review and add expert value in Value Engineering (VE) analyses and VE Change Proposals for lifecycle/schedule impacts.
4. Maintain open-book transparency and a cost trend log from concept to GMP.
5. Track contingency usage throughout the project lifecycle using cost control tools.
6. Evaluate potential risks and their financial impact before approving contingency drawdowns.
7. Ensure contingency is used only for unforeseen, justified events not scope creep.
8. Record all contingency-related decisions, approvals, and expenditures for audit and reporting.
9. Provide monthly updates to stakeholders on contingency status.
10. Raise red flags well in advance of budget thresholds being breached, enabling corrective action.
11. Escalate issues to senior management with clear analysis and recommendations.
12. Seek cost-saving measures before tapping into contingency funds.
13. Advise the City Representative of the reallocated unused contingency strategically at project close-out.

3.3 Schedule Development and Assurance

1. The Project Manager shall develop and maintain a comprehensive detailed MS Project GANTT project schedule covering all phases from initiation to completion. This schedule must integrate the Prime Consultant's schedule, the Construction Manager's construction schedule, and all other relevant project activities to ensure alignment and effective coordination.
2. Ensure CM develops a resource-loaded CPM schedule within two weeks of award; review logic, calendars, and constraints.
3. Identify long-lead items, permitting durations, utility dependencies, and critical owner milestones.

3.4 Procurement Strategy & Market Readiness

1. Review CM market strategy, bid packaging, and pre-qualification criteria; confirm maximum competition and scope clarity.
2. Oversee City pre-purchases/pre-negotiations and CM own-forces participation to ensure auditability and compliance.
3. Monitor sequential bid packaging for fast-track segments and early works.
4. Oversee early-works procurements such as demolition, excavation, dewatering, site servicing, tree cutting, fencing/hoarding, etc. and ensure the early-work start on the target date of Oct 01, 2026.

5. Assist City in engaging Peer Review, QP, and Inspection & Testing Agents via PMMD documents, support tenders and evaluations.
6. End-to-End Procurement Coordination:
The Project Management Consultant (PMC) shall be responsible for overseeing and managing all activities required to procure construction managers sub-contractors. Develop, coordinate, and manage City's direct procurements in strict compliance with the City's Procurement Policies and Procedures. This includes:
 - a. Planning & Strategy: Develop a procurement plan aligned with project milestones, budget, and City requirements.
 - b. Document Preparation: Ensure bid packages, review of scopes of work for the scope gaps, and tender documents are complete, accurate, and consistent with contract documents and City standards.
 - c. Compliance Assurance: Validate that all procurement activities adhere to City's policies, including competitive bidding, transparency, fairness, and auditability.
 - d. Coordination: Liaise with the City PM, PMMD, CM, and Design Consultant Team to integrate technical requirements, specifications, and schedules into procurement documents.
 - e. Bid Management: Oversee issuance of tender documents, prequalification, addenda, and responses to bidder inquiries; ensure deadlines and protocols are met.
 - f. Evaluation Support: Facilitate bid evaluations by providing structured comparison matrices and compliance checks for City PM review and approval.
 - g. Risk & Schedule Control: Monitor procurement timelines to avoid delays; escalate risks and recommend mitigation strategies.
 - h. Documentation & Reporting: Maintain a procurement log tracking all steps, approvals, and communications; provide monthly status updates to the City PM.

3.5 Investigations, Early Works, Phasing & Contingencies

1. Confirm required tests/investigations (geotechnical, designated substances, utilities) with cost/schedule justification.
2. Validate phasing/sequencing, mobilization, logistics, traffic management, emergency response, public protection, and disaster recovery plans.
3. Ensure contingency plans exist for key risks (permits, utilities, procurement, weather, labour).

4. Utility & Permit Management

4.1 Utility Coordination

PMC coordinates with all utility providers (hydro, gas, water, sanitary, storm, telecom/data, district energy) to determine requirements, timelines, fees, and connection obligations. PMC to coordinate utility disconnection/re-connection documentations, applications, approvals, etc. The CM or Utility Company raises payment requisitions for direct costs/fees for temporary/permanent connections; PMC verifies documentation and forwards to City PM for cheque issuance.

1. Maintain a Utility Coordination Log capturing contacts, technical requirements, drawings, applications, fees, schedules, inspections, energization dates, and correspondence.
2. Track utility design reviews, connection agreements, service entries, metering, and commissioning dependencies.
3. Align utility activities with the CPM schedule and Permit Matrix; escalate risks to City PM.

4.2 Permit Matrix Development and Updates

1. PMC develops and maintains a Permit Matrix identifying all required permits/approvals, responsible parties, submission dates, fees, expected approval dates, and status. Update monthly and circulate.
2. Audit approvals and documentation: SPA/ZBA/NOAC, building permits, surveys, ESA/DSR, geotechnical; confirm statuses and next actions.
3. Oversee Prime Consultant to secure approvals; act as applicant directed; monitor Notice of Approval of Conditions (NOAC) clearances and permit progress to target dates.
4. Notice of Approval of Conditions (NOAC) clearances required at following stages:
 - a. Site Plan Approval Conditions (landscaping, grading, stormwater management)
 - b. Utility Clearances (water, sewer, hydro)
 - c. Environmental Conditions (erosion control, tree protection)
 - d. Fire & Life Safety Requirements
 - e. Accessibility Compliance
5. Without NOAC clearances or final occupancy.

4.3 Permit Inspections Coordination and Standard Compliance

1. PMC site staff coordinates all City and other government department inspections (intermediate and final) with CM and subtrades to obtain approvals and close permits. Maintain an inspection coordination log and secure closeout confirmations.
2. Standards compliance: AODA, City Accessibility Guidelines, Purchasing (Chapter 195), Property Standards (629), Noise (591), City BAS, I&T cabling, TSSA/CSA, TGS V3 Tier 4, and all AHJ requirements.

5. Construction Phase

5.1 Contract Administration & Controls

1. The Project Manager shall ensure compliance with the Construction Act and its latest amendments, updating contract administration processes as required to prevent conflicts and maintain regulatory alignment throughout the project duration.
2. Review and revise internal procedures, templates, and workflows to align with current legal requirements.
3. Implement changes promptly to maintain compliance and reduce risk of disputes.
4. Communicate updates to relevant stakeholders, including project teams and subcontractors.
5. Proactively identify potential areas of non-compliance and address them before they escalate into disputes.

6. Monitor CM administration of subcontracts, unit rates, alternates, allowances, and change processes.
7. Verify coordinated shop drawing controls and submittal workflows; ensure timely design team reviews.
8. Audit daily logs, manpower reports, delivery tickets, RFIs, submittals, and document controls in CMIS.
9. Inward Material Deliveries: Check material deliveries for compliance with approved submittals / specifications; document delivery tickets and certifications.
10. Invoice Handling & Validation: Receive invoices on behalf of City PM; verify backup documentation, calculations, contract amounts; prevent overpayments; obtain Prime Consultant certification; forward to City PM for final approval.
11. Maintain an invoice tracking log; reconcile invoices against contract values, approved changes, and payment schedules.

5.2 Construction Manager - GMP Finalization Support

The Project Management Consultant (PMC) will act as the Owner's advisor to ensure the Guaranteed Maximum Price (GMP) proposal submitted by the Construction Manager (CM) is accurate, transparent, and aligned with contractual and financial objectives. At approximately 75% completion of trade procurement, the PMC shall:

1. Review GMP Proposal: Analyze CM's GMP submission for completeness, including all committed trade packages, allowances, contingencies, general conditions, and fee structures.
2. Validate Buy-Out Status: Confirm that awarded subcontractor packages and pending procurements are accurately reflected in the GMP and reconcile against the approved procurement schedule.
3. Cost Analysis & Benchmarking: Compare GMP pricing against historical benchmarks, independent estimates, and market trends to identify variances or potential savings.
4. Contingency & Risk Assessment: Evaluate contingency levels, escalation provisions, and risk allowances to ensure adequacy and compliance with City requirements.
5. Compliance & Documentation: Ensure GMP documentation meets City-specified formats, procurement policies, and audit standards; coordinate with the City's procurement department for approvals.
6. Change Management Integration: Verify that all approved change orders and scope adjustments are incorporated into the GMP without duplication or omission.
7. Negotiation Support: Assist the City in clarifying assumptions, resolving discrepancies, and negotiating adjustments with the CM to achieve a fair and defensible GMP.
8. Reporting: Prepare a formal GMP Review Report summarizing findings, recommendations, and final certification for City approval.

5.3 Budget and Cost Control

1. Maintain the project's financial health by planning, monitoring, and controlling all costs against the approved Budget at Completion (BAC).
2. Provide accurate monthly, and as-needed, cost visibility reports for the City, enabling the Owner to make informed decisions and proactively mitigate risks.
3. Enforce financial governance aligned with Contract Documents, procurement policies, and audit requirements.
4. Cost Management Plan (CMP): Develop and maintain a CMP defining processes, tools, approval thresholds, reporting cadence, coding structure, and audit protocols.
5. Work Breakdown Structure (WBS) & Cost Codes: Establish a WBS and standardized cost code structure mapping to the schedule (CBS ↔ WBS) for consistent tracking across all contracts, MS Project Schedule, and packages.
6. Baseline Budget: Compile and freeze the control budget, including construction, design, permitting, utilities, owner contingencies, escalation, allowances, and soft costs.
7. Stage-Gate Estimates: Coordinate independent estimates at key design gates (e.g., 30/60/90/100%), reconcile with CM's and designers' estimates, and publish variance reports with recovery options.
8. Forecasting: Maintain Estimate at Completion (EAC) and Estimate to Complete (ETC) monthly; update for trends, approved changes, buy-out results, and market movements.
9. Value Engineering (VE): Lead VE workshops targeting life-cycle value; track agreed actions, commercial impacts, and implementation status.
10. Procurement Cost Check: Review bid tabs and award recommendations to confirm scope, alternates, and inclusions align with the control budget.
11. Commitment Register: Establish a live register for all contracts and POs (original commitment, approved changes, current commitment).
12. Commercial Terms: Verify pricing structures, allowances, unit rates, escalation clauses, and cash-flow profiles before award.
13. Monthly Cost Reports: Issue consolidated reports including BAC, EAC, ETC, Actuals to Date, Committed, Accruals, Contingency Status, and Cash Flow.
14. Earned Value Management (EVM): Where applicable, compute CPI (Cost Performance Index) and SPI (Schedule Performance Index); reconcile earned value with progress certificates.
15. Trend Log: Track emerging cost pressures (market pricing, design creep, site conditions); quantify impacts and pre-empt variances.
16. Cost Risk Register: Identify and quantify cost risks (probability × impact), assign owners, and track mitigations.
17. Opportunities: Document savings/credits from VE, procurement strategies, design optimizations, and scope consolidations.
18. Policy Adherence: Ensure all cost control activities meet Owner and City procurement/financial policies.

19. City Documentation: Coordinate with the City's procurement/finance teams and follow specified formats for reports, change submissions, and invoice certifications.
20. Claims Management (Complete): Track claims, detailed schedule analysis to counter delay claims, analyze entitlement and quantum, coordinate responses/negotiations, document outcomes, submit recommendations, and maintain claims register for audit and reporting.
21. Maintain cost trend log and monthly cost reports; reconcile CM cash flow/S-curve; monitor contingency and allowances.
22. Chair pencil review meetings and validate payment applications, lien holdbacks, statutory declarations, and subcontractor breakdowns before City PM approval.
23. Dashboards: Publish visual dashboards (budget vs. EAC, contingency burn, change status, CPI/SPI) for executive review.
24. Owner Briefings: Provide monthly executive summaries with key variances, risks, mitigations, and decisions required.
25. Audit Readiness: Keep organized records for internal/external audits (supporting invoices, CO packages, approvals, correspondence).

5.4 Schedule Management

5.4.1 Schedule objectives and deliverables

1. Provide Owner-focused scheduling and controls to plan and deliver shelter/LTC facilities on time and in compliance.
2. Establish and manage a defensible Master Integrated Project Schedule from planning to occupancy.
3. Enforce CM/Contractor's schedule compliance and alignment with Owner milestones and regulatory gates.
4. Enable early risk detection, accurate forecasting, and practical mitigation planning.
5. Provide claims avoidance and claims management support via robust documentation and Time Impact Analyses (TIAs).
6. Achieve on-time occupancy, approvals, commissioning readiness, and safe resident transition.
7. Develop Level 1–3 Master Schedule including design, permitting, procurement, construction, commissioning, and occupancy.
8. Review and monitor the CM/Contractor's schedule, identify variances, and recommend schedule recovery or catch-up plans.
9. Integrate shelter/LTC-specific constraints: resident decanting, mock-ups/drills, fire/life-safety reviews, accessibility, and phased permits.
10. Build procurement schedules (early works, long-leads - HVAC, elevators, nurse-call, medical gases, life-safety, etc).
11. Support Sub-contractor bidder evaluation with schedule scoring and recommend contractual milestones & LD frameworks (if applicable).
12. Establish baseline approval process, WBS/coding standards, and reporting templates.
13. Maintain an Integrated Design/Approvals Schedule (DD/IFC staging, site plan, building/phased permits, utilities).

14. Run risk workshops, phasing/“what-if” scenarios (swing space, off-hours work) to protect operations.
15. Align design releases with procurement needs and operational readiness (resident transition plans).
16. Review/approve GC/CM baseline and monthly updates (CPM integrity, resource feasibility, procurement linkages, commissioning logic).
17. Perform critical/near-critical analysis; issue variance/early-warning reports; lead 3–6 week lookaheads.
18. Recommend recovery/acceleration (resequencing, extended hours, alternate means) tied to risk and cost impacts.
19. Maintain a schedule change log; assess RFIs/CCDs/COs/unforeseen conditions for time impact.
20. Validate progress via site walks, photo logs, and time-based performance trends; align with cash-flow forecasts.
21. Build a detailed commissioning schedule (pre-functional, FPT, IST, TAB, life-safety verification, mock surveys, training).
22. Integrate MLTC compliance, occupancy permits/licensing triggers, and move-in sequencing.
23. Manage turnover readiness (O&M manuals, as-builts, warranties, spare parts, training completion).
24. Validate as-built schedule and produce final performance/lessons-learned.
25. Track claims, detailed schedule analysis to counter delay claims, analyze entitlement and quantum, coordinate responses/negotiations, document outcomes, submit recommendations, and maintain claims register for audit and reporting.
26. Implement a claims-avoidance framework: clear baseline, float ownership, calendars, coding, narratives, disciplined updates.
27. Execute TIAs (prospective/retrospective) using fragment insertion against the accepted baseline/update; quantify critical path and near-critical effects; evaluate concurrency, recommend EOT and recovery options.
28. Prepare delay narratives and schedule exhibits for negotiation, adjudication, arbitration, or litigation; provide independent expert opinions.
29. Track cumulative impacts, contemporaneous records, and protect Owner from constructive acceleration and entitlement erosion.

5.4.2 Scheduler Deliverables

1. Master Integrated Project Schedule (MS Project); approved Baseline Package (narrative, calendars, WBS/codes, constraints, data date).
2. Monthly Updates: MS Project, PDF Gantt, milestone table, logic-driven narrative, critical path summary, S-curve (if used), risk/mitigation log.
3. Lookahead Schedules (3–6 week) and Procurement/Long-Lead Tracker integrated with schedule links.
4. Commissioning & Turnover Schedule; Occupancy/Decanting Plan.
5. Variance/Forensic Reports (slippage drivers, fragnet analyses) as needed.

6. TIAs & Delay Assessment Reports with exhibits; As-Built Schedule and final performance report.

5.4.3 Schedule Meetings & Communications

1. Weekly: Lookahead reviews, constraint/risk clearing, procurement status checks.
2. Monthly: Executive schedule dashboard, critical/near-critical review, mitigation/recovery updates.
3. Stage Gates: Design releases, permit gates, commissioning milestones, occupancy readiness.
4. Claims/Change Sessions: Event-triggered TIA reviews and negotiation preparation.

5.4.4 Schedule Tools, Standards & Governance

1. Software: MS Project; dashboards via Power BI/Excel as required.
2. CPM Standards: Contract spec compliance, version control, auditable change log, data date discipline.
3. Coding/Structure: Robust WBS, activity/responsibility codes (trade/vendor/area/system/phase), defined calendars.
4. Data Management: Central repository for native files, narratives, TIAs, meeting minutes, correspondence.
5. KPIs: Milestone adherence, critical path volatility, SPI-t, TIA turnaround time, recovery implementation rate.

5.5 Quality Assurance, Testing & Inspections

1. Review and monitor CM's QA/QC plan; confirm inspection/test plans for all disciplines and systems.
2. Track non-conformances (NCRs), corrective actions, retests, and closure; trend analysis for systemic issues.
3. Align QA outputs and handover documentation with City operations requirements.

5.6 Invoice Review and Certification

1. Invoice Receipt and Initial Validation
 - a. Attend monthly pencil draw reviews with the contractor and contract administrator/ Payment Certifier
 - b. Receive invoices from the Construction Manager, contractors, consultants, and Suppliers in accordance with contract terms.
 - c. Verify completeness and accuracy of invoices, ensuring they include all required supporting documentation (e.g., progress reports, timesheets, change orders).
 - d. Verify compliance with the 'proper invoice' requirements under the Construction Act. If any deficiencies are identified, return the invoice to the sender within the stipulated 7-day period to prevent it from being deemed a 'proper invoice'.
2. Certification Process via Prime Consultant
 - a. Forward validated invoices to the Prime Consultant (or Payment Certifier) for review and certification as per contractual obligations.

- b. Ensure consultant confirms work completion and compliance with specifications before certifying payment.
- 3. Approval and Coordination with City PM
 - a. Submit certified invoices to the City Project Manager for final approval.
 - b. Address any queries or discrepancies raised by the City PM promptly to avoid delays.
- 4. Budget Alignment and Financial Control
 - a. Cross-check invoices against the approved budget, committed costs, and contingency allocations.
Flag any variances or potential overruns early and provide recommendations for corrective action.
- 5. Compliance with Construction Act Timelines
 - a. Ensure invoice processing adheres to prompt payment timelines under the Construction Act (e.g., 28-day payment cycle).
 - b. Track and document all dates related to invoice receipt, certification, and approval for audit and legal compliance.
- 6. Reporting and Documentation
 - a. Maintain a detailed log of all invoices, certifications, approvals, and payment statuses.
 - b. Provide regular financial updates to stakeholders, highlighting any risks or delays.

5.7 Health, Safety & Constructor Obligations

- 1. Confirm CM's sole responsibility as Constructor under OHSA; audit safety plans, training, toolbox talks, incident reporting, and corrective actions.
- 2. Conduct periodic safety walks with CM and subtrades; document findings and escalations.
- 3. Verify compliance with City safety policies and insurance/bonding requirements.

5.8 Commissioning

- 1. Commissioning Schedule Integration
 - a. Oversee the Construction Manager's commissioning plan and ensure it is fully integrated into the overall project schedule.
 - b. Coordinate with City's 3rd Party Commissioning agent for their review and approval of detailed commissioning plan.
 - c. Coordinate timelines for pre-functional checks, functional performance tests, and system handover milestones.
 - d. Monitor progress to avoid delays impacting substantial completion.
- 2. Testing Oversight and Participation
 - a. Witness factory acceptance tests (FAT) and site acceptance tests (SAT) for major equipment and systems.
 - b. Confirm that all tests meet contractual and performance specifications.
 - c. Document observations and escalate any deficiencies promptly.
- 3. Verification of Commissioning Documentation

- a. Review and validate commissioning reports, professional certifications, and compliance documentation across all disciplines, including:
 - i. HVAC & Building Automation Systems (BAS)
 - ii. Electrical Systems
 - iii. Plumbing
 - iv. Fire/Life Safety Systems
 - v. Security & Access Control
 - vi. Vertical Transportation (Elevators)
 - vii. Building Envelope
 - viii. Renewable Energy Systems (if applicable)
 - ix. IT/Telecom (basic infrastructure)

Ensure documentation meets regulatory and contractual standards.

4. Tracking and Quality Assurance
 - a. Monitor completion of pre-functional checklists and functional performance tests.
 - b. Track deficiency resolution and verify corrective actions before system acceptance.
 - c. Confirm readiness for operator training and ensure training schedules are aligned with commissioning progress.
5. Coordination with Commissioning Agent
 - a. Notify and coordinate activities with the designated Commissioning Agent.
 - b. Verify system performance against design intent and operational requirements.
 - c. Compile and validate final commissioning reports, ensuring completeness before acceptance and turnover.

5.9 FF&E and Medical Equipment's

1. Planning and Coordination
 - a. Develop a detailed FF&E and Medical Equipment procurement and installation plan aligned with the overall project schedule.
 - b. Coordinate with architects, interior designers, clinical teams, and the city to finalize specifications and layouts.
 - c. Ensure compliance with regulatory standards for healthcare and long-term care environments (infection control, accessibility, fire safety).
2. Procurement Oversight
 - a. Prepare and manage procurement schedules for all FF&E and medical equipment.
 - b. Coordinate and manager for Supplier procurement process with City's PMMD.
 - c. Validate Supplier proposals, technical specifications, and warranties.
 - d. Ensure competitive bidding and adherence to budget constraints.
3. Integration with Construction
 - a. Coordinate delivery and installation timelines with the Construction Manager to avoid site conflicts.
 - b. Verify that infrastructure (power, data, and plumbing) is ready for equipment installation.
4. Quality Assurance and Compliance
 - a. Review and approve shop drawings and product samples.
 - b. Confirm that all FF&E and medical equipment meet contractual, functional, and safety requirements.

- c. Ensure compliance with infection prevention and CSA standards for medical devices.
- 5. Logistics and Installation
 - a. Oversee delivery, staging, and installation of furniture, fixtures, and medical equipment.
 - b. Manage sequencing to minimize disruption and maintain site safety.
 - c. Verify installation against approved layouts and specifications.
- 6. Commissioning and Testing
 - a. Coordinate functional testing and commissioning of medical equipment (e.g., patient lifts, diagnostic devices).
 - b. Ensure integration with building systems (power, IT, nurse call, BAS).
- 7. Documentation and Handover
 - a. Compile asset inventory, warranties, maintenance manuals, and training materials.
 - b. Facilitate staff training for equipment operation and maintenance.
 - c. Ensure all documentation is handed over to the facility operator before occupancy.
- 8. Budget and Risk Management
 - a. Track FF&E and medical equipment costs against approved budgets.
 - b. Identify risks related to lead times, supply chain, and installation; implement mitigation strategies.
 - c. Raise red flags early for any delays or cost overruns.

6. Community & Stakeholder Management

Project Manager to coordinate with Construction Manager Site Representative to manage and resolve issues, complaints, and concerns from neighboring communities, street occupants, and adjacent stakeholders. PMC logs, tracks, and closes all issues in collaboration with CM and City PM.

There is considerable public interest in the Project from a broad range of stakeholders. Stakeholder satisfaction, coordination and management are critical and complex aspects of the assignment. Stakeholder interaction and conflicts are to be moderated and resolved by the Supplier in a satisfactory manner to ensure the progress of the work going forward. The City may require the Supplier at strategic intervals to prepare for and attend meetings of the Stakeholder Advisory Group and any other public consultation meetings that the City deems to be necessary. The City shall give notice and the Supplier shall comply.

- 1. Establish a Community Issue Log with dates, sources, descriptions, actions, responsible parties, and closure confirmations.
- 2. Coordinate traffic, access, noise, dust, and public protection measures with CM; communicate planned disruptive works.
- 3. Provide monthly summaries and mitigation effectiveness assessments to City PM.
- 4. Act as a neutral facilitator to address and resolve conflicts among stakeholders promptly.
- 5. Apply structured conflict resolution techniques to maintain collaboration and prevent escalation.
- 6. Document issues and resolutions for transparency and future references.
- 7. Attend all consultations, meetings, and workshops mandated by the city.
- 8. Represent project interests while ensuring compliance with City requirements and objectives.

9. Provide clear, concise updates, and respond to stakeholder queries during these sessions.
10. Maintain open communication channels with all stakeholders, including City representatives, consultants, contractors, and community groups.
11. Gather feedback regularly and address concerns to ensure stakeholder confidence in project progress.
12. Promote collaborative decision-making to keep the project on schedule and within scope.
13. Build and sustain positive relationships to facilitate smooth project execution.
14. Identify potential stakeholder-related risks early and implement mitigation strategies.
15. Ensure alignment of stakeholder expectations with project goals through continuous engagement.

7. Change Management

The Project Management Consultant (PMC) shall implement and administer the City's Change Control Process in full alignment with the Corporate Real Estate Management (CREM) PMO framework and updated requirements outlined in the "Change Control Process Refresher – September 2025" presentation. The PMC is responsible for ensuring consistent, complete, and auditable change management practices across all consulting, construction, FF&E, equipment, and permit-related scope changes.

1. Adhere to City's Standard Change Control Framework

The PMC shall follow the standardized Change Control Process rolled out by the PMO, including all required templates, logs, procedures, and approval workflows. The PMC must ensure:

1. Full compliance with PMO templates and documentation requirements (COs, CCNs, CDs, RFCs, SIs).
2. All documentation is stored within the City's centralized PMO Doc Room → Monitor & Control → Change Control.

2. Lead the Full Change Lifecycle (End-to-End Accountability)

The PMC will manage the entire change request lifecycle including:

1. Intake, validation, scoping, and classification of change requests
2. Detailed impact assessment (cost, schedule, risk, quality, operations)
3. Preparation of City-approved change documentation (forms + supporting evidence)
4. Coordination with Prime Consultant, sub-consultants, and contractor
5. Recommendation for approval with full justification

This approach aligns with the PMO's internal findings that emphasize the need for complete documentation and consistent templates to avoid gaps identified in QARM audits.

3. Implement the 10-Step Change Control Checklist

The PMC shall use the PMO's 10-Step Change Control Checklist to ensure no mandatory steps are missed. This checklist includes critical steps such as:

1. Confirming change validity
2. Gathering vendor-supplied backup
3. Completing the City's prescribed templates
4. Signing by PM/SR PM and Manager/PD
5. Updating the Change Control Log
6. Ensuring backup documentation is audit-ready

The PMC must demonstrate consistent use of the checklist for every change event.

4. Maintain Complete Documentation & Audit-Ready Records

Audit findings identified:

1. Missing documentation
2. Incomplete logs
3. Outdated templates
4. Inconsistent backup documentation (often on vendor letterhead only)

To address these, the PMC shall:

1. Compile and store all backup (vendor templates, emails, drawings, cost breakdowns)
2. Use City templates as primary documentation
3. Ensure all approvals are signed by SR PM/PM and Manager/PD before submission
4. Maintain fully populated logs and supporting files for audit reviews

5. Maintain and Update the City's Change Control Log (Excel)

The PMC will own and update the PMO Change Control Log including:

1. Unique reference ID
2. Description and scope
3. Cost impacts
4. Schedule impacts
5. Risk and quality impacts
6. Status and approval dates
7. Required backup documentation

The Change Control Log is a mandatory PMO audit artifact and must be kept current at all times.

6. Apply the Change Control Responsibility Matrix

The PMC shall follow the PMO's responsibility matrix that defines:

1. PMC accountability for documentation and assessment
2. Consultant obligations to respond to RFCs, SIs, and technical clarifications
3. Contractor responsibility to submit complete pricing packages
4. PMO oversight for governance and approvals

This ensures clarity and eliminates inconsistencies across project teams.

7. Reporting & Escalation

The PMC shall provide:

1. Monthly Change Management Reports summarizing total changes, pending items, cost exposure, and schedule implications
2. Early warnings for changes that materially affect budget or schedule
3. Immediate escalation of any unauthorized work or deviations from baseline
4. Updated Change Logs included in the Project Status Reports (PSR)

8. Ensure Compliance with PMO Corrective Actions & Council Direction

The process originates from City Auditor General's direction requiring improved compliance for change management on City projects. The PMC must uphold:

1. Transparent decision-making
2. Use of updated PMO protocols
3. Strengthened governance controls
4. Full alignment with Council-endorsed corrective action plans

9. Integrate Checklist, Toolbox, and Procedures

The updated PMO Change Toolbox includes:

1. Change Control Plan Checklist
2. Procedure activities
3. Change Log steps
4. Responsibility matrix
5. Audit-ready tracker (new POA documentation requirement)

The PMC must use all these tools routinely.

10. Support PMO's Continuous Improvement

The PMC shall:

1. Adopt all updated templates
2. Provide feedback for process improvement
3. Ensure all staff and contractors adhere to updated procedures

8. Risk Management

1. Coordinate with City Insurance & Risk Manager
 - a. Maintain regular communication with the City's Insurance and Risk Management team to align risk mitigation strategies and insurance requirements.
 - b. Report incidents or potential claims promptly.
2. Maintain a Comprehensive Risk Register
 - a. Develop and continuously update a risk register covering:
 - b. Cost, Schedule, Safety, Quality, Design Coordination, Procurement, Utilities, Permits, Market Escalation, and Commissioning.
 - c. Include risk descriptions, categories, and status updates.
3. Quantify and Track Risks
 - a. Assess each risk for probability and impact using a standardized scoring method.
 - b. Define mitigation strategies, assign risk owners, set up due dates, and track residual risk after mitigation.
 - c. Update the risk register monthly and share with stakeholders.
4. Conduct Risk Workshops
 5. Organize structured risk workshops at key milestones (design completion, pre-construction, mid-construction).
 6. Engage stakeholders to identify new risks and validate existing ones.
 - a. Maintain contingency and recovery strategies for high-impact risks.
7. Reporting and Escalation
 - a. Include risk updates in bi-weekly project reports, highlighting new risks, changes in ratings, and mitigation progress.
 - b. Escalate critical risks to senior management with recommended actions.
8. Compliance and Documentation
 - a. Ensure all risk management activities comply with City policies and contractual obligations.
 - b. Maintain records for audit and legal purposes, including risk logs, workshop minutes, and mitigation plans.

9. Digital Project Controls – Construction Management Information Systems (CMIS)

1. Ensure CM configuration and deployment of CMIS such as ProCore, AutoDesk (ACC), etc; validate user roles, permissions, and module setup (Document, Cost, Schedule, Field, Reporting).
2. Ensure training and onboarding; maintain data quality audits and KPI dashboards.
3. Enforce use for RFIs, submittals, meeting minutes, action logs, change management, and commissioning records.
4. Ensure to install your own software packages such as MS Project, Primavera, Pro-Core, or any other applications/software packages required for the comprehensive Project Management.

10. Approval Authority Clarification

PMC has no approval authority for CM deliverables, changes, payments, permits, or utility commitments. The PMC's role is reviewing, verification, and recommendation-only; City Senior PM provides final approvals.

11. Construction Closeout

1. Coordinate with Design Consultant Team and CM to achieve Certificate of Substantial Performance and Total Performance; verify AHJ approvals and occupancy certificates.
2. Ensure CM compiles complete closeout documentation: warranties/guarantees, O&M manuals, testing reports, and as-builts (electronic and hard copy).
3. Coordinate and witness end-user training; schedule a 60-day pre-warranty-end walkthrough; track defects/non-conformances to closure.
4. Coordinate remedial work administration during handover and initial occupancy; manage deficiency lists and retention recommendations.
5. Coordinate occupancy, contract close-out, Substantial Performance, Total Performance, holdback releases per Construction Act.
6. Prepare post-occupancy review; manage warranty defects during the two-year period.
7. Conduct site review 90 days prior to warranty expiry; record defects; drive closure.
8. Ensure complete turnover: as-builts/record drawings, O&M manuals, training, and user manuals are provided and accepted by consultants.

12. Resident Site Manager Duties

This role is to be appointed at the project site as part of the Project Management Services, ensuring the Construction Manager (CM)/Contractor, subtrades, and consultants perform strictly within the approved scope, contract documents, and applicable codes; documenting site conditions, escalating non-conformances, and protecting the City's interests in quality, safety, schedule, and compliance.

12.1 Location & Duty Time

Project Site. Full-time (5 working days) presence at the project site from 6:30 AM–3:30 PM, Monday–Friday) or amended time to time to align with the CM's work schedule.

12.2 Reporting & Interfaces

1. Reports to: The PM Consultant Lead and City of Toronto Senior Project Manager (or designated City representative).
2. Interfaces with: CREM PMO Project Team, CM/Contractor and subtrades, Prime Consultant and Design Consultants (Architects/Engineers), Utility companies representatives, City Inspectors, code enforcement/testing agencies, City site staff/tenants, and all other stakeholders as required to perform their work.

12.3 Decision Rights & Authority Limits

1. Authorized: Observe, inspect, document, request information/records, report findings, and recommend corrective actions.
2. Not Authorized: Manage construction means/methods, modify contract documents, direct contractors/subtrades, approve remedial methods, or commit to scope, schedule, or cost changes.

12.4 Detailed Scope & Duties

12.4.1 Site Inspections & Field Monitoring

1. Study Project Documents: Review drawings, specifications, quality plans, and issued instructions before work begins to understand scope and acceptance criteria.
2. Baseline Photos & Conditions: Photograph existing conditions; prepare a baseline record for defect analysis, claims validation, and restoration tracking.
3. Minimum Site Walks: Perform minimum three site walks daily; capture activities with photos and real-time notes in the daily report.
4. Observe Installation Activities: Supervise site works and record/verify/certify alignment with drawings, invoice back-ups documents, schedule, specifications, and good practice (without directing mean/methods).
5. Verify Material Compliance: Check samples, certifications, and delivery tickets to ensure materials match approved submittals prior to use (e.g., concrete, rebar).
6. Monitor Safety Practices: Observe safety behaviors and hazards; report immediately.
7. Verify Temporary Works Condition: Observe scaffolds, hoarding, shoring, and protections for damage/displacement risk (without prescribing methods).
8. Maintain Daily Diary: Maintain and update tracking sheets for Site works, specialized machinery run and shutdown times, manpower counts, deliveries, weather days, record daily weather, workforce counts by subtrade, active tasks, visitors, and significant events to establish reliable site history.
9. Support Constructability Reviews: Provide field observations on deviations from the design, shop drawings, best practices, sequencing issues, impractical details, and installation methods.
10. Verify Design Revisions In-Field: Confirm issued revisions are incorporated in installed work and documented in as-builts.
11. Observe Survey Layout: Verify layout references/benchmarks; document discrepancies affecting installation.
12. Confirm As-Built Updates: Check timely updates of as-builts as systems are installed or modified.
13. Witness Pre-Functional Tests: Observe pre-functional checklists and verify readiness for functional testing and commissioning.
14. Support Commissioning Activities: Attend selected commissioning tests and record outcomes affecting acceptance and warranties.

12.4.2 Documentation & Reporting

1. Field Logs: Establish standardized logs for FIs, CNs, COs, RFIs, tests, deliveries, and inspections to ensure traceability.
2. Works Tracking Sheets: Create templates for major consumables (concrete, rebar), machinery deliveries/departures, run times, and critical work progress.
3. Municipal/Utility Permit Reporting: Track dewatering volumes, water consumption, and other metrics required by permits; compile monthly/annual reports.
4. Objective Evidence: Ensure contractors maintain as-built records and test results as objective evidence available for City review.
5. Weekly Reports: Issue a structured narrative with photos covering safety, quality, progress, and risks; submit within one week of compilation.
6. E-Binder: Organize shop drawings, correspondence, logs, and tests; keep current and remove superseded documents from active sets.
7. Photo Evidence Management: Use consistent naming and geolocation tags for searchable, audit-ready records.
8. Submittal Status Log: Track submittals from receipt through approval and field release; prevent installation without approval.
9. RFI Administration: Record RFIs, monitor response times, and confirm field implementation matches approved responses.
10. City-Procured Deliveries: Check delivery tickets and setup of City-purchased equipment; document installation readiness.
11. Deficiency Lists: Compile location-specific defect lists with photos and contract references to drive remediation.
12. Deficiency Closure Tracking: Maintain closure log and verify corrections with dated photos before sign-off.
13. Lessons Learned: Capture field lessons and improvement opportunities for City knowledge reuse.

12.4.3 Compliance & Regulatory Coordination

1. Pre-Start Coordination: Verify prerequisites (permits, safety plans, environmental controls) are in place before construction starts.
2. Non-Conformance Identification: Document deviations with precise locations, references, and photos to enable corrective actions.
3. Escalation of Persistent Issues: Notify City PM immediately when negligence or repeated non-compliance persists after notice.
4. Corrective Actions Tracking: Maintain closure log with responsible parties and deadlines; re-inspect remedial work to confirm acceptance.
5. Safety Incident Recording: Document incidents with timeline, participants, and conditions for follow-up and lessons learned.
6. Code/AHJ Inspections: Arrange and support inspections to ensure timely compliance checks and prerequisites are met.
7. Dust & Noise Controls: Confirm mitigation measures near public areas/sensitive receptors.

8. Erosion & Spill Prevention: Verify silt fences, spill kits, and containment plans are functioning; escalate deficiencies.
9. Protection of Adjacent Properties: Confirm safeguards for sidewalks, roads, trees, neighboring buildings; record damage and restoration.
10. Traffic Management: Observe compliance with approved traffic/pedestrian control plans to protect the public.
11. City Building Inspections Log: Independently track deadlines for City inspector visits; coordinate between CM/Contractor and City inspectors to obtain approvals and close permits; update City PM through daily/weekly/monthly reporting.
12. Utility Locates: Ensure locates are valid/current before excavation/penetrations; record expiry/renewal.
13. Shutdowns & Tie-Ins: Coordinate observations for utility shutdowns/tie-ins; record impacts, notifications, and restorations.

12.4.4 Coordination & Communication

1. Project Meetings: Prepare and circulate City-called meeting agendas; participate as client's site representative with City PM; take notes and issue minutes; track actions to closure.
2. Chair and minute biweekly progress meetings on site. The meeting shall cover the following at minimum:
 - a. Health and Safety Concerns
 - b. Progress Review
 - c. Schedule review
 - d. High level
 - e. Site level two weeks rolling schedule
 - f. Changes in the critical path
 - g. Previous Minutes
 - h. Change Orders, Change Notices, RFI's and Quotations
 - i. Quality, Environmental, And Risk concerns
 - j. New Business
 - k. Progress draw review, where applicable
3. The minutes for progress meeting shall be issued no later than two (2) working days after the meeting. All progress meeting minutes issued shall have as an attachment, shop drawings log, change logs, issues log and schedule with Gant's charts for two (2) weeks detailed both at the site level and the overall schedule.
4. Provide action plans to identify and recommend options/solutions for areas of concern;
5. City Internal Meetings: Attend site and internal City meetings; provide concise updates on quality, safety, progress, and risks from field observations.
6. Targeted Notifications: Notify City PM, consultants, and CM when deviations/risks are identified with clear deadlines/actions.
7. Specialist Testing: Schedule/witness tests by specialist consultants; ensure results are recorded, distributed, and tracked to closure.
8. Impartial Communications: Keep communications factual/neutral; avoid directing contractor methods.

9. O&M Documentation: Ensure O&M manuals, warranties, and training records are produced, reviewed, and accepted prior to turnover.
10. Substantial Performance Support: Participate with consultants and City PM to confirm substantial completion and punch list closure.
11. Respect Authority Limits: Avoid directions on means/methods or altering contract terms; escalate changes via proper channels.
12. Maintain Independence: Operate impartially and avoid conflicts of interest with contractors/Suppliers.

12.4.5 Commercial & Progress Validation

1. Assess Percentage Complete: Provide objective percent-complete estimates by location/system to support progress claims.
2. Validate Progress Claims Backup: Review claim documentation (quantities, photos, test results) and compare with observed work for consistency.
3. Monitor Time-and-Materials Activities: Verify authorization and timesheets for T&M work before acknowledging or recommending payment.
4. Also refer above Scope 5.6 for the detailed Invoice review and certification process.

12.5 Resident Site Manager Qualifications

1. Construction Oversight Experience: Minimum 10-15 years of site-based Owners representative project management experience managing similar scale, nature and cost projects, preferably Government projects.
2. Systems Knowledge: Working familiarity with mechanical, plumbing, electrical, fire alarm, security, and specialized municipal building systems.
3. Hazardous Materials Awareness: Understanding of abatement workflows, air monitoring, and documentation requirements.
4. Contract Documents Literacy: Ability to read drawings/specifications and interpret contractual acceptance criteria.
5. Codes & Regulations Familiarity: Knowledge of applicable building codes, safety regulations, and municipal procedures.
6. Public Works Context: Experience within public-sector project frameworks and documentation expectations is preferred.

13. Document Management

The Supplier shall ensure that all relevant documents are properly prepared, managed, maintained, copied (as requested) and available to the City throughout the assignment. On a monthly basis the Supplier shall provide and turn over to the City all updated documentation pertaining to the previous month's activities including design, accounting, and correspondence. This deliverable is tied to approval of the Supplier's monthly progress draw. All Closeout Documents shall be stored electronically, on CD and hard file versions for future use during any warranty periods and for archiving, with copies provided to the City.

14. City Standards and Guidelines

The Supplier shall ensure the project will comply with the following standards:

1. Accessibility:

- i. AODA
- ii. Accessibility Standards & Legislation
- iii. City of Toronto Accessibility Design Guidelines

1. Municipal By-laws

- i. iv. Section 37: Building Healthier Neighborhoods
- ii. v. Chapter 192: Public Service
- iii. vi. Chapter 195: Purchasing
- iv. vii. Chapter 629: Property Standards
- v. viii. Chapter 591: Noise

2. Construction Standards

- i. ix. City of Toronto's Building Automation System
- ii. x. Construction Act
- iii. xi. City of Toronto I&T Cabling Standard
- iv. xii. Technical Standards & Safety Authority (TSSA)
- v. xiii. Canadian Standard Association (CSA)
- vi. xiv. Toronto Green Standards V3 Tier 4
- vii. xv. Cost & Financial Benefits of Green Buildings
- viii. xvi. All other laws, standards and guidelines enforced by authorities having jurisdiction
- ix. Any other applicable standards and guideline applicable to the project

15. Project Resources

The Supplier shall be responsible to provide and maintain ongoing operating costs and make good, at their own expense, the following: HVAC/ Heated Trailer on site with an office at each end and meeting room in the middle hooked up to power, phone lines with voice mail and internet services; mobile phones for Project Management Team; colour printer, copier and fax machine for Project Management Team and City use; stationery supplies; sufficient quantities of hand held two-way radios for the Project Management Team and two for the City.

16. Additional Requirement

The Supplier shall provide all administrative support and all corporate office resources necessary for full delivery of Project. The Project Team shall be on site full time for the duration of the Project, commencing at a time agreed upon by the City, prior to the construction start date with any required support provided by Supplier's corporate office.

17. Key Deliverables Summary (Checklist)

Deliverable	Frequency	Owner (Preparer)
Governance Plan & Communication Protocols	Once; updates as required	PMC
Monthly Executive Dashboard & Report	Monthly	PMC
Quarterly Value-for-Money Report	Quarterly	PMC
Design Stage Oversight Memos & Action Logs	Per design milestone	PMC
Value Engineering Decision Log	Per VE event	PMC
Budget Reconciliation Report (CIQS alignment)	At Class D, C, B, A	PMC/Cost Consultant
Baseline CPM Schedule Review Notes	Once; updates monthly	PMC
Change Control Log & Recommendation Memos	Continuous; monthly summary	PMC
Cost Trend Log & Cash Flow/S-curve Reconciliation	Monthly	PMC
Payment Application Validation Pack (incl. Pencil Review)	Monthly	PMC
QA/QC Audit Reports & NCR Closure Tracking	Monthly	PMC
Safety Audit Memos & Corrective Action Tracking	Monthly	PMC
Commissioning Oversight Checklist & Reports	Per system; monthly summary	PMC
Risk Register & Workshop Summaries	Monthly; per milestone	PMC

Negotiated Request for Proposals – Doc5587239263**Part 3 – Schedule B – GSR Scope of Services & Project Deliverables**

Permit Matrix	Monthly update	PMC
Inspection Coordination Log & Permit Closure Confirmations	As required; monthly summary	PMC
Utility Coordination Log & Payment Requisition Tracking	Continuous; monthly summary	PMC
Community Issue Log	Continuous; monthly summary	PMC
Daily Site Diary (Site Resident)	Daily	PMC – Project Manager
Weekly Site Resident Report (narrative + photos)	Weekly	PMC – Project Manager
E-Binder Maintenance (current docs, remove superseded)	Continuous	PMC – Project Manager
Photo Evidence Repository (searchable tags/locations)	Continuous	PMC – Project Manager
Submittal Status Log	Continuous; weekly summary	PMC – Project Manager
RFI Tracking & Field Implementation Confirmation	Continuous; weekly summary	PMC – Project Manager
Municipal/Utility Reporting (e.g., dewatering volumes)	Monthly/As required by permits	PMC – Project Manager
Substantial/Total Performance Memos	At milestones	PMC
Final Closeout & Turnover Binder Index	At closeout	PMC
Warranty Walk Report & Completion Log	60 days before warranty end	PMC

1.6 Registers & Templates (Annexes)

The following templates are provided to reduce scope gaps and support consistent project controls. They may be expanded to suit project complexity.

Annex A – Permit Matrix (Template)

Permit/Approval	AHJ	Responsible Party	Submission Date	Fees	Expected Approval Date	Status/Notes

Annex B – Utility Coordination Log (Template)

Utility	Provider Contact	Requirements	Application/Ref #	Fees & Payment Req.	Key Dates (Submission/Enlargement)	Dependencies (Permits/Construction)	Status/Correspondence

Annex C – Inspection Coordination Log (Template)

Inspection Type	Department/AHJ	Trade(s)	Requested Date	Inspection Result	Deficiencies/Actions	Permit Closure Confirmation

Annex D – Community Issue Log (Template)

Date	Source/Stakeholder	Issue/Concern	Action Owner	Mitigation/Resolution	Closed (Y/N)

Annex E – Change Control Register (Template)

Change ID	Description	Cost Impact	Schedule Impact	Recommendation	City PM Approval	Status

Annex F – Risk Register (Template)

Risk ID	Description	Probability/Impact	Mitigation	Owner	Target Date	Residual Risk/Status

Annex G – Commissioning Oversight Checklist (Template)

- Pre-functional checklist completion per system.
- Functional performance tests scheduled and witnessed.
- Documentation received: test reports, trending, setpoints, alarms.
- Training completed: operations staff sign-off and materials provided.

- Deficiency list closed prior to Substantial Performance.

Appendices

Appendix A – GSR-Finch Key Performance Indicators (KPI) Matrix

Appendix C – GSR Project Schedule Milestones